152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Omnibus (Volume-2)

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Course Management Team

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 27.04 2025 Working Day: 01: Sunday

Time	Code	Event	Responsible persons	Venue
08:30am-9:00am	-	Ice Breaking Session	CMT+ Participants	207, ITC
9:10 am - 10:10 am	-	Paying Tribute to National Mausoleum, Savar	CMT+ Participants	National Mausoleun
10:10-am 10:45am	**-**	**Health Break**	**AD Logistic**	**Café, ITC ground floor**
10:45am - 11:45 am	-	Inaugural Program	CMT	Mini Auditorium ITC
11:40 - 11:45am		Photo Session	CMT+ Participants	In front of ITC
11:45 am-12:30pm	-	Laptop Distribution and WiFi Connection	Dr. Mohammad Ziaul Islam, System Analyst and IT team	207, ITC
12:30 -1:15		Briefing on Service/ Logistic Support/ Evaluation	DD Service/ DD Evaluation	
1:15 -2:15 pm	**-**	**Lunch and Prayer Break**	**CMT+ AD Dorm**	**Café, ITC ground floor**
2:15-3:45 pm	-	Briefing on Different Modules	Concerned Module Directors	207, ITC
6:45pm - 7:45pm	-	Health Check Up (Optional)	Dr. Shamima Akhter, Medical Officer and Her Team	BPATC Clini

- This schedule may be changed due to unavoidable circumstances.

24/4/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 Apil – 27 June 2025)

Daily Schedule

Date: 28-04-2025 Working Day: 2: Monday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Farjana Afrose DD (Sports)**	**Indoor games Hall**
8:30 am-10:40am	1:01	Public Service Management: Reform Initiatives & Best Practices	Md. Sharif Hasan Director, BPATC	Room 207, ITC
10:40 -11:05 am	-	**Health Break**	**PMC**	**1st floor, ITC**
11:05am-13:15 pm	2.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md. Mohoshin Ali, MDS	207, ITC
13:15-14:15 pm	-	**Lunch and Prayer Break**	PMC	**Café Shimul**
14:15 pm-16:25pm	11.02	Occupational Health Hazard and its Management	Mr. Ratan Kumar Das (GS) Physiotherapist	**207, ITC**

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26/4/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 Apil – 27 June 2025)

Daily Schedule

Date: 29-04-2025 Working Day: 3: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Farjana Afrose DD (Sports)**	**Indoor games Hall**
8:30:10:40 am	1:04	a) Law making process; b) Relation between the Parliament and the Executive; c) Questions of the Parliament and Preparing Answers to the Parliamentary Questions	**Nazmul Hoque (GS)** Joint Secretary, National Parliament	**207, ITC**
10:40 am-11:05am	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	1:03	Role of inter-agency Collaboration in Public Service Improvement	**Khalid Hasan (GS)** Addl Secretary, Cabinet Division	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café, Shimul**
14:15 pm 15:15 pm	11.01	Sedentary Life Style and Effects	**Dr. Mostafizur Rahman (GS)** Former Medical Officer, BPATC	**207, ITC**

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152nd Advanced Course on Administration and Development (ACAD)

(27 Apil – 27 June 2025)

Daily Schedule

Date: 30-04-2025 Working Day: 4: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Farjana Afrose DD (Sports)**	**Indoor games Hall**
8:30:10:40 am-	6.03	Meeting the SDGs on health, education and gender equality (Goals 3,4, & 5): Challenges and Way Forward	Md. Atikuzzaman MDS, BPATC	**207, ITC**
11:05am - 13:15 pm	3:07	Social Business and Entrepreneurship	Dr. Mostafizur Rahman (GS) JS, Ministry of Health and Family welfare	**207, ITC**
13:15pm-14:15 pm		**Lunch and Prayer Break**	**CMT+ AD Dorm**	**Café, Shimul**
14:15 pm-15:15pm	-	Preparation for Development Debate	CMT+ Participants	**207, ITC**
3:30pm	-	Weekend leave and bus will start towards RPATC	AD Logistic	In front of ITC

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18/9/2024

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152nd Advanced Course on Administration and Development (ACAD)

(27 Apil – 27 June 2025)

Daily Schedule

Date: 4-05-2025 Working Day: 5: Sunday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Farjana Afrose DD (Sports)**	**Indoor games Hall**
8:30:10:40 am-	6.01	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	Abdul Baki (GS) Former Secretary	207, ITC
11:05 -13:15 pm	1.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	**Mehedi Masud, PhD Director, BPATC**	207, ITC
14:15-15:15 pm		**Lunch and Prayer Break**	**CMT+ AD Dorm**	**Café Shimul**
14:15-15:15 pm	5.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Dr. Md. Zohurul Islam MDS	207, ITC

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26/4/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 5-05-2025 Working Day: 6: Monday

Time	Code	Event	Facilitator	Venue
5:50 am - 6:50am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	9.07	LDC Graduation: Process, Opportunities, and Challenge	**Professor Dr. Mustafizur Rahman** (GS) Distinguished Fellow CPD	**Combined Class with SSC Room 207, ITC**
10:40-11:05am	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15	12.04	Harnessing the Potentials of Marine Resources (Blue Economy)	**Rear Admiral (Rtd) Khurshid Alam (GS)** Former Secretary, Blue Economy Cell, Ministry of Foreign Affairs	**207, ITC**
13:15-14:15	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-16:25	11.04	Common Health Related Issues	Dr. Md. Mostafizur Rahman Former Medical Officer, BPATC	**207, ITC**

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3/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 6-05-2025 Working Day: 6: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**DD (Sports)**	**Indoor games Hall**
8:30:10:40 am-	6.02	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	Mohd. Monirul Islam (GS) Addl Secretary, CHT	**Combined Class with SSC Room 207, ITC**
11:05 -13:15 pm	12.02	Universal Pension Schemes	Md. Golam Mostafa (GS) Member, National Pension Authority	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-16:25 pm	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal) (Meet with Mentors)	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**207, ITC**

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5/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 7-05-2025 Working Day: 7: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	12.07	Prospect for Overseas Employment	**Nasreen Jahan** (GS), Secretary, Ministry of Civil Aviation and Tourism	**Room 207, ITC**
10:40-11:05am	-	**Health Break**	**PMC**	**Vision Garden**
11:05 -13:15 pm	4.01	E-Governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	**Dr. Mohammed Ziaul Islam** Systems Analyst, BPATC	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-15:15 pm	5.01.03	Session with Mentors to share topic/title & writing Research Proposal	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**207, ITC**

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5/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 27 June 2025)

Daily Schedule

Date: 8-05-2025 Working Day: 9: Thursday

Time	Code	Event	Responsible Persons	Venue
5:50 am - 6:50am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am-	6.04	GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	**Dr. M. Aslam Alam** (GS) Former Rector, BPATC	**207, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	1.06	Innovation for Public Service Improvement	**Md Mamunur Rashid Bhuiyan (GS)** Additional Secretary, ICT Division and CEO, Agency to Innovate, ICT Division	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**

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5/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 12-05-2025 Working Day: 11: Monay

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	9.01	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	Ambassador M. Humayun Kabir (GS) President Bangladesh Enterprise Institute	ITC# 207
10:40am-11:05am	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	9.02	Simulation on International Negotiations	Ambassador M. Humayun Kabir (GS) President Bangladesh Enterprise Institute	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15-15:15 pm		Session with Mentors	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**207, ITC**

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8/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 13-05-2025 Working Day: 12: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Dr. Rizwan Khair (GS) Former MDS BPATC	ITC# 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -12:05 pm	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Dr. Rizwan Khair (GS) Former MDS BPATC	**207, ITC**
12:15-13:15pm	5.02.03	Session with Mentors to finalise the Proposal	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15pm -15:15	-	**Preparation of Research Proposal**	**Participants**	**207, ITC**

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11/5/2025

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Daily Schedule

Date: 14-05-2025 Working Day: 13: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	7.01	Overview of PPA 2006 and PPR 2008	Md. Rafiqul Islam Director, BPATC	ITC# 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	12.06	Combating Corruption in Bangladesh public sector	Muhammad Munir Chowdhury (GS) Adddl Secretary (Rtd)	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**

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Daily Schedule

Date: 15-05-2025 Working Day: 14: Thursday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30;10:40 am	12:14	International Trade and Foreign Investment	**Chowdhury Ashik Mahmud Bin Harun (GS)** Executive Chairman (State Minister Rank) BIDA	Combined class with SSC at 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	12:15	Employment Opportunities for Youth: Role of Private Sectors	**AKM Fahim Mashroor (GS)** CEO BD Jobs	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
2:30 pm		Bus Start for Weekend	AD Logistic	**In front of ITC**

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12/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 17-05-2025 Working Day: 15: Saturday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	2.06	Annual Development Program (ADP) and Financing Modalities and Procedures	**Dr. Nurun Nahar (GS)** Addl Secretary Planning Commission	**207, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	EL	**Electoral Reforms in Bangladesh: An Overview**	**Mir Nadia Nivin (GS)** Int. Dev. Professional with Governance & Institutional Reforms Specialization & UNDP Specialist	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15 pm-15:15pm	5:02:04	**Session with Mentors**	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**207, ITC**

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14/5/2025

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(27 April – 25 June 2025)

Daily Schedule

Date: 18-05-2025 Working Day: 16: Sunday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	3.02	Budget Making Process and MTBF	**Dr, Abdur Rahim** (GS) Joint Secretary Finance Division	**207, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	9.03	International Trade Negotiations: Legal Frameworks, WTO and other Protocols	**Dr. Farhana Iris** (GS) JS, MoWCA	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15-16:25 pm	EL	Cardiac Arrest and PCR	**Dr. Mohsin Ahmed** (GS), Cardiologist NICVD	**Combined with SSC R # 207**
19:00-21:10 pm	12.03	Climate Change and Disaster: Global Targets and National Action Agenda	**Professor Dr. Ainun Nishat** (GS) Former VC Brac U	**Combined with SSC R # 207**

- This schedule may be changed due to unavoidable circumstances.

15/5/2025

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Distribution:
1) All MDS, BPATC, Savar, Dhaka.
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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 19-05-2025 Working Day: 20: Monday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30am-10:40 am	2.04	Policy Implementation Models and Evaluation Theories & Techniques	Dr. Md. Mohoshin Ali MDS, BPATC	ITC# 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	5.1.6	**Final Preparation and Submission (hard Copy) of Research Proposal**	**Module Director +CMT**	**207, ITC**
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
2:15-3:15 pm	-	**Research Proposal** Submission through ERP	**Module Director**	**207, ITC**

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 20-05-2025 Working Day: 21: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	12.05	National Energy Policy (NEP 2004(Bangladesh and the future of Energy Security for Developing countries	Dr. M. Tamim (GS) BUET	Combined class with SSC at 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05am -13:15 pm	-	**Recap Session Roll 101-110**	**CMT**	**207, ITC**
14:15-15:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**

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12/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 21-22 May-2025 Working Day: 22-23: Wednesday-Thursday

Time	Code	Event	Responsible Persons	Venue
5:30 am	-	Start towards Airport for Study Visit to Cox's Bazar	Participants + CMT	15th storied Dorm lobby
6:30am	-	**Reaching at Airport**	Tour Committee	**Airport**
8:45 am	-	**Reaching at Circuit House, Cox's Bazar**		**Cox's Bazar**
10:00am	-	**Reaching at Commissioner Officer of Refugee Camp**		
12 pm		**Visit at Rohingya Camp**		
4:30 pm		**Marine Drive, Inani Beach visit**		
8:30 pm	-	**Presence at Hotel Sea pearl beach**		
22 May at 9:15 am		**Journey start for Matarbari from Hotel Lobby**	Participants + CMT	**Hotel Lobby**

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18/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 24-05-2025 Working Day: 22: Saturday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	-	**(Sports Dept.)**	-
8:30-10:40 am	12.9	Capital Market and Its Regulation: Bangladesh Context	Muslim Chowdhury (GS) Chairman, Sonali Bank PLC	ITC # 207
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05-13:15	-	Questionnaire Preparation for Data Collection	Participants + Mentors	ITC # 207
13:15-14:15	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15-16:25	EL	Importance of Ethics and Values in Public Service	Dr. Mohammad Kamrul Ahsan (GS) VC, JU	**207, ITC**

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17/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule (revised)

Date: 25-05-2025 Working Day: 23: Sunday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	4.03	**Panel Discussion** on Fourth Industrial Revolution and Emergence of Artificial Intelligence	**Mir Shahrukh Islam**, (GS), Co-founder, Digital Transformation **Dr. Zahid .H. Panir** MDS, BPATC **Lutfor Rahman**, (GS) M.D. Contesa Solutions	ITC# 207
10:40am-11:05am	-	**Health Break**	**PMC**	**In front of class room**
11:05-13:15pm	-	**Recap Session Roll 114 and 116-122**	**Dr. Md. Roushon Jamal** Director, BPATC	ITC# 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**

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24/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 26-05-2025 Working Day: 23: Monday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	10.03	Basic of Professional Writing & Research Ethics	Dr. Kazi Mostak Gausul Hoq (GS) Professor, Dhaka University	205, ITC
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	3.06	Macroeconomic Management: Fiscal and Monitory Policy of Bangladesh	**Ahmed Ataul Hakeem** FCMA **(GS)** Former CAG	ITC# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-16:25 pm	12:16	The Recent Global Tarif War: Stands of Bangladesh	**Dr. Moinul khan (GS)** Chairman (Secretary to the Government) Bangladesh Trade and Tariff Commission	205, ITC

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24/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 27-05-2025 Working Day: 24: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	10.02	Techniques for Enhancing Professional English	Hasan Murtaza Masum Director, BPATC	**207, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	EL	Analysis on White Paper Report: Learning for Govt. Officials	**Dr. Debopriya Bhattachariya (GS)** Distinguished Fellow, CPD	Combined class with SSC at 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC & CMT**	**Café Shimul**
14:15pm	-	Bus will start for Data collection	CMT	**In front of ITC**

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8/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule (Revised)

Date: 01.06. 2025 Working Day: 25: Sunday

Time	Code	Event	Responsible Persons	Venue
5:40am-6:40am	-	Morning PT	Sports Dept.	Indoor Games Hall
8:30 am - 10:40am	3.02	Digital Platform and Cyber Security	**Dr. Mohammad Sohrab Hossain** (GS) Professor, CSE, BUET	ITC#207
10:40 am - 11:05 am	-	**Health Break**	**PMC**	**Café Shimul**
11:05am - 13:15 pm	2:05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	**Md. Sayeedul Haq (GS)** Addl Secretary (Rtd), Planning Commission & NRP Consultant	ITC#207
13:15 pm-14:15	-	Lunch and Prayer Break	**PMC& CMT**	Café Shimul
14:15 pm-16:25	12.14	The tariff war: Bangladesh's Strategic positioning	**Dr. Moinul khan (GS)** Chairman, Trade and Tariff Commission	ITC# 207

- This schedule may be changed due to unavoidable circumstances

30/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 2-06-2025 Working Day: 28: Monay

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am-	8.02	Annual Procurement Planning and Preparation of Technical Specification	Mohammad Shoheler Rahman Chowdhury (GS) Former DG, BPPA	**207, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	8.03	Steps in Public Procurement: Goods, Works, and Services (National and International)	Mohammad Shoheler Rahman Chowdhury, Former DG, BPPA	Room# 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-15:15 pm	5.02.03	Session with Mentors to data analysis and writing research report	Dr. Md. Zohurul Islam Dr. Rokeya Fahmida Mehedi Masud, PhD Dr. Md. Morshed Alom Mohammad Mamun	**206, ITC**

- This schedule may be changed due to unavoidable circumstances.

1/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 3-06-2025 Working Day: 29: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am-	7.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Abu Sayed Md. Kamruzzaman ndc (GS) Addl Secretary	207, ITC
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	7.02	Project Planning, Project Need and Stakeholder Analysis	Abu Sayed Md. Kamruzzaman ndc (GS) Addl Secretary	Room# 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:15-15:15 pm	-	Remarshal for Cultural Program	Cultural Committee	207, ITC

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8/5/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 4-06-2025 Working Day: 30: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	2.03	Policy Argument, Formulation and Implementation Challenges in Bangladesh	**Dr. Salahuddin M. Aminuzzaman (GS)** Professor, Dept. of Public Administration, DU	**207, ITC**
10:40am-11:05		**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	-	Preparation on Research Paper Writing	**Participants + CMT**	Room# 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**
14:30		Bus will leave for Eid Vacation	AD Logistic	**In front of indoor games**

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2/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 15-06-2025 Working Day: 34: Sunday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30-10:40 am	7.02	Project Planning, Project Need and Stakeholder Analysis	Md. Mosta Gausul Haq PMP(GS) Retired Secretary	207, ITC
10:40am-11:05		**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	7.03	Log Frame Analysis and Project Risk Analysis	Md.Mosta Gausul Haq PMP(GS) Retired Secretary	Room# 207
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC**	**Café Shimul**

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14/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 16-06-2025 Working Day: 32: Monay

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8:30:10:40 am	8.07	Practical Exercise on Managing e -GP	**Masud Ahmed** DD, BPATC	**205, ITC**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	7.07	PPP in Bangladesh: Status, Opportunities, and Challenges	**Muhammad Rafiqul Islam** (GS), CEO, PPP (Secretary) **Dr. Nazmus Sayaadat** (GS), JS **Fahim Ahmed (GS),** Manager, Elevated Express Way	205, ITC
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
14:15-16:25 pm	EL	Implementing E- ffactive Governance in Bangladesh: Learning from Estonia Experience	**Piret Kuhlbars (GS) and her team** Resident Team Leader in Bangladesh, Estonia	**205, ITC**

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15/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 18-06-2025 Working Day: 36: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	**-**	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8: 30-10:40 am	8.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Md. Aknur Rahman ,PhD, (GS) Joint Secretary, Power Division	**Gazipur**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	8.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	Md. Aknur Rahman ,PhD, (GS) Joint Secretary, Power Division	Room# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
14:15-16:25	10.06	Theme based Individual Presentation (as per article supplied to the participants by module director) *	SM Mehedi Hasan Director	Room# 205

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- *The modality of this presentation and marks distribution are shared in ACAD WhatsApp group

15/6/2025

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Bangladesh Public Administration Training Centre

Savar, Dhaka – 1343

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule (Revised

Date: 19.06. 2025 Working Day: 35: Thursday

Time	Code	Event	Responsible Persons	Venue
5:40am-6:40am	-	Morning PT	Sports Dept.	Indoor Games Hall
8:30 am - 10:40am	3.02	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	**Md. Monjurul Haque** (GS) Joint Secretary, Finance Division	ITC#205
10:40 am - 11:05 am	-	**Health Break**	**PMC**	**Café Shimul**
11:05am - 13:15 pm	-	Preparation for final Submission of Research Paper	**Participants**	ITC#205
13:15 pm-14:15	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
14:15 pm-15:15	5:02.05	Submission of Final Research Paper Hard copy to CMT and soft copy email/erp to concerned Mentors	**Participants**	ITC# 205

- This schedule may be changed due to unavoidable circumstances

18/6/2025

Md. Moshiur Rahman PhD
Course Coordinator
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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule (Revised-2)

Date: 22-06-2025 Working Day: 37: Sunday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8: 30-10:40 am	5.02.06	Seminar Paper Presentation Roll 101-107	Dr. Md. Mostafizur Rahman (GS) Joint Secretary, External Evaluator Dr. Rokeya Fahmida Director, BPATC, Internal Evaluator	**ITC# 205**
10:40-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	5.02.06	Seminar Paper Presentation Roll 108-114	Dr. Md. Mostafizur Rahman (GS) Joint Secretary, External Evaluator Dr. Md. Zahid Hossain Panir MDS, BPATC Internal Evaluator	Room# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
14:15-15:15	10.04	Preparation for Final Debate Theme: **LDC Graduation will bring more Challenges than Opportunities in Bangladesh**	Participants	Room# 205

- This schedule may be changed due to unavoidable circumstances.

22/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 23-06-2025 Working Day: 39: Monday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8: 30-10:40 am	5.02.06	Seminar Paper Presentation Roll 115-122	**Dr. Md. Sanwar Jahan Bhuiyan** (GS) Secretary, PSC External Evaluator **Numeri Zaman** MDS, BPATC, Internal Evaluator	**ITC# 205**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	-	**Preparation and submission of Assignment of Module 3 and Module 7**	**Participants**	Room# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
14:15-15:15		Preparation for Cultural Program	Participants	Room# 205

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22/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule (Revised)

Date: 24-06-2025 Working Day: 39: Tuesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8: 30-9:00 am	-	**Preparation for Group Assignment of Module-1 (Public Service and Operational Issues)**	**Participants**	**ITC# 205**
9:10-10:40 am	10.4	Debate Final competition **LDC Graduation will bring more Challenges than Opportunities in Bangladesh** **For the Motion: Roll 106, 108, 111 &112 (C)** **Against the Motion** **Roll 104, 109, 115 (C) 116**	**Dr. Md. Mahmud -Ul-Haque** (GS) Moderator **Md. Sharif Hasan,** Director, BPATC Judge **Hasan Murtaza Masum** Director, BPATC Judge	**ITC# 205**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -12:05 pm	-	**Preparation and submission of Assignment of Module No. 3**	**Participants**	Room# 205
12:015-13:15	-	**Rehearsal for Guest Night**	**Cultural Committee**	Room# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
19:30-20:30	-	**Guest Night**	Participants+ CMT	Room# 205

- This schedule may be changed due to unavoidable circumstances.

22/6/2025

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152nd Advanced Course on Administration and Development (ACAD)

(27 April – 25 June 2025)

Daily Schedule

Date: 25-06-2025 Working Day: 40: Wednesday

Time	Code	Event	Responsible Persons	Venue
5:40 am - 6:40am	-	**Morning PT**	**Sports Dept.**	**Indoor games Hall**
8: 30-9:00 am		**Closing Session with CMT**	**CMT**	**ITC# 205**
9:00-9:30 am	-	**Post Training Evaluation**	**Evaluation Dept**	**ITC# 205**
9:40-10:40 am	-	Laptop Returning	IT Dept.	**ITC# 205**
10:40am-11:05	-	**Health Break**	**PMC**	**In front of class room**
11:05 -13:15 pm	-	**Release Letter Distribution**	**CMT**	Room# 205
13:15-14:15 pm	-	**Lunch and Prayer Break**	**PMC& CMT**	**Café Shimul**
15:30-16:30	-	**Closing Ceremony**	Participants+ CMT	Mini Auditorium, ITC
17:00		**Departure**	AD Logistic	In front of Dormitory

- This schedule may be changed due to unavoidable circumstances.

22/6/2025

Md. Moshiur Rahman PhD
Course Coordinator
Cell Phone: 01716536726

Module:1
Public Service and Operational Issues

Welcome to the Presentation
on
Recent Changes in Public Sector
Facilitated by
Md. Sharif Hasan
Director, BPATC, Savar, Dhaka

1

Session Outline

- Introduction
- 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

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 characterized 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

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.

5

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.

6

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.

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 secretariate, 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

Strategic Management in the Public Sector: Scope, Approach, and Strategies, and SWOT and PESTLE Analysis

Mehedi Masud, Ph.D.
Director

Session Outlines

- Assumptions & Overview of **STRATEGY**
- Comprehending **STRATEGY: Levels of Strategy**
- Interpreting **STRATEGY: Scope & Stages of Strategy**
- Debunking Myths about **Strategy: Crafting Strategies**
- Understanding **STRATEGIC MANAGEMENT**
- Strategic Management in the Public Sector with **Examples:**
  - **Setting Vision, Mission, SMART Objectives**
  - **SWOT Analysis: How to do it?**
  - Understanding **5 Forces Model**
  - Conducting a **PESTLE Analysis : How to do it?**

Overview of Strategy

Strategy

- Derived from the Greek 'Strategia' (general ship), 'strategy' means to 'plan the destruction of one's enemy through effective use of resources' (Bracker, 1980, p.219;Nutt & Backoff, 1992, p.56).
- In the organisation context, strategy means an organisation's long-term direction, goal-setting, and determination of the course of action toward achieving the goal (Coutler, 2002).

Overview of Strategy

Strategy

- But this definition does address the environment in which a firm is set. (example of any business)
- This definition advanced by Johnson et al (2005, p 19) is more appropriate who defined 'strategy' as: the direction and scope of an organisation over the long term, which achieves advantages in a changing environment through its configuration of resources and competences, with the aim of fulfilling stakeholder expectations.

Essence of Strategy

The core concept of strategy is based on three subsidiary concepts:
competitive advantage,
distinctive capabilities and
strategic fit.

Essence of Strategy

- There are three important strategic questions
- Where are we now?
- Where do we want to go?
- How will we get there?

A Company's answer to "How will we get there?" - Is its strategy

Mintzberg on Strategy

Mintzberg (1987, 2003) on strategy:

- Strategy as plan
- Strategy as ploy
- Strategy as pattern
- Strategy as position
- Strategy as perspective

Understanding the Linkages between Policy and Strategy

Levels of strategy

- Why there are multi levels in strategy?
- How many levels of strategy are there?
- General Electric
- Gillette

Multibusiness corporations

- Diverse lines of business leads to diverse strategy

3 Levels of strategy

- i) Corporate level strategy:
- ii) Business level strategy:
- Functional level strategy:

Generic Strategy

Generic Strategies:

- i) Cost leadership Strategy-
- ii) Differentiation Strategy-
- iii) Focus Strategy-

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Stages of Strategic Management

- The strategic management process consists of three stages:
  - Strategy formulation
  - Strategy implementation
  - Strategy implementation
  - Strategy evaluation

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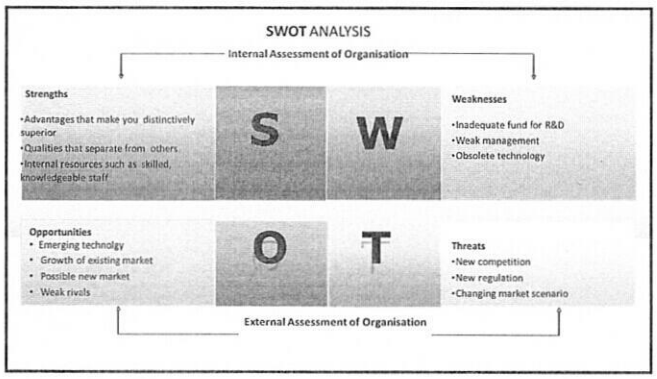
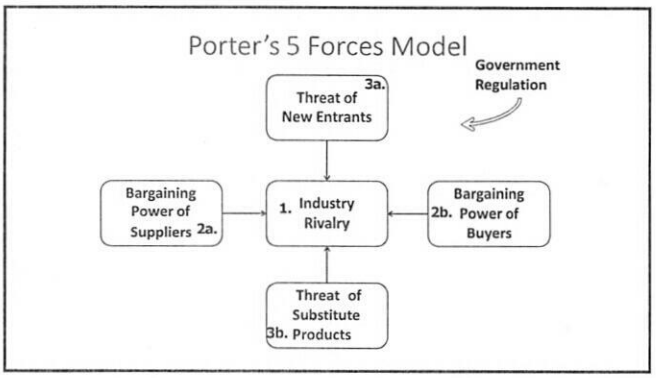
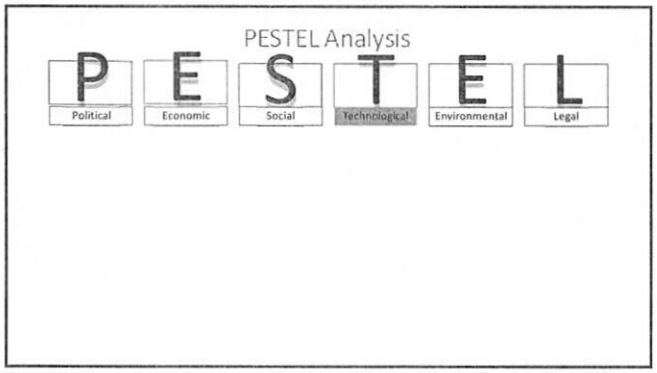






Vision and Mission Statement

VISION

- Vision is future-oriented and describes where an organization would like to be positioned in the market in 5, 10, 15, or 20 years' time.
- The vision represents core values.

Google's Vision Statement

To provide access to the world's information in one click

MISSION

A company's Mission is a concise statement of what your company wants to do and what your company can do and what purpose it exists for.

Google's Mision Statement

To organize the world's information and make it universally accessible and useful."

BPATC 18

SMART Objectives

- George T. Doran (1981) coined the phrase SMART objectives
- What Are SMART Objectives?
- What is the Definition of SMART Objectives?

BPATC 19

SMART Objectives

SMART Objectives are defined as a set of objectives that are crafted based on parameters, that bring structure and tractability together. SMART objective setting is a verifiable trajectory towards a certain achievement with clear milestones and an estimated timeline SMART is an acronym that stands for:

- S – Specific ⇨ What will be accomplished? What actions will you take?
- M – ⇨ Measurable What data will measure the goal? (How much? How well?
- A – Achievable ⇨ Is the goal doable? Do you have the necessary skills and resources?
- R – Relevant ⇨ How does the goal align with broader goals? Why is the result important?
- T- Time-based ⇨ What is the time frame for accomplishing the goal? What is the time frame for accomplishing the goal?

20

Strategic Management in the Public Sector

Strategic Plan of BPATC

Strategic Management in the Public Sector

Vision Statement of BPATC

BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest.

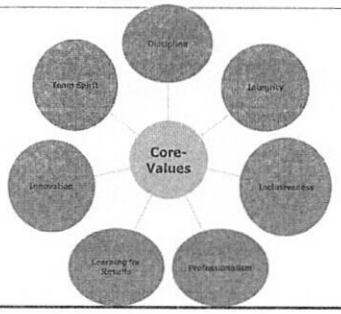
Strategic Management in the Public Sector

Mission Statement of BPATC

- **We are committed to achieve the shared vision through**
  - **developing competent and professional human resources by imparting quality training and development programs;**
  - **conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;**
  - **establishing effective partnership with reputed institutions of home and abroad for developing organisational capacity; and**
  - **promoting a culture of continuous learning to foster a knowledge-based civil service.**

Strategic Management in the Public Sector

Core values of BPATC



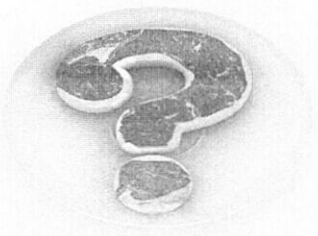
Strategic Management in the Public Sector

Strategic Goals of BPATC

- Strategic Goal-1:Integrated HRM System
- Strategic Goal-2: Client-focused Quality Training and Education Programmes
- Strategic Goal-3: Innovative Management Practices
- Strategic Goal-4:Quality Infrastructure and Learning Aid
- Strategic Goal-5: Leadership in Research & Consultancy on Training, HRD, Governance and Public Management
- Strategic Goal-6: Strategic Partnership & Networking With National & International Institutions for Enhancing Organisational Capacity
- Strategic Goal-7: Policy Autonomy through Legal & Structural Reforms

BPATC 26

Questions



THANK YOU

Role of Inter-Agency Collaboration in Public Service Improvement

Mohammad Khaled Hasan
Additional Secretary (Coordination)
Cabinet Division

Outline of the Presentation

- Inter-Agency Consultation – Its Background
- Its Significance, tools and procedures
- Inter agency collaboration in improving public service, examples
- Challenges and Way forward

What is Inter-Agency Collaboration in Governance

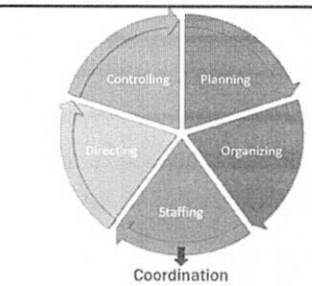
- Inter-agency collaboration is the cooperative effort among multiple organizations, typically government agencies or public sector entities, to achieve shared goals, address complex issues, or deliver services more effectively.
- It involves sharing resources, expertise, and information to enhance coordination, reduce duplication, and improve outcomes for stakeholders.

Salient Features of Inter-Agency Collaboration

Shared Goals:	• Aligns agencies toward common objectives, ensuring unified efforts.
Resource Pooling:	• Combines expertise, funding, and tools for greater efficiency.
Improved Communication:	• Facilitates regular information exchange to avoid duplication.
Enhanced Coordination:	• Streamlines processes through joint planning and execution.
Conflict Resolution:	• Establishes mechanisms to address disagreements constructively.
Increased Impact:	• Leverages diverse strengths for broader, more effective outcomes.

Management Functions

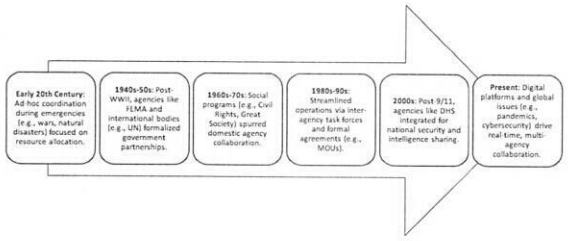
Henri Fayol



Inter-agency collaboration

Significance of Inter-Agency Collaboration

Evolution of Government Inter-Agency Collaboration



Key Mechanisms for Inter-Agency Collaboration

- **Committees and Working Groups:** Interministerial committees, task forces, and standing committees.
- **Regular Meetings:** Scheduled and ad hoc meetings.
- **Document Circulation:** Sharing policy drafts and using shared databases.
- **Digital Platforms:** Project management tools, internal networks, and video conferencing.
- **Liaison Officers:** Designated officials and secondments for knowledge transfer

Role of Inter-Agency Collaboration in Public Service Improvement

- **Unified Access Points**: Single platforms (e.g., one-stop portals) simplify citizen interactions.
- **Reduced Redundancy**: Shared processes eliminate duplicated efforts across agencies.
- **Faster Response Times**: Coordinated workflows accelerate service provision.
- **Case Study**: Integrated welfare systems combining health, housing, and employment services.
- **Outcome**: Improved accessibility and convenience for citizens.

Enhancing Resource Efficiency

- **Shared Resources**: Agencies pool budgets, technology, and personnel to maximize impact.
- **Cost Savings**: Joint procurement and shared infrastructure lower operational costs.
- **Optimized Expertise**: Cross-agency teams leverage specialized skills for better outcomes.
- **Example**: Shared data systems for real-time public health monitoring.
- **Outcome**: Higher value delivery with limited public funds.

Improving Crisis Response and Resilience

- **Coordinated Action**: Agencies align for swift, effective responses to emergencies.
- **Information Sharing**: Real-time data exchange enhances situational awareness.
- **Joint Training**: Prepares agencies for seamless collaboration during crises.
- **Example**: Multi-agency disaster response
- **Outcome**: Stronger public safety and community resilience.

Fostering Innovation and Citizen Trust

- **Collaborative Innovation**: Agencies co-develop solutions (e.g., smart city initiatives).
- **Citizen-Centric Design**: Joint efforts prioritize user feedback for tailored services.
- **Transparency**: Open communication builds public confidence in governance.
- **Example**: Cross-agency digital transformation for online tax filing systems.
- **Outcome**: Modernized services and strengthened public trust.

Importance in Bangladesh Context

- **Complex Challenges**: Bangladesh faces issues like poverty, climate change, and urbanization, requiring coordinated efforts.
- **Citizen Expectations**: Growing demand for efficient, transparent public services (e.g., healthcare, education).
- **Resource Constraints**: Limited budgets necessitate shared resources across agencies.

Streamlining Service Delivery

- **Why It Matters**: Simplifies access to services like birth registration, land records, or social safety nets.
- **Bangladesh Example**: Union Digital Centres (UDCs) integrate services from multiple ministries for rural citizens.
- **Unified Systems**: Reduces bureaucratic delays and improves user experience.
- **Outcome**: Faster, more accessible services, especially for marginalized communities.
- **Benefit**: Builds trust in public institutions through efficient delivery.

Cabinet Committees

NEC and ECNEC	• High Level Cabinet Committees to deal with national economic policies and projects
Cabinet Committee on Economic Affairs (CCEA)	• Oversees economic policies, including major project approvals and economic reforms.
Cabinet Committee on Public Purchase	• Reviews and approves government procurement and contracts to ensure transparency and accountability.
Cabinet Committee on Social Security	• Oversees social welfare and safety net programs, including poverty alleviation efforts.
Cabinet Committee on National Disaster Management	• Coordinates disaster management policies, preparedness, and responses to national disasters.
Cabinet Committee on Law and Order	• Focuses on issues related to national security, law enforcement, and maintaining law and order.
Cabinet Committee on National Exports	• Promotes export growth and addresses challenges related to export industries.

Important Committees for Collaboration

- Secretaries' Meeting
- CRVS Steering Committee
- The National Implementation Committee for Administrative Reorganization and Reform (NICAR)
- Secretaries Committee on Administrative Development
- Central Management Committee on Social Security

Local Consultative Group (LCG) in Bangladesh

What is the LCG?

- A platform for dialogue and collaboration between the Government of Bangladesh and development partners.
- Focuses on addressing thematic areas related to development, governance, and economic policies.

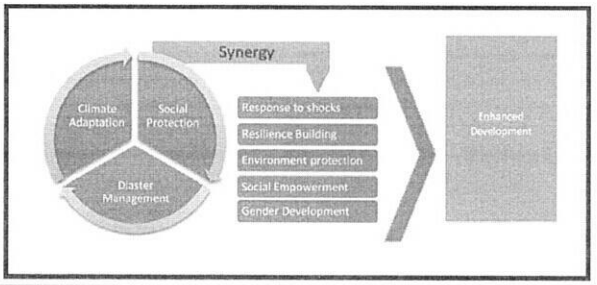
Key Objectives

- **Policy Coordination**: Facilitates coordinated efforts between the government and international donors.
- **Resource Alignment**: Ensures that resources from development partners are aligned with national priorities.
- **Issue-Specific Consultations**: Engages on thematic areas such as education, health, infrastructure, climate change, and governance.

Central Management Committee on Social Protection

- **Overview**: The Central Management Committee (CMC) coordinates social protection programs across ministries in Bangladesh.
- **Key Agencies**: Cabinet Division leads. Includes 39 ministries such as MoSW, MoF and MoWCA,
- **Role**: Harmonizes schemes like old-age pensions, vulnerable women benefits, and mother and child benefit programs, stipends, workfare programs etc.
- **Impact**: Streamlines beneficiary identification, reduces overlap, and enhances coverage for vulnerable populations.

Adaptive Social Protection as Inter-Agency Collaboration



BIDA's One Stop Service (OSS)

- **Overview**: Launched by the Bangladesh Investment Development Authority (BIDA) in 2017 to streamline business registration and approvals.
- **Key Agencies**: Involves BIDA, NBR (tax), RJSC (company registration), and local government bodies.
- **Mechanism**: A single digital platform integrates 50+ services, reducing bureaucratic delays for investors.
- **Actions**: Provides business licenses, tax IDs, and utility connections through one portal, cutting processing time from months to days.
- **Impact**: Facilitated 10,000+ businesses by 2023, boosting investment and economic growth.

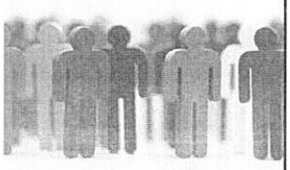
International Best Examples

The 2011 Great East Japan Earthquake Response

- **Overview**: Japan's coordinated response to the 2011 earthquake and tsunami, a magnitude 9.0 disaster.
- **Key Agencies**: Japan Self-Defense Forces (JSDF), Fire and Disaster Management Agency (FDMA), and local governments.
- **Mechanism**: The Disaster Countermeasures Basic Act enabled a centralized command under the Prime Minister's Office.
- **Actions**: JSDF deployed 100,000 troops for rescue; FDMA coordinated evacuations; ministries like MLIT rebuilt infrastructure.
- **Impact**: Supported 470,000 evacuees, restored critical services, and showcased Japan's disaster resilience.

The Troubled Families Program in UK

- **Overview**: Launched in 2012 to support families facing multiple challenges like unemployment, crime, and poor health.
- **Key Agencies**: Department for Communities and Local Government (DCLG), local councils, NHS, and police services.
- **Mechanism**: A "key worker" model coordinates tailored interventions across agencies for each family.
- **Actions**: Integrated support for 176,000 families by 2020, addressing education, health, and social issues holistically.
- **Impact**: Reduced anti-social behavior, improved school attendance, and saved £1.2B in public costs.



Challenges for Inter-Agency Collaboration

Bureaucratic Silos:	Ministries often operate in isolation, making cross-ministry coordination difficult due to differences in priorities, mandates, and structures.
Conflicting Interests:	Ministries may have conflicting agendas or interests, which can hinder the alignment of policies and the achievement of common goals.
Communication Barriers:	Ineffective communication or lack of proper channels can lead to misunderstandings, delays, and inefficiencies in decision-making.
Lack of Clear Leadership:	The absence of a clear coordinating body or leadership can result in fragmented efforts and slow progress in reaching consensus.
Limited Resources:	Ministries may face resource constraints, including limited budget, time, or personnel, which can impede effective consultation and collaboration.

.....Challenges for Interministerial Consultation:

Hierarchical Structures:	• Strong vertical hierarchies within ministries may resist horizontal collaboration, creating challenges in fostering interministerial cooperation.
Political Influence:	• Political factors and changing priorities can disrupt ongoing consultation processes, leading to inconsistency in policy implementation.
Lack of Incentives	• Career advancement often tied to individual or ministerial performance • Limited recognition for successful inter-ministerial work
Technological Barriers	• Incompatible IT systems between ministries • Security concerns limiting information sharing
Accountability Issues	• Difficulty in assigning responsibility for outcomes of joint decisions • Potential for blame-shifting between ministries

Recommendation for Effective Consultation

Introduce Flexible Consultation Frameworks

Move from Formal to Adaptive Consultations: Reduce rigidity in formal consultation structures by adopting more flexible and iterative frameworks.

Use Task-Based Consultations: Instead of relying solely on long term committees, introduce short-term task forces or working groups with specific, time-bound objectives to tackle pressing issues.

Simplify Decision-Making Processes

Limit Bureaucratic Layers: Streamline decision-making by reducing the number of layers in the approval chain. Ensure that key stakeholders are identified early on to avoid unnecessary back-and-forth delays.

Empower Mid-Level Officials: Encourage mid-level managers and officials to take the lead on interministerial collaborations, reducing the dependency on top level ministry heads to make every decision.

Regular Monitoring and Evaluation

Set Clear Benchmarks: Establish clear objectives and key performance indicators (KPIs) for interministerial consultations. Regular evaluations and feedback loops should be implemented to assess the effectiveness of the consultation process.

Assign Evaluation Teams: Designate specific teams to monitor progress and follow up on action points agreed upon during consultations, ensuring that decisions are implemented without unnecessary delays.

Recommendation for Effective Collaboration

Integrate Technological Tools for Better Collaboration

Leverage AI for Data Analysis: Use AI-powered tools to synthesize complex data from multiple ministries, providing more concise insights that can inform decision-making and reduce the burden of manual analysis.

Virtual Collaboration Tools: Encourage the use of virtual collaboration tools for consultations, particularly in instances where in-person meetings may be difficult to arrange, thus accelerating the process.

Enhance Capacity Building for Effective Consultation

Training Programs for Cross-Sectoral Collaboration: Introduce capacity-building programs for civil servants and officials that focus on interministerial collaboration, conflict resolution, and cross-sectoral planning.

Inter-Ministerial Secondment Programs: Introduce temporary secondments where staff from one ministry can work in another ministry to foster better understanding and improve cross-departmental coordination.

Focus on Policy Harmonization

Cross-Ministry Policy Alignment Workshops: Hold workshops aimed at aligning policies between ministries, ensuring that all departments are on the same page regarding national priorities, avoiding conflicts between ministries' goals.

Joint Policy Planning: Implement joint policy planning sessions to address overlapping issues, such as economic development and environmental sustainability, to reduce friction caused by conflicting interests.

Recommendation for Effective Collaboration

Introduce Financial and Resource Incentives

Pool Budgets for Joint Initiatives: Encourage the pooling of resources for shared projects between ministries, which can reduce competition for limited budgets and help align priorities.

Reward Collaborative Success: Introduce financial bonuses or public recognition for ministries or individuals who successfully lead cross-departmental initiatives, providing tangible incentives for cooperation.

Address Siloed Structures

Cross-Functional Teams: Establish permanent cross-functional teams that can bypass silos and work on shared projects across ministries. These teams should report directly to a central authority, such as the Prime Minister's Office.

Inter-Ministerial Liaison Officers: Appoint liaison officers in each ministry whose sole job is to facilitate communication and collaboration with other ministries.

Facilitate Inclusive Consultation

Involve External Stakeholders: Broaden the consultation process by involving external experts, private sector representatives, NGOs, and local governments in discussions.

Encourage Public Feedback: Implement mechanisms for incorporating public feedback into the consultation process to ensure that policies reflect the needs and concerns of the citizens.

Group Discussion

1. Leveraging Emerging Technologies for Inter-Agency Collaboration
Discussion Hints:

- **Identify bottlenecks:** Which processes (e.g., data sharing, permit approvals) could benefit most from AI or blockchain?
- **Pilot projects:** Should Bangladesh prioritize a high-impact pilot (e.g., land record digitization) to test these technologies?
- **Capacity building:** How can agencies upskill staff to adopt new tools without disrupting services?
- **Public trust:** What safeguards are needed to ensure transparency and prevent misuse of automated systems?

2. Empowering Local Governments in Inter-Agency Collaboration

Discussion Hints:

- **Decentralization:** Which services (e.g., agriculture extension, flood relief) should local governments lead?
- **Capacity gaps:** What training/resources do local officials need to coordinate with national agencies?
- **Tech bridges:** Could digital platforms (e.g., UDC upgrades) enhance rural-urban agency coordination?

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

Discussion Hints:

- **Private-sector agility:** What corporate strategies (e.g., cross-functional teams, agile sprints) could agencies adopt?
- **NGO networks:** How do NGO coalitions (e.g., climate alliances) achieve consensus, and can government replicate this?
- **Risk tolerance:** Should agencies pilot "fail-fast" experiments to test unconventional ideas?

4. Redesigning Performance Management Metrics for Collaboration

Discussion Hints:

- **Joint KPIs:** What shared goals (e.g., reduced processing time, citizen satisfaction) should replace siloed targets?
- **Accountability:** How to balance individual ministry performance with collective accountability?
- **Data transparency:** Should inter-agency progress dashboards be public to build trust?

5. Preparing for Future Crises Through Collaboration

Discussion Hints:

- **Scenario planning:** Which looming threats (e.g., climate migration, pandemics) demand preemptive inter-agency frameworks?
- **Rapid-response units:** Should Bangladesh create standing cross-agency teams for emergencies?
- **Lessons from COVID-19:** What worked/failed in past crises, and how can it inform future systems?

6. How can Bangladesh develop a future-ready civil service to sustain inter-agency collaboration?

Hints:

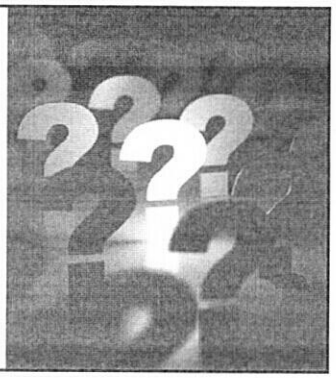
- What skills (e.g., negotiation, digital literacy) should joint training programs prioritize?
- Should Bangladesh enhance an *inter-agency rotation program* to break down silos?
- How can mentorship or *cross-ministry project teams* build experience?

7. How can Bangladesh foster a culture of innovation for inter-agency collaboration?

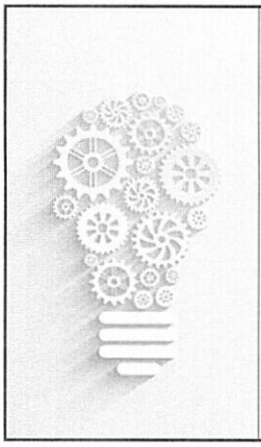
Discussion Hints:

- **Leadership buy-in:** How can top officials incentivize innovative thinking across ministries?
- **Safe-to-fail experiments:** Should agencies designate "innovation labs" to test unproven ideas without penalty?
- **Barrier removal:** What bureaucratic red tape (e.g., procurement rules, hierarchy) most stifles creativity, and how can it be reformed?

Questions?



Thank You



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

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

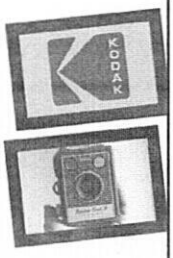
Peter Drucker:1909-2005

"Innovate or Die"

Organisations that Failed to Navigate Change

Kodak, a technology company that once dominated the photographic film market.

- Failed to capitalise on the digital photography revolution.
- Steve Sasson, a Kodak engineer, invented the first digital camera in 1975.



Problem:
The leaders of Kodak failed to see digital photography as a disruptive technology.
➢Didn't think filmless photography could replace the traditional photography process

Organisations that Failed to Navigate Change

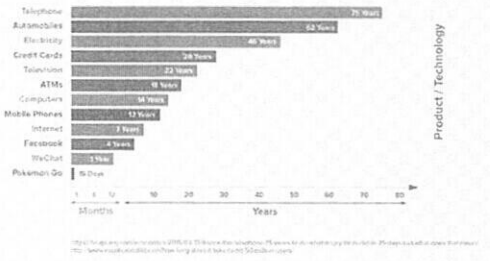
Nokia, the first company to create a cellular network in the world.

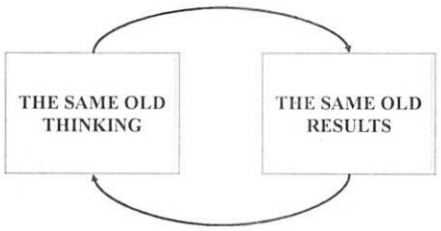
- In the late 1990s and early 2000s, Nokia was the global leader in mobile phones.
- With the arrival of the Internet, other mobile companies started understanding how data, not voice, was the future of communication.

NOKIA

Problem:
Nokia didn't grasp the concept of software and continued to focus on hardware.

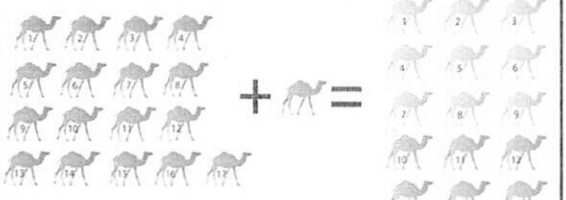
- Management feared alienating current users if they changed too much.



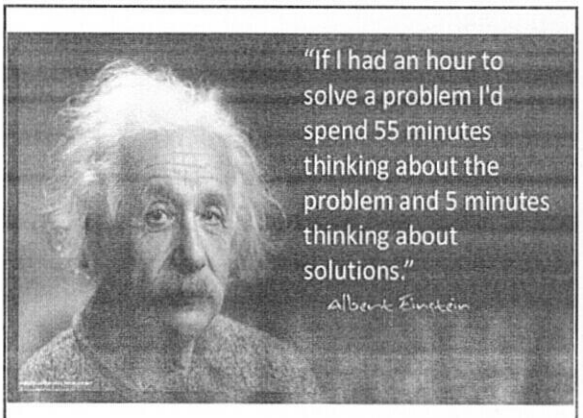


Difference in Outlook

Using catalyst

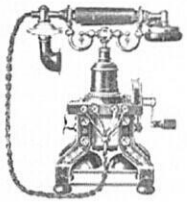


Eldest son 1/2 = 9
Middle son 1/3 = 6
Youngest son 1/9 = 2
Total 17 ⟶ 1 return back



Invention

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



Innovation

- Implementation of a new idea
- Solving a specific problem
- An improvement or value addition

Characteristics of Innovation

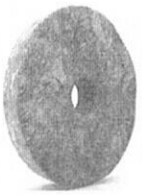
Novelty
Introducing something new, whether it's a product, process, or approach

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



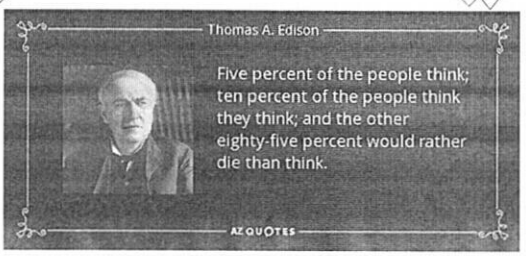
Invention

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.*

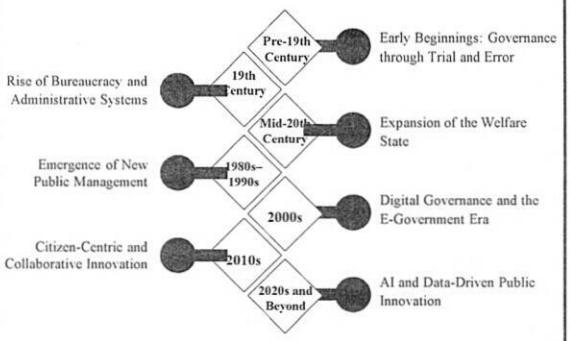
Ranking in the Region

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

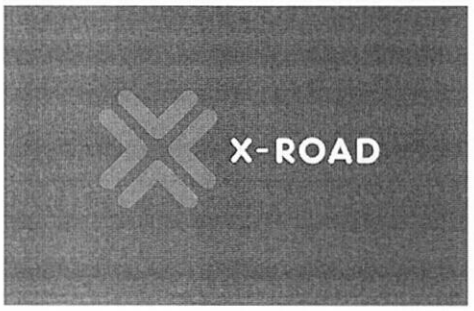
Bangladesh in GII

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

Evolution of Public Sector Innovation



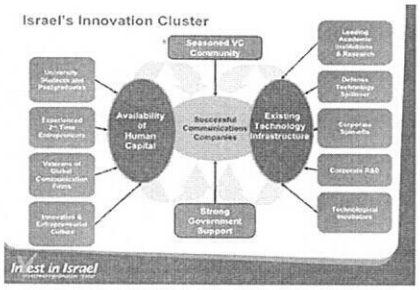
Drone delivery of Medical Supplies in Rwanda



Public Sector Innovation Agencies Worldwide

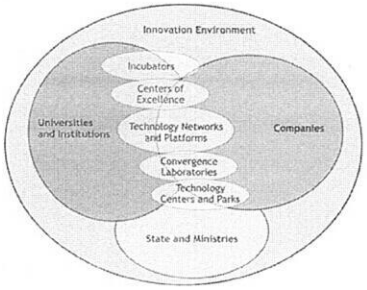
Example: Malaysian Innovation Agency, PMO

Example: Israel Innovation Cluster



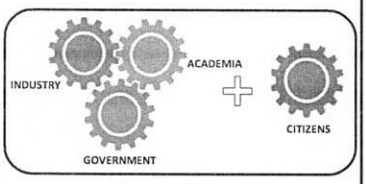
NESTA-UK

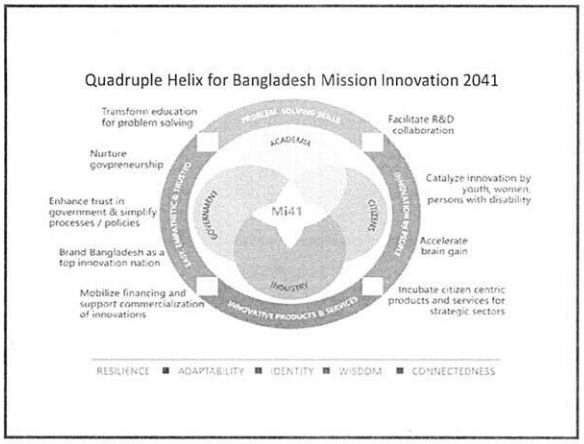
Example: Innovation Triple Helix in China

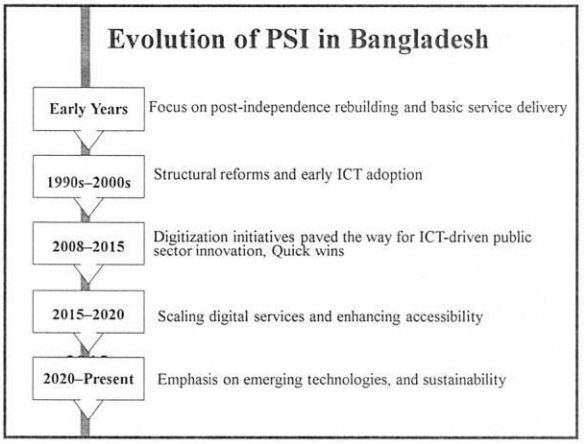


EU Approach: Triple to Quadruple Helix

- 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.




Quadruple Helix for Bangladesh Mission Innovation 2041
Transform education for problem solving
Facilitate R&D collaboration
Nurture govpreneurship
Catalyze innovation by youth, women, persons with disability
Enhance trust in government & simplify processes / policies
Accelerate brain gain
Brand Bangladesh as a top innovation nation
Mobilize financing and support commercialization of innovations
Incubate citizen centric products and services for strategic sectors
PROBLEM SOLVING SKILLS
ACADEMIA
INNOVATION BY YOUTH
CITIZENS
INDUSTRY
INNOVATIVE PRODUCTS & SERVICES
GOVERNMENT
LAWS, INITIATIVES & POLICY
Mi41
RESILIENCE ■ ADAPTABILITY ■ IDENTITY ■ WISDOM ■ CONNECTEDNESS


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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Some Questions Related to PSI

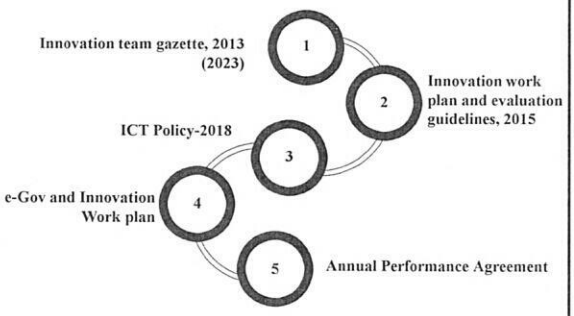
Private sectors innovate to maximize profit; why should public sector innovate?	01
Is innovation in the public sector is the wastage of time and money?	02
Is SPS and Service Digitization is innovation?	03
Innovation is a spontaneous incident; can you force any one to innovate?	04
Is it mandatory to use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

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

Disruptive Challenges Ahead

Policies related to Public Sector Innovation

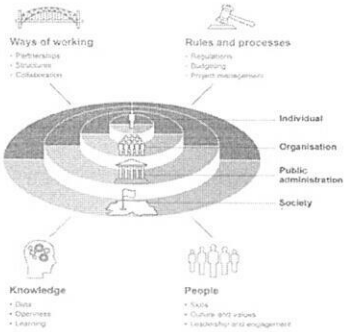


Institutional Arrangement

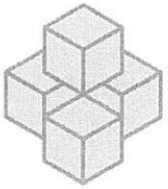
- **Agency to Innovate, ICT Division**
- **Governance Innovation Unit, CAO**
- **The Cabinet Division**
- **Ministries/Divisions, Agencies**
- **Innovation projects**
- **Innovation teams**

Drivers of Public Sector Innovation

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

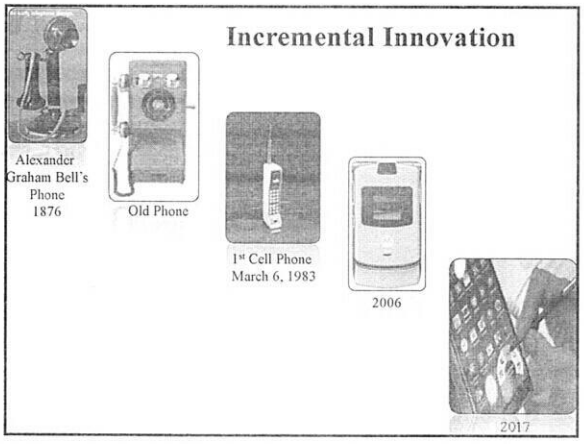
Public vs Private Innovation

Public **VS** **Private sector** **Innovation**	Welfare oriented
	Mostly profit oriented

Innovation as Extent of Change

- Incremental
- Disruptive
- Radical

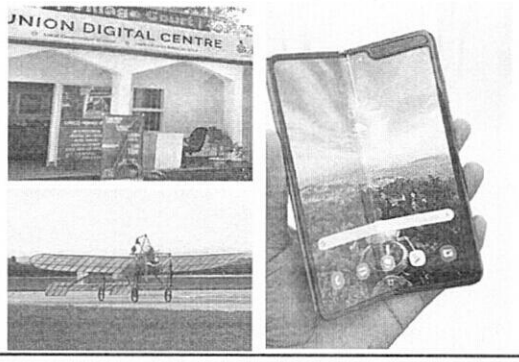
Incremental Innovation



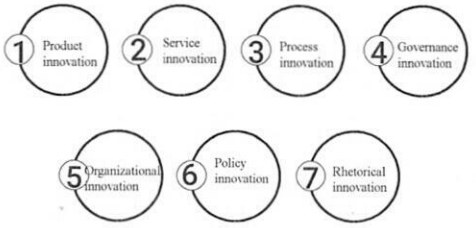
Disruptive Innovation

বিদ্যমান অবস্থার ব্যাপক পরিবর্তনকারী উদ্ভাবন

Radical Innovation
যুগান্তকারী উদ্ভাবন



Types of Public Sector 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

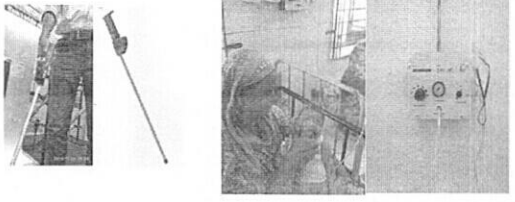
Service Innovation

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

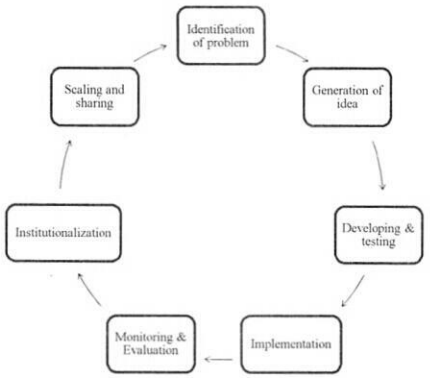
Time ↓
or
Cost ↓
or
Visit ↓

Service Innovation

Service Innovation



Steps of PSI



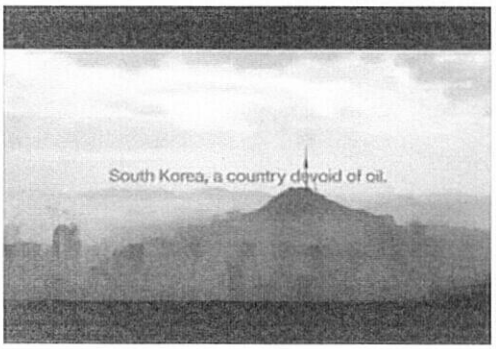
Tools for Public Sector Innovation

- Digital and Technological Tools
- Policy Design and Ideation Tools
- Collaboration and Stakeholder Engagement Tools
- Monitoring and Evaluation Tools
- Training and Capacity Building Tools- toolkit, simul
- Communication and Dissemination Tools
- Financial and Resource Management Tools
- Behavioral and Social Research Tools- sentiment analysis

ICT, Mandatory?

S-Oil company (South Korea) video

ICT is enabler



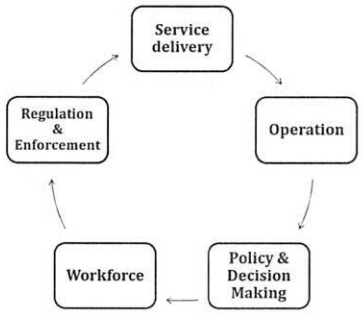
Issues of Consideration Regarding Selection of Services

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

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

Future Government Domains & Innovation



Service delivery

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

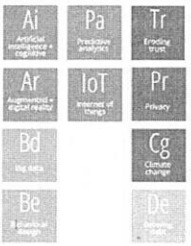
Key drivers and forces

Operations

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

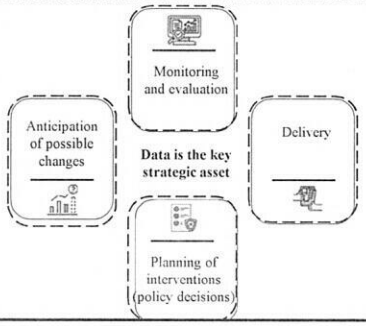
Policy and Decision Making

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



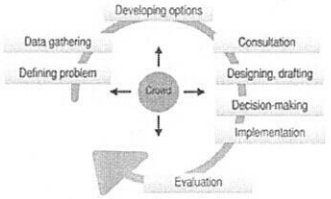
Data-Driven Anticipatory Governance

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

Evidence based Decision Making

Using data in decision making to better understand what is actually going on rather than what is assumed to be going on. This is in contrast to the opinion-based decision making

Evidence-based decision making is driven by empirical analysis of policy problems

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.

Adaptive Government

- **Adaptive government provides a flexible and responsive governance framework that helps align with fluctuating external environments and needs;**
- **It satisfies the needs and desires of the community in a changing environment;**

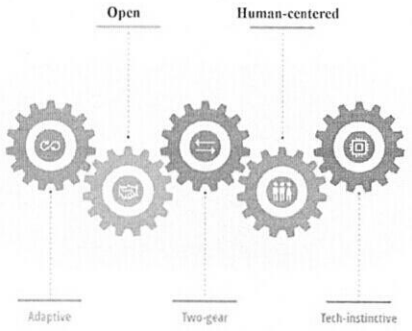
Workforce

- ☐ 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.

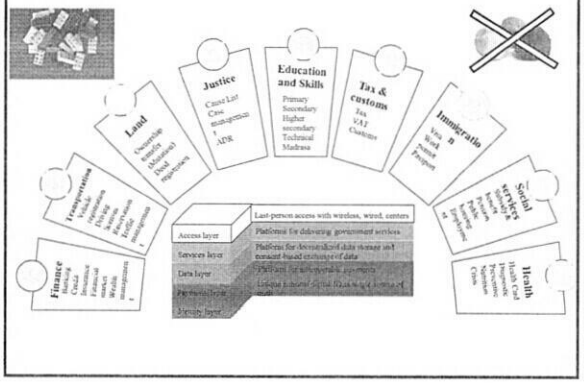
Human-centered

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

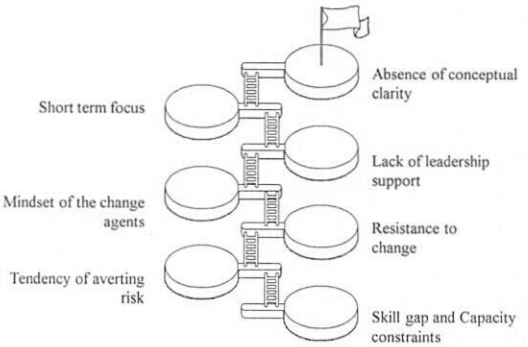
Tech-instinctive

- 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

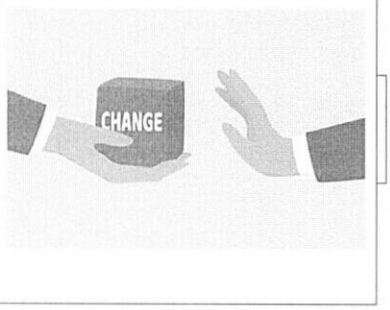


Challenges of PSI



People resist change

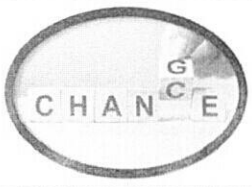
Why do people resist change?



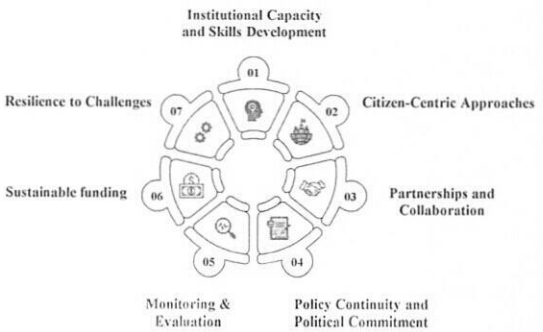
- Traditional mindset
- Have to pay extra time
- Increase work-load
- Loss of interests

How to deal with the situation?

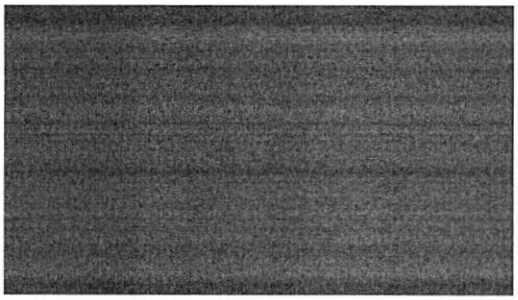
01	02	03	04
Analyze the stakeholders again and again	Make a dealing plan	Prepare for a change	The art of persuasion



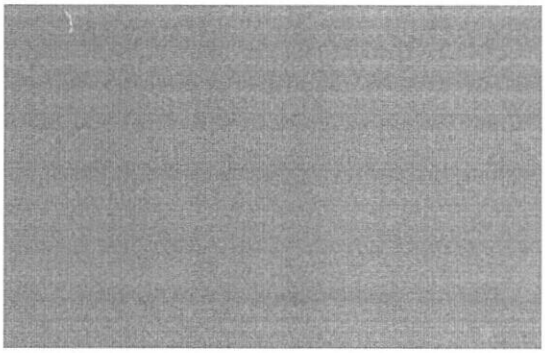
Sustainability of PSI

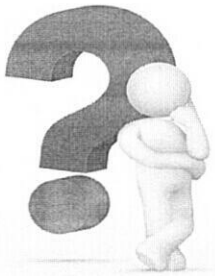


Starfish video



Let's begin……





Module:2
Policy & Planning

M2.2.3.4

6/25/2025

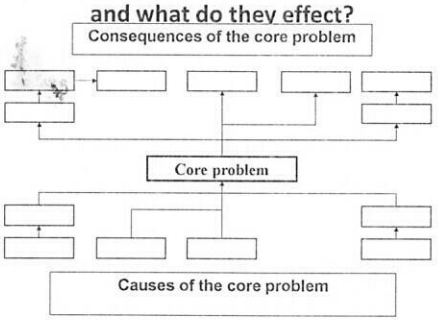
Policy Analysis

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?



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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)

- https://www.youtube.com/watch?v=HP2MZscvFl8&list=PPSV

Put them in a box

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

Who needs What

Keep Informed	Manage Most Thoroughly
Regular Minimal Contact	Anticipate and try to meet Needs

- **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)

Social Impacts

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

13

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

14

Fiscal Impacts

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

15

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

16

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?

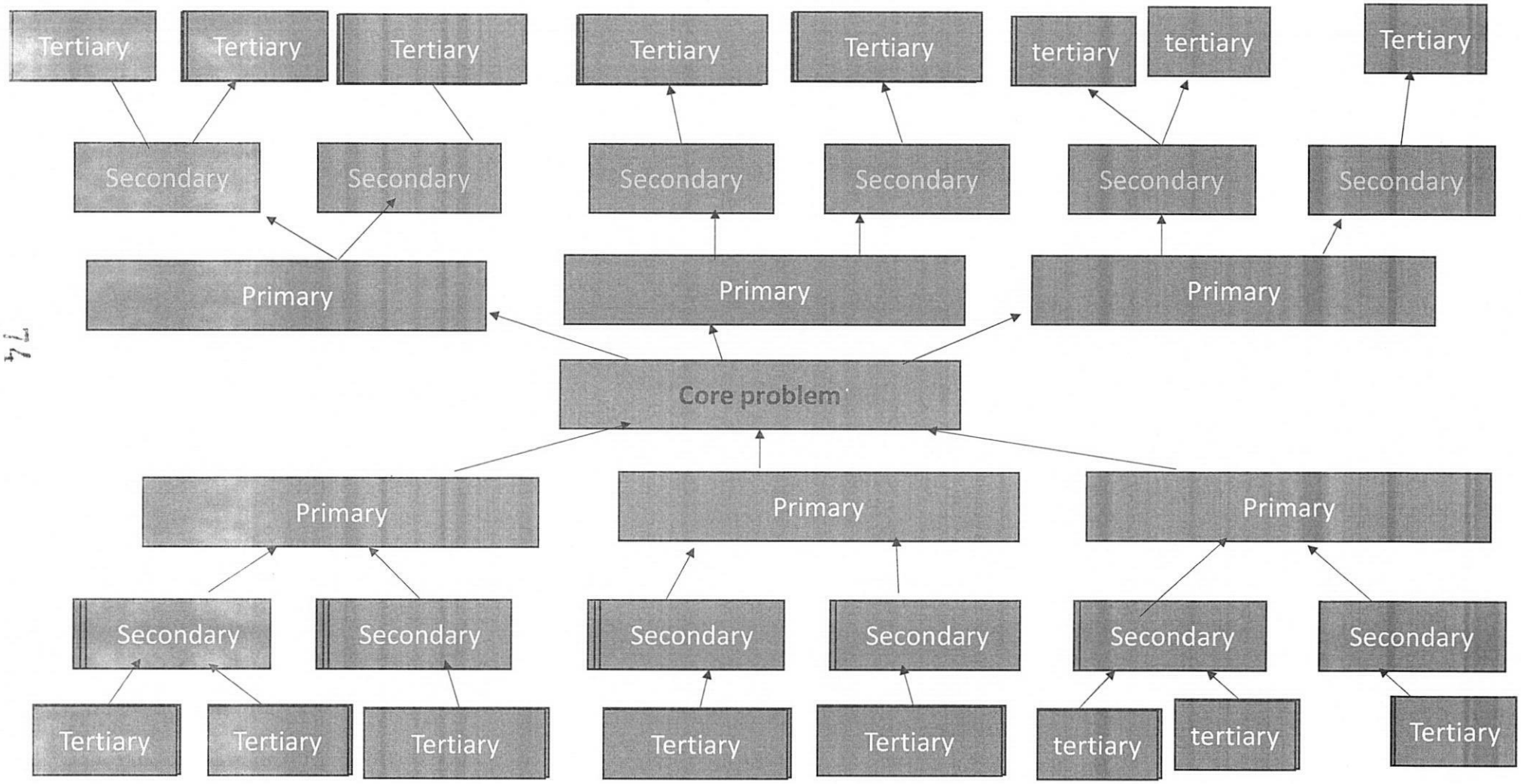
17

Recommended option

- Policy Option(s) recommended on basis of analysis.
- Give reasons for recommendation

ACTION PLAN

WHAT ??? (Recommended Solution/ Solutions)	WHO ??	HOW ??? (tools of implementation--- Law/ Project/ Tax/ Fees/ Awareness Building/ Direct Provision, etc)	WHEN??? (Time line)	How to monitor??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Policy Analysis

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North South University

Overview

- Broadly, public policies in general originate from internal demand/ expectation/ aspiration, commitment of the political regime in power and opposition, external stakeholders, and the conditionalities of the development partners.
- Policy making, in a wider perspective, is a process of dynamic interactions of the actors, like parliament, government, civil society, think tank, development partners and broadly citizens' demands and expectations.

Actors and factors of Policy stimulus

1. Global models/trends like SDG, Gender integration, Human rights, Social access/ inclusion/ environment etc. provide the priorities of pubic policy.
2. Influence, conditionality and impetus of the Development partners / World Bank/ADB, etc.
3. Five-Year plan/ perspective plan & priorities set the framework of policy choice.
4. Development framework align with the SDGs/DPs conditions.
5. International commitments significantly affect the makeup of policy agenda.

Actors and factors of Policy stimulus...

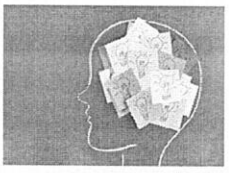
6. Institutional experience/ memory acts as a stimulus of public policy
7. Local think tanks play a significant role in creating policy demand as well as policy criticism and analysis.
8. Academics/ researchers play an active role in policy advocacy and review/analysis.
9. Development Partners also evaluate the policy process, output, and outcome, and suggest alternative options/ideas and priorities of policy choice/modification. .
10. Policy Analysis is a dynamic/ continuous process.

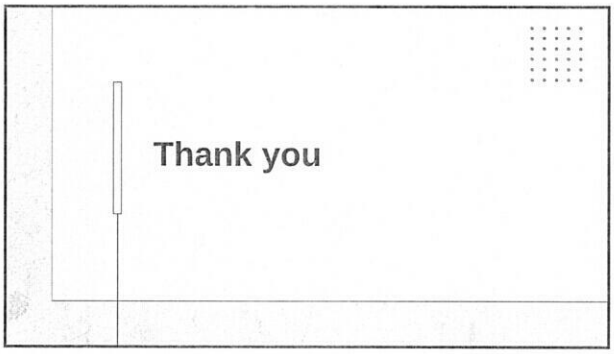
Actors and factors of Policy stimulus...

11. Unfortunately, in many cases, the Policy Analysis by government agencies are ritualistic and at times casual.
12. In-house capacity of Policy Analysis of the developing countries in general is weak, and thereby, policy outcomes are invisible/limited
13. Generally, critical concerns of Policy are on unfolding the policy (implementation aspect), while policy analysis emphasises the assessment of outcome.
14. In DCs, there appears to be a considerable "capacity deficit" in policy analysis skills.
15. Such "capacity deficit" subsequently affects the quality of policy formulation and implementation.

Brainstorming

- **What are the reasons for some of the critical/deficit areas of policy analysis of Bangladesh?**




Thank you

Policy Implementation Models and Evaluation Theories & Techniques

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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

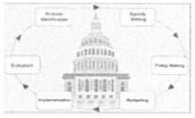
Typology of Public Policy

- **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

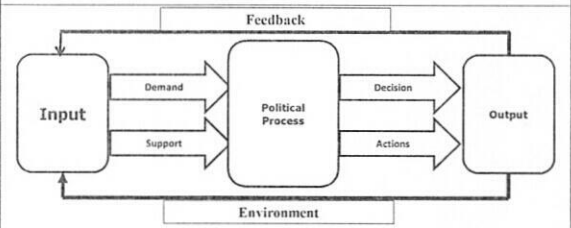
- Institutional Policies
  - (set rules, regulation procedure and guidelines)
- Procedural Policies
  - (conduct of government officials, elected or unelected)
- Symbolic
  - (Legislation against flag burning/trust in God/Dignity Law for King)
- Material
  - (provide concrete resources-welfare payments/housing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

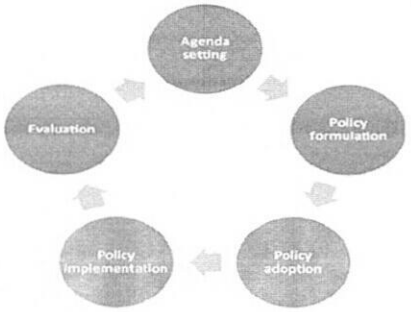
Success of Public Policy

- 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

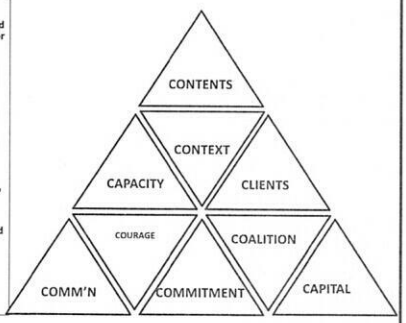
- Implementation refers
  - to the process of converting financial resources,
  - material and other activities in a formally coordinated way to produce goods and services for the benefit of the intended recipients.
- Edwards (1980) defines policy implementation as a stage of policy-making between the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

Critical Issues for Policy Implementation

- The policy analysts identified some critical variables (9C) 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



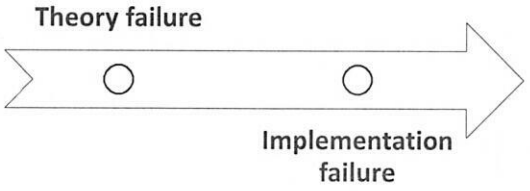
Implementation process as :

- Pressure politics (system of pressures & counter pressures)
- A simple massing of assent or multiplicative combination
- Administrative control process (influence of bureaucracy)
- Intergovernmental bargaining
- The complexity of joint action (changing 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



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

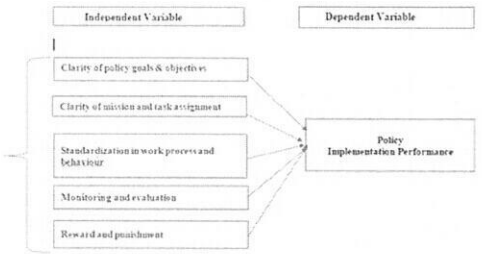
- Three major theoretical models of policy implementation (Buse et al, 2005).
- Bottom Up approach
- Top Down approach
- Principal agent theory

Theoretical Models of Policy Implementation

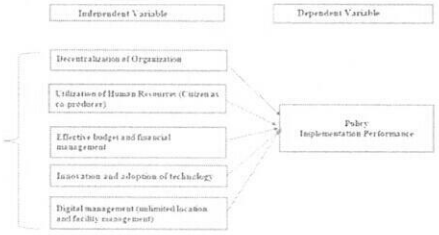
-Graham T Allison-Cuban Missile Crisis

-Redesigned by Professor Voradez

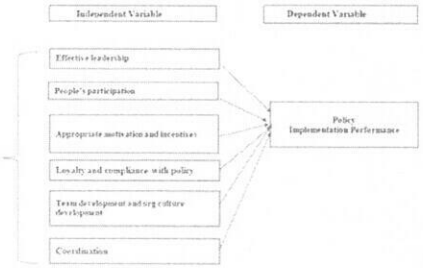
Rational Model



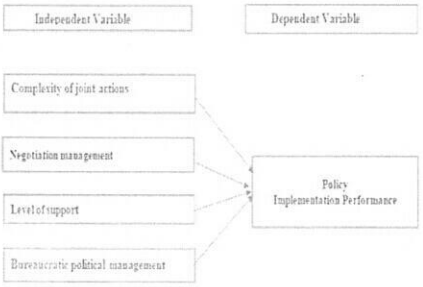
Management Model



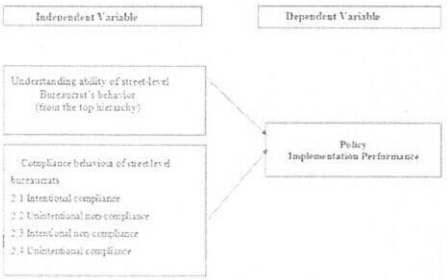
Organization Development Model



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

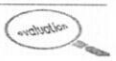
Brain Storming

What are the factors affecting implementation performance?

Success or Failure?

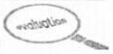
Policy Evaluation

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?

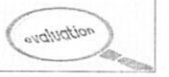
- activities intended to determine what a policy accomplishing whether it is achieving its goals, and whether it has other consequences.
- judging a program's success in terms of policy outcomes, and legitimacy
- Cost is typically a driving factor in policy eval. and any policy change
- Determining effectiveness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

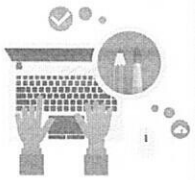
Objectives of Policy Evaluation
Why evaluate? Political answers

- Serving interest of whom
  - Public interest Vs Private interest
  - Interest of majority Vs interest of minority
  - Is it re-distributive/affirmative
- From V F M 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)

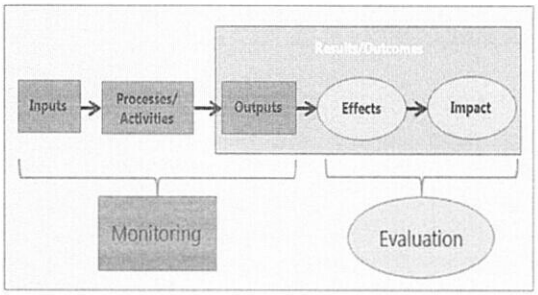
Monitoring and Evaluation



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

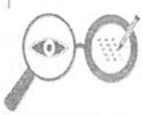


Monitoring & Evaluation

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

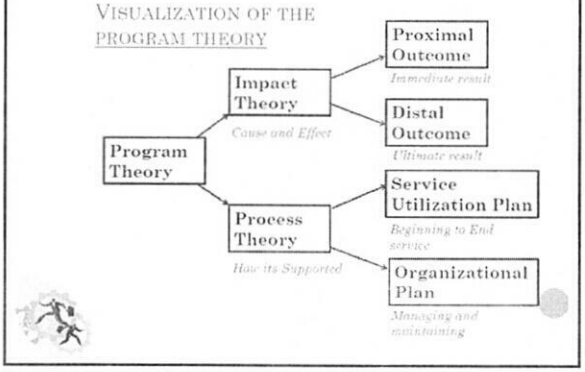
What:
- Assesses the change in the target population's well-being
- Accounts for what would have happened if there had been no program

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

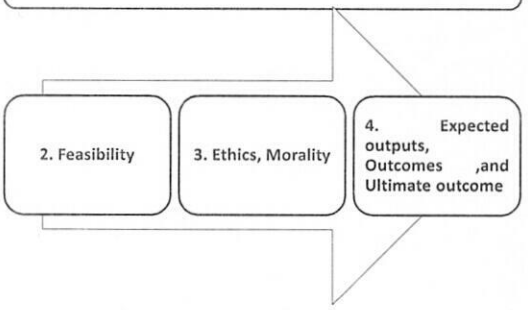
- **Planning:** Are we clear what we plan to do and why we're doing it?
- **Monitoring performance:** Are activities being delivered as you hoped?
- **Continual improvement:** Are these activities working (for everyone)? Could we do things better?
- **Transparency:** Does everyone within the organisation, 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 Before Implementation

1. Measure
   - Theory and Philosophy (ethos, logos and pathos)
   - Empirical Evidence
   - Technology
   - Enforcement Power

Evaluation Before Implementation



Evaluation during Implementation

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

Evaluation after Implementation

1. Adequacy
2. Effective / 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 SAARC (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

- 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, sentinelsites)
- Analysis of secondary statistics
- time-series study, cross-section study
- Provider assessments, Direct measurement
- Ratings and coverage data/Randomized control treatment (RCT)/Randomised 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!

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Development Planning Process in Bangladesh:

an overview of Concepts, Institutions, Process & Interactions

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Bangladesh Public Administration Training Centre (BPATC)
Savar, 01 June 2025

PRESENTATION CONTENTS

PART-I

- Planning and Development- concept & understandings
- Constitutional Provisions & Need for Planning
- National Development Planning Framework & its Global Linkage

PART-II

- Institutional Settings for Development Planning
- Interrelations & Interactions among the Institutions with key functions, roles & responsibilities

LEARNING OBJECTIVES

- To learn about development plan & the planning process, including the Constitutional basis and Need for planned development in Bangladesh
- To understand national development planning framework with Global Linkages
- To know about the Institutions involved in the development planning process, and how they interact among them with reference to key functions and roles & responsibilities

PART-I

Development Planning- concepts, types and the Framework

Development Planning– concept & understandings

- **Development:**

Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.

It means for a country "improvement in economic and social conditions"- and more specially refers to improvements in way of managing an area's natural and human resources in order to create wealth and improve people's lives.

- **Purpose of Development:**

The purpose of development is a rise in the level and quality of life of the population, and the creation or expansion of local regional income and employment opportunities, without damaging the resources of the environment- i.e., *sustainable development.*

- **Development Planning:**

The purpose of development planning is to promote sustainable and stable development of the country and to improve the people's quality of life.

Development Plan and Planning Process

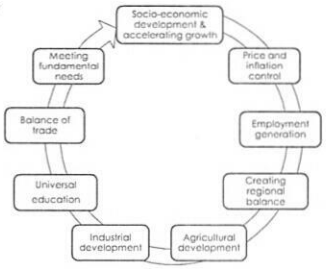
Development Plan: is simply

- a specific set of quantified economic/social targets
- to be achieved during a given period of time
- with a stated strategy for achieving those targets

Planning Process: can be described

- as an exercise, in which a government/organization/institution first chooses its development (social/economic) objectives,
- then set various targets, and finally
- organizes a 'framework' for implementing, coordinating, and monitoring a development plan.

Objectives of & Need for Development Planning



Constitutional Provision in Bangladesh:
as the basis for Planned Development

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...

Constitutional basis for Planned Development:
PART II – Fundamental Principles of State Policy

- **Article 11:** effective participation by the people through their elected representatives in administration at all levels [e.g. promotion of LGIs]
- **Article 14:** emancipation of the peasants and workers from all forms of exploitation
- **Article 15:** provision of basic necessities of life- food, clothing, shelter, education, and medical care
- **Article 16:** rural development & agricultural revolution
- **Article 17:** free and compulsory education
- **Article 18:** improvement of nutrition, public health and morality
- **Article 18A:** protection and improvement of environment and biodiversity
- **Article 19:** equality of opportunity to all citizens
- **Article 21:** duties of citizens and of civil servants

Types of Planning & Plans

Long Term Planning- Perspective Plan, Vision Plan, Delta Plan

Mid Term Planning- Five Year Plan

Short Term Planning- Annual Development Programme/Plan

National Planning Framework with Global Linkages

SDGs
SFDRR
Paris Climate Agreement

Vision 2021, 2041/Delta Plan 2100
⇩⇧
Perspective Plan 2010-2021-2041
⇩⇧
Five Year Plan
⇩⇧
Annual Development Programme
⇩⇧
Development Project/Program

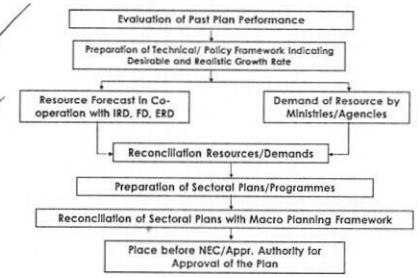
SDGs- the global commitment for development

The SDGs- *also set as a basis for 'Country Planning'*

- Adopted by UN on 25-27 September 2015 as post MDG global development framework for the next 15 years
- The SDGs are comprehensive, far-reaching and people-centered set of universal and transformative Goals and targets - **in total 17 Goals and 169 targets**
- Achieving sustainable development would be in its **three dimensions – economic, social and environmental** – in a balanced and integrated manner
- The SDGs are set to end poverty and hunger everywhere

❑ **The development objectives and targets of the 7 & 8 FYPs are in line with the "Post 2015 Sustainable Development Agenda-the SDGs"**

A Typical Plan Formulation Cycle (Process)



PART-II

Institutional Settings for National Development Planning

Planning Commission: as the central planning Agency

❑ The Planning Commission is entrusted with the task of planning for socio-economic development of the country

❑ PC has a 'three-fold' role in development planning:

- **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

Composition of the Planning Commission

Chairperson	Hon'ble Chief Advisor
Alternate Chairman	Hon'ble Advisor for Finance
Vice-chairman	Hon'ble Advisor for Planning
Member(s)	Member, Programming Division
	Member, General Economics Division
	Member, Agriculture, Water Resource and Rural Institution Division
	Member, Industry and Energy Division
	Member, Physical Infrastructure Division
	Member, Socio-Economic Infrastructure Division
Member-Secretary	Secretary, Planning Division

Major Responsibilities of the PC

Following are the main functional responsibilities of PC:

- **Prepare national plans** for socio-economic development of the country
- **Prepare ADP** for the implementation of the plans
- **Review implementation of plan** and evaluate plan performance
- **Study important economic issues** and formulate economic policies and measures
- **Undertake and promote economic research**, initiate surveys and investigations for effective planning & development
- **Advise on systems/procedures** for efficient execution of national plan, ADP, and economic policies
- **Stimulate/initiate project formulation, appraise** and advise on programs and projects to determine their consistency with the national objectives

Planning Commission works through following two high powered institutional bodies:

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

National Economic Council

- NEC is the highest body for consideration of development activities reflecting national development plans, policies and objectives.
- **Composition of NEC**
  - Chairperson: Hon'ble Chief Advisor
  - Member: All Members of the Council of Advisors
- **Officials required to assist NEC**
  - Cabinet Secretary
  - Principal Secretary/Secretary, CAO
  - Governor, Bangladesh Bank
  - Secretary, Planning Division
  - All Members of Planning Commission

  ['Secretary' also refers to 'Senior Secretary']
- Planning Division provides secretarial support

Functions of NEC

- Provide overall guidance for Perspective plan
- Provide guidelines for Five Year Plans, ADP and any other development & economic plan/policies/strategies
- Finalize and approves plans, programmes, etc.
- Review implementation progress of development plan/ programmes/projects
- Take any decision as and when necessary for socio-economic development of the country
- Appoint committees as required to assist the NEC

Composition of the ECNEC*

1. **Hon'ble Chief Advisor – Chairperson**
2. Advisor for Finance & Commerce – Alternate Chairperson
3. Advisor for Planning & Education – Member
4. Advisor for Law, Justice & Parliamentary Affairs – Member
5. Advisor for LGRD & Cooperatives – Member
6. Advisor for Foreign Affairs – Member
7. Advisor for Home & Agriculture – Member
8. Advisor for Industry, & Housing & Public Works – Member
9. Advisor attached to CA's Office – Member
10. Advisor for P&E, RT&B, & Railway – Member
11. Advisor for Env, Forest & CC, & Water Resources – Member
12. Advisor for ICT & Information – Member
13. Advisor for Youth & Sports, & Labour & Employment – Member
14. Advisor(s) for relevant Ministries/Divisions – Member

- **Officials required to assist ECNEC**
  1. Cabinet Secretary
  2. Principal Secretary/Secretary, Chief Advisor's Office
  3. Secretaries of PD, SID, IMED, FD & ERD
  4. All Members of PC
  5. Secretaries of concerned Ministries/Divisions

  ['Secretary' also refers to 'Senior Secretary']

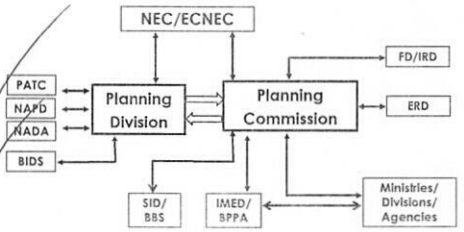
  ***Composition would be changed with the change of Advisors/Cabinet**

Functions of ECNEC

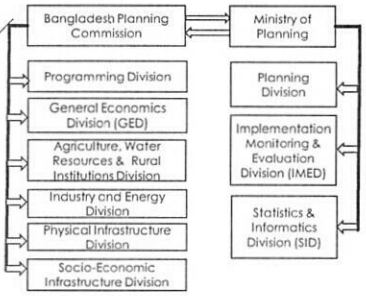
- Consider & approve DPPs for all Invest projects
- Approve projects (costing over Tk. 50 crore)
- Review project implementation
- Consider proposals of private sector investment and joint venture projects
- Monitor economic situation & economic activities and policy reviews
- Consider measures relating to foreign aid
- **Planning Division provides secretarial support**

Institutional Stakeholders & their Linkages:

NEC/ECNEC to PC & Others



Organizational Structure: PC & the Ministry of Planning



PC: Functional Divisions

- Planning Commission comprises of 6 Divisions
- 2 Divisions deal with 'macro issues- development plans, policies & budgeting (programming), while 4 others deal with project processing: mainly appraisal & approval functions- for all LMs under the 15 'economic sectors' of ADP

Bangladesh Planning Commission					
Macro Divisions		Sector Divisions			
General Economics Division	Programming Division	Agriculture Water Resources and Rural Institutions Division	Industries and Energy Division	Physical Infrastructure Division	Socio-Economic Infrastructure Division

PC: Functions of 2-*Macro Divisions*

- **Main functions of 2-*Macro Divisions* are as follows:**
  - **Functions of GED**
    - Preparation of short-, medium- & long-term plans
    - Evaluation of plans and policies
    - Review of macro-economic situation
    - Determination of macro-economic policies
    - Conduct study/research on macro-economic and other development issues
  - **Functions of Programming Division**
    - Development budgeting through ADP & RADP
    - Allocation and release of fund to development projects
    - Selection of new unapproved projects for inclusion in ADP & RADP
    - Review of resource allocation through implementation performance of projects and programs

PC: Functions of 4-Sector Divisions

- **Major functions of 4-*Sector Divisions***
  - Formulation of sectoral plans consistent with national plan objectives & strategies
  - Co-ordination of sectoral/ministerial development initiatives consistent with the sectoral plans
  - Processing for approval of development projects including project appraisal and serving as the secretariat for the sectoral Project Evaluation Committees (PEC)
  - Preparation of sectoral ADP/RADP in consultation with LMs and the Programming Division

Major Functions of Planning Division

- Provide secretarial support to the Planning Commission, NEC and ECNEC
- Execute relevant decisions taken by the Commission, NEC and ECNEC
- Provide administrative support services to PC
- Administer BIDS

Major Functions of IMED/BPPA

- Implementation monitoring and evaluation of all development projects/programs
- Prepare quarterly, annual and periodical progress reports & place those to appropriate authorities (NEC/ECNEC, PC, LMs, etc.)
- Field inspection of ongoing development projects
- Conduct terminal evaluation of all completed projects & impact evaluation of selected ones
- Administer PPA 2006 and PPR 2008 through the BPPA (formerly known as CPTU)

Major Functions of SID/BBS

- Formulation of Statistics law and rules
- Conduct census & surveys/studies on population, demography, socio-economic, agriculture, trade and environment
- Estimation of national accounts & compilation of different price indices and basic statistics
- Assess information needs as per international standards
- Disseminate need based statistical data & analysis

Major Functions of FD/IRD

- Assessment and mobilization of domestic resources through IRD/NBR, coordination with ERD for external resources and allocation of resources for all MDAs (Budget Entities)
- Issuing budget circulars and conduct tri-partite meetings to examine and scrutiny of proposals for budget allocation
- Preparing draft MTBF budget ceilings (including FA from ERD), and finalizing through the inter-ministerial 'resource committee'
- Approval of national budget through the Parliamentary process
- Coordination, review and monitoring of budget implementation
- Public sector debt management and policy issues in relation to the budgeting process

Major Functions of ERD

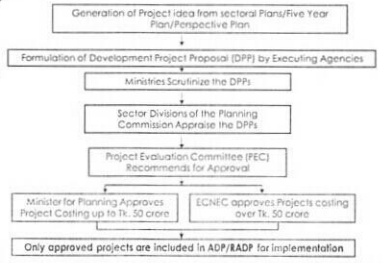
- Assessment, mobilization, negotiation and allocation of all multi- & bi-lateral aid for development projects, which include:
  - both grant & loan assistance from different sources
- Examination and scrutiny of proposals for foreign aid
- Coordination & processing for approval of all TA programs
- Coordination, review and monitoring of foreign aid utilization
- Foreign debt management including debt profiling & budgeting
- External economic relations with international development agencies, like:
  - WB/IDA, ADB, UNDP, IDB, JICA & others

Major Functions of Line MDAs

- Initiate development proposals (in accordance to their mandates) in line with National Plans, Strategies & Objectives
- Preparation of DPPs/TAPPs along with the Agencies
- Primary assessment of development proposals initiated by Agencies
- Conducting DPEC/DSPEC for processing of DPPs/TAPPs
- Implementation of development projects/programs after having approval from appropriate authorities
- Supervision, monitoring and internal evaluation of all development activities/initiatives

Project Planning & Approval Process: *A Flow Chart*

Followings are simplified series of steps in GoB project planning and approval process:



Further Readings

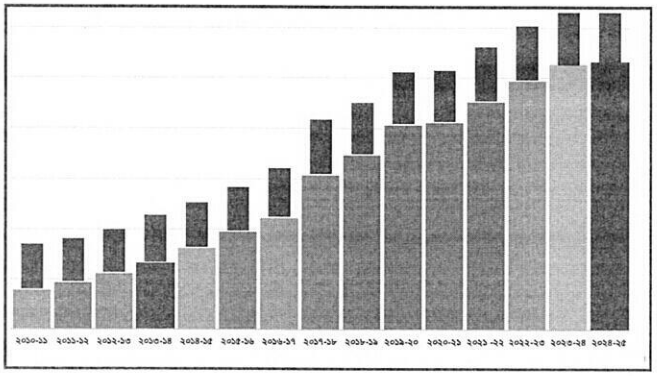
Encouraged to go through following documents with respective links:

- GoB Guidelines for Project Preparation, Processing, Approval & Revision, Planning Division, June 2022 http://www.plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/ed5fdc63_f6d6_4210_a0d6_2feb8677cbf8/Total%20Book.pdf
- Feasibility Study Report Format, Planning Division, Ministry of Planning, January 2021 https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/ed5fdc63_f6d6_4210_a0d6_2feb8677cbf8/Feasibility%20Study%20Format_English.doc
- Public Investment Management (PIM) Guidelines, Planning Division, June 2023 https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/publications/469871e6_aff8_45fd_ac4b_21bb89da7739/126.pdf


Thank you all
Further contact:
syeed_dfc@yahoo.com

২০২৪-২৫ অর্থবছরের বার্ষিক উন্নয়ন কর্মসূচি

পরিকল্পনা কমিশন
গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

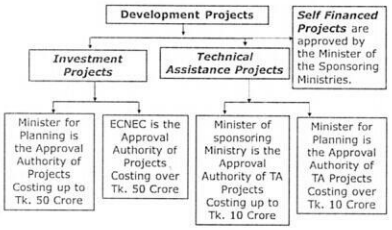


Project Planning & Approval Process: GoB

Followings are simplified series of steps in GoB project planning and approval processes:

- Generation of Project idea from sectoral Plans/Five Year Plan/Perspective Plan
- Formulation of Development Project Proposal (DPP) by Executing Agencies
- Ministries Scrutinize the DPPs
- Sector Divisions of the Planning Commission Appraise the DPPs
- Project Evaluation Committee (PEC) Recommends for Approval
- Minister for Planning Approves Project Costing up to Tk. 50 crore / ECNEC approves Projects costing over Tk. 50 crore
- Approved projects included in ADP for implementation

Project Types & Approval Authority



Linkage to Budget Process: The ADP

- Annual Development Programme or ADP is the tool for 'Public Investment' for translating Govt.'s development objectives outlined in the medium- & long-term plans through allocating resources to individual projects implemented by MDAs in a financial or budget year
- Thus, basic purpose of the ADP is to finance development projects and programs for achieving national level goals and objectives in a particular budget year in line with the national plan documents

Hence, projects remain as the building block of ADP

ADP Formulation: an overview of the process

- Programming Division takes initiatives through **issuing ADP guidelines & Call Notice** to all Ministries/Divisions & Budget entities, as well as **select unapproved new projects** through Programming Committee in consultation with Sector Divisions & line MDAs
- Programming Division & Sector Divisions prepare **Sector/Project wise ADP allocations** based on resource envelope for each Ministry/Division or Budget entity provided under MTBF by the Inter-ministerial "Resource Committee" of Finance Division
- Programming Division place the draft ADP at the **'Extended Planning Commission Meeting'** for its consideration and recommendation for NEC approval
- Draft ADP is submitted for **NEC approval**, after which taken to the Parliament by FD

The Role of DBMS (AMS) in ADP Formulation & DRIP integration

- **ADP/RADP Management System (AMS)** is a **web based application** - for collecting unapproved project proposals, demand for ongoing projects data from Agency/Ministry and project wise allocation.
- Based on collected information Programming Division **analyzes and finalizes ADP/RADP**.
- The AMS works for **re-allocation, re-appropriation throughout the financial year.**
- AMS has four salient modules namely:
  - Unapproved New Project
  - Approved Project
  - Allocation
  - Reallocation/Re-appropriation
- **AMS** has provision for entering **project locations** that may facilitate it to **integrate with DRIP** whether a project is viable to be taken into **development planning & budgeting** validating through the **disaster and climate risk information** and producing appraisal report provided by **DRIP.**

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- বর্তমান বৈশ্বিক অর্থনৈতিক প্রেক্ষাপট বিবেচনায় রেখে খাদ্য নিরাপত্তা নিশ্চিত করার লক্ষ্যে কৃষি, কৃষিভিত্তিক শিল্প এবং প্রাকৃতিক দুর্যোগ মোকাবেলায় সংশ্লিষ্ট প্রকল্পে বরাদ্দ প্রদানে অগ্রাধিকার প্রদান;
- দারিদ্র্য বিমোচন, প্রবৃদ্ধি অর্জনের ধারাবাহিকতা বজায় রাখা, কর্মসৃজন, মানব সম্পদ উন্নয়ন সংশ্লিষ্ট প্রকল্পসমূহের অগ্রাধিকার বিবেচনায় রেখে বরাদ্দ প্রস্তাব করা;
- পরিকল্পনা বিভাগ কর্তৃক জারিকৃত Green Climate Resilient Development (GCRD) গাইডলাইন যথাযথভাবে অনুসরণ করতে হবে। এছাড়া জলবায়ু পরিবর্তন অভিযোজন ও প্রশমনের লক্ষ্যে National Adaptation Plan (NAP) এবং Nationally Determined Contribution (NDC) এর আলোকে গৃহীত প্রকল্পকে অগ্রাধিকার প্রদান;

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- জলবায়ু পরিবর্তনের সাথে অভিযোজনের নিমিত্ত প্রস্তাবিত প্রকল্প বাস্তবায়নের জন্য বৈশ্বিক ও জাতীয় তহবিল হতে অর্থায়ন (Green Climate Fund, Adaptation Fund, BCCTF ইত্যাদি) প্রাপ্তির বিষয়টি নিশ্চিত করতে হবে। এডিপিতে এধরণের প্রকল্প প্রস্তাব করা হলে Bangladesh Climate Change Trust Fund (BCCTF) এর আওতায় গৃহীত প্রকল্পসমূহের সাথে দ্বৈততা পরিহার করা;
- সরকারি-বেসরকারি অংশীদারিত্বের (PPP) ভিত্তিতে গৃহীত প্রকল্পের সহায়ক নতুন প্রকল্পকে অগ্রাধিকার প্রদান; ;
- বাংলাদেশ ব-দ্বীপ পরিকল্পনায় (Delta-Plan) এবং National Adaptation Plan (NAP) এ চিহ্নিত প্রকল্পকে অগ্রাধিকার প্রদান;
- নতুন কোন প্রতিষ্ঠান (প্রশিক্ষণ ইনস্টিটিউট, শিক্ষা প্রতিষ্ঠান ইত্যাদি) নির্মাণ বা প্রতিষ্ঠা সংক্রান্ত প্রকল্প গ্রহণের পূর্বে বিদ্যমান একই প্রকৃতির প্রতিষ্ঠানসমূহের কর্মক্ষমতা, কার্যকারিতা ও ভৌগলিক অবস্থানসহ সংশ্লিষ্ট সকল বিষয়াদি পর্যালোচনা পূর্বক প্রকল্প প্রস্তাব করতে হবে;

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- একই সংস্থার অধীনে একই প্রকৃতির একাধিক ক্ষুদ্র ক্ষুদ্র প্রকল্প গ্রহণ না করে প্রশাসনিক বিভাগ বা অঞ্চল ভিত্তিক প্রকল্প গ্রহণকে অগ্রাধিকার প্রদান; এবং
- সম্ভাব্যতা সমীক্ষা অথবা প্রাক-সম্ভাব্যতা সমীক্ষা সম্পন্ন হয়েছে এমন প্রকল্প অগ্রাধিকার প্রদান।
- স্মার্ট বাংলাদেশ বিনির্মাণে সফটওয়্যার শিল্প ও তথ্য প্রযুক্তি সেবা বিকাশের মাধ্যমে রপ্তানী বৃদ্ধি ও কর্মসংস্থান সৃষ্টিমূলক প্রকল্প গ্রহণে বিশেষ গুরুত্ব দিতে হবে;
- বৈদেশিক অর্থায়নপুষ্ট (চুক্তি স্বাক্ষরিত/ সহায়তা প্রাপ্তির সুনিশ্চিত অঙ্গীকারপ্রাপ্ত) প্রকল্পে চলতি অর্থবছরে প্রাপ্ত বৈদেশিক সহায়তা ব্যবহারের নিমিত্ত পরিপূরক জিওবি বাবদ (Matching Fund) বরাদ্দের প্রস্তাবকে অগ্রাধিকার দিতে হবে;
- বৈদেশিক চুক্তি সম্পাদিত হয়েছে এমন অননুমোদিত নুতন প্রকল্প এডিপিতে অন্তর্ভুক্তির ক্ষেত্রে অগ্রাধিকার পাবে;

২০২৪-২৫ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচি

- ADP/RADP Management System (AMS) এর মাধ্যমে Online-এ বিভিন্ন মন্ত্রণালয়/বিভাগ হতে ২০২৪-২৫ অর্থ বছরের প্রকল্পওয়ারি প্রাথমিক বরাদ্দ চাহিদা সংগ্রহ করা হয়।
- ত্রিপক্ষীয় বৈঠকের মাধ্যমে চাহিদা, সম্পদের প্রাপ্যতা, অগ্রাধিকার, বাস্তবায়ন সক্ষমতা ইত্যাদি বিবেচনায় সম্মতির (agreed) ভিত্তিতে ২০২৪-২৫ অর্থ বছরের এডিপি'র জন্য অর্থ বিভাগ মন্ত্রণালয়/বিভাগ ওয়ারী সম্পদের সিলিং নির্ধারণ করে।

চলমান...

২০২৪-২৫ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচি

- অর্থ বিভাগ হতে মন্ত্রণালয়/বিভাগের জন্য প্রদত্ত সিলিং অপরিবর্তিত রেখে বিভিন্ন সেক্টর এবং ১০টি উন্নয়ন সহায়তা খাতওয়ারী বরাদ্দ কার্যক্রম বিভাগ কর্তৃক বিভাজন/বন্টন করা হয়। এক্ষেত্রে মন্ত্রণালয়/বিভাগের চাহিদা, সেক্টরাল অগ্রাধিকার, সমাপ্তির জন্য নির্ধারিত প্রকল্পের চাহিদা, বৈদেশিক অর্থায়নপুষ্ট প্রকল্পের প্রতিরুপ বরাদ্দ ইত্যাদি বিবেচনা করা হয়।
- সে অনুযায়ী পরিকল্পনা কমিশনের সেক্টর বিভাগ ও মন্ত্রণালয়/বিভাগ হতে প্রাপ্ত প্রকল্পওয়ারী বরাদ্দ প্রস্তাব সমন্বয়পূর্বক আলোচ্য ২০২৪-২৫ অর্থ-বছরের এডিপি প্রণয়ন করা হয়েছে।

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে মন্ত্রণালয়/বিভাগ হতে প্রাথমিক চাহিদা

(স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন ব্যতীত)

(কোটি টাকায়)

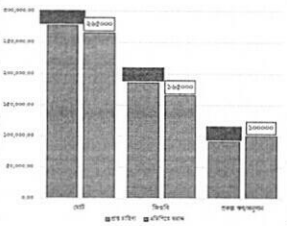
মোট	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস
২,৭৬,৪০২.৪৬	১,৮৫,৩৯১.১৯	৯১,০১১.২৭

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে অর্থ বিভাগ কর্তৃক প্রদত্ত বরাদ্দ

(কোটি টাকায়)

মোট	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস
২,৬৫,০০০.০০	১,৬৫,০০০.০০ (৬২.২৬%)	১,০০,০০০.০০ (৩৭.৭৪%)

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে মন্ত্রণালয়/বিভাগ হতে প্রাথমিক চাহিদা ও বরাদ্দের তুলনা



২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি'র অর্থায়নের বিভাজন ও ২০২৩-২৪ অর্থবছরের এডিপি/আরএডিপি'র তুলনা নিম্নরূপঃ

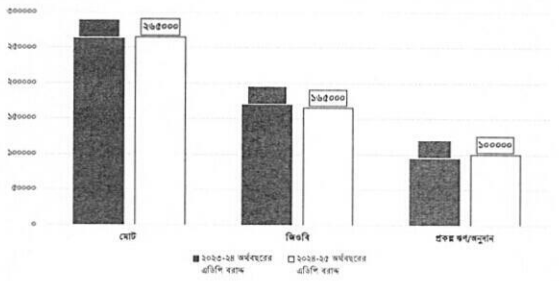
(স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন ব্যতীত)

(কোটি টাকায়)

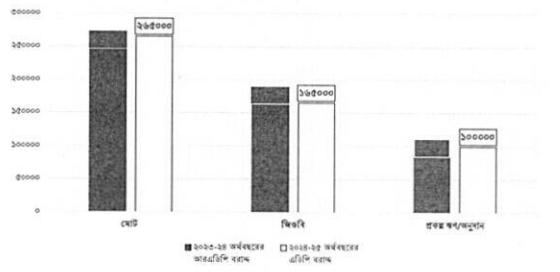
বিবরণ	বার্ষিক উন্নয়ন কর্মসূচি (২০২৩-২৪)	সংশোধিত বার্ষিক উন্নয়ন কর্মসূচি (২০২৩-২৪)	বার্ষিক উন্নয়ন কর্মসূচি (প্রস্তাবিত) (২০২৪-২৫)	২০২৩-২৪ অর্থ বছরের এডিপি'র তুলনায় ২০২৪-২৫ অর্থ বছরের এডিপি'র আকারের হ্রাস/বৃদ্ধি (-/+)/(%)	২০২৩-২৪ অর্থ বছরের সংশোধিত এডিপি'র তুলনায় ২০২৪-২৫ অর্থ বছরের এডিপি'র আকারের হ্রাস/বৃদ্ধি (-/+)/(%)
১	২	৩	৪	৫	৬
(ক) অভ্যন্তরীণ উৎস	১,৬৯,০০০.০০	১,৬১,৫০০.০০	১,৬৫,০০০.০০	(-) ৪,০০০.০০ (২.৩৭%)	(+) ৩,৫০০.০০ (২.১৭%)
(খ) বৈদেশিক উৎস	৯৪,০০০.০০	৮৩,৫০০.০০	১,০০,০০০.০০	(+) ৬,০০০.০০ (৬.৩৮%)	(+) ১৬,৫০০.০০ (১৯.৭৬%)
মোট (ক+খ):	২,৬৩,০০০.০০	২,৪৫,০০০.০০	২,৬৫,০০০.০০	(+) ২,০০০.০০ (০.৭৬%)	(+) ২০,০০০.০০ (৮.১৬%)

২০২৩-২৪ অর্থবছরের এডিপি'র তুলনায় ২০২৪-২৫ অর্থবছরের এডিপিতে বরাদ্দ ০.৭৬ শতাংশ বৃদ্ধির প্রস্তাব করা হয়েছে এবং ২০২৩-২৪ অর্থবছরের সংশোধিত এডিপি'র তুলনায় ২০২৪-২৫ অর্থবছরের এডিপি বরাদ্দ ৮.১৬ শতাংশ বৃদ্ধি পেয়েছে।

২০২৩-২৪ অর্থবছরের এডিপি এবং ২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি'র তুলনামূলক বিবরণ



২০২৩-২৪ অর্থবছরের আরএডিপি ও ২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি'র তুলনা



২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
ক. সেক্টর ভিত্তিক বরাদ্দ						
১	সাধারণ সরকারি সেবা	৩৪	১,৩০৭.২২	৮২৬.১৪	২,১৩৩.৩৬	০.৮১%
২	প্রতিরক্ষা	১২	৭১০.০১	০	৭১০.০১	০.২৭%
৩	জন শৃঙ্খলা ও সুরক্ষা	২৭	৩,২৪৫.১৩	৬৩.	৩,৩০৮.১৩	১.২৫%
৪	শিল্প ও অর্থনৈতিক সেবা	৬৬	৪,৭৫৫.৭৪	১,৭৩৬.৪৪	৬,৪৯২.১৮	২.৪৫%
৫	কৃষি	১৫০	৭,৭৮৩.৯৩	৫,৪৩৫.৬৬	১৩,২১৯.৫৯	৪.৯৯%
৬	বিদ্যুৎ ও জ্বালানি	৬১	১১,৬০৫.৪৩	২৯,১৪৬.৪৩	৪০,৭৫১.৮৬	১৫.৩৮%
৭	পরিবহন ও যোগাযোগ	২২০	৪১,৯৭৯.৩২	২৮,৭০৮.৪৪	৭০,৬৮৭.৭৬	২৬.৬৭%
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১০৩	১৩,৪৯১.৭৯	৪,৪৯৪.৪২	১৭,৯৮৬.২১	৬.৭৯%

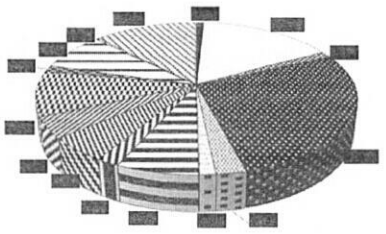
চলমান...

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	১০৬	৯,৮২৩.৮৪	১,২৬৫.৫৯	১১,০৮৯.৪৩	৪.১৮%
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	১৯৫	১৬,৪৯৩.৭৭	৮,৩৭৪.২৬	২৪,৮৬৮.০৩	৯.৩৮%
১১	স্বাস্থ্য	৪৬	১৪,৯৯৫.০২	৫,৬৮৭.৮৬	২০,৬৮২.৮৮	৭.৮০%
১২	ধর্ম, সংস্কৃতি ও বিনোদন	৪৭	২,৭০৯.১০	৭৮২.৭৭	৩,৪৯১.৮৭	১.৩২%
১৩	শিক্ষা	১০৪	২৪,৮২১.৩৩	৬,৭০৭.২৭	৩১,৫২৮.৬০	১১.৯০%
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	৪৩	৩,৭৬১.৬২	১,০২৫.৩০	৪,৭৮৬.৯২	১.৮১%
১৫	সামাজিক সুরক্ষা	৪৪	২,৮৮৬.৭৫	৪১৭.৭৪	৩,৩০৪.৪৯	১.২৫%
	উপমোটঃ ১৫টি সেক্টর	১,২৫৮	১৬০,৩৭০.০০	৯৪,৬৭১.৩২	২৫৫,০৪১.৩২	৯৬.২৪%

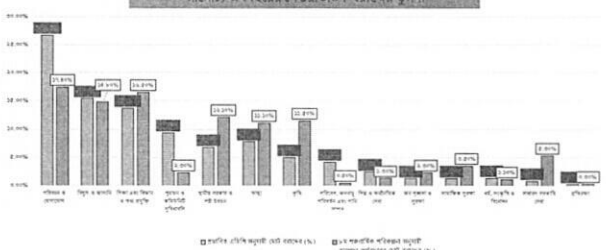
২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সেক্টরওয়ারী বরাদ্দ বিভাজন



২০২৩-২৪ অর্থবছরের প্রস্তাবিত এডিপি এবং ৮ম পঞ্চবার্ষিক পরিকল্পনা আলোচ্য অর্থবছরের সেক্টরভিত্তিক বরাদ্দের তুলনা

ক্র. নং	সেক্টরের নাম	প্রস্তাবিত এডিপি অনুযায়ী মোট বরাদ্দের (%)	৮ম পঞ্চবার্ষিক পরিকল্পনা অনুযায়ী আলোচ্য অর্থবছরের মোট বরাদ্দের (%)
১	সাধারণ সরকারি সেবা	০.৮১%	৫.৩%
২	প্রতিরক্ষা	০.২৭%	০.৩%
৩	জন শৃঙ্খলা ও সুরক্ষা	১.২৫%	২.৩%
৪	শিল্প ও অর্থনৈতিক সেবা	২.৪৫%	১.৩%
৫	কৃষি	৪.৯৯%	১১.৫%
৬	বিদ্যুৎ ও জ্বালানি	১৫.৩৮%	১৪.৮%
৭	পরিবহন ও যোগাযোগ	২৬.৬৭%	১৭.৪%
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	৬.৭২%	১২.১%
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	৪.১৮%	০.৫%
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	১.৩৮%	২.৩%
১১	স্বাস্থ্য	৭.৮০%	১১.১%
১২	ধর্ম, সংস্কৃতি ও বিনোদন	১.৩২%	১.১%
১৩	শিক্ষা	১১.১০%	১৬.৫%
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	১.৮১%	
১৫	সামাজিক সুরক্ষা	১.২৫%	৩.৫%

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপি এবং ৮ম পঞ্চবার্ষিক পরিকল্পনার আলোচ্য অর্থবছরের সেক্টরভিত্তিক বরাদ্দের তুলনা



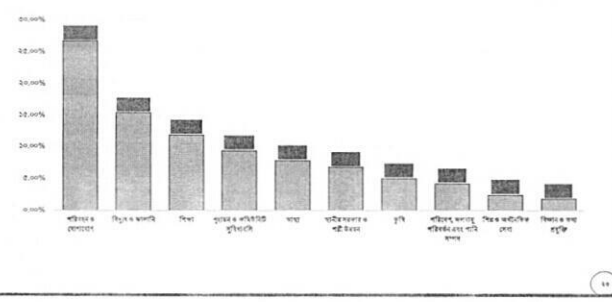
২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে উন্নয়ন সহায়তা খাতে বরাদ্দ বিভাজন

(কোটি টাকায়)

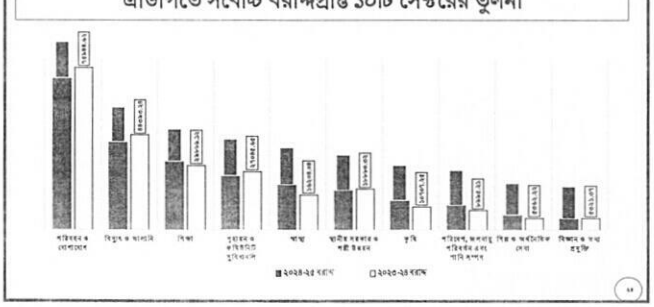
ক্রঃ নং	সেক্টর/কার্যক্রম	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
খ. উন্নয়ন সহায়তা খাত					
১	ইউনিয়ন পরিষদের উন্নয়ন সহায়তা	৮৫০.০০	০.০০	৮৫০.০০	০.৩২
২	উপজেলা উন্নয়ন সহায়তা	৭৫০.০০	০.০০	৭৫০.০০	০.২৮
৩	জেলা পরিষদ উন্নয়ন সহায়তা	৫৫০.০০	০.০০	৫৫০.০০	০.২১
৪	পৌরসভা উন্নয়ন সহায়তা	৪৫০.০০	০.০০	৪৫০.০০	০.১৭
৫	সিটি কর্পোরেশনের উন্নয়ন সহায়তা	৪০০.০০	০.০০	৪০০.০০	০.১৫
৬	পার্বত্য চট্টগ্রাম উন্নয়ন সহায়তা	৩৩০.০০	০.০০	৩৩০.০০	০.১২
৭	পার্বত্য চট্টগ্রাম স্থানীয় সরকার উন্নয়ন সহায়তা	১০০.০০	০.০০	১০০.০০	০.০৪
৮	পার্বত্য চট্টগ্রাম উন্নয়ন বোর্ডের উন্নয়ন সহায়তা	১০০.০০	০.০০	১০০.০০	০.০৪
৯	বিশেষ এলাকার জন্য উন্নয়ন সহায়তা (পার্বত্য চট্টগ্রাম ব্যতীত) (প্রধানমন্ত্রীর কার্যালয়)	১০০.০০	০.০০	১০০.০০	০.০৪
১০	বিশেষ প্রয়োজনে উন্নয়ন সহায়তা (কার্যক্রম বিভাগ)	১,০০০.০০	৫,৩২৮.৬৮	৬৩২৮.৬৮	২.৩৯
	উপমোটঃ উন্নয়ন সহায়তা	৪৬৩০.০০	৫,৩২৮.৬৮	৯৯৫৮.৬৮	৩.৭৬
মোটঃ (১৫টি সেক্টর + উন্নয়ন সহায়তা)		১,৬৫,০০০.০০	১,০০,০০০.০০	২,৬৫,০০০.০০	১০০.০০
গ. স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন		১১,৬৯৬.২৪	১,৫৮৯.৮৫	১৩,২৮৬.১৯	-
সর্বমোটঃ (ক+খ+গ)		১,৭৬,৬৯৬.২৪	১,০১,৫৮৯.৮৫	২,৭৮,২৮৬.১৯	-

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বরাদ্দ প্রাপ্ত ১০টি সেক্টর

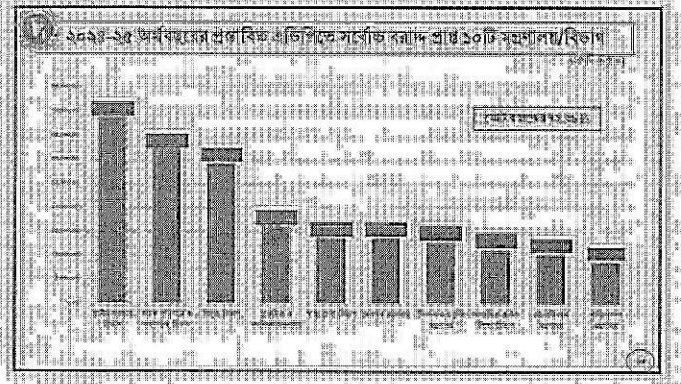
(কোটি টাকায়)



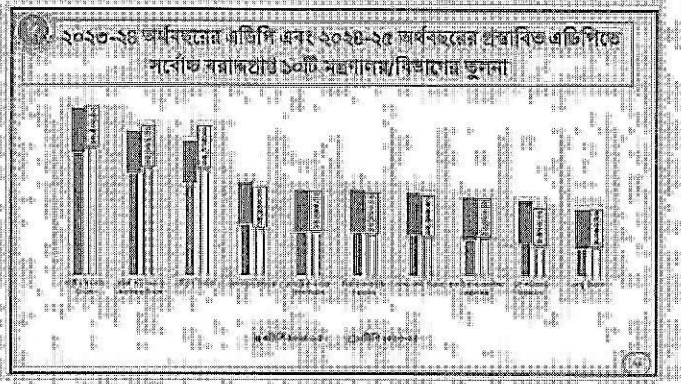
২০২৩-২৪ অর্থবছরের এডিপি এবং ২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বরাদ্দপ্রাপ্ত ১০টি সেক্টরের তুলনা



২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বরাদ্দ প্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগ



২০২৩-২৪ অর্থবছরের এডিপি এবং ২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বরাদ্দপ্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগের তুলনা



২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ জিওবি বরাদ্দ বরাদ্দপ্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগ

ক্রম নং:	মন্ত্রণালয়/বিভাগ	জিওবি বরাদ্দ
১	প্রাথমিক ও গণশিক্ষা বিভাগ	২৪,৩৪৮.২৯
২	গ্রামীণ পূর্ত মন্ত্রণালয়	১৯,৩৯৪.৪৪
৩	প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়	১৯,৩৭৩.৭৩
৪	বিদ্যুৎ বিভাগ	১৯,৩৩৬.২১
৫	সাধারণ ও উচ্চ শিক্ষা বিভাগ	১৮,৫৬৬.৬৫
৬	স্বাস্থ্য সেবা বিভাগ	৯,৩৫৮.৯৯
৭	স্থানীয় সরকার বিভাগ	৮,৩৭৮.৩৩
৮	পৌ-পরিবহন মন্ত্রণালয়	৫,৮৬৮.৫৩
৯	কৃষি মন্ত্রণালয় পরিকল্পনা বিভাগ	৫,৫১৯.৫৩
১০	যোগাযোগ অবকাঠামো মন্ত্রণালয়	৫,১৯৯.৯৭

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বৈদেশিক সাহায্যপুষ্ট প্রকল্প প্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগ

ক্রম নং:	মন্ত্রণালয়/বিভাগ	বৈদেশিক ঋণ
১	বিদ্যুৎ বিভাগ	১৮,৯৪৭.১৯
২	স্থানীয় সরকার বিভাগ	১৩,৩৮৪.৬১
৩	রেলপথ মন্ত্রণালয়	১৩,৩৩৩.৩৩
৪	যোগাযোগ মন্ত্রণালয়	৯,৯১৩.৬৩
৫	নগর পরিবহণ ও আন্তঃনগর বিভাগ	৯,৩৭৭.১১
৬	প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়	৪,১৩৩.৩৩
৭	পৌ-পরিবহন মন্ত্রণালয়	৪,০১৮.১৩
৮	স্বাস্থ্য সেবা বিভাগ	৩,৯৯৫.০৩
৯	বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়	৩,৯৭৭.৭৮
১০	শিক্ষা বিভাগ	৩,৫৩৩.৩৩
মোট		৭৬,৯৩৩.৫১

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সর্বোচ্চ বরাদ্দপ্রাপ্ত ১০টি প্রকল্প

ক্রম নং:	প্রকল্পের শিরোনাম	মোট বরাদ্দ (কোটি টাকায়)
১	[illegible]	১৯,৩৭৩.৩৩
২	[illegible]	১৯,৩৩১.৩৩
৩	[illegible]	১৯,৩৩৬.২১
৪	[illegible]	১৮,৫৬৬.৬৫
৫	[illegible]	৯,৩৫৮.৯৯
৬	[illegible]	৮,৩৭৮.৩৩
৭	[illegible]	৫,৮৬৮.৫৩
৮	[illegible]	৫,৫১৯.৫৩
৯	[illegible]	৫,১৯৯.৯৭
১০	[illegible]	৪,৯৯৯.৯৯

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সমাপ্য বৃহৎপ্রকল্পের ১০টি প্রকল্প

ক্রম নং:	প্রকল্পের শিরোনাম	মোট প্রাক্কলিত ব্যয় (কোটি টাকায়)
১	[illegible]	৩৯,৩৭৩.৩৩
২	[illegible]	১৯,৩৩১.৩৩
৩	[illegible]	১৯,৩৩৬.২১
৪	[illegible]	১৮,৫৬৬.৬৫
৫	[illegible]	৯,৩৫৮.৯৯
৬	[illegible]	৮,৩৭৮.৩৩
৭	[illegible]	৫,৮৬৮.৫৩
৮	[illegible]	৫,৫১৯.৫৩
৯	[illegible]	৫,১৯৯.৯৭
১০	[illegible]	৪,৯৯৯.৯৯

২০২৩-২৪ অর্থবছরের প্রস্তাবিত এডিপিতে বরাদ্দসহ প্রকল্প সংখ্যা ও উন্নয়ন সহায়তা

(কোটি টাকায়)

প্রকল্পের ধরন/উন্নয়ন সহায়তা	প্রকল্প সংখ্যা	প্রস্তাবিত বরাদ্দ			
		অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
বিনিয়োগ	১১১৮	১,৫৩,২৫৩.৬২	৮৮,৪৩৯.৮৪	২,৪১,৬৯৩.৪৬	৯১.৯০%
সমীক্ষা	২২	১৮০.২২	-	১৮০.২২	০.০৭%
কারিগরি	৭৮	৪০০.৩৫	১,১১৯.৬৩	১,৫১৯.৯৮	০.৫৮%
থোক বরাদ্দ		১০,৩৫০.৮১	১,১৬৮.৭১	১১,৫১৯.৫২	৪.৩৮%
উন্নয়ন সহায়তা + বিশেষ প্রয়োজনে উন্নয়ন সহায়তা		৪,৮১৫.০০	৩,২৭১.৮২	৮,০৮৬.৮২	৩.০৭%
মোট:	১২১৮	১৬৯,০০০.০০	৯৪,০০০.০০	২৬৩,০০০.০০	১০০.০০%
স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন	৮৯	১০,৮৯৫.০৯	৭৭৮.৯৩	১১,৬৭৪.০২	
সর্বমোট:	১৩০৭	১,৭৯,৮৯৫.০৯	৯৪,৭৭৮.৯৩	২,৭৪,৬৭৪.০২	

প্রকল্পের অর্থায়ন (জিওবি অংশ)

প্রস্তাবিত এডিপিতে মোট প্রকল্প সংখ্যা =১২১৮টি (নিজস্ব অর্থায়ন বাদে) মোট (কোটি টাকায়)

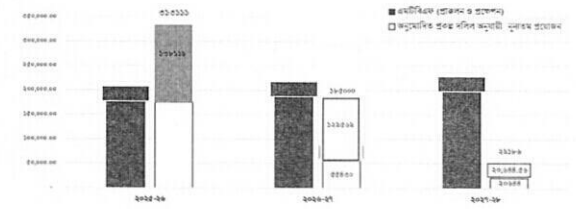
প্রাক্কলিত ব্যয় (জিওবি অংশ)	৯,৬৮,১১১.০০
জুন/২৩ পর্যন্ত সম্ভাব্য ক্রমপুঞ্জিত ব্যয় (জিওবি অংশ)	৪,৪৬,৫১৭.০০
অবশিষ্ট অর্থের পরিমাণ (পরবর্তী অর্থবছরসমূহে বরাদ্দ প্রদানের প্রয়োজন হবে) (জিওবি অংশ)	৫,২১,৫৯৪.০০

পরবর্তী ৩ অর্থবছরে প্রকল্পের অর্থায়ন (এমটিবিএফ সিলিং) ও চাহিদার একটি তুলনামূলক বিশ্লেষণ

অর্থ বছর	২০২৩-২৪	২০২৪-২৫	২০২৫-২৬
৮ম পঞ্চবার্ষিক পরিকল্পনা (চলতি মূল্যে)	৩,০৬,০১০	৩,৬৭,৫৩০	-
এমটিবিএফ (প্রাক্কলন ও প্রক্ষেপন) (জিওবি)	১,৬৯,০০০	১,৮৫,০০০	২,০৩,০০০
অনুমোদিত প্রকল্প দলিল অনুযায়ী নূন্যতম প্রয়োজন	৩,৬৯,৩২২	১,০২,৩৯১	৩৪,৬৮৭
ঘাটতি	-২,০০,৩২২	-১,১৭,৭১৩	৫০,৬০০

প্রকল্পের অর্থায়ন (এমটিবিএফ সিলিং) ও চাহিদার তুলনামূলক চিত্র

সকল মন্ত্রণালয়/বিভাগ



সমাপ্ত ও নতুন অন্তর্ভুক্ত প্রকল্পের প্রাক্কলিত ব্যয়ের তুলনাঃ

কোটি টাকা

২০২৩-২৪ অর্থবছরে সমাপ্ত প্রকল্প (নিজস্ব অর্থায়ন বাদে)	প্রাক্কলিত ব্যয়- ১,৫৪,৫২২
২০২৪-২৫ অর্থবছরে অন্তর্ভুক্ত নতুন অননুমোদিত প্রকল্প (নিজস্ব অর্থায়ন বাদে)	প্রাক্কলিত ব্যয়- ১০,৩৩,৯৮০

নতুন অননুমোদিত প্রকল্পের ডিপিপি প্রণয়ন/পুনর্গঠনে মন্ত্রণালয়/সংস্থার সক্ষমতাঃ

বছর	নতুন অননুমোদিত প্রকল্প সংখ্যা(বৈদেশিক অর্থায়নপুষ্ট প্রকল্প)	একনেক কর্তৃক অনুমোদিত		মাননীয় মন্ত্রী কর্তৃক অনুমোদিত		মোট মূল অনুমোদিত প্রকল্প	মোট অনুমোদিত প্রকল্পের তুলনায় প্রকল্প অনুমোদনের হার
		মূল	সংশোধিত	মূল	সংশোধিত		
২০১৮-১৯	১৩৬১ (৩২৬)	২৫৫	৬৩	১৪	২	৩৩৯	২১%
২০১৯-২০	১২৮৭ (২৪২)	১৫৩	৫৮	৪১	৩	১৯৪	১৫%
২০২০-২১	১৪৪৩ (৯৬)	১০৬	৬৩	৪৯	৫	১৫৫	১১%
২০২১-২২	৭৫০ (১৪১)	১২২	৫৯	৩৯	২	১৯১	২১%
২০২২-২৩	৭৮৩ (১৫০)	৮৩	৬১	৩২	৪২	১১৫	১৫%
২০২৩-২৪ (এপ্রিল পর্যন্ত)	১০৪৮ (২১৯)	১১৪ (এপ্রিল পর্যন্ত)	৫৪ (এপ্রিল পর্যন্ত)	৬৩ (এপ্রিল পর্যন্ত)	৫০ (এপ্রিল পর্যন্ত)	১৭৭	১৭%

২০২৪-২৫ অর্থবছরের প্রস্তাবিত এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্রঃ নং-	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
১	সাধারণ সরকারি সেবা	৩	০	১	০	৪
২	প্রতিরক্ষা	৬	০	০	০	৬
৩	জন শৃঙ্খলা ও সুরক্ষা	-	-	-	-	-
৪	শিল্প ও অর্থনৈতিক সেবা	১৭	০	৩	০	২০
৫	কৃষি	৩৬	২	১	০	৩৯
৬	বিদ্যুৎ ও জ্বালানি	১১	০	১	১১	২৩
৭	পরিবহন ও যোগাযোগ	৪৪	০	১	৫	৫০
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১৩	১	০	০	১৪

২০২৪-২৫ অর্থ বছরের প্রস্তাবিত এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্রঃ নং	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	২৬	৩	৫	০	৩৪
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	৩০	১	১	৮	৪০
১১	স্বাস্থ্য	১১	০	০	০	১১
১২	বিনোদন, সংস্কৃতি ও ধর্ম	১৩	০	০	০	১৩
১৩	শিক্ষা	৬	০	২	০	৮
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	১৭	০	২	১	২০
১৫	সামাজিক সুরক্ষা	৫	০	২	০	৭
	সর্বমোট:	২৩৮	৭	১৯	২৫	২৮৯

২০২৪-২৫ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে অন্তর্ভুক্ত প্রকল্প তালিকা

২০২৩-২৪ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে ৭৯টি প্রকল্প অন্তর্ভুক্তির প্রস্তাব পাওয়া গিয়েছে।

সার্বিক প্রস্তাবনা

উপর্যুক্ত প্রেক্ষাপটে ২০২৩-২৪ অর্থবছরের প্রস্তাবিত খসড়া এডিপি এবং এ কার্যপত্রের অনুচ্ছেদ ৪.১ হতে অনুচ্ছেদ ৪.১১ পর্যন্ত প্রস্তাবসমূহ (প্রস্তাব ১-১১) বাংলাদেশ পরিকল্পনা কমিশনের বর্ধিত সভার সানুগ্রহ বিবেচনা ও জাতীয় অর্থনৈতিক পরিষদ কর্তৃক অনুমোদনের লক্ষ্যে সুপারিশ প্রদানের জন্য উপস্থাপন করা হলো।

উপসংহার

৮ম পঞ্চবার্ষিক পরিকল্পনায় অন্তর্ভুক্তিমূলক প্রবৃদ্ধি অর্জনের গতিশীলতা বজায় রাখা, কর্মসৃজনের আওতা সম্প্রসারণ এবং দারিদ্র বিমোচনে লক্ষ্যভিত্তিক কার্যক্রম গ্রহণের যে নীতি-কৌশল গ্রহণ করা হয়েছে তা কার্যকরভাবে বাস্তবায়নে ২০২৩-২৪ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচি সহায়ক ভূমিকা পালন করবে। আশা করা যায় বাংলাদেশের অর্থনীতি তার অন্তর্নিহিত শক্তিতে সকল অভ্যন্তরীণ ও বৈশ্বিক অভিঘাত মোকাবেলা করে উন্নয়ন অভিযাত্রা অব্যাহত রাখতে সক্ষম হবে।

ধন্যবাদ

Module:3
Economic Management

M: 3.1.26

SOCIAL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

Dr. Muhammad Mustafizur Rahaman
Joint Secretary
Health Services Division
Ministry of Health & Family Welfare

30 APRIL 2025

STRUCTURE OF THE PRESENTATION

- Background
- Concept of Stakeholder, Shareholder, Entrepreneurship.
- Concept of Social Business & Types
- Examples of Social Business
- Implications of Social Business for Development.
- Ground Realities of Social Business: Case Studies

STRUCTURE OF THE PRESENTATION

- Origins of Social Business
  - Charity and Philanthropy
  - Conventional Business
  - Corporate Social Responsibility
  - Creating Shared Value
- Social Business: A Comparative Perspective
- Governance and Social Business.

BACKGROUND

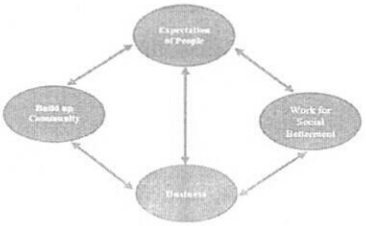
- Macroeconomic Objectives of Business (Bowen, 1953)
  - High Standard of Living
  - Economic Progress
  - Economic Stability
  - Personal Security
  - Order

BACKGROUND

- Justice
- Freedom
- Development of Individual Person
- Community Improvement
- National Security
- Personal Integrity

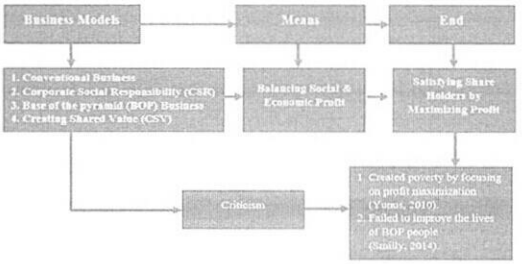
BACKGROUND

What should be the role of Business to the Society?



BACKGROUND

What is the role of Business to the Society?



BACKGROUND

- **Social Business:** Has **increased** the **attention** as a **mean** of achieving **economic** and **social development**.
- **Milton Friedman (1970)**: The **only responsibility** of **business** is to **maximize profits**.
- **Professor Muhammad Yunus (2010): Coined Social business.**
- The **primacy** of **social business** is to **maximize social profits.**

BACKGROUND

- **Professor Muhammad Yunus (2024 &2025):**

❖You make **investment not for profit**, but for the **benefit** of **others.**

❖**Build a social business** in your village, upazila or your business establishment areas. Social business including **improving clean water, healthcare, education** and the **environment** can be made.

BACKGROUND

❖"By addressing critical sectors through social business, we can significantly resolve issues."

❖Prof. Yunus doesn't insist that all businesses in this world should be social business.

❖He wants more people to come forward to start social business to address social problems created by current form of capitalism.

CONCEPT OF STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

Stakeholder

- The word first used in 1963 in an internal memorandum at the Stanford Research Institute.
- The Theory was developed and championed by R.Edward Freeman in the 1980s.
- A stakeholder is any individual, group, or organization that is influenced by or influences an organization's actions.
- Stakeholder theory holds that businesses exists to do more than just make profits and money for shareholders.
- Instead they function best and serve the greater good when their actions reflect what is best for all stakeholders-employees, shareholders, customers, communities, suppliers, and government.

CONCEPT OF STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

Shareholder:

- A person who owns share in a company and therefore gets part of the company's profits and the right to vote on how the company is controlled.
- Milton Friedman developed the theory in 1962.
- The Theory proposes that the only responsibility of managers is to serve in the best possible way the interests of shareholders, using the resources of the corporation to increase the wealth of the latter by seeking profits.

CONCEPT OF STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

Entrepreneurship:

- Simply put, entrepreneurship is the process of setting up a business with the hope of earning profits.
- Economist Joseph Schumpeter defined the role of entrepreneur as being involved in "creative destruction"-meaning-creating new ides and innovations that disrupted traditional business and industries and replace them with something new and forward thinking.
- Five phase of entrepreneurship development: idea generation, opportunity evaluation, planning, company formation, and growth.

SOCIAL BUSINESS CONCEPT & TYPES

- Yunus: "**Selfless" business** purpose to bring an **end** to a **social problem**.
- **Types**:
  1. **Type 1:** non-loss, non-dividend business devoted to solving a social problem. The investors or owners don't earn profit but they can get return of the original investment.
  2. Type 11: profit making business owned by its poor targeted beneficiaries. All profits are to be distributed to the poor owner or invest all profits in expanding and improving the business.

PRINCIPLES OF SOCIAL BUSINESS

Seven Principles:

1. **Solve poverty/ social problems** rather than to **maximize profit**.
   - Maximization of social problems lies at the centre of business.
   - The world should evolve towards a society without poverty and unemployment.
2. **Attains** economic and financial **sustainability.**
   - A social business is expected to be sustainable without sacrificing social benefits.
   - Financial sustainability implies that it enables the programs to expand without budget limitations.
   - And the program size is not constrained by fund availability.
3. **No-dividend** is given beyond **investment** amount.
   - The owner is not going to get any personal profit out of this business.
   - Getting the investment money back is, however, allowed.

PRINCIPLES OF SOCIAL BUSINESS

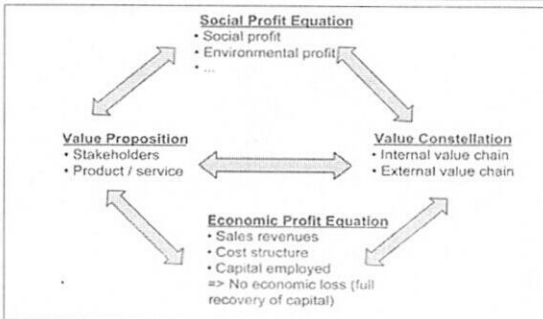
Seven Principles:

4. **Profit** is **reinvested** for the **expansion** and improvement.
5. Business is **environmentally conscious**.
   - The world should evolve towards a society without carbon dioxide.
   - Social **harm** or **weakness** can **create** internal **cost** of **firms.**
   - **Spending** for **social goods** may **neutralize externalities** created by **business.**
6. Workforce gets **market wage** with better working conditions.
   - Decent work agenda-rights for proper remuneration.
7. Do it with **joy**.

SOCIAL BUSINESS CONCEPT: ROLE OF HAPPINESS

- Beyond no dividend policy, happiness is the motivating factor to invest in social business.
- Investors of social business get happiness instead of dividends through making others happy.
- Happiness is as important as any other dividends.
- Happiness makes people more productive leading to more income enhancement (Professor Andrew Oswald, 2024).
- The correlation between income and happiness is close to zero in rich countries (Professor Robert Lane,2000).

THE FOUR COMPONENTS OF A SOCIAL BUSINESS MODEL



FINANCIAL PROFIT MAXIMIZATION

Yunus Social Business Centre (YSBC)

Continent	No .of YSBCs	No .of Countries	Countries
Asia	63	16	Bangladesh(2), China(5), Hong Kong(1), India(18), Japan(2), Malaysia(7), Nepal(2), Palestine(1), Singapore(1), Taiwan(14), Thailand(5), Philippines (1), Azerbaijan(1), Armenia (1), Turkey(1) Uzbekistan (1)
Africa	9	5	Zimbabwe(1), Kenya (3), Benin (1), Uganda (3), Central African Republic (1)
Europe	24	10	Germany(2), Poland(1), France(5), Spain(5),Switzerland(1), UK(2), Italy(5),Albania(1), , Portugal (1), Macedonia (1),
North America	5	3	USA (1) Canada(1), Medco(3)
South America	6	4	Brazil(1),Bolivia(1) Ecuador (1) Colombia (2)
Australia	4	2	Australia(3), New Zealand(1)

A Yunus Social Business Centre (YSBC) is a hub for social business in universities around the world, following the principles of Nobel Laureate Professor Muhammad Yunus. YSBCs are set in collaboration through agreement between Yunus Centre and the university with the aim of spreading the concept and practice of social business among the university students and researchers.

111 YSBCS ESTABLISHED IN 40 COUNTRIES

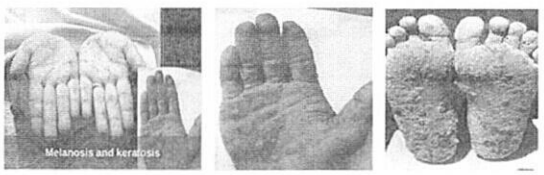
EXAMPLES OF SOCIAL BUSINESS

- Grmeen Danone Foods Limited, 2006.
- Grameen Veolia Water Limited, 2008.
- Grameen Health Care Services Limited, 2006.
- Grameen Shakti, 1990.
- Grameen Caledonian College of Nursing, 2010.
- Grameen America, 2008.
- Yunus SB Venture on Eco Solutions in Khulna region.
- Rozafa Foundation in Albenia.
- AVSI Foundation in Itali.
- African Development Bank and Japanese Trust Fund-Tunisia, Togo and Uganda.
- Yunus SB Venture in Brazil to address unemployment and climate action.
- Dristee and Narayana Hrudayalaya in India.

A CASE STUDY: GVW TO ADDRESS ARSENIC POISONING

- Arsenic contamination in groundwater and foodstuff in Bangladesh is one of the severe public health concerns.
- In Bangladesh, patients with arsenicosis have been suffering from the most awful socioeconomic problems than any other patients who are suffering from other arsenic exposure-associated disease.
- Around 85 percent area of Bangladesh is contaminated with arsenic in groundwater (Rahaman, Mise, Ichihara, 2022).
- Bangladesh is considered the site of largest environmental arsenic poisoning, with an estimated 50 million people at risk of exposure (Hossain and Zemgals, 2024).
- Due to Arsenicosis 17 people died in 2010 in the project area.

A CASE STUDY: GVW TO ADDRESS ARSENIC POISONING



- Due to Arsenicosis 17 people died in 2010 in the project area.

A CASE STUDY: GVW TO ADDRESS ARSENIC POISONING

- Grameen Veolia Water (GVW) limited was established in 2008.
- The GVW-joint venture between French Veolia Water and Grameen Bank.
- The project started its business at Goalmari Union in 2009 and then Padua, in 2010 (Daudkandi Upazila under Cumilla).
- The project set up a water treatment plant near Meghna River.
- Collecting water from river, GVW purified it and supplied it through a pipeline.
- Communal tap points were established to collect arsenic free water.
- Considering the poverty of the area and social business principles, the project provided 10 litre pure water only with 2.5 BDT in rural areas.
- Presently, price of 10 litre water is 3.00 BDT.

A CASE STUDY: GVW TO ADDRESS ARSENIC POISONING


A CASE STUDY: GDF TO ADDRESS MALNUTRITION

- Grameen Danone Food (GDF) limited was a first social business established in 2006 with initial investment of US$1 million.
- The GDF was a joint venture between French Danone and Grameen Bank.
- The GDF set up a factory at Bogra, one of the poverty stricken districts.
- GDF produced 'Shoktidoi' from cow milk and date molasses enriched with some food nutrients to alleviate malnutrition among children.
- Initially, the GDF produced 80gram yoghurt cup.
- Considering the poverty of the area and social business principles, the project used to sell 80gram yoghurt cup at BDT 6 to make it affordable to the poor children.

GRAMEEN DANONE FOODS LIMITED: THE FIRST ENTERPRISE SOCIAL BUSINESS OF THE WORLD

Started in 2007

Joint venture between Grameen and Groupe Danone

Mission

- Provide health through nutrition for marginalized communities.
- Create employment among vulnerable communities.


Shokti+ Doi


Shokti+ Biscuits

1 Kids Malnutrition

2 Rising Unemployment

3 Increasing Inflation

Products: fortified yogurts and biscuits, developed to cover up to 30% of daily recommended allowances of Iron, Vitamin A, Zinc and Iodine.

These products improve health of young kids by filling the gap of micro-nutrient and protein.

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A CASE STUDY: GDF TO ADDRESS MALNUTRITION



- Production capacity: 5 tons per day; monthly sales: over 800,000 cups monthly; Nutrients: zinc, iron, iodine; rural sales:20%, urban sales: 80%.

DEVELOPMENTAL PERSPECTIVE OF SOCIAL BUSINESS: GVW

S.L	Description	2009	2024	Remarks
1	No. of Villages	3	7	6 KM Networks.
2	Method	1	1	River water treatment with HDPE pipe networks of 22 km.
3	No. of Water Points	11	816	In 2009, its only stand posts.
4	No. of Customers/Users	440	4318	Through stand post, house connection, private connection.
5	Households/Family	110	898	
6	No. of Institutions	00	7	Three Schools and four Mosques
7	Floating People	00	600	From market stand post
8	Peoples Covered	2646	9265	In 7 villages of 2 unions
9	Arsenic Patients	6	Not noticed	Usually patients hide their sickness.

GDFL'S IMPACTFUL CONTRIBUTIONS

500+ dairy small hold farmers

1 factory with ~100 local workers

~140 sales force leveraging SFA

~300K consumers served




Indirect jobs impacted (~3000 people)
- distributors, suppliers, contract manufacturers, support services

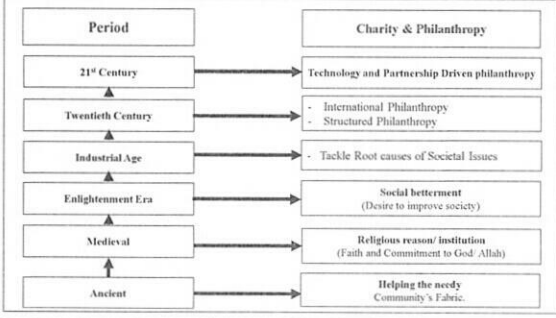
DEVELOPMENTAL PERSPECTIVE OF SOCIAL BUSINESS

- **Addressing the unmet needs of the BOP people is crucial to raising their welfare and income (BOP Theory, 2002).**
- The GVW was able to provide water through establishing 22 kilometer pipeline with 816 community tap points and 4318 connection.
- The GVW benefited 9265 people and 898 families by ensuring arsenic free water .
- ➢The GDF employed rural women for door to door sales and GVW employed sales persons at public tap points, thus; created income earning opportunities.
- ➢Made available backward support to cow milk producers and grameen ladies by giving loan from grameen bank.

DEVELOPMENTAL PERSPECTIVE OF SOCIAL BUSINESS

- **Market responds to purchasing power and poor lacks very purchasing power (Rahaman and Kono, 2015).**
- ➢Prices of products were defined considering the purchasing capacity of poor.
- ➢ Addressed pressing social problems mostly encountered by BOP people.
- ➢They might have positive impact on livelihood of the BOP people by creating human, financial, physical, and social capital.

TOWARDS THE ROOT OF SOCIAL BUSINESS: CHARITY AND PHILANTHROPY

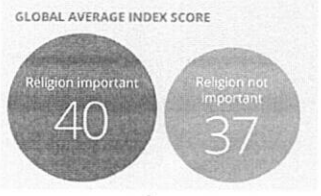


TOWARDS THE ROOT OF SOCIAL BUSINESS: CHARITY AND PHILANTHROPY

- **Charity:** An organization whose purpose is
  - ❖ to give money, food, or help to those who need it,
  - ❖ or the carry out activities such as medical research that will help people in need, and not to make a profit.
- **Philanthropy:** Philanthropy is a form of altruism that
  - ❖consists of "private initiatives for the public good,
  - ❖focusing on quality of life".

Top 10 Most Generous Countries in the World 2024

REASONS OF CHARITY AND PHILANTHROPY



- Religious Reason
- Life Satisfaction
- Economic Reason

CAPITALISM & CONVENTIONAL BUSINESS

- World's dominant economic system is capitalist economy.
- Capitalism include capital accumulation, competitive markets, self-interest, profit motive etc.
- In a properly structured and sufficiently competitive market, a focus on profit maximization may be the most direct way to contribute to the social good.
- Conventional business actually relies on the philosophy of classical economist Adam Smith and neoclassical economist Milton Friedman.
- Smith (1776) argues that by pursuing self-interest, someone promotes societal welfare more than (s) he really intends to.

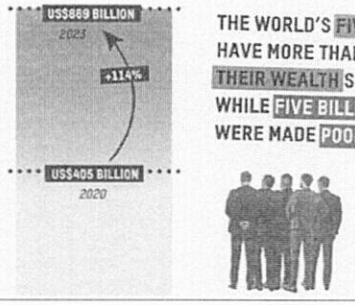
PARADOXES OF CAPITALISM & CONVENTIONAL BUSINESS

- Friedman (1970) posited that profit maximization was the primary responsibility of business.
- Bowen (1953) Mentions 11 macroeconomic objectives of business, including achieving a high standard of living and community improvement.
- A conventional profit-maximizing business creates employment opportunities, generates revenue for the business and the government, and brings in goods and services which are valuable for the well-being of society.
- In reality, social welfare is only a by-product of conventional business.

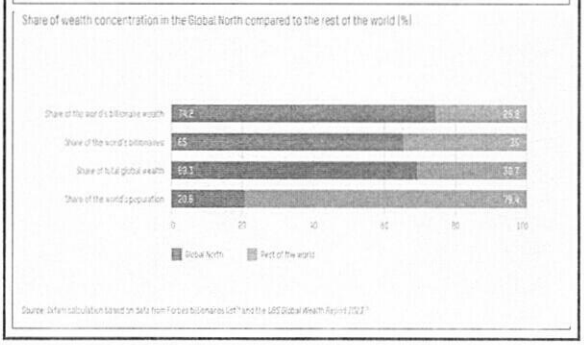
REALITIES OF CAPITALISM & CONVENTIONAL BUSINESS

- 9.2% of the global population (700 million) live in extreme poverty (less than $1.90 per day)
- 90% of the extreme poor residing in Sub-Saharan Africa and South Asia
- The world's richest 1% own 43% of all global financial assets.
- The richest 1% globally emit as much carbon pollution as the poorest two-thirds of humanity.
- Just 0.4% of over 1,600 of the world's largest and most influential companies are publicly committed to paying their workers a living wage and support payment of a living wage in their value chains.
- It would take 1,200 years for a female worker in the health and social sector to earn what a CEO in the biggest Fortune 100 companies earns on average in one year.

REALITIES OF CAPITALISM & CONVENTIONAL BUSINESS



REALITIES OF CAPITALISM & CONVENTIONAL BUSINESS



Realities of Capitalism & Conventional Business

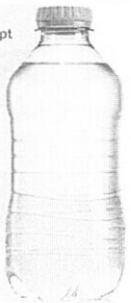
Hearing on case against seven companies on 18 Sept

They gained upto 420% profit by hiking prices of 500ml bottles by Tk5

They gave more profits to distributors, retailers to dominate market

WASA's Shanti's price remains unchanged but retailers don't want to sell it

Market is predominantly controlled by 11 brands



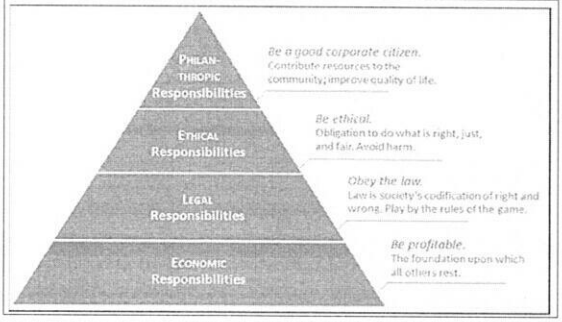
BOTTLED WATER COMPANIES RAKE HUGE PROFITS DESPITE SMALL COST INCREASE

Big Pharma raked in USD 90 billion in profits with COVID-19 vaccines

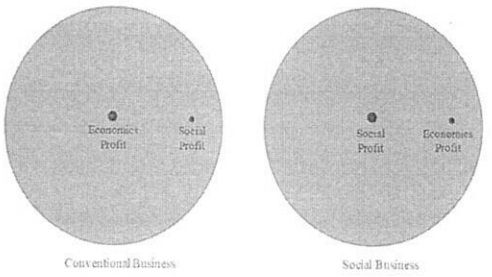
CORPORATE SOCIAL RESPONSIBILITY

- CSR was coined by Howard Bowen in 1953 in his book Social Responsibility of Businessmen.
- Bowen advocated for business ethics and responsiveness to societal stakeholders.
- A. B Carroll provided the pyramid model of CSR in 1991.
- By the early 2000, strategic CSR has become dominant business model.
- Strategic CSR is based on stakeholder theory (Freeman, 1984) which suggests that a company's real success lies in satisfying all its stakeholders –not just shareholders.
- Strategic CSR linked CSR with its profitability and branding of the company.

ARCHIE CARROLL'S PYRAMID MODEL OF CSR



CONVENTIONAL BUSINESS VS SOCIAL BUSINESS



CONVENTIONAL BUSINESS VS SOCIAL BUSINESS

Conventional Business	Social Business
A means of earning profits.	A means of solving social problems.
Address social problems is not the main activity of the corporate.	Addressing social problems is the main activity of the business.
Dividend is allowed.	Dividend is not allowed.
Unfavourable to address **poverty.** Market respond to **purchasing power, poor lack** purchasing power.	Favourable to address **poverty. Prices** are defined considering **poor's purchasing** capacity.

CREATING SHARED VALUE

- Michael E. Porter and Mark R. Kramer : Creating Shared Value. How to reinvent Capitalism- and unleash a wave of innovation and growth. *Harvard Business Review*, 2011.
- Value Creation = Profit from Revenue-Cost incurred.
- Shared Value Creation focuses on identity and expanding the connection between the societal and economic progress.
- It's all about balancing between social and economic profit.

CREATING SHARED VALUE

- Porter and Kramer argued that social needs as well as conventional economic needs define markets.
- They also argued that addressing social problems do not contradict with profit maximization.
- The starting point for creating shared value is to identify all societal needs, benefits, and harms that are or could be embodied in the firm's product.
- Profits involving a social purpose represent a higher form of capitalism.

KEY PRINCIPLES OF CSV

- Focus on Value Creation
- Strategic Integration
- Addressing Societal Needs
- Creating Competitive Advantage

WAYS OF CREATING SHARED VALUE

- Reconceiving Products and Markets.
- Redefining Productivity in the Value Chain.
- Supporting Local Cluster Development
- When a company invests in a wellness program,
  - ❖Society benefits because employees and their families become healthier.
  - ❖Firms can be benefited by minimizing employee absences and lost productivity.

EXAMPLES OF SHARED VALUE CREATION

- Wal-Mart has implemented various programs to improve the quality of its supply chain and reduce its environmental impact.
- By reducing its packaging and cutting 100 million miles from delivery routes of its trucks, Wal-Mart lowered carbon emissions and saved $200 million in costs in 2009.[Redefining productivity in the value chain]
- Coca-Cola reduced its worldwide water consumption by 9% from a 2004 baseline by using Dow Chemical. [Resource Use].
- Profits involving a social purpose represent a higher form of capitalism.

CSV AND SOCIAL BUSINESS: A COMPARISON

- **CSV (2011):**
  - Conventional **economic needs** as well as **social needs** define **markets.**
  - **Profit maximization** do **not contradict** with **social welfare.**
  - But, **markets respond** to **purchasing power** and the **poor** people **lack purchasing power business unfavorable** to **address poverty.**
- **Social Business (2007; 2010):**
  - **Prices** are defined considering the **purchasing capacity** of the **poor** which makes the **business favorable** to **address poverty.**

BOP and Social Business: A Comparison

- BOP business (2004):
  - **Poor** are creative **entrepreneurs** and value demanding **consumers.**
  - **Disruptive innovation** helps **conventional business** to **addressing poverty** and **reaping profit.**
  - But, the **outreach** of the **business** is limited to **relatively better-off** people.
- **Social Business (2007;2010):**
  - The **target** of most **social business** is these **unreached poor** people.

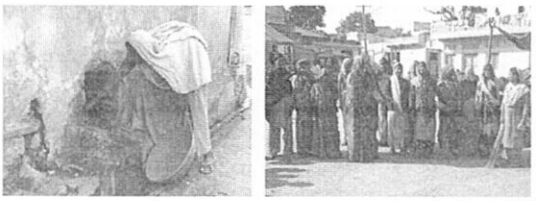
A CRITICAL VIEW ON THE SOCIAL BUSINESS CONCEPT OF YUNUS

- The concept of social business/social enterprises **emerged** much **earlier than Yunus's social business concept**.
- Social enterprises adopted the following means and ways to address social problems:
- **Inventing Low Cost Technology;**
- **Providing Commodities /Services for the Poor at Affordable Price;**
- **Providing Income Opportunities for the Disadvantaged;**

ADDRESSING SOCIAL PROBLEMS BY BUSINESS ORGANIZATIONS: MEANS AND EXAMPLES

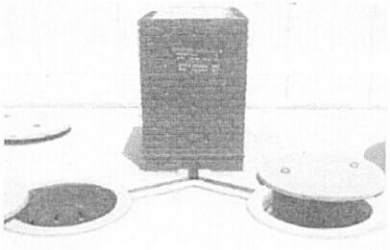
- **Inventing Low Cost Technology.**
- Examples:
- **Bindheshawar Pathak (1970): Liberated scavengers** employing low-cost **safe sanitation** technology.
- **IDE (1982):** Introduced low cost **irrigation** and **water recovery system** at an affordable price.
- **SELCO (1995):** Provided **electricity** to **rural poor** through setting low cost **solar bulb**.
- **Iftekhar and Maqsood (1995)**: Invented low cost **waste recycling method** to address **environment pollution**.

MANUEL SCAVENGING



- Job creation:50,000;Liberated Scavenging:240 towns, over 1 million scavengers.
- Rehabilitated: 36,000 scavengers.

TWO PIT TOILET



- Toilet installed: more than 1.2 million.

LOW COST IRRIGATION SYSTEM

- Working area: 11 countries; Irrigation technology sold: 2.5 million; Additional income increase: $150 million annually.

ADDRESSING SOCIAL PROBLEMS BY BUSINESS ORGANIZATIONS: MEANS AND EXAMPLES

- **Providing Commodities /Services for the Poor at Affordable Price.**
- Examples:
- **Devi Shetty (2001)**: Provides low-cost **cardiac services** for the **poor** people.
- Mobile phone companies made **cellular phone available** to the **poor** people at affordable price.

ADDRESSING SOCIAL PROBLEMS BY BUSINESS ORGANIZATIONS: MEANS AND EXAMPLES

- **Providing Income Opportunities for the Disadvantaged.**
- **Examples:**
- **Arong Rural Handicrafts (1978)**: Created **income** opportunity for **disadvantaged artisans**.
- **Urmul Marusthali Bunkar Vikas (1991):** Helped **weavers** improve traditional **design** and **livelihood.**
- **Rural Sale Program (2004)**: Created **employment** for **rural poor women** through sells company products.
- **Hathey Bunano Proshikhan Samity (2005)**: Created **employment** for **rural women** in hand knitted industry.

AARONG RURAL HANDICRAFTS

- Production: over 100 categories
- Total artisan: 65,000
- Project area: 40 out of 64 district.

URMUL MARUSTHALI BUNKAR VIKAS

- Member: over 200 in 12 villages of western Rajasthan.
- Main product: Yarn dying, hand-looming, embroidery, weaving.
- Reinvestment of profit: Health and Education.

A CRITICAL VIEW ON THE SOCIAL BUSINESS CONCEPT OF YUNUS

- **No dividend** policy will **discourage** social investors **investing** in **social business**.
  - Not all the social business will finally succeed and can be financially sustainable.
  - Expected (Average) profit will be **negative**!

A CRITICAL VIEW ON THE SOCIAL BUSINESS CONCEPT OF YUNUS

- **Without dividend, Yunus's** definition is quite **similar** to Social Enterprise Alliance (**SEA**)"s definition:
  1. Directly addresses an intractable social need and serves the common good ...
  2. Its commercial activity is a strong revenue driver...
  3. The common good is its primary purpose ...
- Setting the **price lower** than the **profit maximizing** price (if there are some profit margins), can be **regarded** as a **social business**.

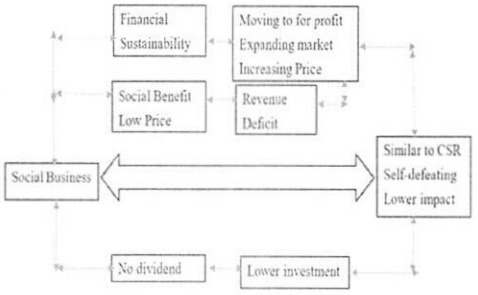
REALITIES OF SOCIAL BUSINESS

- **GDF Product**: yoghurt ("**Shaktidoi**") to address **malnutrition** among **poor** Bangladesh children.
- Price: **6 BDT (US$0.08) for 80gram** Yoghurt Cup.
- **Initially** the **GDF** was **not** operationally **profitable.**
- **Later** started selling products at a higher price in urban areas to compensate the loss incurred in rural areas.
- Business in rural areas is not financially sustainable by itself.
- Rather similar to CSR activities, which use profits earned somewhere else.

REALITIES OF SOCIAL BUSINESS

- **GVW Product: Purified water to address arsenic problem.**
- **Price: 2.5 BDT** (0.03US$) for **10 Litter Water** in rural areas. (0.003US$/litter).
- The price is too low, resulting in losses.
- Now the price of **10 Litter Water** in rural areas has been fixed to 3.00 BDT.
- Presently, monthly operational cost has been estimated to 4.15 Lac BDT, in contrast, monthly income is only 2.00 lac BDT.
- GVW started selling **20 litter** jar water in **70 BDT (0.9US$)** in urban areas. (0.045US$/litter) (now stopped selling at urban areas).
- Like GDF, the business in rural areas itself is not financially sustainable.
- The **expandability** of the programmes is **confined** by the **profit earned** in urban areas.

THE LIMITS OF SOCIAL BUSINESS



GOVERNANCE & SOCIAL BUSINESS

- **Mandating Social Business by Government**
  - Making Legislation
- **Facilitating Social Business by Government**
  - Boosting up through financial and non-financial incentives
- **Partnering with Private Organizations by Government**
  - Working Jointly

KEY MESSAGES

- **Social business has long been in existence in the society but Professor Muhammad Yunus** coined and **popularized social business** in the world.
- **Conventional business** underscores **profit maximization** as core business principles.
- **Social business** calls for addressing **social problems** at the expense of profit.
- **Social business** is **potential** to **address** the **poverty** of **BOP** people.
- But Yunus' **no-dividend** policy may **discourage** potential investors **investing** in the **business**.

KEY MESSAGES

- Those who search for happiness by doing good for others might be interested to invest in social business.
- Professor Yunus doesn't insist that all business should be social business.
- He wants more people to come forward to start social business to address social problems created by current form of capitalism.
- Social Business engulfed with some problems.
- Government can boost up social business in many ways.

THANK YOU!!!

Budget Preparation Process Under Medium Term Budget Framework (MTBF) in Bangladesh

Dr. Abdur Rahim
Joint Secretary, Finance Division

What We Will Discuss...

2

- ☐Government Budgeting in Practice
- ☐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
- ☐MTBF: Bangladesh Experience

3

GOVERNMENT BUDGETING IN PRACTICE

Government Budget: What It Is (1)

4

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*

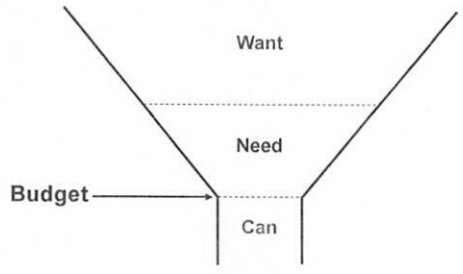
Government Budget: What It Is (2)

5

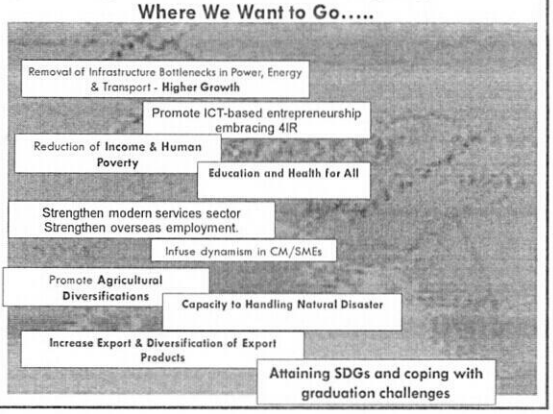
- **The Budget is a political/policy statement of the government with financial resources**
  - The budget decision of any given year will have implications for the medium-term (the next 2-Year), because you cannot turn the financial taps off mid stream
  - It influences the economic environment for 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

A Budget Helps...

6



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



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Concepts/Terminologies in Budgeting

8

- Budget, Revised Budget, Supplementary budget;
- Operating budget and development budget;
- Budget Deficit and Financing
- GDP, NI, Per Capita Income, ADP
- Traditional budget—Line Item budget
- Modern budget—Program budget

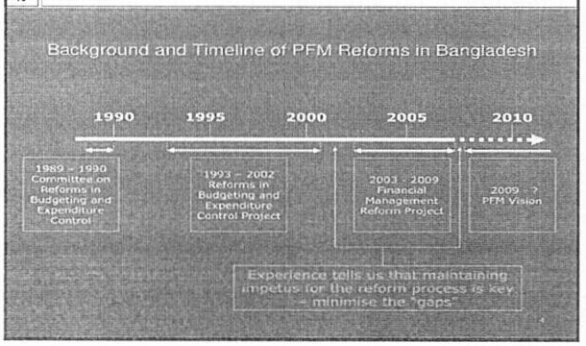
What is an MTBF?

9

- **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
  - emphasizes the efficient and effective use of limited public resources for results

Reform journey for MTBF in Bangladesh

10



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

Objectives of MTBF

12

1. Ensuring macroeconomic and fiscal sustainability;
2. Establishing the linkage between policy priorities and resource allocations;
3. Promoting a system for monitoring the performance against targets; and
4. Removing gradually the demarcation between two budgets" (Operating/revenue & development budget)

Key Elements of MTBF

13

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

Key Elements of MTBF

14

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

Problems of Traditional Budget

15

- Short-term, 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

Strategic Differences

16

Traditional Budget (Input-Based Budgeting)	MTBF
Managers focus on tasks	Managers continuously assess their tasks, activities & projects to improve outputs and expand benefits delivered to the community
Managers report on money spent and task completion	Managers report on quantity & quality of outputs This helps ensure improvements in services delivery

Legal Mandate for Government Budgeting Under MTBF in Bangladesh

17

- 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.

MTBF Coverage

18

- 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

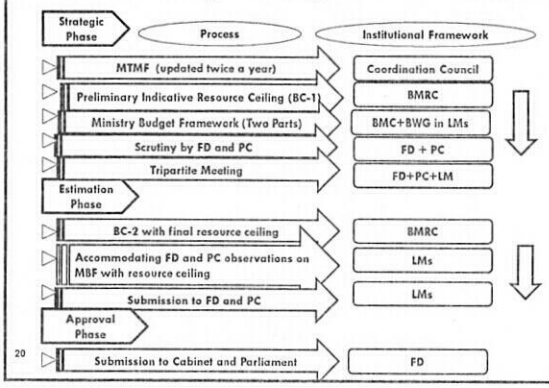
Budget Preparation Process under MTBF

19

☐Budget preparation process in Bangladesh is completed in three phases

- Strategic Phase
- Estimating Phase
- Budget Approval Phase

The Phases in Budget Making Process under MTBF



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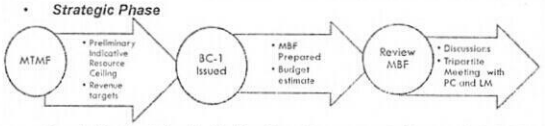
Budget Preparation Process under MTBF

21

- ***Strategic Phase***

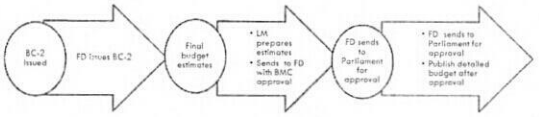


- Developing/updating the Medium Term Macroeconomic Framework (MTMF)
- Issuing Budget Circular-1
- Developing/updating the Ministry Budget Framework
- Reviewing the Ministry Budget Framework
- Finalizing ministry/division-wise indicative expenditure ceiling and revenue target

Budget Preparation Process under MTBF

22

- ***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

23

☐ 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)

Strategic Phase: Developing/Updating MTMF

24

☐MTMF is update at least Twice in each Fiscal year, once in the 2nd quarter and other in the third.

☐Finance Division, in association with the Planning Commission, Economic Relations Divisions, Bureau of Statistics, National Board of Revenue, Bangladesh Bank are the major stakeholders to updates the MTMF

☐MTMF is approved by the **Coordination Council** (CC), chaired by Finance Minister

Strategic Phase: Issuing Budget Circular -1

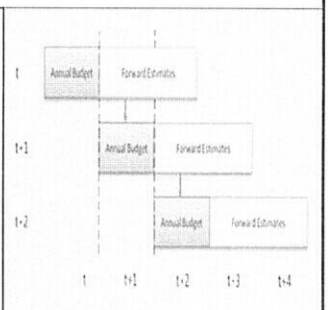
25

- After updating the MTMF preliminary indicative expenditure ceilings and preliminary revenue targets for ministries/divisions are determined in accordance with Government's strategic priorities by **Budget Monitoring and Resource Committee (BMRC)**
- FD issues Budget Circular-1 (BC-1) during 2nd quarter of the relevant Fiscal Year
- BC-1 contains indicative revenue target and expenditure ceilings for the budget year (estimates) & two outer years (projections)
- Also contains detailed guidelines and instruction asking line ministries (LMs) to prepare their Ministry Budget Framework (MBF)
- LMs requires to submit updated MBFs to Finance Division and Planning Commission

Strategic Phase: Issuing Budget Circular -1

26

- **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

27

- 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

STRATEGIC PHASE: DEVELOPING/UPDATING MBF: COMPOSITION OF MBF

MBF-Part A (to be prepared by Ministry/ Division/Other Institution)	MBF-Part B (to be prepared by Department/ Agency)
Section-1: Mission Statement and Major Functions of the Ministry/Division	**Section-6.1:** Recent achievements of the Department/ Agencies
Section-2: Medium Term Strategic Objectives and Activities	**Section-6.2:** Activities, Output Indicators and Targets
Section-3: Poverty ,Gender and Climate reporting	**Section-6.3:** Medium Term Expenditure Estimates
Section-4.1: Priority Spending Areas/ Programmes	**Form : 3, 5:** Preliminary Revenue & Capital Receipts Target for Departments/ Agencies under the Ministry.
Section-4.2 (A): Dept/ Agency/ Operation unit wise expenditure*	**Form : 4, 6:** Preliminary Expenditure Ceiling for the Departments/ Agencies under the Ministry.
Section-4.2 (B): Economic Code wise expenditure*	**Form : 7:** Preliminary Revenue & Capital Receipts Estimates and Projections for the Departments/ Agencies under the Ministry.
Section-5: Key Performance Indicators (KPI) of the Ministry/Division/Other Institution	**Form : 8:** Preliminary Expenditure Estimates and Projections for the Departments/ Agencies under the Ministry.
Form-1: Preliminary Targeting for Revenue & Capital Receipts	
Form-2: Expenditure Ceiling for Departments and Agencies	

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Strategic Phase: Review and Finalizing MBF

29

- 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 (BMRC) of the ministry/division.

Strategic Phase: Review and Finalizing MBF

30

- 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.

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

31

- 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)

Estimating Phase : Budget Call Circular-2

32

- 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

Estimating Phase: Preparing Estimates

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- 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++*)

Estimating Phase: Preparing Estimates...

34

- 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

Approval Phase: Budget Approval

35

- 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

Key Performance Information Under MTBF

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The Results Chain

		Indicative Example:
Impact	Longer-Term Effects Determined by the Government	100% Literacy Rate
Outcomes	Short to Medium-Term Effects/Benefits Derived from Delivery of Outputs	Improvement in Literacy Rates
Outputs	Goods and Services Delivered Externally	School building constructed, Primary Education Services; Support to the Disadvantage; Informal Education Services; and Support to Private schools
Activities	Tasks Undertaken to Transform Inputs to Outputs	Schools Textbooks Training of Teachers; stipends & allowances, etc.
Inputs	Financial, Human and Material Resources	Spending on Primary Education

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

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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

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 (lac)	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

Strategic Phase: Example: Ministry of primary and Mass Education

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

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Indicator	Related Strategic Objective	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	110.5	114.23	110.5	111.0	111.0
2. Net Enrolment Rate	1	%	98.2	97.97	98.15	97.85	98.50	98.70	98.8
3. Attendance Rate	1.2	%	85.00	88.0	88.50	88.0	89.00	90.0	90.0
4. Completion Rate	1.2	%	85.5	81.2	89.00	81.4	89.50	90.50	90.50
5. Rate of graduation from Grade 5 to Grade 6	1.2	%	95.5	95.18	96.70	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	%	72.9	72.9	72.9	72.9	73	74	75

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

MTBF Support Structures

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Committee	Chair	Key responsibility
Coordination Council	Finance Minister	• Coordination between fiscal and monetary policy • Examines, scrutinizes and approves key macroeconomic indicators of the updated MTMF
Budget Monitoring and Resource Committee (BMRC)	Finance Minister	• Finalizes aggregate fiscal targets (receipts, expenditure, budget deficit and source of financing) • Approves ministry-wise indicative (BC-1) and final (BC-2) resource ceilings • Determines size of the investment programme
MTBF Technical committee	Finance Secretary	• Draft aggregate fiscal numbers • Proposes resource ceilings for individual ministry
Budget Management Committee (BMC)	Secretary of the respective line ministry	• Examines, scrutinizes and approves Ministry Budget Framework-MBF • Re-distributes resources among spending departments and agencies • Monitors budget implementation and progress of output and outcome targets
Budget Working Group (BWG)	Joint Secretary of the respective ministry	• Prepare draft MBF and resource distribution proposal for the BMC
Budget Management Wing	Joint Secretary of the respective ministry	• To prepare proposed short, medium and long term policy documents of the sector consistent with the national strategic policy objectives • Prepare and update MBF • Prepare and update outcome and output targets • Scrutinize new programme and project proposals
Departmental Budget Management Committee	Head of the Department or Agency	• Prepare and approves expenditure and procurement plan

Is MTBF Working in Bangladesh?

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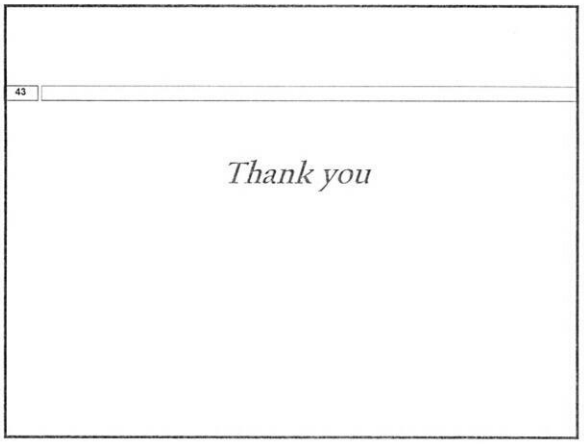
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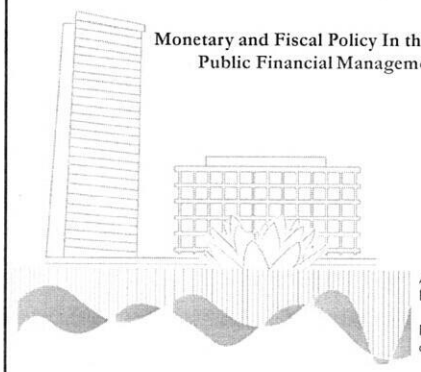
Thank you



Monetary and Fiscal Policy In the Context of the Public Financial Management (PFM)

Ahmed Ataul Hakeem

Former Comptroller and Auditor General

Policy Options

- Monetary policy?

  Monetary policy refers to the deliberate management of a country's money supply and interest rates by the Central Bank to achieve specific economic objectives. These objectives may include low inflation, stable or high economic output, full employment, and a stable exchange rate. By adjusting the supply of money and the level of interest rates, monetary policy aims to create favorable fiscal and monetary conditions that support overall economic stability and growth

- Fiscal policy?

  - **Fiscal policy** refers to the government's fundamental plan for managing income and expenditure. It is a key instrument for influencing the economy, as it directly affects the total level of output—measured by Gross Domestic Product (GDP). Through fiscal policy, the government balances its resources and expenditures to promote overall national development. It encompasses government spending (outlays), revenue collection, and the financing of budget deficits.

In the absence of well-developed money and capital markets, many governments in less developed countries (LDCs) have relied heavily on fiscal policy to mobilize resources for development—primarily through taxation. In practice, both monetary and fiscal policies are often used in combination to influence economic activity and promote stability and growth.

Money

- What is money and why we need it?
- "Money is what money does." - A medium of exchange, a unit of account, and a store of value.
- Motive for money : Transaction, precaution and speculation.
- Types?
  - Representative currencies (gold), Fiat currencies (a legal tender), Cryptocurrencies (Bitcoin), Corporate currencies (Libra), etc.,

Forms of Money

- Think about : Cash in hand, deposited with bank, given to a friend, bought a house, bought some prize bonds, kept in a fixed deposits, post office savings, ... *(Why and How MS Change???)*
- Base money or Reserve money (RM):
  - Issued Money or Currency in Circulation (currency outside banks + cash in tills) and Deposit with BB.
- M0 = Most liquid form (cash): currency outside banks.
- M1 (Narrow Money) = M0 + deposit with BB other than DMBs + demand deposit
- M2(Broad Money) = M1 + time deposit
- M3 = M2 + other forms of money, like NSCs, Prize Bond, etc.,

Functions of BB

- The main functions of BB are (Section 7A of BB Order, 1972) -
  1. to formulate and implement monetary policy;
  2. to formulate and implement intervention policies in the foreign exchange market;
  3. to give advice to the Government on the interaction of monetary policy with fiscal and exchange rate policy, on the impact of various policy measures on the economy and to propose legislative measures it considers necessary or appropriate to attain its objectives and perform its functions;
  4. to hold and manage the official foreign reserves of Bangladesh;
  5. to promote, regulate and ensure a secure and efficient payment system, including the issue of bank notes;
  6. to regulate and supervise banking companies and financial institutions.
  7. Issue of notes and currency

Major Goals of Monetary Policy

- **Sustainable Output and Employment**
- **Stable Price with Low Inflation**
- **Stable and Externally Competitive Exchange Rate**

Instruments of MP

Major policy tools that a central bank can use to manipulate money supply and interest rates:

Quantitative

- Discount Rate/Bank Rate (BR): affects interest rates and monetary base by influencing the quantity of discount loans.
- Reserve Requirement (RR): CRR (4%) and SLR (13%) →affects money multiplier.
- Open Market Operations (OMOs): Repo, SLF, SDF, ALS
  - →affects monetary base and money supply.

Qualitative

- Credit Rationing: Limiting the amount of credit available for certain sectors.
- Moral Suasion: Persuasive tactics used by the central bank to influence banks to follow policy directions.

MP and linkage with FP

- Budget Deficit (BD) = Revenue (R)- Expenditure (E)
- Deficit Financing:
  - External: Aid, Grant, Loan
  - Internal:
    - (a) Banking system
    - (b) Non-bank (NSD, Prize Bond, etc.)

Policy implications …

- If budget deficit is financed through Central Bank (money creation) then price level will go up →Inflationary
- If budget deficit is financed more from commercial banks → interest rate↑ →cost of investment↑ →crowding out

Fiscal & Monetary Coordination

Target	Fiscal Policies	BB Policies
Inflation Control	Government's excessive spending without proper revenue sources, put upward pressure on prices.	BB tighten monetary policy to counteract the inflationary pressures created by fiscal policy.
Interest Rate Management	During expansionary fiscal periods when the government is increasing spending	BB can use higher interest rates to prevent excessive borrowing and inflation.
Exchange Rate Alignment	If expansionary fiscal policy leads to currency depreciation.	BB can intervene to stabilize the exchange rate and mitigate potential negative impacts on trade and inflation.

Fiscal & Monetary Coordination (cont).

Target	Fiscal Policies	BB Policies
Aggregate Demand Control	When fiscal policy alone might not be sufficient to address economic imbalances	Open market operations and quantitative easing to inject liquidity to temper demand. [COVID period coordination may come here as an example]
Liquidity Management	Fiscal policy's effects on liquidity, maintaining stability and preventing excessive volatility in interest rates and financial markets.	By adjusting the money supply, central banks can impact liquidity conditions in the economy.

Fiscal & Monetary Coordination (cont).

Investor Confidence:

- A consistent and coherent approach signals stability and predictability to investors, which can have positive effects on capital flows and overall economic activity.

Expectation Management:

- Central banks communicate their policies, which can influence public expectations.
- Coordinating messaging with fiscal authorities helps to create a unified and coherent economic narrative, enhancing policy effectiveness.

Counteracting Crowding Out:

- Expansionary fiscal policy raises concerns about "crowding out" private investment due to increased government borrowing
- Central banks can implement measures to ensure adequate credit availability for private sector activities.

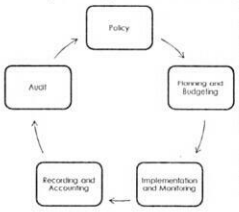
Fiscal & Monetary Coordination (cont)

Economic Growth:

- Monetary and fiscal policies are designed to fine-tune the fluctuations in economic growth, inflation and unemployment rates.
- If fiscal policy aims at infrastructure investment and job creation, the central bank might adjust its monetary policy to support the funding needs of such projects.
- Achieving perfect coordination between monetary and fiscal policy can be challenging due to various factors, including political considerations, differing priorities, and communication gaps between the central bank and the government.

Public Financial Management

- Financial Management means managing affairs having direct or indirect bearing on money ensuring value for money(VFM)
- Govt. Financial management: raising finance from various sources both domestic and foreign and managing financial resources.
- Five phases of public Financial Management (PFM):



1. Policy : Development targets
2. Annual Budget: Implementation of Policies
3. Implementation of budget
4. Recording & Reporting: how activities carried out?
5. Audit: Accountability of the executives

Efficient execution of all 5 phases of the PFM cycle is essential for the effective functioning of the state an efficient utilization of Public Funds

Good PFM depends upon the working arrangement and relationship among the Parliament , the Executive and SAI

Sources of Financial Powers: Constitutional

The fundaments of the government financial management principle , procedures and authority are prescribed in the constitution :Article 81 to 92

- Money Bill (Article-81)
- Levy of taxes (Art-83)
- Consolidated Fund [(Art-84(1)]
- Public Account of the Republic [Art-84(2)]
- Annual Financial Statement or the budget[Artcle-87(1)]
- Charged expenditure (Art-88-89(1)]
- Other expenditure (Art-89(2)
- Appropriation Act [Art-90(1)]
- Supplementary Grants[Art-91)
- Vote on account[Art-92)

Sources of Financial Powers: Others

- GFR}
- FR }
- SR } Codal rules and regulations
- TR }

Delegation of Financial Powers: Ministries/Divisions, Development Projects.

Sub-delegation of financial powers to departments /directorates/offices

3 basic pre-requisites for incurring expenditure

1. **Budgetary provision** 2. **Financial sanction** 3. **Compliance to relevant rules**

Standards of Financial Propriety

1. Funds allocated to his Ministry/Division, its attached departments or subordinate offices are spent for the purpose for which they are allotted.
2. The funds are spent strictly in accordance with the rules and regulations and the expenditure is not prima facie, more than the occasion demands and that every government servant exercises the same vigilance in respect of expenditure incurred from public funds as a person of ordinary prudence would exercise in respect of expenditure of his own money.
3. Actual expenditure does not exceed the sanctioned budget allocation made for the respective items.
4. No expenditure is incurred in anticipation of authorisation of annual budget/supplementary grants, without prior concurrence of the Ministry of Finance.
5. All payments and receipts are classified under appropriate code and the accounts are reconciled every month with the figures communicated by the accounts officer.
6. Audit objections are promptly settled.

Key agencies of Financial Management:

There are several numbers and different type of government agencies in Bangladesh that performs various PFM activities . Ministry of Finance is the main player of PFM and is responsible for managing the Macro Economic and fiscal policies

Ministry of Finance : Macro-economic fore-casting, budget preparation

Budget: Incremental method

MTBF: Medium-Term Budgetary Frame-work

KPIs: Key Performance Indicators

iBAS: Integrated Budget and Accounting System

CGA: Controller General of Accounts(CAOs, DAOs, UAOs)

PAO: Principal Accounting Officer/Secretary to the Government. Is accountable not only for the amount provided in the budget but also for the propriety of each individual transaction . The PAO has to ensure that standards of Financial propriety are strictly followed.

Cheque drawing authorities

NBR: National Board of Revenue

Tax Revenue(NBR & non NBR)

Non-TAX REV.

Role of SAI: The Constitutional Auditor

CAG is unique from the perspective that it is not included in executive . Legislature and judiciary .

CAG status is 'Sui generis' that is distinct from other forms of government checks and controls– complete independence. Not under any of the 3 traditional organs of the state namely, the Legislature , the Executive or the Judiciary.

- OCAG(Office of the Comptroller & Auditor General :(Article 127 to 132) of the constitution : Mandate
- Audit Act
- INTOSAI (International organisation of SAIs): ISSAIs
- Audit directorates headed by DGs(Director Generals).

Audits & Reporting

2 basic types of Audit: Pre and Post Audit. Audit may also be classified as internal and external Audit.
Under external Audit major types are: Financial Audit , Compliance Audit(Regulatory Audit),
Performance(VFM) Audit, IT Audit Environmental Audit;
Certification of Finance and Appropriation Accounts.

Audit Reports: Findings based on evidence, conclusion with Audit opinion and recommendation.

Follow-up:
OCAG-PAC(Public Accounts Committee of the Parliament) : West minster Model
Financial Management & SAI interlinked . A built –in framework with all stakeholders needed to be
developed.

Module:4
E-Governance

e-Governance:
Digital Service Delivery, Mobile Governance and Citizen Engagement

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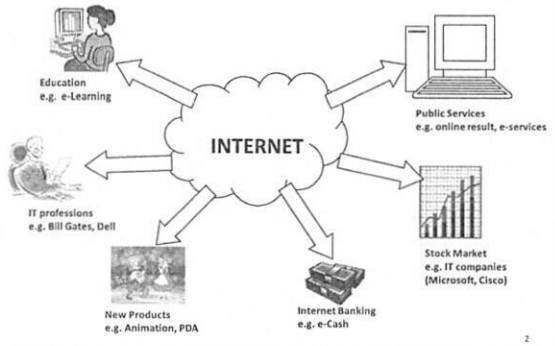
Internet is reshaping the world



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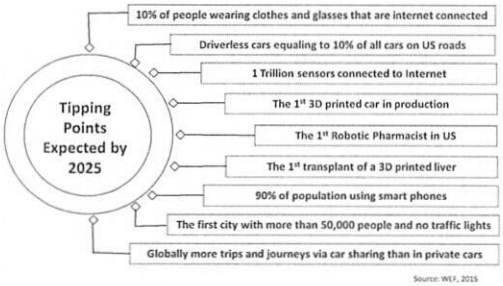
Future ICT World



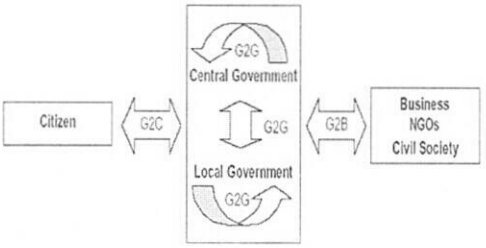
Source: WEF, 2015

Concept of e-Governance & e-Government

e-Government and e-Governance

- e-government is about delivering government services using information technologies.
- e-governance is about transforming the relationship between government and citizens through use of information technologies.
- E-government refers to a variety of front-office and back-office operations.
- The notion of 'e-governance' refers to the wider process of bringing about the corresponding transformation in society.

e-Government Components



Source: Micheal Backus

Components of e-Government

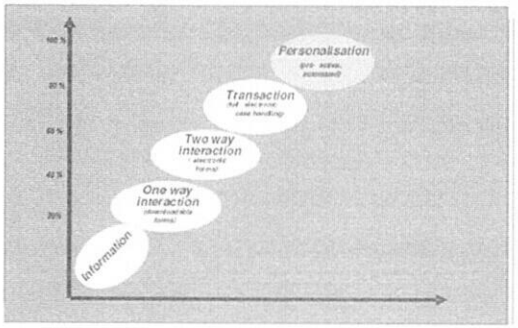
e-Government has four major components-

- **Government to Government (G2G):** Involves interaction through ICT among government offices as well as governments of other countries. It ensures internal efficiency and effectiveness that includes making good use of modern technology to reduce costs and improve quality of the government ministries and departments, by using industry best practices.
- Examples: **e-nothi** for internal government procedure.

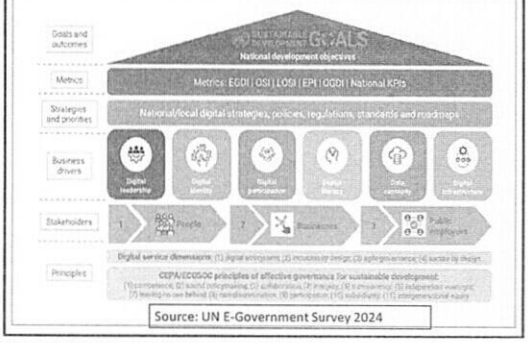
Components of e-Government

- **Government to Citizen (G2C):** Involves interaction of individual citizens with the government.
  Examples: **Online utility bills** or downloading government forms from the Internet.
- **Government to Business (G2B):** Involves interaction of business entities with the government.
  Examples: **tax filing** or government procurement process through the Internet.
- **Government to Employee (G2E):** Involves interaction between the government and government employee.
  Example: **EFT-Salary & Pension, ERP-Salary, Leaves, Scholarship.**

E-government Fifth Level Sophistication
as suggested by EU

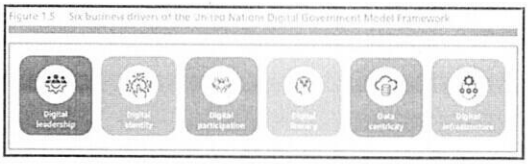


UN Digital Government Model Framework



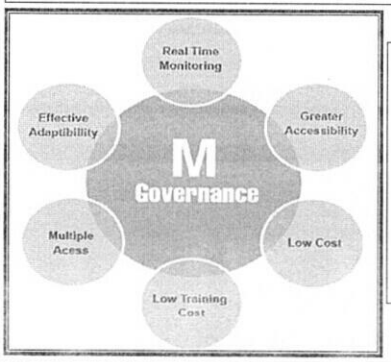
Source: UN E-Government Survey 2024

6 Business Drivers of the UN Digital Government Model Framework



Source: UN E-Government Survey 2024

Mobile Governance



Mobile governance, also known as m-governance, leverages **mobile technologies to deliver public information and services to citizens and businesses.**

Roles played by Key Actors in an e-government system

- **Policymaker** -who enact/legislate a law;
- **Public Administrators-** who define the processes for realizing a law;
- **ICT Professionals-** who implement these processes for realizing a law;
- **End users-** who use e-government services.

Remarkable e-Government Initiatives

(Digital Service Delivery, Mobile Governance & Citizen Engagement)

NID Database

National Data Centre

Four-tier National Data Centre at High Tech City in Gazipur (28 November 2019)

National Data Centre

Data Centre Tier-IV:

- They are highly secure, reliable, and redundant. Tier- IV is sometimes referred to as the four 9s. Tier IV data centers have an availability of **99.995% and 0.8 hours** of interruption per year compared to 1.6 hours of interruption with a Tier III Tier IV certification is currently the highest classification among data center facilities.
- In fact, Tier IV facilities are the equivalent of data centers used by the United States Government.
- facility. That is half of the downtime represented by a Tier III data center.
- Tier IV facilities hardly ever experience downtime and when they do it is only for a fraction of a second while failovers switch to alternative systems.
- There are Tier IV certified data centers that count the days and hours since their last interruption with some spanning years.
- As far as redundancy, a Tier IV facility typically features 2N+1 Redundancy. The term 2N+1 means that the facility has two times what is required to operate plus a backup.

National Data Centre

Data Centre Tier-I :

- **availability of 99.67%**
- has no built in redundancy.
- can have up to **28.8 hours** of interruption a year.
- This option might be sufficient for a small business, website, or blog hosting but certainly not for an enterprise with mission critical applications.

Data Centre Tier-II:

- **availability of 99.75%**
- up to **22 hours** of hours of interruption a year.
- partial redundancy to guard against downtime.
- Redundancy refers to the alternative systems (power, network etc) used in case of disruption as a failover on a temporary basis.
- The premise of redundancy is continuous operation of IT server hardware and related networking equipment.

National Data Centre

Data Centre Tier-III:

- Tier III certified data centers are often referred to as three 9s.
- **availability of 99.982%**
- **only 1.6 hours of interruption a year.**
- Most enterprises select Tier III data centers for their uptime and redundancy measures.
- There is a huge jump in the availability of a Tier III data center opposed to a Tier II data center.
- A Tier III data center has N+1 Redundancy. N+1 means that the facility has what is required to operate plus a backup. Redundancy can include items like power feeds, diverse network paths, UPS, and diesel generators.

National Portal (www.Bangladesh.gov.bd)

- **46,500 offices; 8 M Contents; 600+ e-Services; 500+ Forms; 3M+ users per month**
- **World Summit on Information Society (WSIS) award 2015;**
- **Open Group Award 2017**

www.mygov.bd

www.mygov.bd

e-Nothi/d-Nothi

Mobile Phone User/Subscribers in Bangladesh

Mobile Phone Subscribers: **186.50 M (Feb/25)**

Sl. no.	Mobile Phone Operators	Active Subscribers (Millions)					
		2020 (Feb)	2021 (Feb)	2022 (Feb)	2023 (Feb)	2024 (Feb)	2025 (Feb)
01	Grameen Phone Ltd. (GP)	75.860	80.390	83.18	79.95	82.58	84.90
02	Robi Axiata Limited (Robi)	49.611	51.515	53.78	55.14	58.34	56.39
03	Banglalink Digital Communications Limited	35.770	35.920	37.70	40.85	43.96	38.64
04	Teletalk Bangladesh Ltd. (Teletalk)	4.873	5.532	6.88	6.67	6.50	6.56
	Total:	166.114	173.357	181.54	182.61	191.38	186.50

(*Source: BTRC, www.btrc.gov.bd, 07-05-2025)
(BTRC-Bangladesh Telecommunication Regulatory Commission.

Internet users/Subscribers in Bangladesh

- Internet users: **130.07 millions (Feb/2025)***

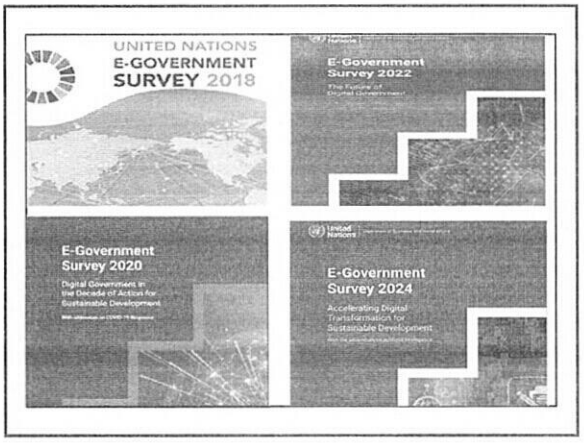
Sl. No.	Internet Category	Subscribers (Millions)					
		2020 (Feb)	2021 (Feb)	2022 (Feb)	2023 (Feb)	2024 (Feb)	2025 (Feb)
01	Mobile Internet	94.236	103.19	112.69	113.13	117.47	116.03
02	ISP + PSTN	5.743	9.522	10.10	11.87	12.88	14.04
03	WiMAX	0.005	0.00	0.00	0.00	0.00	0.00
	Total	99.984	112.715	122.79	125.00	130.35	130.07

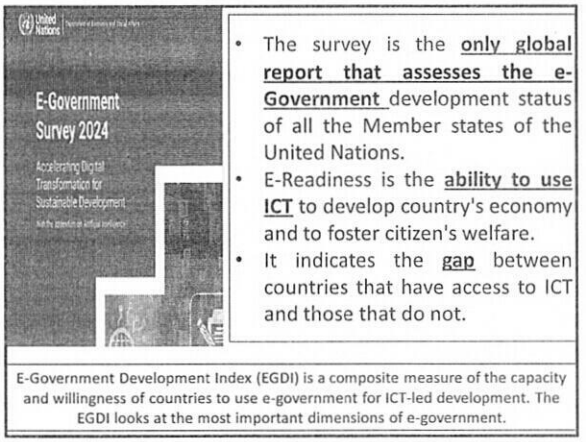
(*Source: BTRC, www.btrc.gov.bd, 07-05-2025)
(BTRC-Bangladesh Telecommunication Regulatory Commission.

e-Government Readiness: Bangladesh Perspective

e-Readiness?
(Organizational & Individual)

e-Government Readiness
UN e-Government Survey 2024
(Accelerating Digital Transformation for Sustainable Development)





UN e-Government Survey Report 2024

Global Top Ranking Countries: UN e-Govt. Survey 2024-2012 — EGDI= 0.6382, 0.6102

Sl	Country	Rank (2024)	Rank (2022)	Rank (2020)	Rank (2018)	Rank (2016)	Rank (2014)	Rank (2012)	EGDI (2024)	EGDI (2022)	EGDI (2020)	EGDI (2018)	EGDI (2016)	EGDI (2014)	EGDI (2012)
1	Denmark	1	1	1	1	9	16	4	0.9847	0.9717	0.9758	0.9150	0.8510	0.8162	0.8668
2	Estonia	2	8	3					0.9727	0.9393	0.9473				
3	Singapore	3	12	11	7	4	3	10	0.9691	0.9133	0.9150	0.8812	0.8628	0.9076	0.8474
4	Korea	4	3	2	3	3	1	1	0.9679	0.9529	0.9560	0.9010	0.8915	0.9452	0.9283
5	Iceland	5	5	12					0.9671	0.9410	0.9101				
6	Saudia Arabia	6	31						0.9602	0.8539					
7	UK	7	11	7	4	1	8	3	0.9577	0.9138	0.9358	0.8999	0.9193	0.8695	0.8960
8	Australia	8	7	5	2	2	2	12	0.9577	0.9405	0.9432	0.9053	0.9143	0.9103	0.8390
9	Finland	9	2	4	6	5	10	9	0.9575	0.9533	0.9452	0.8815	0.8817	0.8449	0.8505
10	Netherlands	10	9	10	13	7	5	2	0.9538	0.9384	0.9229	0.8757	0.8659	0.8897	0.9125
11	UAE	11	30						0.9533	0.9010					
12	Germany	12	22	25	12	15	21		0.9382	0.8770	0.8524	0.8765	0.8210	0.7964	
13	Japan	13	14	14	10	11	6	18	0.935	0.9002	0.8903	0.8783	0.8440	0.8374	0.8019
14	Sweden	14	5	6	5	6	14	7	0.9326	0.9410	0.9365	0.8820	0.8704	0.8225	0.8599
15	Norway	15	17	13	14				0.9315	0.8879	0.9064	0.8557			
16	New Zealand	16	4	8	8	8	9	13	0.9265	0.9432	0.9339	0.8806	0.8653	0.8644	0.8381
17	Spain	17	18						0.9206	0.8842					
18	Baharin	18	54						0.9196	0.7707					
19	USA	19	10	9	11	12	7	5	0.9194	0.9151	0.9297	0.8769	0.8420	0.8748	0.8687
20	Ireland	20	30						0.9138	0.8567					
	Austria	22	20	15					0.9065	0.8801	0.8914				
	Switzerland	26	23	16	15				0.9003	0.8752	0.8907	0.8520			
	France	34	19	19	9	10	4	6	0.8744	0.8832	0.8718	0.8790	0.8456	0.8938	0.8635

e-Government Readiness

Position/Ranking of Bangladesh?

Position/Ranking of Bangladesh (2024)

100

Position/Ranking of Southern Asia (2024 - 2010)

Country	World e-Gov. Development Ranking								E-government Development Index							
	2024	2022	2020	2018	2016	2014	2012	2010	2024	2022	2020	2018	2016	2014	2012	2010
Maldives	94	104	105	97	117	94	95	92	0.6745	0.5985	0.574	0.561 5	0.433 0	0.491 3	0.4964	0.439 2
India	97	105	100	96	107	118	125	119	0.6678	0.5893	0.5964	0.566 9	0.465 7	0.383 4	0.3829	0.356 7
Sri Lanka	98	95	85	94	79	74	115	111	0.6667	0.6265	0.6708	0.575 1	0.544 9	0.541 9	0.4357	0.399 5
Bangladesh	100	111	119	115	124	148	150	134	0.6570	0.5630	0.5189	0.486 2	0.379 9	0.275 7	0.2991	0.362 8
Bhutan	103	115	103	126	133	143	152	152	0.6511	0.5521	0.5777	0.427 4	0.350 0	0.282 9	0.2942	0.259 9
Nepal	119	125	132	117	135	165	164	153	0.5781	0.5117	0.4699	0.474 8	0.345 8	0.234 4	0.2664	0.256 9
Pakistan	136	150	153	148	159	158	156	146	0.5096	0.4298	0.4183	0.366 6	0.208 3	0.258 0	0.2923	0.275 5
Afghanistan	188	184	169	177	171	173	184	168	0.2093	0.271	0.3203	0.258 5	0.231 3	0.190 0	0.1701	0.209 8

EGDI (Bangladesh)= 0.5630, below of Asian (0.6493) and World (0.6102) Average

E-Government Development Index (EGDI)

- Mathematically, the EGDI is a weighted average of three normalized scores on the most important dimensions of e-government.
- The maximum possible value is one and the minimum is zero.
- **EGDI = (1/3 × Online Service Index-OSI) + (1/3 × Telecommunication Infrastructure Index-TII) + (1/3 × Human Capital Index-HCI)**

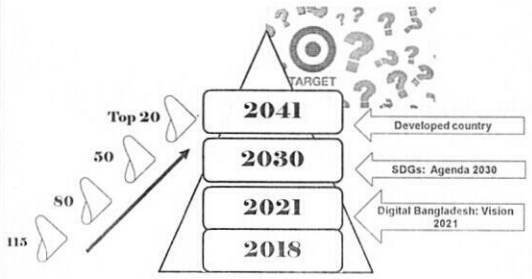
Position of Bangladesh- Which one has high score?

1) Online Service Index (OSI)
2) Telecommunication Infrastructure Index (TII)
3) Human Capital Index (HCI)

e-Readiness Index of Bangladesh: 2024-2012

EGDI/Index	2024	2022	2020	2018	2016	2014	2012
EGDI of Bangladesh	0.6570	0.5630	0.5189	0.4862	0.3799	0.2757	0.2991
Online Service Index (OSI)	**0.7374**	**0.6521**	0.6118	0.7847	0.6232	0.3465	0.4444
Telecommunication Infrastructure Index (TII)	**0.6501**	**0.4469**	**0.3717**	0.1976	0.1193	0.0941	0.0641
Human Capital Index (HCI)	**0.5834**	**0.5900**	0.5731	0.4763	0.3973	0.3866	0.3889

e-Readiness Target of Bangladesh by 2041



Source: a2i Programme, ICT Division, 2019

Singapore Experience (EGDI- 03)

- EGDI value highlights its success in digital transformation.
- The Smart Nation initiative, launched in 2014, prioritizes **public services innovation and economic competitiveness**.
- **99% Government Service Fully Digital.**
- Singapore Digital Access (Singpass) provides access to over **2,700 services from 800+** agencies and businesses.

Singapore Experience.....Continued

- Projects like smart analytics systems for healthcare and transportation have improved service efficiency.
- The Digital Government Blueprint and key performance indicators have propelled Singapore to the top tier of the Smart city Index since 2019.
- The **2021 national AI strategy** has enhanced AI application in public services, including the AI Accelerated Masters Programme to develop local AI talent.
- The Research, Innovation, and Enterprise Plan for 2025 focuses on fostering technology leadership, enhancing digital infrastructure, and maintaining cybersecurity and data protection standards.

Republic of Korea Experience (EGDI- 04)

- The Republic of Korea, a global leader in digital government, has maintained a high EGDI ranking through its **long-term commitment to integrating advanced technologies in public administration,** formally articulated in the Electronic Government law of 2001.
- Key to its strategy is a national policy framework that **emphasizes technological innovation, seamless services delivery, and extensive digital literacy programming.**

Republic of Korea Experience.....Continued

- The Government's adoption of AI, blockchain, and cloud computing has streamlined operations and enhanced citizen engagement, **achieving a 98.1% public satisfaction rating and a digital services utilization rate of 88.9 per cent.**
- In September 2022, **Government promotes collaboration between the public sector, citizens, and businesses on a digital platform where all data are connected.**
- The strategy focuses on providing **all government services digitally, making them available before users seek them,** using AI and big data to guide policymaking and services provision, and opening them up to the private sector.

How your Organization can contribute for increasing the e-readiness ranking of Bangladesh?

How your Organization can contribute for increasing the e-readiness ranking of Bangladesh?

Sl. No.	e-Readiness Index	Contribution for increasing e-Readiness Ranking of Bangladesh
1)	Online Service Index	
2)	Telecommunication Index	
3)	Human Capital Index	

Group Presentation

Challenges for implementing e-Government in Bangladesh

Challenges for e-Government in Bangladesh

Introducing e-Governance is a big challenge for most of the developing countries. In Bangladesh the challenges are-

- lack of infrastructure.
- lack of electricity coverage.
- price of ICT equipment.
- lack of legal framework.
- lack of sufficient IT literate people/human capital development.
- lack of ownership.
- lack of political and bureaucratic commitment.
- high digital divide etc.

Thank you

Module:5
Research for Governance

Research for Governance and Policy Analysis

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CELL: 01716458964

Module: 5-Research for Governance and Policy Analysis

- Module objectives: To orient the participants to understand the necessity of public service research and acquaint them with different research aspects and methods.
- Module Evaluation: Two Parts (part one: Proposal-50 marks; part two: full report-150 marks)

Introduction

-Any policy/ordinance
(A policy has a number of stages such as: problem identification; setting objectives/agenda; decision-making; implementation; and evaluation)

**What are the dimensions to be considered for policy evaluation?
-[Process; coherence; effectiveness; efficiency; economic feasibility; social feasibility; acceptability; sustainability; innovation and so on]

***Policy analysis tools-how you will analyze policy?
-[Stakeholder analysis; SWOT; PESTEL; impact; process; Cost-benefit-analysis; cost effective analysis; causal relationship/impact evaluation;

Proposal stage (format)

- Title
- Background of the study/Introduction
- Problem statement
- Justification/Significant/Rationale of the study
- Research Objectives
- Research Questions
- Literature Review
- Methodology (Research design)
- Reference

Full Report

- Title
- Abstract
- Background of the study/Introduction
- Problem statement
- Justification/Significant/Rationale of the study
- Research Objectives
- Research Questions
- Literature Review
- Methodology (Research design)
- Data Analysis and Findings (Discussion)
- Policy Recommendation and Conclusion
- Reference

Title

- According to Policy (very precise, SMART)
- Introduction: Context or background of the research [macro to micro]
- Problem statement: Existing Knowledge gap
-what does the problem affect?
-what research has already been done?
-Is the problem a new one or an established one?

Setting Objective …

- To evaluate….
- To assess ……
- To find out….
- To explore…..
- To investigate…

Research Questions

- How, what, which…..
- Do, does, has, have…..

Literature Review and References

- Past work
- In-text citation
- References: Harvard style

Author(s) Last name, Initials. (Year) 'Article title', Journal Title (published online ahead of print Day Month). Available at: DOI/URL (Accessed Day Month Year).

Islam, MZ. (2024) 'Enhancing post-training evaluation of annual performance agreement training: A fusion of fsQCA and artificial neural network approach' Plos ONE 19(6):e0305916. https://doi.org/10.137/journal.

Text formatting

- Word format
- Times New Roman
- 12 font size
- Automatic numbering

SCHEDULE FOR SUBMISSION

- CMT OR MD WILL DECIDE
- PRESENTATION (FINAL)

Module:6
Sustainable Development Goals

Challenges of SDGs Implantation in Bangladesh: Financing Strategies and International Arrangement

Abdul Baki
abaki_23@yahoo.com

Outline of discussion

- SDG performance in Bangladesh
- Financing Strategy for SDG implementation
- Current Macroeconomic challenges
- Different financing approaches
- Time to do more
- Conclusion

Quick Questions ??????

- What is our progress in attaining the 17 SDGs so far? Is it satisfactory or not?????
- Can Bangladesh achieve the UN's Sustainable Development Goals through a business-as-usual process?

Bangladesh's SDG performance

- According to the Sustainable Development Report 2023, **Bangladesh has an SDG index of 65.9,** ranking 101st out of 166 countries. This is better than India's (63.5) and Pakistan's (59.0), but worse than the indices of Thailand, Vietnam, Indonesia, Malaysia, and Sri Lanka.
- The aforementioned report shows that, despite moderate performance in several SDGs, Bangladesh faces major challenges in following goals:
  - SDG 1 (No poverty),
  - SDG 2 (Zero hunger),
  - SDG 3 (Good health and wellbeing),
  - SDG 6 (Clean water and sanitation),
  - SDG 7 (Affordable and clean energy), and
  - SDG 9 (Industry, innovation, and infrastructure).

Bangladesh's SDG performance cont'd…..

- Moreover, there seems to be **no progress** in terms of SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 11 (Sustainable cities and communities), and SDG 13 (Climate action), indicating significant difficulties in attaining these by 2030. Furthermore, the progress in **SDGs 14 to 16 regressed.**
- Only SDG 4 (Quality education) and SDG 12 (Responsible consumption and production) are **on track;** but even then, there are **valid concerns regarding** the attainment of universal education, skill development, and ensuring the quality of education in Bangladesh.
- Among all SDG targets, only **30.9 percent of targets are on track,** 41.2 percent have limited progress, and 27.9 percent are worsening.
- So, it is clear that the **business-as-usual approach** will not help Bangladesh to achieve most of the SDGs.

Challenges of Climate change

- Climate change, SDG 13, remains as a significant hurdle for developing nations, which is disproportionately affected despite contributing the least to global emissions.
- Global carbon emissions have continued to rise, and despite growing awareness and initiatives towards renewable energy, the world is not yet on course to limit global warming to 1.5 degrees Celsius above pre-industrial levels.
- The recent increase in climate disasters, from wildfires to floods, underscores the urgency for enhanced global cooperation to achieve environmental sustainability.

Current Macroeconomic challenges in Bangladesh

- Despite some notable progress on economic and social fronts over the past few decades, Bangladesh is facing its worst macroeconomic challenges in recent times.
- The ongoing crisis is a result of
  - persistently high inflationary pressure,
  - depleting foreign exchange reserves,
  - low growth in exports,
  - a growing debt-GDP ratio,
  - and a foreign exchange crisis.
  - Plus, graduating from the LDC status by 2026 will add additional pressure on the economy.

7

SDG Financing approach in Bangladesh

- The preliminary assessment of the General Economic Division (GED) shows that it may require around US$928.48 billion worth of additional resources for the full implementation of SDGs from 2017 to 2030.
- That means the annual average cost would be 66.32 billion US$ which is 19.75% of the accumulated GDP. Importantly, external resources are estimated as 14.89% (9.95% FDI and 4.94% foreign aid and grant) of the total resource requirement.
- ERD's role has been instrumental in realizing Bangladesh's SDGs through mobilizing foreign resources as well as enhancing effective ties with the Development Partners (DPs) and International organizations.

8

ERD has the role of coordinator for Goal 17:

- ERD pertains to Goal-17 of SDG (Partnership for the Goals) which entails multi-stakeholder partnership needs for mobilizing resources and transferring technology through innovations and sharing knowledge in accomplishing the Agenda 2030.
- Strengthen the means of implementation and revitalize the global partnership for sustainable development. ERD has been assigned the role of Lead for 12 targets, and 12 Indicators and is responsible for providing data for 22 different Indicators.
- According to Target 17.2 of SDGs, Developed Countries are supposed to fulfill their commitments to providing Official Development Assistance (ODA) at a minimum rate of 0.7% of the GNI of respective countries. It has been urged to provide at least 0.15-0.20% of GNI to LDCs out of the total target flow of ODA.

9

Integrated National Financing Network

- The Government of Bangladesh is using the INFF approach to more effectively mobilise public and private resources towards the SDGs.
- As Bangladesh prepares for graduation from the least developed country status in 2024, the government is using the INFF process to estimate SDG financing gaps and engage all relevant partners in identifying and implementing financing reforms.
- The focus is on

  (a) implementing gender-sensitive financing through policy measures and reforms;

  (b) mapping investment opportunities and improving project readiness; and

  (c) creating a coordination and monitoring mechanism to align public and private sectors, harmonise SDG and climate finance, and facilitate action-oriented dialogues.

10

The role of the INFF cont'd…..

The endorsement of the Addis Ababa Action Agenda (AAAA) in 2015 and commitment to implementing an INFF as part of the 8th Five-Year Plan (8FYP) reinforced the country's commitment to coherent and integrated financing policies.

The COVID-19 pandemic has severely affected the health and economic sectors of the country, resulting in reduced revenues, increased expenditures, and widened fiscal deficits, which were further exacerbated by Ukraine war.

Moreover, the graduation from the LDC status would entail a loss of preferential market access and concessional financing, which could affect the export and investment prospects of the country.

11

The role of the INFF cont'd…..

- To address these challenges and implement, four UN agencies (UNDP, ILO, UNCDF, and UN Women) in Bangladesh helped the government revise and update the development finance assessment, recalculate the SDG investment requirements, and produced roadmaps for different sustainable development goals including water and sanitation (SDG 6), renewable energy (SDG 7), and climate action (SDG 13).
- Innovative financing mechanisms such as blended finance, green bonds, social impact bonds, and diaspora bonds can complement traditional sources of finance and address specific development challenges.

12

Integrating SDGs into National Planning:

- Bangladesh has integrated global goals and targets into its national five-year plans.
- This ensures that SDG implementation is a priority across different sectors and ministries.
- The government is also working to localize the SDGs by engaging all levels of government and other stakeholders, according to the United Nations Development Programme.

13

Data and Monitoring:

- The government has established the National Data Coordination Committee (NDCC) to identify data gaps, ensure data availability, and coordinate among ministries for monitoring progress on SDGs.
- The SDG Action Plan and SDG Tracker webpage also play a role in monitoring progress and ensuring accountability.

14

SDG 17 Partnership for the Goals

SDG 17 emphasises the need for global partnerships to mobilise resources, the reality is that financing remains inadequate.

The Financing for Sustainable Development Report 2024 (FSDR 2024) estimates SDG financing and investment gaps at between $2.5 trillion and $4 trillion annually, which has ballooned due to pandemic-related economic disruptions.

International support and private sector investment have not kept pace with the growing needs of these countries, leaving them struggling to fund crucial infrastructure, education, and healthcare projects.

Addressing climate change will also require global solidarity. Developed countries must sustain their commitments to provide **$100 billion annually in climate financing** to help developing countries mitigate and adapt to climate impacts.

15

Paris Agreement on Climate Financing

- The $100 billion climate finance pledge, initially agreed upon in 2009 and extended in the Paris Agreement, committed developed countries to provide or mobilize $100 billion annually by 2020, and continue through 2025, to support climate action in developing countries. This financial commitment was intended to help developing nations with both mitigation (reducing greenhouse gas emissions) and adaptation (building resilience to climate impacts). While developed countries ultimately met the $100 billion target in 2022, it was two years behind schedule.
- **New Goal:**
- In COP29, countries agreed on a new climate finance goal of at least $300 billion annually by 2035.

16

Capacity and Institutions matter

- It is crucial to count on policies emphasizing green growth, circular economy, climate resilience, and disaster loss recovery among the economic growth measures.
- In the rethinking process of attaining SDGs, *critical institutional and political challenges* need to be addressed. These are related to:
  - Weak state capacity,
  - Ineffective regulation, and
  - Weak formal institutions.

17

Capacity and Institutions matter cont'd....

- Weak institutions and effectiveness hinder the country's development and sustainability, as they create instability, inefficiency, inequality, and injustice.
  - For example, the vulnerable banking system exposes the country to financial risks and crises;
  - the ineffective tax system reduces fiscal space and resources for public spending and investment;
  - the poor monitoring of labour conditions violates the rights and dignity of workers and affects their productivity and wellbeing;
  - the poor enforcement of environmental regulations leads to pollution and degradation of natural resources; and
  - inadequate laws and administrative organisation give way to loopholes and obstacles towards the implementation and coordination of SDGs.

18

Capacity and Institutions matter cont'd…..

- Bangladesh's weak institutional capacity, bureaucratic inefficiency, and corruption undermine the quality and delivery of public services and policies.
- These issues similarly hamper the accountability and transparency of the public institutions and officials.
- They also erode the faith of the people and of the partners in the government's commitment and ability to achieve the SDGs.
- Therefore, undertaking critical institutional reforms is essential to make a significant departure from the business-as-usual process.

19

Challenges in SDG financing

- The SDGs entail a huge financial gap for Bangladesh.
- The weak state capacity in the domestic mobilisation of resources is manifested through a very low tax-to-GDP ratio, which has resulted in the growing dependency on external assistance for development projects.
- In contrast, there is inadequate private sector participation in SDG activities and too few public-private partnerships.
- Very low tax-to-GDP ratio limits the fiscal space of the country for public spending on social sectors. For instance, Bangladesh spent only 0.8 percent of its GDP on public health and less than two percent on public education in 2020.
- These figures are below the lower-middle-income countries' averages of 1.5 and 3.9 percent, respectively, and the global averages of 6.9 and 4.5 percent.
- Critical reforms in domestic resource mobilisation have remained overdue and thus are imperative.

20

Time to do more, but mostly it is time to do better

- Bangladesh needs to double down its efforts on a number of fronts. To start with, there is an urgent need to strengthen up-to-date and periodic data generation.
- UNDP's Integrated SDG Insights Report produced in 2023, identified the following four SDG targets as departure points for policy pathways of Bangladesh:
  - Target 1.1: Eradicate extreme poverty
  - Target 8.1: Sustainable economic growth
  - Target 8.5: Full employment and decent work with equal pay
  - Target 10.1: Reduce income inequalities

21

Time to do more cont'd….

Bangladesh's commitment to the SDGs was reinforced during the SDG Summit held in September 2023 with national commitments to SDG transformation in

1) social protection and jobs,
2) essential services and transforming education,
3) energy for all and shift to renewables,
4) securing food, water, and sanitation systems,
5) digital transformation,
6) protecting biodiversity and nature,
7) gender equality, and
8) disaster risk reduction.

22

Time to do more cont'd…..

The country also needs to improving the institutional arrangements for

a) data ecosystems for monitoring and reporting,

b) public sector capabilities for implementation,

c) financing needs and mechanisms, and

d) awareness raising and localization plans.

However, key intermediate milestones include a smooth transition from Least Developed Country (LDC) status, set for November 2026, with multiple concessions and other preferential treatments phasing out.

23

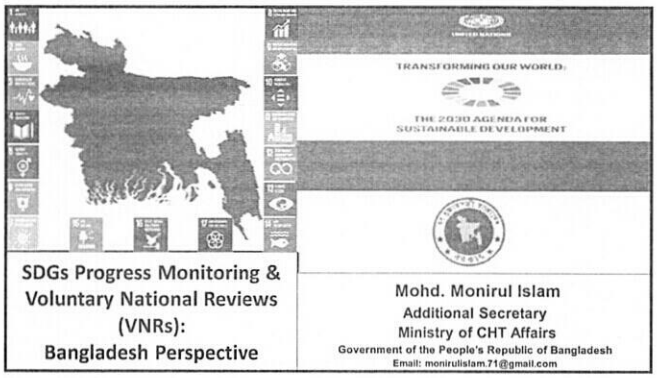
Conclusion

- As the UN Secretary-General ***Antonio Guterres*** emphasized, *"The SDGs, aren't just a list of goals. They carry the hopes, dreams, rights, and expectations of people-----everywhere."*
- Development has been recognized as a shared agenda and common enterprise. Environmental, social, political, and financial risks are now viewed as the collective cross-border schema of the countries' development strategies.

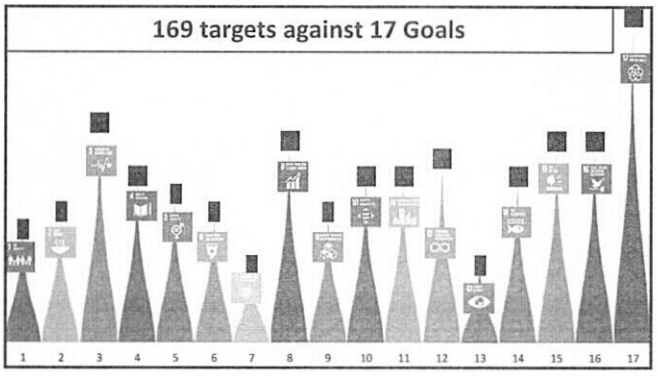
24

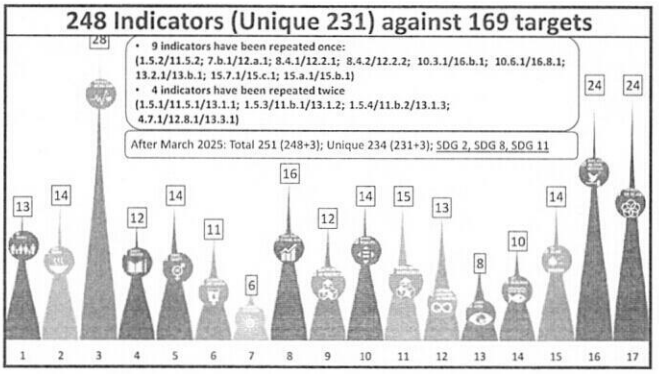
Thank you

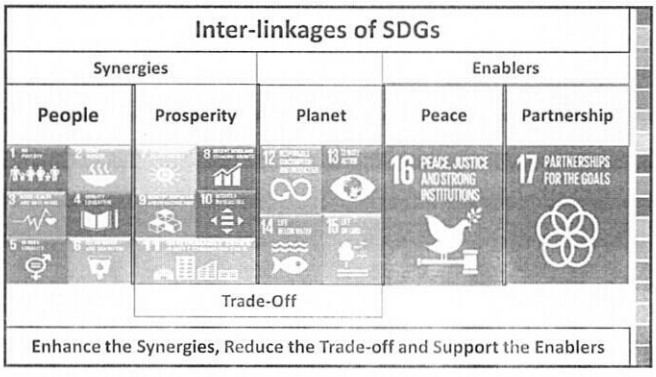
25

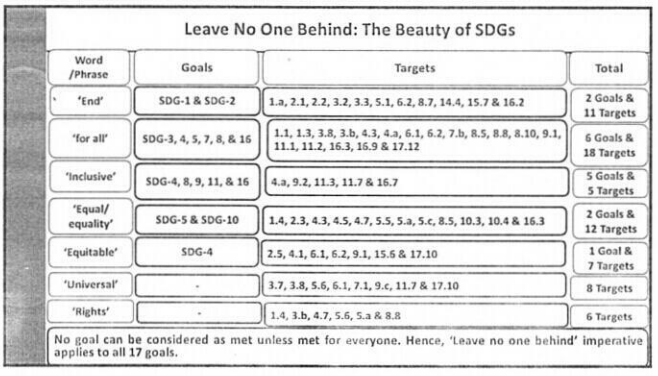

TRANSFORMING OUR WORLD:
THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT
SDGs Progress Monitoring & Voluntary National Reviews (VNRs): Bangladesh Perspective
Mohd. Monirul Islam
Additional Secretary
Ministry of CHT Affairs
Government of the People's Republic of Bangladesh
Email: monirulislam.71@gmail.com


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


169 targets against 17 Goals
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

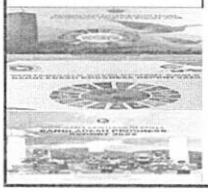

248 Indicators (Unique 231) against 169 targets
• 9 indicators have been repeated once: (1.5.2/11.5.2; 7.b.1/12.a.1; 8.4.1/12.2.1; 8.4.2/12.2.2; 10.3.1/16.b.1; 10.6.1/16.8.1; 13.2.1/13.b.1; 15.7.1/15.c.1; 15.a.1/15.b.1)
• 4 indicators have been repeated twice (1.5.1/11.5.1/13.1.1; 1.5.3/11.b.1/13.1.2; 1.5.4/11.b.2/13.1.3; 4.7.1/12.8.1/13.3.1)
After March 2025: Total 251 (248+3); Unique 234 (231+3); SDG 2, SDG 8, SDG 11
13 14 28 12 14 11 6 16 12 14 15 13 8 10 14 24 24
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17


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


Leave No One Behind: The Beauty of SDGs
Word /Phrase | Goals | Targets | Total
'End' | 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 | 2 Goals & 11 Targets
'for all' | 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 | 6 Goals & 18 Targets
'Inclusive' | SDG-4, 8, 9, 11, & 16 | 4.a, 9.2, 11.3, 11.7 & 16.7 | 5 Goals & 5 Targets
'Equal/ equality' | 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 | 2 Goals & 12 Targets
'Equitable' | SDG-4 | 2.5, 4.1, 6.1, 6.2, 9.1, 15.6 & 17.10 | 1 Goal & 7 Targets
'Universal' | - | 3.7, 3.8, 5.6, 6.1, 7.1, 9.c, 11.7 & 17.10 | 8 Targets
'Rights' | - | 1.4, 3.b, 4.7, 5.6, 5.a & 8.8 | 6 Targets
No goal can be considered as met unless met for everyone. Hence, 'Leave no one behind' imperative applies to all 17 goals.

Reviews of the SDGs

National level reviews	Regional level reviews	Global level reviews
Country-led national & sub-national regular inclusive reviews	• Regional & sub-regional level • Peer learning • APFSD & SAFSD	• HLPF Quadrennial review under UNGA • HLPF yearly review under ECOSOC

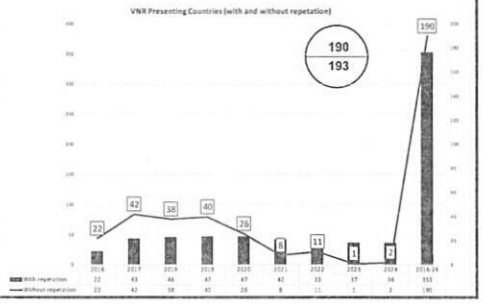


Principles of Follow-up and Review of the SDGs

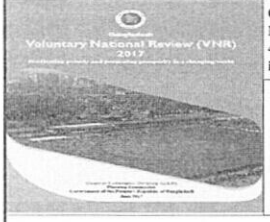
- They will be voluntary and country-led. Outcome from national level will be foundation for reviews at regional & global levels. Based on national official data sources.
- Track implementing the universal Goals & targets, including Means of Implementation.
- Identify achievements, challenges, gaps & 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 2024

- 190 Countries have presented their VNRs at least once @the HLPF
- 163 countries have presented more than once.

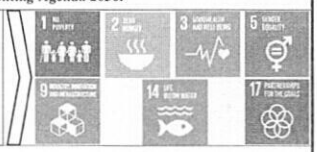


1st VNRs of Bangladesh in 2017



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.

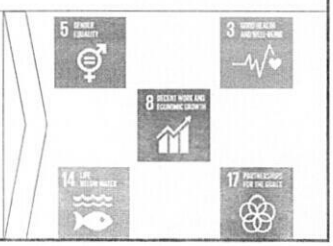
All Goals were reviewed in 2020

3rd VNRs of Bangladesh in 2025

In July 2025 Bangladesh will present the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 38 countries to apprise the world community where we are in implementing Agenda 2030.

"Advancing sustainable, inclusive, science- and evidence-based solutions for the 2030 Agenda and its SDGs for leaving no one behind"

5 Goals will be 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:

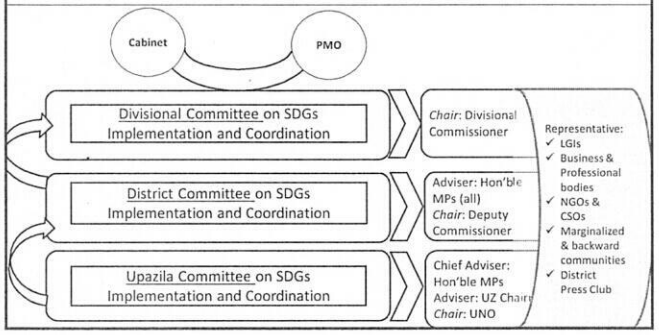
1. Cabinet Division	22. MoLE
2. IMED	23. MoST
3. SID	24. ICT Division
4. FD	25. PoTD
5. ERD	26. MoI&B
6. IRD	27. MoWCA
7. FID	28. MoFL
8. MoA	29. SHED, M/o Education
9. MoF	30. TMED, M/o Education
10. MoDMR	31. MoPME
11. HSD, MoHFW	32. LGD
12. ME&FWD, MoHFW	33. MoCA
13. MoCAT	34. MoYS
14. MoHPW	35. MoEW&OE
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. MoEA
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

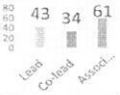
On Invitation:
1. Chairman, PKSF
2. DG, NGO Affairs Bureau
3. PD, a2i
4. President, FBCCI
5. UN Resident Coordinator
6. ED, Centre for Policy Dialogue

Terms of Reference
- Monitor the smooth implementation of the SDGs & provide necessary guidance;
- Review & approve documents related to SDGs;
- Review the progress of SDG implementation & submit report every 06 months for the information / approval of HPM;
- At least 2 meetings of the committee will be held every year; at any time to take any urgent decision regarding SDGs.

Administration of SDGs: Bottom Up



Initiatives of GOB in mainstreaming SDGs Implementation-1



8th Five Year Plan Aligned with the SDGs

Mapping of Ministries/Divisions as Lead, Co-lead and Associates

Initiatives of GOB in mainstreaming SDGs Implementation-2

SDGs Action Plan
(1st : 7th FYP
2nd : 8th FYP)

Data Gap Analysis
(212 indicators data is available now)

SDGs Monitoring and Evaluation Framework
(Where we are now, and where we want to go)

Participated 1st Voluntary National Reviews (VNRs) of SDGs in 2017

17

Initiatives of GOB in mainstreaming SDGs Implementation-3

	Launched SDGs Trackers (sdg.gov.bd)		SDG ... cing Stra...
	SDGs module included in foundation training of young civil bureaucrats		Approved 40 (39+1) priority indicators for localizing SDGs
	Inclusion of SDGs in school curriculum (Grade: VI to X)		Project on Enhancing Public Administration Skills to achieve SDGs

PhD: 109
MS: 277

Initiatives of GOB in mainstreaming SDGs Implementation-4

- SDGs included in the Annual Performance Agreement (APA)
- A PATHWAY TO MANAGE PRIVATE SECTOR IMPACT
- Involving Private Sector in SDGs Implementation
- Involving NGOs in SDGs Implementation
- YOUTH SDGs
- Involving Youths in SDGs Implementation
- Innovation in Service Delivery (less cost, less time, less visit)
- Participated in the 2nd VNR of the UN in 2020

Government in Action: SDGs M&E Framework

Baseline data for MMR

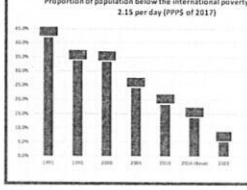
Targets & Indicators	Data sources (agency, ministry/ division)	Baseline data with year	Milestone by 2020	Milestone by 2025	Milestone by 2030
			Target for 2020 MMR	Target for 2025 MMR	Target for 2030 MMR
Target 3.1: By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	BBS (SVRS), SID	181 (SVRS, 2015)	End of 7th FYP 105	End of 8th FYP 85 100	End of 9th FYP 70
3.1.1 MMR (per 100,000 live births)			Three FYPs will be required for Bangladesh to fully implement the SDGs		

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

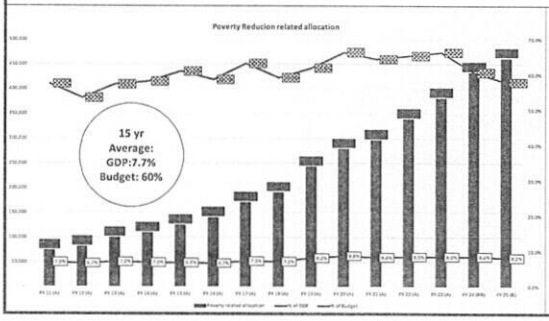
- Financial Literacy Guidelines for Banks and Financial Institutions for 2023-2029
- National Integrated Savings and Microcredit Implementation Guidelines 2019
- National Social Security Strategy 2015

Proportion of population below the international poverty line of US$ 2.15 per day (PPP$ of 2017)



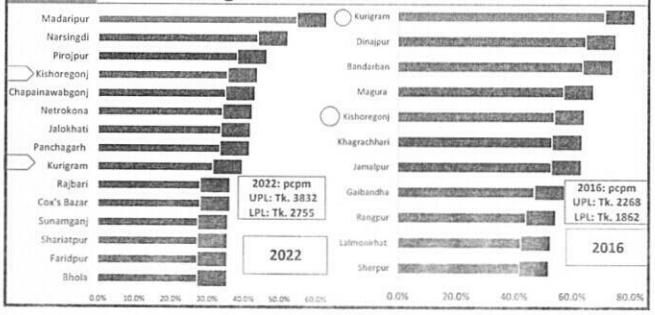
Nationally determined UPL and LPL

Budget Allocation for Poverty Reduction

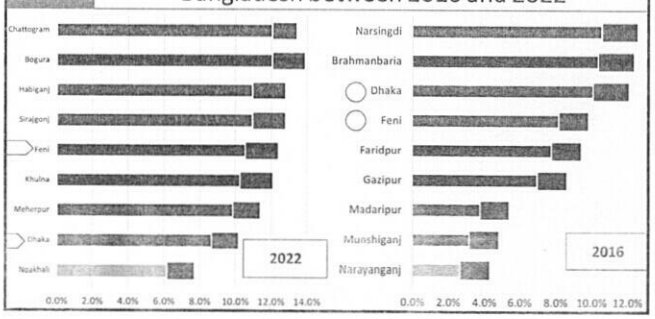


- About 60% of the budget is dedicated to poverty reduction related activities
- It reached 66% because of COVID-19 in FY 20

Comparison of Poverty prone districts of Bangladesh between 2016 and 2022



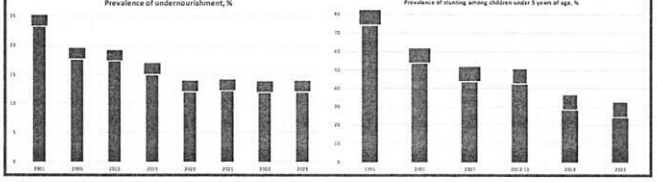
Comparison of Less poverty prone districts of Bangladesh between 2016 and 2022



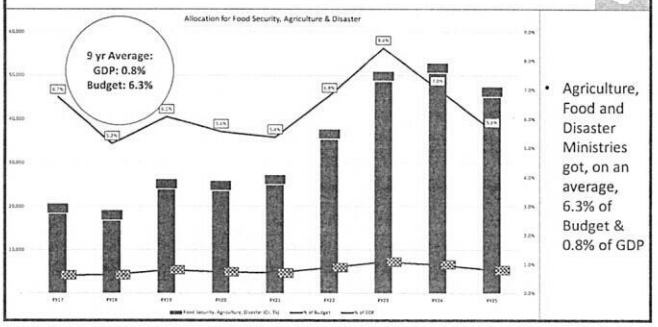
End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2

- 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

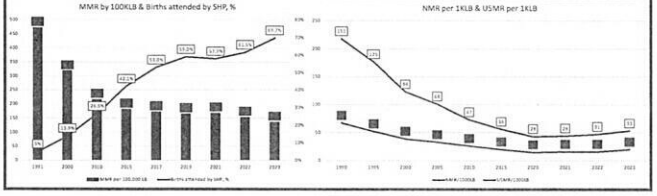


- Agriculture, Food and Disaster Ministries got, on an average, 6.3% of Budget & 0.8% of GDP

Ensure healthy lives and promote well-being for all at all ages

3

- National Health Policy, 2011
- Bangladesh Population Policy, 2012
- Strategic Plan for HPN Sector Dev. Prog.
- Health Care Financing Strategy 2012-2032
- HPN Sector Programme (2017-2024)
- Bang. Health Workforce Strategy (2016-21)
- National Drug Policy 2016
- National Strategy for Adolescent Health (2017-2030)
- The Communicable Diseases Prevention, Control & Eradicationn Act 2018
- Mental Health Act 2018
- Accreditation of Health Care Institutions Act 2019
- National Child Health Strategy (2017-2022)
- Bangladesh Nursing and Midwifery Council Act'16
- National Road Safety Strategic AP (2025-2028) draft



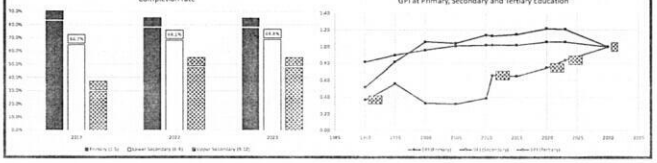
Budget Allocation for Health and Well-being

- About 5.5% of the budget is dedicated to Health
- It crossed 6% because of COVID-19 in FY 20

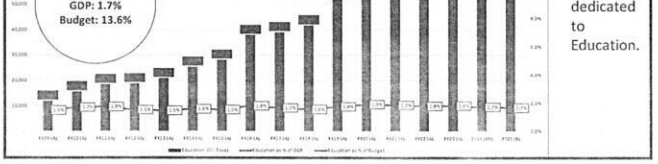
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4

- 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



Budget Allocation for Education

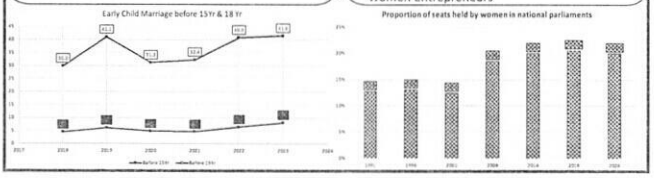


- About 14% of the budget is dedicated to Education.

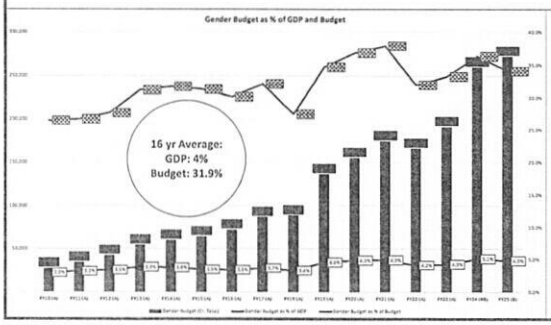
Achieve gender equality and empower all women and girls

5

- National Women Development Policy-2011
- National Women Development Laws 2018
- National Child Policy-2011
- Women and Children Repression (Control) Act 2000, amended in 2003, 2012 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
- Regulatory provision for collateral free loan for Women entrepreneurs



Budget Allocation for addressing Gender equality

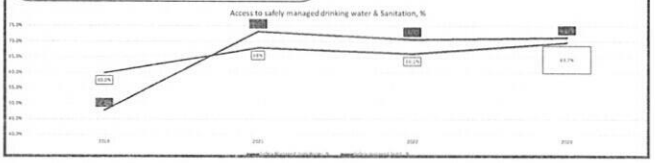


- About 32% of the budget is Gender Responsive

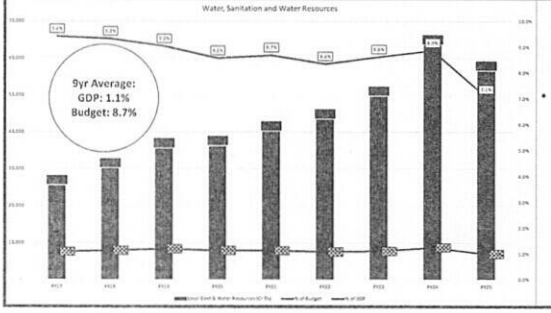
Ensure availability and Sustainable management of water and sanitation for all

6

- 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

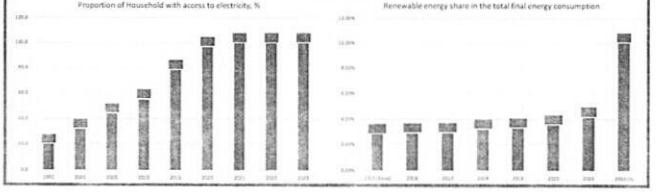


- Around 8.7% of budget is allocated to Water, Sanitation and Water Resources

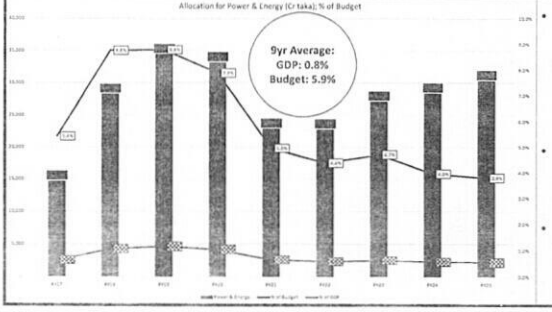
Ensure access to affordable, reliable, sustainable and modern energy for all

7

- 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



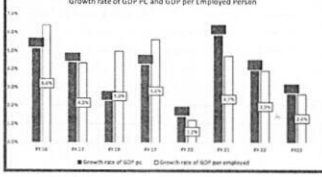
- Allocation for Power & energy reached 8.8% of budget in FY 18 and 19.
- There is a declining trend after then.
- On Average 6% of Budget allocation.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8

- 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

Growth rate of GDP PC and GDP per Employed Person



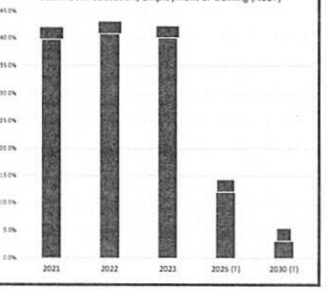
Informal Employment	In total employment	By Sectors			By Sex	
Year		Agriculture	Industry	Service	Male	Female
2015-16	84.2%	95.4%	69.9%	71.8%	82.3%	95.4%
2016-17	85.1%	95.4%	69.9%	71.8%	82.1%	91.3%
2022	84.9%	96.8%	90.5%	67.2%	78.4%	96.6%
2023	84.1	96.9%	88.72	67.12	77.9%	95.7%

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8

Unemployment rate, %		2015-16 (Base)	2016-17	2022	2023
Sex	Both sex	4.18	4.20	3.6	3.55
	Male	3.02	3.10	3.6	3.41
	Female	6.81	6.70	3.6	3.23
Age structure	15-24	20.60	12.30	10.97	8.24
	25-34		5.70	2.88	4.57
	35-44		1.20	0.95	1.09
	45-54		0.80	0.73	0.63
	55-64		0.60	0.59	0.53

Youth not in education, Employment or training (NEET)

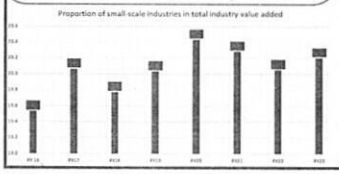


Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

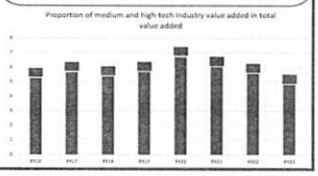
9

- Bangladesh National Building Code (BNBC)
- Bangladesh Public Private Partnership Act 2015
- Bangladesh Accreditation Act 2006
- Road Master Plan (2010-30)
- Integrated Multi-Modal Transport Policy 2013
- National Industrial Policy 2022
- Capital Accounts 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

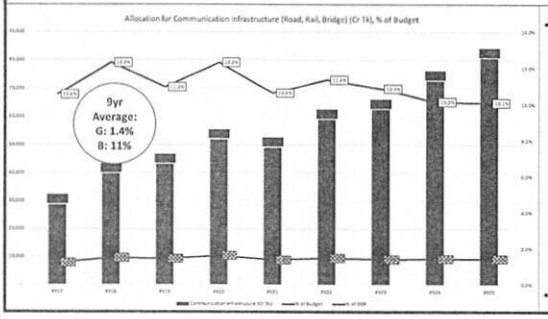


Proportion of medium and high-tech industry value added in total value added



Budget Allocation for Communication Infrastructure

Allocation for Communication Infrastructure (Road, Rail, Bridge) (Cr Tk), % of Budget



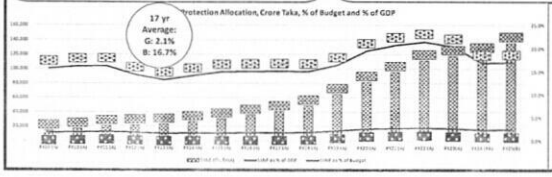
- There is fluctuation in the allocation of Road transport & Highways Division, Railways, Bridges Division ranging from 10.6% to 12.3%.
- Average 11%

Reduce inequality within and among countries

10

- 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

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.

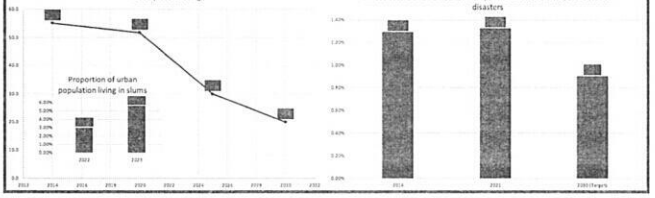
Percentage Share of Income of Households by Quintile groups

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

11

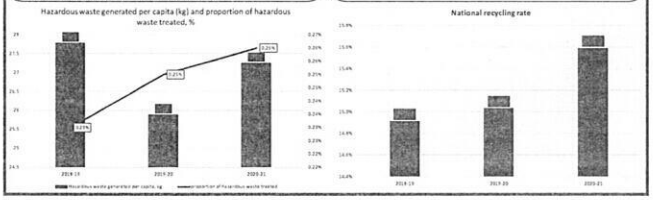
- The Metro Rail Act, 2015
- Bus Rapid Transit Act 2016
- Revised Strategic Transport Plan 2016
- Disaster Management Act 2012
- National Plan on Disaster Management
- Standing Orders on Disaster
- National 3R Strategy for Waste Management
- Bangladesh National Building Code 2015
- Building Construction Act, 2008
- National Volunteers Policy



Ensure sustainable consumption and production patterns

12

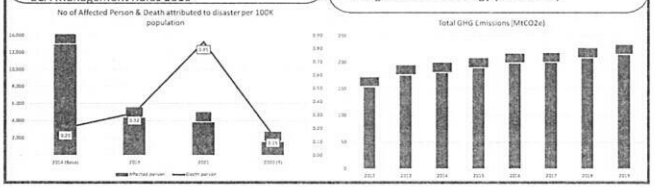
- **Consumer Rights Protection Act 2009**
- **Public Procurement Act (PPA)-2006**
- **Public Procurement Rules (PPR)-2008**
- **National Sustainable Development Strategy (NSDS), 2013**
- **Solid Waste Management Rules 2021**
- **Standard Terms and Guidance in STDs/SRFPs to endure sustainable procurement**
- **Ratified the Kigali Amendment to the Montreal Protocol on 8th June 2020**
- **E-waste Rules 2021**



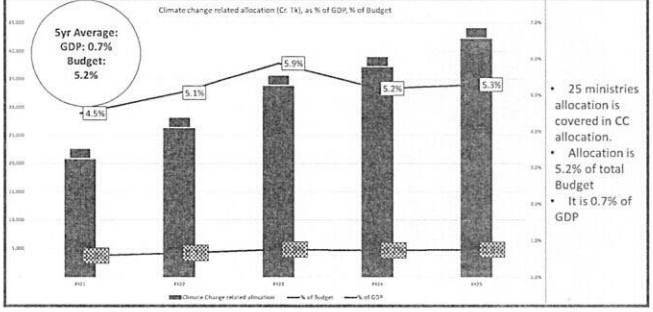
Take urgent action to combat climate change and its impacts

13

- 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
- NSDA, 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 B)
- NDC: (US$ 175 B)
- National Adaptation Programme of Action (NAPA)
- Bangladesh Climate Change Trust Fund
- Bangladesh DRR Strategy (2016-2030)



Budget Allocation for Climate Change

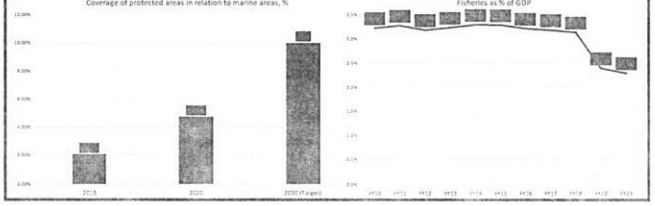


- 25 ministries allocation is covered in CC allocation.
- Allocation is 5.2% of total Budget
- It is 0.7% of GDP

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14

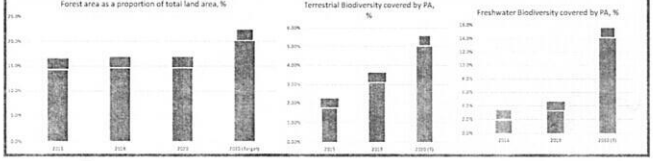
- **Bangladesh Oceanographic Research Institute Act 2015**
- **Coastal Zone Policy, 2005**
- **Fish Act, 1950**
- **Fish Feed and Animal Feed Act 2010**
- **Fish Feed Rules 2011**
- **Fish Hatchery Act 2010**
- **Fish Hatchery Rules 2011**
- **National Bio-safety Framework**
- **National Fisheries Policy 1998**
- **National Fisheries Strategy 2006**
- **National Shrimp Policy 2014**
- **Protected Area Management Rules 2017**



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation, and halt biodiversity loss

15

- **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**

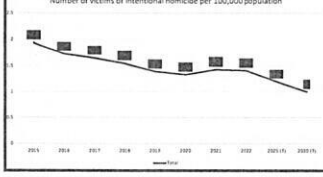


Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

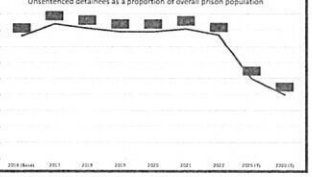
16

- 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

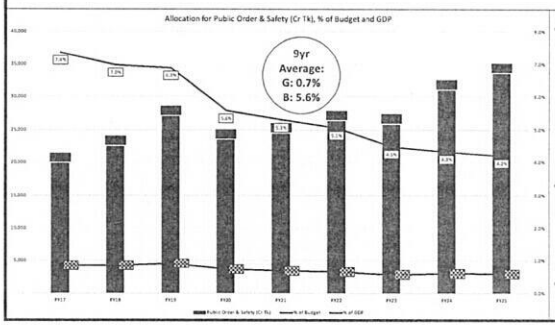
Number of victims of intentional homicide per 100,000 population



Unsentenced detainees as a proportion of overall prison population



Budget Allocation for Public Order & Safety



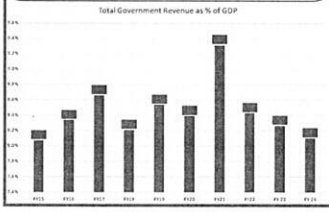
- There is a declining trend in budget allocation for Public Order & Safety.
- It is 4.2% in current year which was 7.4% in FY 17.
- Average 5.6%

Strengthen the means of implementation and revitalize the global partnership for sustainable development

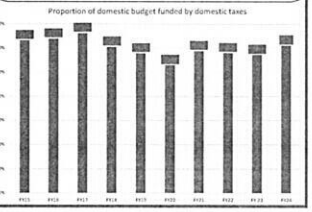
17

- 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

Total Government Revenue as % of GDP



Proportion of domestic budget funded by domestic taxes

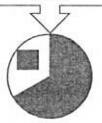


Financing of SDGs

US$ 928.48 Billion additional funding would be required from 2017 to 2030 for Bangladesh.

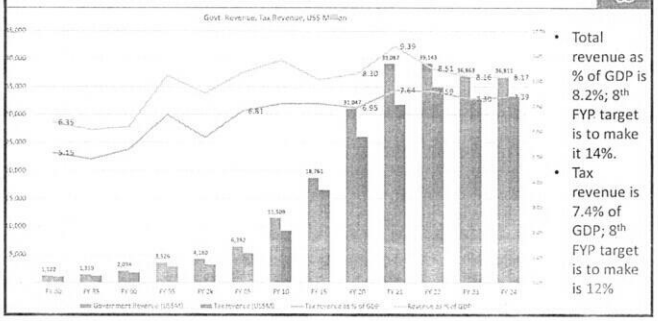
- Annual average cost: US$ 66.32 billion
- 19.75% of accumulated GDP from 2017 to 2030

Domestic Financing : US$ 796.1 Billion (85%)		External Financing: US$ 132.4 Billion (15%)
Private	42%	
Government	33.5%	
PPP	5.5%	
NGOs	4%	



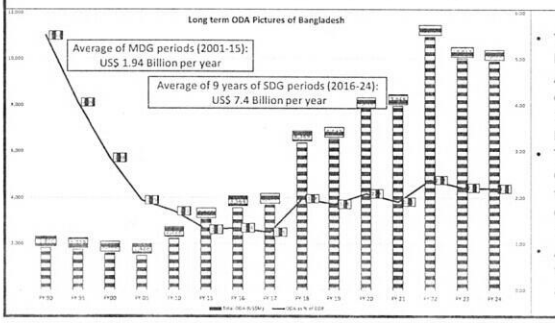
52

Government Revenue and Tax Revenue



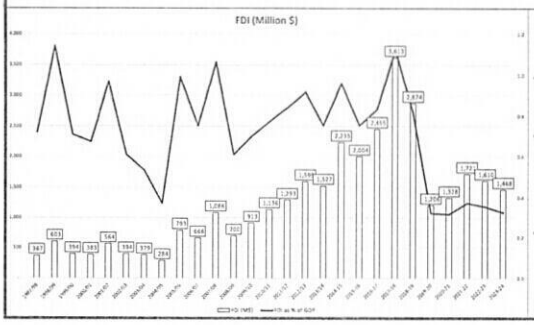
- Total revenue as % of GDP is 8.2%; 8th FYP target is to make it 14%.
- Tax revenue is 7.4% of GDP; 8th FYP target is to make is 12%

Official Development Assistance (ODA) of Bangladesh



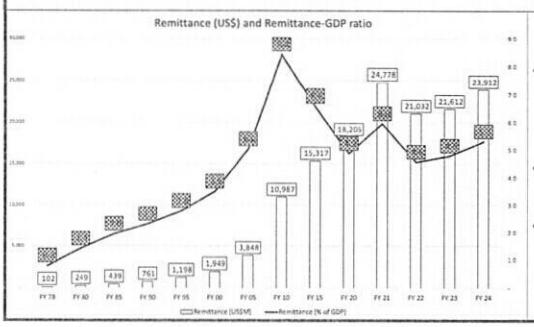
- Total Official Development Assistance crossed US $ 10 Billion in FY 22.
- There was a declining trend as % of GDP up to FY 17.
- After then, there is ups and downs

Foreign Direct Investment (FDI) in Bangladesh



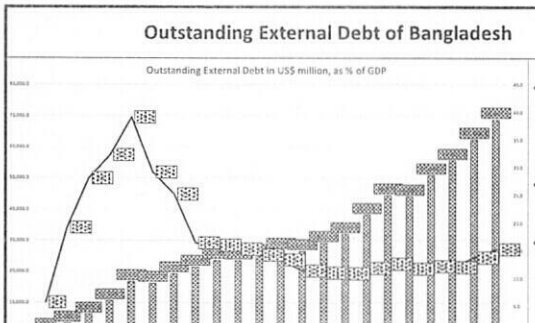
- FDI reached US$ 3.6 Billion in FY 18.
- Because of COVID-19, it dropped to US$ 1.2 in FY20.
- It is 0.3% of GDP in FY24

Inward Remittance Scenarios of Bangladesh



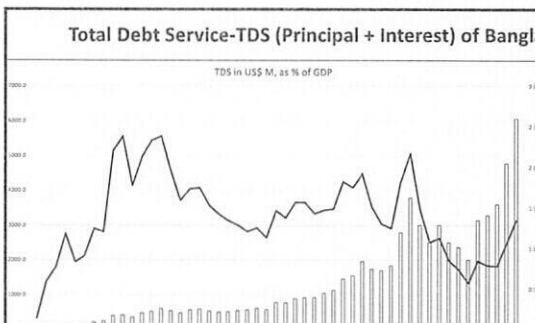
- Remittance reached to US$ 24.8 billion in FY 21.
- It was US$ 21.6 billion in FY 23
- Remittance-GDP ratio is 5.3% in FY24

Outstanding External Debt of Bangladesh



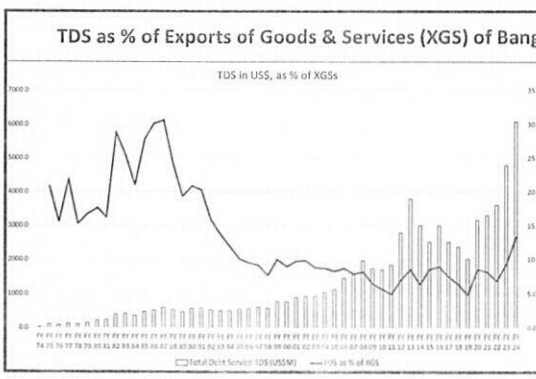
- Outstanding external debt reached 39% of GDP in FY95
- Came down to 10.9% of GDP in FY17
- However, increasing trend after then and reached 15.3% in FY24

Total Debt Service-TDS (Principal + Interest) of Bangladesh



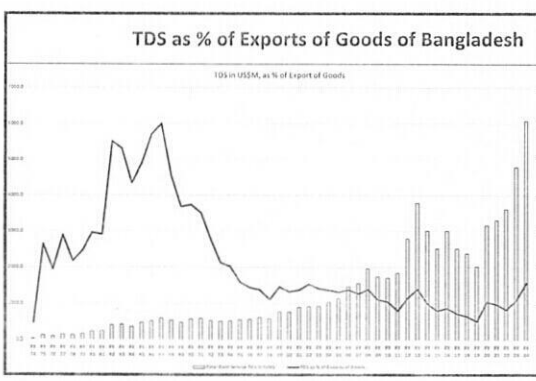
- TDS reached US$ 6.1 billion in FY24
- Reached 2.4% of GDP in FY83
- FY13, it was 2.2% of GDP
- Reached 1.35% of GDP in FY 24

TDS as % of Exports of Goods & Services (XGS) of Bangladesh

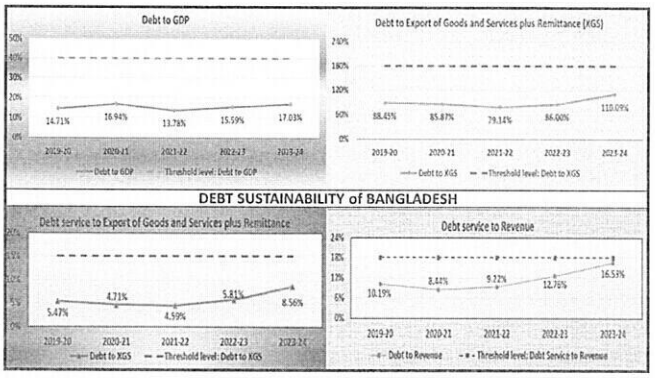


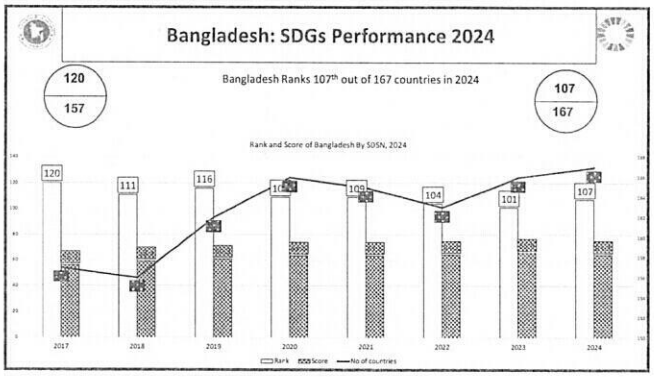
- TDS reached US$ 6.1 billion in FY24
- It was 5% of XGS in FY 11
- TDS reached 13.3% of XGS in FY 24

TDS as % of Exports of Goods of Bangladesh

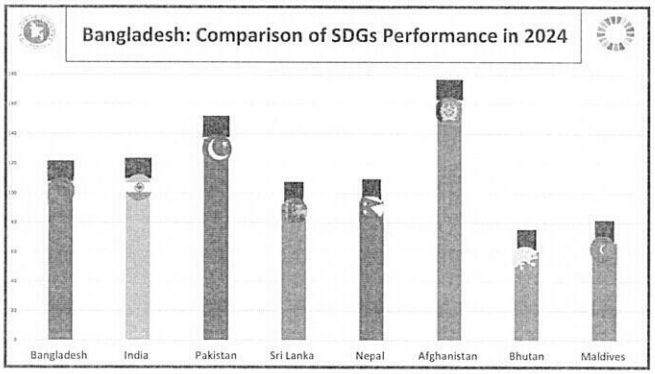


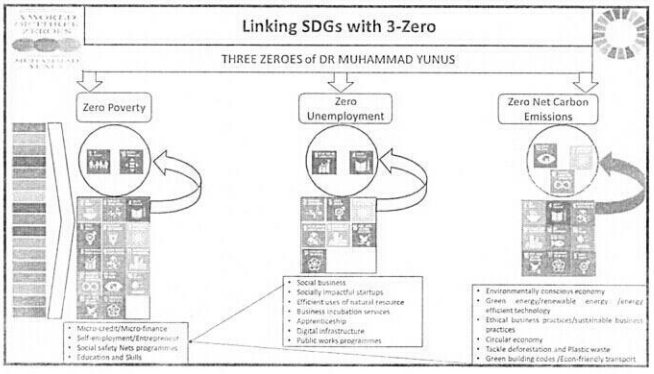
- TDS reached US$ 6.1 billion in FY24
- It was 5% of Exports of Goods in FY 19
- TDS reached 15.6% of Exp. of Goods in FY24


Debt to GDP
Debt to Export of Goods and Services plus Remittance (XGS)
DEBT SUSTAINABILITY of BANGLADESH
Debt service to Export of Goods and Services plus Remittance
Debt service to Revenue


Bangladesh: SDGs Performance 2024
120
157
Bangladesh Ranks 107th out of 167 countries in 2024
107
167
Rank and Score of Bangladesh By SDSN, 2024


Bangladesh: SDGs Performance 2024
(Decreasing/Stagnating/Moderately improving/on track)
ON TRACK: 29.7%
LIMITED PROGRESS: 39.2%
WORSENING: 31.1%
GLOBAL PROGRESS: 17%
OUR PROGRESS: 33%


Bangladesh: Comparison of SDGs Performance in 2024
Bangladesh
India
Pakistan
Sri Lanka
Nepal
Afghanistan
Bhutan
Maldives


Linking SDGs with 3-Zero
THREE ZEROES of DR MUHAMMAD YUNUS
Zero Poverty
Zero Unemployment
Zero Net Carbon Emissions


LEAVING NO ONE BEHIND
Thank You All

Meeting the SDGs on Health, Education & Gender Equality- Challenges and Way forward


• Md. Atikuzzaman
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BPATC, Savar, Dhaka
Cell: 0172-7778316

Philosophy of the Presentation

I cannot teach anybody anything;
I can only make them think. -Socrates

I am always ready to learn although
I do not always like being taught-
Winston Churchill

OUTLINE OF THE PRESENTATION

- SDG about Education, Health and Gender Equality
- Targets and Indicators of goals
- Bangladesh scenario, challenges of Bangladesh &Way forward
- Exercise

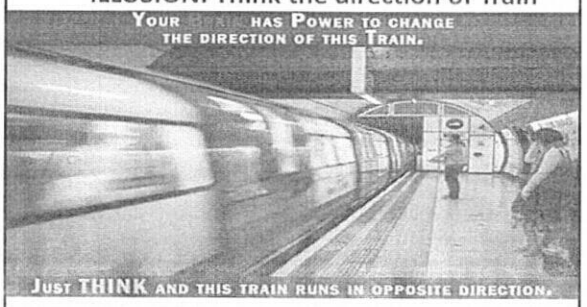
Starting of 21st Century

In human history, there was never been:

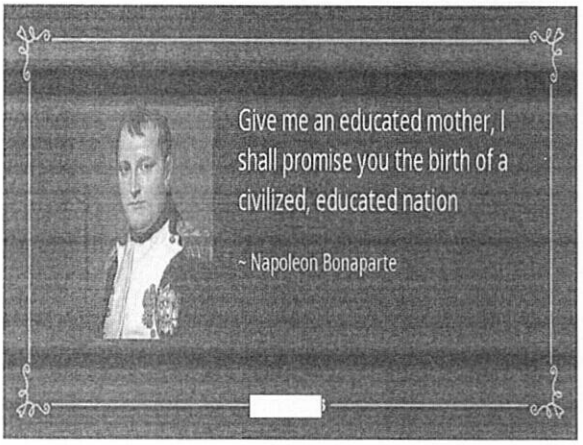
- So much **wealth** and so much **poverty**
- So much **education, technology & information** and so much **environmental degradation**
- So much **food** and so much **malnutrition**
- So many **population** and so much **communication technology**

ILLUSION: Who is single

ILLUSION: Think the direction of Train



"If your plan is for 1 year, plant rice;
If your plan is for 10 years, plant trees;
If your plan is for 100 years, educate children."
- Confucius



Basic questions of Quality Education

- What is the meaning of quality education?
- What are the factors determining quality education?
- Dimensions of quality education
- What is quality of life in education?
- Why quality education is important?
- How can teachers promote quality education?
- How does quality education transform peoples life?

Synergistic Role of Education

- Education empowered many other SDGs to be achieved
- Quality education breaks cycle of poverty
- Reduce inequalities and brings gender parities
- Empower people everywhere to live more healthy and sustainable lives
- It fosters tolerance between people and contribute more peaceful society.

Definition by VVOB's

- A good quality education is one that provides all learners with capabilities they require to become **economically productive, develop sustainable livelihoods, contribute to peaceful and democratic societies and enhance individual well-being.**
- UNSECO promotes access to good quality education as human right (Pigozzi, 2004)

Quality Education Goals
Academic excellence
Improve academic standard
Applied learning
Lifelong academic skills

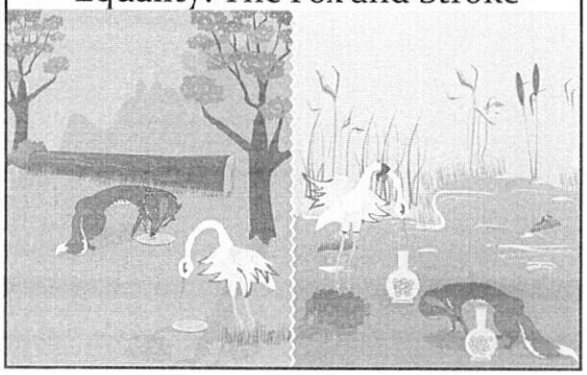
Ten targets to ensure quality education

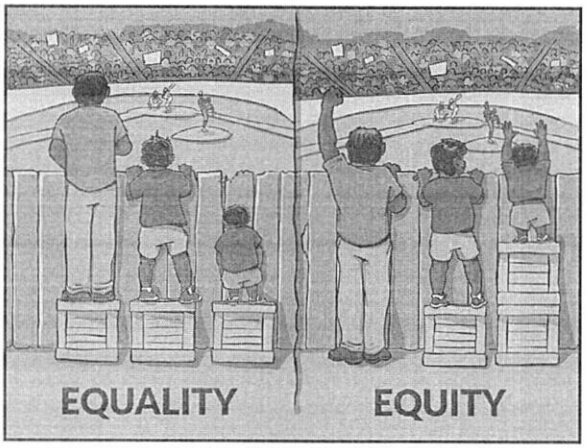
Free Primary and secondary education

- By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

- **Indicator 4.1.1:** Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

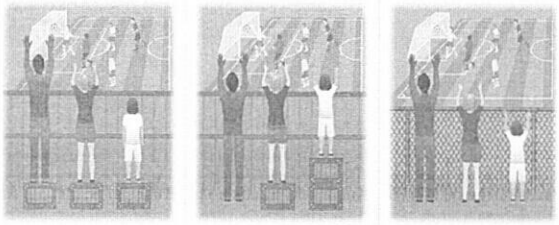
Equality: The Fox and Stroke

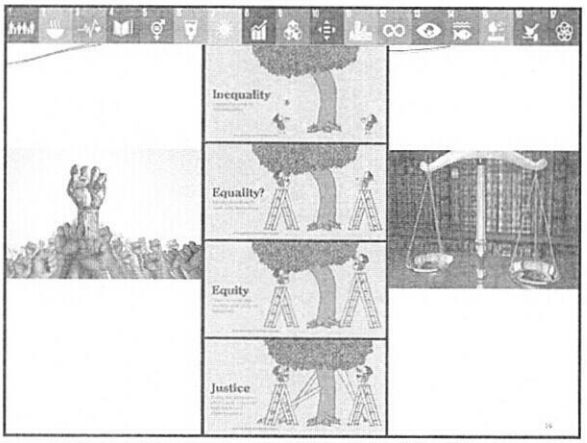




Equality, Equity and Justice

Equality | Equity | Justice





Country comparison Bangladesh vs Singapore

Bangladesh	Singapore
Independence 1971	Independence 1965
GDP per capita 2,824 $ (2022)	GDP per capita 79,426 $ (2022
Corruption Index 147 (2022)	Corruption Index 04 (2022)
Education Expenditure 11.69% (2021)	Education Expenditure 28.84% (2021)
Density 1,156 sq. kl (2022)	Density 8,276 per sq kl (2022)
Human Capital Ranking 129 (2021)	Human Capital Ranking 1 (2021)

Ten targets to ensure quality education

Equal access to quality pre-primary education

- By 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

- **Indicator 4.2.1:** Proportion of children under 5 years of age who are develop mentally on track in health, learning and psychosocial well-being, by sex
- **Indicator 4.2.2:** Participation rate in organized learning (one year before the official primary entry age), by sex

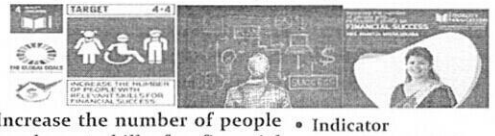
Ten targets to ensure quality education

Equal access to affordable technical, vocational and higher education

By 2030, ensure equal access for all women and men to affordable and quality technical vocational and tertiary education, including university

- **Indicator 4.3.1:** Participation rate of youth and adults in formal and non-formal education and training in the last 12 months, by sex

Ten targets to ensure quality education



4.4 Increase the number of people with relevant skills for financial success

- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

- **Indicator 4.4.1:** Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill

Ten targets to ensure quality education

4.5 Eliminate all discrimination in education

- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

- **Indicator 4.5.1:** Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated

Ten targets to ensure quality education

4.6 Universal literacy and numeracy

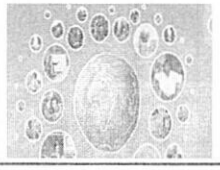
By 2030, ensure that all youth and a substantial proportion of adults, both men and women achieve literacy and numeracy

- **Indicator 4.6.1:** Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex

Ten targets to ensure quality education

4.7Education for sustainable development and global citizenship

Education for sustainable development and sustainable lifestyle , human rights, gender quality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.



Ten targets to ensure quality education

4.A Build and upgrade inclusive and safe schools

Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

Ten targets to ensure quality education

4.B Expand higher education scholarships for developing countries

By 2030 substantially expand globally the number of scholarships available to developing countries

Enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.

Ten targets to ensure quality education

Increase the supply of qualified teachers in developing countries

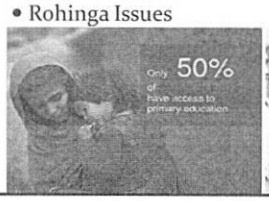
By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, and small island developing states.

SDG-4 Challenges

- Quantity and Quality
- Well-qualified motivated teachers
- Relevant teaching and learning methods and content
- Sufficient budget
- Relevant competencies for life and work within new global landscape
- Information and communication technology (ICT)
- Safe, healthy, gender-responsive, inclusive, resourced environments

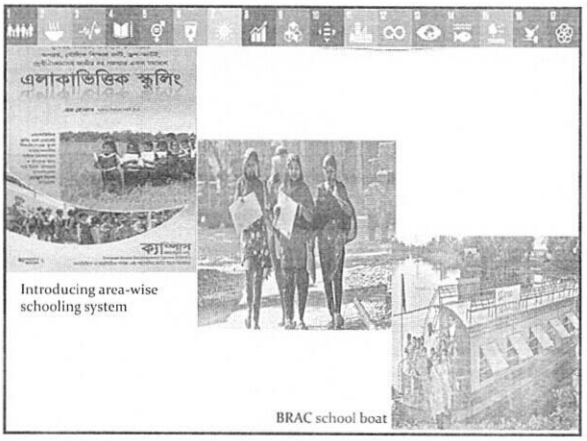
SDG-4 Challenges

- Based on ideology of country, focus on ethics, norms, values, culture
- Appropriate assessment of learning outcomes
- Teacher-student ratio
- Drop out of students
- Rohinga Issues

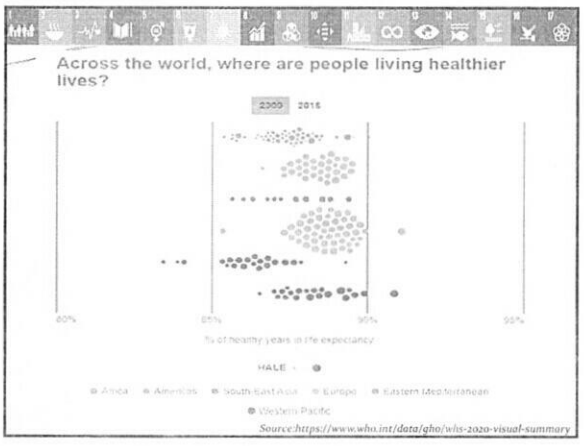


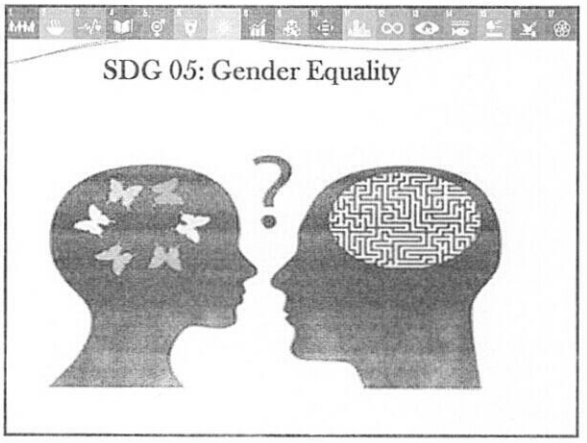
Initiatives to improve the Quality

- Free books distribution
- DSHE Project
- Nationalization of educational institutes
- Special initiatives in Char and Haor areas
- Special initiatives for Hill areas
- MPO decentralization
- Enhancement of teachers facilities
- 5000 more digital labs to set up in secondary schools
- Teacher student ratio



Transformation of lives through EDUCATION





Gender or Sex?

_____ 1. **Women give birth to babies, men do not.**

_____ 2. **Girls are gentle; boys are rough.**

_____ 3. **Women breastfeed babies; men can bottle-feed babies.**

_____ 4. **Surgeons are men; nurses are women.**

Gender or Sex?

_____ 5. **Boys don't cry. Girls are emotional.**

_____ 6. **Boys are good at math and science and girls are good at language and history.**

_____ 7. **Women will do more housework than men.**

_____ 8. **Boys' voices break at puberty, girls' do not.**

Gender equality and the SDGs

- **Goal 5 includes 9 key targets**, 6 substantive and 3 on means of implementation. Strong focus on transformative change.
  - 5.1 gives substance to CEDAW (The Convention on the Elimination of All Forms of Discrimination Against Women) through a key indicator on ending all forms of discrimination against women and girls.
  - 5.2 and 5.3 deal with serious violations of women's and girl's rights – all forms of violence including trafficking and sexual and other types of exploitation; child, early and forced marriage, and FGM (Female Genital Mutilation).
  - 5.4 introduces for the first time a focus on recognition of unpaid care work.

Gender Equality and the SDGs Cross Cutting Issues

- 5.5 and 5.6 deal with realization of right to full and effective participation in decision-making, and universal access to SRHRR – in line with Cairo and BPfA (Beijing Platform for Action)
- Target 1.b – gender sensitive development strategies
- Target 4.a education facilities that are child, disability and gender sensitive – and safe, non-violence and inclusive
- Target 16.b – non-discriminatory laws and policies for sustainability
- Target 17.18 – disaggregation of data by *"income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts"*

What's New in the SDGs?

- A stand alone goal on GEWE (Gender Equality & Women's Empowerment)
- Over 40 gender related targets on GEWE mainstreamed across diverse goals
- Goals are very ambitious- call for an "end" in some cases

In Bangladesh, the percentage of female officials in public administration was 19.62 percent, while it was 22.64 percent in the field administration.
As of January 2021, there are 15,163 policewomen in the Bangladesh Police, which is only 7.92% of the total personnel.
Rural participation of women in work is 50.89% and 22.59% in urban areas.
(BBS 2022)

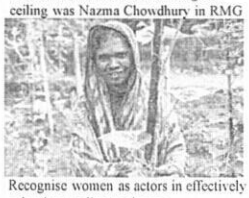
2 million copies of the book titled "How to change your wife" were sold in a week.

Then publisher realised of the spelling mistake. It was corrected "How to change your life". Only ten copies sold.

Barriers to women's participation in mainstream economic activities

The first female who broke the glass ceiling was Nazma Chowdhury in RMG

Challenging in overcome the situation



Recognise women as actors in effectively adapting to climate change

Women are operating power-tiller

Critical Areas of concern

- The Role of Women in the family as home maker: No Holiday for Mothers!!!
- **The burden of poverty on women**
- Unequal access to education and health care
- **Inequality in economic structures and policies**
- Inequality in the sharing of power and decision-making at all levels and protection of women's human rights
- Gender inequalities in the management of natural resources and the environment
- Persistent discrimination against and violation of the rights of the girl child

Root causes & Challenges

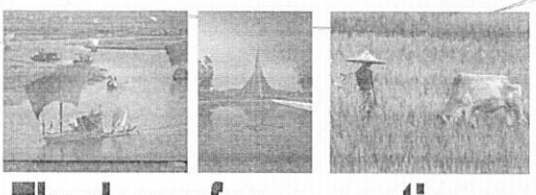
- Paternal family mindset
- Socially and culturally
- Women are cool and shy
- Village women are scattered
- Acknowledgement, honor, recognition, respect for their contribution by themselves
- Proper implementation of existing Law and acts
- Safety in the work place not ensured
- Sexual Harassment

'People are made, not born'

The Growth Mind-set

GROUP Theme

- Goal 3: Good Health and Well-being
- Goal 4: Quality Education
- Goal 5: Gender Equality



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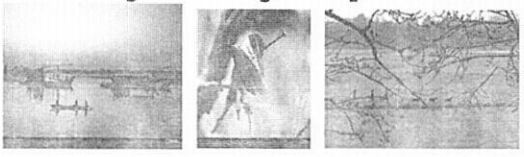


Module:7
Project Management and Financing

152th ACAD Training Course

Session Topics: (1) Project Preparation, Management and Approval Process (Particular Reference to Critical Path Analysis and PERT)
(2) Project Planning, Project Need and Stakeholder Analysis

Presented by
Abu Sayed Md. Kamruzzaman *ndc*
Additional Secretary
Cell : 01711-192900, Email: kzaman050870@ gmail.com
Date : 03 June 2025
Organized by : BPATC

The topics can be divided into following subtopics

- Project
- Preparation related to Project Document (DPP/TAPP/TPP/ FSP)
- Project Management
- Project Approval Process
- Project Appraisal
- Concept of Critical Path Analysis and PERT
- Project Planning
- Project Need
- Stakeholder Analysis

What is a Project?

Projects are unique, transient endeavors undertaken to achieve a desired outcome. Projects bring about change and project management is recognized as the most efficient way of managing such change. (APM)

A **project** is a group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by the client. (CIPS)

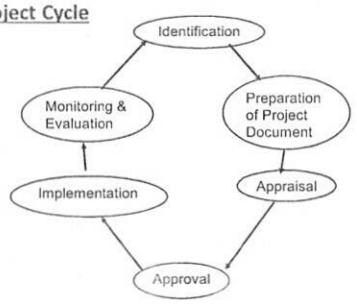
Definition of Project

- A set of related activities undertaken for a specific time to achieve some predefined objectives using certain amount of resources.
- Projects are taken for creating new resources (i.e. to solve a particular problem or development challenge) and not for operating organizations regular functions (i.e. organizations recurrent functions).

Types of projects

- Investment Project: Projects having mainly investment components such as construction of power station, industry, buildings, roads, highways, culverts and bridges etc. which usually have physical existence. It may or may not have TA components
- Technical Assistance Project: Improvement of institutional capacity, transfer of technology and development of human resources. Includes -
  - consultancies,
  - local/ foreign training/ fellowship,
  - supply of equipment and services of exports

Project Cycle



Classification of Public Sector Projects

- Investment Projects/ Development Project Proposal(DPP)
- Technical Assistance Projects Proposal(TAPP)
- Technical Project Proposal
- Study/Survey Projects(PSP)
- Self Financing Projects(DPP)

Planning

- Planning is an attempt to shape the future.
- Decide where we want to go
- How to get there
- How much resource you need to get there

Planning is the process of consciously developing a sequence of future actions to achieve specified goals.

- Process
- Consciously
- Sequence of future actions
- Specified goals.

Functional Classification of Planning

Macro Economic Planning / National Planning

↓

Sectoral Planning / Programmes

↓

Micro Economic Planning / Project Planning

Sound Development Plans require good Projects just as good projects require sound planning.

Plans & Projects are interdependent

OVERVIEW OF PLANNING DOCUMENTS

BDP 2100

⇩

Vision 2041

⇩

Perspective Plan 2021-2041

⇩

Five Year Plan

⇩

Annual Development Program

⇩

Development Project/Program

14 10

Why do we plan ?

Both of our resources and time are limited.

Planning helps us achieve our goals, and allows for more efficient use of time and other resources.

Planning helps analyzing and studying the objectives, as well as the way in which **we** will achieve them.

Constitutional Basis for Planning

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.... ...

2

Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.(PMBOK)

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. (APM)

- Project management has laid down the strategic pathway for the emergence of alternative teams in the modern organization to deal with such change initiatives as reengineering, benchmarking, simultaneous engineering, and self-managed production teams.
- It is the process of conceiving the ideas of having a project with its feasibility containing various aspects of its appraisal regarding marketing, technology, finance, socio-economic & environmental aspects, leading to its implementation, evaluation, monitoring & post-implementation audit.

Process of Project Management:

1. Setting up the Project objectives and goals.
2. Formulation of plan-project planning
3. Organizing and assembly of resources.
4. Direction for putting resources effectively and efficiently.
5. Co-ordination among the various departments and divisions.
6. Motivating manpower towards achievement of organizational goals.
7. Implementation, execution and monitoring of project activities.
8. Commissioning or putting the project in operation.
9. Control and evaluation (Immediately after completion and during the implementation of the project)
10. Post implementation audit of the project (conducted after 2-3 years)

Importance of Project Management

Why Project Management: Its Importance

- 1. Project Management is indispensable for economic development of a developing country like Bangladesh or an enterprise.
- 2. It ensures effective and efficient resources utilization and management and development of technology.
- 3. It leads to GDP growth.
- 4. It leads to increase of per capita income and enhancement of standard of living.
- 5. It helps to overcome the problems of time and cost overruns.
- 6. It leads to optimum use of available resources.
- 7. It should commensurate with national development strategies.
- 8. It involves substantial outlay, have very careful planning is needed.
- 9. Cost of prediction error is very high, which may lead to bankruptcy and threatens the existence of project.
- 10. It increases international competitiveness of exportable items of a country.

Importance of Project Management

- 12. It is an essential condition for getting assistance and loan.
- 13. It impacts have been long term and hence has a temporal spread.
- 14. It helps to achieve self-reliance in the country.
- 15. It is a base of implementing national development strategies & achievement of millinium development goals.
- 16. It is a precondition of a development & transfer of technology.
- 17. It may lead to a balanced growth of agriculture and industry.
- 18. It is helpful towards exploration of resources, innovations and researches and discoveries.
- 19. It brings not only economic prosperity but also honor and prestige to a nation, because economic prosperity means economic power.
- 20. Economic prosperity of the country will lead to a capacity to render financial assistance to other poor and least developed countries.

Development

- Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.
- Development is a multidimensional undertaking to achieve a higher quality of life for all people. Economic development, social development and environmental protection are interdependent and mutually reinforcing components of sustainable development.

Evolution of Planning Institutions

Pre Liberation:

- **1953:** Pakistan Planning Commission
- **1956:** Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

Bangladesh Planning Commission was founded by the Father of the Nation Bangabandhu Sheikh Mujibur Rahman in 1972 as one of the first institutional milestones

- **1975:** Project Implementation Bureau (PIB) under M/o Planning
- **1975:** External Resource mobilization entrusted to ERD, under M/o Planning (Later ERD was placed under M/O Finance in 1988)
- **1977:** Planning cells in different Ministries/ Divisions
- **1984:** PIB was restructured as IMED under M/O Planning

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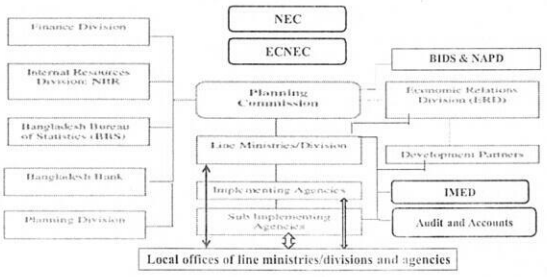
Development Administration in Bangladesh



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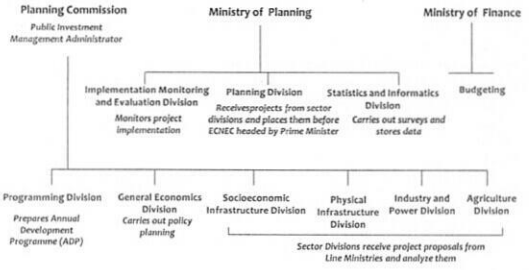
Gross Domestic Product (GDP)

$$Y = C + I + G + X\text{-}M$$

Where, Y = GDP
C = Private Consumption
I = Private Investment
G= Government Expenditure
X= Export
M = Import



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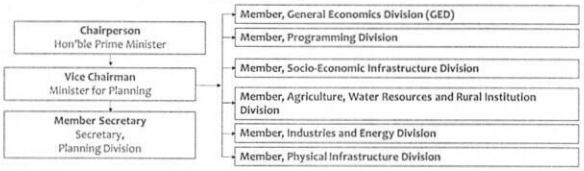
Structure of Planning Commission



- **GED:** Preparation of Mid and Long term Plan; M&E of Plans; Determination of Macroeconomic scenario in the context of development plan; MDGs Progress Report
- **Programming:** Preparation of ADP, Resource Allocation for sectors; Release of Fund for Revised unapproved projects.
- **Other 4 Sectors:** Formulation of sectoral plans; Processing of development projects for approval including appraisal and providing secretarial services to the PEC; Preparation of sectoral ADP in consultation with Line Ministries;

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Role of the Planning Commission

- ❑ Planning Commission is entrusted with the **task of planning for socio-economic development** of the country
- ❑ It has a three-fold role in development planning
  - ➢ **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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Programming Division

Functions

- Resource Allocation for preparation of Annual Development Programme (ADP)
- Co-ordination and guidance of preparation and finalization of Annual Development Programme
- Co-ordination of multi-sectoral Projects
- Release / Reallocation of Funds where necessary

General Economics Division

Functions

- Evaluation of Plans and Policies
- Review of macro-economic situation
- Assist to determine macro-economic Policies.
- Co-ordination of finalization of plan, perspective plan, Five-year plan etc.
- Poverty Reduction Strategy Paper, MDGs, Vision Paper etc.
- M & E of Plans

Other Divisions

a. Socio-Economic Infrastructure Division
b. Agriculture, Water Resources and Rural Development Division
c. Industries and Energy Division
d. Physical Infrastructure Division

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Other Divisions

Functions

- Formulation of sectoral plans relating to the ministry / divisions of concern sectors.
- Process and apprise of development projects for approval (Commonly Known as Green Book)
- Preparation of sectoral Annual Development programmes in consultation with line ministries

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Planning Commission Works Through
Two High Powered Bodies:

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

25

National Economic Council (NEC)

❑ **Composition**
- Chairperson: **Hon'ble Prime Minister**
- Member: All Members of the Council of Ministers

❑ **Officials required to assist NEC**
- Cabinet Secretary
- Governor, Bangladesh Bank
- All Members of Planning Commission
- Secretaries of concerned Ministries/Divisions

❑ **Planning Division provides secretarial support**

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

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Executive Committee of National Economic Council(ECNEC)

Ref: Notification of 15 January,2019

1. **Hon'ble Prime Minister – Chairperson**
2. Minister for Finance– Member (Alternate Chairperson)
3. Minister for Industry– Member
4. Minister for Commerce– Member
5. Minister for Agriculture – Member
6. Minister for Information– Member
7. Minister for Local Government, Rural Development & Cooperatives– Member
8. Minister for Housing & Public Works – Member
9. Minister for Road Transportation & Bridge– Member
10. Minister for Land– Member
11. Minister for Health and Family Welfare – Member
12. Minister for Planning – Member
13. Minister for Environment, Forest and Climate Change– Member
14. Minister for Land – Member
15. Ministers / State Ministers of relevant Ministries – Member

❑ **Officials required to assist ECNEC**
- Cabinet secretary
- Principal secretary/secretary, office of the Prime Minister
- Secretaries, Planning, Finance, SID, ERD & IMED
- All members of the planning Commission & concerned secretaries

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Functions of ECNEC

- Approve projects (costing over Tk. 50 crore)
- Review project implementation
- Consider proposals of private sector investment and joint venture projects
- Monitor economic situation & economic activities & policy review
- Consider measures relating to foreign aid

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Project Processing at a Glance

Generation of Project idea from sectoral Plans/Five Year Plan/Perspective Plan/BDP 2100/Poverty Reduction Strategy

↓

Formulation of Development Project Proposal (DPP) by Executing Agencies

↓

Ministries Scrutinize the DPPs

↓

Sector Divisions of the Planning Commission Appraise the DPPs

↓

Project Evaluation Committee (PEC) Recommends for Approval

↓

Minister for Planning Approves Investment and TAPP/TPP Project Costing up to Tk. 50 crore

ECNEC approves Investment and TAPP/TPP Projects costing over Tk. 50 crore if land 20 acre irrespective of project cost

↓

Approved projects listed into ADP for implementation.

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Project Approval

Classification of Projects

Development Projects

- Investment Projects
  - Minister in charge of Planning is the Approval Authority of Projects Costing not more than Tk. 50 Crore
  - ECNEC is the Approval Authority of Projects Costing more than Tk. 50 Crore, if land 20 acre irrespective of project cost
- Technical Assistance Projects(TAPP)/TPP
  - Minister in charge of sponsoring Ministry is the Approval Authority of TAPP Costing not more than Tk. 10 Crore , where the GOB cost must be limited within 30%.
  - Minister in charge of Planning is the Approval Authority of Projects Costing over Tk. 10 Crore or project cost not more than 10 crore where GOB cost is more than 30% or TA will lead to Investment Project. For TPP: any value

Self Financed Projects are approved by the Minister in charge of the Sponsoring Ministries.

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Criteria for appraisal

Major criteria for appraisal

- Relevancy of the project with the national priority, policy plans
- Objective: S (Specific) M (Measurable) A (Achievable) R (Relevant) T (Time-bound) ?
- Linkage among Objectives, Output and outcome
- Existing projects of the agency, duplication (?)
- Examination of the project duration generally 3 years
- Overall sectoral allocation as well as MTBF. Consideration of necessary fund mobilization etc.
- Project Costs, Unit Prices ok. ?
- Land Acquisition –Properly done ?
- BCR, NPV and IRR done properly ?
- Manpower- Necessity and Clearance ?

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Major criteria for appraisal (Contd.)

- Log Frame, Procurement Plan (?)
- For High Ways, roads for slow moving vehicle ?
- Morphological study for Bridges over 100 meter. Weighing machine for bridges
- Impact on environment/climate change and vice-versa
- Impact on poverty, women and children
- What about Risk mitigation strategies?
- If the proposed project is a phase of an earlier project then the Evaluation Report of previous phase prepared by IMED is needed to be considered
- Having Exit Plan or not?
- Impact on revenue budget after completion of the project

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Processing at Ministries/Divisions

- Project Scrutiny Committee (PSCo) will examine the project on the basis of appraisal criteria
- Ministry send the DPP to the Manpower committee of Finance Division
- Necessary steps should be taken for land acquisition and related documents should be attached in DPP (if necessary)
- After getting recast DPP/TAPP as per recommendation of PSC within 10 working days the ministry will send 20 copies to Planning Commission

Processing at Planning Commission

- On the basis of the Appraisal criteria, PC caries out a complete appraisal of DPP
- If the Planning Commission (PC) is not satisfied with the proposal, PC may return it to the Ministry/Division within 20 working days with comments if not do PEC *within addition 10 i.e., total 30 days. If the unacceptable DPP is not returned to Ministry by 20 WD, the DPP has to be placed before PEC by next 10 WD along with reasons.*
- *If the DPP needs revision due to inconsistency, error and incompleteness Planning Commission (PC) requests the Ministry/Division within 20 working days to revise and return the revised DPP to PC by 15 working days.*
- *Incorporating the recommendations of PC, the corrected DPP must be submitted to the PC within 15 working days by the ministry*

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Processing at Planning Commission (contd.)

- Concerned sector division of PC submits DPP to the Project Evaluation Committee (PEC) headed by Member of the PC
- For PEC meeting, notice needs to be ***served along with Working Paper*** at least 5 working days before the meeting
- Minutes of the PEC meeting needs to be issued within 7 working days of the meeting
- If recast is needed, the Ministry will send the recast DPP reflecting recommendations of the PEC within 20 working days to PC. ***Maximum 35 WD in exceptional cases. If delayed for genuine reasons DPP can be processed in concurrence of the HPIM/HSPIM***
- If PEC recommends cost rationalization by IMED, IMED needs to do it within 15 ***WD*** and sends it to the ***PC &*** ministry. In this case the recast DPP needs to be sent to PC within **20** WD of Cost-rationalization meeting minutes.
- ***If the DPP is not recast in accordance with the PEC decision of there are inconsistencies, PEC may be held again to appraise the DPP***

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Processing at Planning Commission (Contd.)

At Ministry:

- Ministry send the DPP to the Manpower committee of Finance Division
- Necessary steps should be taken for land acquisition and related documents should be attached in DPP (if necessary)
- Ministry sends DPP to the Agency for recast
- If recast DPP is not sent within 35 days, it may be assumed that the sponsoring ministry will not undertake the project.

At Planning Commission:

- After receiving recast DPP after issuing of PEC minutes, Sector Division place the recast DPP to ECNEC or Planning Minister for approval within **07 days of receiving the DPP**
- An approval order for each DPP has to be issued within **3 days** of the Planning Minister's approval/ECNEC approval

Informing ECNEC:

- Within 1 month of approval of investment project by the Planning Minister

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TA/Technical Projects

- Implementing Agency (IA)/Executive Agency prepares Technical Assistant Project Proposal/Technical Project Proposal (TAPP/TPP) and submits it the Ministry
- The planning Wing/Branch of the Ministry preliminary examines the proposal acceptability
- FOR TAPP: If the Project cost is within TK. 10 Crore, and GoB contribution max. 30% planning Wing/ Branch of the Ministry submits TPP to the Departmental Special Project Evaluation Committee (DSPEC) for its recommendation within 15 days. Minutes within 5 days.
- Hon'ble Minister of that Ministry approves TAPP on the basis of DSPEC recommendations
- If the Project cost is above TK. 10 Crore, or GoB contribution more than **30%** (Although project cost is below 10 crore), ministry sends TAPP to the Planning Commission for approval
- ***FOR TPP (GOB only or GOB+Agency contribution): Ministry sends TPP to the Planning Commission for approval irrespective of project cost.***
- ***FOR TPP (Agency contribution only): Ministry approves the TPP***
- Planning Commission will held SPEC within 15 days and circular minutes within 07 days.
- Ministry will send recast by 10 days
- Hon'ble Planning Minister approves TAPP on the basis of SPEC recommendations : ***Upto 50 crore. ECNEC: >50 crore.***

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Feasibility Study Projects

- For projects with cost estimate of Tk. 25 crore or more, feasibility study (FS) is necessary
- For FS up to Tk. 5 crore- approval authority is concerned Minister/State Minister (Minister in Charge)
- FS costing Tk. 5-50 crore – approval authority is Planning Minister. **ECNEC- >50 Crore**
- Approval processing timeline for FS is similar to he investment projects
- Self financed FSP- Approval/Revision by Ad Ministry
- Template of Feasibility Study Report

Foreign Funded Investment Project

- Ministry sends project document in PDPP (or PTAPP) format to ERD and PC
- PC examines it and takes approval (in principle) from the Planning Minister within 10 days, and informs that to ERD and the concerned Ministry/Division
- ERD seeks funding for the proposed project from Bi-lateral or Multi-lateral development partners (DP)
- After getting assurance of DP fund, DPP or TAPP are formulated by the concerned Ministry/Division, which follows the usual approval procedures as discussed earlier.

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Revision of Investment Project

(Generally discouraged)

- Definite and valid/justified reasons for:
  - Change in total cost (+/-);
  - If physical items' cost is increased or decreased;(procurement/contract price is higher than approved DPP cost)
  - Project duration need to be changed (+/-);
  - If planned objectives have to change;
  - Scope / work scheduled change ((+/-)/(design needs to change);
  - New item inclusion;
  - Changed in source or mode of financing;
  - Change in manpower in terms of types or numbers.

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Revision (Important Issue)

- Revision can not be done more than two times.
- No post-facto approval.
- Under special condition, 3rd revision- Prior permission from Planning Minister for processing. But in this case, the revised DPP will be approved by ECNEC whatever the amount change in total cost of the project.

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1st Revision

- Prepare in RDPP format.
- Ministry can approve Revised Project in case of a change (+/-) of cost up to 15% or up to tk 40 crore (whichever is lower) following the recommendations from DPEC.
- If project cost change (+/-) between 15% - 25% or up to Tk 50 crore (whichever is lower), approval authority will be the Planning Minister
- If project cost change > 25% but total project cost remains (including change) within Tk. 75 crore, the Planning Minister will approve
- For all other cases approval authority will be ECNEC.

2nd Revision

- If project cost change (+/-) up to 25% or up to Tk. 50 core (whichever is lower), Planning Minister will approve
- If project cost change more than 25%, but total project cost (including change) remains within Tk. 75 crore, the Planning Minister will approve
- For all other cases approval authority will be ECNEC

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Revision of TA

- Project revision allowed twice
- No post facto approval
- If need 3rd revision- Prior permission from Planning Minister for processing

1st Revision

- Prepare in RTAPP format.
- Ministry can approve RTAPP for 25% increase/decrease or up to tk. 20 crore, and time increase of max. 1 year, with the recommendation of DSPEC.
- If prior time extension approved by concerned Minister, then during 1st revision further time extension will not be allowed.
- If project cost above 25% Planning Minister will approve

2nd Revision

- Planning Minister approve it irrespective of cost

Note: Any time extension (TAPP) needs concurrence from ERD

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Special Revision

- Change in Exchange rate
- Change in Tax/VAT
- Increasing Land Price (DC office)
- Change in Dearness Allowance
- New Pay scale

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No Revision

1. Inclusion of new item(s) within 5% of total project cost, reflection should be at the time of revision

2. Inter-component Adjustment

- No change in total cost.
- No change in source and mode of financing
- No re-appropriation of land acquisition or CD/VAT or manpower cost to other items.
- May be re-appropriate other items costs to land acquisition or CD/VAT or manpower items.
- Concerned Minister can approve for the 1st time after recommendation from the DPEC/DSPEC. For 2nd time, need to send to Planning Commission.
- DPP/RDPP or TAPP/RTAPP formats would be followed.

3. No Cost Extension

- Concerned Ministry can extend project duration up to 1 year with the recommendation of IMED before 2nd revision, in case of foreign funded project ERD's clearance will be needed.
- For more than one year ***(up to 2 years)*** or 2nd time extension, Planning Commission Member will approve the time extension
- For 3rd time Planning Minister extend project duration. ***Exceptional cases, ECNEC can approve extensions beyond 3rd time.***

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সংযোজনী-খ

Composition of Project Scrutiny Committee

01	Secretary of the Concerned Ministry/Division	Chairperson
02	Joint Chief/ Deputy Chief (Planning Wing Branch) of the Concerned Ministry/Division	Member
03	Joint Secretary (Budget Wing) of the Concerned Ministry/Division	Member
04	Joint Secretary (Development Wing) of the Concerned Ministry/Division	Member
05	Head of the Concerned Executing Agency	Member
06	Assistant/Senior Assistant Chief, Concerned Ministry/Division	Member
07	Representative of the Concerned Architecture/Engineering Department	Member

Note:

1. Planning Wing of the concerned Ministry/Division will extend the secretarial services to the Project Scrutiny Committee.
2. Subject Matter Specialists in the relevant field from Universities/ Research Institutes/any other organizations may be invited in Project Scrutiny Committee meeting.

Terms of Reference:

Examine whether the project proposal is formulated in compliance with the procedures for the formulation, processing, appraisal and revision of the development projects in public sector.

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সংযোজনী-গ

Composition of Project Evaluation Committee (PEC)

01	Member of the Concerned Division of the Planning Commission	Chairperson
02	Deputy Chief of the Concerned Division of the Planning Commission	Member
03	Representative of Programming Division of the Planning Commission	Member
04	Representative of General Economics Division of the Planning Commission	Member
05	Representative of the Concerned Sector of the IMED	Member
06	Representative of NEC-ECNEC & Coordination Wing of the Planning Division	Member
07	Representative of the Sponsoring Ministry/Division	Member
08	Representative of the Finance Division	Member
09	Representative of the Economic Relations Division	Member
10	Representative of the Ministry of Public Administration	Member
11	Representative of the Ministry of Environment and Forest	Member
12	Representative of the Ministry of Science and Technology	Member
13	Head of the Concerned Executing Agency	Member

Note

1. Representative of the Ministry/Division should not be below the rank and status of Joint Chief/Joint Secretary.
2. Concerned Wing/Sector Division of the Planning Commission will extend the secretarial services to the PEC.

Terms of Reference of the PEC

Appraise the acceptability of Development Project Proposals (DPP)/ Study Proposal in the context of short, medium and long term policies, plans and programmes.

Examine financial, economic, environmental and technical viability of DPP/RDPP/ Study Proposal.

Examine Log Frame and relevancy of objective & activities of the project.

Examine the main features of inclusion and acceptability in RDPP.

Suggest necessary amendment/modification/incorporation, etc. where necessary.

Formulate recommendation for consideration of the approval authority.

Composition of Special Project Evaluation Committee (SPEC)

01	Member of the Concerned Division of the Planning Commission	Chairperson
02	Division Chief of the Concerned Sector Division of the Planning Commission	Member
03	Representative of the Programming Division of the Planning Commission	Member
04	Representative of the Concerned Sector of the IMED	Member
05	Representative of the General Economics Division of the Planning Commission	Member
06	Representative of NEC-ECNEC & Coordination Wing of the Planning Division	Member
07	Representative of the Economic Relations Division	Member
08	Representative of Concerned Ministry/Division	Member
09	Representative of the Finance Division	Member
10	Representative of the Ministry of Public Administration	Member
11	Representative of the Ministry of Science and Technology	Member
12	Representative of National Board of Revenue	Member
13	Head of the Executing Agency of the Project	Member

Note

1. Representative of the Ministry/Division should not be below the rank and status of Joint Chief/Joint Secretary.
2. Concerned Wing/Sector Division of the planning Commission will extend the secretarial service to the SPEC.

Terms of Reference of SPEC

Appraise the acceptability of the Technical Assistance Project/Proposal (TAPP) in the context of short, medium and long term policies/plans/programmes.

Examine financial and technical viability of TAPP.

Examine Log frame and relevancy of objective & activities of the project.

Suggest necessary amendment/modification/moderation etc. where necessary.

Formulate recommendation for consideration of the approval authority.

Examine the revised proposal in case of financial and technical viability of (Revised) TAPP.

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সংযোজনী-ঘ

Composition of Departmental Project Evaluation Committee (DPEC)

01	Secretary of the Concerned Ministry/Division	Chairperson
02	Joint Chief/Deputy Chief of the Concerned Ministry/Division	Member
03	Representative of the Concerned Wing/Sector Division of the Planning Commission	Member
04	Representative of the Concerned Sector of the IMED	Member
05	Representative of Programming Division of the Planning Commission	Member
06	Representative of NEC-ECNEC & Coordination Wing of the Planning Division	Member
07	Representative of General Economics Division of the Planning Commission	Member
08	Representative of the Finance Division	Member
09	Representative of the Economic Relations Division	Member
10	Representative of the Ministry of Public Administration	Member
11	Representative of the Ministry of Environment and Forest	Member
12	Representative of the Ministry of Women and Children Affairs	Member
13	Head of the Concerned Executing Agency	Member

Note

1. Representative of the Ministry/Division should not be below the rank and status of Deputy Chief/Deputy Secretary.
2. Planning Wing/Branch of the Sponsoring Ministry/Division will extend the secretarial services to the DPEC.

Terms of Reference of DPEC

Appraise the acceptability of Development Project Proposals (DPP)/RDPP/ Study Proposal in the context of short, medium and long term Policies, plans and Programs.

Examine the main features and acceptability of revision RDPP.

Suggest necessary amendment/modification/moderation etc. where necessary.

Formulate recommendation for consideration of the approval authority.

Composition of Departmental Special Project Evaluation Committee (DSPEC)

01	Secretary of the Sponsoring Ministry/Division	Chairperson
02	Representative of Concerned Wing/Sector Division of the Planning Commission	Member
03	Representative of Programming Division of the Planning Commission	Member
04	Representative of the General Economics Division of the Planning Commission	Member
05	Representative of Concerned Sector of IMED	Member
06	Representative of NEC-ECNEC & Coordination Wing of the Planning Division	Member
07	Representative of Concerned Planning Wing/ Branch of the Sponsoring Ministry/Division	Member
08	Representative of Economic Relations Division	Member
09	Representative of the Ministry of Public Administration	Member
10	Representative of the Ministry of Science and Technology	Member
11	Representative of the Finance Division	Member
12	Representative of the National Board of Revenue	Member
13	Concerned Head of the Executing Agency	Member

Note:

1. Representative of the Ministry/Division should not be below the rank and status of Deputy Chief/Deputy Secretary.
2. Concerned Planning Wing/Branch of the Ministry/Division will extend secretarial services to the DSPEC.

Terms of Reference of the DSPEC

Appraise the acceptability of Technical Assistance Project Proposals (TAPP) in the context of short, medium and long term policies/programmes.

Examine financial, and technical aspects of the TAPP/RTAPP.

Suggest necessary amendment/modification/moderation, etc. where necessary.

Formulate recommendation for consideration of the approval authority.

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বাংলাদেশ

হাওরে সড়ক বানিয়ে পায়ে কুড়াল মেরেছি : পরিকল্পনামন্ত্রী

নিজস্ব প্রতিবেদক

Saifuddin Ahmed Nannu

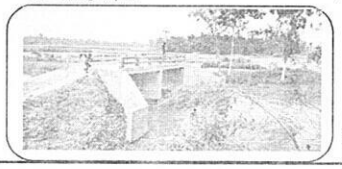
https://www.prothomalo.com/ba...

Source: The Daily Prothom Alo, May 20, 2023, `https://www.prothomalo.com

A bridge at Dilbarnagar of Srimangal in Moulvibazar stands without approach roads for nearly 20 years. This photo was taken on January 14, 2021. — New Age file photo

Built over 3 years ago a bridge in Kurigram remains unused for lack of approach roads

• UNB NEWS KURIGRAM PUBLISH: FEBRUARY 14, 2022, 08:00 AM



88 culverts in S'ganj have little use for unplanned construction

Published : Saturday, 7 October, 2017 at 12:00 AM The Daily Observer

Project Feasibility Study

- Feasibility Study Report Format
(31 January 2021)

Project Implementation Tasks

- Project Director recruitment
- Project ID
- Demand for Allocation from ADP
- Prepare Work plan
- Prepare Annual Procurement Plan
- Recruitment of Manpower
- Do the procurement (Goods/Works/Service)
- Preparation of Revised ADP demand as per progress and DPP provisions
- Monitor the progress closely and timely
- Do the similar activities for the next of the years remaining except first two activities.
- Preparation for project closing

Objective of the Appraisal

- To find out the worthy project in terms of at least Economic aspect, because most of the government projects has the main intention to ensure the welfare of the society as well as for the nation.
- To find out the gaps in the project document and suggest for correction.
- When resource will be scare and limited which project government should approved even the NPV of the different projects are same.

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CBA in Feasibility Studies

Clarity of Project Objectives:

1. Definition of the without project case (base case)
2. Option analysis- choice of the alternatives
3. Clarity of the project costs and benefits in the with and without project case

Feasibility and Sustainability

4. Technical assessment
5. Institutional assessment
6. Social-cultural assessment
7. Environmental and social Impact assessment (ESIA)
8. Financial assessment
9. Economic assessment

Risk and sensitivity

10. Sensitivity analysis
11. Risk management

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Financial and Economic Analysis

This is the heart of the feasibility study report. Here you will do all the financial analysis and report the various performance indicators. The information of this section should be organized under following heads:
Supply, Demand and Projected Absorption Pricing Strategy
Estimated Required Investment (land cost, development cost, financing
cost etc.)
Project IRR
IRR and Funding Strategy
Various Financial Performance Indicators
Scenario Analysis
Sensitivity Analysis

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Discount Factor

$FV=PV(1+R)^n$

$PV=FV/(1+R)^n$

$PV=FV \times 1/(1+R)^n$

$[1/(1+R)^n]$-- This part is called Discount Factor (D.F.)

We can easily calculate the Discounted value (Present Value) by multiplying D.F. with the Future value as projected in DPP

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Some important Terms in preparing project documents

Net Present Value (NPV)

- NPV is the present value of all benefits, discounted at the appropriate discount rate, minus the present value of all costs, discounted at the same rate. So,
- NPV=Initial Investment Costs plus the sum of present values of costs and benefits for each period within the investment horizon. Obviously, one can calculate NPV of benefits and NPV of cost separately and then subtract them.
- NPV= Present Value of Benefit – Present Value of Cost

When, NPV>0; the project is acceptable
NPV<0; the project is rejected
NPV=0; Ambiguous

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Some important Terms in preparing project documents

Benefit-cost Ratio (BCR)

- BCR is the ratio of the present value of benefits to the present value of costs. It is calculated using the present values of each, discounted at an appropriate rate of interest.

$$\text{BCR} = \frac{\text{Present value of benefit}}{\text{Present value of cost}}$$

One should remember that a positive benefit is equal to a negative cost. When,

BCR>1; the project is acceptable
BCR=1: Ambiguous
BCR <1; the project is rejected.

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Some important Terms in preparing project documents

Internal Rate of Return (IRR)

- The Internal Rate of Return is the discount rate that makes the NPV of the project zero and BCR =1. Economic rate of return is an Internal Rate of Return based on economic prices. The following formula is used of find out IRR quickly:

$$\text{IRR} = \text{LRD} + \frac{NPV_{LRD}}{NPV_{LRD} - NPV_{HRD}} * (\text{HRD-LRD})$$

- When,

LRD= Lower rate of discount at which NPV is positive
HRD= Higher rate of discount at which NPV is negative
NPV_{LRD} = Net present value at LRD
NPV_{HRD} = Net present value at HRD

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Some important Terms in preparing project documents

Internal Rate of Return (IRR).....

- The IRR rule is a guideline for evaluating whether to proceed with a project or investment.
- The IRR rule states that if the **internal rate of return** (IRR) on a project or an investment is greater than the minimum **required rate of return**, typically the **cost of capital**, then the project or investment should be pursued.
- Conversely, if the IRR on a project or investment is lower than the cost of capital, then the best course of action may be to reject it.
- When IRR > market rate of interest then accept the project
- IRR< market rate of interest then reject the project and
- IRR = market rate of interest denotes ambiguity

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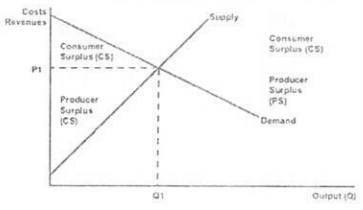
Showing allocative efficiency



Major differences between Financial & economic Analyses

	Financial	Economic
Perspective	implementation agency(e.g; PDB)	Country economy(GOB)
Purpose	Profit maximization	Social welfare/Economic welfare
Coverage of costs/benefits	Direct costs/benefits	Direct/indirect/associated costs/benefits
Price (Standard of valuation)	Actual prices/market price/financial price	Economic prices/accounting price/shadow price
Non- revenue generating projects	Not applicable	Applicable

Why financial price & Economic price differ

- Market prices do not always reflect true economic values because of market distortion.
- Economic price is market price determined by markets without distortion.
- taxes, duties, subsidies, controls, monopoly elements, imperfect competition cause financial price & Economic price to differ.

The feasibility of a project is determined by comparison with the threshold rate

	Threshold rate
Financial	Cost of Capital
Economic	Social Discount Rate

- The threshold rate is the cost of capital for financial analysis and the social discount rate for economic analysis.
- the cost of capital is the weighted average of cost financing.
- the social discount rate (SDR) is the opportunity cost of public investments in a country. The best alternative return foregone by committing assets to the project

How to do Economic Cost Benefit Analysis (ECBA) 8 practical steps starting with the FA DCF table

1. Review the with and without case and identify the non-market effects and externalities relevant for the Economic Analysis and not included in the Financial Analysis. Note: In network sector projects (electricity, roads, water supply) the benefits are end user benefits and all costs incurred in the supply chain need to be accounted for.
2. Recast the financial cashflow with the above information
3. Remove all transfers (VAT, import taxes and subsidies paid or received by the executing agency and/or operating entity) from the market prices used in the DCF
4. Add the identified positive and negative externalities and non-market items
5. Identify and add significant indirect impacts and wider benefits if applicable. avoid double counting
6. Apply the conversion factors to move from market prices to shadow prices
7. Calculate the eNPV, eIRR and eBCR using the social discount rate
8. Analyze the sensitivity of the results to changes in the assumptions, especially the demand assumptions and calculate the switching values

Identifying benefits of network sector projects Power sector

Economic benefit	Valuation method(s)	Counterfactual
Increase and diversification of energy supply to meet increasing demand	Willingness to pay (WTP) for increased energy consumption	- 'Do-minimum' option: next best alternative to meet increased demand
Increase of security and reliability of energy supply	- WTP for increased security and reliability of supply (e.g. value of lost load in electricity) - Avoided social cost for non-served energy	- Business as usual, or - 'Do-minimum' option: next best alternative to increase security and reliability of energy supply
Reduction of energy costs for substitution of the energy source	Variation in economic costs of the substituted substituting energy source/fuel	- Business as usual: the same energy source or electricity production mix continues to be used
Market integration	- Cost savings - Increased socioeconomic welfare (consumer surplus + producer surplus + congestion rents for electricity)	- Business as usual
Improved energy efficiency	Variation in economic costs of the energy source/fuel	- Business as usual
Variation of GHG emissions	Shadow price of GHG emissions	- Business as usual
Variation of air pollutant emissions	Shadow price of air pollutants	- Business as usual

Identifying benefits of network sector projects (ii/iii)

Economic benefit	Valuation method	Counterfactual
Increase of efficiency for consumptions	Variation in economic costs of the energy source/fuel	- Business as usual
Increase of comfort	Variation in economic costs of the energy source/fuel	- Economic energy cost sustained to maintain a thermal comfort temperature through the without the project technology/system of energy production
Reduction of GHG emissions	Shadow price of GHG emissions	- Business as usual
Reduction of air pollutant emissions	Shadow price of air pollutants	- Business as usual

Identifying benefits of network sector projects Transport sector

Effect	Valuation method
Travel time savings	- Stated preferences - Revealed preferences (multi-purpose household business surveys) - Cost saving approach
Vehicle Operating Costs savings	- Market value
Operating costs of carriers	- Market value
Accidents savings	- Stated preferences - Revealed preferences (hedonic wage method) - Human capital approach
Variation in noise emissions	- WTP/WTA compensation - Hedonic price method
Variation in air pollution	- Shadow price of air pollutants
Variation in GHG emissions	- Shadow price of GHG emissions

social discount rate

$$r = \delta + \gamma g - \frac{1}{2}\alpha\gamma^2 + \gamma\sigma^2$$

Exercise
Estimate of the SDR= r for Bangladesh

An example from another country

Standard conversion factor

Two formula's for calculating the SCF

$$SCF = \frac{M + X}{(M + T_M - S_M) + (X - T_X + S_X)}$$

SCF = 1/SER

The SCF for Bangladesh = ...?

Step 9: Apply Discounted Cashflow Analysis and Calculate the NPV, IRR and BCR

Calculation of economic performance in monetary terms

Formula's and Exercises

NPV =

$$\sum_{t=0}^{n} \frac{CF_t}{(1+i)^t} = 0$$

IRR =

BCR = Benefit-Cost Ratio

The standard conversion factors

The full formula generally used to estimate the SCF is:

$$SCF = \frac{M + X}{(M + T_M - S_M) + (X - T_X + S_X)}$$

where:

M is the total value of import at shadow prices, i.e. CIF prices;

X is the total value of export at shadow prices, i.e. free on board (FOB) prices;

T_M and T_X are the value of duties on import and export respectively;

S_M and S_X are the value of subsidies on import and export respectively.

EXAMPLE: APPLICATION OF THE SCF

An illustrative computation of the Standard Conversion Factor (SCF) for a hypothetical country is hereby presented. As shown in Annex II, the simplified formula for the estimation of the SCF is:

$$SCF = (M+X)/(M+X+TM)$$

where: M is the total value of import at shadow prices, i.e. CIF prices; X is the total value of export at shadow prices, i.e. FOB prices; TM is the total value of duties on import.

It is assumed that the total value of export at FOB prices and of import at CIF prices, in a given year, including both intra-EU and extra-EU trade of all products and services, are respectively EUR 25 000 million and EUR 20 000 million. In the same year, the national general government and the EU collect EUR 500 million as taxes and duties on imports, excluding VAT. Export taxes, duties and other monetary compensatory amounts on exports are nil, as well as import and export subsidies.

International trade detailed data and main national account's tax aggregates are provided both by Eurostat and national statistics institutes. Hence, in this example:

M= EUR 25,000 million

X = EUR 20,000 million

TM= EUR 500 million

$$SCF = \frac{25{,}000 + 20{,}000}{25{,}000 + 20{,}000 + 500} = 0.989$$

The SCF formula leads to the following result:

The variables in the SCF formula generally do not undergo significant variations on a yearly basis. For this reason the SCF could be either computed for a single year, or as an average of a number of years.

Source: DGREGIO (2014)

Question for the participants

- What would be the SCF for Bangladesh? Who to ask?
- Department of commerce?
- BIDS?
- Bureau of Statistics?
  Guess for this manual: SCF = (100+105) / (100+105+30) = 205/235 = 0.87234 = ≈ 0.90

LFA Matrix summarizes the information available for applying the appraisal criteria used in project appraisal

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Overall Goal (OG)	The degree to which the project can be justified in relation to Development priorities			The changes and effects, positive and negative, planned and unforeseen, of the project	The extent to which the project effects will be sustainable after the completion of the project
Project Purpose (PP)		The extent to which the project has been achieved on the basis of the outputs of the project			
Output (OP)			Most economically inputs are converted into outputs		
Input (IP)					

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The decision-making framework

Decision making framework for public funding of development projects

CBA Decision rules

CBA outcomes	EIRR < SDR ENPV < 0; EBCR < 1	EIRR > SDR ENPV > 0 EBCR > 1
FIRR < FDR FNPV <0 FBCR<1	NO GO	GO and Finance the gap
FIRR > FDR FNPV > 0 FBCR >1	GO & Tax or Internalize the welfare costs	GO but no subsidies

EIRR = Economic Internal Rate of Return
FIRR = Financial Rate of Return on investment
FDR = Financial Discount Rate
SDR = Social Discount Rate

The first CBA Manuals and writers

More books

Exercise on CBA

- Simple Excercise

Stakeholder

- Primary
- Secondary
- Tertiary

The benefits of using a stakeholder-based approach are that:

•You can use the opinions of the most powerful stakeholders to shape your projects at an early stage, their input can also improve the quality of your project.

•Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.

•By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and understand the benefits of your project – this means they can support you actively when necessary.

Stakeholders Management

- Stakeholder Management is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail. Stakeholder Analysis is the technique used to identify the key people who have to be won over.

Stakeholder Analysis

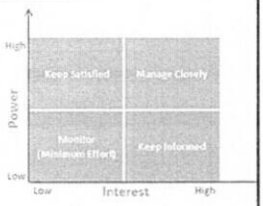
- Stakeholder Analysis
  - 1.1 Identify Your Stakeholders
  - 1.2 Prioritize Your Stakeholders

High power - High interest: these are the stakeholders are decision makers

High power - Low Interest: these are the stakeholder needed to be kept in loop, these stakeholders need to be kept satisfied even though they aren't interested because they yield power.

Low power – High interest: keep these people adequately informed, and talk to them to ensure that no major issues are arising. power - High interest: these are the stakeholders are decision makers

Low power - low interest: monitor these people, but do not bore them with excessive communication.



Project Need Analysis

- Rational
- Justification
- Future Demand

Monitoring and Evaluation(M&E)

- IMED
- Different Formats used by IMED

Monitoring :

- Monitoring is sometimes referred to as **process evaluation because it focuses on the implementation process and asks key questions:**
- How well has the program been implemented?
- How much does implementation vary from site to site?
- Did the program benefit the intended people? At what cost?

Evaluation

- Evaluation measures how well the program activities have met expected objectives and/or the extent to which changes in outcomes can be attributed to the program or intervention. The difference in the outcome of interest between having or not having the program or intervention is known as its "impact," and measuring this difference and is commonly referred to as "impact evaluation."

Purpose of Evaluation

Definition: Objective examination of the past to better predict and control the future.

Purpose of evaluation:

- To assess the extent to which the intended results have been produced and with what efficiency.
- To compare the cost effectiveness of a project with possible alternatives.

Difference between Monitoring and Evaluation

Monitoring	Evaluation
• Required for immediate use and mid-course correction	• Used for future planning
• Done by implementing personnel	• Usually by outside agency
• Quick but covers all units	• Covers a sample
• For correcting/managing	• Learning process
• Symptomatic	• Diagnostic

How Evaluation is Done (by using Log Frame)

- Target
- Actual
- Difference?
- Causal Linkage
- Recommendation

Approaches of Evaluation

- Target vs. Actual
- Before vs. After
- With vs. Without

Evaluation becomes more and more complex as you go down the line.

Approaches of Evaluation *(contd...)*

Target vs. Actual:
Challenges:
- defining project target
- choosing the right method of data collection

Before vs. After:
Challenges:
- obtaining pre-project data
- it suffers memory lapse or recall bias of respondents

With vs. Without:
Challenges:
- selecting a comparable experimental group
- finding a control group

Types of Evaluation

- Ongoing (mid term/phased)
- Terminal
- Impact

Different Formats used by IMED for Monitoring the progress of the Projects included in Annual Development Pgrogramme

Formats: IMED-01, IMED-02, IMED-03, IMED-04, IMED-05 & IMED-06

Description of Different Forms

- IMED-01 : Basic Information **(For New/Approved/Revised Approved Project)**
- IMED-02 : Yearly Target
- IMED-03 : Quarterly Progress Report
- IMED-04 : Project Completion Report
- IMED-05 : Monthly Progress Report
- IMED-06 : Project Inspection Format
- No cost Time Extension Format ???

PMIS ⇩ E-PMIS

Project Network Diagram

- A network diagram is a graphical representation of a project and is composed of a series of connected arrows and boxes to describe the inter-relationship between the activities involved in the project. Boxes or nodes represent the activity description, and arrows show the relationship among the activities.
- A project network is a graph that shows the activities, duration, and interdependencies of tasks within your project.

PERT stands for Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A similar methodology, the critical path method (CPM) was developed for project management in the private sector at about the same time.

Project Network Diagram

- Related Terminologies related to CPM and PERT
- Exercise on Network Diagram

Thanks for your patient hearing and responses that made the sessions lively & interactive

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Module:8
Procurement Management

M, 8, 1

6/25/2025

PPA, 2006 & PPR, 2008- An Overview

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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)

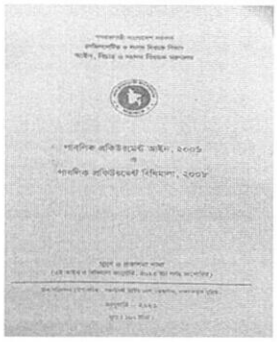
Abbreviations related to PPA & PPR

- 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

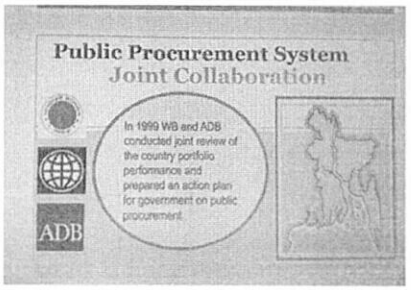
b. Non-consulting/Physical Services

- 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)

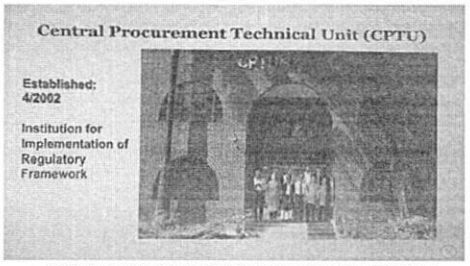
- Absence of sound legal framework governing public sector procurement
- Complex bureaucratic procedure causing delay
- Lack of adequate professional and competent staff to manage public procurement
- Generally poor-quality bidding documents and bid evaluation
- Ineffective contract administration
- 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

Total Regulations- 59

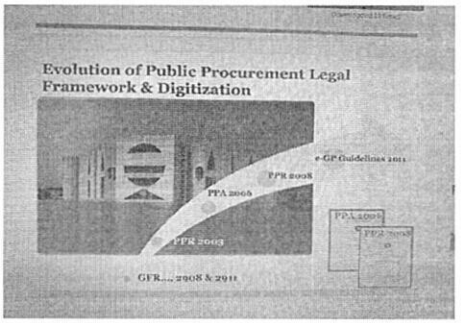
13 Chapters

(3) The Public Procurement Regulations, 2003 shall remain in force until the rules under this Act are made

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)

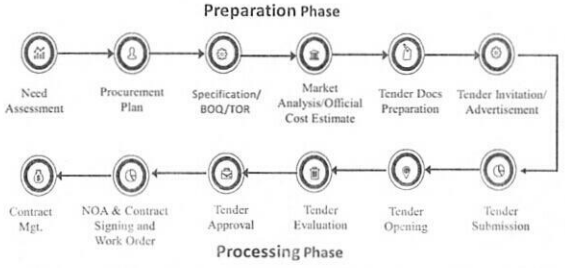
[Total number of STDs/SRFP: 37
(PG-12, PW-11, PS-14)]



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

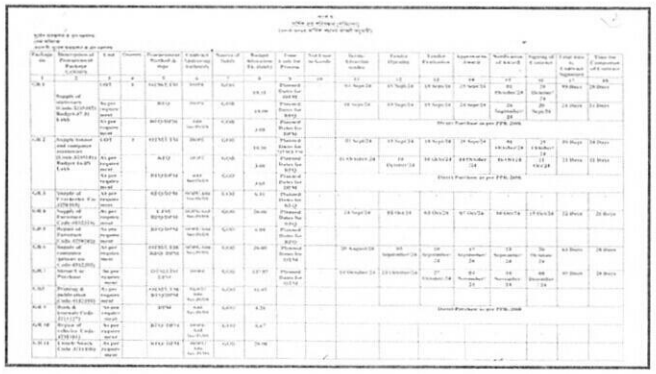


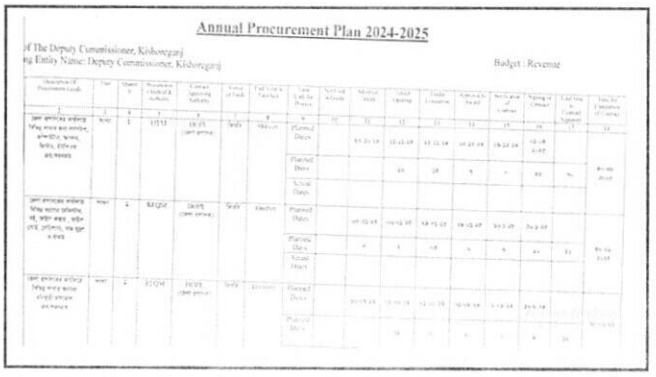
Steps/Stages in Public Procurement Cycle

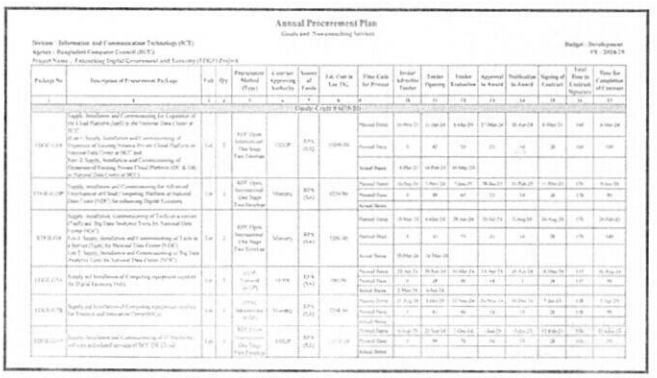
1	**Needs Assessment**	9	**Evaluation**
2	Procurement Plan	10	Approval
3	Specification/BOQ/TOR	11	Notification of Award
4	Official cost estimate	12	Contract Award
5	Tender/Proposal Document preparation	13	Contract Execution
6	Advertisement and Committee Formation	14	Payment
7	Submission of Tender/Proposal	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/c98/67aee2c9816d3227458792.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***

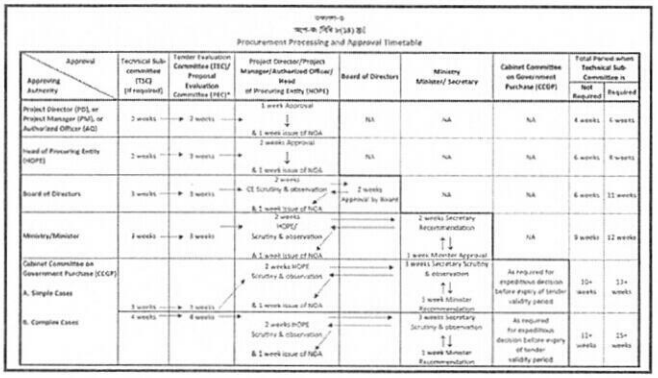






Duration of different Stages in Public Procurement

- 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



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 No of Sections- 73	Total Chapters-9 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 (73 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)	Consultant	(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

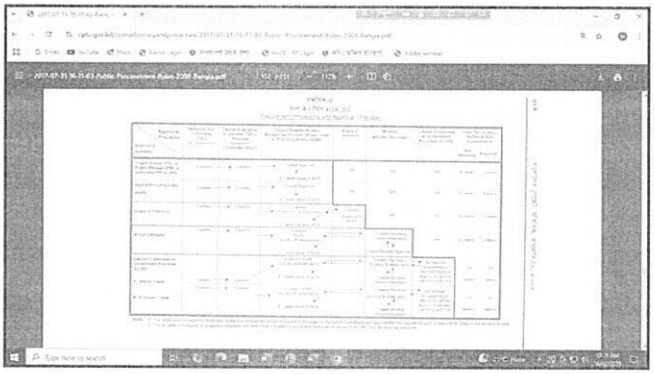
CHAPTER ONE : PRELIMINARY AND DEFINITIONS (Rule 1 to 3)
CHAPTER TWO : PREPARATION OF TENDER OR PROPOSAL, COMMITTEE, ETC (Rule 4 to 12)
PART – 1 Preparation (Rule 4 to 6)
PART – 2 Committees (Rule 7 to 12)
CHAPTER THREE : PRINCIPLES OF PUBLIC PROCUREMENT (Rule 13 to 60)
PART – 1 General Guidelines (Rule 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 88)
PART – 7 Framework Contracts (Rule 89)
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 118)
PART -3 Evaluation of Proposals, Negotiations and Completion of the Process (Rule 119 to 126)
CHAPTER SEVEN : PROFESSIONAL MISCONDUCT (Rule 127)
CHAPTER EIGHT : E-Government 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?

Slide No.10/59

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)

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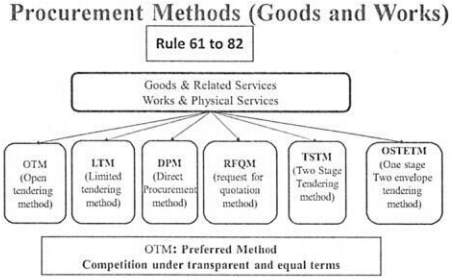
Selection of Procurement Methods

- 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

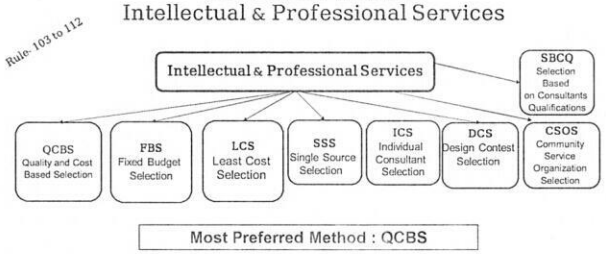
Procurement Methods

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™ 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 96	Tender Preparation and Submission by Tenderer
Rule 97	Tender Opening
Rule 98	Tender Evaluation
Rule 96Ka	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 122	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 Mothod	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

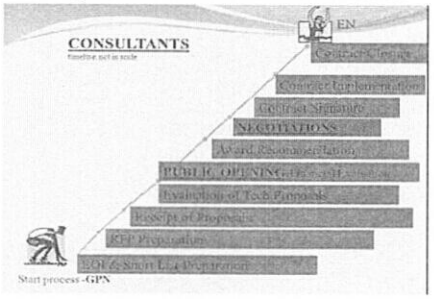
Advisory services
Policy and strategy, Institution building, Training, Technical/Operation advice

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= 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.

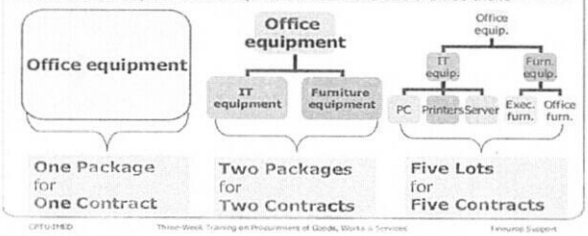
Section 11(5) & Rule 17

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



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

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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

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Important Rules of PPR 2008

- Rule 22: Tender Securities
- Rule 25: Forfeiture of Tender Security
- Rule 27: Performance Security

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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

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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)

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Important Rules of PPR 2008

- Rule 55: Conflict of Interest
- Rule 57: Submission of Complaints
- Rule 58 : Formation of Review Panels

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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

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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

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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

Slide No.32/59

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- 68 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

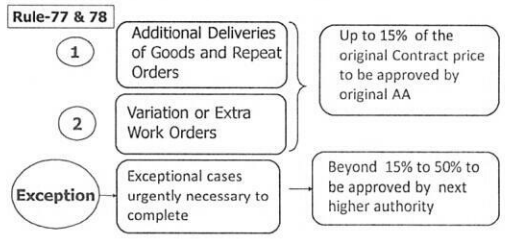
Rule- 76

- 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



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)

4 → 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/=

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

Slide No:44/59

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

Slide No:45/59

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

Request for Quotation (RFQ) Method				
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 (DCM)				
Direct Cash Purchase (Low value Goods, urgent and essential			Each case max^{m}	Annually max^{m}
Services, Maintenance, repairs, transportation etc.)			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
District Level			50 thousand	2 lakh
Division/Regional			1 lakh	5 lakh
Attached Dept/Directorate/Departmet			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 owest evaluated responsive Tenderer has signed the contract and submitted the performance security, even before the expiration of the validity period.

Performance Security

Performance Security

PS for OTM, LTM and Direct Contracting

No PS for RFQ and Govt Owned Enterprise

Security Deposit for Govt Owned Enterprise (10%)

Choice of Tenderer

Bank draft | Pay order | Bank guarantee

Rule- 27

Performance Security

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

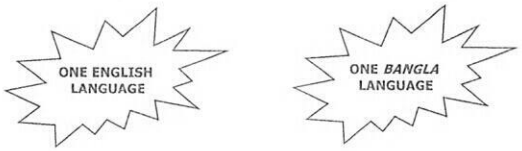
Cost estimation	Documents fee
Upto 50 lakh	1 000 tk
Upto 2 crore	2 000 tk
Above 2 crore	4 000 tk

- 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

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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

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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)

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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

LTM		TSTM	
All cases	≥ 14 days	1st stage Technical proposal	≥ 42 days
Emergency purchase	= 7 days	2nd stage Final tendering	≥21 days
National emergency	< 7 days		
Retender	≥ 7 days		

Request for Quotation method (RFQM) ≤10 days

For Intellectual & Professional Services

REOI Submission : Nat'l Level 14 days, Int'l Level-21 days

RFP Submission : Nat'l Level 28 days, Int'l Level-42 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

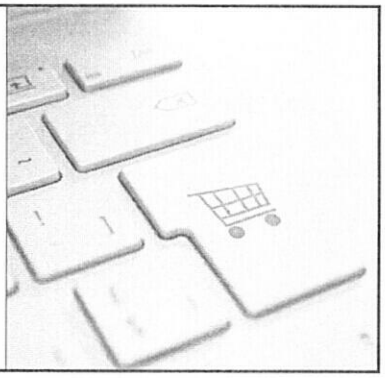
Development Budget	Adviser/ Minister	CCGP	HOPE	Board of Directors	Chief Executive
Goods	100	>100	20	30	20
Works	100	>100	30	30	25
Services	30	>30	7	8	7

Thank You

Q & A

Basic Procurement Training (T1)

SESSION M 2-6



SESSION M 2-6

THIS SESSION WILL COVER

DIFFERENT ASPECTS OF:

- **Tender Opening**
- **Tender Evaluation**
  - **Preliminary**
  - **Technical**
  - **Financial**
  - **Post-Qualification**

Tender Opening

A **Tender Opening Committee (TOC)** shall, immediately after the deadline for submission of tenders and at the place stated in the tender document, open tenders in the presence of interested tenderers or their authorized representatives who attend.

Section 47(1) of PPA

TENDER OPENING *Cont'd*

Rule- 97 and ITT Clauses

TOC (constituted under Rule-7) shall open, all Tenders received on or before the submission deadline, in public and in only one place

- Steps to be followed in Schedule IV, D, of the PPR, 2008
- Immediately after submission deadline at the primary place but no later than ONE HOUR after expiry of the deadline (multiple dropping: three hours)
- Late tenders, "Withdrawn" and "Substituted" Tenders shall not be opened, but returned unopened

TENDER OPENING *Cont'd*

TOC shall ensure:

- **Examination and verification** of authenticity of **'W', 'S', 'M' or 'O'**, if any
- Chairperson of **TOC** will read aloud each Tender and record in the **TOS**
- Only those Modification, Discounts **read aloud** at the Tender opening will be considered in the evaluation
- All pages of the original will be initialed by TOC
- No delayed opening on the plea of absence of Tenderers
- Representative shall be duly authorized

No Tender will be rejected at the Tender opening

TENDER OPENING *Cont'd*

Upon completion of Opening
Tender Opening Sheet (TOS) to be prepared

TOS signed by:

All TOC Members

- Attending Tenderers/Authorised Representatives

TOS issued to:

- **HOPE or AO**
- Members of TOC
- Authorized Consultant
- Tenderers having submitted timely

Omission of a Tenderer's signature to TOS does not invalidate the Tender

TENDER OPENING *Cont'd*

Upon completion of Opening

Obligations :

Member Secretary (Rule-97)

- Ensures opening **procedure** is followed
- Certifies that TDs are sent to **PE**

PE (Rule-32)

- Ensures safe custody of Tender Documents
- Hands over to EC Chairperson within max^{m} 2 Working Days

Prepare Tender Opening Sheet

MISSION STATEMENT

Evaluation

Regardless of how well the other steps in the procurement process are conducted, if Tenders are not evaluated correctly and fairly, the process has Failed

It is the responsibility of TEC who will make the evaluation correct and fair.

UNDERLYING PRINCIPLES: TENDER EVALUATION

- **Criteria**
  - Application of criteria from **TENDER DOCUMENT (TD)** only,
  - Procedures specified in **TD**
- **Times (Schedule III : flow chart)**
  - Complete evaluation and **NOA** within Tender Validity
  - Be mindful of other functions of TEC
- **Responsiveness**
  Determination based only on contents of Tender **[Rule 98 (2, 16)]**
- **Confidentiality [Rule 98 (10)]**

  All clarification remind Tenderers for confidentiality
  Any breach of that may result Tender being disqualified

MAIN STAGES

Tender Evaluation **ITT- 46**

- **Preliminary Examination**
- **Technical Examination & Responsiveness**
- **Financial Evaluation & Price Comparison**
- **Post-qualification**

PRELIMINARY EXAMINATION

Purpose

- To eliminate Tenders from consideration if they are **incomplete and invalid**
- To examine and verify **compliance, adequacy and authenticity** of the documentary evidence for meeting **Qualification** Criteria in Tender Documents

PRELIMINARY EXAMINATION STEPS

- **Step 1:** Completeness of Tender
- **Step 2:** Verification of eligibility of Tenderer
- **Step 3:** Tender Validity – as specified in TDS
- **Step 4:** Tender Security – amount, validity, format as specified in TDS
- **Step 5:** Notices for **W (withdrawal), S (substitution),** M (modification)

STEP 1

Completeness: (Documents provided and signed)

- Tender Submission Letter PG3-1
  - confirmation attached
- Tenderer Information Sheet PG3-2
  - documents on eligibility attached ITT 5.11
  - documents on qualifications attached ITT 28
- Price Schedule PG3-4A/4B provided

STEP 1 *cont'd*

Completeness: (Documents provided and signed)

- Specifications Submission and Compliance Sheet PG3-5
- Manufacturer's Authorisation PG3-6, if required
- Tender Security provided & Signed PG3-7

STEP 2

Verification of Eligibility

- Reject the tender if any of the following documents or information is missing: ITT 47.2

- Tender Submission Letter
- Priced Schedule
- Written confirmation authorizing the signatory of the Tender to commit the Tender
- Valid Tender Security

STEP 2 *Cont'd*

Eligibility Criteria - (clearly in Tender Document)

- Tenderer enrolled in relevant professional or trade organization
- Legal capacity
- Fulfillment of tax obligations
- Not insolvent, bankrupt or in process of bankruptcy
- Eligibility of Tenderer's country of origin
- For Works: Eligibility and conformity of Materials, Equipment and Services

STEP 3

Verification of Tender Validity

- Verify that Tenders are remaining valid for the period specified in the TDS

- after the date of Tender Submission deadline ITT 29,
- declared in Tender Submission Letter PG3-1

STEP 4

Verify Details of Tender Security (TS)

- Amount as specified in TDS ITT 31.2
- TS validity period as required by TD ITT 32.1c
- Format in compliance with TD ITT 32.1 a

STEP 5

ITT- 40 Verification of Written Notice for:

- W → Withdrawal (W)
- S → Substitution (S)
- M → Modification (M)

TECHNICAL EXAMINATION

Purpose

- Only those Tenders "surviving" the preliminary examination need to be examined under Technical Examination
- To identify and reject Tenders that are non-compliant with the mandatory technical requirements and therefore are not to be considered further.

TECHNICAL EXAMINATION & RESPONSIVENESS

ITT- 48 : Procedure

- **Step 6:** Country of Origin Declaration ITT- 48.6a
- **Step 7:** Technical Specifications and documentary evidence ITT- 48.6b
- **Step 8:** Tenderer's Qualifications ITT- 48.6c

STEP 6

ITT- 48.6a Origin of Goods & Related Services

- **Verification of completeness of the country of origin declaration to establish eligibility of Goods and Related Services**

ITT- 6, PG3-4A&B

STEP 7

ITT- 48.6b Technical Specifications

- **Verification and examination of documentary evidence and completed Specification Submission Sheet**
- **Comply with Technical Specification (Sec-7)**

ITT- 21e & PG3-5

STEP 8

ITT- 48.6c Tenderer's Qualifications

- **Verification and examination of documentary evidence that the Tenderer's qualifications conform to the Tender Documents**

ITT- 12-15, 21.1 j & 28

RESPONSIVE TENDER

Rule- 98 (5) & ITT- 48.2 - 5

- Comply with mandatory requirements
- Based on documentary evidence as requested without recourse extrinsic evidence
- Information not requested shall not be considered
- Non responsive Tender shall not be made responsive by correction of Deviation

without material (major) deviation, reservation

MATERIAL DEVIATION OR RESERVATION

Rule- 98 (6) & ITT- 48.2

- a) affects in any substantial way the scope, quality or performance
- b) limits in any substantial way, the PE's rights or the Tenderer's obligations
- c) whose rectification would unfairly affect the competitive position of other Tenderers presenting responsive tenders

Definition of Deviation & Reservation

MINOR DEVIATIONS, ERRORS, OVERSIGHTS

Rule - 98 (7)

A Tender may be regarded as responsive, even if it contains:

- **Minor** or insignificant **deviations**, which do not meaningfully alter or depart from the technical specifications, characteristics and commercial terms and conditions or other requirements set out in the Tender Document and any such deviations shall be quantified in **monetary** terms, as far as possible
- **Errors** or **oversights**, which if corrected, would not alter the key aspects of the Tender

TENDER CLARIFICATION

Rule- 98 (8) & ITT- 49

NO NEGOTIATIONS

- TEC can seek clarification in writing
- Any changes in the prices or substance of the Tender shall not be sought, offered, or permitted, except to confirm correction of arithmetical errors
- Neither the clarification nor the response shall not be directed to make an apparently non-responsive Tender responsive
- Tenderer not responding to TEC's request shall not be considered for evaluation

Request only signed by the Chairperson of TEC

FINANCIAL EVALUATION

ITT- 51-53 Procedure

- Step 9: Conform to requirements ITT- 52.1
- Step 10: Check of tax, VAT etc. ITT- 24.13
- Step 11: Correction of Arithmetic Errors ITT- 52.2b
- Step 12: Price modifications, discounts ITT- 52.2e
- Step 13: Factors affecting economic value ITT- 52.2d
- Step 14: Unpriced items Rule 98 (18&19)

STEP 10

Rule- 98 (17) Check of Tax, VAT etc.

- Tender prices inclusive of taxes, customs duties and VAT for national procurement of Goods

STEP 11

Rule- 98 (11) **ITT 52.2 (b)**

- A TEC shall **correct** any arithmetical **errors** that are discovered during the **financial** examination of tenders and shall promptly **notify** the concerned Tenderer of any such **correction.**

STEP 12

Price Modifications, Discounts

- TEC shall consider **price modifications read out at Tender opening ITT 40**
- The TEC shall **evaluate and compare the Tenders taking into account:**
  - **Lowest evaluated tender for each lot**
  - **Least cost combination considering discounts and the applicable methodology**

STEP 13

ITT- 52.2d Factors affecting the Economic Value

- **Adjustment for Deviation in the Delivery and Completion Schedule**
- **Cost of mandatory Spare Parts**

ITT- 52.6

STEP 13 *cont'd*

Rule 98 (22) Factors affecting the Economic Value

The successful Tenderer shall be the Tenderer who submitted a responsive Tender with the lowest evaluated Tender cost, calculated upon the basis of factors affecting the economic value of the Tender which have been specified in the Tender Document and to the extent practicable, these factors shall be objective and quantifiable and shall be given a relative weighting in the evaluation method or be expressed in monetary terms, wherever practicable.

STEP 14

Rule-98(18) & (19) Price of Unpriced Items

- If any Tenderer offered only 80% or minimum percent of the items of a lot, for Tenders invited on lot-by-lot basis for Goods Procurement, the TEC shall calculate the total lot price by adding up the average prices offered by other responsive Tenderers for the missing items to the lot value to establish the winning lot Tender.
- If the Tenderer offered less than the specified considered non-responsive

FINAL CALCULATION

ITT- 53 **Price comparison**

- **Based on Step 9 – 14, sum up the final calculated tender price per lot**

- Evaluate and compare the tenders taking into account:
  - Lowest evaluated tender for each lot
  - Unconditional discount in the Tender Submission Letter

IN CASE OF TIE IN THE LOWEST EVALUATED PRICE

- In the case of a Goods contract, compare past performance and the quality of goods and other relevant criteria

Rule- 98(31-33]: In no case, by lottery [Exception Section 49(1)a of PPA]

POST-QUALIFICATION

ITT- 55 & Rule- 100

- Based on the **qualification criteria specified in the TD ITT 12-15 (see Step 8),** the TEC shall verify to its **satisfaction that the successful tenderer is qualified to perform the contract satisfactorily by**
  - **Contacting references**
  - **Obtain most up-to-date information**
  - **Visit premises, if needed**

TENDER EVALUATION COMPLETED

Rule- 98

- TEC prepare Tender Evaluation Report (TER)
- All members shall sign
- Certification by TEC
- TEC member may provide Note of dissent
- Approving authority makes decision based on information and recommendation in TER

EVALUATION: SPECIAL CONDITIONS

Some Special issues

Single Tender received may be evaluated **[Rule 98(14)].**

- Only one Tender found compliant with the Tender Document and the price is close to the official estimate and comparable with the market price may also be sent to the Approving authority with recommendation for award.
- All members of TEC who participated in the evaluation shall sign the evaluation Report with mentioning their name and designation **[Rule 98(3)].**

EVALUATION: SPECIAL CONDITIONS

Some special issues

In the submitted evaluation report, the Tender Evaluation Committee will declare that they have ensured with rationality that the lowest evaluated price is consistent with the official estimated cost **[Rule 36 (1ka)].**

Each member of the Evaluation Committee shall –

(a) sign individually a declaration of impartiality in the following manner -"I (name of the Evaluation Committee member & designation) do hereby declare and confirm that I have no business or other links to any of the competing Tenderers or Applicant"; and..

EVALUATION: SPECIAL CONDITIONS

Some special issues

(b) sign collectively in the Tender or Proposal Evaluation Report, by certifying that - "The Evaluation Committee certifies that the examination and evaluation has followed the requirements of the Act, the Rules made there under and the terms and conditions of the prescribed Application, Tender or Proposal Document and that all facts and information have been correctly reflected in the Evaluation Report and, that no substantial or important information has been omitted". **[Rule 8 (13)]**

BASIC PROCUREMENT TRAINING T1

SESSION M4_5

SESSION M4_5

THIS SESSION WILL COVER DIFFERENT ASPECTS OF:

- **Evaluation of Proposals**

Act [Section-58-63]
Rules [Rule-118-126]

EVALUATION OF PROPOSALS

Submission
Opening
Evaluation

PROPOSALS

Submission by Applicants
Opening by POC
Evaluation By PEC

SUBMISSION OF PROPOSAL

Rule- 118

Applicants consider the following when submitting Proposals:

- A short-listed firm is not allowed to form a joint venture with a firm that has not been short-listed without the approval of the Procuring Entity
- A short-listed Applicant shall not participate in more than one Proposal
- The majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it
- The *curricula vitae* shall be signed by the individual Consultants & dated. Ensure accuracy and commitment of key staff submitted with the proposals
- A key professional shall not be proposed by more than one Firm, except for a nominated subconsultant

EVALUATION OF PROPOSALS

Proposal Opening Committee
and
Proposal Evaluation Committee

Discussed in Earlier Sessions

OPENING

Rule - 118 **Methodology**

- PE convenes the meeting of the Proposal Opening Committee (POC)
- Only Technical Proposal shall be opened first
- The Financial Proposals shall be kept closed in the safe custody of the HOPE until such time as the evaluation of technical Proposals has been completed
- A minutes of proposal opening shall be drawn by POC
- POC sends the Technical Proposals and the record of opening *in a closed envelope* through PE to the Proposal Evaluation Committee for evaluation

MAIN STAGES

Session: M4-5 Slide No.7/31

QCBS

T Technical Proposal Evaluation

⇩

F Financial Proposal Evaluation

⇩

= C

Combining Scores

BROAD PRINCIPLES: QCBS

Session: M4-5 Slide No.8/31

Evaluation in two steps

- First quality & then cost
- No access to Financial Proposals until Technical Proposals evaluated by PEC & approved by HOPE, AO or AA (if below HOPE)
- PEC works continuously on each evaluation
- PEC members evaluate themselves only; no delegation

No FP before TP approval

EVALUATION BY SET CRITERIA

Session: M4-5 Slide No.9/31

- Evaluate Technical Proposals in accordance with criteria set in RFP following provisions in the Act,2006 & Rules,2008
- Even Single Proposal duly received may be sent to PEC for evaluation
- Financial Proposal of even SINGLE technically qualified Applicant may be evaluated with approval of HOPE, AO or AA (if below HOPE)

May be single proposal or single technically qualified proposal

SCORING IN EVALUATION

Session: M4-5 Slide No.10/31

- Each PEC member separately evaluates & scores &, then averaged
- Non-compliance with the mandatory requirement of TOR shall result in rejection of proposal
- Major difference in scores between PEC members are dealt with by PEC Chairperson

TECHNICAL PROPOSAL

Session: M4-5 Slide No.11/31

5-General Criteria for Evaluation

- Specific experience
- Adequacy of the proposed Methodology & Work plan
- Key Staff's Qualification and Competence
- Transfer of knowledge i.e. Training, if any
- National participation; in case of International Procurement

May have sub-criteria

GOOD PRACTICE OF GRADING

Session: M4-5 Slide No.12/31

Traditional Scoring

POOR = 40%

SATISFACTORY = 70%

GOOD = 90%

EXCELLENT = 100%

TYPICAL TECHNICAL QUALITY EVALUATION

Session: M4-5
Slide No.13/31

An Example

- **Experience 6 Points**
- **Methodology & Work Plan 48 Points**
  - Technical Approach & Methodology 20 points — Poor= 40, Satisfactory= 70, Good= 90, Excellent= 100 → 70 → 20x70% = 14.0
  - Work Plan 16 points — Poor= 40, Satisfactory= 70, Good= 90, Excellent= 100 → 90 → 16x90% = 14.4
  - Organization & Staffing 12 points — Poor= 40, Satisfactory= 70, Good= 90, Excellent= 100 → 40 → 12x40% = 04.8
- **Staff Quality 30 Points**
- **Transfer of Knowledge 8 Points**
- **Local Participation 8 Points**

Total Score of Methodology 33.2

SAMPLE STAFF EVALUATION

Session: M4-5
Slide No.14/31

General qualifications
- **General education and training**
- **Length of experience**
- **Positions held**
- **Time with Firm**
- **Experience in developing countries (If Int'l)**

Interviews with Team Leader or Key Staff, if critical

Adequacy for the assignment
- Specific education and training
- Experience in the specific sector/ field/ subject

Intl. Procurement

Experience in region
- Actual work experience in Bangladesh
- Knowledge of Bangla
- Local and Regional Culture
- Government organization

RESULTS OF TECHNICAL EVALUATION

Session: M4-5
Slide No.15/31

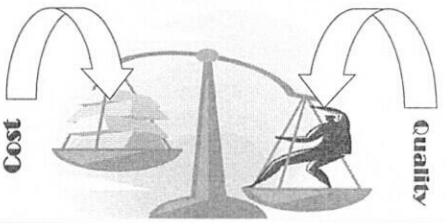
Organizing the results

- Ranking of the **technical quality** of the responsive and complete proposals
- List proposals which have secured the minimum **technical** score
- List proposals which will be considered for **Financial** Evaluation
- List Applicants who will be **invited** to the public opening of the **Financial Proposals** upon approval by HOPE, AO or AA (if below HOPE)

EVALUATION OF PROPOSALS

Session: M4-5
Slide No.16/31

QCBS



Quality is the prime factor

FINANCIAL PROPOSALS

Session: M4-5
Slide No.17/31

Elements of Financial Proposals

- **Financial** proposal submission forms
- Summary of **cost** against staff remuneration, reimbursable expenses and taxes
- Breakdown of **cost** against staff remuneration, reimbursables, taxes/duties under the applicable law
- **Taxes** - Consultant is responsible for applicable taxes on amounts payable by the Client

FINANCIAL PROPOSALS

Session: M4-5
Slide No.18/31

Rule - 120

- Upon approval of the technical Evaluation Report by HOPE, AO or AA, the Consultants who attained at least the minimum technical score shall be invited to a public opening of their Financial Proposals (allow at least one week from notification)
- PEC shall announce the technical score for each Proposal which has achieved the minimum technical score, together with its respective price, at the public opening
  Minutes of public opening should be prepared & issued
- The Financial Proposal shall be checked to verify that it is arithmetically correct and any errors in calculation shall be notified to the Consultant
- Activities and items described in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items, if pricing of activities was required

CORRECTION ASPECTS IN EVALUATION

Session: M4-5
Slide No.19/31

- Where an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, PEC shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal

Example: If a Technical Proposal indicates the presence of the Team Leader at the assignment site for 12 months and the Financial Proposal indicates only 8 months, an adjustment should be calculated by adding the corresponding amount of staff remuneration to the proposed amount.

- Reimbursable items priced by the Consultant shall be reviewed both for arithmetical errors and content and if it is determined that an item has been included that is not required by the Consultant, it shall be omitted from the Proposal and not considered in the financial evaluation.

Example: The Consultant has priced office rent while the RFP indicates that the PE will provide it.

In the case of Lump-Sum Contract, no corrections shall be applied to the Financial Proposal

Session: M4-5
Slide No.20/31

QUALITY & COST

Step forward

QUALITY (TECHNICAL SCORE) AND COST (FINANCIAL SCORE)

Next Combined Scores

Session: M4-5
Slide No.21/31

COMBINING FINANCIAL & TECHNICAL SCORES

- ✓ Depends on the Method for Procurement
- ✓ Factors weighted and scores combined in accordance with method specified in the RFP

Proposal achieving highest total score invited for negotiations; if this fails second highest invited

Session: M4-5
Slide No.22/31

SCORING THE TECHNICAL PROPOSAL

Rule - 121 **Technical Score**

If a Technical Proposal achieved ninety (90) points and the weighting applied to this was eighty percent (80%), then by applying this weighting the technical score of the proposal would be ninety times eighty percent equals seventy-two (90 x 80% = 72).

SCORING THE FINANCIAL PROPOSAL

Session: M4-5
Slide No.23/31

Rule- 121 **Financial Score**

The financial score of each Proposal shall be determined in a manner so as to ensure that the Financial Proposal with the lowest evaluated cost is given one hundred **(100)** points & other Proposals pro-rata points, reduced by the same percentage that the cost of their Proposal is higher than that of the lowest cost Proposal.

DETERMINATION OF FINANCIAL SCORE

Session: M4-5
Slide No.24/31

Generic Formulae

- ✓ **Fm = Lowest priced Proposal**
- ✓ **F = Price of Proposal under evaluation**

$$\text{Financial Score} = \frac{100 \times Fm}{F}$$

DETERMINATION OF FINANCIAL SCORE (CONT.)

An Example

If the lowest cost Financial Proposal is Taka one million, then the financial points awarded to it would be maximum one hundred (100) and the resulting financial scores would then be:

Proposals	Cost (TK. M)	Points	Weight	Score
Lowest FP	1.00	100	20%	20.00
Next HFP	1.20	100x1/1.2 = 83.30	20%	16.67
Next HFP	1.50	100x1/1.5 = 66.67	20%	13.30

HOW TO COMBINE SCORES ?

Rule - 121 Technical & Financial Scores

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

EXERCISE

SEIP Project (Skills for Employment Investment Program), Finance Division, Ministry of Finance needs a consulting firm for processing their different types of procurement activities. They advertised for this selection (National) following Quality & Cost Based Selection (QCBS) method. After the EOI closing date and time 10 consulting firms submitted Applications out of which 6 firms were short-listed. 5 firms out of this 6 submitted Proposals (Technical and Financial). 4 firms passed in the technical evaluation. After opening the Financial Proposal the 4 firms' technical score and the Financial Proposal are given below in the Tabular Form

Consulting firms	A	B	C	D
Technical Score (max 100)	90	87	89	82
Price in Million Tk.	66	60	62	64

Technical Score weightage is 80% and **Financial** Score weightage is 20%

PROVIDE RANKING AND WHO WILL BE INVITED?

SOLUTION OF THE EXERCISE

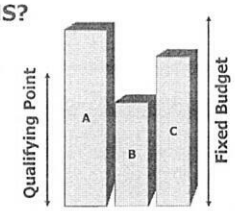
Consulting firms	Technical Score (max 100)	Weighting 80%	Price in Million Tk.	Financial Score (max 100)	Weighting 20%	Combined Score
A	90	72	66	90.91	18.18	84.18 [4th]
B	87	69.6	60	100	20	89.60[2nd]
C	89	71.2	62	96.77	19.35	90.55 [1st]
D	82	65.6	64	93.75	18.75	84.35[3rd]

Consultant C will be awarded

APPLICABILITY IN OTHER METHODS

SFB: Fixed Budget

WHO WINS?

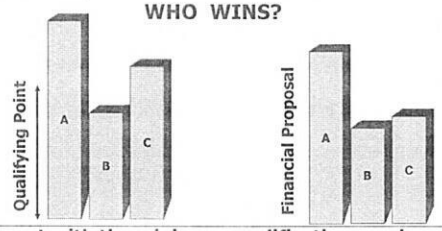


Highest Quality within Fixed Budget

APPLICABILITY IN OTHER METHODS (CONT.)

LCS: Cost is least

WHO WINS?



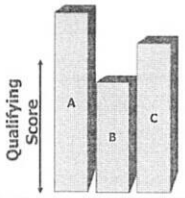
Least cost with the minimum qualification requirement

APPLICABILITY IN OTHER METHODS (CONT.)

Session: M4-5
Slide No.31/31

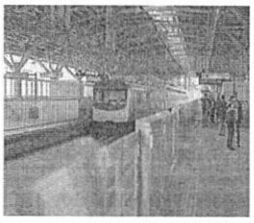
SBCQ: Small & specialized advisory services

WHO WINS ?



Qualification dominates

Welcome to the Electronic Government Procurement (e-GP) System



Facilitated By

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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

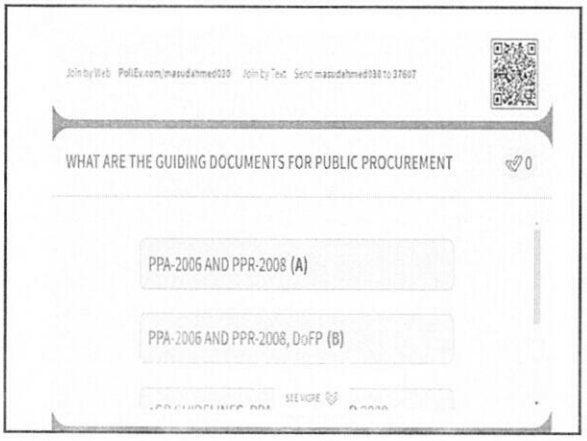
What Does Procurement Mean?

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**

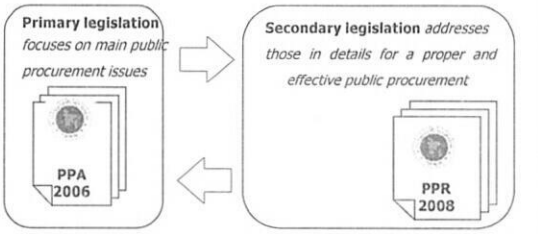


Guiding Documents PPA & PPR

PPA 2006 and PPR 2008

PPA 2006 & PPR 2008

Guiding principle in designing PPA & PPR



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)

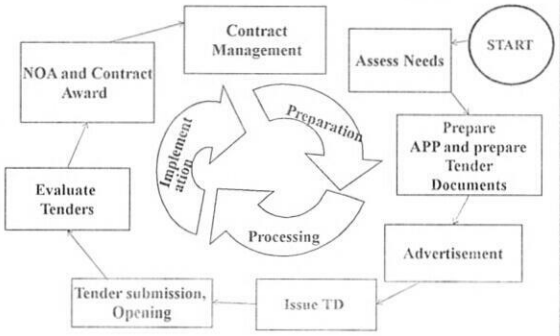
Main Goals & Principles of Procurement

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 the all procurement activities & provide tender opportunities to all potential tenderer's 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

Developed by	:	
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-2025 **(Revised)**".
- 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**

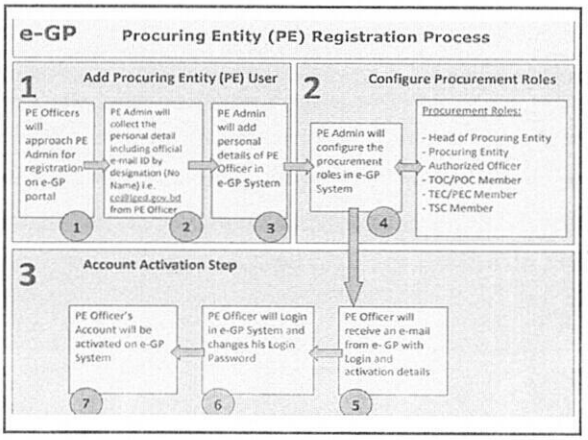
e-GP Admin

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

1 2 • Office Registration and Organization Admin Creation by CPTU
• PE Office, Designation and User Creation

3 4 • APP Creation and Approval by HOPE
• APP Publishing and Tender Creation

5 6 • TEC Formation and Approval by HOPE
• TOC Formation and Approval by HOPE

Steeps in e-GP.....

7 8 • **Documents Creation (TDS, Technical Specification, Required Papers, etc)**
• **Notice Preparation and HOPE Approval for publishing the Tender**

9 10 • **Notice, Tender will live in e-GP**
• **Bidder will see notice, buy documents and submit Tender through online**

11 12 • **Due time opened by TOC**
• **Evaluation by TEC**

Steeps in e-GP.....

13 14 • **Evaluation approval by HOPE**
• **NOA Issuing by PE**

15 16 • **Bidder will accept NOA**
• **Contract Award to Bidder**

17 18 • **Releasing Tender Security**
• **Releasing Performance Security after warranty period**

TEC & TOC 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 & TOC 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

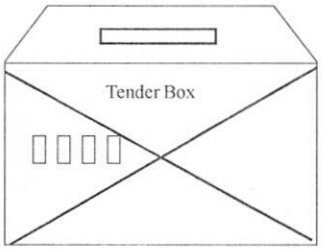
e GP Status of BPATC FY-17-18

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%

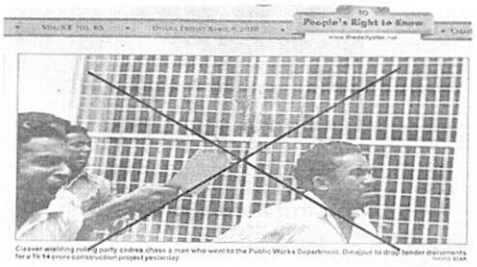
Impacts of e GP

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

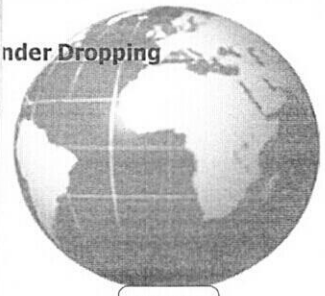


Advantages of e-GP.....



www.eprocure.gov.bd

Advantages of e-GP…



User Alert System in e-GP

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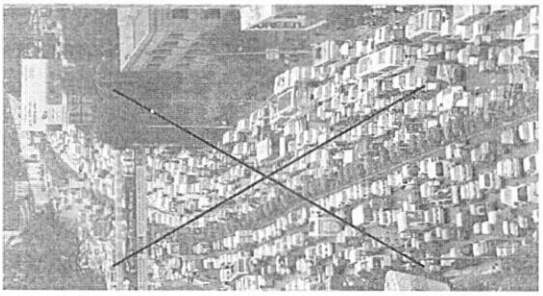
Advantages of e-GP…



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Advantages of e-GP…

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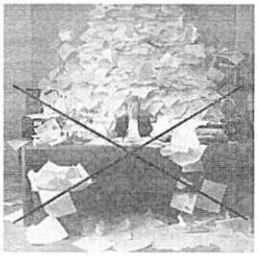
Advantages of e-GP…



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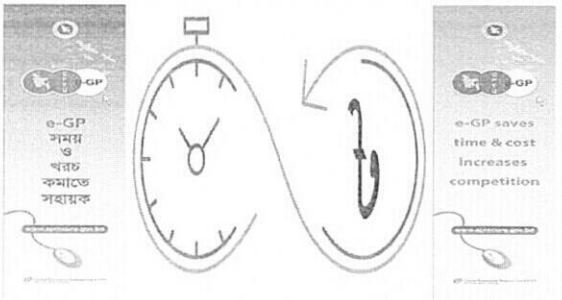
Advantages of e-GP…



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Advantages of e-GP...

ইলেকট্রনিক টেন্ডার ঝুট-ঝামেলা নেই আর

Electronic Tender Makes Procurement Simpler

www.eprocure.gov.bd

Limitations of e-GP system

- Service Procurement till not included;
- Updated browsers are not supported;

Thank You

Module:9
Development Partnerships and Negotiations

International Diplomacy and Negotiation
Simulation on Negotiation

M. Humayun Kabir
Former Ambassador/Secretary
BPATC, ACAD
29 May 2023

1

Session Outline

- Two dimensions of governance-Domestic and Global
- Dimensions of Diplomacy
- Negotiations

2

Two dimensions of life: Domestic

Domestic Governance
- State as a political Unit of international community;
- Sovereign authority, Territorial boundaries and integrity;
- Constitutional and Legal framework of governance;
- Institutional delineation in the form of Legislature, Executive and Judiciary;
- Physical coercive power to implement decisions;
- Political process and control;
- Clear public support for implementing decisions;
- National identity, sense and ownership.

3

Two dimensions of life: External

Global Governance
- International community is a concept and State is the essential component;
- Recognition as a way to membership in the International community; Association of States, International Organizations and CSOs;
- Driven more by norms and practices, less pronounced legal framework to organize the international community;
- Stability is underpinned by the consensus of major powers, as envisaged under the UN Security Council Veto power;
- No enforcement mechanism is generally available; INGOs plays an important oversight role in this regard.
- Multiple national interests dominate the global landscape; they need to reconcile under a common framework/common ground.
- The art of Common ground is explored through Diplomacy and Negotiations.

4

Diplomacy?

- R.P. Barston: 'diplomacy is concerned with the management of relations between states and between states and other actors.'
- Hedley Bull: 'diplomacy is the conduct of relations between states and other entities with standing in world politics by *official agents* and by *peaceful means*."

- *Globalization:* Globalization transformed global landscape- covers entire world; more actors; constant innovation and involvement; both formal and informal structures of interactions emerging. De-globalization or Re-globalization poses a new risk.
- *Integration of Domains*: Overlapping of domestic and international interactions. Strategic, economic, climate, for example. Interdependence is the key word instead of Independence! Compartmentalization is practically impossible to implement, although President Trump is trying to do so.
- *New norms:* New norms and practices are defining human interactions both inside the state and at regional and global level.

5

Dimensions: Audience

- Traditional diplomacy
  - Foreign governments,
  - Policy makers and policy stakeholders
- New Diplomacy
  - INGOs, CSOs, Media, Think Tank
  - People, both external and domestic; Global Public Opinion

6

Tools

- Club diplomacy: Top level interactions-Head of State/Government
- Public Diplomacy: External common audience, domestic audience,
- Digital diplomacy: Common citizens in the international community.

Methods

- Dialogues/Meetings/Consultations/Summits
- Conferences
- Negotiations

7

Types and Drivers

- Political diplomacy
- Economic diplomacy
- Consular diplomacy/Diaspora Diplomacy
- Digital diplomacy

Drivers:

- Norms, Values, Beliefs
- International Law and Conventions
- Practices
- Commitments

8

Formats

- Bilateral- Bangladesh-India, Bangladesh-China
- Regional- EU, ASEAN, SAARC
- Plurilateral-BBIN, RCEP, CPTPP
- Multilateral- UN, WTO

9

Linkages

- Global society: International Society with common values, norms, frames and practices. UN at the apex. Special relevance for the smaller countries;
- Partnership: Partnership with other organizations, such as INGOs, Media, and Think Tanks works as force multiplier;
- Security: Security of States as units in three dimensions: State, Regime and Citizens;
- Reputation: Key element of security, highly dynamic phenomenon;
- Interests: Economic, Diplomatic, Consular, Cultural, etc.;
- Coordination: Domestic coordination/linkages to navigate global landscape.

10

Dispute Resolution Mechanisms

11

Backward and Forward linkages of Negotiation?

Backward linkages

- Conflict or disputes;
- Conflict grows out of (a) Perception, (b) Feeling, © Action.

Forward Linkages

a. Negotiation
b. Mediation
c. Arbitration
d. Litigation

12

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."
- This is a Rational approach;
- Decision making approach;
- Ideological Approach-Identity issue;
- Transformational Approach.

13

Key concepts

- Interests and Position
- Power game
- Bargaining- Framing, Approach-Distributive and Integrative, BATNA, ZOPA, Anchoring
- Value Creation and Distribution
- Outcome

14

Interests and Positions

- Interests are underlying wishes often unexpressed, intangible, and perhaps inconsistent.' (Fisher, Patton and Ury). A position is likely to be concrete and explicit; Parties' "needs, desires, concerns, and fears"
- Interest is what the involved parties want to achieve. These must be two interests at least- Self and counterpart;
- Five elements surround basic human needs- dignity, equality, money; human and national values, such as value, identity.
- Understanding counterpart's interest set is equally important.
- Skills in understanding:
  - Esteem and fears: Identifying them. Iranians fear that US wants regime change and may do so forcefully. US fears Iran will cheat.
  - Experiences: Historical experiences frame outlook, positions and underpin interest. Islamic revolution in Iran and US sanctions on Iran.
  - Effective listening: Tools include: words, messages and body language. Questioning and research could be ways to discover inner thoughts.
  - Nature and areas of interests- converging, diverging, colliding and bridgeable ones.

15

Power game

Negotiations is a power game, power can be exercised in two ways- Coercive and Persuasive. In negotiations, one uses persuasive power, could otherwise be termed as moral or soft power.

Competition:

- Value addition: Power comes out of capacity to solve a problem through value addition/value creation.
- Perception: Perception sometimes sets the reality. Critical test of effectiveness in a negotiation is what one has convinced an opponent about his/her strength, not always whether or not that can actually exist. North Korea/US.
- Situation context: It is also played on a situational context. Doctor/Patient

Balancers:

- Interdependence makes competitors equal.
- Outcome does not always depend on the size of the protagonists.
- Weakest party has power too- power to deny solution.

16

Power generators

- Negotiations is a power game. Four power generators to influence negotiations:
- **Power**- Power of Legitimacy, Risk taking, Expertise, Commitment, Reward or Punishment, Morality, Precedent, Persistence- Persuasive Capacity.
- **Time**- Differences in measuring time- deadlines- US goes by deadline, Chinese and Japanese have different outlook.
- **Information**- Data, documents, positions.
- **Structure of negotiation-** External factor includes country's geopolitical situation, political system, economic strength, demographic makeup, legal and educational system and domestic system of governance.
- Internal dynamic includes elements such as agenda setting, order of items in the agenda, parties involved and negotiating rules and venue, among others.

17

Bargaining

- Framing: Approach: Integrative and Distributive Approach; Single and multiple issues?
- Bargaining:
  - BATNA (Best Alternative to a negotiated Agreement); Walk out point?
  - ZOPA (Zone of Possible Agreement); Understanding the solution range in a negotiation?
- Offers and counteroffers: Anchoring/ First Offer; Multiple Equivalent Simultaneous Offer (MESO).
- Consensus:

18

Value creation

- Negotiation is essentially a value process, it creates value and distributes values between or among contending parties. What is value?
- Value is resolving a dispute/conflict peacefully;
- Value is a material gain;
- Value is a trust;
- Value is a relationship;
- Value is common future.

19

Outcome

Outcome

Any negotiations end up in an outcome, which could take any form:

- ✓Agreed Minutes,
- ✓MOU
- ✓Declaration
- ✓Agreement,
- ✓Treaty,
- ✓Convention etc.

20

Preparation

- Mandate: Authority to negotiate, either as an agency of self. If one negotiates for a government, then he must have the mandate from the Minister or Prime Minister. For a private firm, the mandate has to come from the management.
- Resources:
  - ➢Goal: Setting clear objectives and goals is a critical step in preparation. These objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). Clear goals provide direction and help in measuring progress.
  - ➢Team: build up a Team,
  - ➢Research: Through research on the topic, history and strategy of both sides.
- Strategy: Distributive or Integrative approaches, BATNA, ZOPA?
- Outcome format: Agree on the Format- Agreed minutes, MOU, Contract, Agreement, Treaty, and Convention.

21

Simulation

22

Simulation

- Why? To test the applicability of the knowledge of conflict resolution
- How? Through role playing and participation of all participants. There would be 5 participants on each table. There would be 5/6 teams who will engage in simultaneous efforts to solve a problem.
- What? They will set goal, identify the issues/interests, understand interests of respective parties, address concerns and create value through exploring options for a mutually acceptable solution, and document the outcome. Finally they will present the outcome before the full house.
- How long? 1115 hours to 1315 hours.
- Expected? Full role playing by all participants and their contribution in making the simulation exercise productive and interesting.
- Take home? Improve understanding on the backward and forward linkages in Negotiation, How to apply the acquired skills into a mutually beneficial outcome.

23

Thank you!

24

International Trade Negotiations: Legal Frameworks, WTO and other Protocols

Dr. Farhana Iris
Director (Joint Secretary), JMS

What is Trade and International Trade?

- Trade is the exchange of goods or services between two or more parties, often for money. It can happen between individuals, businesses, or nations.
- International trade is the exchange of goods and services between countries, which can take place through any mode of transportation.
- It includes the movement of commodities, such as natural resources and manufactured goods, and the transfer of services, such as banking and financial transactions.
- The World Trade Organization (WTO) defines international trade as the exchange of goods, services, and intellectual property across borders:

Why trade?

- Trade and growth go hand in hand
- **Cross border trade and investment flows** have been a **major engine of the process** 'machine' that allow countries to transform one set of goods and service into another set that they value more highly.
- Trade **openness and cross boarder** investment is beneficial to the world as a whole
- Positive relationship between openness and economic (Greenaway, Morgan and Wright, 2002)

The Field of international trade

Why do countries trade?

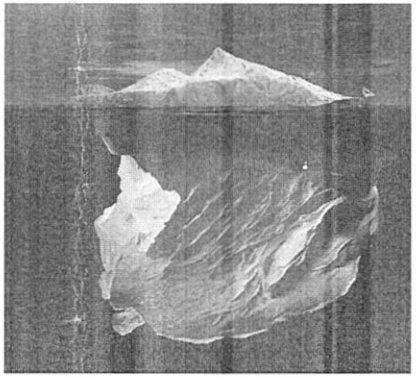
Countries trade because
They are different in technology, amount of capital, labour, or produce different varieties of the same goods.

What is Negotiation?

- Negotiations are formal discussions between people who have different aims or intentions, especially in business or politics, during which they try to reach an agreement.

- **Trade negotiation** is a **formal discussion** between parties with different goals or intentions to reach an agreement. It's a vital process for developing effective trade policies and agreements that contribute to sustainable economic development.

Why trade negotiation?



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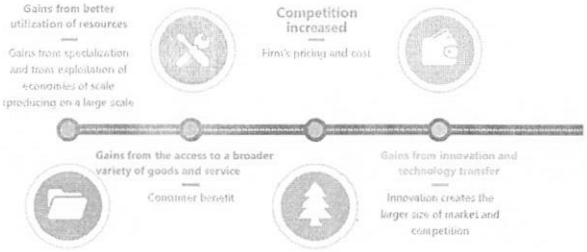
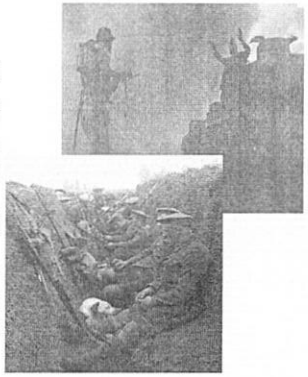
What are the gains from trade?

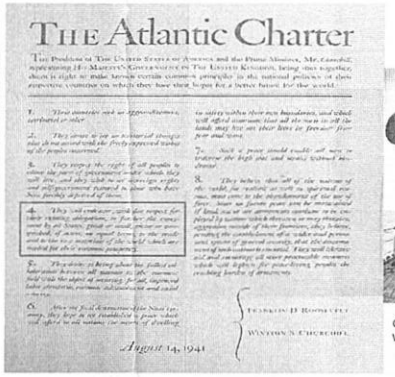
Economic theory has identifies



WORLD WAR 2

- Began as a result of international disturbance,
- following the Great Depression, the Treaty of Versailles, etc.
- The **effects of World War 2** included the militarization of approximately 100 million individuals and the death of 50 million people in a span of six years.
- The major economic effects of World War 2 included extreme poverty in war-affected areas.
- Shortage of gold and US dollars, which resulted in inflation.
- As the US emerged to become a global superpower, the designation of the US dollar as a global reserve currency was also announced.





THE Atlantic Charter

August 14, 1941

Churchill and Roosevelt aboard HMS Prince of Wales during the 1941 Atlantic Meeting

From GATT to WTO: the building of an Institution

01 GATT/WTO

The history of WTO begins with the signing of the GATT in 1947. The initial objective was to create an International Trade Organization (ITO) to handle the trade side of international economic cooperation with the two Bretton Woods institution. But failed

02 DEPENDENCY

The economic prosperity of many countries largely depends on international trade.

03 EXAMPLE

In 2019, 91% of the GDP of the European, 70% Zambia, 65% of Canada, 59% of South Africa, 40 % of India, 37% of Indonesia and Japan, 36% of China, 26% USA dependent on international trade (WB, 2020)

GATT CAME AS A SAVIOR

Trade liberalization can be linked to the draining of a swamp: as the water level (average tariff levels) falls due to successful pumping efforts, rocks, stumps and all manner of other obstacles (NTBs) become visible (Baldwin, 1970).

GATT served as an organization

THE URUGUAY ROUND (1986-93)

- The Uruguay Round was a landmark in the history of the trading system. Agriculture and textile and clothing were brought back into the fold in GATT.

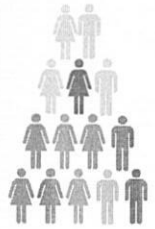
Between the strong and the week, between the rich and the poor...it is freedom which oppresses and the law which sets free. (Abbe Jean-Baptiste Lacordaire 1802-1861).

Get your economic rights: Basic International trade theory

The economic case for an **open trading system based on globally agreed rules** is simply enough and rest largely to comercial common sense.

Supportive evidence: After 25 years after 2nd world war world economic growth averaged about 5% per year, the outcome of lower trade barriers. Economic theory points a strong reasons for the link.

Countries can use their assests and produce godos and service which they can employ for domestic or international market to compete. And it results countries benefit.

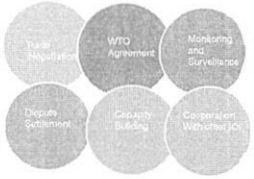


Contribution of Multilateral Trading System

GATT	GATT+WTO	WTO
the multilateral trading system that was originally set up under the GATT	• **Merchandise exports have grown on average by 6% annually.** • **This growth in trade has been a powerful engine for overall economic expansion** • **on average trade has grown by 1.5 times more than the global economy each year.** • **Total exports in 2023 were 250 times the level of 1948.**	**The GATT and the WTO have helped to create a strong and prosperous trading system contributing to unprecedented growth.**

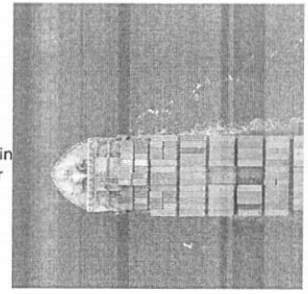
What is WTO?

- In brief, the World Trade Organization (WTO) is the only international organization dealing with the global rules of trade. Its main goal is to improve the welfare of people around the world by ensuring that trade flows as smoothly, predictably and freely as possible.
- The WTO is an inter-governmental organization
- Main approach is trade liberalization to promote economic growth and development
- Who are the members?
- 166 members(Developed, Developing and also recognize the LDCs, 2/3 are developing)
- It operate a systems of trade rules

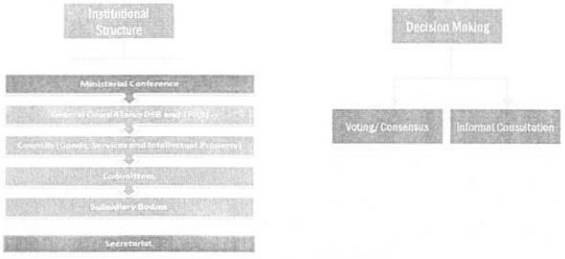


Objective of the WTO

- Raise living standard;
- Ensure full employment
- Ensure a large and steadily growing volume of real income and effective demand; and
- Expand the production of and trade in , goods and service, while allowing for the optimal use of the world's resources in accordance with the objective of sustainable development



How Does the WTO works?



The Basic Structure of the WTO Agreements

The Marrakesh Agreement Establishing the WTO includes 4 Annexes(Called Multilateral Agreement from Uruguay package, single undertaking)

Annex 1

Annex 1 A:Revised GATT, the other agreements trade in goods and member's Schedule of concession
Annex 1B: GATS, Schedule of Service, Exemption
Annex 1C: TRIPS

Annex 2

Sets the rules and procedures for dispute settlement contained in the Understanding on Rules and Procedures Governing the Settlement of Dispute (DSU)

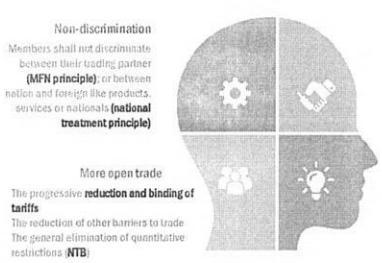
Annex 4

Covers the Plurilateral Trade Agreements.

Annex 3

Regular review of developments and trends in national and international trade policy under the TPRM.

The Basic Principles of the WTO



Non-discrimination

Members shall not discriminate between their trading partner **(MFN principle)**, or between nation and foreign like products, services or nationals **(national treatment principle)**

More open trade

The progressive **reduction and binding of tariffs**
The reduction of other barriers to trade
The general elimination of quantitative restrictions **(NTB)**

Transparency and predictability through TPRM

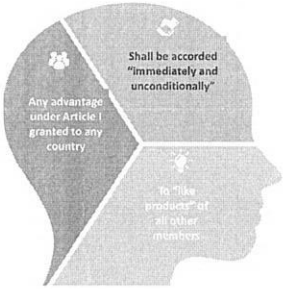
Domestic publication of trade regulations
Notification of trade measures to the WTO
Other transparency mechanisms and tools

Special treatment for LDCs

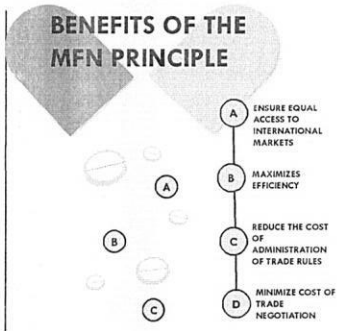
.... to adjust to the rules, flexibility and other special rights

Anex1A

THE MAIN ELEMENTS OF THE MFN PRINCIPLE



BENEFITS OF THE MFN PRINCIPLE



- Former UN Secretary – General Ban Ki Moon said at the 2014 WTO public forum on *why trade matters to everyone:*

"The question is not whether trade matters, but how we can make trade a better driver of equitable, sustainable development. How can we make trade the foundation of a life of dignity for all? .....That is why the international community needs to avoid protectionism .....if managed well, international trade can be a key driver of sustainable development".

More Open Trade: Tariff Reduction

- What is Tariff?
- Types of Tariff

Ad valorem tariff– calculated on the basis of the value of the imported goods	Specific tariff—calculated on the basis of a unit of measure
Example 10% ad valorem tariff	Example US$ 20 per ton

- What are the well fair effect of import tariff?
- *There is a myth that tariffs do not change the behavior of the domestic firms/industries if there is a curb in the influx of foreign goods.*

What are the Non Tariff Barriers?????

What is tariff binding?

- Bound tariff is a tariff for which a WTO Member accepts a legal commitment not to raise it above a certain level.
- Bound rate represent the maximum level of import duty that can be levied on a product imported into that Member.

Share of tariff lines bound (%)	No. of Members	Developed countries	Developing Countries	LDCs
100%	54	2	43	9
+95<100%	28	7	17	4
+35<95%	14	0	12	2
+15<35%	12	0	5	7
<15%	17	0	7	10
Total	125	9	84	32

The number of bindings after Uruguay Round

General Exception

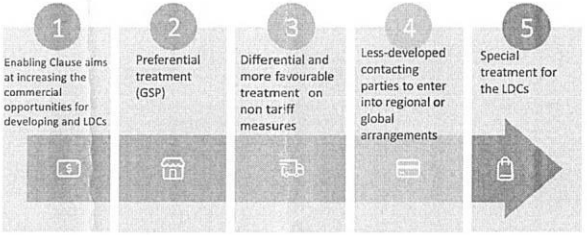
- WTO Members have the right to take **measures** which may restrict trade if, for example, **such measures are necessary to protect human, animal or plant health** or relating to the conversation of exhaustible natural resources.
- General exception allow all members to derogate from the WTO basic principles.
- Main condition is that it should not **apply arbitrary or unjustifiable manner**.

Regional Trade Agreements: Customs Unions and Free Trade Areas (Article XIV)

- WTO Members have the right to grant preferential treatment to their trading partner.
- However, this is a contrary to the WTO basic principle i.e. non discrimination
- Examples of CU or FTA

EU, EFTA, NAFTA, AFTA etc

The Enabling Clause: Differential and More Favourable Treatment



Other exceptions

Balance of Payment

Balance of Payment (WTO Members retain the right to apply import restrictions to safeguard their external financial position and their balance of payment (BOP)).

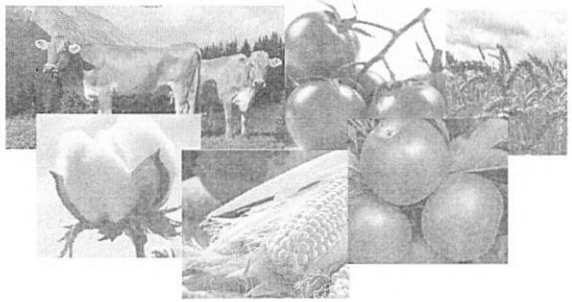
Trade remedies

Member can also temporarily depart from some of their basic WTO obligation in order to remedy a situation of **unfair competition or a surge of import, when this cause injury to the domestic industry** subject to specific requirement. Types of trade remedies- anti dumping measures, countervailing measures and safeguard measures)

Waivers

A WTO Member has the right to request to the other Members, in exceptional circumstances, an authorization to derogate temporally from any provision contained in the WTO Agreement.

Anex1A : Agreement on Agriculture



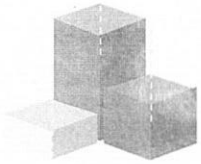
ANNEX 1

PRODUCT COVERAGE

1. This Agreement shall cover the following products:

(i)	HS Chapters 1 to 24 less fish and fish products, plus*		
(ii)	HS Code	2905.43	(mannitol)
	HS Code	2905.44	(sorbitol)
	HS Heading	33.01	(essential oils)
	HS Headings	35.01 to 35.05	(albuminoidal substances, modified starches, glues)
	HS Code	3809.10	(finishing agents)
	HS Code	3823.60	(sorbitol n.e.p.)
	HS Headings	41.01 to 41.03	(hides and skins)
	HS Heading	43.01	(raw furskins)
	HS Headings	50.01 to 50.03	(raw silk and silk waste)
	HS Headings	51.01 to 51.03	(wool and animal hair)
	HS Headings	52.01 to 52.03	(raw cotton, waste and cotton carded or combed)
	HS Heading	53.01	(raw flax)
	HS Heading	53.02	(raw hemp)

Three Pillars of Agreement on Agriculture

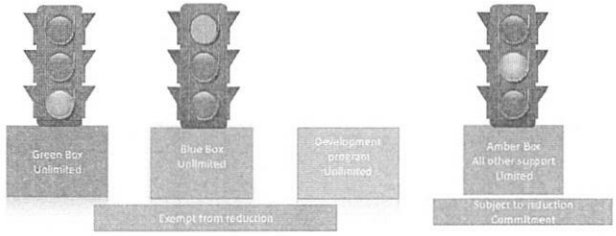


Market Access
Tariff.

Domestic Support
Domestic support and other programms.

Expert Competition
Export subsidy and method.

Domestic Support: Classification of Box



Food Safety and Product Technical Regulation

01 SPS
Sets out the basic rules for food safety and animal and plant health standard.

02 TBT
Technical regulation on quality, packaging and labeling.

Food Safety and Product Technical Regulation

	SPS Measures	TBT Measure
Fruits	Regulation on treatment of imported fruit to prevent the spread of pest	Regulation on quality, grading, packaging and labelling of imported fruit
Food (Labelling)	Regulation directly related to food safety	Regulation on nutrition facts
Bottled Water	Materials that can be used for human health safety reasons Requirement: no residues of disinfectant, so water is not contaminated	Permitted sizes to ensure standard volume Permitted shapes to allow stacking and displaying

What for Codex, IPPC, and OIE?

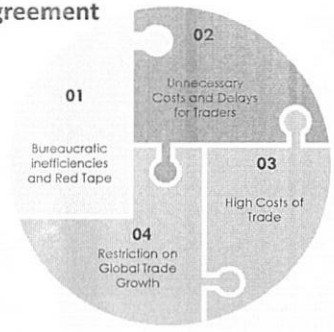
International standard-setting bodies

Codex IPPC WOAH

Trade Facilitation Agreement

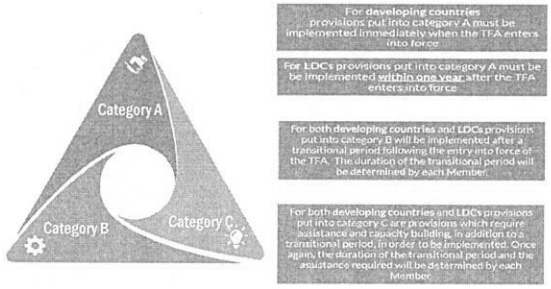
Countries have increasingly recognized that even with low levels of tariffs and the continual advances in transportation and communication,

trade barriers caused by inefficient and overly- burdensome regulatory administrative procedures- referred to as red tape – continue to remain high

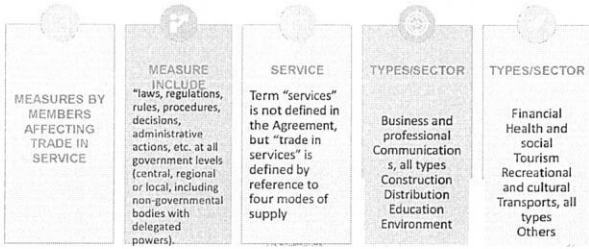


Trade Facilitation Provision

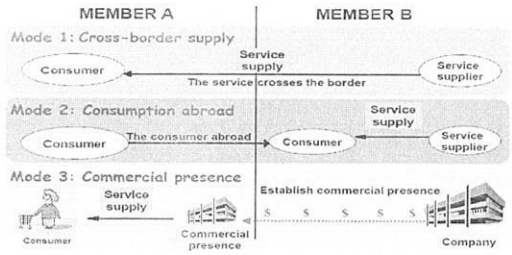
Category A, B, C Defining (Article 14)



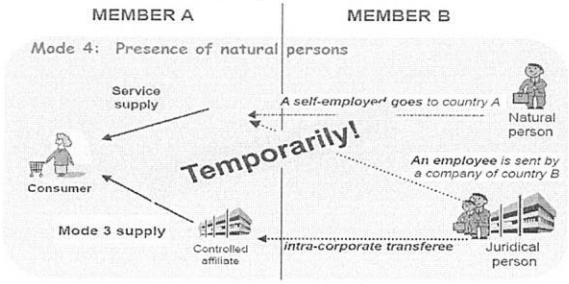
Annex 1B: General Agreement on Trade in Service (GATS)



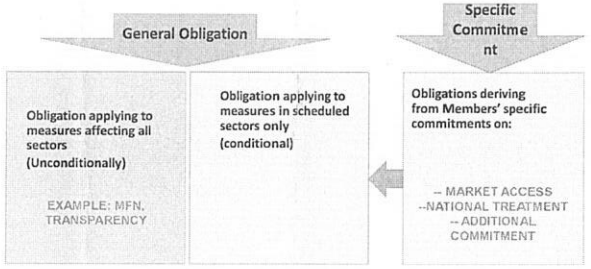
Four Modes of Supply in GATS



Four Modes of Supply in GATS



GATS obligation



Annex 1C: Agreement of Trade Related Aspects of Intellectual Property Rights (TRIPS)

IP rights???

Exclusive rights
Territorial rights

Based on

WIPO convention

Basic Principle

MFN

Main Area

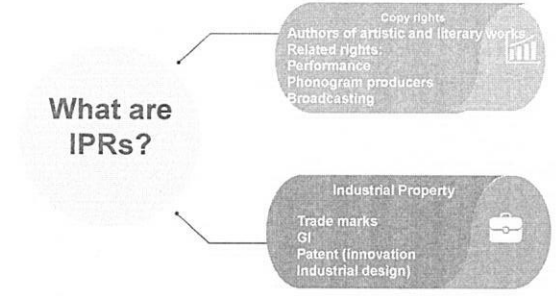
It sets minimum standards of protection

Inforce

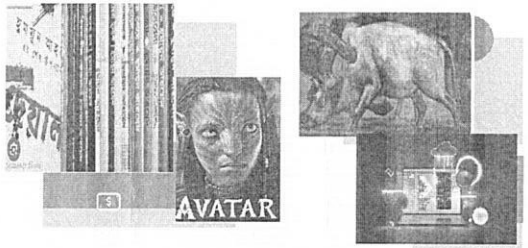
1 January 1995

Aim

Reducing distortions and impediments to international trade, promoting effective and adequate protection of IP rights.

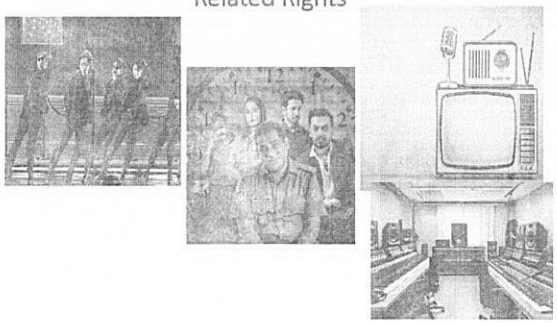


Rights of author of literary and artistic works



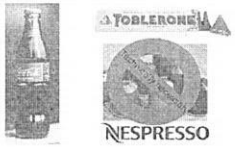
Authors or those who derive the right from author have the right to determine how their works are used for a minimum period of time after the death of the author

Related Rights



Trade Mark

Three-dimensional?



Art. 15.1 - What can be a trademark?

Any sign, or any combination of signs, capable of distinguishing the goods or services of one undertaking from those of other undertakings, shall be capable of constituting a trademark

Such signs, in particular words including personal names, letters, numerals, figurative elements and combinations of colors as well as any combination of such signs, shall be eligible for registration as trademarks.

What is a "patent"?

- A bundle of rights given to the holder to protect new **inventions**, which prevents others from exploiting the invention

What is an "invention"?

- A new solution to a technical problem
- Often excludes discoveries, scientific theories, mathematical methods

How is a patent obtained?

- By application to the jurisdiction(s) where protection is sought

Objectives of patent protection

Promote innovation

- Allow innovators to recoup costs
- Encourage investment and competition

Transfer technology

- Provide information on latest technology
- Promote trade, FDI, licensing

Legal and universal access to medicines

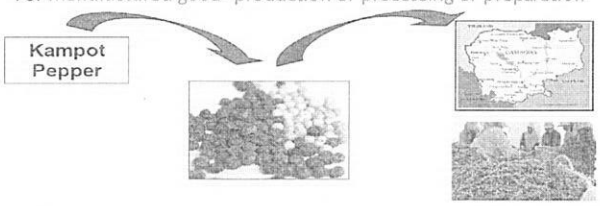
- TRIPS
- Doha 2001
- Protocol 2005

What are geographical indications (GIs)?

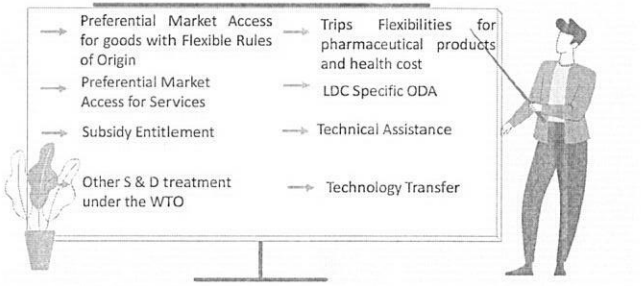
Geographical Indication- 2.9

An indication which identifies a good as originating in a specific geographical area and whose quality, reputation or characteristics are essentially attributable to that geographical origin

For manufactured good- production or processing or preparation



LOSS OF INTERNATIONAL SUPPORT MEASURES After GRADUATION



Annex 2: Dispute Settlement (A unique contribution)

Appeal

Both sides can appeal a panel's ruling.

Second Stage

The Panel ((up to 45 days for a panel to be appointed, plus 6 months for the panel to conclude). First hearing: the case for the complaining country and defence; Rebuttals; Experts; First draft; Interim report; Review; Final report: The report becomes a ruling

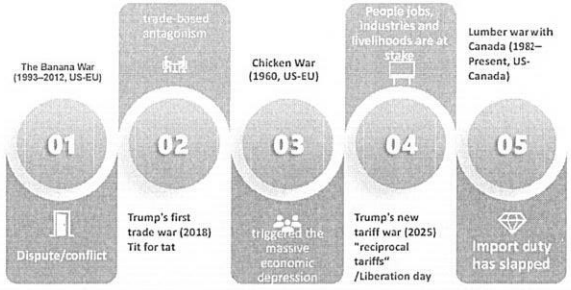
First stage

Consultation/ Mediation (up to 60 days)

Principles

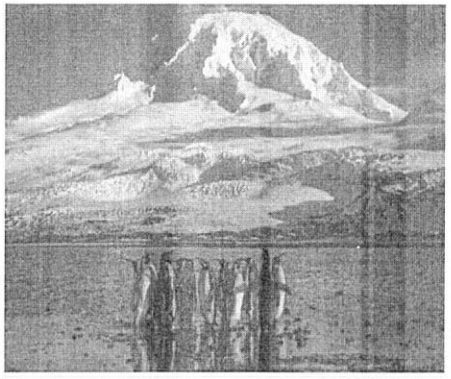
Equitable, fast, effective, mutually acceptable

Protectionism could spiral

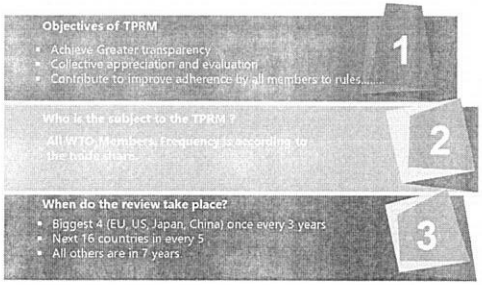


Trump slaps tariffs on Antarctic islands with little to no humans, full of penguins.

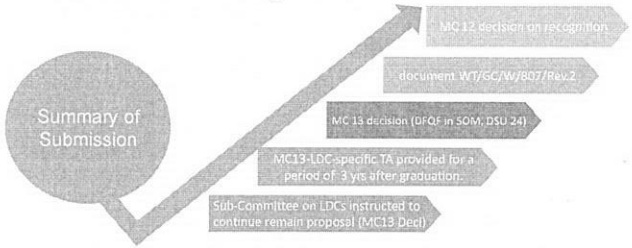
Residents of Norfolk Island, off the coast of Australia, are in for a surprise: Donald Trump has imposed a 29% duty on their exports as part of his "Liberation Day" tariff.



Annex 3: The TPRM Review Process

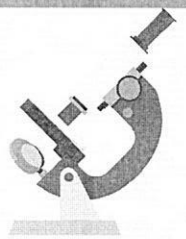


Communication from Djibouti on behalf of LDCs.



Why this submission?

This submission proposes a comprehensive set of smooth transition measures in the WTO in favour of Members leaving the LDC category to be agreed by the General Council in December 2024, toward fulfilling the mandate provided in the Abu Dhabi Decision.



EXPECTATION

We value WTO's contribution in advancing the transparent and rule- based multilateral trading system.

The commitments made by Ministers at previous WTO Ministerial Conferences since Marrakech in 1994.

- Policy Space
- Food security for LDCs and NFIDCs
- A well function WTO
- Favourable decisions on LDC Graduation (Annex-2)
- OCOF disciples in Fisheries Subsidies with adequate policy space and S&DTs
- WTO Reform and immediate appointment of Appellate Body
- Effective technology transfer to LDCs
- Extension of paragraph 8 of MC12 decision on TRIPS Waiver to cover therapeutics and diagnostics

Thank you

Open discussion

LDC Graduation: Pathways, Opportunities and Challenges

117th Senior Staff Course (SSC)

Organised by Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

Professor Mustafizur Rahman Ph.D
Distinguished Fellow
Centre for Policy Dialogue (CPD)

05 May 2025

Contents

Part A: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

Indicators	FY1973	FY1985	FY1995	FY2005	FY2015	FY2019	FY2020	FY2021	FY2022[c]
GDP (in billion USD)	9.1	29.2	51.0	54.0	126.6	200.0	223.11	355.04	464.97
GDP growth (in percentage over preceding year)	3.3	7.2	5.5	5.3	6.5	8.2	3.51	6.9	7.25
Per capita GNI per annum (in nominal USD)	120.0	260.0	320.0	427.9	927.9	1909.0	2024	2227	2824
Export earnings (in billion USD)	0.4	0.71	1.72	6.5	22.9	49.6	33.67	38.76	52.09
Remittance earnings (in billion USD)	0.01	0.28	0.76	3.9	13.7	16.4	18.21	24.78	21.03
Import (in billion USD)	0.8	3.9	8.5	9.8	33.7	55.0	54.78	65.59	82.25[c]
Degree of Openness ((x+m)/GDP)	14.8	12.9	16.8	29.4	44.0	31.5	27.38	29.39	28.89
Export earnings (as percentage of import payments)	50.0	37.4	49.5	69.3	68.1	72.0	61.5	59.1	63.32
Export and Remittance earnings (as percentage of import payments)	50.0	37.8	70.6	90.1	102.7	101.2	94.70	96.06	88.88
External debt servicing (as percentage of export and remittance earnings)	12.7[a]	7.8	23.6	10.7	5.8	2.9	3.4	3.9	--

Source: Rahman, M. (2021). Bangladesh External Sector Performance: Past Achievements and Next Challenges. Asiatic Society Bangladesh, Dhaka.

Note: a. Data for FY 1976

b. GDP, GDP growth rate and per capita GNI per annum are provisional figures based on base year 2015-16

c. Projected import for FY2022

Part A: Bangladesh's Development Track Record *(contd.)*

A.1: 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

Part A: Bangladesh's Development Track Record *(contd.)*

A.1: Positive milestones and Drivers of Growth

- An Easily Trainable Workforce
- Industry response to Policies and Incentives
- Taking advantage of Opportunities in Global Markets of Goods and Services
- Focus on both Agriculture and Industrialisation
- Productivity Gains to Raise Competitiveness

Part A: Bangladesh's Development Track Record *(contd.)*

A.2:Emerging Regional and Global Scenarios

- Post-Covid World: Rise of Protectionism
- Humanitarian versus Development Support
- Geo-Strategy and Geo-Economics
- More Emphasis on Non-economic Factors in Trade and Economic Relationships (e.g. EU GSP Scheme:2023-2032)
- Regional Alliances: Variable Geometry (e.g. RCEP; BIMSTEC)
- Increasing Competitive Environment (e.g. Vietnam)
- Emerging Regional Tensions (QUAD, Indo-Pacific Strategy)
- Regionalism, Regionalisation, and Open regionalism
- Opportunities and Challenges for Bangladesh

Part A: Bangladesh's Development Track Record *(contd.)*

A.3: Challenges in going forward

- ❑ Rising income, consumption and asset inequality
- ❑ Low levels of domestic resource mobilisation
- ❑ Labour Productivity in agriculture is low. Lewisian turning point is yet to be achieved
- ❑ Agriculture yet to be meaningfully integrated with the global economy
- ❑ Growing debt-service liability
- ❑ Narrow export base – of both products and markets
- ❑ Missed opportunities in view of regional integration and emerging geo-economics

Part A: Bangladesh's Development Track Record *(contd.)*

A.3: Challenges in going forward

- ❑ Current Macro-economic scenario and the emergent challenges
  - ➢ Implications for the Bangladesh economy: Footprints of the Pandemic; Impact of Russia-Ukraine war; High inflation
  - ➢ Weak macro-economic and fiscal-monetary management, lack of good governance and weak institutions
  - ➢ Lack of concordance between quality of education and demands of the 'New economy'
  - ➢ Challenges of dual graduation:
    - ❖ Transition from predominantly preferential market access-based competitiveness to skills and productivity-based competitiveness
    - ❖ Cost of borrowings to rise tangibly in near-term future
    - ❖ Avoiding the dreaded Middle Income Trap

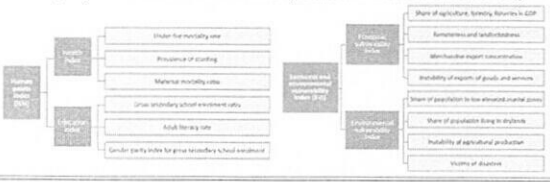
Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed

B.1: Context of Bangladesh's Dual Graduation: Middle Income Graduation and LDC Graduation

- ❑ LDC graduation recognizes 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 seven LDCs out of the current 46 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

A.2: LDC graduation criteria

GNI Per Capita = 1220 USD and above
(The graduation threshold is set at 20 per cent above the inclusion threshold. At the 2021 review this was fixed at $ 1,222.)
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)



Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.1: Context of Bangladesh's Dual Graduation: Middle Income Graduation and LDC Graduation

- ➢ Bangladesh will need to face the impacts of dual graduation simultaneously: Middle income graduation and LDC graduation
- ➢ Bangladesh's Dual Graduation is going to take place at a time when the world is becoming increasingly competitive and there is a rise of mega-regionals. Graduation will take place under the shadow of the pandemic and Ukraine-Russia war and their implications on the economy
- ➢ Outcome of MC12 indicates that while WTO members may take some measures in support of the graduating LDCs, the ambition has been set at rather low levels
- ➢ Consequently, Bangladesh will need to put more emphasis on its own efforts to navigate the process towards smooth graduation, graduation with momentum and sustainable graduation

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.1: Context of Bangladesh's Dual Graduation : Middle Income Graduation and LDC Graduation

Getting Ready for Sustainable LDC Graduation

- ❑ The GED has prepared an LDC Graduation Strategy early on
- ❑ The 8th FYP of Bangladesh has been designed as a graduation preparedness document and has incorporated many graduation-related strategies
- ❑ A high level committee has been constituted at the initiative of the PMO to monitor implementation of the LDC graduation strategy, setting up a number of sub-committees and ensuring participation of representatives of major trade bodies and non-state actors

Bangladesh: The Next Transition

- ❑ Bangladesh has made a crucial transition from a predominantly aid-driven economy to a trading economy
- ❑ The task before Bangladesh is to make the next transition: From market access driven competitiveness to skills and productivity driven competitiveness through triangulation of trade, investment and transport-logistics connectivities
- ❑ UN resolutions have rightly stated: ***Graduation is not a destination, but a milestone in the journey of the LDCs***

Table: Selected data on Bangladesh and other graduating LDCs (billion USD)

Countries	GDP	Total export of goods	Total export of services	Total import of goods	Total import of services
World	84705.43	17347.77	5041.74	16995.23	4706.09
All LDCs* (including 16 graduating LDCs)	1108.69	170.55	41.86	237.73	60.14
LDCs recommended for graduation [7]	443.77 (100%)	61.15 (100%)	8.68 (100%)	75.74 (100%)	16.74 (100%)
Bangladesh	324.24 (73.1%)	32.47 (53.1%)	6.31 (71.2%)	48.85 (64.5%)	8.41 (50.2%)
Bhutan	2.41	0.65	0.13	0.96	0.23
Nepal	33.66	0.89	0.90	9.59	1.09
Angola	62.31	20.94	0.07	9.54	5.58
Lao PDR	19.14	5.81	1.18	6.27	1.25
São Tomé and Principe	0.47	0.01	0.04	0.12	0.04
Solomon Islands	1.55	0.38	0.05	0.40	0.15
Other graduating LDCs (9)	152.38	44.24	11.92	51.84	9.73
Other LDCs (26)	512.53	65.16	21.26	110.16	33.66

Source: World Development Indicators (WDI), World Bank (2019)
Note: Respective shares of seven LDCs in the LDC group in view of the five indicators are: 40.1 per cent, 35.9 per cent, 20.7 per cent, 31.9 per cent and 27.8 per cent.
* *Figures in parentheses show Bangladesh's share in graduating LDC group*

- Bangladesh is the first major LDC to graduate. The six previously graduated LDCs are mostly small island economies
- Bangladesh's graduation journey will be watched closely by the global community

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.2: Implications of LDC Graduation

B.2.1: 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.

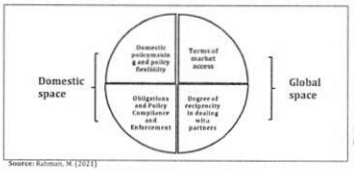
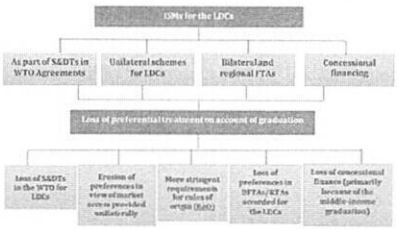


Figure 2: Impact of LDC graduation on policy space

Source: Rahman, M. (2021)

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

Graduation and Loss of International Support Measures (ISMs)



Source: Rahman, M. (2021)

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

- **As an LDC Bangladesh also 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

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.3: Strategies Towards Sustainable Graduation

B.3.1: Bangladesh's Triple Identities

- **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

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.3.2: 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.
- If the discussions and negotiations in the WTO Working Groups and relevant platforms can result in some agreed measures, then MC14 (which will be held in March 26-29, 2026 in Cameroon) could come up with some concrete actions

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

Arguments Favouring Support to Graduating LDCs in view of Upcoming MC13

- The **scores for HAI and EVI** (which were moving averages earlier) **have been fixed in 2012** (at 66 and above and 32 and below) leading to many LDCs being eligible for graduation, in spite of the fact that all graduating LDCs suffer from embedded structural weaknesses. This fact should guide the decisions concerning graduating LDCs
- It is not that WTO does not recognise differentiation among the developing countries. For example, the **WTO-SCM** (subsidies and countervailing measures) Agreement (Annex VIIb) allows for derogation from obligations on grounds of per capita income (US$1000 in 1990 terms). Also the WTO Agreement on Agriculture (AoA) offers flexibility to net-food importing developing countries (NFIDCs)
- There is precedence in the WTO as regards support to graduating LDCs: **Maldives LDC graduation**: Deferment of TRIPS implementation by 3 years
- At the least, currently graduating LDCs should be allowed to enjoy the **flexibilities that are already in place**, for a time-bound period (e.g., TRIPS patent waiver till 2032; GATS Services Waiver till 2030)

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

Elements of a Possible Graduation Support Package

- Extend S&DTs for a time-bound period
- **Urge countries** providing preferential market access to LDCs on bilateral basis (EU, India, China, Japan, USA, Canada and others) or as part of regional agreements (e.g., India in SAFTA), **to extend the preferences for a time-bound period**
- **Design a Debt Relief Initiative** for graduating LDCs to incentivise graduation and release funds to undertake activities in support of sustainable graduation
- Put in place a **Graduation Support Fund**
- **Support the proposal floated** to provide preferential access to the extent of **Domestic Value Addition** in graduating LDCs
- **Embed concerns of graduating LDCs** in ongoing negotiations where decisions may be taken at MC13, keeping in the purview the perspectives as both **graduating LDC** and **future (non-LDC) developing country**

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.3.3: Strategies to take advantage of built-in measures

- There is already 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

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

- Support for Graduating LDCs in Various Trade-related Areas

Programme	Area of support and the provider	Extension period after graduation
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.)

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.3.4: Middle income graduation and avoiding the MIT

- Bangladesh will soon graduate from a 'gap country' to a 'blend country' to a 'non-blend' country (exclusively WB-IBRD) which will result in more stringent aid conditionalities and non-concessional loans at a time when it will require more foreign resources to prepare for LDC graduation
- A renewed effort will be needed to ensure best use of aid money to avoid debt distress and the dreaded debt trap. Bangladesh should be cognisant of the middle income trap (MIT) and avoid it by pursuing appropriate macro-economic and fiscal-monetary policies by ensuring good value for money in implementing development programmes
- Move towards (partial) convertibility of BDT may become a necessity
- New sources of funding such as AIIB and NDB (to which Bangladesh has been invited), issuance of sovereign bonds, should be more actively explored

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

Table 4: Number of Years Taken to Graduate from LMIC to UMIC

Country	Number of Years Taken for Transition	Country	Currently in LMIC group
Maldives	17 years	Bhutan	14 years
Thailand	24 years	India	13 years
Columbia	22 years	Pakistan	12 years
Peru	22 years	Vietnam	11 years
Paraguay	28 years	Philippines	34 years

Source: World Bank n.d.

Note: Median number of years countries took to graduate from LMIC to UMIC was 15 years (calculations based on information for 23 countries which made the transition to LMIC and graduated to UMIC between 1960 and 2014).

Table 5: Number of Years Taken to Graduate from UMIC to HIC

Country	Number of Years Taken for Transition	Country	Currently in UMIC group
Uruguay	26 years	Malaysia	28 years
South Korea	15 years	Thailand	10 years
		Brazil	33 years
		Argentina	33 years
		China	10 years
		Mexico	30 years

Source: World Bank n.d.

Note: Median number of years countries took to advance from UMIC to HIC was 23 years (calculations based on information for 15 countries which made the transition to the UMIC and graduated to HIC between 1960 and 2014).

- **Brazil's FDI is only 1.2 per cent of GDP**, similar to what this was when the country became an UMIC
- Bangladesh will need to **learn from the experience of countries** which have fallen into middle income trap (MIT) – either LMI trap or UMI trap

Part B: Bangladesh's Dual Graduation: Challenges and Actions Needed *(contd.)*

B.4: Rising Cost of Borrowings

Table 3: Fluctuating LIBOR and SOFR Rates

Year	LIBOR (%)	SOFR (%)
2015	0.794	
2016	1.376	
2017	1.788	
2018	2.759	1.98
2019	2.371	2.2
2020	0.766	0.36
2021	0.299	0.04
2022	3.4	1.64
2023	5.47	4.88

Note: All the rates are for 12 Months

LIBOR: London Interbank Offered Rate

SOFR: Secured Overnight Financing Rate

Source: Global Rates (2023).

Part C: Learning From Republic of Korea: Lessons For Bangladesh

C.1: Korea's Sustained, Long Run Growth

PER CAPITA GDP OF KOREA, THE OECD, AND EMDES (CURRENT USD)

- Korea is among the rare countries that recently escaped the "middle- income trap" and became a high- income country.
- In 1995, Korea crossed the WB's GNI per capita threshold for high- income economies
- Per capita GDP of US$34,998 and 10th largest economy in the world (2021)

Source: Calculations based on data from World Development Indicators, World Bank (https://datatopics.worldbank.org/world-development-indicators).
Note: EMDEs = emerging markets and developing economies; OECD = Organization for Economic Co-operation and Development.

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Soh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.1: Korea's Sustained, Long Run Growth (Cont.)

- Korea's growth benefited from contributions from both investments and productivity improvements.
- Korea accelerated GVC integration in mid-1990s through expansion of ODI, becoming a major exporter of key intermediate goods.
- Greater share of high-technology exports and greater complexity of export
- Since mid-1990s, important liberalization was pursued through over 50 FTAS
- Korea complemented tariff reductions with major trade facilitation reforms, including Export Credit Agencies (ECAs) and Export Promotion Agencies (EPAS)

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Soh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.1: Korea's Sustained, Long Run Growth (Cont.)

- National economic planning and human capital development planning have been closely interlinked
- Sequential expansion of primary education, secondary and then tertiary education. Academic education reforms focused on strengthening STEM education and R&D development
- Integration of academic and vocational and technical tracks
- Korea has among the highest levels of digital adoption globally
- R & D spending increased rapidly

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Soh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.2: Financial Sector Reforms and Capital Market Libera

- ❖ Financial sector overhaul was central to the transformation from state-led to market-led growth model
- ❖ Pre-AFC, gov interventions in the financial sector resulted in significant debt accumulation:
  - Preferential access given to chaebols was central to industry policy
- ❖ Reform as big bang approach to monetary policy reforms:
  - Capital market liberalization
  - Financial sector globalization
  - Introduction of a fully floating exchange rate system
  - Corporate and government bonds opened to foreign investors
  - Ceiling on foreign investment in equities lifted
- ❖ Comprehensive restructuring and reform
  - Financial Services Commission Act overhaul, comprehensive
  - restructuring of the financial regulatory framework Loan portfolio composition change from large firms to SMEs
  - Significant restructuring of the Non-Bank financial institutions (NBFIs)
- ❖ Post-AFC reforms resulted in significantly strengthened stability and resilience of the economy for GFC gov interventions in the financial sector resulted in significant debt accumulation:

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Soh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

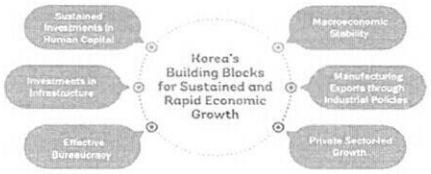
C.3: Policy Shift from Promoting Large to Small Firms

- Since the AFC, government support for business innovation was reoriented from large firms to SME the largest beneficiaries of public support for innovation
- 54 percent of policy support are allocated to technology intensive firms and potential innovators.

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Soh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.4: 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, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.5: Key Lessons for Developing Countries

- In earlier decades, a proactive government ("development state") promoted manufacturing exports through industrial polices that channeled financing to manufacturing firms.
- The Asian Financial Crisis exposed the limits of the existing growth paradigm and the transformation from an input-led to a productivity- and innovation-led economy.
- Transition to a High Income Economy Required a Fundamental Transformation of the Paradigm

Lesson 1. Evolution of the growth paradigm (governance and institutions) to transit to more market-led economy.

- ❑ Complete overhaul of the financial sector, to market-based financial intermediation.
- ❑ From targeted industrial policies to promotion of market competition and technology
- ❑ From promoting large firms to greater focus on SMEs.
- ❑ From technology adoption to frontier technology generation.

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.5: Key Lessons for Developing Countries (contd.)

Lesson 2. Sustained promotion of private enterprises.

- Historically, targeted support to large, manufacturing exporting firms to promote industrialisation and diversification into higher value-added sectors.
- At higher income, greater emphasis on promoting MSMEs and entrepreneurship; Market competition policy, corporate governance reforms, promotion of FDI
- Promotion of high-technology, R&D-intensive startups enabled new entrants

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.5: Key Lessons for Developing Countries (contd.)

Lesson 3. Riding the technology waves (from technology imitation to innovation)

- Early focus on industrial technology upgrading, building domestic capacity for S&T, IC infrastructure and digital government.
- Extensive support to enterprise R&D and digitalization of SMEs
- Direct investment in applied research through Government Research Institutes (GRIS)
- At higher income, greater emphasis on basic research
- National STI policymaking, implementation capabilities, comprehensive policy instruments
- Support for S&T education at high school and tertiary levels

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.5: Key Lessons for Developing Countries(contd.)

Lessons 4. Investments in Human Capital Development:

- Korea has historically prioritized investments in human capital development.
- Public leadership role and consistent commitments to designing and implementing HCD policies over the long term
- Systematically coordinate national economic planning and human capital development planning
- Academic education focused on strengthening STEM education and R&D development
- Integration of academic and vocational and technical tracks
- Transitioning to a more market- and demand-oriented approach to training and greater integration of education and training

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Part C: Learning From Republic of Korea: Lessons For Bangladesh (contd.)

C.5: Key Lessons for Developing Countries (contd.)

Lesson 5. Building support for reform through social consensus building

- Major land redistribution reforms provided an earl inclusive growth
- At early stages of development, expanding access to jobs had been the government's main approach to inclusive growth ("Grow First, Redistribute Later"). Could be contested though.
- Universal health insurance
- Post-Asian Financial Crisis (AFC), a tripartite committee of businesses, labor unions, and the government was formed to reach a consensus on reforms
- Post AFC, social protection programme (employment insurance net, active labor market programs) skills development were significantly expanded

Source: Innovative Korea: Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Part D: Addressing the Challenges of LDC Graduation

D.1: Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward

Part D: Addressing the Challenges of LDC Graduation

D.2: 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

Part D: Addressing the Challenges of LDC Graduation

D.3: 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

Part D: Addressing the Challenges of LDC Graduation

D.4: Ensuring inclusive Dual Graduation

- Rising consumption, income and wealth inequality in Bangladesh
- Nature of inequality: Sectional and Spatial
- Rising inequality as a drag on future growth
- Leverage the implementation of LDC graduation strategy with SDG implementation
- Triangulation of the three pillars of Economic growth, Social inclusiveness and Environmental sustainability as per the aspirations articulated in Vision 2041

Part D: Addressing the Challenges of LDC Graduation

D.5: 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

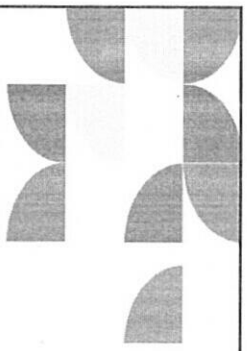
Is Deferment of LDC Graduation an option for Bangladesh?

- 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.

Module:10
Communication Competency

Basics of Academic Writing and Research Ethics

Academic Writing
Fundamentals



Academic writing is clear, concise, focused, structured and backed up by evidence. It is formal, objective (impersonal) and technical. It follows a particular 'tone' and adheres to traditional conventions of punctuation, grammar, and spelling.

Types of academic writing

Descriptive
The simplest type of academic writing. Its purpose is to provide facts or information. An example would be a summary of an article or a report of the results of an experiment.

Analytical

It includes descriptive writing (i.e. facts or information), plus the added feature of re-organization. That is, in analytical writing we not only give information, but we also re-organize it into categories, groups, parts, types or relationships.

Persuasive

Persuasive writing has all the features of analytical writing with the addition of the writer's own point of view. Most essays are persuasive, and there is a persuasive element in the discussion and conclusion of a research article.

Critical

Has all the features of persuasive writing (i.e. facts + re-organized + own point of view), plus the added feature of at least one other point of view. Examples include a critique of a journal article, or a literature review that identifies the strengths and weaknesses of existing research.

Key features of Academic Writing

Formal

Colloquial expressions, abbreviated forms of verbs, contractions, sexist and racial terms, idioms and emotional language should be generally avoided.

Explicit

It is explicit in relation to the message communicated. Sentences need to be connected in a clear way by means of words and phrases that show the logical organization of texts.

Precise

Sentences, terms, dates, figures and data must be precise and texts must be focused. There should be clear focus for each paragraph.

Structured

Different forms of academic writing have specific structures. It ensures that information is presented in a logical way and that ideas can be developed clearly and function as a unit.

Unbiased

Academic writing tries to convince using arguments that can be evaluated. Therefore, we have to use language and arguments that express neutrality.

Supported

Academic writing is characterized by acknowledging sources used to develop the writer's own views and ideas. Plagiarism is considered a severe academic crime.

The Dos and Don'ts of Academic Writing

Do not use slang, jargon, colloquialisms, or sexist language. **Example:** **Colloquialisms** (the use of informal or everyday language) Wanna – want to, Gonna – going to Y'all – you all **Jargon** (words that are meaningless outside of a certain context) ▪ low-hanging fruit – Business jargon meaning the easiest problems to fix. ▪ Flip flopper: Political jargon meaning a politician who changes his mind frequently.	**Use formal language** **Use words that do not show sexist bias** (Chairperson, Spokesperson, his/her, S/he, etc.)

Do not use shortened verb forms (contractions), such as they're, isn't, can't.	Use the full verb form instead, e.g. they are, is not, cannot
Do not use common vocabulary, such as have got, a lot, nice.	Make more formal vocabulary choices, e.g. have found, a great deal, etc.

Do not use personal pronouns e.g. I, you, we (unless specifically required)..	Be non-personal.
Do not use sweeping generalizations e.g. the people of the village were illiterate.	Be cautious in choosing words and leave room for exceptions. e.g. The overwhelming majority of the villagers were illiterate (James 2016).
Do not use bullet points or lists, unless it is in a report.	Use complete sentences and link these into logical paragraphs.

Do not take for granted that the spell check on the computer is accurate or will spot all spelling mistakes, since for example, the spell check will not pick up on whether vs weather.	Check spelling, grammar and punctuation etcetera. Proofread and use a dictionary. Ask somebody to proofread your text for you.
Avoid making assumptions or giving personal opinion (unless specifically asked).	Be objective.

Steps of writing

Pre-writing

Points to be considered:

- audience and purpose (who you are writing to and why)
- tone and style (how you transmit the information)
- gathering of information (brainstorming, analysing sources of information, etc.)
- outlining (organization of information)

Writing

Writing the first draft. At this stage, it is important to consider the main parts of the text, paragraph development and coherence as well as genre conventions.

Post-writing

- Revising content and organization
- Checking for grammatical accuracy
- Editing for style
- Proofreading and peer review

3 types of editing

- **Developmental editing:** In-depth review of the text, creating a complete, cohesive account.
- **Copy-editing:** Fine-tuning, improving the readability of the text and the strengths of the arguments.
- **Proofreading:** Finding and correcting mistakes in text.

Major forms of Academic Writing

Research Paper

Key features of research papers

- Clear statement of the problem and proposed solutions and results.
- Description of what has been done before and what is new.
- Description of the results in sufficient detail.
- Identification of the major aspects and significance of research.
- Description of what improvements they might suggest and the impacts they might have.
- An abstract with all necessary information presented briefly but comprehensively.

General format of a research paper

- Title
- Abstract
- Introduction
- Research problem
- Objective(s)
- Methodology
- Literature Review
- Result
- Discussion
- Conclusion
- References
- Appendices
- Acknowledgment

Key considerations

Keeping abreast of new knowledge
Tracking the latest results regularly in the concerned field of research.

New and relevant articles get published all the time. Two very important sources to keep abreast of new research are SCOPUS and Web of Science.

Scopus is Elsevier's abstract and citation database. It covers nearly 36,377 journals from approximately 11,678 publishers, of which 34,346 are peer-reviewed journals in top-level subject fields: life sciences, social sciences, physical sciences and health sciences.

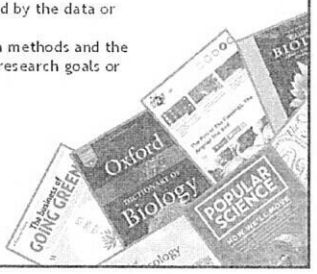
Choosing the right journal

Articles in our references will likely lead to the right journal.

We **MUST NOT** gamble by scattering the manuscript to many journals. International ethics standards prohibit ultiple/simultaneous submissions, and editors DO find out!

Criteria for manuscript evaluation

- Appropriateness of the topic for the journal.
- Originality or significance of the research.
- Strength of the conclusions, results, or interpretations as supported by the data or evidence.
- The validity of the research methods and the research design, given the research goals or aims.
- The quality of the writing.



Reading the 'Guide for Authors' carefully

Applying the Guide for Authors to the manuscript is vital (text layout, paper citation, figures and table, etc.). It will save the writer's and editor's time. Editors dislike wasting time on poorly prepared manuscripts. It is considered as a sign of disrespect.

The abstract: the advertisement of an article

A good abstract:

- Is precise and honest
- Can stand alone
- Uses no technical jargon
- Is brief and specific
- Cites no references

The quality of an abstract will strongly influence the editor's decision

Thesis/Dissertations

Thesis vs. Dissertation

In the USA, A thesis is submitted at the end of one's master's degree, and a dissertation is submitted at the end of a PhD. But in the Europe, it is the opposite, i.e. thesis is submitted for the PhD degree and the dissertation is submitted at the end of master's.

Key features of thesis/dissertation

- The thesis/dissertation should be "original" and "substantial".
- It should highlight original contributions. The essence of a thesis/dissertation is critical thinking. Analysis and concepts form the core of the work.
- Every major statement in a thesis/dissertation must be supported either by a reference to published scientific literature or by original work.

Common structure of a thesis/dissertation

Title	Should be succinct, specific, descriptive, and representative of the research
Abstract	It should be able to stand alone in representing why and how you did what you did, and what the results and implications are.
Acknowledgements	different kinds of help are appreciated and mentioned.
Contents page(s)	Shows the structure of the dissertation
Introduction	Provides general background of the relevant issues, articulates research problem, rationale and the research objectives.
Literature review	To show that the researcher is aware of where his/her own research fits into the overall context of research in the concerned field
Methodology	Describes the tools, processes, or materials used for the research
Results/Findings	Representation of the findings of the research
Discussion	Review of the research in relation to the wider context in which it is located
Conclusion	Summing up the finding and indication for future research
References and bibliography	includes all references in the required referencing style.
Appendices	Contains all supporting materials used for the research

Policy Paper

Policy papers contain critical analysis of an important issue or problem that involves research and development of a defensible plan (policy proposal) for solving the problem and formulation of workable strategies for implementing the plan.

The purpose of the policy paper is to provide a comprehensive and persuasive argument justifying the policy recommendations presented in the paper. It acts as a decision-making tool and a call to action for the target audience.

Major parts of a policy paper

- Introduction and Background of the issue
- Statement of the problem
- Current policies
- Alternative solutions
- Policy recommendations, feasibility & implementation strategies
- Summation and Conclusion
- Works cited/Reference

Research Ethics

Research ethics involves the application of fundamental ethical principles to research activities.

Ethical dilemmas in research

- Analyzing and sharing data
- Assigning authorship
- Conflict of interest
- Peer review
- Reporting misconduct
- Human subjects research
- Animal research
- Social responsibility
- Scientific freedom

Nazi Hypothermia Experiment (1940)

Milgram Experiments (1961)

Shared values in research

Accountability	Be reliable and responsible, from idea to publication
Carefulness	Avoid careless errors, keep good records of research activities
Competence	Improve professional competence through lifelong learning
Confidentiality	Protect sensitive information
Honesty	Convey information truthfully. Honor commitments.
Human subjects protection	minimize harm and risks, respect human dignity
Animal care	Do not conduct unnecessary or poorly designed animal experiments

Legality	Know and obey relevant laws and policies
Non-discrimination	Avoid discrimination on the basis of sex, race, ethnicity, or other factors
Objectivity	Try to be impartial and avoid bias and self-deception
Openness	Share data, results, ideas, tools, resources; be open to criticism and new ideas
Respect for intellectual property	Honor patents, copyrights, and other forms of intellectual property
Responsible publication	Publish for advancing research and scholarship, not only your own career
Social responsibility	Strive to promote social good and prevent or mitigate social harms

Shamoo A. and Resnik, D. (2015). Responsible Conduct of Research, 3rd ed. New York: Oxford University Press.

Core principles

- Maximize benefit for individuals and society, and minimize risk and harm.
- Rights and dignity of individuals/ groups should be respected.

- Participation should be voluntary and appropriately informed.
- Conducted with integrity and transparency.

- Lines of responsibility and accountability clearly defined.
- Independence of research to be maintained and, where conflicts of interest cannot be avoided, they should be made explicit.

- Challenge any form of harassment, discrimination, intimidation, exploitation, abuse.
- Not allow the abuse of positions of power and unequal power relationships.

Authorship

Authorship and accountability go hand in hand. People should be listed as an author only if they:

- Have made a significant intellectual contribution to the paper.
- Are prepared to defend and explain the paper and its results.
- Have read and reviewed the paper.

Possible roles as authors

- Defining problems
- Proposing hypotheses
- Summarizing the background literature
- Designing experiments
- Developing the methodology
- Collecting and recording data
- Providing/Managing data
- Analyzing data
- Interpreting results
- Assisting in technical/logistical aspects of research
- Applying for a grant/obtaining funding
- Drafting and editing manuscripts

Conflict of Interest

Three levels of conflict of interest:

- **Real:** The author has financial or other interest that could unduly influence her/his position with respect to the subject matter being considered.
- **Apparent:** The interest would not necessarily influence the author but could result in the author's objectivity being questioned by others.
- **Potential:** The author, being reasonable, might be uncertain as to whether or not an interest should be reported.

Ethics in publishing

Fabrication of data	Creating fake data
Data falsification	Manipulating the data
Plagiarism	Copying from other publications
Dual Publication	Submitting same article to many publishers at the same time
Inappropriate authorship	Not giving due credit to contributing authors
Gift authorship	Including as author in lieu of funds/obligation

Negligent Carelessness and Citation Bias

- A failure to adequately review the literature on a topic.
- Lack of candor or completeness in describing one's research methods.
- Citation of articles without having read the primary sources.
- Selective citation of only those articles that support a particular point of view.

Predatory journals

Journals that prioritize self-interest at the expense of scholarship and are characterized by false or misleading information, deviation from best editorial and publication practices, a lack of transparency, and/or the use of aggressive and indiscriminate solicitation practices.

How to spot Predatory Journals

- Not indexed by Scopus, Web of Science, or other legitimate abstracting or indexing services or databases.
- Journal title mirrors the title of an established journal with one or two words being different.
- Journal is not published by reputable or known publisher.
- No regular publication activity visible. Does not state a fixed number of issues and volumes to be published per year.

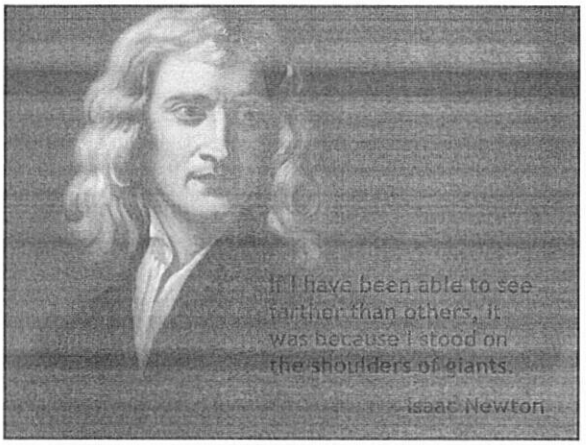
- Rapid publication is promised.
- Does not have clear policies on retraction, corrections or plagiarism.
- Publishes papers that are far outside the scope of the journal.
- Manuscripts are requested to be submitted by email instead of through an online submission system.

Plagiarism

Derives from the Latin word "Plagiarius" which means a kidnapper.

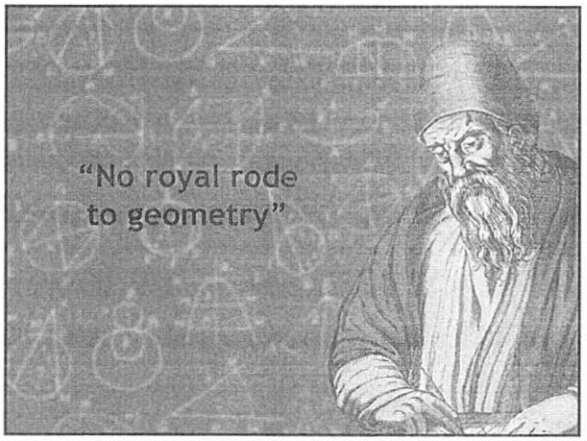
Plagiarism is an instance of someone using someone else's intellectual product (such as texts, ideas, or results), thereby implying that it is their own.

Gert Helgesson
Stefan Eriksson



Why plagiarize?

- Inherent desire to be successful by cutting corners.
- Fear of discrimination for failure, promotion, financial or job gains.
- Laziness combined with weak ethics.
- Lack of education and awareness.
- Shortage of time, inadequate preparation, poor English or writing skills.



Direct plagiarism: overt passing-off of another writer's words as your own.
Paraphrasing plagiarism: when a writer reuses another's work and changes a few words or phrases.
Self-plagiarism: Reusing content from one's previous works without proper citation.
Patchwork plagiarism: Where plagiarized work is interwoven with the writer's original work.

Source-based plagiarism: Citing sources correctly but present the sources in a misleading way, e.g. referencing a secondary source but only crediting the primary source from which that secondary source is derived or citing an incorrect source and even making up sources.

Accidental plagiarism: Forgetting to cite your sources in your work, not citing your sources correctly or failing to put quotes around cited material.

Essay mills

Production of dissertations or other academic works written by qualified professionals that cannot be detected by anti-plagiarism software.

Articles accepted by prestigious journals are offered to researchers that have only to pay to add their names to the list of authors and thus expand their curriculum.

Be smart and safe. Avoid plagiarism

- Always acknowledge the original source.
- Avoid writing multiple articles if you can present a large complex study in a cohesive manner in a single article.

- Along with the manuscript, submit a cover letter to the editor, clearly stating any instances of overlapping from previous publications and asking for advice.
- Cite references accurately. Read the instructions to authors to know what style you need to use.

- Don't misinterpret or manipulate what was intended in a source to suit your needs.
- When using citations gleaned from secondary sources, make sure those citations actually exist and find out what was really conveyed in those cited sources.

THANK YOU

Module:11
Fitness and Well-being

Effects of Sedentary Lifestyle And Its Management

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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 ?

A **sedentary lifestyle** is a type of Lifestyle with no or irregular Physical activity .

Sedentary activities include :

- Sitting
- Reading
- Typing
- Watching television
- Playing video game and computer use

for much of the day with little or no vigorous physical exercise.

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

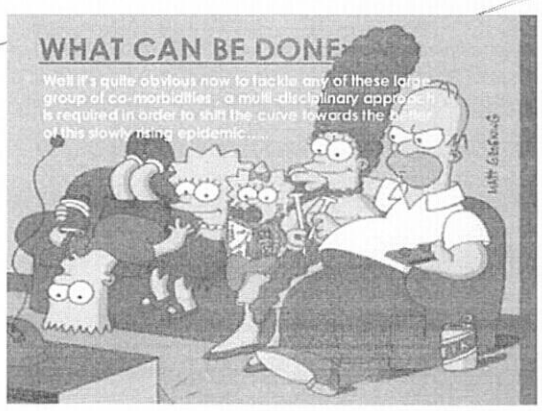
- Old age" occurs because we take into our bodies, mainly in food, harmful substances which for one reason or another, the excretory organs fail to eliminate.
- Some of these substances serve no purpose at all in the body and are best avoided if possible, and some are perfectly normal by products of 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 ?

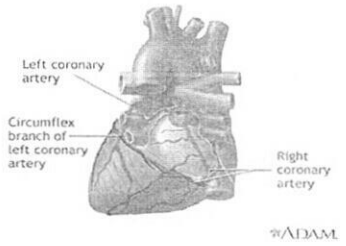
A non-communicable disease, or NCD, is a medical condition or diseases which by definition is non-infectious and non-transmissible among people. NCDs may be chronic diseases of long duration and slow progression.

- **Major Non Communicable diseases (NCD) :**

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesity1
- 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

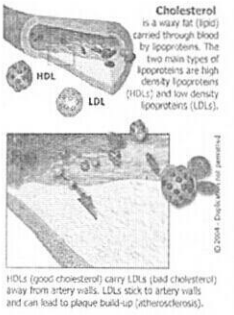
Just adding a little movement to our life can:

- 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

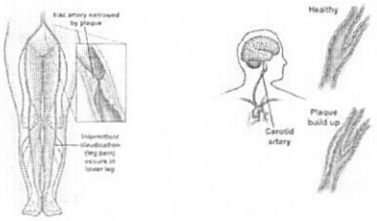
These fatty substances travel in the blood attached to proteins known as lipoproteins
Lipoproteins:
Chylomicrons
LDL (low density lipoprotein)
HDL (high density lipoprotein)
VLDL



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

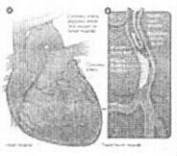


What **is HDL Cholesterol?**

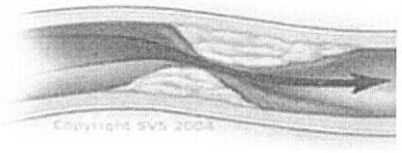
- High-density lipoprotien (HDL)
  - "Good" cholesterol
  - Carries cholesterol away from the arteries and back to the liver
  - High levels of HDL appear to protect against heart attack
  - Low HDL indicates a greater risk for heart attack

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



Why it becomes a Silent Killer ?

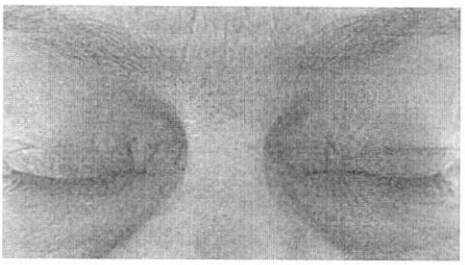


- Coronary Artery Block.

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.

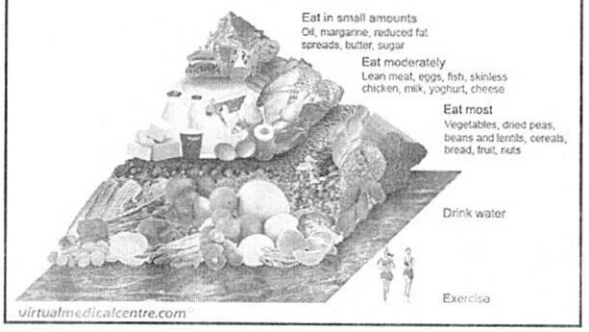
There are six nutrients:

- 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.

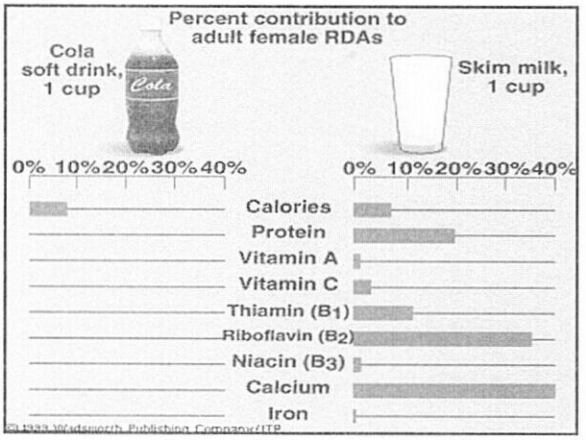
Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

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:

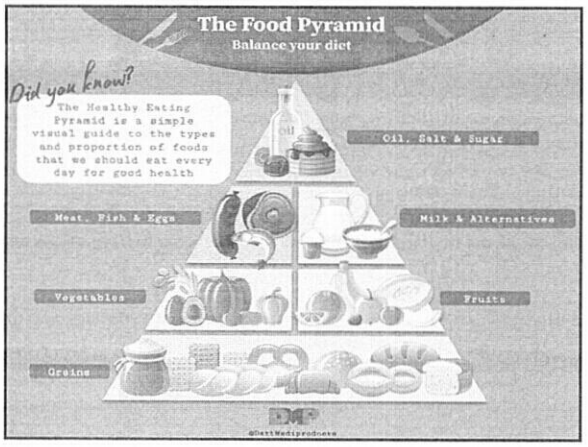
Benefits of good nutrition or eating healthy are

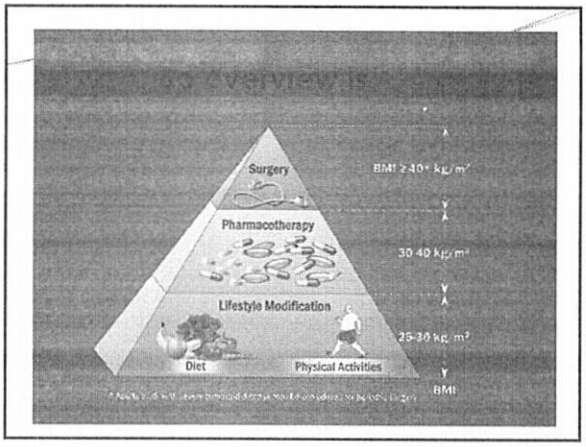
- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory

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?

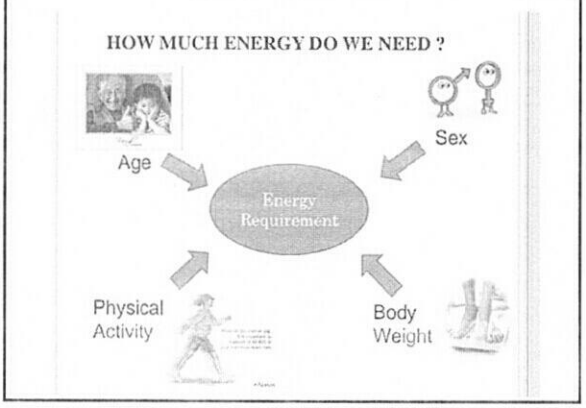
- Diet:
  - Low intake of rice and wheat products
  - Restriction of high calorie diet
  - Increase intake of low calorie diet
  - Increase fiber containing diet intake
  - Prepare foods with little or no oil.
  - Avoid sugary foods : Candy, Jelly, Jam etc.
  - Limit beverage drinks.

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



275 275

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

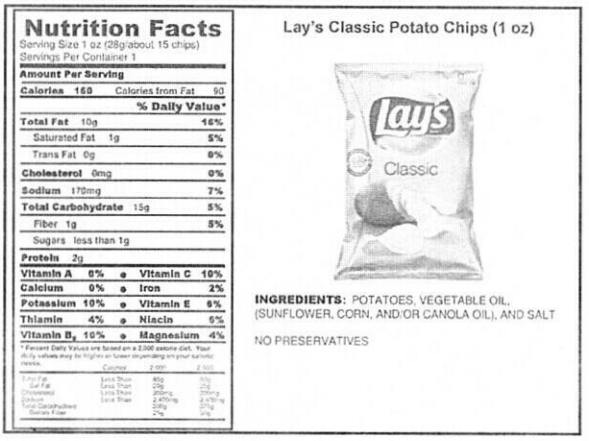
Preparations	Quantity	Calories (Kcl.)
Mutton curry	1 cup	325
Chicken curry	1 cup	300
Samosa	1 no.	200
Fruit cake	1 no.	270
Sweet	1 no. (Med.)	140
Custard	1 cup	320
Ice-cream	1 cup.	400

Approximate Caloric Value of Some Cooked Preparations

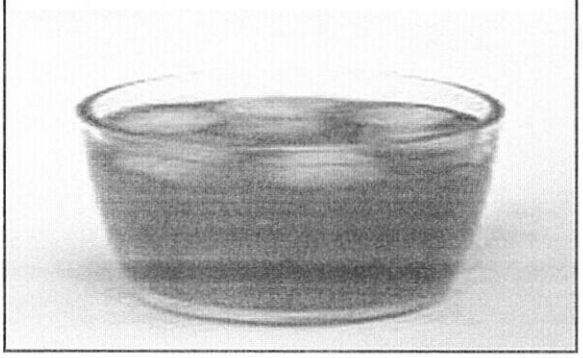
Preparations	Quantity	Calories (Kcl.)
Tea (2 tsp sugar +50 ml milk)	1 cup	75
Cow's milk (2 tsp Sugar)	1 cup	110
Soft drinks	200 ml	150
Cashew nut	10 Nos.	95
Pea nut	50 Nos.	90

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



250 ml of Coca cola contain about 100 calorie



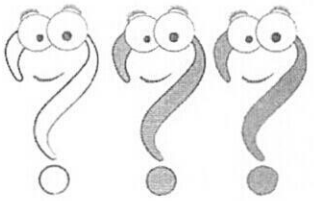
Population advice to prevent NCD

- 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.

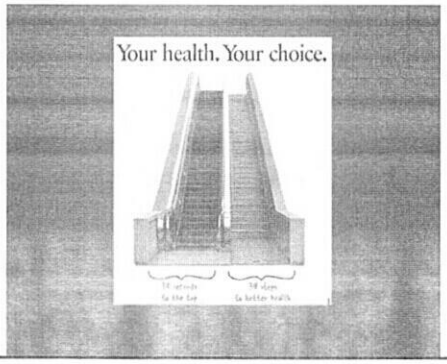
How to cut down fat in food

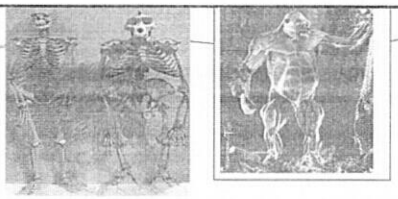
- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.

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 in bears, cows, bulls, horses, big cats, boars, 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 using its 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 200 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 30 miles without training.

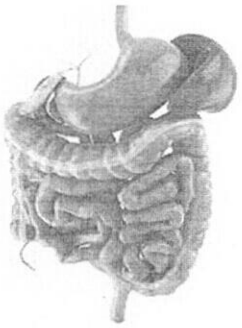
The gorilla doesn't need to work out to get strong. It must be strong, therefore it is strong. It does not have to work on a daily basis. It has more fast twitch muscle fibers and they are stronger than yours. The gorillas bone density is much higher, the bones are thicker, the heart and lungs bigger.

You as human does not need to be physically strong to survive. You need to be smart. Excess muscle is a waste of resources, especially if you don't need it. If you stop working out, you will lose most of your hard earned muscle. The gorilla will not.

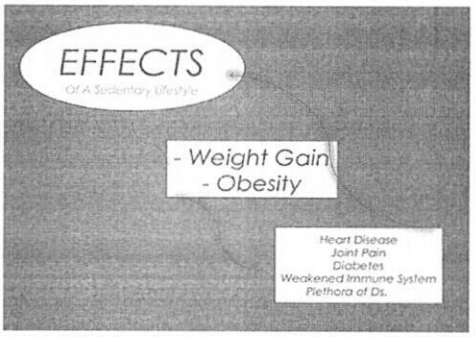
To put things better in perspective compare the fitness of a man and a gorilla.

Skeleton of Human And Gorila

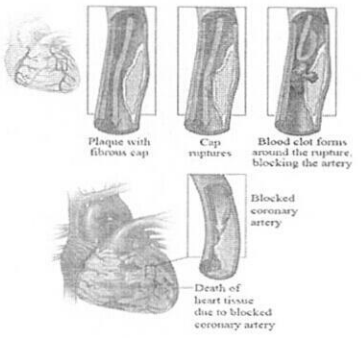
Digestive System



Effects of Sedentary Lifestyles

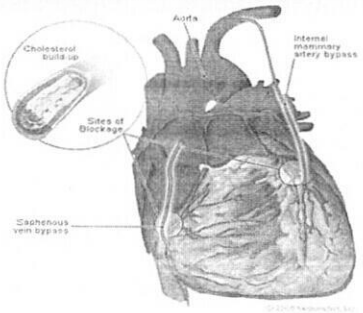


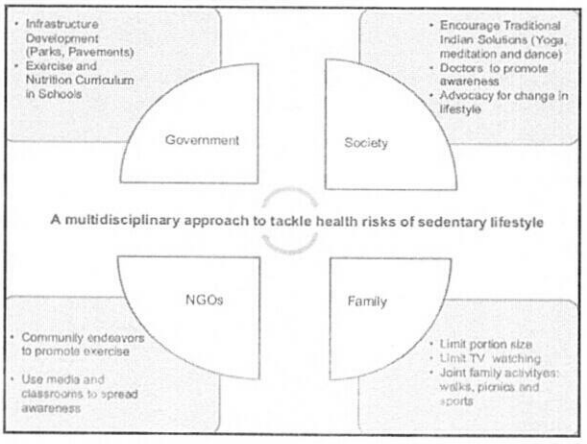
Heart Attack



Bypass Surgery

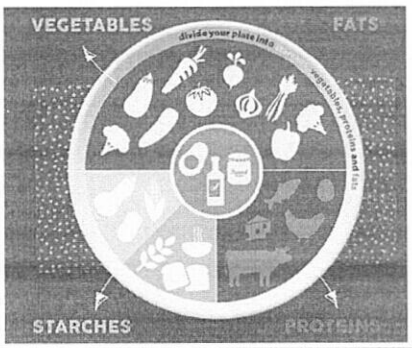
Coronary Artery Bypass





Healthy Plate Model

Healthy Plate Model



THE EIGHTFOLD PATH (EUGENE BARDACH, 2009)

Presented by Khoa Nguyen (Ken)

8 steps

2

- Step 1: Define the Problem
- Step 2: Assemble Some Evidences
- Step 3: Construct Alternatives
- Step 4: Select the Criteria
- Step 5: Project Outcomes
- Step 6: Confront Trade-offs
- Step 7: Decide
- Step 8: Tell Your Story

Step 1: Define the Problem

3

- What is the problem?
- Why is it a problem?
- Is it a public problem?
- Can it be measured? How could it be measured?

Step 1: Define the Problem (cont)

4

- Think of deficit and excess
  - Use "too" in the definition
- Make the definition evaluative
  - What is a problem?
  - Is it a public problem?
  - "market failure"; "government interventions"

Step 1: Define the Problem (cont)

5

- Quantify if possible
  - Example: "too many homeless in the America"
  - Gather information
  - Develop an estimate
- Diagnose conditions that cause problems
  - Conditions that cause problems are also problems

Step 1: Define the Problem (cont)

6

- Identify latent opportunities
  - Missing an opportunity is also a problem: Be proactive
- Common Pitfalls:
  - Do not define solution into problem, be skeptical about causal claims
    - E.g.: there are too few schools for children to study
  - Accepting too easily the causal claims implicit in diagnostic problem definition
    - Causes could be problems; but must be real, not be assumed

Step 2: Assemble Some Evidence

7

"The goal [of policy research] is to improve one's understanding of the policy problem, and of possible means of coping with it, to the point where it is possible to advocate a responsible course of action."

- Eugene Bardach

Step 2: Assemble Some Evidence (cont)

8

- Why we need evidences?
  - to assess the nature and extent of the problem;
  - to assess the particular features of the policy situation you are studying;
  - to assess policies that have worked in similar situations.
- Data
  - Facts, or representations of facts
  - Data include all sorts of statistics but go well beyond statistics

Step 2: Assemble Some Evidence (cont)

9

- Think before you collect
- Review available literature
- Survey "Best practices"
- Use analogies of similar programs
- Start early
- Touch base, gain credibility, broker consensus
- Free the captive mind
  - Do not ignore who disagree

Step 3: Construct the Alternatives or Policy Options

10

- What are well-known alternatives?
- What is being done about this problem in other places and times?
- What alternatives could we invented? What could we do ourselves? What could the community do with the government help?

Step 3: Construct the Alternatives or Policy Options

11

- Start comprehensive, end up focused
  - Don't worry, it should not take much time to decide whether an idea might be worth considering further
  - Include politically considered, invent new alternatives.
- Model the system in which the problem is located
  - Market model
  - Production model
  - Evolutionary model

Step 3: Construct the Alternatives or Policy Options

12

- Conceptualize and simplify the list of alternatives
  - Be simple
- Design policy alternatives
  - Design at least one to add on
  - How?
- Beware a linguistic pitfall
  - What do we mean by "alternatives"?

Step 4: Select the Criteria

13

- Commonly used evaluative criteria:
  - Efficiency: BC and CE
  - Equality, equity, fairness, justice
  - Freedom, community, and other ideas
  - Process values
- Weighting conflicting evaluative criteria
  - The political process takes care of it
  - The analyst imposes a solution

Step 4: Select the Criteria

14

- Commonly used practical criteria
  - Legality
  - Political acceptance
  - Robustness and improvability
- Useful criteria in optimization models
  - Linear programming
  - Linguistic clarity

Step 5: Project the Outcomes

15

- It's the hardest step
- Projection = Model + Evidences
- Write the scenarios, consider multiple perspectives and implementation issues
- Think through unexpected consequences.
- Be realistic, guard the optimism

Step 5: Project the Outcomes

16

- Extend the logic of projection
  - Use metaphor to yield the qualitative insights
  - Use social science
  - Use multiple models → look for the best
  - Selected models need to be used in conjunction with evidence.
- Magnitude estimates
  - Broad and importance?

Step 5: Project the Outcomes

17

- Break-even estimates
  - The problem of uncertainty → threshold analysis.
- Confront the optimism
  - scenario writing
  - the other guy's shoes heuristic
  - undesirable side effects
  - ethical costs of optimism

Step 5: Project the Outcomes

18

- Construct an outcomes matrix
  - Assess the complex and uncertain scenarios.

	Political Feasibility	Fairness	Maximize increase in healthy food
Good Neighbor Resolution	Easy	Fair	Likely little impact
Restricted-use District	Difficult	unfair to new merchants	Increasing impact overtime
Good Neighbor Program	Doable	Favors participants, but voluntary	Immediate small impact

Step 6: Confront the Trade-Offs

19

- Simplify comparisons
- Focus on outcomes
- Simplify the comparison process
  - eliminate weaker alternatives
  - compare to a base case
- Focus – Narrow - Deepen

Step 7: Decide

20

- Good process = good result
- Partnership has barriers to consensus due to multiple perspectives
  - Could lead to better decision-making

Step 8: Tell Your Story

21

- Tell your story to people. Who?
- Gauge your audience
- Consider what medium to use
- Give your story a logical narrative flow

Step 8: Tell Your Story

22

- Some common pitfalls
  - Following the eightfold path too closely
  - Compulsive qualifying
  - Showing off all your work
  - Listing without explaining
  - Spinning a mystery yarn
    - Start from the conclusion
  - Inflating the style

Step 8: Tell Your Story

23

- Structure your report
  - Using a memo format
  - Develop a press release

Occupational Health Hazard and Its Management

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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

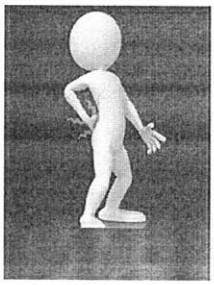
Health Hazards Among Executives

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)

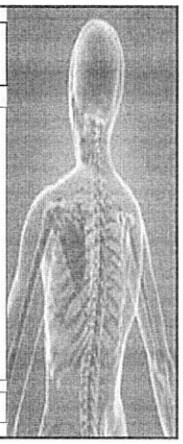
About Our Back

Spine

Intervertebral disc

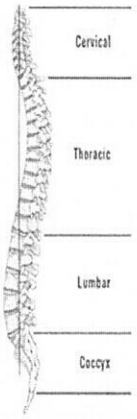
Core muscles

Larger muscles- Gluteus and hamstrings



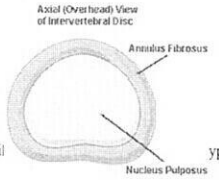
It Consists of three curves

- Cervical
- Thoracic
- Lumbar



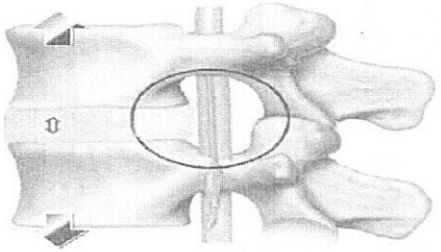
IV Discs

Load through the spine is further absorbed by the intervertebral discs.



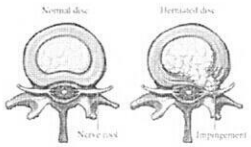
Each disc is a fluid fil ype and direction of the load.

Mechanism

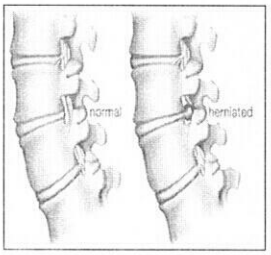


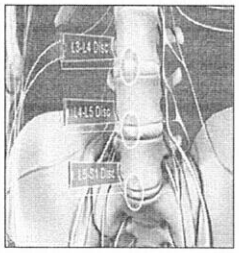
Disc herniated cont…

Disc herniated



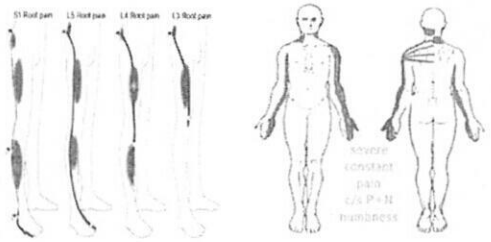
Common sites





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

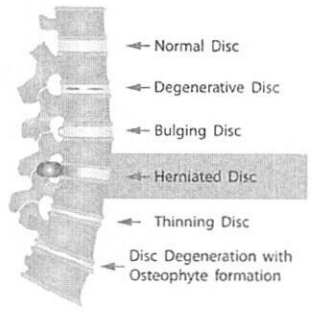


Back Pain

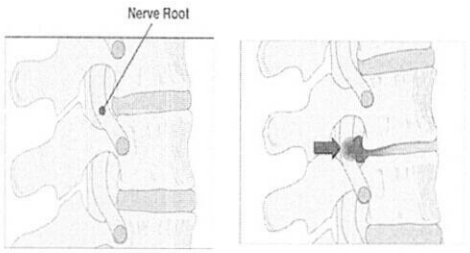
Sign and symptom:

- 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

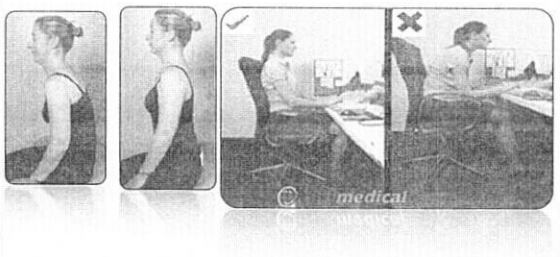

LBP Prevention

Posture And Lifting

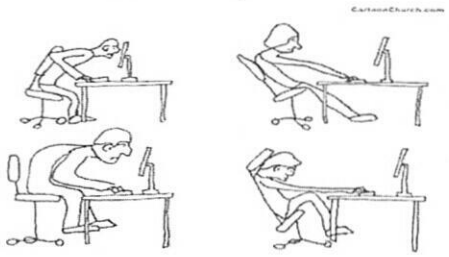
Posture

Lifting

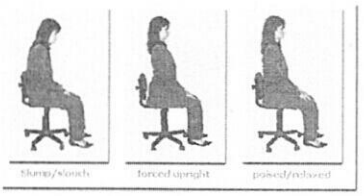
Maintain good posture



Avoid bad posture

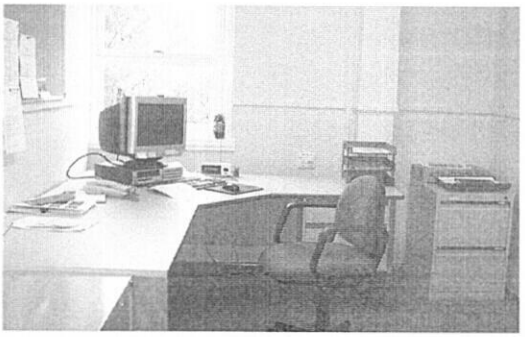


Appropriate sitting in the chair

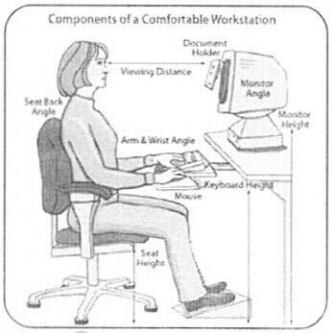


Poor Workstation Layout

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

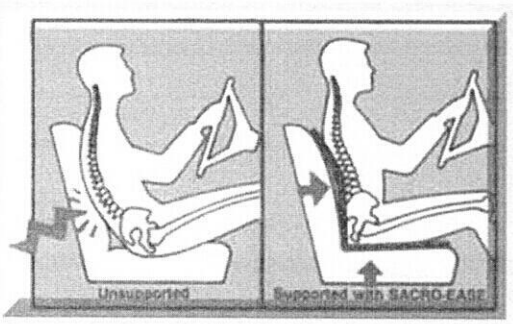
Back care supportive equipment

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

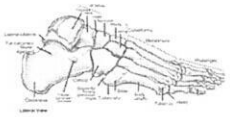
C- Compression

E- Elevation

Rehabilitation program:

Strengthening exercise, cycling, swimming, walking, staring etc.

Foot pain



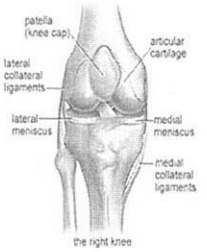
Calcanium spar or Planter fasciitis:

- 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.

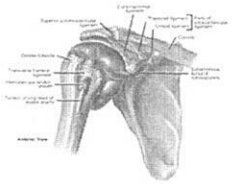
Treatment: Physiotherapy

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



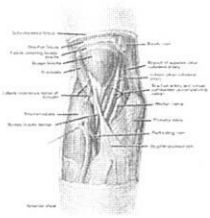
Sign and symptom:

- 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:

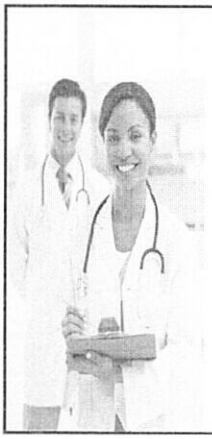
- ❑In the morning comparatively taken heavy diet
- ❑ In lunch time take less food
- ❑ Night time try to eat very light food. Within 7.30 pm.
- ❑Use Good shoe- its act as body shock absorber.
- ❑ For foot pain – use heel cushion
- ❑ For Diabetic patient – Walking , cycling, Swimming etc

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.

Role of physiotherapist in health services

Treatment & Rehabilitation- Stretching, strengthening etc.

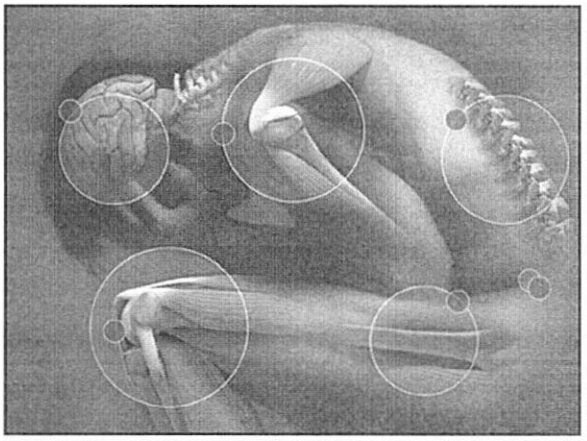
Environment Modification- Home modification, job environment modification etc.

Professional Autonomy

Individual physical therapists should have the **freedom to practice their professional judgment**, whether they are working in heath 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 profrssionals.** (APA)



Hospital and clinics

Rehabilitation centers

Sports centers

Community Based Rehabilitation

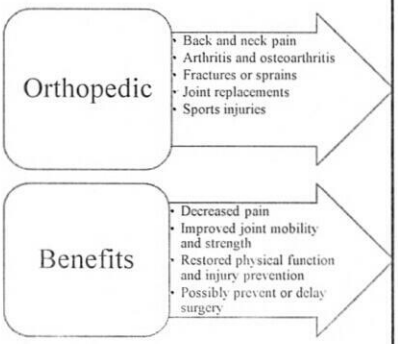
Academic institutions

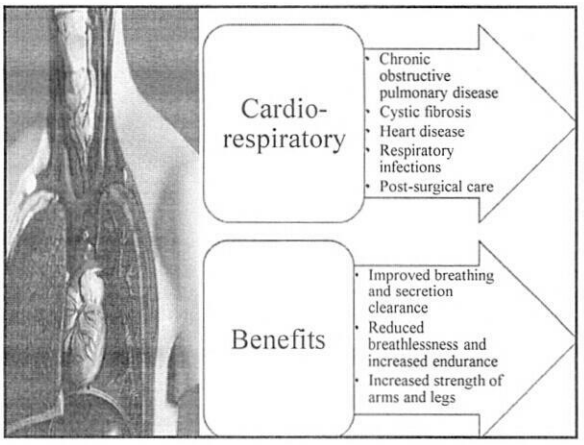
Research

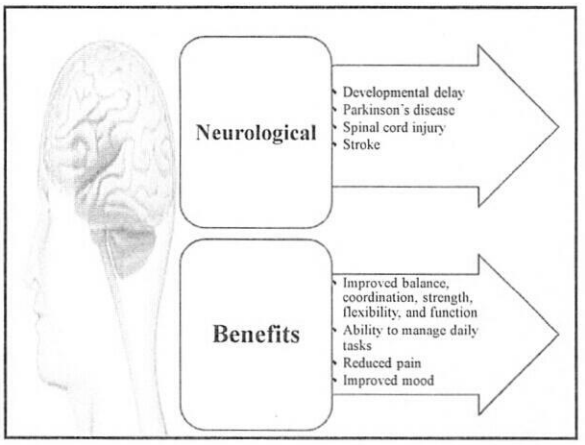
Management

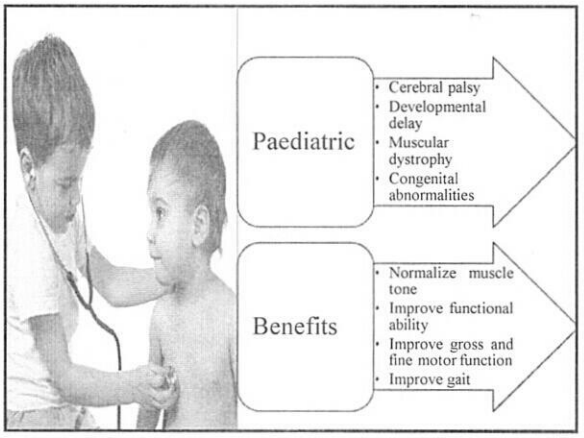
Special needs school

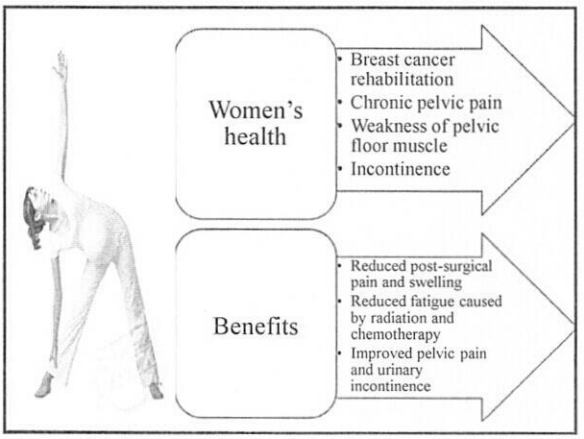
Conditions treated by Physiotherapists

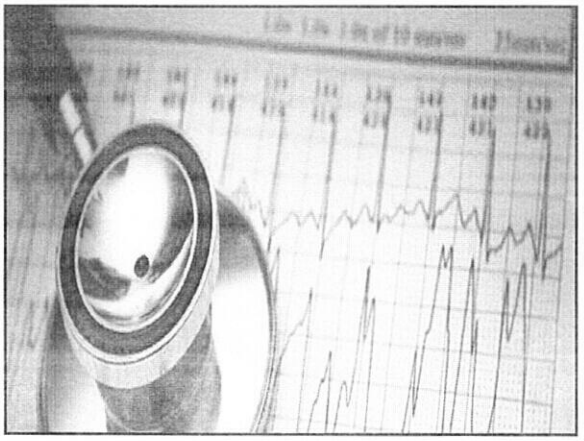


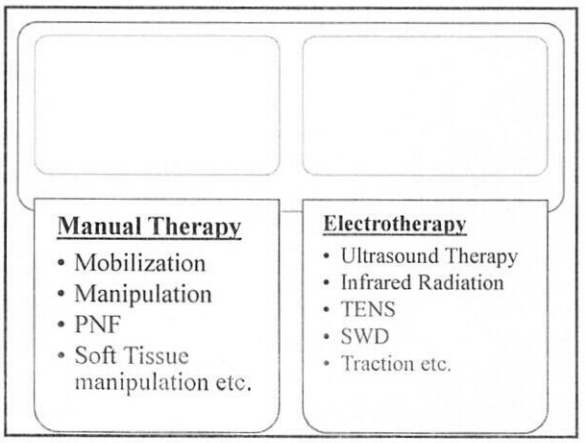

Cardio-respiratory
Chronic obstructive pulmonary disease
Cystic fibrosis
Heart disease
Respiratory infections
Post-surgical care
Benefits
Improved breathing and secretion clearance
Reduced breathlessness and increased endurance
Increased strength of arms and legs


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.

Hydrotherapy
- Sitz bath
- Wraps
- Wet sock treatment
- Hot fomentation etc.

Exercise Therapy
- Aerobic & Anaerobic Exercise
- Agility training
- Flexibility Training etc.
- Stretching & strengthening

Orthotics & Prosthetics
- Prescription of appropriate orthotics and prosthetics and its management training

Ergonomics & Work Place Safety
- Work Place Modification
- Work Place Safety etc

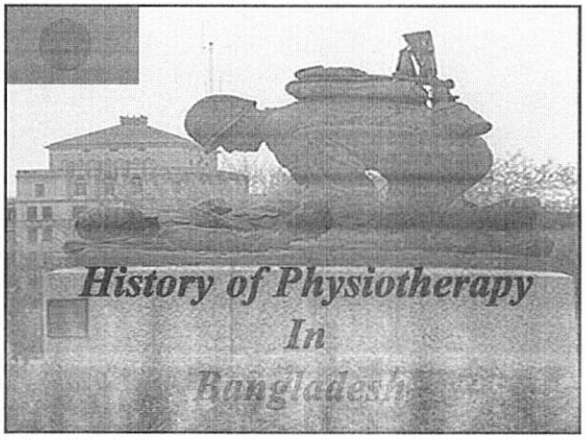
Rehabilitation
- Cardiac Rehabilitation
- Post- operative Rehabilitation
- Sports Injury Rehabilitation etc.

Infiltration:
Intra-articular

Pharmacotherapy
Investigation
prescription

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.



Physiotherapy in Bangladesh was started At 1973,after liberation war of Bangladesh for the treatment and rehabilitation of injured person

It was first started at R.I.H.D. (NITOR) under affiliation of Dhaka University

In the government gadget of 1985 1st class post was created for physiotherapist. But at present those posts are occupied by other professionals.

At 10th June, 2009 honorable health minister has established the foundation stone of college of physiotherapy. But the work has not started still now.

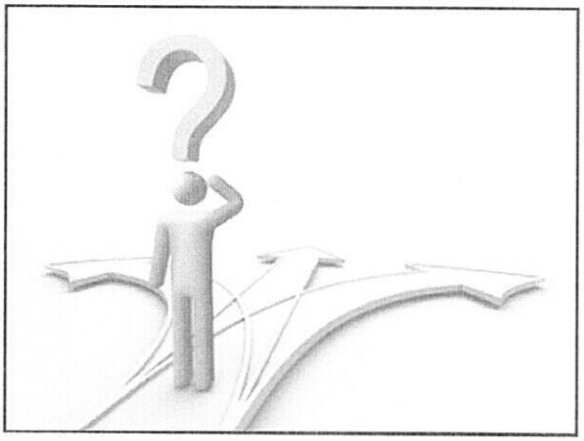
The controlling organization of Physiotherapy is Bangladesh Rehabilitation Council Act - 2018.

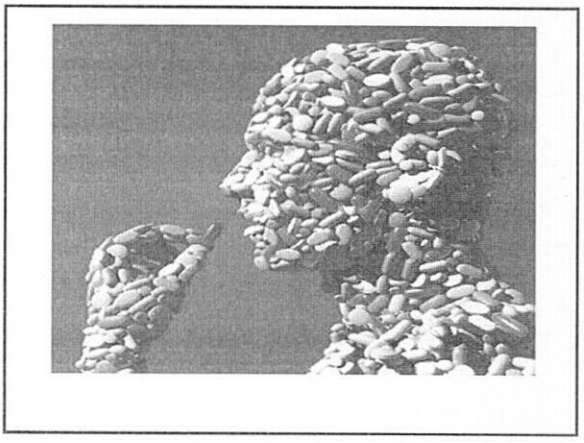
Bangladesh Physiotherapy Association (BPA) is our Professional Organization

Bangladesh Physiotherapy Association (BPA) is the member of World Confederation for Physical Therapy (WCPT)

Recommendations

- Pain & Therapy related class also include others academic training institutes.
- Create job for Physiotherapist in health sectors





Common Health Related Diseases

Dr. Md. Mostafizur Rahman

MBBS (Dhaka Medical College)
MPH (Nutrition), (Dhaka University)
CCD (BIRDEM)
Medical Officer (Grade-4)
BPATC Savar Dhaka.

Session Plan

- Brief discussion on noncommunicable diseases.
- Preventive management of NCD
- Definition of nutrition and measurement of nutritional status.
- What is Sedentary lifestyle?
- Effects of sedentary lifestyle
- How to maintain body weight
- Daily calorie management.

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 elliminate.
- 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.

What is Sedentary Lifestyle ?

A **sedentary lifestyle** is a type of Lifestyle with no or irregular Physical activity .

Sedentary activities include :

- Sitting
- Reading
- Typing
- Watching television
- Playing video game and computer use

for much of the day with little or no vigorous physical exercise.

Effect of Sedentary Lifestyle

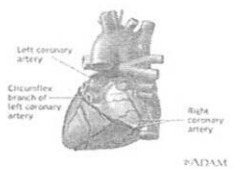
- Anxiety
- Cardiovascular disease
- Mortality in elderly men by 30% and double the risk in elderly women
- Deep vein thrombosis
- Depression
- Diabetes
- Colon cancer
- High blood pressure
- Obesity
- Osteoporosis
- Lipid disorders
- Kidney stones
- Spinal disc herniation (Low back pain)

• Major Non Communicable diseases (NCD) :

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesity1
- 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

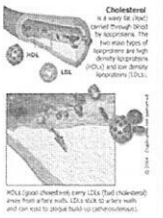
Lipoproteins:

Chylomicrons

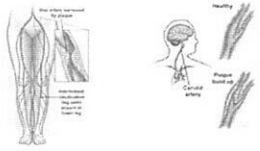
LDL (low density lipoprotein)

HDL (high density lipoprotein)

VLDL



Hyperlipidaemia

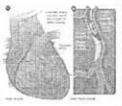


What is HDL Cholesterol?

- High-density lipoprotein (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



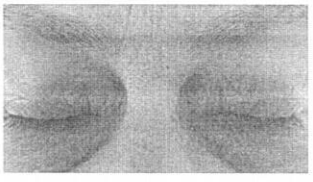
Why it becomes a Silent Killer ?

- 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. ...
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- 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 Glye	≥ 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

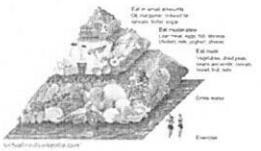
Nutrition = The study of food.
Food = Any substance that contains nutrients.
Nutrients = Any substance which can be digested and used by the body.

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.

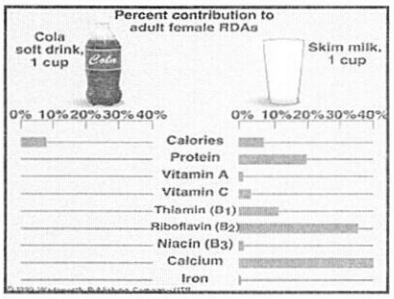
Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

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:

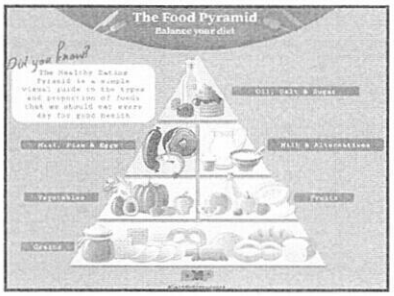
Benefits of good nutrition or eating healthy are

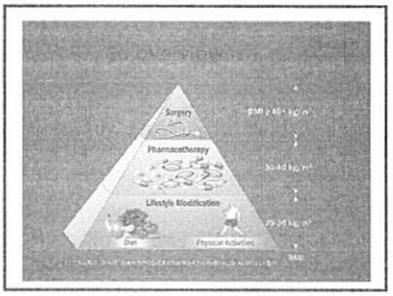
- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory

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?

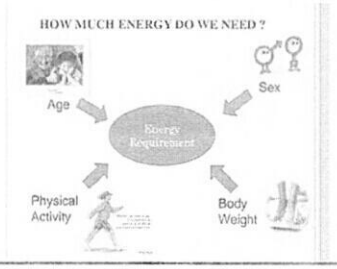
- **Diet:**
  - **Low intake of rice and wheat products**
  - **Restriction of high calorie diet**
  - **Increase intake of low calorie diet**
  - **Increase fiber containing diet intake**
  - **Prepare foods with little or no oil.**
  - **Avoid sugary foods : Candy, Jelly, Jam etc.**
  - **Limit beverage 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

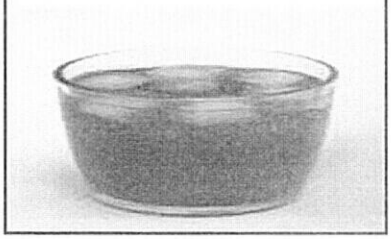
Approximate Caloric Value of Some
Cooked Preparations

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

250 ml of Coca cola contain about 100 calorie



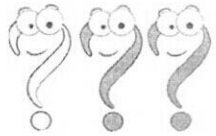
Population advice to prevent NCD

- 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.

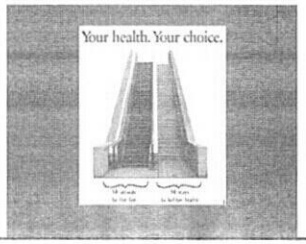
How to cut down fat in food

- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.

Query ?



THANK YOU



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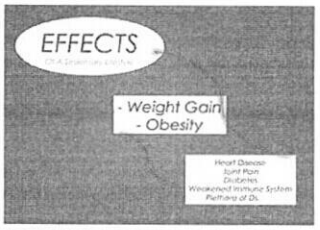
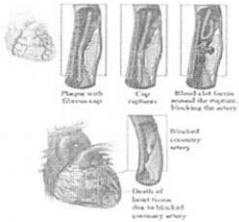
Skeleton of Human And Gorila

Digestive System

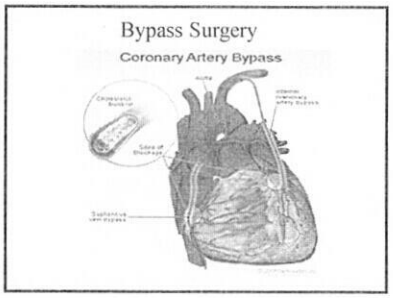
Effects of Sedentary Lifestyles

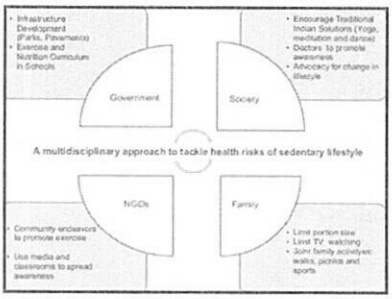


Heart Attack



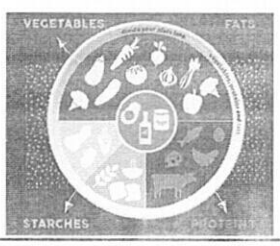
Bypass Surgery





Healthy Plate Model

Healthy Plate Model



Module: 12
Contemporary Issues

Md. Golam Mostofa
Member
National Pension Authority
Finance Division, Ministry of Finance

Pension System of Bangladesh

Constitutional provision

Pension means a pension, whether contributory or not, of any kind whatsoever payable to or in respect of any pension, and includes retired pay or gratuity so payable by way of the return or any addition thereto subscriptions to a provident fund **(Article 152)**

Pension and CPF

- In Bangladesh officials of the republic entitled to get life long pension which is now unfunded DB
- In the coverage of pension Govt. officials entitled to get General Provident Fund, Monthly pension and one time gratuity
- General Provident Fund is not Co-Contributory
- Officials of Autonomous body/SOE entitled to get CPF and one time gratuity
- CPF is Co-contributory but gratuity is unfunded paid by the employer

Act, Rules, Regulations, Orders and Circulars regarding Pensions

- Pension Simplification Order,2020
- Service(Pay&Allowance)Order,2015(Civil)
- Service(Pay&Allowance)Order,2015(AB&SOE)
- Universal Pension Management Act,2023
- The Provident Fund Act,1925
- The Contributory Provident Fund Rules, 1979
- The General Provident Fund Rules, 1979
- Rules Under Universal Pension Management Act,2023
- Circulars from Finance Division

Different modes of pension

- **Un-Funded System:** In this system, the employee does not have to pay any contribution for the pension and hence no fund is created. Pension is paid from the allocated budget. It is also known as the pay-as-you-go method.
- **Funded System:** In this system, a fund is created for pension and pension expenditure is met from this fund. Such funds are constituted under the law and overall activities are managed by separate institutions.
- **Defined Benefit (DB) System:** A pension scheme with promised retirement benefits is called the Defined Benefits Scheme. Government employees of Bangladesh and about 90 autonomous institutions are covered by this system.
- **Defined Contributions (DC) System:** Defined Contribution scheme involves the participation (contribution) of employees or organizations or both at a fixed rate for pension ;
- **Social Pension:** This pension facility is available in almost all countries known as old age allowance/disability allowance/widow allowance etc.

Existing pension system in Bangladesh

- Currently,approximately1.498(Civil-1.214, Rail-0.0252,CGDF-0.259)million working employees are under un funded pension schemes, while around 0.881(Civil-0.640,Rail-0.043,CGDF-0.196) million individuals are availing pension benefits.;
- Currently 0.273 million employees in Autonomous Institutions are mainly covered under Gratuity Benefits and Contributory Provident Fund (CPF).
- About 7.5 million people work in the formal private sector. About 1 million people in the workforce are covered under a visible CPF scheme, while no information is available about the remaining institutions;
- Under various programs, 1322.72 (One thousand three hundred twentytwo) Billion Taka has been allocated in the current financial year for social protection for disadvantaged groups.
- The majority of the country's population remains outside a well-organized social security framework.

National Social Security Strategy (NSSS)

- **NSSS identified 5 Key Priorities :**
  a) Social Allowance Cluster;
  b) Food security and Disaster Assistance Cluster;
  c) Social Insurance Cluster;
  d) Labour and Livelihood Intervention Cluster;
  e) Human development and social Empowerment Cluster;
- **Under NSSS government declared National Social Insurance Scheme (NSIS) action plan:**
  a) NSIS Action Plan Phrase 1 (2016-2021);
  b) NSIS Action Plan Phrase 2 (2021-2026);

Features of Social Insurance

- Contributory
- Trust Fund
- Statutory Authority

Above mentioned distinct features of NSIS set it aside from social allowance.

Lead Ministry/Division of NSIS

1. Finance Division (Coordinator)
2. Financial Institutions Division
3. Health Services Division(HSD)
4. Medical Education and Family Welfare Division
5. Ministry of Labor and Employment
6. Ministry of Social Welfare
7. Ministry of Expatriates Welfare and Overseas Employment
8. Ministry of Women and Children Affairs

Programs under cluster Ministry/Division

Ministry/Division	Program
1. Finance Division	Universal Pension Scheme
2. Ministry of Labor and Employment	Unemployment Insurance/Employment Injury Scheme(EIS).EIS Piloting started from 21/06/2022.
3. Financial Institutions Division	Formulation of a social insurance framework collaboration with the cabinet division and IDRA.
4. Health Services Division(HSD)	Maternity Insurance
5. Ministry of Expatriates Welfare and Overseas Employment	Mandatory Insurance coverage for all aspirant migrant workers.
6. Cabinet Division	Activating thematic cluster committees, Organize dialogues and conferences with development partners and NGOs

Background of declaring UPS

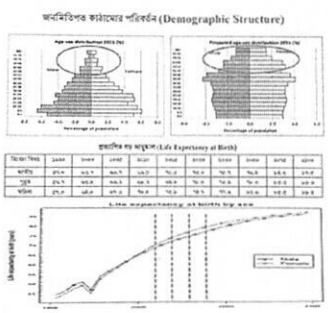
- Article 15 (d) of the Constitution of the People's Republic of Bangladesh mentions about ensuring the right of the citizens to social security;
- Government proposed to develop a comprehensive integrated participatory social security system through National Social Security Strategy ,2015 (NSSS);
- To introduce a comprehensive and inclusive structured social security system Finance Division has reviewed the existing pension systems of various countries worldwide;
- Finance Division initiated to implement the Universal Pension Scheme;
- After enactment of National Pension Management Act,2023 four pension Scheme has been declared;

Objectives of introducing the universal pension system

- Ensuring the future financial security of all the people of the country
- Increasing the saving propensity of the working population and ensuring their welfare by bringing them under a sustainable and well-organized social safety net;
- Encouraging Capital Accumulation by aggregating small savings and contributing to the economic development of the country by converting it into investment;
- Bringing the entire population of the country under the universal pension system gradually which will help in reducing the cost of conventional social security programs.
- Ensuring Financial Inclusion and Inclusive Development.

According to a report by UNFPA Current average life expectancy is 73 years which will increase to 79.9 years in 2050 and 84.3 years in 2075 and in the next three decades, on an average people will have a lifespan of 20 years post retirement;

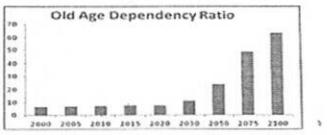
According to the latest BBS survey, if the Demographic Dividend continues, it will decrease significantly between 2033 and 2040.
In 2025, one in 10 people and in 2050, one in 5 people will be above the age of 60 in Bangladesh



In 2022, the dependency ratio was 8.6; In 2023, the rate was 9.4 percent; Which will increase to 24.0 percent in 2050 and 48 percent in 2075

নির্ভরশীলতার হার (Dependency Ratio)

Year	Old - age Dependency Ratio
1950	7.10
1970	6.70
1990	6.90
2000	6.90
2005	7.00
2010	7.20
2015	7.30
2020	7.70
2030	10.90
2050	24.40



Rationale for introducing the universal pension system

The total population on 1 January 2024 is 17 crore 15 lakh 90 thousand; the working population was 66.58% in 2021 and 65.08% in 2023.

About 90% of the income of national workers is spent on daily consumption. On the otherhand 75% of expatriate income is invested in daily consumption and 25% in various fixed assets;

As a result of such consumption expenditure without savings, there is no opportunity for regular income flow in old age. This results in other risks, including poverty in advanced age.

শ্রমশক্তির সম্প্রসারণ (Expansion of Labor Force)

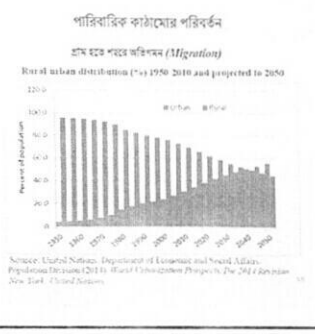
Year	Population	Growth rate per year (%)	Working age (15+)	Growth rate per year (%)	Economically active Labor Force (15+ age)	Growth rate per year (%)
1999-00	127.45		73.28		66.79	
2002-03	133.41	1.57%	80.38	2.90%	68.80	4.59%
2005-06	137.28	0.97%	84.79	1.56%	69.98	2.20%
2010	147.74	1.90%	95.94	3.25%	76.79	3.84%
2013	154.15	1.45%	100.37	2.74%	78.73	2.39%
2015-16	158.94	4.94%	106.53	4.84%	82.95	4.77%
2016-17	161.68	1.74%	109.69	2.74%	83.79	2.24%

In 1972, the urban population was only 8.2 percent of the total population of the country, in 2016 it will be 35 percent and in 2050 it will stand at 58.4 percent.

Rural-to-urban and small-town-to-big-city migration is increasing due to employment and higher education opportunities and disasters;

In villages, joint families provided a safety net and social security for elders, which is now gradually disappearing;

Due to the increase in single-family living, the responsibility for the safety of the elderly is currently at risk.



85 percent of Bangladesh's labor force is employed in the informal sector;

There is no provision of pension, gratuity or provident fund for the informal sector workforce.

Bangladesh currently has a much larger working population than its elderly population, so it is high time to start a universal pension system.

Formal vs. Informal Employment

Year	Formal	Informal	Total	Formal: Informal
1999-00	9.6	29.3	38.9	25:75
2002-03	9.2	35.1	44.3	21:79
2005-06	10.2	37.2	47.4	22:78
2010	6.8	47.3	54.1	13:87
2013	7.3	50.8	58.1	13:87
2015-16	8.2	51.3	59.5	14,86
2016-17	9.09	51.7	60.8	15:85

Public vs Private Employment

Year	Public	Private	Total	Public: Private
1999-00	2.33	36.57	38.9	6:94
2002-03	1.90	42.40	44.3	4:96
2005-06	2.13	45.27	47.4	4:96
2010	2.77	51.40	54.1	5:95
2013	-	-	58.1	-
2015-16	1.90	57.6	59.5	3:97
2016-17	2.30	58.5	60.8	4:96

Completed activities of Universal Pension Scheme at a glance

- **On 31 January 2023** the "Universal Pension Management Act, 2023 was passed by the Honorable National Assembly;
- **On 02 April 2023** the notification regarding "Establishment of National Pension Authority" was issued;
- **On 18 May 2023** the Notification for constituting the Pension Board of Directors was issued;
- **On 18 May 2023** the Regulations relating to the tenure and conditions of service of the Executive Chairman and members of the National Pension Authority, 2023 were promulgated;
- **On 13 August 2023** the Universal Pension Scheme Rules, 2023 were promulgated;
- **On 13 March 2024** amendments to the Universal Pension Scheme Rules were promulgated;
- **On 3 July 2024** Pension Fund Investment & Retention Rules issued;
- **On 4 August 2024** another amendment of Universal Pension Scheme Rules issued;

Features of the Universal Pension Scheme

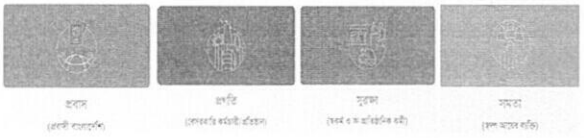
- **All Bangladeshis aged 18 years or above and within 50 years**, however, with special consideration, citizens above 50 will also be eligible for joining having a valid NID.
- Lifetime pension at the pensionable age , at least 10 years continuous contributions needed for pension. **Expatriate Bangladeshi citizens** who do not have a national identity card can join the pension scheme by paying contributions in foreign currency through debit or credit card or from the bank account in which the remittance is sent in Bangladesh.
- Only online registration from upension.gov.bd, there is a scope to get unique pension ID. and auto generated Id. card.
- Contributors need not apply to any office to receive a pension. Upon reaching pensionable age, the monthly pension will be deposited automatically through EFT (Electronic Fund Transfer) into his bank account or through MFS.
- The contributor can withdraw only 50% of his/her deposit from the Pension Fund as a loan for meeting medical expenses of himself/herself and family members, construction of house, repair of house, and marriage of children, which shall be paid in maximum 24 installments along with the fee charged by the authority and the entire amount shall be deposited in the contributor's account.
- All schemes will have the option of paying installments of subscription on a monthly, quarterly, or annual basis as per the choice of the contributor. If they wish, they can deposit the subscription amount in the pension fund in an advance.

Features of the Universal Pension Scheme

- Contributors to the Universal Pension Scheme will be entitled to a fixed monthly pension for life after attaining pensionable age, subject to continuous contributions.
- The contributor of the scheme can nominate one or more nominees for receiving or withdrawing the pension amount deposited in the scheme or payable against the deposit after their death. However, if the contributor dies before reaching the pensionable age, the deposited amount will be returned to the nominee along with the profit.
- If the contributor dies while on pension before reaching the age of 75 years, the nominee or nominees or legal heirs of the pensioner will be entitled to the pension for the remaining period (i.e. till the age of 75 years).
- 50% of the monthly contribution of contributors living below the poverty line will be paid by the government as a grant.
- Contributors will receive tax rebates on their contributions when calculating income tax, and the monthly pension amounts will be exempted from income tax.
- There is scope to change the contribution rate and scheme at any time.
- Pension ID will remain unchanged even if the scheme is changed
- Using pension id. and password subscriber can know the updated deposit amount any time from anywhere.

Schemes under Universal Pension:

Currently 04 schemes are running



Progoti

- **This scheme is for the owners and employees of private companies. The scheme can be joined institutionally or individually. If joined from an organization, 50 percent of the scheme contribution will be paid by the employee and the rest by the organization.**
- **Monthly deposit amounts are BDT 2,000, 3,000, 5,000, and 10,000.**

Monthly Contribution Rate	BDT 2000	BDT 3,000	BDT 5,000	BDT 10,000
Total period of paying contribution (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	68,931	1,03,396	1,72,327	3,44,655
40	58,400	87,601	1,46,001	2,92,002
35	38,374	57,561	95,935	1,91,870
30	24,932	37,398	62,330	1,24,660
25	15,910	23,864	39,774	79,548
20	9,854	14,780	24,634	49,268
15	5,789	8,683	14,472	28,944
10	3,060	4,591	7,651	15,302

Shurakkha

- **This scheme is for self-employed persons. People engaged in all informal sectors including farmers, rickshaw pullers, laborers, blacksmiths, potters, fishermen, weavers, traders, and housewives may join these schemes by depositing their contribution at the prescribed rate. Monthly deposit amounts are BDT 1,000, 2,000, 3,000, and 5,000.**

Monthly Contribution Rate	BDT 1,000	BDT 2,000	BDT 3,000	BDT 5,000
Total period of paying subscription (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	34,465	68,931	1,03,396	1,72,327
40	29,200	58,400	87,601	1,46,001
35	19,187	38,374	57,561	95,935
30	12,466	24,932	37,398	62,330
25	7,955	15,910	23,864	39,774
20	4,927	9,854	14,780	24,634
15	2,894	5,789	8,683	14,472
10	1,530	3,060	4,591	7,651

Samata

This scheme is for low-income citizens living below the poverty line (whose income limit is less than BDT 60,000 per annum). The monthly contribution rate under the Samata Scheme is BDT 1,000 of which the deposit amount for the contributor is BDT 500 and the remaining BDT 500 will be paid by the government.

Monthly Contribution Rate	BDT 1,000 (contributor BDT 500 + Government share BDT 500)
Total period of paying subscription (in years)	Monthly Pension (BDT)
42	34,465
40	29,200
35	19,187
30	12,466
25	7,955
20	4,927
15	2,894
10	1,530

Probash

- **Probash Scheme (for expatriate Bangladeshi citizens):** Bangladeshi citizens working or staying abroad can participate in this scheme by depositing the contribution in foreign currency or from the bank account to which they transfer remittances in Bangladesh. Pension will be paid in local currency upon the pension scheme tenure is over. If you do not have a national identity card, you may register with your passport information.
- Monthly deposit amounts are BDT 2,000, 5,000, 7,500 and 10,000.

Monthly Contribution Rate	2,000 BDT	5,000 BDT	7,500 BDT	BDT 10,000
Total period of paying subscription (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	68,931	1,72,327	2,58,491	3,44,655
40	58,400	1,46,001	2,19,001	2,92,002
35	38,374	95,935	1,43,902	1,91,870
30	24,932	62,330	93,495	1,24,660
25	15,910	39,774	59,661	79,548
20	9,854	24,634	36,951	49,268
15	5,789	14,472	21,708	28,944
10	3,060	7,651	11,477	15,302

Update on registration in ongoing four schemes (MAY05 , 2025)

Schemes	Nos. of contributors(Million)	Amount deposited (Million Taka)
Probash	0.000972	67.83
Progati	0.023056	710.92
Shurakkha	0.063496	504.97
Samata	0.286136	462.69
Total	0.373660	1746.41

Investment

- The amount in the pension fund belongs to the contributors; investment will be made in low risk and high yield sectors;
- Sectors of investment are clearly mentioned in the investment rules;
- Utmost importance will be given to considering risk during investment;
- Opportunity for obtaining expert opinion on investment;
- Considering ESG (Environmental Social and Governance) in determining the investment sector

Why one should join the schemes?

- State guaranteed;
- Social Protection
- No scope to disburse the subscribed amount other than investment and annuity payment;
- There is no operating cost of the fund as all the expenses of the authority are borne by the government;
- Country Specific Features;
- Contributors has 24 x 7 Access to the Online System;
- Calculation of monthly pension taking into account the present value and future value of money;
- Chances of increased monthly pension if investment returns are high;

Challenges

- Motivation of the targeted people;
- State of the art IT infrastructure;
- Selection of Beneficiaries of Samata Scheme;
- The digital divide;
- Increasing institutional participation in Pragati schemes;
- To create attraction of Remitter to the Probash Scheme
- Cyber Security;
- Skilled, qualified and professional manpower;
- System integration;
- Uninterrupted monthly subscription from the subscriber;

Way Forward

- Awareness building through publicity;
- Building robust IT infrastructure;
- Utilization of union digital Centre;
- Inclusion of potential schedule bank;
- Timely reform in the schemes;
- Capacity development of the officials;
- Market based recruitment of professionals;
- To identify best practices in the world;
- To assure the subscriber as a state program;
- Effective call Centre and consultation Centre;
- Prudent selection of investment portfolio;

Thank you

Migration Service Delivery Mechanisms in Bangladesh: Role of Government Officials

IOM UN MIGRATION

Migration

বৈদেশিক কর্মসংস্থান ও অভিবাসী আইন, ২০১৩ নামে অভিহিত হইবে।

(১) "অভিবাসন" অর্থ বাংলাদেশের বাহিরে যে কোন দেশে কোন কাজ বা পেশায় নিযুক্ত হইবার উদ্দেশ্যে কোন নাগরিকের বাংলাদেশ হইতে বহির্গমন;

(২) "অভিবাসী" অর্থ বাংলাদেশের কোন নাগরিক যিনি কোন কাজ বা পেশায় নিযুক্ত হইবার উদ্দেশ্যে বিদেশে গমন করিয়াছেন এবং কোন বিদেশী রাষ্ট্রে অবস্থান। করিতেছেন;

(৩) "অভিবাসী কর্মী" বা "কর্মী" অর্থ বাংলাদেশের কোন নাগরিক যিনি অন্য কোন রাষ্ট্রে পারিশ্রমিকের বিনিময়ে

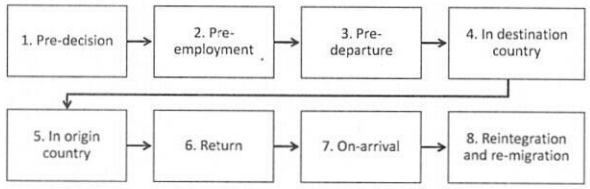
(ক) কর্মের উদ্দেশ্যে যাইবার প্রস্তুতি গ্রহণ করিয়াছেন বা গমন করিতেছেন:

(খ) কোন কর্মে নিযুক্ত রহিয়াছেন; অথবা

(গ) কোন কর্মে নিযুক্ত থাকিবার পর বা নিযুক্ত না হইয়া বাংলাদেশে ফেরত আসিয়াছেন;

The International Organization for Migration (IOM) defines migration as the movement of people, whether within a country or across an international border, for any reason and for any length of time

Stages of the Migration Cycle



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1 Pre-decision

Information on the opportunities in the overseas	Counselling on cost-benefit	Risks and vulnerabilities	Awareness of the social cost of migration	Information on job opportunities	Selection of occupation and country
• Preparing material: MoEWOE • Support to prepare material: Labour Welfare Wing (Overseas mission) • Key dissemination: Welfare Centre, Divisional Employment and Manpower Office, DEMO, TTC, Union Digital Centre, a2i Digital Centre • Others: BOESL, BAIRA, PRA, Sub-agent, Media	• Material Preparation: MoEWOE • Counseling: Divisional Employment and Manpower Office, DEMO, Welfare Centre, TTC, BOESL • Others: NGO	• Information collection: MoEWOE • Provider: Divisional Employment and Manpower Office, DEMO, Welfare Centre, Migration Cell at DC Office • Others: NGO, CSO, BAIRA, Media, returnee	• Mapping: MoEWOE • Awareness development: Divisional Employment and Manpower Office, DEMO, District Welfare Centre, Migration Cell at DC Office • Others: NGO, CSO, Media	• Market research: MoEWOE • Key dissemination: DEMO, TTC • Others: BOESL, PRA, Sub-agent, NGO, Union Digital Centre, a2i Digital Centre	• Market research: MoEWOE • Guide: DEMO, TTC, BOESL

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2 Pre-employment

Information on the processing of migration	• Gathering information: MoEWOE; Develop communication: DEMO • Others: NGOs, Media
Financial literacy and remittance management	• Lead: PKB; Provider: DEMO, TTC, Welfare Centres, Migration Cell at DC Office, Union Digital Centre, a2i Digital Centre; Others: NGO, CSO, Media
Skill training & assessment	• Information dissemination: BMET • Counselling and imparting skills: TTC, PTIs, Welfare Centre
Preparing necessary documents	• Information dissemination: DEMO; Counselling: DEMO • Other disseminators: Divisional Employment and Manpower Office, BOESL, PRA, Sub-agent
Checking documents (Visa, Job contract, Power of Attorney	• Information dissemination: BMET; Support: Divisional Employment and Manpower Office, DEMO, Welfare Centre, Union Digital Centre, a2i Digital Centre, NGOs, Media
Ensure access and provide financial support	• Provider: PKB; Counselling: Divisional Employment and Manpower Office, DEMO • Support: NGO; Information dissemination: Media
Support in ticketing	• Information dissemination: DEMO • Assisting: BMET, Divisional Employment and Manpower Office; Others: BOESL, PRA
Registration in the BMET database	• Information dissemination: BMET • Support: Divisional Employment and Manpower Office, DEMO

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3 Pre-departure

Fingerprint	Medical	Insurance	Information on visa	Pre-departure orientation	Documentation of information	Emigration clearance, Smartcard	Short stay near the Airport	Basic counseling before departure and arrival	Support at the Airport
• Management: DEMO	• Provider: Health check-up centres • Support: BMET, GAMCA	• Management: DEMO • Lead: WEWB • Support: BMET, DEMO • Others: BOESL, NGO, Media	• Communication and management: MoEWOE • Support: BMET, DEMO, PRA	• Preparing material: MoEWOE • Orientation: DEMO, TTC	• Guide: BMET • Orientation: DEMO, TTC, Welfare Centre • Information dissemination: NGO, PRA, Sub-agent, Media	• Information dissemination: BMET, DEMO • Issuing and printing: BMET	• Lead: WEWB • Support: Bangladesh Wage Earners' Centre • Information dissemination: DEMO, Welfare Centre, Media	• Lead: Probashi Kallyan Desk (in the international Airports) • Support: WEWB, NGO	• Information dissemination: WEWB • Other information dissemination: BOESL, PRA, NGO, Media • Support: Probashi Kallyan Desk (at the international Airport)

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4 In-destination country

Legal support in case of any problem	• Counselling: Labour Welfare Wing (Bangladesh Mission Abroad) • Support: MoEWOE, diaspora network, NGO
Deal with employment-related matters	• Counselling: Labour Welfare Wing (Bangladesh Mission Abroad) • Support: BMET
Necessary consular services	• Implement: Labour Welfare Wing (Bangladesh Mission Abroad) • Support: MoFWOE
Safe home service for female workers in distress	• Implement: Labour Welfare Wing (Bangladesh Mission Abroad) • Support: WEWB
Remittance sending	• Guide: Labour Welfare Wings (Bangladesh Mission Abroad) • Support: PKB, Info dissemination: Media
Cultural orientation	• Arrange: Labour Welfare Wings (Bangladesh Mission Abroad) • Support: MoEWOE, diaspora organizations
Orientation to the Bangla language and culture to the new generations	• Arrange: Labour Welfare Wings (Bangladesh Mission Abroad) • Support: MoEWOE, diaspora organizations, Information dissemination: Media
Repatriation of migrants (including irregular migrants and migrants with critical illness)	• Organise: Labour Welfare Wing (Bangladesh Mission Abroad • Support: MoFWOE, WEWB, diaspora network
Pre-departure advice for return	• Advisory support: Labour Welfare Wing (Bangladesh Mission Abroad)

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5 In origin country

Welfare support – family left behind	Financial and burial support	Education stipend	Legal support	Remittance and financial management	Tackling the social cost of migration
• Information dissemination: WEWB, • Support: District Welfare Centre, DEMO • Others: NGO	• Lead: WEWB • Support: Welfare Centre, DEMO, Migration Cell at DC Office	• Lead: WEWB • Support: Welfare Centre, DEMO, Migration Cell at DC Office	• Counselling: Welfare Centre • Support: DEMO, NGO	• Information dissemination: PKB • Counselling: DEMO • Others: Union Digital Centre, s2i Digital Centre, Migration Cell at DC Office, Media	• Information dissemination: MoEWOE • Counselling: WEWB, District Welfare Centre, DEMO • Other support: Migration Cell at DC Office, NGO, CSO, Media

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6 Return

Collection and transfer of arrear dues and benefits	• Support: Labour Welfare Wing (Bangladesh Mission Abroad) • Others: BMET, Welfare Centre, DEMO
Arrange to get benefits and compensation	• Support: Labour Welfare Wing (Bangladesh Mission Abroad) • Others: BMET
Repatriation of the deceased	• Support: Labour Welfare Wing (Bangladesh Mission Abroad) • Others: WEWB, DEMO, Diaspora network
Death compensation	• Support: Labour Welfare Wing (Bangladesh Mission Abroad) • Assist: WEWB • Guide: DEMO

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7 On-arrival

Support at the Airport with a respectful attitude	Transit home service for female workers in need	Emergency health support	Immediate counselling	Temporary accommodation near the Airport
• Lead: Probashi Kallyan Desk (at the International Airport) • Support: WEWB • Other implementer: NGO	• Lead: WEWB • Assist: Labour Welfare Wing, Probashi Kalyan Desk (at the International Airport) • Other implementer: NGO	• Lead: Probashi Kalyan Desk (at the International Airport) • Support: WEWB, District Welfare Centre • Others: NGO	• Lead: Probashi Kalyan Desk (at the International Airport) • Support: WEWB, District Welfare Centre, NGO	• Lead: WEWB • Support: Bangabandhu Wage Earners' Centre • Information dissemination: DEMO, District Welfare Centre, Media

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8 Reintegration and re-migration

Skill upgrading or re-skilling	• Information dissemination: BMET • Support: TTC, BMET
Recognition of Prior Learning (RPL)	• Information dissemination: BMET • Support: TTC, BMET
Health services	• Information: WEWB • Support: MoEWOE • Others: NGO
Pension scheme	• Information dissemination: WEWB • Guide: MoEWOE
Career counselling in reintegrating	• Information dissemination: BMET • Guide: DEMO • Support: PKB
Investment advice	• Information and support: PKB • Guide: MoEWOE
Business start-up facilitation	• Information and support: PKB • Guide: MoEWOE • Info dissemination: Migration Cell at DC Office, Union Digital Centre
Legal support	• Counselling: District Welfare Centre • Support: DEMO, Migration Cell at DC Office, NGO • Information dissemination: Media
Psycho-social support	• Counselling: District Welfare Centre • Other Counselling Support: NGO • Guide and Assist: DEMO
Community sensitization	Lead: District Welfare Centre • Support: DEMO, Migration Cell at DC Office, NGO, Media
Redress grievances and complaints	• Information dissemination: MoEWOE • Support: BMET, DEMO, WEWB
Connect with Credit Facility	• Information and support: PKB • Guide: DEMO • Support: NGO, Banks
Advice and support for re-migration	• Information and support: BMET • Guide: DEMO • Others: BMET, District Welfare Centre, Media, NGO

Thank you

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Overseas Employment, Remittances and Migration Issues

Nasreen Jahan
Secretary
Ministry of Civil Aviation and Tourism

Outline of Presentation

- Setting Tone
- Bangladesh Context
- Migration Governance and The Medium Term Budgetary Framework (MTBF)
- Institutional Framework
- Legal and Policy Framework
- Global Framework
- Overview of Overseas Employment
- Skills Development and Training
- Overview of Remittance
- Opportunities
- Challenges

Setting Tone

- Migration is as old as humanity itself (IOM UN Migration 2024).
- From the beginning of human civilization, people have migrated in search of better lives, to escape poverty, to flee conflict or seek safety, due to climate change or simply to find new opportunities.
- Within over the past millennium, four patterns of migration developed further importance: pastoral, maritime, forced migration, and urbanization.

Contd.

What is Migration

"The movement of a person or a group of persons, either across an international border, or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants, and persons moving for other purposes, including family reunification" (IOM Un Migration).

What is Labour Migration

"Movement of persons from one State to another, or within their own country of residence, for the purpose of employment. Labour migration is addressed by most States in their migration laws. In addition, some States take an active role in regulating outward labour migration and seeking opportunities for their nationals abroad(IOM Un Migration)".

Bangladesh Context

- Bangladesh has been a major source of migrant workers for numerous individuals and companies around the globe.
- Bangladeshi migrant workers provide labour and skills into the overseas labour market.
- They boost the economy of both country of origins (CoOs) and country of destinations (CoDs).
- Migrant workers enhance CoDs' productivity and contribute to the global exchange of local know-how and technology.

Institutional Framework

Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE), Established on 20 December 2001.

Allocation of Business of MoEWOE:

- Overseas employment at all levels
- Training and skill development relating to overseas employment

Overview of Ministry

Vision

- Contribute to the socio-economic development of the country through expanding overseas employment opportunities, ensuring safe migration, protecting the rights of migrant workers and enhancing welfare for migrant workers and their families

Mission

- Develop skilled workforce in line with the demands of global markets to enhance opportunities for overseas employment; protect and promote the welfare of migrant workers and their families

Legal and Policy Framework of Labour Migration

Acts

- Overseas Employment and Migrant Act, 2013 (Amended in 2023)
- Wage Earners' Welfare Board Act, 2018
- Probashi Kollyan Bank Act, 2010

Rules

- Wage Earner's Welfare Board Rules, 2023
- Migration Management Rules, 2017
- Overseas Employment and Migrant (Recruiting Agents' License and Conduct) Rules, 2019
- Overseas Employment and Migrants (Recruiting Agents' Classification) Rules, 2020

Policies

Wage Earners' Welfare and Overseas Employment Policy, 2016
Migrants Insurance Policy, 2019
National Diaspora Policy(in progress)
National Reintegration Policy (in progress)

Migration Cycle

Return
Some migrants return to their home country (international migrants) or their home district/ state (internal migrants). In some situations, migrants do not return but remain in their new country/district for the rest of their lives. They may even migrate to yet another place.

Pre-departure
The period before the migration journey commences. Typically involves decision making and organisation.

Entry
Processes related to the entry of migrants into another country or district. Crossing international borders usually involves passing through a border point; internal migration within a country does not usually involve passing through a border point.

Stay
This part of the migration cycle involves migrants living in their new location (e.g. country or district). Some may be able to integrate into their new communities, and some international migrants may even eventually become citizens of their new country.

Source: Figure elaborated in the World Migration Report 2022

Contd.

- Surprisingly, most migration is regular, safe and orderly – regionally focused and directly connected to employment.
- Migration no doubt is a complex issue.
- Migration has been deeply affected by misinformation, politicization, and dominant narratives.

Migration Narratives: Rumors or Realities

- Migration narratives have strayed far away from balanced, accurate accounts of migration – both its simple truths and its complex situation-specific realities (IOM UN Migration 2024).
- "Malaysia: Bangladeshi workers must be protected from exploitation and criminalisation, say UN experts" (OHCHR, 19 April 2024).
- "Used, abused and deported: migrant workers land back in Bangladesh after Saudi dreams turn sour"(The Guardian, 21 Mar 2024).

Overview of Remittance

- The inflow of remittances is one of the main driving forces in Bangladesh's economic growth and development.
- Remittances support the economy by increasing foreign exchange reserves and national savings and reducing poverty levels.
- Bangladesh was the 6th highest recipient of remittances in the world and fourth highest recipient of remittances in South Asia.

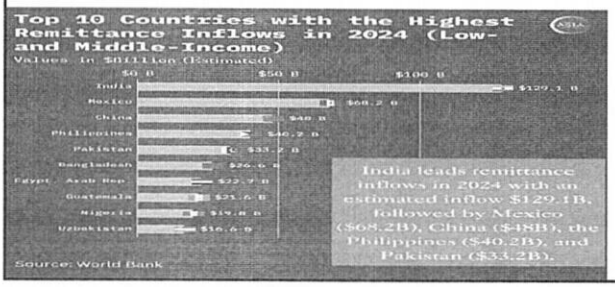
Global Prospects of Migration and Remittance

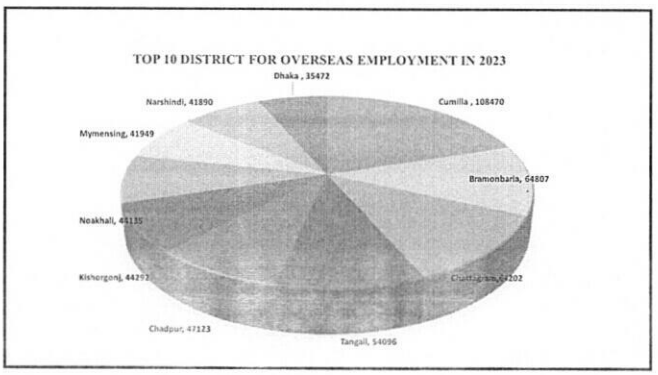
- International migration remains a driver of human development and economic growth, a more than 650 per cent increase in international remittances from 2000 to 2022, rising from USD 128 billion to USD 831 billion. The growth continued despite predictions from many analysts that remittances would decrease substantially because of COVID-19 (World Migration Report 2024).
- Of that 831 billion in remittances, 647 billion were sent by migrants to low- and middle-income countries. These remittances can constitute a significant portion of those countries' GDPs, and globally, these remittances now surpass foreign direct investment in those countries (World Migration Report 2024).

Top ten Countries Receiving International Remittances (current USD billion)

	2015		2020		2022	
Number	Country	Remittance	Country	Remittance	Country	Remittance
1	India	68.91	India	83.15	India	111.22
2	China	63.94	China	59.51	Mexico	61.10
3	Philippines	29.80	Mexico	42.88	China	51.00
4	Mexico	26.23	Philippines	34.88	Philippines	38.05
5	France	24.07	Egypt	29.60	France	30.04
6	Nigeria	20.63	France	28.82	Pakistan	29.87
7	Pakistan	19.31	Pakistan	26.09	Egypt	28.33
8	Egypt	18.33	Bangladesh	21.75	Bangladesh	21.50
9	Germany	15.57	Germany	19.32	Nigeria	20.13
10	Bangladesh	15.30	Nigeria	17.21	Germany	19.29

2024 Remittance





Migration Governance and The Medium Term Budgetary Framework (MTBF)

- Government of Bangladesh has prepared the MTBF 2024-25 to 2026-27 by coordinating the budget frameworks of 62 ministries/divisions/other institutions including the Ministry of Expatriates' Welfare and Overseas Employment.
- MTBF approach introduces the convergence to output and outcome (results) basis of budgeting, comprehensive planning and budgeting, and the extension of implementation time horizon from an annual to a medium-term (3 to 5 years) with the view to achieving better linkages between policy, planning, strategies, budgeting and performance in an extensive manner.

Migration Governance: Medium-Term Strategic Objectives and Activities

Medium-Term Strategic Objectives	Activities	Implementing Departments/Agencies
1. Increase overseas employment through creation of skilled manpower	• Monitoring the skill needs of foreign labour Markets. • Finding best practices of different countries and implementing them in the context of Bangladesh.	Secretariat
	• Creation of skilled manpower by conducting training courses and ensuring quality as per the demand of foreign labour Market. • Capacity building in providing training by adopting and implementing TTC establishment project in every upazila of the country.	Bureau of Manpower, Employment and Training (BMET)
2. Expansion of overseas labour market	• Increasing foreign employment and expanding decent work opportunities through government management. • Expansion of existing labour markets and sending workers through exploring new ones	Bureau of Manpower, Employment and Training (BMET) Bangladesh Overseas Employment Services Limited (BOESL)

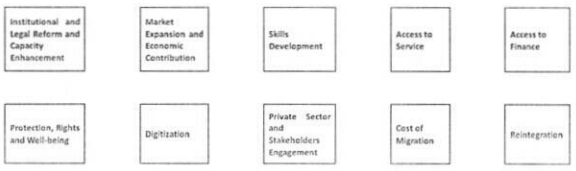
Contd.

Medium-Term Strategic Objectives	Activities	Implementing Departments/Agencies
	Recruiting agencies registration, monitoring and execution of cooperative activities.	Bureau of Manpower, Employment and Training (BMET
3. Ensuring the welfare of migrant, returnee and expatriate workers	• Providing special citizen facilities to expatriates	Secretariat
	• Taking necessary actions in response to the complaints of the expatriates and providing different assistance	Labour Wings in Bangladesh Missions abroad
	• Enforcement and monitoring of regulations related to safe migration	Bureau of Manpower, Employment and Training (BMET)
	• Providing assistance in creation of employment opportunities including psycho-social and economic counselling and cash assistance for reintegration of repatriated workers and issuance of RPL (Recognition of Prior Learning) certificate.	Wage Earners Welfare Board

Eighth Five Year Plan (2020-2025)

The Eighth Five Year Plan (FY2020-2025) has laid out a 10-point agenda named 'Paradigm Shift Agenda for Overseas Employment and Well-being of Migrant Workers'.

Paradigm Shift 10-Point Agenda in 8FYP



Global Framework

Sustainable Development Goals (SDGs)

Goal 10: Reduce inequality within and among countries

Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Indicator 10.7.1: Recruitment cost borne by employee as a proportion of monthly income earned in country of destination.

Target 10.c: By 2030, reduce to less than 3 percent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent".

Global Compact for Safe, Orderly and Regular Migration (GCM)

- GCM was adopted at the 11th Global Forum on Migration and Development in Marrakech of Moroccoon on 10 and 11 December 2018, reaffirming the New York Declaration for Refugees and Migrants.
- GCM has incorporated 23 Objectives.
- In August 2020, Bangladesh was selected by the Global UN Network as "Champion Country" for GCM implementation.
- Bangladesh Migration Compact Taskforce (BMCT) to facilitate the implementation, follow up and review process of the GCM in Bangladesh.

Member State of International Dialogs/Forum

- **International Migration Review Forum (IMRF)**: MoEWOE participated at the first International Migration Review Forum held in the United Nations General Assembly in 2022.
- **Colombo Process:** Bangladesh is a Member State of CP. Bangladesh is the "Chair" of the Thematic Area Working Group (TAWG) on "Fostering Ethical Recruitment Practices" under Colombo Process.
- **Abu Dhabi Dialogue (ADD):** MoEWOE regularly takes part at the ADD to discuss on overseas employment issues among the CoOs and country of Destinations CoDs.
- **Global Forum on Migration and Development (GFMD).**

Effective PartnershipS

EU- Bangladesh Talent Partnership

- The Talent Partnership supports Bangladesh's ambition to facilitate the mobility of 6 million workers over the next five years and its intention to sign respective bilateral agreements with 17 countries
- The Talent Partnership scheme will strengthen EU-Bangladesh relations by creating a common line of action that reconciles the needs of both sides: the shortage of labour in many sectors in the European Union and the availability of workers that Bangladesh can offer to remedy this situation

Overview of Overseas Employment

- Bangladesh considers migration as a critically important sector for social and economic development.
- Main drivers of cross-border migration from Bangladesh: unemployment, lack of suitable economic opportunities, living conditions, and influence of Bangladeshi diaspora overseas.
- Overseas migration and inward remittances recognized as major components for the domestic socio-economic growth, and foreign exchange reserve
- Around 12 million Bangladeshi migrants in 174 countries.
- 1,38,51,588 Bangladeshi migrant workers employed overseas in 2025 (upto April).
- Underscoring of migration in national policy planning , particularly in the 8th 5year plan and the MTBF

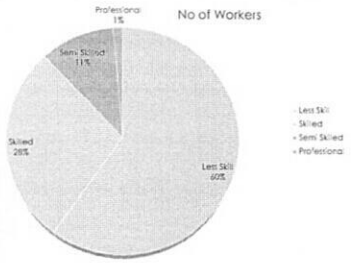
Skills Development and Training

- Crucial and Potential to the growth of economy by creating skilled manpower
- Formally recognized by National Skills Development Policy, 2011
- Instrumental in setting the stage for Planning and investing resources
- Increased productivity
- Increased Employability
- Increased mobility of labour force
- Conducive to the reaping of benefits of Demographic Dividend
- Technical Training Centers (TTC): 104
- Institute of Marine Technology (IMT): 6
- 40 new TTCs established at the Upazila Level
- Project Approval of 50 new TTCs within 2023- 2026 at the Upazila Level in accordance with the 8th Five Year Plan

Contd.

- The most recent National Skills Development Policy (NSDP) Action Plan projects an annual target of around 2.0 million graduates for the period 2022-2026, for a cumulative 10.7 million trainees by the end of the forecast period.

5. Skilled, Semi Skilled and Unskilled Workers from 2018-2024



Trades conducted under BMET

4 Years Diploma Courses:
1. Diploma in Marine Engineering.
2. Diploma in Shipbuilding Engineering
2 Years Certificate Courses:
1. Marine Diesel Engine Artificer
2. Ship Fabrication
3. Shipbuilding Welding
4. Shipbuilding & Mechanical Drafting

Modular (Short) Courses under BMET

Marine	IT
1. Marine Diesel Engine Artificer	9. Computer Operation
Automobile	10. Graphics Design
2. Automotive Mechanics	11. Web Design
3. Auto Mechanics with Auto Electrician	12. IT Support Technician
4. Motor Driving with Basic Maintenance	**Electronics**
5. Driving with Auto Mechanics	13. Consumer Electronics
6. Driving	14. Programmable Logic Controller (PLC) Operation
7. Heavy Equipment Operator (Road Roller, Truck Crane & Forklift)	15. Mobile Phone Servicing
8. Motorcycle Servicing	

Modular (Short) Courses under BMET

Civil	Refrigeration & Air-conditioning
16. Carpentry	23. Refrigeration & Air-Conditioning
17. Plumbing	**RMG**
18. Scaffolding	24. Tailoring & Dress Making
19. Auto CAD	25. Pattern Making and Cutting Operation
20. Rod Binding	26. Boutique/Block Batik
21. Tiles Fixing	27. Sewing Machine Operation
22. Masonry	28. Mid-Level Garments Supervisor
	29. Quality Control Management

Modular (Short) Courses under BMET

Mechanical	Electrical
30. Welding & Fabrication	38. Electrical Installation & Maintenance
31. TIG Welding	39. Diploma in Electrical and Electronics Engineering (City & Guilds)
32. MIG Welding	
33. 6G Welding	
34. Machine Shop Practice	
35. Mechanical Fitter	
36. Pipe Fitter	
37. CNC Machine Operation	

Modular (Short) Courses under BMET

Others	Additional Courses
40. Fruit & Food Processing	1. Korean Language
41. Catering/Chef	1. EPS-TOPIK
42. House Keeping (Domestic)	1. Cantonese Language
43. Care Giver	1. Mandarin
44. Beautification	5. English Language
45. Food & Beverage Production	6. Japanese Language
46. Food & Beverage Service	7. Pre-departure Orientation
47. Housekeeping (Hotel)	
48. Diploma in Food Preparation and Culinary Arts (City & Guilds)	
49. Diploma in Housekeeping Services (City & Guilds)	

Qualification Recognition

- Sign Mutual Recognition Agreement (MRA) with different countries and regional blocs (on-going)
- Assessment & Certification:
- National Skills Development Authority (NSDA)
- Bangladesh Technical Education Board (BTEB)
- The City and Guilds of UK
- Skills Verification Program (SVP) under TAKAMOL, KSA

Recognition of Prior Learning Activities (RPL)
FY: 2022-2024

Serial	Category	Number of workers
1	Recognition of Prior Learning	10206

Opportunities

- Labour surplus
- A growing number of semi-skilled, skilled and professional manpower
- Demographic dividend in Bangladesh
- Population aging in developed countries creating demand for migrant workers in care giving and health sectors
- Impact of COVID1-19
- Most European countries are having an enormous shortage of of skilled manpower in recent years
- Australia and Canada are facing a shortage of skilled and professional manpower in various fields, including health sector

Challenges

- To address the requirements needed for the foreign companies and employers
- Impact of AI and technology based labour market around the globe
- Competition with other labour sending developing countries, including, India, Philippines, Sri-Lanka and Nepal
- Less educated, semi-skilled and unskilled workers
- To enhance the overall quality of workforce
- Inadequate training facilities
- Language barrier
- Presence of intermediaries in overseas recruitment process

Contd.

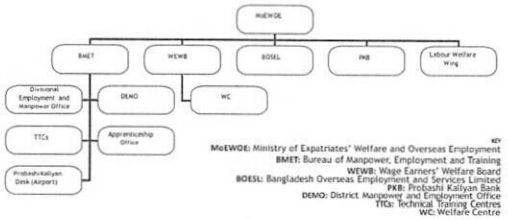
- Insufficient data and knowledge about job skills demands in the receiving countries
- Lack of soft skills including language barrier
- Recognition of Skill Certificate
- Informal channels for sending remittance
- Higher migration cost
- Minimum wage

Thank You

Questions ? Ideas?

Overview of MoEW&OE: Policy, legal framework and challenges of migration in Bangladesh

OVERVIEW OF THE MINISTRY OF EXPATRIATES' WELFARE AND OVERSEAS EMPLOYMENT (MOEWOE)



KEY
MoEWOE: Ministry of Expatriates' Welfare and Overseas Employment
BMET: Bureau of Manpower, Employment and Training
WEWB: Wage Earners' Welfare Board
BOESL: Bangladesh Overseas Employment and Services Limited
PKB: Probashi Kallyan Bank
DEMO: District Manpower and Employment Office
TTCs: Technical Training Centres
WC: Welfare Centre

MINISTRY OF EXPATRIATES' WELFARE AND OVERSEAS EMPLOYMENT (MOEWOE)

- To ensure welfare, security and right of the expatriate and uphold their interest;
- To search for new labour markets and take necessary steps to preserve and extend current markets;
- To expand opportunities of decent works through skills development of the human resource;
- To ensure good governance in the migration management system of the country including reducing migration costs;
- To create opportunities for the migrant workers to take part in the socio-economic development of the country in a greater extent.

BUREAU OF MANPOWER EMPLOYMENT AND TRAINING (BMET)

Registration and Documentation:

- BMET registers prospective migrant workers, verifies their documents, and maintains a comprehensive database of potential migrants.

Skills Training: BMET operates Technical Training Centers

- (TTCs) where migrants receive institutional trainings on different trades, language proficiency training, and cultural orientation.

Job Placement:

- BMET assists in matching skilled workers with overseas job opportunities through collaboration with foreign employers and recruiting agencies.

Pre-Departure Orientation:

- BMET conducts orientation programs to educate migrants about the legal and cultural aspects of their destination countries.

Regulate and monitor licenses of Recruiting Agencies

Support Services:

- BMET offers services such as emigration clearance, attestation of documents, medical examinations, and visa processing assistance.

WAGE EARNERS' WELFARE BOARD (WEWB)

Financial Support:

- WEWB provides financial assistance to Bangladeshi migrant workers and their families in cases of emergencies, accidents, or legal disputes.

Legal Assistance:

- WEWB offers legal support and counseling to migrant workers facing legal issues or disputes while working abroad.

Safety Net:

- Compulsory Insurance for all outbound workers

Healthcare Services:

- WEWB provide medical bill assistance, embalming and burial cost and death compensation forexpatriate workers.

Welfare Services at the Airport:

- Provides various welfare services at the welfare Desk in three international airports.

Wage Earners Centre:

- supporting decentralization of welfare services through establishment of Welfare Centers (WCs) in 30 districts in Bangladesh to deliver high-quality reintegration outcomes.

Safe Home in different countries for Female Migrant Workers

BANGLADESH OVERSEAS EMPLOYMENT AND SERVICES LIMITED (BOESL)

- **Recruitment:** BOESL facilitates overseas employment by collaborating with foreign employers and recruiting agencies.
- **Contract Verification:** It ensures that employment contracts are fair and legally compliant.
- **Pre-Departure Services:** BOESL provides pre-departure orientation, trade-test, air ticket arrangements, and visa processing support.
- **Post-Arrival Services:** BOESL maintains contact with Bangladeshi workers abroad and offers assistance during emergencies.

PROBASHI KALLYAN BANK (PKB)

- **Financial Services:** PKB is a specialized bank aimed at serving the financial needs of migrant workers. It offers various banking and financial products tailored to their requirements, such as savings accounts and investment options.
- **Remittance Services:** PKB facilitates the secure transfer of remittances sent by Bangladeshi expatriate workers to their families back home.
- **Loan Programs:** The bank offers loan programs to support migrant workers in starting businesses or investing in income-generating activities upon their return.

Probashi Welfare Desk at the airport

- Assistance in collecting and filling boarding cards;
- Assisting injured and sick workers;
- Receiving the body and handing it over to relatives;
- Immediate payment of a check of BDT 35,000 for transportation and burial cost;
- Financial assistance in the case of returning helpless workers;
- Assist foreign and returning staff in carrying out airport related activities.

Wage Earners' Center

- 'Wage Earners Center' has been launched to solve the hostel/dormitory problem for expatriates and expatriate workers.
- 100 Tk admission fee and Tk 200 per seat per night (maximum two nights per stay).

Probash Bondhu Call Center

- Call center established to provide information to aspirant and returnee migrants and their families on safe migration and reintegration
- The call center provides all necessary information on migration and can be accessed via four telephone numbers.
- Anyone in Bangladesh can seek information by contacting the local number (16135, 08000102030) without any charge. Callers from home and abroad can also connect with the center through the numbers (09610102030, 01794333333, 01784333333) at any time.

POLICY FRAMEWORK

Overseas Employment and Migrant Act 2013

- **All workers migrating from Bangladesh are guaranteed basic labour rights;**
- **They have the right to legal remedy;**
- **They can access labour courts, mobile courts, and other courts; and**
- **The Bureau of Manpower, Employment and Training (BMET) and labour attachés in destination countries are recognised as key rights custodians.**

Overseas Employment and Migrant Act (OEMA) 2013 – Amendment of 2023:

The amendment qualitatively changed a few aspects of the original Act and the practices in commensuration, like:

- **a) defining sub-agent or the representative;**
- **b) keeping provisions for the facilitation of bank loans, including supports like tax breaks, investment, savings opportunities;**
- **c) adopting special financial and welfare programmes to ensure the security of female migrants workers;**
- **d) demanding of a separate lounge for the migrants workers at the airport; and so on.**
- **Bringing the sub-agent and in turn the recruiting agency under accountability is a big positive change that would surely alleviate the suffering of the general people who does so much for the country for very less recognition in return**

POLICY FRAMEWORK (CONT...)

National Skills Development Policy 2011 (Chapter – 18)

- **Develop a coordinated and flexible recruitment and training strategy to meet overseas demand;**
- **Develop a national qualification system against which skill certification of an international standard**
- **Improve the capacity of training providers to deliver skills to the standard required by overseas employers**
- **Reintegrate the returning migrants into the existing job-market to assess and certify higher skills gained overseas**

POLICY FRAMEWORK (CONT...)

Human Trafficking Deterrence and Suppression Act 2012

- Complying with the International standards stressed on the protection and implementation of the rights of the victims of human trafficking ensuring safe migration.
- Defined various terms related to trafficking like forced labour, exploitation, consent etc.
- Provides provision of criminalising all forms of trafficking involving internal and transnational

POLICY FRAMEWORK (CONT...)

Expatriates' Welfare and Overseas Employment Policy 2016

- In line with the international laws on migration after reorganizing the existing short policy to this end framed in 2006.
- Special focus on six policy directions like encouraging and ensuring safe migration, protection of migrant workers and their family members, ensuring facilities and welfare of the migrant workers, migration of female workers, associating migration with national development and proper planning for labour migration.

POLICY FRAMEWORK (CONT...)

Eighth Five Year Plan (2020-25) included section on Migration and Development

- Evidence base of migration and development mutual effects in Bangladesh
- Economic growth and equity through market expansion
- Skills and overseas labour market development and protection
- Human development and migration
- Enabling frameworks for migration and development: governance and South–South cooperation

POLICY FRAMEWORK (CONT...)

Other Act, Policy and Rules :

- Overseas Employment and Migration management Rules 2017: It controls migration process-procedure for processing permission of employment, training, orientation of the workers, disposal of complaints. Moreover, it stipulates the role of Registrar and Labour Attaches
- Recruiting agents conduct and license Rules 2019: It regulates the activities of Recruiting agents-Application for license, renewal, restoration of cancelled license, agents conduct, fees of license
- Wage Earners` Welfare Board Act 2018: It arranges welfare activities for the migrant workers and their families
- Wage Earners` Welfare Board Rules 2023: return, Reintegration, returnee database
- Migrants Insurance Policy, 2019

MAIN CHALLENGES TO SAFE AND REGULAR MIGRATION

High cost of Migration

- **BDT 2,43,871 (approx. $2200)** to the unscrupulous middlemen and recruiters, as well as to process travel documents. *(IOM, 2020,Survey on Drivers of Migration)*
- High Debt – Around **72% of returnees have some debt** (IOM Bangladesh Monitoring Data 2017-2022)

Unscrupulous Recruitment Practices

- Complex and heavily dependent on middleman/intermediaries - 68 %per cent used the services of unregulated intermediaries (dalals) to migrate (IOM, 2022 – *Debt, Reintegration and Socioeconomic Sustainability of Migrants' Households*. IOM, Dhaka.)
- Centralized – Dhaka centric.
- Issues with Contracts - employment contract at the destination countries, or the employment contract are substituted with a new contract having less entitlement when workers reach at the destination countries.

MAIN CHALLENGES TO SAFE AND REGULAR MIGRATION

Climate Change, High Rate of Urbanization and high internal migration

- Data in 2021 also shows urbanization on the rise, with an urbanization rate of 38.95 per cent , 4.65 per cent higher than in 2015 (34.3%). *[Source: World Bank, 2021]*
- Over 7.1 million Bangladeshis were displaced by climate change in 2022, a number that could reach 13.3 million by 2050. (World Health Organization WHO, 2022 https://www.aa.com.tr/en/asia-pacific/climate-change-displaced-millions-of-bangladeshis-in-2022-who/2750491)
- IOM, 2022, Baseline Mobility Assessment (Kurigram and Sathkhira – under publication – refer to map)
- **6.3%** of the **33,257** respondents in Kurigram stated that flooding forced them to leave their home for at least 15 days in 2022. (Internal Mobility Assessment IMA, 2022).

Migration Data and Evidence Generation

- Huge gap in migration data – absence of data and also quality of data is questionable too.
- Absence of comprehensive Migration Data Systems;
- Inefficient evidence generation processes;
- National surveys are not disaggregated by migration status;
- Migration specific surveys are limited;
- Lack of data on irregular migrants, internal displacement, rural to urban migration and return

[Source: Baseline Mobility Assessment, IOM 2023]

EMERGENGING OPPORTUNITIES AND PRIORITIES

Thematic Area	Opportunities	Challenges
Climate Migration and Disaster Displacement	• Human Mobility is being mainstreamed in Bangladesh • Displacement Management cluster	• GoB Coordination – MoDMR & MoEFCC – MoFA and MoEWOE • Limited donor interest in human mobility and climate change in Bangladesh
Ethical Recruitment	• GoB's buy-in as mentioned in the 8th Five-Year Plan (8FYP) 2020 - 2025	• Limited funding to support the intervention
Supporting GCM Implementation and IMRF Pledges	• Inter-ministerial Task force on GCM and other migration and mobility issues	• GoB is dependence on BDUNNM and IOM
Migration Data and Evidence Generation	• GoB has started to recognize the gap in migration data • IOM's internal capacity to support GoB in migration data	• Capacity of national statistics entity
Strengthening Migration (including reintegration) Service Delivery Mechanism	• Recognition of migration services in 8th and upcoming 9th FYP	• MoEWOE is severely under-funded and under staffed

Future of Migration and Mobility

Four Scenarios

First
Political urge to control migration irrationally (Rise of irregular migration)

Second
Interlinkages between climate change, food insecurity and human mobility is intensifying ('Survival migration')

Third
Simmering geopolitical tensions combined with technology will drive new security risks

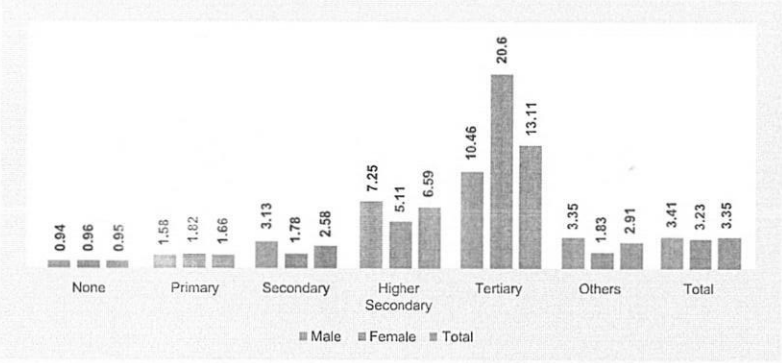
Forth
Securitization and even weaponization of migration increasing

IOM

Thank you

More Education - More Unemployment?

Unemployment Rate (%) by level of Education- 2023



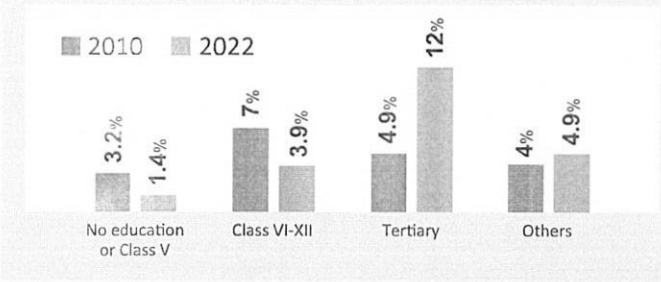
Youth Unemployment Paradox

Finding Solutions to the Supply-Demand Disconnect

Graduate Unemployment Rate is Rising Rapidly in last One Decade . .

Unemployment rate : 2010 vs 2022

By level of education : In %



Source: BBS and LFS

National Unemployment vs. National Unemployment

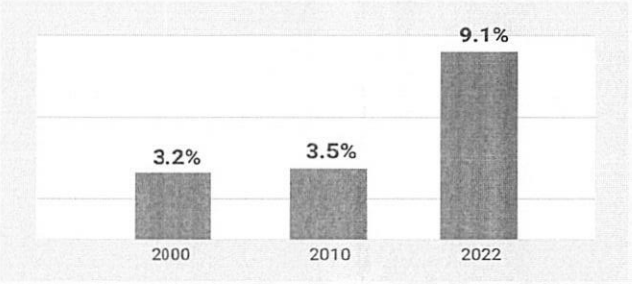
	15-29 yrs	30-64 yrs	64+ yrs	Total
Unemployment rate	7.27%	1.15%	0.50%	3.25%
% of Labour Force (total unemployment number)	36.34%  19.4M	59.57%  5.05M	4.00% 0.15M	100%  24.6M
% of Total unemployed	78.80%	20.50%	0.60%	100%

Why Are Graduates Not Finding Employment Despite Sustained Economic Growth?

- Much higher demand of Blue collar workforce than white collar
- Mismatched Supply of graduates
- The Shift in Graduate Aspirations: The Allure of Government Jobs Over Private Sector Opportunities

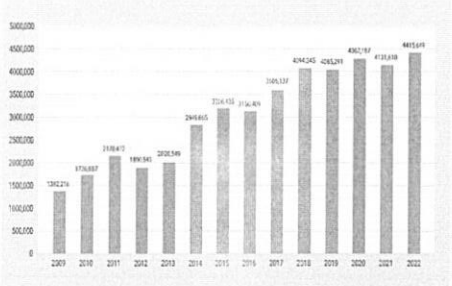
Is Graduate Unemployment a Self Inflicted Problem?

Increasing % of Graduates (tertiary degree holder) in Labour Force

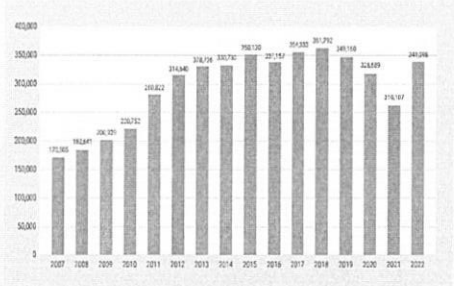


Student Enrollment Trends . .

Trends of Enrollment in Public University
(incl National University and Open University)

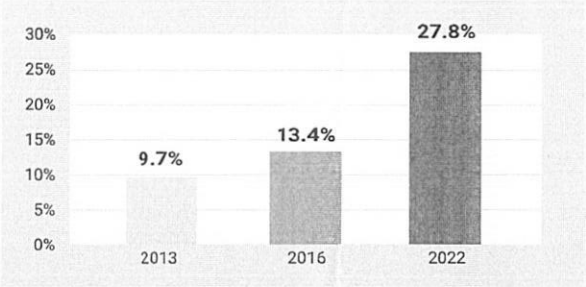


Trends of Enrollment in Private University



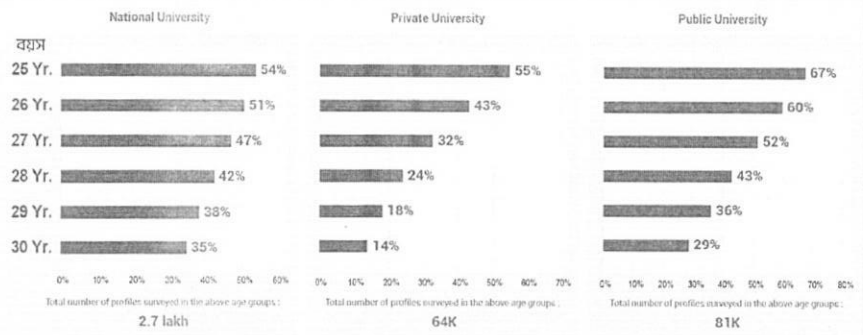
Is Youth Unemployment Essentially a Problem of Graduate Unemployment?

Tertiary educated unemployed as a % of total unemployed



Source: Bangladesh Bureau of Statistics. Labor Force Survey 2022

% of Graduates who have not got Jobs after completing graduation

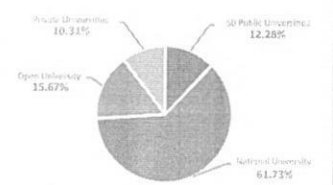


Source: bdjobs.com

National University Produces over 60% of graduates . . .

Figure 9

Number of students who passed from Universities (2022)		
50 Public Universities	86,237	12.28%
National University (2,200+ colleges)	433,320	61.73%
Open University	110,030	15.67%
Private Universities	72,406	10.31%
Total Number of students who passed	701,993	100.00%

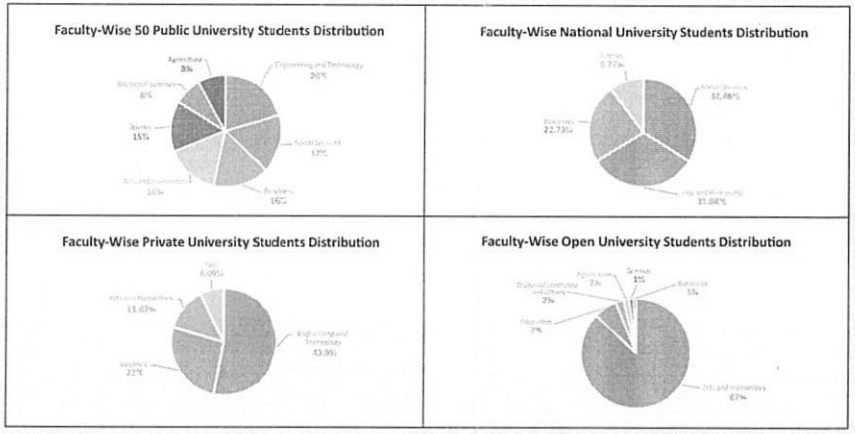


Source: UGC Annual Report 2022

Engineering and Technical Enrollment in Private Universities

Source: UGC, Annual Report 2022

Demand Supply Mismatch is More Serious in National University Graduates



Recommendations of TASK FORCE

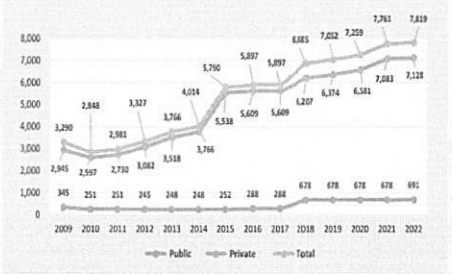
1. *Implement Compulsory Technical Vocational Training*
2. *Incentivize Non-English Language Training*
3. *Short-duration Training for Global Employment*
4. *Loan Programs for Young Professionals for Migration* (including foreign education in countries like China, Europe and Japan)
5. *Enabling self-employment through entrepreneurship*
6. *Industry Engagement (including mandatory industry attachment) in all tertiary programs*

TVET Education

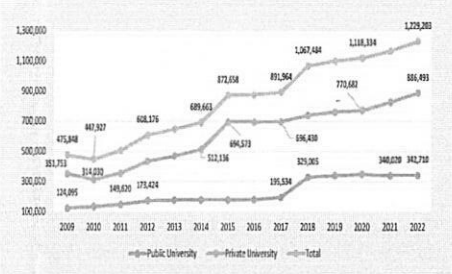
7. *Introduction of new courses targeting Future Jobs (industrial production, green tech, cyber security, data analytics/big data etc.)*
8. *Re-brand TVET Education to encourage higher enrollment*
9. *Leverage AI for Education and Skill training*
10. *National Skill Database and HRD Ministry*
11. *Reform Vocational Training*
12. *Promote Fair Employment*
13. *Create enabling environment for female youth*
14. *Improve Job Information Access and Early Career Counseling*

TVET Growth Led by Private, But Fails to serve Market Demand

Public and Private Institutes (2009-2022)



Student Enrollment Trends (2009-2022)



Source: Bangladesh Education Statistics 2023, BANBEIS

12.14.16

Welcome

BPATC

1

Combating Corruption Corruption Control Mechanism

Muhammad Munir Chowdhury

2

Corruption is a culture and cancer

- It becomes pervasive and perpetual.
- Corruption in the form of abuse of power, nepotism, mal-governance
- Systemic Corruption – it is organizational weakness

Present Corruption Scenerio

- Politicians misuse/abuse power either by themselves or in connivance with bureaucrats.
- Inflation by corruption → illegal money in the hands of corrupt officials creates demand-push inflation, as they can afford to buy commodities at any price.
- It creates inflationary pressure.

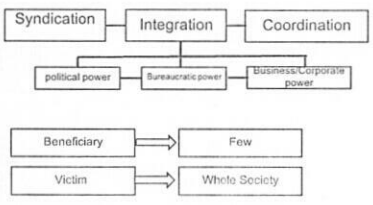
Unholy Nexus

- Bureaucrats, Regulators, Politicians → Exercise ruthless power & influence
- Interest of the state & people becomes secondary.
- We are helplessly witnessing corruption.

Asset Management by Corrupt People

- Showing moveable and immovable properties and wealth by officials in the name of relatives, friends, and colleagues.
- Corruption Earned Money - Bank deposits.
- Apartments.
- Shares in companies.
- Gold in lockers.
- Land.
- Resorts.
- Abroad:
- Offshore safe havens.

Grand corruption



Maximum Governance, Minimum Government Concept

- Size of the Government
- The size of the government- overstaffed, overburdened, over sized
- The burden of this cost ultimately falls in the people who pay the taxes
- Expanding since independence, but at what cost & to what effect

Deficiency in Bureaucracy: Only Hire, No fire

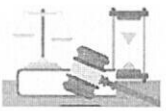
- Materialist Bureaucracy cannot run admin efficiently & ethically
- Materialist Army cannot conduct war courageously

Non Accountably Creates Corruption

- Corruption originates from Non-Accountability
- Huge number of laws, rules, department, organizations Causes NA
- Huge discretionary power of Bureaucracy Causes NA

Bangladesh: Rule of Law performance Index

- 115th position out of 128 countries
- Score: 0.40 out of 01
- Source: World Justice Project



Major Factors:

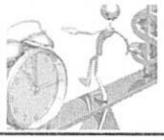
Absence of corruption
Regulatory Enforcement
Criminal Justice

Ego & Inefficiency Crisis, Not Only Grafting

- Inefficient bureaucracy is more harmful than corrupt political system,
- More harmful than foreign enemies
- Official Power is fragile and temporary

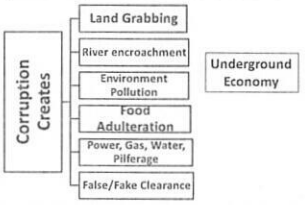
Emphasizing personal desire is Corruption

Prioritizing Personal Desire/Liking –
Disliking instead of National/Public interest
It affects/damages professionalism
Its surely corruption –malpractice



Bangladesh Context of Corruption

Corruption Damages social & institutional fabrics



How Greed Destroys Ethics in Public Service

- Addiction for foreign tour.

- Pre Shipment Inspection (PSI) -Visit by non-technical officers.
  - Vanishing integrity.

- Accountability does not only mean accountability to superior, real accountability lies in sense of liability

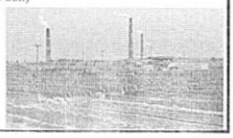
Railway corruption Picture

Railway:

Per day fuel pilferage 40 thousand litter
per year pilferage 1.5 cr liter
price -94.90 cr Tk)
Per day train movement 300
Per day fuel consumption 2 lac liter
Where is Ministry ?
Where is DG Railway ?
Where is Police ?
Where is Mobile Court ?
Where is ACC ?

Devastating Brick Kiln all over the country: Unabated corruption in Environment Sector

- Damaging Environment
- Damaging Public Health
- Damaging Rivers
- Damaging Ecology
- Damaging Agriculture (Top Soil)



Laundering Money - Damaging Economy

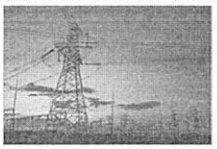
- Laundered Money Invested in Housing and Industrial Projects in USA, Australia, Canada, Malaysia, Dubai, Singapore, Bangkok.
- It could have been invested in Bangladesh.
- The Country has been deprived of more investment and employment.

Corruption Impacts


বিদেশে আট লাখ কোটি টাকা পাচার ৪৬ বছরে

Alarming Corruption in Power Sector (2005-2007)

World Bank Vice President's comments on corruption in power distribution sector. "If system loss could have been reduced to international standard, then one Jamuna Bridge could have been constructed after each 4 years".



Global Corruption

US Picture

Some senators/Congressman take huge contribution from businessmen/corporation, its legally recognized. The Lawmakers favors the Companies after being elected

Corruption in Iraq

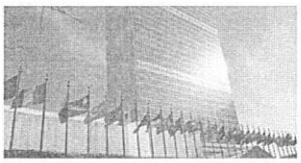
US Heliburtorn Company's role in post war Iraq
Heliburton purchases the US leaders/officials to get contract

Global Corruption Picture

- Nigeria, Ivory Coast, Indonesia
- Extremely vulnerable for corruption (Sale of Fuel)
- Army Generals Laundered Millions of dollars to abroad
- Nigeria Indonesia – It is easier to do corruption with the generals, rather than civilians

Corruption in UN : everywhere around the Globe

- Corruption file length: 15 km long (1975—2000)
- Source: Research Report



Indonesian Anticorruption Drive

- Arrest of IGP (2016)
- Arrest of Judges (2018)
- Arresting IT minister (Johnny G Plate) for grafting (17th may, 2023)
- Million dollar corruption scandal
- (detained with handcuffs)
- President Joko Widodo's efforts to clean up Administration
- Anti Corruption Dimension: Our Culture

Indonesian Communication and Information Minister Johnny G. Plate is escorted by prosecutors following his arrest on accusation of corruption,

25

Global Research on Corruption

- Researcher on Black Money: Prof. Fredrik Schneider (Austria)
- Fake Medicine Market 200 billion dollar
- Sex Business Market 186 billion dollar
- Fake Electronics Goods Market 169 billion dollar
- Marijuana Market 142 billion dollar
- Casino Market 140 billion dollar
- Cocaine Market 85 billion dollar

Destination of black money

- Switzerland- Destination of black money but not mentioned in CPI Index!
- Switzerland –Swiss Bank
  - Should face trial
  - Should be brought under accountability
- New Zealand Heaven for Tax evaders

Chinese Context

All government officers are bound to visit jail

- to get experiences of punishment of corruption.
- to see consequence of punishment of officials.

Then they meet the convicted person & share experience of their woes.

Zero Tolerance: Is it only for announcement?

A Poor Score is a wakeup call

Zero Tolerance for 'enforcement', Not just for 'Announcement'

Leakage-Faults Cracks in organizations are corruption

Pay structure for Government officials are quite decent now, but still corruption persists because of habit & culture. It is the vice of the Rich

Corruption Control Strategy

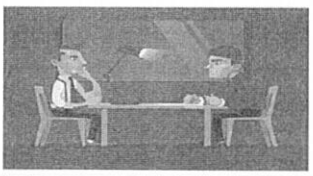
Anti-Corruption Commission

Background:

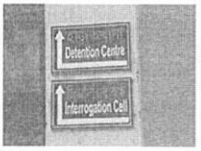
- Bureau Of Anti Corruption Established in 1957 under Anti-Corruption Act, 1957
- Bureau of Anti Corruption dissolved in November 21, 2004
- Anti- Corruption Commission established under the ACC Act, 2004 in November 21, 2004

Interrogation

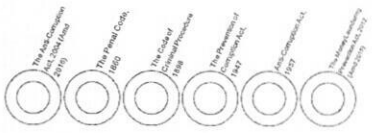
➨ACC Interrogation of public officials



Detention Center of ACC



Legislation and Powers



ACC's Deplorable failure to prosecute the powerful

- High courts repeated observation on ACC's failure
- Catching petty criminals instead of big ones
- Owners of Bismillah Group (embezzlement of Tk 1200cr) still remain fugitive
- High Court order to ACC for taking action against 249 Bangladesh Bank officials (3 Deputy Governors, 6 executive Directors) involved in financial scams (worth Tk 3700cr)
- No action yet

ACC's Organizational Failure

- None of the corrupt people are caught at the time of committing corruption.
- No secret intelligence is required to unearth cases of corruption.
- Corrupt people remain immune from action.
- Honesty and dignity are being replaced by unlimited greed.

Remarks:

Sweeping allegations about public officials.

They are too corrupt to resist.

Anti Corruption Dimension: Our Culture

- Nabbing the petty offenders /snatchers (small fishes)
- Big fishes are scot free
- Part of elite society
- Can afford to buy anybody
- Impunity from the law
- Blatant discrimination in enforcing law

Discriminatory face of corruption control

- Protecting particular cadre
- Dignified persons
- Political Elites
- Corporate person/Timeline Failure

Asset Recovery Drive

- Very poor
- Faulty
- Time-Consuming
- Inefficiency in evaluation of Asset

Victim of corruption drive

- Union land officer
- Auditor
- PA
- Customs Super
- Accountant
- Inspector

Sources of Complaints

Written Complaints to ACC HQ, Divisional Directors Offices, Integrated District Office	Hot Line (106)/ Complain Center Located at HQ	Media – Print, Electronic and Online
Own intelligence	Court	Police Station

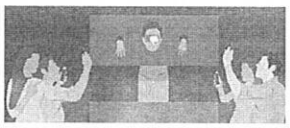
Effective Strategy for Corruption Control
Netting The Big Fish

Fry the Big fish
Fish is fried from pond
publicly try & punish the well known corrupt people

Need highly publicized trials and convictions/publicized traps cases of important govt. officials, businessman on corruption charge may have an impact on society.

Public Shaming of Corrupt Person

- Applying fear and force by law enforcement against corruption –
  - Not sustainable, it's temporary solution.

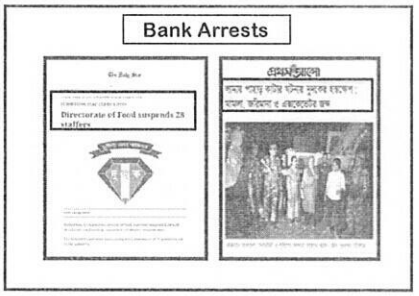


ACC Enforcement Drives
Muhammad Munir Chowdhury

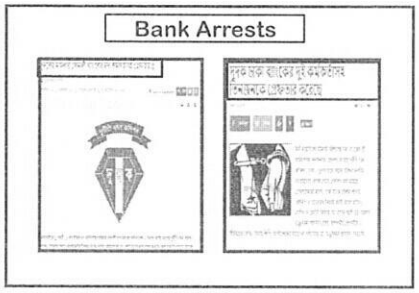

DNCC suspends three officials on bribery allegations

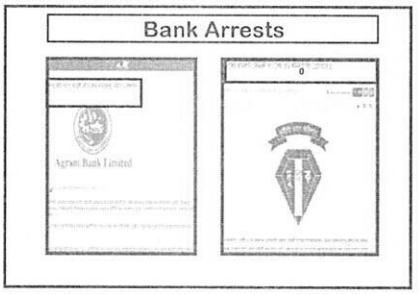

Director ate of Food suspends 28 staffers


ACC raids Hajj agency offices in city again


Bank Arrests

Director ate of Food suspends 28 staffers


Bank Arrests


Bank Arrests

Agrani Bank Limited


theindependent

ACC's sudden drive at BRTA

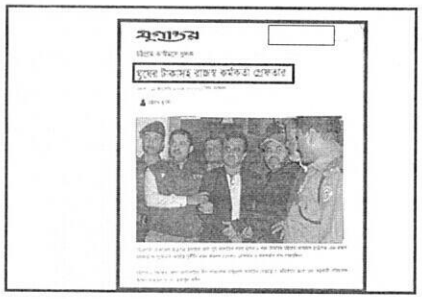

theindependent

ACC conducts drive in RAJUK

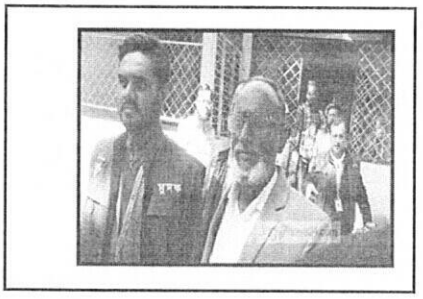

ACC conducts surprise drive in Shahjalal airport

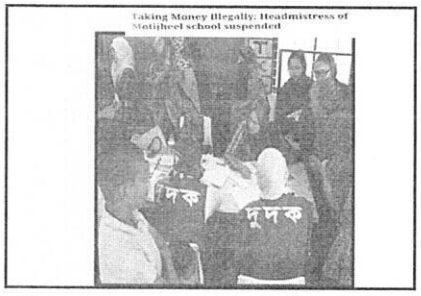

ইত্তেফাক

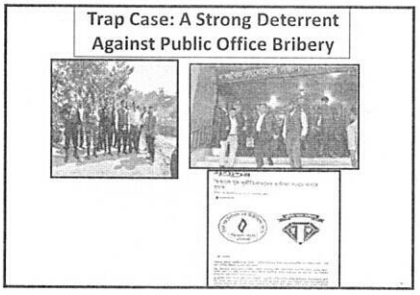
সুস্থ কয়েদিরা ঢাকা কেন্দ্রীয় কারাগারের হাসপাতালে ভর্তি


ঘুষের টাকাসহ রাজস্ব কর্মকর্তা গ্রেফতার

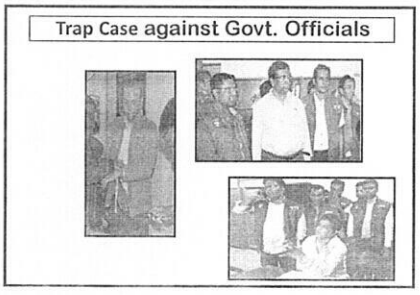

ইত্তেফাক
সুস্থ কয়েদিরা ঢাকা কেন্দ্রীয় কারাগারের হাসপাতালে ভর্তি

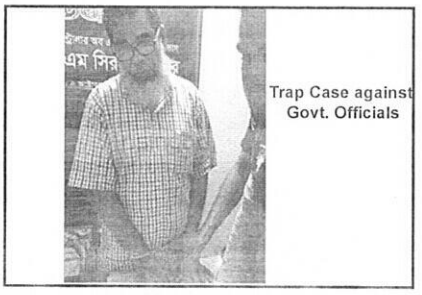


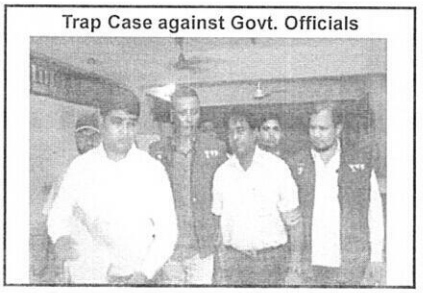

Taking Money Illegally: Headmistress of Motijheel school suspended

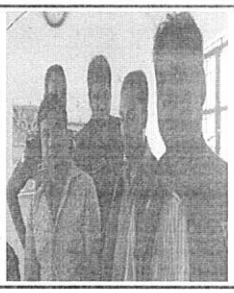

Trap Case: A Strong Deterrent Against Public Office Bribery


Trap Case against Govt. Officials


Trap Case against Govt. Officials


Trap Case against Govt. Officials


Trap Case against Govt. Officials



Trap Case against Govt. Officials

Anti Corruption Drive

Arrest/ Dismissal Government Officials

85

Anti Corruption Drive

Recovery of Government land/ Properties 411 acres

Anti Corruption Drive

Eviction Illegal brick kilns

61

Anti Corruption Drive

seizure of illegal dredgers

51

Anti Corruption Drive

confiscation of Govt. Vehicles from Illegal use

5

Anti Corruption Drive

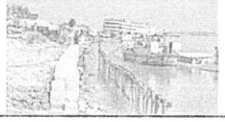
Prevention of Corruption in Govt. Recruitment

Cancelling 186 illegal recruitment in Govt. offices

Anti Corruption Drive

Preventing River Encroachment

176.92 Nautical Mile



Anti Corruption Drive

Prevention Corruption on Public Road Construction

19km

Preventing Corruption Amount in Tk. 1 Thousand 27 Cr

Records of Drives against Corruption
(Muhammad Munir Chowdhury)

(Power, Port, Marine, Environment, Gas, Water and Public Properties Sectors)

74

প্রথম আলো

কামরাঙ্গীরচরে রনি মার্কেটের
৩৫ লাখ টাকা জরিমানা

দৈনিক ইত্তেফাক

অবৈধ সংযোগ ও মিটার পুড়িয়ে বিদ্যুৎ চুরি

মিটার টেম্পারিং করায় বিদ্যুৎ চুরি ২২ লাখ টাকা জরিমানা

theindependent

Factory fined Tk10 lakh for power pilferage

STAFF REPORTER

A taskforce of Dhaka Power Distribution Company (DPDC) yesterday fined Islamia Metal Industries Tk 10 lakh for pilfering electricity during that time at Kamrangirchar area in the capital.

A team conducted a raid at the factory on Saturday following instruction of Muhammad Munir Chowdhury, chief of the taskforce.

The DPDC taskforce during a sudden visit found that M/s Islamia Metal Industries at Kamrangirchar was pilfering electricity from the service line bypassing metre.

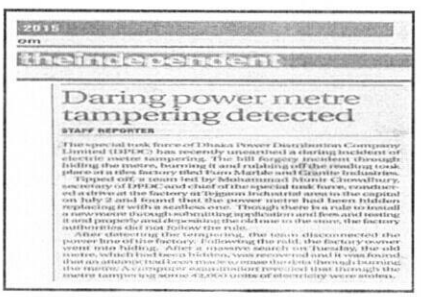
The team seized the electric wire of the factory at that time while the owner of the factory Hafi Muhammad Jamir Uddin went into hiding.

DPDC filed a case against the factory owner and fined him Tk 10 lakh. The taskforce disconnected the power connection of the factory. "The taskforce is working to arrest power the culprits will face dire consequences," said DPDC secretary. DPDC is one of the largest power distri-

দৈনিক ইত্তেফাক

মিটার লুকিয়ে বিদ্যুৎ চুরি, ডিপিডিসির দুই কর্মকর্তা সাসপেন্ড

মিটার লুকিয়ে বিদ্যুৎ



theindependent

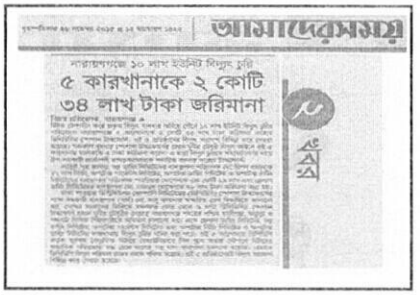
Daring power metre tampering detected

STAFF REPORTER

প্রথম আলো

নয় কোটি টাকার বকেয়া বিল আদায়

৮ | রাজধানী



আমাদেরসময়

৫ কারখানাকে ২ কোটি ৩৪ লাখ টাকা জরিমানা

দৈনিক ইনকিলাব

পৌনে ২ কোটি টাকা জরিমানা আদায়, ২০ সংযোগ বিচ্ছিন্ন

বিদ্যুৎ চুরি ও বিল বকেয়া

রাজধানী ৩

আমাদেরসময়

ডিপিডিসির বিদ্যুৎ চুরি অভিযানে ৯৮ লাখ টাকা জরিমানা

The Financial Express

Metro/News

DPDC realises Tk 140m fine

সমকাল

খবর

বিদ্যুৎ চুরি ও রাজস্ব ফাঁকি

দুই সপ্তাহে ১৪ কোটি টাকা আদায় ডিপিডিসির

আমাদেরসময়

www.dainikamadershomoy.com

বিদ্যুৎচুরি রোধে ডিপিডিসির নজির

পঞ্চাশহাজারী টাকা জরিমানা, আদায় ৯০০ কোটি টাকা

বিদ্যুৎ চুরি প্রতিরোধে অনন্য নজির

কালের কণ্ঠ

১১ অভিযানে সোয়া কোটি টাকা জরিমানা

আমাদেরসময়

ডিপিডিসির অভিযান

১ কোটি ১৩ লাখ টাকা জরিমানা


সমকাল

প্রথম আলো

বিদ্যুৎ চুরির অপরাধে পনর কর্মকর্তার জরিমানা


কালের কণ্ঠ

মিটার টেম্পারিং করে বিদ্যুৎ চুরি ২৩ লাখ টাকা জরিমানা


দেশের খবর

৫০ কোটি টাকার জমি উদ্ধার


বন্দরে জামায়াতের অবৈধ দখল থেকে ১০০ কাঠা জমি উদ্ধার


নগর-মহানগর

৩ বছরে চট্টগ্রাম বন্দরের ৭০ একর জমি দখলমুক্ত

Land worth Tk 10.15 cr recovered from illegal occupation of Sramik League


বন্দরের ৪০ কোটি টাকার জমি উদ্ধার ॥ পাঁচ শ' দেশী-বিদেশী জাহাজের জরিমানা


আমার দেশ

চট্টগ্রাম বন্দরের জমি উদ্ধার : ৪৩ শ্রমিকনেতা গ্রেপ্তার

পতেঙ্গায় সংঘর্ষ আগুন গুলি : আহত ৫০


দৈনিক জনকণ্ঠ

The Daily Janakantha

চট্টগ্রামের পুরনো ক্রাইম জোন ওটিয়ে নেয়া হচ্ছে ৩শ' কোটি টাকার জমি উদ্ধার


Police-squatter clash over CPA land leaves 60 injured

The Independent

Wednesday 13 July 2005

Plot recovered after 35 years

চট্টগ্রামে ব্যাপক সংঘর্ষ গুলি

দেড় হাজার দখলদার উচ্ছেদ, চট্টগ্রাম বন্দরের ২২০ কোটি টাকার ভূমি উদ্ধার

বন্দর ম্যাজিস্ট্রেটের নেতৃত্বে ভেজাল বিরোধী অভিযান

আবুল খায়ের গ্রুপের কারখানা হতে খাবার অনুপযোগী দুধের বিশাল চালান আটক

চট্টগ্রামে ৩ মাসে ৪০ টন ভেজাল ও দূষিত খাদ্য আটক : অর্ধকোটি টাকা জরিমানা

ওয়াসার পানি চুরি

চট্টগ্রামে ৩৫টি প্রতিষ্ঠানকে ২০ লাখ টাকা জরিমানা : গ্রেফতার ১৭

চাক্তাইয়ে সাম্প্রতিককালের সবচেয়ে বৃহৎ অভিযান

২০ টন নষ্ট ভেজাল খাদ্য জব্দ

রেয়াজউদ্দিন বাজার থেকে তিন কোটি টাকার গড়া খেজুর আটক

চট্টগ্রামে আড়াই কোটি টাকার গ্যাস চুরি রি-রোলিং মিল সিল

চট্টগ্রামে কোটি টাকার গ্যাস চুরির ঘটনা ফাঁস


ভেজালবিরোধী অভিযানে পাট গুদাম থেকে ৩০ টন পচা গম ও নষ্ট চিনি উদ্ধার


সাড়ে ৩ কোটি লিটার পানি চুরির ঘটনা উদ্‌ঘাটন

ওয়াসা'র ২ কর্মকর্তাসহ ৪ জনকে জরিমানা


বিদেশ হতে আমদানীকৃত ১১ হাজার মেট্রিক টন পচা গমসহ আটককৃত জাহাজ MV RYU GYONG


নগরীতে ভেজাল ঔষধের কারখানা

২ জন গ্রেপ্তার, কারখানা সীল
২৩ ডাক্তারসহ ২৪ পরিচালককে গ্রেপ্তারের নির্দেশ


যুগান্তর

চট্টগ্রামে বাবুর প্রতিষ্ঠানে ১০ কোটি লিটার পানি চুরি

১৮ লাখ টাকা জরিমানা


৯৪ লক্ষ টাকা জরিমানা ও ৫ কোটি টাকার রাজস্ব আদায়, গ্রেফতার ৭১


Ctg Wasa land worth Tk 50cr recovered

CU CORRESPONDENT

চট্টগ্রাম বন্দরে মোবাইল কোর্ট

পরিবেশ দূষণের দায়ে পরিবেশ প্রতিমন্ত্রীর জাহাজকে জরিমানা

শিল্প বর্জ্যের ভাগাড়ে পরিণত হচ্ছে কর্ণফুলী নদী
তেল দূষণের দায়ে কোটি টাকা জরিমানা আদায়

চট্টগ্রাম বন্দরে ১২ দিনে ১৭' কার্গো জাহাজের জরিমানা

বন্দরের ইতিহাসে নজিরবিহীন ঘটনা

অভ্যন্তরীণ রুটের জাহাজ থেকে ৩৩ মাসে ৮ কোটি টাকা খেলাপী শুল্ক আদায়

যুগান্তর

দু'শতাধিক নৌযানের ১০ লাখ টাকা জরিমানা : অর্ধশতাধিক আটক

এক মাসের মধ্যে বন্দর ছাড়ার জন্য আলটিমেটাম

বন্দরের অবৈধ দখল উচ্ছেদ অভিযানের ম্যাজিস্ট্রেটকে হত্যার হুমকি

দু'বছরে চট্টগ্রাম বন্দরে দেশী-বিদেশী জাহাজ থেকে পরিবেশ দূষণের দায়ে পৌনে এক কোটি টাকা জরিমানা আদায়

Grabbers attack Ctg port eviction team

20 hurt, 15 vehicles damaged

STAFF CORRESPONDENT, Ctg

Illegal occupants of public land at Lalkhan Bazar in the port city made a violent attack on an eviction squad of Chittagong Port Authority (CPA) yesterday, leaving at least 20 people including three security personnel injured and some 15 vehicles damaged.

The attackers also set a CPA bulldozer ablaze. The damaged vehicles include that of a CPA magistrate who led the eviction team, and of women police.

Police inspector Ilias, two Ansar personnel, an employee of the magistrate's office and a PDB worker were among the injured.

The law enforcers resorted to baton-charge and blank fire to bring the situation under control.

The eviction drive however went on and recovered some 27.75 acres of CPA land worth over Tk 3 crore at Lalkhan Bazar adjoining Chittagong sea-port.

The CPA drive aimed at recovering

যুগান্তর

চট্টগ্রাম বন্দরে শৃংখলা ফিরেছে

পরিবেশ দূষণ : ৫ শতাধিক জাহাজ ও শতাধিক শিল্প প্রতিষ্ঠানকে জরিমানা

Anti Corruption Drive in Environment Sector

Muhammad Munir Chowdhury


কালের কণ্ঠ

কক্সবাজারে পাহাড় কাটায় ৩ কোটি টাকা জরিমানা


প্রথম আলো

ইবনে সিনাকে ৫০ লাখ টাকা জরিমানা


প্রথম আলো

আশিয়ানকে ৫০ লাখ টাকা জরিমানা


কালের কণ্ঠ

আকিজ গ্রুপের কারখানাকে ৭০ লাখ টাকা জরিমানা


প্রথম আলো

জনি টেক্সটাইল মিলসকে তিন কোটি টাকা জরিমানা


প্রথম আলো

পারটেক্সের পেপার মিলকে ৩৮ লাখ টাকা জরিমানা


কালের কণ্ঠ

সিলেটে তিন প্রকল্পের কার্যক্রম বন্ধ সাড়ে ৩৪ লাখ টাকা জরিমানা


প্রথম আলো

মিরসরাইয়ে পাহাড় কাটার দায়ে চীনা প্রতিষ্ঠানকে ১০ লাখ টাকা জরিমানা


প্রথম আলো

মাধবদীগঞ্জে দুটি কারখানাকে
অর্ধকোটি টাকা জরিমানা


প্রথম আলো

ভ্রাম্যমাণ পরিবেশ অধিদপ্তরের অভিযান

তিনটি ড্রেজার, ১১টি নৌযান
জব্দ, ১৭ লাখ টাকা জরিমানা


সুপ্রভাত বাংলাদেশ

তিন কোটি টাকা জরিমানা


নয়া দিগন্ত

পাকিজাকে ৩৫ লাখ
টাকা জরিমানা


প্রথম আলো

৫০ লাখ টাকা জরিমানা


প্রথম আলো

রূপায়ণকে ৪০ লাখ
টাকা জরিমানা


বেক্সিমকো রিয়েল এস্টেটকে ৩২ লাখ
৫২ হাজার টাকা জরিমানা

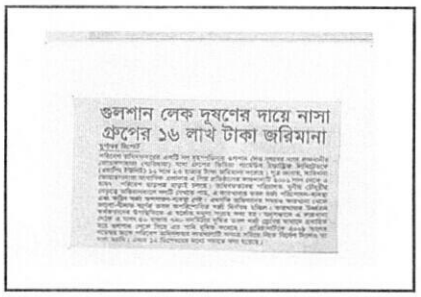

সংবাদ

সম্পাদকীয়

ময়মনসিংহে ৪টি ভাটা উচ্ছেদ
১৩ লক্ষাধিক টাকা জরিমানা


The Daily Star

3 industries fined
Tk 60 lakh



Personal Profile at a glance

Be Role Model in Public Service

149

150

153

ভূমি ব্যবস্থাপনায় আমূল পরিবর্তন

বন্দরে টানা তিন বছরের অভিযান পাল্টে দিয়েছে ৩০ বছরের চিত্র

The Daily Star

Munir finally leaves DoE

The Daily Star

Magistrate lives out death threat

Because he detected and fined 650 launches and cargo vessels for foul play in 4 months

ম্যাজিস্ট্রেসির কড়া নজরদারি ও অব্যাহত অভিযানে বন্দর চ্যানেলে পরিবেশ দূষণ অনেকটা কমে গেছে

চট্টগ্রাম থেকে অবশেষে বিদায় নিলেন ম্যাজিস্ট্রেট মুনীর

করতোয়া

বগুড়ায় ভূমি দুকুমদখলের টাকা নিতে এখন ঘুষও লাগে না হয়রানিও হতে হয় না

The Daily Star

Anti-graft crusader in a Mirpur Villa story

ঘুষ দুর্নীতির অর্থে তৈরি আলিশান বাড়ি

মর্গের শবের মেজাজে এ ভবন কি আপনার চিরস্থায়ী আবাস?
এতো অল্পের আনন্দ উপভোগ মাত্র!
আপনার চিরস্থায়ী আবাস কবরে, ভাটির নিচে।
সে জীবনের জন্য প্রস্তুতি নিন।
সৎ জীবনের আমল নিয়ে শবকাশের বাড়ি তৈরি করুন।

Corruption Earned Money
Cannot be deposited/stored in Graveyard

It is the Place of trial
It is the Place of Reward
It is the Place of Punishment

How much land does a man require after death?

The Last Jacket has no Pocket

Our Destination is towards Graveyard

সময়কে কাজে লাগাবে হবে
১. স্রষ্টার প্রতি
২. সৃষ্টির প্রতি
৩. পরিবার, সমাজ ও নিজের প্রতি।

সময় প্রতিনিয়ত আমাদের জীবন থেকে চলে যাচ্ছে, পেছনে, সুদূর অতীতে।
সূর্য চলছে, পৃথিবী চলছে, আর আমাদের আয়ু যাচ্ছে ফুরিয়ে, আমরা অগ্রসর হচ্ছি মৃত্যুর দিকে, আমরা ধাবিত হচ্ছি কবরের দিকে।

প্রতি মুহূর্তে সময়, কাল, যুগ, বছর, মাস, রাত, দিন, ঘণ্টা, মিনিট এবং সেকেন্ড ঘড়ির প্রহর থেকে বিদায় নিচ্ছে।

Some Advices from my Observations

- Change the system of Governance by changing Bureaucratic Lordship to public Access
- Change the system of Secrecy to openness
- Don't allow your PA, PS, Gunman, Peon, Personal Staff to control your office
- Don't allow your office to be controlled from kitchen, Bedroom, Black hole (!)

Strategy of Control of corruption

- Legal Action (Enforcement/Punishment)
- Moral Development (Training/Motivation)
- Religions Practice (Accountability to Almighty Allah, Fear of God)

We have come from Allah/আমরা আল্লাহর কাছ থেকে এসেছি

৬ স্তরের মানব জীবন

We have to go back to Allah/ আমরা আল্লাহর কাছে ফিরে যাব

Life is Book
Every Day is a new page
Every month is a new chapter
and
Every year is a new series
All records are kept by Almighty Allah

The result of Material comfort is zero,
Body will be decomposed in grave

"Use your heart & head for the cause of the nation
Root out all social evils, deviation & corruption"

Thanks

Muhammad Munir Chowdhury
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Email : mmunirc@gmail.com
Facebook ID : Muhammad Munir Chowdhury

US Reciprocal Tariffs: Bangladesh's Stand

Dr. Moinul Khan
Chairman (Secretary to Govt.)
Bangladesh Trade and Tariff Commission

What is Tariff?

- A system of duties imposed by the government of a country upon goods imported or exported
- According to WTO

  Customs duties on merchandise imports are called tariffs
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- Generate revenue
- Protect domestic industries
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- Protect people and society
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Pros and Cons of Tariff

- **Pros:**
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  - Reduces trade deficits
  - Can improve national security
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- Ad valorem (percentage of the value)
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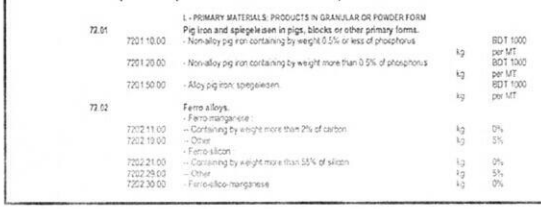

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		- Ferro-silicon :		
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Average Tariffs

Country/Region	Average Tariffs
USA	2.4
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WTO Principle on Tariffs

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Bangladesh's Tariff Structures

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  - Maintain uniformity
  - Enhance competitiveness
  - Promote trade liberalization

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US Reciprocal Tariffs

- **The Facts:**
  - Trump announces reciprocal tariffs on 2 April
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  - Unlike income tax, the burden of such tax goes to consumers
  - The prices of imported goods go up
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  - According to **Joseph Stiglitz** and **Paul Krugman** and other economists, the key consequences will include:
    - High inflation and curbing capacity
    - Slower growth
    - Recessions

US Concerns

- Trade deficits
  - US imports about $ 9 billion worth of goods from Bangladesh while exports about $2 billion
  - So about $7 billion is trade deficit

Bilateral Trade Flow	Year (Values in billion US$)					
	2019	2020	2021	2022	2023	2024
US's export to Bangladesh	2.23	1.85	2.35	2.95	2.25	2.21
US's import from Bangladesh	6.81	6.13	8.34	11.07	8.46	8.45
Trade balance	-4.47	-4.28	-5.99	-8.12	-6.21	-6.24

Source: US-ITC database

USTR Reports 2025

- 1. Bangladesh's high tariffs
- 2. Non tariff issues:
  - Lack of transparency in Govt. procurement
  - Weakness in intellectual property rights laws
  - Electronic and digital trade barriers
  - Investment bottlenecks
  - Subsidies
  - Labour rights issue
  - Repatriation of returns of investment
  - WTO valuation implementation issue

Bangladesh's tariff structure

- Bangladesh's duty structures (6 types)
  - Import duty (CD): 0% - 25%
  - Supplementary duty (SD): 10% - 500%
  - Regulatory duty (RD): 3% - 150%
  - Value added tax (VAT): 15%
  - Advance income tax (AIT): 1.5% - 10%
  - Advance tax (VAT): 2% - 5%
- Tariffs in percentage on US goods: CD: 27%, 7%, 1%, 31%, 18%, 15%
- The first three are tariff and para tariffs that include 36% and the other three are 64%

US Import to Bangladesh

- US goods: HS lines 2576
- 98 goods – no (0%) tariffs (e.g. cotton); These include 55.87% import.
- 322 goods – only 1% tariffs; These are capital machineries.
- 350 goods – 5% CD, 3% - 20% RD and 20% - 45% SD. These are mainly primary agriculture goods, raw materials for industries and intermediary goods.
- 1161 consumer goods – 10% - 25% CD, 3% - 40% RD and 10% - 500% SD. These are mainly consumer goods including motor vehicle, alcohol. These represent 4% of the total import

The Way Out

1. Tariff concessions

- Bangladesh may propose to duty cuts to US imported goods on MFN basis. But it may not offer a credible solution as US goods are not always competitive.
  - For example: cotton is sold in USA at higher price than that of other markets

2. Free Trade Agreement (FTA)

- Involve many parties and stakeholders
- Take long time to strike a deal

The Way Out

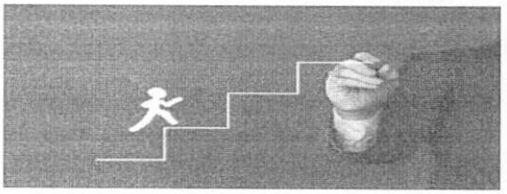
3. Partial Trade Agreement (PTA)

- Offer positive list for certain types of goods under reduced or no tariffs
- Takes less time to a trade deal
- But in 1979 Enabling Clause WTO restricts PTA only between two 'less developed' countries.

4. General Negotiation

- TICFA's article 3 Bangladesh may commence negotiations
- Bangladesh's trade deficit is much lower than other competing countries like India, China, Cambodia and Vietnam.
- Bangladesh's efforts will be at par with India or at the lowest level so that Bangladeshi exporters get an edge over others.
- Relocated industries may move to Bangladesh.

Final Comment



US reciprocal tariff challenge may bring opportunities for Bangladesh.

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  - US imports about $ 9 billion worth of goods from Bangladesh while exports about $2 billion
  - So about $7 billion is trade deficit

Bilateral Trade Flow	Year (Values in billion US$)					
	2019	2020	2021	2022	2023	2024
US's export to Bangladesh	2.23	1.85	2.35	2.95	2.25	2.21
US's import from Bangladesh	6.81	6.13	8.34	11.07	8.46	8.45
Trade balance	-4.47	-4.28	-5.99	-8.12	-6.21	-6.24

Source: US-ITC database

USTR Reports 2025

- 1. Bangladesh's high tariffs
- 2. Non tariff issues:
  - Lack of transparency in Govt. procurement
  - Weakness in intellectual property rights laws
  - Electronic and digital trade barriers
  - Investment bottlenecks
  - Subsidies
  - Labour rights issue
  - Repatriation of returns of investment
  - WTO valuation implementation issue

Bangladesh's tariff structure

- Bangladesh's duty structures (6 types)
  - Import duty (CD): 0% - 25%
  - Supplementary duty (SD): 10% - 500%
  - Regulatory duty (RD): 3% - 150%
  - Value added tax (VAT): 15%
  - Advance income tax (AIT): 1.5% - 10%
  - Advance tax (VAT): 2% - 5%
- Tariffs in percentage on US goods: CD: 27%, 7%, 1%, 31%, 18%, 15%
- The first three are tariff and para tariffs that include 36% and the other three are 64%

US Import to Bangladesh

- US goods: HS lines 2576
- 98 goods – no (0%) tariffs (e.g. cotton); These include 55.87% import.
- 322 goods – only 1% tariffs; These are capital machineries.
- 350 goods – 5% CD, 3% - 20% RD and 20% - 45% SD. These are mainly primary agriculture goods raw materials for industries and intermediary goods.
- 1161 consumer goods – 10% - 25% CD, 3% - 40% RD and 10% - 500% SD. These are mainly consumer goods including motor vehicle, alcohol. These represent 4% of the total import

The Way Out

1. Tariff concessions

- Bangladesh may propose to duty cuts to US imported goods on MFN basis. But it may not offer a credible solution as US goods are not always competitive.
  - For example: cotton is sold in USA at higher price than that of other markets

2. Free Trade Agreement (FTA)

- Involve many parties and stakeholders
- Take long time to strike a deal

The Way Out

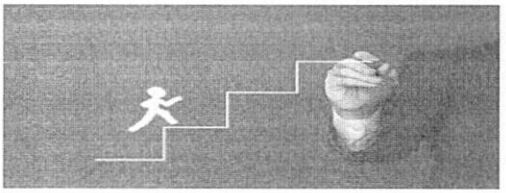
3. Partial Trade Agreement (PTA)

- Offer positive list for certain types of goods under reduced or no tariffs
- Takes less time to a trade deal
- But in 1979 Enabling Clause WTO restricts PTA only between two 'less developed' countries.

4. General Negotiation

- TICFA's article 3 Bangladesh may commence negotiations
- Bangladesh's trade deficit is much lower than other competing countries like India, China, Cambodia and Vietnam.
- Bangladesh's efforts will be at par with India or at the lowest level so that Bangladeshi exporters get an edge over others.
- Relocated industries may move to Bangladesh.

Final Comment



US reciprocal tariff challenge may bring opportunities for Bangladesh.

Extension Lecture

Cardiac Arrest & Cardio-Pulmonary Resuscitation (CPR)

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Heart – The Miracle Organ

B-ROLL

Heart Animation

Sudden cardiac death

- Heart starts beating in 5th week of the pregnancy
- Works 24 / 7 throughout your life
- Beats around 1 Lakh times every day
- Functioning is vital to all the organs in the body

Sudden Cardiac Arrest

Sudden cardiac arrest is the sudden cessation of cardiac activity so that sudden loss of blood flow throughout the body resulting from the heart not being able to pump blood efficiently.

Sudden Cardiac Arrest

- It is a condition in which the heart suddenly and unexpectedly stop beating and the cessation of blood flow occurs towards the brain and other vital organs.

- Sudden collapse
- No pulse
- No breathing
- Loss of consciousness

Sudden Cardiac Arrest

- Sudden cardiac arrest is the most common cause of death around the globe.
- 92% of sudden cardiac arrest victims die before they ever reach the hospital.

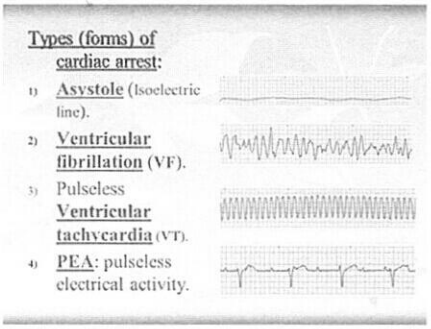
Sudden Cardiac Arrest

Major killer worldwide

- 350,000 out-of-hospital cardiac arrests annually in the U.S., nearly 90% of them fatal.
- Over 250,000 deaths a year in the U.S. alone.
- Only 5 – 10 % of its victims survive.

Sudden Cardiac Arrest

Every two minutes someone suffers a sudden cardiac arrest (SCA)



Sudden Cardiac Arrest

Cardiac causes-

- Heart attack (Ischemic heart disease) – 80% of all causes
- Cardiomyopathy
- Heart valve disease
- Congenital heart disease
- Acute myocarditis

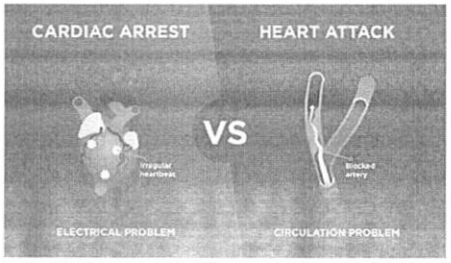
Non Cardiac Causes –

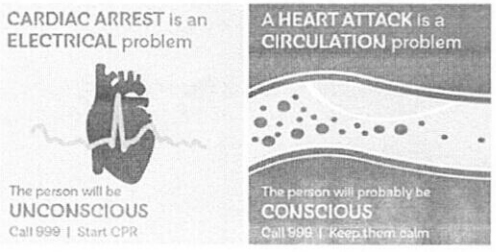
- Hypoxia –any cause
- Severe Hemorrhage
- Drug overdose
- Electrocution
- Drowning

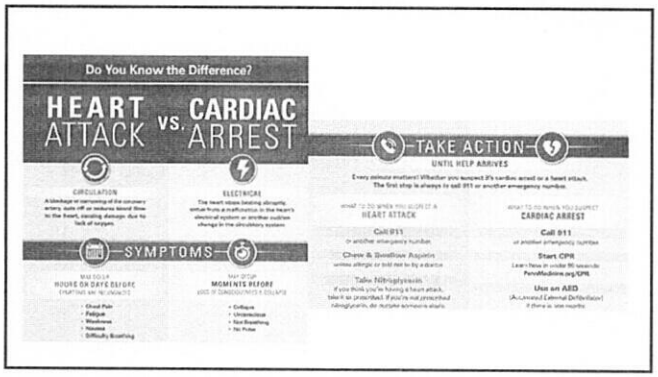
Sudden Cardiac Arrest

Reversible Causes

- **H**ypovolemia
- **H**ypoxia
- **H**ydrogen Ion (acidosis)
- **H**ypoglycemia
- **H**ypo-/hyperkalemia
- **H**ypothermia
- **T**ension pneumothorax
- **T**amponade, cardiac
- **T**oxins
- **T**hrombosis, pulmonary
- **T**hrombosis, coronary



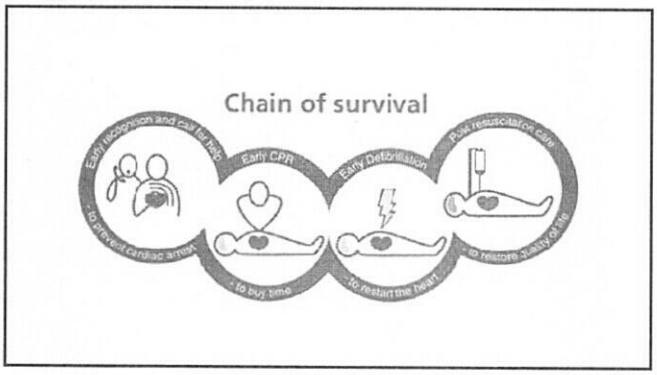




Management of sudden cardiac arrest

Basic life support (BLS)

Advanced life support (ALS)



Chain of Survival of Sudden Cardiac Arrest

- **Recognition** of cardiac arrest and **activation** of the emergency response system
- Early **cardiopulmonary resuscitation (CPR)** with an emphasis on chest compressions
- Rapid **defibrillation**
- **Advanced resuscitation** by Emergency Medical Services and other healthcare providers
- **Post-cardiac arrest care**
- **Recovery** (including additional treatment, observation, rehabilitation, and psychological support)

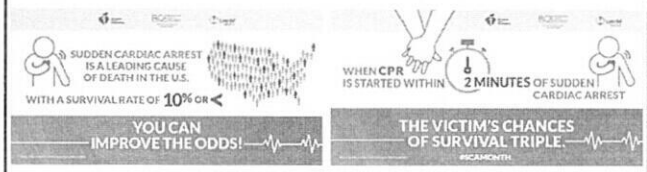
WHAT IS CPR?

- Cardiopulmonary Resuscitation – is an emergency lifesaving procedure performed when the heart stops beating known as cardiac arrest.
- CPR combines rescue breathing and chest compressions
- CPR works by maintaining blood flow in the body & breathing until medical assistance becomes available
- Immediate CPR can double or triple chances of survival after cardiac arrest.

Survival Statistics

- Only 8% if those who experience a cardiac arrest outside of a hospital survive.
- Only 32% receive CPR from a bystander.
- When the heart and lungs stop working, the victim only has about 5 minutes before brain death starts to occur.
- Survival depends on keeping the blood flowing.
- Immediate CPR can double or triple chances of survival after cardiac arrest.

How CPR Can Help

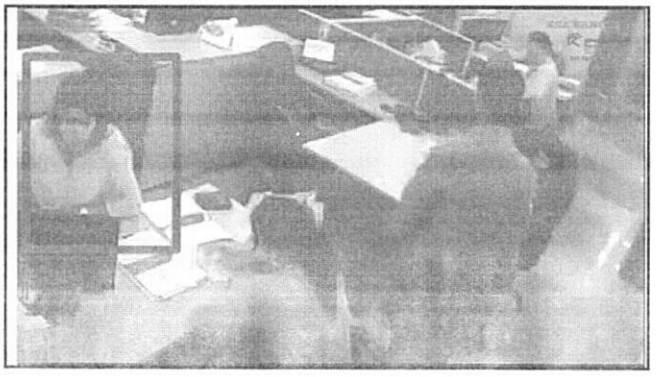


Do You Know CPR?

- 70% of Americans do not know CPR.
- Unfortunately, About 98% population of Bangladesh are not trained in the basic life-saving technique of CPR.

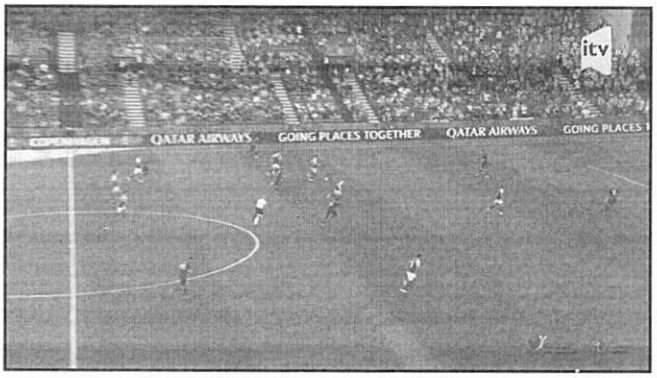
Who, When, Where?

- 88% of cardiac arrests occur at home.
- The person's life you save could be a loved one.
- It could happen to anyone, any time—even without warning to people who appear healthy.

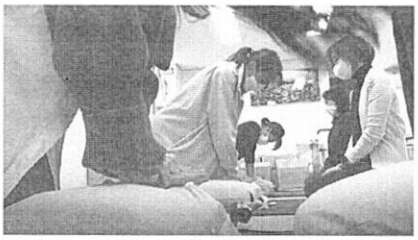


Danish footballer Christian Eriksen awake after collapsing on ground during Euro 2020 football

- The Euro 2020 match between Denmark and Finland resumed nearly two hours after Danish soccer player Christian Eriksen collapsed in the first half of the game.
- Eriksen suffered a cardiac arrest and "was gone" before he was resuscitated, said Denmark's team doctor, Morten Boesen.
- Eriksen's teammates then formed a ring around him as medics performed CPR.

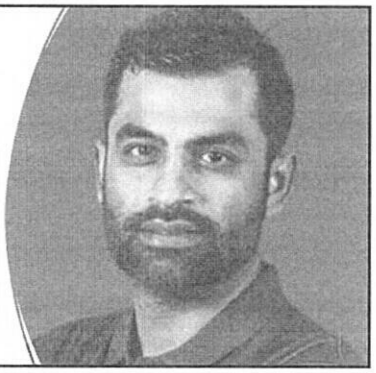


At least 153 killed in crowd crush during Halloween festivities in Seoul



Former captain of Bangladesh cricket team, Tamim Iqbal has been survived after sudden cardiac arrest and heart attack

Dr M Zaman Maruf



Tamim Iqbal has been survived after performing CPR for 22 mins

The unsung Hero

Yakub Chowdhury Dalim, trainer

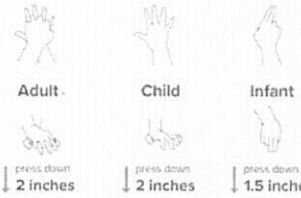
Grandmaster Ziaur Rahman's unfortunate death

CPR: Step by Step

Check that the area is safe, then perform the following basic CPR steps:

1. Call 911 or ask someone else to.
2. Lay the person on their back and open their airway.
3. Check for breathing. If they are not breathing, start CPR.
4. Perform 30 chest compressions.
5. Perform two rescue breaths.
6. Repeat until an ambulance or automated external defibrillator (AED) arrives.

Chest compressions



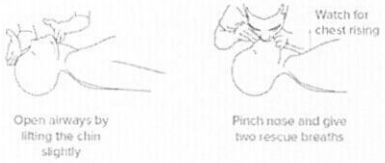
Adult	Child	Infant
press down 2 inches	press down 2 inches	press down 1.5 inches

Perform 30 chest compressions at a rate of 100 per minute, letting the chest rise between each

Repeat

- Repeat the cycle of 30 chest compressions and two rescue breaths until the person starts breathing or ambulance arrives.
- If an AED arrives, carry on performing CPR until the machine is set up and ready to use.

Rescue breaths

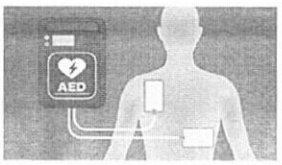


Open airways by lifting the chin slightly

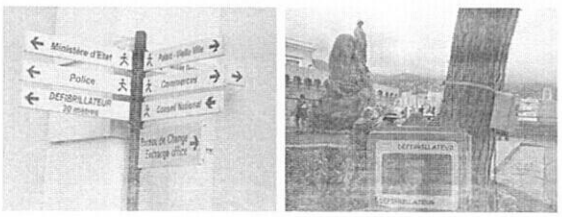
Pinch nose and give two rescue breaths

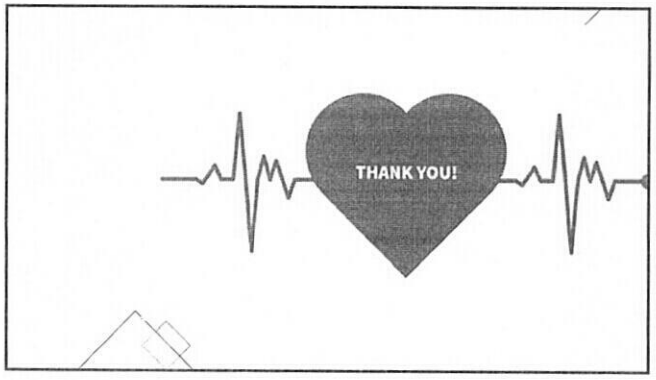
AED – Automated External Defibrillator

- An AED is a type of computerized defibrillator that automatically analyzes the heart rhythm in people who are experiencing cardiac arrest.
- When appropriate, it delivers an electrical shock to the heart to restore its normal rhythm.
- The conversion of a ventricular arrhythmia to its normal rhythm by an electrical shock is called defibrillation.



মোনাকো, ফ্রান্সের পাশে পৃথিবীর ২য় ক্ষুদ্রতম দেশ। মাত্র ২ বর্গকিলোমিটার আয়তন। সেখানে পার্কে AED (Automated External Difibrillator) গাছের পাশে ঝুলানো দেখলাম। আবার এরো মার্ক দেয়া ৩০ মিটার দূরে মেশিনটি আছে।




THANK YOU!

White Paper on
State of the Bangladesh Economy

Dissection of a Development Narrative

Prepared by

the White Paper Committee 2024

Constituted by

the Hon'ble Chief Adviser of
the Government of Bangladesh

Dhaka: 30 November 2024

Professor Muhammad Yunus on the White Paper*

Dear Citizens, at the very outset of our journey as the Interim Government, we took the decision to constitute a White Paper Committee with the mandate to prepare a document on the State of the Economy. The idea was to have an evidence-based assessment as regards where the economy was when we got on with the responsibility of governing the country. I am happy that the 12-member White Paper Committee, led by Dr Debapriya, has completed this hard task on time, and has handed over to us a 400-page detailed report.

The people of the country were astounded on reading the report. Institutions and individuals, both here in Bangladesh and abroad, have shown unprecedented interest in this report. The print and electronic media in Bangladesh have been covering the findings of the report extensively, and wide-ranging discussions are being held on various media programmes and talk shows. The fascist government left a broken economy, everyone understands that, but they didn't have any concrete idea as to the extent and magnitude of harm done to our country and our economy. The White Paper Committee has now come up with estimates of the damage done to the economy: Reading this report, people are looking at one another in disbelief. They are literally dumbfounded!

In broad daylight, thousands of crore taka were siphoned off from the banks and laundered abroad. But no one could say anything about it, do anything about it. Those who took the money were not dissuaded from doing so, rather they were assisted by concerned people. Because the looters were close to the people in power, their own people. Mega projects were taken up, with borrowed money. Under the guise of implementing these large scale projects, what was taking place was large scale looting. The White Paper has revealed how costs were escalated, who benefitted from all these, and how this money was laundered abroad.

The White Paper Committee has unearthed that almost half the development budget was looted. A system of crony capitalism was created whose beneficiaries were the autocracy and its close associates. The report states that if the various benefits and incentives that were given to the select set of favoured groups could be brought down by half, this would have made it possible for the education budget to be doubled, and the health budget to be tripled.

The laundered money is our money. Your hard-earned money is being spent to underwrite the expenses incurred for their life of luxury abroad, and they are doing this blatantly and openly. Recently The Guardian has published a feature about the enormous amount of assets that they have built with the stolen money. This illicit money is now being spent to create disturbances in the country to facilitate their return to power. You are witness to how this laundered money is being spent against the interest of our country, and for maligning us through false and fabricated propaganda.

The economic growth that was being touted was shown to be fake. People of the country and partners around the world were being told how wonderfully Bangladesh was growing in leaps and bounds. This false narrative has now been corrected thanks to the report prepared by the White Paper Committee.

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*This excerpt has been transcribed and trasnlated from the address to the Nation by the *Honourable Chief Adviser* of the Interim Government of Bangladesh, delivered on the occasion of Great Victory Day, 16 December 2024.

Foreword

Time present and time past

Are both perhaps present in time future,

And time future contained in time past.

— T.S. Eliot, Four Quartets: Burnt Norton (1936)

The Context

The current government, which came to power through a student-citizen uprising, is confronted with an economy burdened by significant structural challenges and macroeconomic pressures. Rising inequality and a lack of distributive justice are among the most alarming features of the economy. These issues are evident in areas such as public finance management, external balance sustainability, and the human development status of disadvantaged communities. The Interim Government of Bangladesh (GoB) must address these challenges as it strives to restore macroeconomic stability and implement reforms that promote inclusive development.

Recognising the gravity of the situation, the Interim Government issued a gazette notification on 29 August 2024 to establish a committee tasked with preparing a White Paper on the state of the economy. The twelve-member committee was given three months[1] to provide an objective assessment of the economic conditions inherited by the government. This document is the result of that directive.

Design of the White Paper

The preparation of the White Paper is, at its core, a transparency initiative that offers an honest evaluation of the economy's 'ground zero'. The White Paper adopts an integrated approach, drawing on real-time empirical data and the perspectives of informed stakeholders to provide not only an account of 'what happened' but also an analysis of 'why it happened'. While such an exercise cannot be fully complete without addressing future implications, this document touches on them in a limited manner.

Although commissioned by the government, the authors of the White Paper remain solely responsible for its content. The government is free to select from the policy recommendations presented in the report.

The authors acknowledge that the scope and depth of the analyses in this report are limited, primarily due to time and resource constraints. Nonetheless, the White Paper serves as a valuable resource for the

[1] The White Paper was completed and submitted to the Chief Adviser of the Government of Bangladesh on 1 December 2024, within the agreed timeframe.

Commissions, committees, and task forces established by the government to examine specific economic reform issues.

This report is the culmination of an intense and inclusive consultative process. The process was structured around three broad pillars: (a) team mobilisation and logistical arrangements, (b) data generation, information collection, and consultations, and (c) consolidation, drafting, and validation of the report.

A total of 60 consultations were held: the White Paper Committee members convened 618 times to plan and discuss their tasks, conducted 22 policy-related consultations, 17 technical consultations and key informant interviews, and held three public hearings outside Dhaka (in Sylhet, Chattogram, and Rajshahi). A complete list of meetings is provided separately in the report.

In response to the committee's open call, more than 340 ideas, views, and inputs were received via emails, posts, and White Paper social media platforms.

The Overarching Findings

The White Paper investigates and outlines the situation in specific areas of the economy. The 23 chapters of the document are grouped into five broad categories: (i) Macroeconomic Issues, (ii) Structural Challenges, (iii) Social Dimensions, (iv) Institutional Aspects, and (v) Policy Outlook.

The review in the White Paper confirms the prevailing understanding of the economic difficulties and the hardships experienced by citizens. The investigation reveals that prolonged periods of misleading data, poor financial management, reckless macroeconomic policies, public finance mismanagement, and external sector imbalances have inflicted serious damage on the economy. The severity of these issues is deeper than generally recognised.

The previous government's economic management relied on a development narrative supported by inflated gross domestic product (GDP) growth figures. This fabricated development story could not conceal the stagnation in the tax-GDP and private investment-GDP ratios, nor the lack of resources for human development sectors, including social protection. The record on poverty alleviation turned out to be illusory. As our analysis shows, the country's data ecosystem became increasingly driven by political preferences.

The misleading economic indicators were accompanied by serious institutional flaws, particularly in the financial and energy sectors. These issues are closely linked to the initiation of overpriced mega projects and the large-scale outflow of illicit finance.

Thus, one of the world's most celebrated development stories of recent times was built on unstable foundations and deep-rooted systemic flaws. Interestingly, several international partners were enthusiastic supporters of this false narrative.

A critical question that arises is: 'Why have things turned out this way?'

The Kleptocratic Legacy

The answer lies in unchecked corruption, the abuse of public resources, and the misuse of discretionary powers over the course of a decade and a half. This misgovernance was fundamentally rooted in a pervasive lack of democratic accountability, stemming from fraudulent national elections in 2014, 2018, and 2024. These elections, along with the disempowerment of local government elections, led to the centralisation of power under an authoritarian regime. To sustain itself, this regime promoted collusion between ruling politicians, certain bureaucrats, and business elites.

This anti-development alliance not only undermined institutional integrity and democratic accountability but also stymied institutional and policy reforms to maximise personal gains. A major consequence of these collusive behaviours was the gradual erosion of the role of the three critical branches of the state: the legislature, the executive, and the judiciary. This process also paralysed non-state actors, including the media, civil society, and the private sector, through intimidation, self-censorship, and co-optation.

What began as crony capitalism evolved into the rise of oligarchs who exerted control over political governance and economic management. As a result, the government lost its policy sovereignty. These oligarchs influenced key aspects of the economy to serve their own interests, concealed by an illusory development narrative sustained by inflated and misleading data.

This alliance fostered a culture that enabled corruption, stifled reform, and suppressed pluralistic voices, excluding stakeholders who could have meaningfully contributed to the nation's progress. Indeed, when faced with an upheaval from the student-led movement, the then-head of government failed to create space for political negotiation, preventing a peaceful transition.

Manifestations of Corruption

As noted previously, the economic legacy left to the current government was characterised by widespread and deeply entrenched corruption, particularly in the management of public resources. The White Paper Committee identified several prominent channels of corruption, which are outlined below.

- *Banking Loan Scams:* Fraudulent practices, including illusory bank loans and loan misappropriation.
- *Bank Takeover:* Forced acquisition of bank ownership facilitated by state machinery.
- *Illicit Financial Outflows:* Large-scale laundering of ill-gotten money abroad.

- *Politically Motivated Unviable Projects:* Resources are squandered on unfeasible projects, leading to delays and inflated costs.
- *Inflated Project Costs:* Systematic overestimation of costs to siphon funds.
- *Project Cost Escalation Post-Approval:* Artificially inflated costs after project approval to divert resources.
- *Non-Competitive Tender Processes:* Cronyism and favouritism dominate procurement, excluding qualified bidders.
- *Unnecessary or Poorly Designed Projects:* Wastage of resources due to weak feasibility studies, resulting in delays and cost overruns.
- *Nepotism in Appointments:* Political connections, rather than merit, often determine appointments, especially for project management roles.
- *Illegal Land and Asset Acquisitions:* Land and assets are acquired through illegitimate means.
- *Misappropriation of Land Acquisition Funds:* Politically vulnerable landowners are coerced into unfair deals, and funds intended for land acquisition are misused.
- *Awarding Overpriced Contracts:* Contracts are awarded to politically connected contractors at inflated prices, often without competitive bidding.
- *Abuse of Project Resources:* Misuse of vehicles, travel budgets, and other project resources for personal or political gain.
- *Bribery as a Standard Management Practice:* Bribes are routinely exchanged to expedite processes or secure favours.
- *Misallocation of Public Funds:* Funds intended for development are diverted for political or personal gain.
- *Tax Exemptions for Elites:* Tax policies disproportionately benefit powerful groups.
- *Distorted Supply Chains:* Manipulated supply chains lead to unfair pricing and market inefficiencies.
- *Sharing Insider Information:* Leaked policy decisions benefit select groups financially.
- *Collusive Corruption:* Collaboration between public officials and private actors for mutual benefit.
- *Extortion-Based Corruption:* Coercion is employed to extract bribes or enforce unfair deals.
- *Monopolistic Corruption:* Market conditions are manipulated to favour specific individuals or entities.
- *Pre-emptive Information Sharing Corruption*: Early access to critical information is exploited for undue advantage.
- *Information Concealment Corruption:* Withholding important information to mislead stakeholders.
- *Corruption by Inaction:* Deliberate delays are used to create opportunities for rent-seeking.
- *Corruption for Career Advancement:* Bribes and connections are leveraged to secure promotions or influential positions.
- *Commission-Sharing Corruption:* High-level officials demand a share of commissions in exchange for approvals.
- *Corruption for Political Favour:* Resources and decisions are manipulated to secure political loyalty.
- *Legislative Manipulation Corruption:* Laws and policies are tailored to serve vested interests.

The White Paper identifies the banking sector as the most corruption-ridden, followed by physical infrastructure, and energy and power. Information and Communication Technology (ICT), due to its operational and technological novelty, is also identified as one of the most corruption-affected sectors.

This non-exhaustive list of pervasive corrupt practices underscores the urgent need for systemic reforms and robust accountability mechanisms to restore governance integrity and economic resilience.

Magnitude of Corruption

One wonders to what extent corruption occurred because of these fraudulent practices. The White Paper Committee has provided several estimates, which are presented below.

- Revenue Leakages and Fiscal Drainage: Systemic tax evasion, misuse of exemptions, and poorly managed public finances have deprived the state of critical resources, stalling development. Between 2009 and 2023, illicit financial outflows averaged USD 16 billion annually—more than double the combined value of net foreign aid and foreign direct investment (FDI) inflows. Furthermore, halving tax exemptions could double education funding and triple health allocations, highlighting the significant fiscal opportunities lost to corruption.

- Public Investments: Corruption in large-scale public projects has caused an average cost escalation of 70% and delays of over five years. Of the $60 billion invested in Annual Development Programme (ADP) and development projects over the past 15 years, $14–24 billion (1.61–2.80 lakh crore BDT) has been lost to political extortion, bribery, and inflated budgets. Misappropriation of funds during land acquisitions and the appointment of patronised project directors have further strained resources, undermining potential benefits from infrastructure and social investments.
- Distorted Supply Chains: Manipulated domestic production figures and understated demand for key commodities, such as rice, edible oil, and wheat, have destabilised markets. Erratic and politically influenced procurement policies have benefited powerful business groups while exacerbating consumer hardships. The absence of robust, regular stock monitoring has compounded these distortions.

- Banking and Financial Systems: Politically influenced lending practices have exacerbated the banking sector crisis, with distressed assets (as of June 2024) equivalent to the cost of constructing 14 Dhaka Metro systems or 24 Padma Bridges. Persistent loan defaults and high-profile scams have eroded financial stability and diverted capital away from productive sectors.

- Labour Migration: Over the past decade, BDT 13.4 lakh crore (BDT 1.34 trillion) has been funnelled through hundi transactions by recruitment agencies for visa purchases—an amount four times the cost of constructing Dhaka MRT 06 (Uttara-Motijheel). Syndicates and exploitative recruitment practices have deprived migrant workers of equitable access to employment and diminished remittance contributions to the economy.

- Social Safety Nets **(SSNs)**: Misallocations within social protection programmes have left millions vulnerable. As of 2022, 73% of SSN beneficiaries were classified as non-poor, up from 66% in 2016. Over 20 million individuals remain just two days of lost work away from falling into poverty, highlighting the systemic inequities exacerbated by corruption.

- Environmental Mismanagement: Corruption within climate adaptation funding has exacerbated environmental degradation. Politically patronised mismanagement of climate resources has derailed sustainability initiatives, threatening long-term resilience against climate-induced risks.

Closure

This White Paper is the collective work of the Committee. I express my deep gratitude to the esteemed members of the White Paper Committee and all colleagues who have provided invaluable input and support. Their dedication to a better future for Bangladesh is truly commendable.

I also thank the interviewees and stakeholder groups, both from Bangladesh and abroad, whose support has been crucial in preparing this report. All those who contributed are acknowledged in the following section.

Lastly, I extend my heartfelt thanks to the Chief Adviser, Professor Muhammad Yunus, for granting us the opportunity to remain professionally and substantively engaged in this historic moment of Bangladesh's transition.

Acknowledgement

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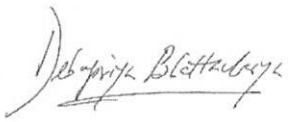
- Stakeholders who shared their ideas, views, and inputs via email, posts, and White Paper social media platforms.
- Members of the print and electronic media who covered the process and progress of the White Paper Committee's work.



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Role of Inter-Agency Collaboration in Public Service Improvement

Mohammad Khaled Hasan
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Cabinet Division

Outline of the Presentation

- Inter-Agency Consultation – Its Background
- Its Significance, tools and procedures
- Inter agency collaboration in improving public service, examples
- Challenges and Way forward

What is Inter-Agency Collaboration in Governance

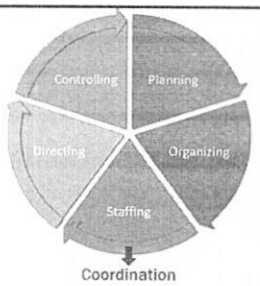
- Inter-agency collaboration is the cooperative effort among multiple organizations, typically government agencies or public sector entities, to achieve shared goals, address complex issues, or deliver services more effectively.
- It involves sharing resources, expertise, and information to enhance coordination, reduce duplication, and improve outcomes for stakeholders.

Salient Features of Inter-Agency Collaboration

Shared Goals:	• Aligns agencies toward common objectives, ensuring unified efforts.
Resource Pooling:	• Combines expertise, funding, and tools for greater efficiency.
Improved Communication:	• Facilitates regular information exchange to avoid duplication.
Enhanced Coordination:	• Streamlines processes through joint planning and execution.
Conflict Resolution:	• Establishes mechanisms to address disagreements constructively.
Increased Impact:	• Leverages diverse strengths for broader, more effective outcomes.

Management Functions

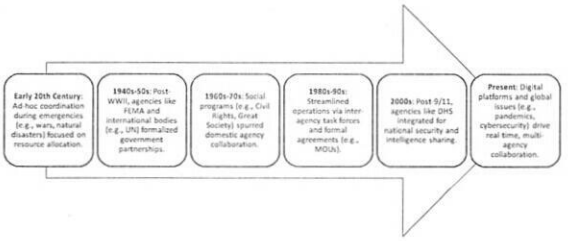
Henri Fayol



Inter-agency collaboration

Significance of Inter-Agency Collaboration

Evolution of Government Inter-Agency Collaboration



Key Mechanisms for Inter-Agency Collaboration

- **Committees and Working Groups:** Interministerial committees, task forces, and standing committees.
- **Regular Meetings:** Scheduled and ad hoc meetings.
- **Document Circulation:** Sharing policy drafts and using shared databases.
- **Digital Platforms:** Project management tools, internal networks, and video conferencing.
- **Liaison Officers:** Designated officials and secondments for knowledge transfer

Role of Inter-Agency Collaboration in Public Service Improvement

- **Unified Access Points**: Single platforms (e.g., one-stop portals) simplify citizen interactions.
- **Reduced Redundancy**: Shared processes eliminate duplicated efforts across agencies.
- **Faster Response Times**: Coordinated workflows accelerate service provision.
- **Case Study**: Integrated welfare systems combining health, housing, and employment services.
- **Outcome**: Improved accessibility and convenience for citizens.

Enhancing Resource Efficiency

- **Shared Resources**: Agencies pool budgets, technology, and personnel to maximize impact.
- **Cost Savings**: Joint procurement and shared infrastructure lower operational costs.
- **Optimized Expertise**: Cross-agency teams leverage specialized skills for better outcomes.
- **Example**: Shared data systems for real-time public health monitoring.
- **Outcome**: Higher value delivery with limited public funds.

Improving Crisis Response and Resilience

- **Coordinated Action**: Agencies align for swift, effective responses to emergencies.
- **Information Sharing**: Real-time data exchange enhances situational awareness.
- **Joint Training**: Prepares agencies for seamless collaboration during crises.
- **Example**: Multi-agency disaster response
- **Outcome**: Stronger public safety and community resilience.

Fostering Innovation and Citizen Trust

- **Collaborative Innovation**: Agencies co-develop solutions (e.g., smart city initiatives).
- **Citizen-Centric Design**: Joint efforts prioritize user feedback for tailored services.
- **Transparency**: Open communication builds public confidence in governance.
- **Example**: Cross-agency digital transformation for online tax filing systems.
- **Outcome**: Modernized services and strengthened public trust.

Importance in Bangladesh Context

- **Complex Challenges**: Bangladesh faces issues like poverty, climate change, and urbanization, requiring coordinated efforts.
- **Citizen Expectations**: Growing demand for efficient, transparent public services (e.g., healthcare, education).
- **Resource Constraints**: Limited budgets necessitate shared resources across agencies.

Streamlining Service Delivery

- **Why It Matters**: Simplifies access to services like birth registration, land records, or social safety nets.
- **Bangladesh Example**: Union Digital Centres (UDCs) integrate services from multiple ministries for rural citizens.
- **Unified Systems**: Reduces bureaucratic delays and improves user experience.
- **Outcome**: Faster, more accessible services, especially for marginalized communities.
- **Benefit**: Builds trust in public institutions through efficient delivery.

Cabinet Committees

NEC and ECNEC	• High Level Cabinet Committees to deal with national economic policies and projects
Cabinet Committee on Economic Affairs (CCEA)	• Oversees economic policies, including major project approvals and economic reforms.
Cabinet Committee on Public Purchase	• Reviews and approves government procurement and contracts to ensure transparency and accountability.
Cabinet Committee on Social Security	• Oversees social welfare and safety net programs, including poverty alleviation efforts.
Cabinet Committee on National Disaster Management	• Coordinates disaster management policies, preparedness, and responses to national disasters.
Cabinet Committee on Law and Order	• Focuses on issues related to national security, law enforcement, and maintaining law and order.
Cabinet Committee on National Exports	• Promotes export growth and addresses challenges related to export industries.

Important Committees for Collaboration

- Secretaries' Meeting
- CRVS Steering Committee
- The National Implementation Committee for Administrative Reorganization and Reform (NICAR)
- Secretaries Committee on Administrative Development
- Central Management Committee on Social Security

Local Consultative Group (LCG) in Bangladesh

What is the LCG?

- A platform for dialogue and collaboration between the Government of Bangladesh and development partners.
- Focuses on addressing thematic areas related to development, governance, and economic policies.

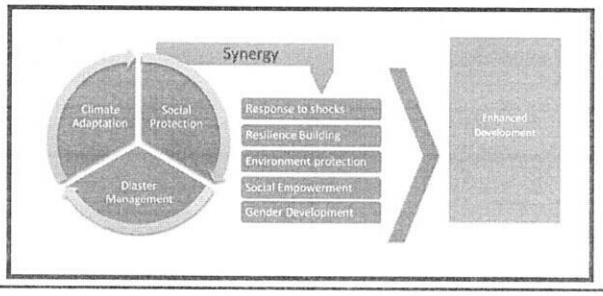
Key Objectives

- **Policy Coordination:** Facilitates coordinated efforts between the government and international donors.
- **Resource Alignment:** Ensures that resources from development partners are aligned with national priorities.
- **Issue-Specific Consultations:** Engages on thematic areas such as education, health, infrastructure, climate change, and governance.

Central Management Committee on Social Protection

- **Overview**: The Central Management Committee (CMC) coordinates social protection programs across ministries in Bangladesh.
- **Key Agencies**: Cabinet Division leads. Includes 39 ministries such as MoSW, MoF and MoWCA,
- **Role**: Harmonizes schemes like old-age pensions, vulnerable women benefits, and mother and child benefit programs, stipends, workfare programs etc.
- **Impact**: Streamlines beneficiary identification, reduces overlap, and enhances coverage for vulnerable populations.

Adaptive Social Protection as Inter-Agency Collaboration



BIDA's One Stop Service (OSS)

- **Overview**: Launched by the Bangladesh Investment Development Authority (BIDA) in 2017 to streamline business registration and approvals.
- **Key Agencies**: Involves BIDA, NBR (tax), RJSC (company registration), and local government bodies.
- **Mechanism**: A single digital platform integrates 50+ services, reducing bureaucratic delays for investors.
- **Actions**: Provides business licenses, tax IDs, and utility connections through one portal, cutting processing time from months to days.
- **Impact**: Facilitated 10,000+ businesses by 2023, boosting investment and economic growth.

International Best Examples

The 2011 Great East Japan Earthquake Response

- **Overview**: Japan's coordinated response to the 2011 earthquake and tsunami, a magnitude 9.0 disaster.
- **Key Agencies**: Japan Self-Defense Forces (JSDF), Fire and Disaster Management Agency (FDMA), and local governments.
- **Mechanism**: The Disaster Countermeasures Basic Act enabled a centralized command under the Prime Minister's Office.
- **Actions**: JSDF deployed 100,000 troops for rescue; FDMA coordinated evacuations; ministries like MLIT rebuilt infrastructure.
- **Impact**: Supported 470,000 evacuees, restored critical services, and showcased Japan's disaster resilience.

The Troubled Families Program in UK

- **Overview**: Launched in 2012 to support families facing multiple challenges like unemployment, crime, and poor health.
- **Key Agencies**: Department for Communities and Local Government (DCLG), local councils, NHS, and police services.
- **Mechanism**: A "key worker" model coordinates tailored interventions across agencies for each family.
- **Actions**: Integrated support for 176,000 families by 2020, addressing education, health, and social issues holistically.
- **Impact**: Reduced anti-social behavior, improved school attendance, and saved £1.2B in public costs.

Challenges for Inter-Agency Collaboration

Bureaucratic Silos:	Ministries often operate in isolation, making cross-ministry coordination difficult due to differences in priorities, mandates, and structures.
Conflicting Interests:	Ministries may have conflicting agendas or interests, which can hinder the alignment of policies and the achievement of common goals.
Communication Barriers:	Ineffective communication or lack of proper channels can lead to misunderstandings, delays, and inefficiencies in decision-making.
Lack of Clear Leadership:	The absence of a clear coordinating body or leadership can result in fragmented efforts and slow progress in reaching consensus.
Limited Resources:	Ministries may face resource constraints, including limited budget, time, or personnel, which can impede effective consultation and collaboration.

.....Challenges for Interministerial Consultation:

Hierarchical Structures:	• Strong vertical hierarchies within ministries may resist horizontal collaboration, creating challenges in fostering interministerial cooperation.
Political Influence:	• Political factors and changing priorities can disrupt ongoing consultation processes, leading to inconsistency in policy implementation.
Lack of Incentives	• Career advancement often tied to individual or ministerial performance • Limited recognition for successful inter-ministerial work
Technological Barriers	• Incompatible IT systems between ministries • Security concerns limiting information sharing
Accountability Issues	• Difficulty in assigning responsibility for outcomes of joint decisions • Potential for blame-shifting between ministries

Recommendation for Effective Consultation

Introduce Flexible Consultation Frameworks

Move from Formal to Adaptive Consultations: Reduce rigidity in formal consultation structures by adopting more flexible and iterative frameworks.

Use Task-Based Consultations: Instead of relying solely on long-term committees, introduce short-term task forces or working groups with specific, time-bound objectives to tackle pressing issues.

Simplify Decision-Making Processes

Limit Bureaucratic Layers: Streamline decision-making by reducing the number of layers in the approval chain. Ensure that key stakeholders are identified early on to avoid unnecessary back-and-forth delays.

Empower Mid-Level Officials: Encourage mid-level managers and officials to take the lead on interministerial collaborations, reducing the dependency on top-level ministry heads to make every decision.

Regular Monitoring and Evaluation

Set Clear Benchmarks: Establish clear objectives and key performance indicators (KPIs) for interministerial consultations. Regular evaluations and feedback loops should be implemented to assess the effectiveness of the consultation process.

Assign Evaluation Teams: Designate specific teams to monitor progress and follow up on action points agreed upon during consultations, ensuring that decisions are implemented without unnecessary delays.

Recommendation for Effective Collaboration

Integrate Technological Tools for Better Collaboration

Leverage AI for Data Analysis: Use AI-powered tools to synthesize complex data from multiple ministries, providing more concise insights that can inform decision-making and reduce the burden of manual analysis.

Virtual Collaboration Tools: Encourage the use of virtual collaboration tools for consultations, particularly in instances where in-person meetings may be difficult to arrange, thus accelerating the process.

Enhance Capacity Building for Effective Consultation

Training Programs for Cross-Sectoral Collaboration: Introduce capacity building programs for civil servants and officials that focus on interministerial collaboration, conflict resolution, and cross-sectoral planning.

Inter-Ministerial Secondment Programs: Introduce temporary secondments where staff from one ministry can work in another ministry to foster better understanding and improve cross-departmental coordination.

Focus on Policy Harmonization

Cross-Ministry Policy Alignment Workshops: Hold workshops aimed at aligning policies between ministries, ensuring that all departments are on the same page regarding national priorities, avoiding conflicts between ministries' goals.

Joint Policy Planning: Implement joint policy planning sessions to address overlapping issues, such as economic development and environmental sustainability, to reduce friction caused by conflicting interests.

Recommendation for Effective Collaboration

Introduce Financial and Resource Incentives

Pool Budgets for Joint Initiatives: Encourage the pooling of resources for shared projects between ministries, which can reduce competition for limited budgets and help align priorities.

Reward Collaborative Success: Introduce financial bonuses or public recognition for ministries or individuals who successfully lead cross-departmental initiatives, providing tangible incentives for cooperation.

Address Siloed Structures

Cross-Functional Teams: Establish permanent cross-functional teams that can bypass silos and work on shared projects across ministries. These teams should report directly to a central authority, such as the Prime Minister's Office.

Inter-Ministerial Liaison Officers: Appoint liaison officers in each ministry whose sole job is to facilitate communication and collaboration with other ministries.

Facilitate Inclusive Consultation

Involve External Stakeholders: Broaden the consultation process by involving external experts, private sector representatives, NGOs, and local governments in discussions.

Encourage Public Feedback: Implement mechanisms for incorporating public feedback into the consultation process to ensure that policies reflect the needs and concerns of the citizens.

Group Discussion

1. Leveraging Emerging Technologies for Inter-Agency Collaboration
Discussion Hints:

- **Identify bottlenecks:** Which processes (e.g., data sharing, permit approvals) could benefit most from AI or blockchain?
- **Pilot projects:** Should Bangladesh prioritize a high-impact pilot (e.g., land record digitization) to test these technologies?
- **Capacity building:** How can agencies upskill staff to adopt new tools without disrupting services?
- **Public trust:** What safeguards are needed to ensure transparency and prevent misuse of automated systems?

2. Empowering Local Governments in Inter-Agency Collaboration

Discussion Hints:

- **Decentralization:** Which services (e.g., agriculture extension, flood relief) should local governments lead?
- **Capacity gaps:** What training/resources do local officials need to coordinate with national agencies?
- **Tech bridges:** Could digital platforms (e.g., UDC upgrades) enhance rural-urban agency coordination?

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

Discussion Hints:

- **Private-sector agility:** What corporate strategies (e.g., cross-functional teams, agile sprints) could agencies adopt?
- **NGO networks:** How do NGO coalitions (e.g., climate alliances) achieve consensus, and can government replicate this?
- **Risk tolerance:** Should agencies pilot "fail-fast" experiments to test unconventional ideas?

4. Redesigning Performance Management Metrics for Collaboration

Discussion Hints:

- **Joint KPIs:** What shared goals (e.g., reduced processing time, citizen satisfaction) should replace siloed targets?
- **Accountability:** How to balance individual ministry performance with collective accountability?
- **Data transparency:** Should inter-agency progress dashboards be public to build trust?

5. Preparing for Future Crises Through Collaboration

Discussion Hints:

- **Scenario planning:** Which looming threats (e.g., climate migration, pandemics) demand preemptive inter-agency frameworks?
- **Rapid-response units:** Should Bangladesh create standing cross-agency teams for emergencies?
- **Lessons from COVID-19:** What worked/failed in past crises, and how can it inform future systems?

6. How can Bangladesh develop a future-ready civil service to sustain inter-agency collaboration?

Hints:

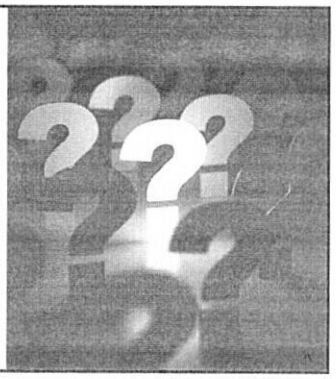
- What skills (e.g., negotiation, digital literacy) should joint training programs prioritize?
- Should Bangladesh enhance an *inter-agency rotation program* to break down silos?
- How can mentorship or *cross-ministry project teams* build experience?

7. How can Bangladesh foster a culture of innovation for inter-agency collaboration?

Discussion Hints:

- **Leadership buy-in:** How can top officials incentivize innovative thinking across ministries?
- **Safe-to-fail experiments:** Should agencies designate "innovation labs" to test unproven ideas without penalty?
- **Barrier removal:** What bureaucratic red tape (e.g., procurement rules, hierarchy) most stifles creativity, and how can it be reformed?

Questions?



Thank You

Budget Preparation Process Under Medium Term Budget Framework (MTBF) in Bangladesh

Dr. Abdur Rahim
Joint Secretary, Finance Division

What We Will Discuss...

- Government Budgeting in Practice
- 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
- MTBF: Bangladesh Experience

2

GOVERNMENT BUDGETING IN PRACTICE

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*

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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

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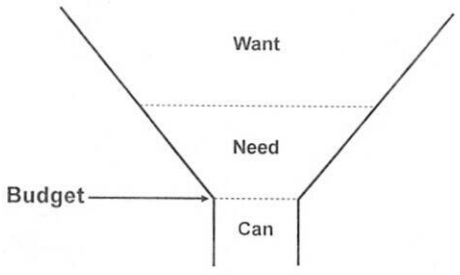
A Budget Helps...



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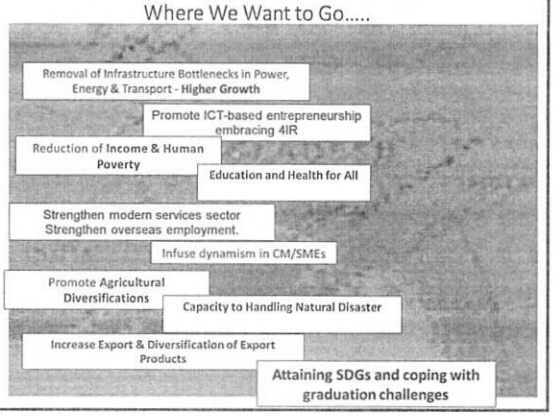
Objectives of Government Budgeting: Where We Want to Go.....



Concepts/Terminologies in Budgeting

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- Budget, Revised Budget, Supplementary budget;
- Operating budget and development budget;
- Budget Deficit and Financing
- GDP, NI, Per Capita Income, ADP
- Traditional budget—Line Item budget
- Modern budget—Program budget

What is an MTBF?

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- **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
  - emphasizes the efficient and effective use of limited public resources for results

Reform journey for MTBF in Bangladesh

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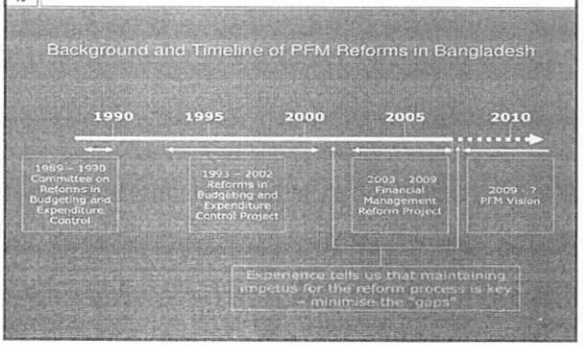

Reform journey for MTBF in Bangladesh...

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- **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

Objectives of MTBF

1. Ensuring macroeconomic and fiscal sustainability;
2. Establishing the linkage between policy priorities and resource allocations;
3. Promoting a system for monitoring the performance against targets; and
4. Removing gradually the demarcation between two budgets" (Operating/revenue & development budget)

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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

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Problems of Traditional Budget

- Short-term, 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

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Strategic Differences

Traditional Budget (Input-Based Budgeting)	MTBF
Managers focus on tasks	Managers continuously assess their tasks, activities & projects to improve outputs and expand benefits delivered to the community
Managers report on money spent and task completion	Managers report on quantity & quality of outputs This helps ensure improvements in services delivery

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Legal Mandate for Government Budgeting Under MTBF in Bangladesh

- 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.

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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

Budget Preparation Process under MTBF

- Budget preparation process in Bangladesh is completed in three phases
  - Strategic Phase
  - Estimating Phase
  - Budget Approval Phase

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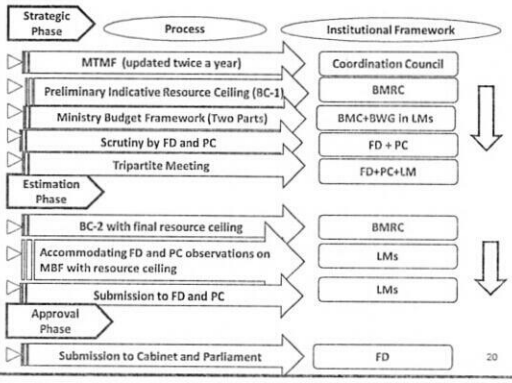
The Phases in Budget Making Process under MTBF



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Budget Preparation Process under MTBF

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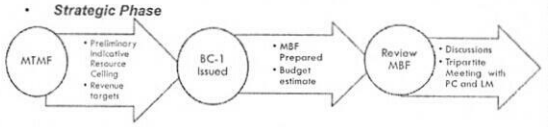
- ***Strategic Phase***



- 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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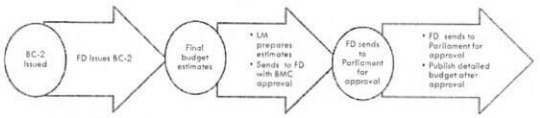
- ***Estimating Phase***



- 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: Developing/Updating MTMF

- MTMF is update at least Twice in each Fiscal year, once in the 2nd quarter and other in the third.
- Finance Division, in association with the Planning Commission, Economic Relations Divisions, Bureau of Statistics, National Board of Revenue, Bangladesh Bank are the major stakeholders to updates the MTMF
- MTMF is approved by the **Coordination Council (CC)**, chaired by Finance Minister

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Strategic Phase: Issuing Budget Circular -1

- After updating the MTMF preliminary indicative expenditure ceilings and preliminary revenue targets for ministries/divisions are determined in accordance with Government's strategic priorities by **Budget Monitoring and Resource Committee (BMRC)**
- FD issues Budget Circular-1 (BC-1) during 2nd quarter of the relevant Fiscal Year
- BC-1 contains indicative revenue target and expenditure ceilings for the budget year (estimates) & two outer years (projections)
- Also contains detailed guidelines and instruction asking line ministries (LMs) to prepare their Ministry Budget Framework (MBF)
- LMs requires to submit updated MBFs to Finance Division and Planning Commission

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Strategic Phase: Issuing Budget Circular -1

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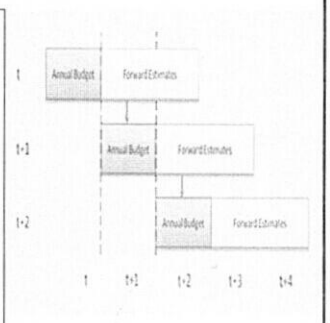
- **MTBF involves preparation by line ministries of three-year expenditure estimates within the ceilings provided by the Finance Division. Each year, the MTBF process involves the rolling forward of the previous MTBF estimate by one year and the addition of a new outer year. As shown in the figure, the 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

MBF-Part A (to be prepared by Ministry/ Division/Other Institution)	MBF-Part B (to be prepared by Department/ Agency)
Section-1: Mission Statement and Major Functions of the Ministry/Division **Section-2:** Medium Term Strategic Objectives and Activities **Section-3:** Poverty ,Gender and Climate reporting **Section-4.1:** Priority Spending Areas/ Programmes **Section-4.2 (A):** Dept/ Agency/ Operation unit wise expenditure* **Section-4.2 (B):** Economic Code wise expenditure* **Section-5:** Key Performance Indicators (KPI) of the Ministry/Division/Other Institution **Form-1:** Preliminary Targeting for Revenue & Capital Receipts **Form-2:** Expenditure Ceiling for Departments and Agencies	**Section-6.1:** Recent achievements of the Department/ Agencies **Section-6.2:** Activities, Output Indicators and Targets **Section-6.3:** Medium Term Expenditure Estimates **Form : 3, 5:** Preliminary Revenue & Capital Receipts Target for Departments/ Agencies under the Ministry. **Form : 4, 6:** Preliminary Expenditure Ceiling for the Departments/ Agencies under the Ministry. **Form : 7:** Preliminary Revenue & Capital Receipts Estimates and Projections for the Departments/ Agencies under the Ministry. **Form : 8:** Preliminary Expenditure Estimates and Projections for the Departments/ Agencies under the Ministry.

* 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 (BMRC) 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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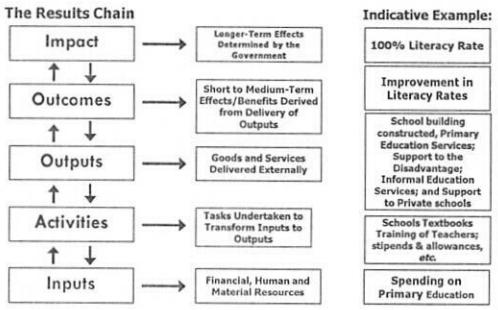
Key Performance Information Under MTBF



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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

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	Revsed 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	6.00	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 (lac)	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	110.5	114.23	112.5	111.0	111.0
2. Net Enrolment Rate	1	%	98.2	97.67	98.15	97.85	98.50	98.70	98.8
3. Attendance Rate	1.2	%	85.00	88.0	88.50	88.0	89.00	90.0	90.0
4. Completion Rate	1.2	%	86.5	81.2	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	96.70	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	%	72.9	72.9	72.9	72.9	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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MTBF Support Structures

Committee	Chair	Key responsibility
Coordination Council	Finance Minister	• Coordination between fiscal and monetary policy • Examines, scrutinizes and approves key macroeconomic indicators of the updated MTMF
Budget Monitoring and Resource Committee (BMRC)	Finance Minister	• Finalizes aggregate fiscal targets (receipts, expenditure, budget deficit and source of financing) • Approves ministry-wise indicative (BC-1) and final (BC-2) resource ceilings • Determines size of the investment programme
MTBF Technical committee	Finance Secretary	• Draft aggregate fiscal numbers • Proposes resource ceilings for individual ministry
Budget Management Committee (BMC)	Secretary of the respective line ministry	• Examines, scrutinizes and approves Ministry Budget Framework-MBF • Re-distributes resources among spending departments and agencies • Monitors budget implementation and progress of output and outcome targets
Budget Working Group (BWG)	Joint Secretary of the respective ministry	• Prepare draft MBF and resource distribution proposal for the BMC
Budget Management Wing	Joint Secretary of the respective ministry	• To prepare proposed short, medium and long term policy documents of the sector consistent with the national strategic policy objectives • Prepare and update MBF • Prepare and update outcome and output targets • Scrutinize new programme and project proposals
Departmental Budget Management Committee	Head of the Department or Agency	• Prepare and approves expenditure and 41 procurement plan

Is MTBF Working in Bangladesh?

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Thank you

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