

27th Policy Planning and Management Course (PPMC)
(31 August– 11 September 2025)

Course Management Team

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Course Director

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Course Coordinators

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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Bangladesh Public Administration Training Centre
Savar, Dhaka
www.bpatc.gov.bd

No. 05.01.2672.140.25.035.19. 720

Date: 18 August 2025

Office Order

The Course Management Team (CMT) of the 27th Policy Planning and Management Course (PPMC) rescheduled to be held from 31st August to 11th September 2025 is constituted with the following officials:

Course Advisor : Mr. Sayeed Mahbub Khan, Rector
Course Director : Dr. Md. Mohoshin Ali, MDS
Course Coordinator : a) Mr. Hasan Murtaza Masum, Director
b) Ms. Rumana Tanjin Antara, Deputy Director

2. The Course Management Team is requested to

- contact the nominated participants over telephone to reconfirm their participation and send welcome letter accordingly;
- convene a preparatory meeting with concerned members of the faculty for overall design of the course;
- The course management team will send a list of the participants to the Ministry of Public Administration (MOPA) and PPR department of BPATC at the first day of the course;
- submit ten copies of course brochure to PPR department and five copies to the library;
- send soft copies of relevant papers to the programmer to publish in the BPATC's website, and Deputy Director (MIS/Librarian) to archive in the e-repository;
- send participant's essential information, documents required for the Overseas Training within the duration of the course;
- The course management team will send a copy of the release order to the Ministry of Public Administration (MOPA) and PPR department of BPATC at the closing day of the course;
- adjust financial advances within fifteen days from the date of completion of the course;
- send pen picture of the participants of the course to the Evaluation department within seven working days of completion of the course;
- send omnibus (both soft and hard copies) with original registration forms, release order and other necessary documents to PPR Department within twenty days of course completion;
- prepare two volumes of omnibus, two sets of each volume should be prepared; one set is to be sent to the PPR department and the other to the library for preservation. Omnibus (two volumes) will consist of all handouts and be arranged module-wise and must bear page number and there will be an index in it. Course name, duration and course management are to be mentioned in a separate top-page. Moreover, a profile of guest speakers is to be added in a separate page.

Course off.ord.(Policy, planing & mgt.)

3. The course should run by following the standard norms, Standard Operating Procedure (SOP) and Training Evaluation Policy (Amended 2024) of the Centre
4. The order is issued with the prior approval of the competent authority

Sd/-
(A.M. Shahrir Alam)
Assistant Director (Program)
email: ppr.bpatc@gmail.com

No. 05.01.2672.140.25.035.19. 720

Date: 18 August 2025

Copy for kind information and necessary action (not as per seniority):

1. Faculty (All), BPATC, Savar, Dhaka;
2. All Members (CMT), 27th Policy Planning and Management Course (PPMC), BPATC, Savar, Dhaka;
3. Programmer, BPATC, Savar, Dhaka (with the request to upload this office order on website);
4. P. S. to Rector, BPATC, Savar, Dhaka (for kind information of the Rector);
5. Concerned File.

(A.M. Shahrir Alam)
Assistant Director (Program)

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
জনপ্রশাসন মন্ত্রণালয়
অভ্যন্তরীণ প্রশিক্ষণ-১ শাখা
www.mopa.gov.bd

স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৪৮

তারিখ: ৫ ভাদ্র ১৪৩২ বঙ্গাব্দ
২০ আগস্ট ২০২৫ খ্রিস্টাব্দ

বিষয়: ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) কোর্সে প্রশিক্ষার্থী কর্মকর্তা মনোনয়ন।

সূত্র: বিপিএটিসি'র স্মারক নম্বর : ০৫.০১.২৬৭২.১৪০.২৫.০৭৬.২২.৪২৮; তারিখ: ২০ ফেব্রুয়ারি ২০২৫।

উপর্যুক্ত বিষয় ও সূত্রোক্ত পত্রের পরিপ্রেক্ষিতে জানানো যাচ্ছে যে, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি), সাভার, ঢাকায় আগামী ৩১/০৮/২০২৫ হতে ১১/০৯/২০২৫ তারিখ পর্যন্ত ১২ (বার) দিন মেয়াদে অনুষ্ঠেয় ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এ অংশগ্রহণের জন্য নিম্নবর্ণিত কর্মকর্তাগণ-কে নির্দেশক্রমে মনোনয়ন প্রদান করা হলো:

(জ্যেষ্ঠতার ক্রমানুসারে নয়):

ক্রমিক নং	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
০১	জনাব জিয়াউদ্দীন আহমেদ (৬৪৩৬)	অতিরিক্ত সচিব, মুক্তিযুদ্ধ বিষয়ক মন্ত্রণালয়
০২	জনাব আ.স. ম. আশরাফুল আলম (২০২৭৫)	অতিরিক্ত সচিব, রেলপথ মন্ত্রণালয়
০৩	জনাব আহমেদ ফয়সাল ইমাম (৬৪০৩)	অতিরিক্ত সচিব, কৃষি মন্ত্রণালয়
০৪	ড. ফাহিমদা খানম (৬৪২৫)	অতিরিক্ত সচিব, পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয়
০৫	জনাব মো: মোকাম্মেল হক (৬৪৪০)	মহাপরিচালক, দুর্নীতি দমন কমিশন
০৬	ড: শাহ মো: হেলাল উদ্দীন (২০২৮৭)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ ও সদস্য, টেকসই ও নবায়নযোগ্য জ্বালানি উন্নয়ন কর্তৃপক্ষ (শ্রেডা)
০৭	জনাব মো: দীন ইসলাম (২০৩০২)	অতিরিক্ত সচিব, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ
০৮	জনাব এ. এইচ. এম. জাহাঙ্গীর (৭৮৫৮)	অতিরিক্ত সচিব, অর্থনৈতিক সম্পর্ক বিভাগ
০৯	জনাব সামসুর রহমান খান (৭৮৫৯)	অতিরিক্ত সচিব, কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ
১০	মিজ্ মুসরাত মেহ্ জাবীন (৭৮৬০)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ
১১	জনাব মো: আনোয়ারুল আলম (৭৯৩৫)	মহাপরিচালক, বাংলাদেশ এ্যাক্রোডিটেশন বোর্ড
১২	জনাব ওমর মো: ইমরুল মহসিন (২০২৬৩)	মহাপরিদর্শক, কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর
১৩	জনাব এ.কে.এম আবদুল্লাহ খান (২০২৬৫)	অতিরিক্ত সচিব, সংস্কৃতি বিষয়ক মন্ত্রণালয়
১৪	জনাব মো: আব্দুল মতিন (২০২৭০)	অতিরিক্ত সচিব, গৃহায়ন ও গণপূর্ত মন্ত্রণালয়
১৫	মিজ্ নারগিস খানম (২০২৭৭)	অতিরিক্ত সচিব, সমাজকল্যাণ মন্ত্রণালয়
১৬	জনাব মো: রবিউল ইসলাম (২০২৭৮)	অতিরিক্ত সচিব, দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়
১৭	জনাব মো: মজিবুর রহমান (২০২৮০)	মহাপরিচালক, বাংলাদেশ শিক্ষা তথ্য ও পরিসংখ্যান ব্যুরো (ব্যানবেইস)
১৮	ড. নুরুন নাহার (২০২৯৫)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ
১৯	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০)	অতিরিক্ত সচিব, ব্যবস্থাপনা পরিচালক, বাংলাদেশ সার্ভিসেস লিমিটেড
২০	বেগম বদরুন নাহার এনডিসি(৬৫১৪)	অতিরিক্ত সচিব, মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ
২১	জনাব মোঃ জিয়াউল হক (৬৫১৭)	অতিরিক্ত সচিব, জালানী ও খনিজ সম্পদ বিভাগ
২২	মিজ্ হোমায়রা বেগম (৬৫১৯)	অতিরিক্ত সচিব, অর্থ বিভাগ
২৩	জনাব মো: সেলিম ফকির (৬৫৬১)	অতিরিক্ত সচিব, যুব ও ক্রীড়া মন্ত্রণালয়

২৪	জনাব মো: এমদাদুল হক চৌধুরী (৬৫৩৬)	অতিরিক্ত সচিব, ভূমি মন্ত্রণালয়
২৫	মিজ্ ইয়াসমিন বেগম (৬৫৪০)	অতিরিক্ত সচিব, মন্ত্রিপরিষদ বিভাগ
২৬	জনাব মো: আব্দুল মান্নান (৬৫৭৫)	মহাপরিচালক, মাদ্রাসা শিক্ষা অধিদপ্তর
২৭	জনাব মো: আনিসুর রহমান (৭৭৬১)	অতিরিক্ত সচিব, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়
২৮	জনাব মোঃ সাইফুল হক চৌধুরী (২০৩৫৫)	অতিরিক্ত সচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়
২৯	জনাব মোহাম্মদ আনোয়ার উদ্দিন (২০৩২৩)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ (আইসিটিবি)
৩০	জনাব আবু সাঈদ মো: কামরুজ্জামান এনডিসি (২০৩৪৯)	অতিরিক্ত সচিব, বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়।

শর্তাবলি:

- (১) কোর্সটি স্বশরীরে উপস্থিতির মাধ্যমে বিপিএটিসি-তে অনুষ্ঠিত হবে;
- (২) মনোনীত কর্মকর্তাগণ উল্লিখিত প্রশিক্ষণ চলাকালে কর্মরত হিসেবে গণ্য হবেন এবং স্ব-স্ব মন্ত্রণালয়/বিভাগ/দপ্তর হতে বেতন/ভাতাদি গ্রহণ করবেন;
- (৩) জনপ্রশাসন মন্ত্রণালয় কর্তৃক বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি) এর অনুকূলে সংশ্লিষ্ট প্রশিক্ষণ খাতে বরাদ্দকৃত অর্থ হতে মনোনীত কর্মকর্তাগণের কোর্স ফি এবং এ প্রশিক্ষণ বাবদ অন্যান্য ব্যয় নির্বাহ করা হবে;
- (৪) প্রশিক্ষার্থী কর্মকর্তাগণকে আগামী ৩০/০৮/২০২৫ তারিখ অথবা কোর্স ম্যানেজমেন্ট কর্তৃক নির্ধারিত সময় ও স্থানে আবশ্যিকভাবে রিপোর্ট করতে হবে। এ বিষয়ে ড. মোঃ মহসীন আলী(এমডিএস), মোবাইল: ০১৭১১৪৮৯৭৮৬ এবং মোঃ আলতাফ হোসেন (সহকারী প্রোগ্রামার), মোবাইল: ০১৭১৭৩১৬৬২৩ এর সাথে যোগাযোগ করার জন্য অনুরোধ করা হল; এবং
- (৫) মনোনীত কর্মকর্তাগণকে আগামী ২৬/০৮/২০২৫ তারিখের মধ্যে সরকারি কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এর মাধ্যমে অনলাইন রেজিস্ট্রেশন সম্পন্ন করতে হবে।

Pudouri

২০-০৮-২০২৫
ফেরদৌসী আক্তার
উপসচিব
৮৮০২৯৫১৫৫২৫
it1@mopa.gov.bd

রেস্টার

রেস্টার এর দপ্তর, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)।

স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৪৮/১ (৭)

তারিখ: ৫ ভাদ্র ১৪৩২ বঙ্গাব্দ
২০ আগস্ট ২০২৫ খ্রিস্টাব্দ

সদয় জ্ঞাতার্থে/জ্ঞাতার্থে (জ্যেষ্ঠতার ক্রমানুসারে নয়):

- ১। মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ সচিব-এঁর দপ্তর, মন্ত্রিপরিষদ বিভাগ।
- ২। সিনিয়র সচিব/সচিব (সকল)।
- ৩। অতিরিক্ত সচিব, প্রশাসন/এপিডি/সিপিটি/বিধি/সওব্য/শৃংখলা ও তদন্ত/সংস্কার ও গবেষণা/আইন, জনপ্রশাসন মন্ত্রণালয়।
- ৪। জনাব.....।
- ৫। যুগ্মসচিব (অতিরিক্ত দায়িত্ব), অভ্যন্তরীণ এবং বিদেশ প্রশিক্ষণ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ৬। পরিচালক, পিপিআর অনুবিভাগ, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)।
- ৭। সিনিয়র সচিবের একান্ত সচিব, সিনিয়র সচিবের দপ্তর, জনপ্রশাসন মন্ত্রণালয়।

৮। সিনিয়র সিস্টেম এনালিস্ট, সিনিয়র সিস্টেম এনালিস্টের দপ্তর, জনপ্রশাসন মন্ত্রণালয় (ওয়েবসাইটে প্রকাশের
অনুরোধসহ)।।

৯। অফিস কপি, মাস্টার ফাইল।



Pudouri

২০-০৮-২০২৫
ফেরদৌসী আক্তার
উপসচিব

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)

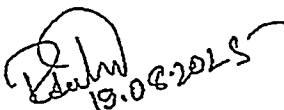
(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) বাজেট বিভাজন

ক্রমিক	ব্যয়ের খাতসমূহ	২৬তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (২৫জন হিসেবে)	২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩০ জন হিসেবে)		
			সংখ্যা	হার	মোট টাকা
	পার্ট-ক				
১	প্রশিক্ষার্থীগণের রেজিস্ট্রেশন চলাকালীন স্বাগত অভ্যর্থনা (ফুলের স্টিক/ রেজিস্ট্রেশন চলাকালীন চা নাস্তা/ ডরমিটরী রুমের নাস্তা)	৫০০০.০০	৩০	২০০.০০	৬০০০.০০
২	উদ্বোধনী দুপুরের খাবার (প্রশিক্ষার্থী + অনুযদ সদস্য+ সহায়ক কর্মচারি)	৩৭৫০০.০০	৮০	৫০০.০০	৪০০০০.০০
৩	ফটো/ ভিডিও প্রয়োজনীয় ডকুমেন্টরি/রীল তৈরি)	১২০০০.০০	থোক	১২০০০.০০	১২০০০.০০
৪	অতিথি বক্তা, ভিআইপি অতিথি বক্তা এবং কোর্স ম্যানেজমেন্ট টিমের সদস্যদের চা নাস্তা ও আগ্যায়ন	৩০০০০.০০	থোক	৩০০০০.০০	৩০০০০.০০
৫	শিক্ষা সফর/অভ্যন্তরীণ ভিজিট	৩৫০০০.০০	থোক	৩৫০০০.০০	৩৫০০০.০০
৬	ক্রীড়া প্রতিযোগিতার জন্য পুরস্কার	১২৭৫০০.০০	৮০	১৭০০.০০	১৩৬০০০.০০
৭	কোর্সের সমাপনী অনুষ্ঠান দুপুরের/রাতের খাবার (প্রশিক্ষার্থী+অনুযদ সদস্য+ সহায়ক কর্মচারি)	৪০০০০.০০	৮৫	৫০০.০০	৪২৫০০.০০
৮	মুদ্রণ এবং প্রকাশনা (কোর্স ব্রশিউর/ সিল/ নিমন্ত্রণ পত্র ও খাম ইত্যাদি)	৩০০০০.০০	থোক	৪০০০০.০০	৪০০০০.০০
৯	ফোন্ডার মুদ্রণ ও অন্যান্য	৩৫০০০.০০	থোক	৩৫০০০.০০	৩৫০০০.০০
১০	মহিলা প্রশিক্ষার্থীগণের জন্য পার্স	১০০০০.০০	থোক	১০০০০.০০	১০০০০.০০
১১	কোর্স ম্যানেজমেন্ট টিমের মোবাইল খরচ	১৫০০.০০	থোক	১৫০০.০০	১৫০০.০০
১২	ফুল (জাতীয় স্মৃতিসৌধে শ্রদ্ধাঞ্জলি, ভিআইপি অতিথি বক্তা ইত্যাদির জন্য)	১০০০০.০০	থোক	১০০০০.০০	১০০০০.০০
	মোট: ক =	৩৭৩৫০০.০০			৩৯৮০০০.০০
	পার্ট-খ				
১৩	অংশগ্রহণকারী প্রশিক্ষার্থীগণের জন্য দৈনিক ভাতা (টাকা ৬০০ X ৩০ জন X ১২ দিন বিপিএটিসি)	১৮০০০০.০০	৩০ জন X ১২ দিন	৬০০.০০	২১৬০০০.০০
১৪	অতিথি বক্তাগণের সম্মানী (গেট স্পীকার)	৩৬০০০০.০০	৬০	৬০০০.০০	৩৬০০০০.০০
১৫	এক্সটেনশন লেকচার	৫৬০০০.০০	১০	৭০০০.০০	৭০০০০.০০
১৬	ফেসিলিট্যেটরগণের সম্মানী (৫জনের)	২৫০০০.০০	৫	৫০০০.০০	২৫০০০.০০
	মোট: খ =	৬২১০০০.০০			৬৭১০০০.০০

ক্রমিক	ব্যয়ের খাতসমূহ	২৬তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (২৫জন হিসেবে)	২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩০ জন হিসেবে)		
			সংখ্যা	হার	মোট টাকা
	পার্ট: গ (অর্থ অধিশাখা সরাসরি প্রদান করবে)				
১৫	অতিথি ক্রীড়া প্রশিক্ষক এর সম্মানী	৯৮০০.০০	১ জন X ৭ দিন	১৪০০.০০	৯৮০০.০০
১৬	দৈনিক ভিভিতে মজুরি (ক্লাসরুম অ্যাটেনডেন্ট-১ জন, রুম বেয়ারার ৬ জন, সহকারি বাবুচি ১জন, পরিচ্ছন্নতাকর্মী-২জন, মশালচি ১জন, ওয়েটার- ১জন) (১৩দিন @টাকা প্রতিদিন ৭০০ করে)	৮৫৮০০.০০	১২জন X ১৩ দিন	৭০০.০০	১০৯২০০.০০
	মোট: গ=	৯৫৬০০.০০			১১৯০০০.০০
	সর্বমোট: (ক+ খ+গ) =	১০৯০১০০.০০			১১৮৮০০০.০০

(এগারো লক্ষ আটশি হাজার টাকা মাত্র)


(রুমানা তানজিন অন্তরা)
উপপরিচালক ও
কোর্স সমন্বয়ক
২৭তম পিপিএমসি
বিপিএটিসি, সাভার, ঢাকা


(ড. মোঃ মহসীন আলী)
এমডিএস ও
কোর্স পরিচালক
২৭তম পিপিএমসি
বিপিএটিসি, সাভার, ঢাকা


(সাইফুর মাহবুব খান)
রেস্টর (সচিব)
বিপিএটিসি
সাভার, ঢাকা



Bangladesh Public Administration Training Centre
Savar, Dhaka

Dr. Md. Mohoshin Ali
Member Directing Staff (Joint Secretary)
&
Course Director
27th Policy Planning and Management Course

DO. 05.01.0000.266.25.039.25.309

Date: 21 August, 2025

Dear Colleague, Assalamu Alaikum and greetings from BPATC

I would like to take the opportunity to congratulate you for being nominated for the 27th Policy Planning and Management Course (PPMC) to be held at Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka scheduled from 31 August to 11 September 2025.

I hope this policy level training course will not only enrich your knowledge, but also help you to learn the tips of policy management as civil servant of Bangladesh. The main objective of the PPMC is to improve leadership qualities so that the top-level civil servants attain the capability of taking steering role to translate the development agenda of the government into reality. Moreover, the Course will create opportunities for the participants to analyze public policy critically and unpack different dynamics within the policy planning process and implementation stage. Today's world is undergoing global challenges in many aspects and the policy making and implementation role are also becoming complex. Within this context this Course is planned and designed. Therefore, we would expect your high-level commitment to the course to exploit the opportunities the Course aims to offer. This Course is a great chance for you to strengthen skills to work in a team, broaden your network and learn from co-participants.

I would like to provide you certain useful information related to training and stay at BPATC:

- Please register online visiting GEMS by 26.08.2025 positively to attend the 27th Policy Planning and Management Course (PPMC). Once you submit the duly completed registration form, immediately an automatic acknowledgement letter will be sent to your e-mail. In case of any difficulty in registration, please contact Hasan Murtaza Masum, Director (Deputy Secretary) & Course Coordinator (Cell: 01686900243) or Rumana Tanjin Antara, Deputy Director & Course Coordinator (Cell: 01710894979) or for online registration Mr. Mohammad Altaf Hossain, Assistant Programmer (Cell No-01717316623) and Mr. Mohammad Saiful Islam, programmer, (01870826382).
- This is a fully residential course and all participants have to stay in the dormitory mandatorily.
- We would strongly request you to bring a laptop for managing your training well.
- BPATC will facilitate the arrangement of food during your stay at the centre.
- All participants of PPMC have to follow the prescribed dress code of BPATC. During training session male participants must wear descent and dark colored trouser, light colored full sleeved shirt with tie (to be provided by BPATC) and shoe (preferably black leather dress shoe). However, *sherwani/panjabi* with '*coti*' is allowed for male on religious ground. You have to wear dark

colored/lounge suit in any formal sessions' inaugural/closing/mess/guest night/visiting organization and other special occasions. Female participants must wear sober colored sarees. It is mandatory to wear sarees with dark colored coat/blazer in any formal session.

- You are also requested to bring along proper dress for games and physical exercise (white English/Tennis Half pants/track suits, white T-shirt with collar, white sports shoe/trainer and socks for male participants; White salwar-kamiz, dopatta/white track suits, white sports shoe/trainer and socks for female participants. Please be informed that no Kit Allowance will be provided for this short training course.
- Please bring along two (2) copies of recent passport size colored photographs for registration and photocopy of recent passport (if you have).

You are requested to report at BPATC on 30th August 2025 by 6:00 pm (a welcome desk will be at the International Training Complex, ground floor). A briefing session will be arranged on your arrival at 7.00 pm at room 205 of ITC. We will arrange transport for the participants on the 30th August 2025. A bus will leave for BPATC from RPATC Dhaka, 49 New Eskaton, Dhaka at 4:30 pm (Any change in time and place will be notified in WhatsApp group). We request you to avail BPATC bus service on payment.

I hope you will have wonderful time on the scenic campus of BPATC with your course-mates. I am looking forward to extending our warm welcome to you at BPATC in the afternoon on 30th August 2025.

With warm regards

Sincerely yours,



21.08.2025

(Dr. Md. Mohoshin Ali)

Bangladesh Public Administration Training Centre

Savar, Dhaka
www.bpatc.gov.bd

27th Policy Planning and Management Course (PPMC) (31st August to 11th September 2025)

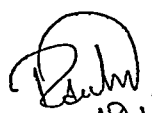
No. 05.01.0000.266.25.039.25.302

Date: 19 August 2025

Notice

The 27th Policy Planning and Management Course (PPMC) is going to be held from 31 August to 11 September 2025. The Course Management Team (CMT) solicits your wholehearted cooperation and prompt action/s on the following tasks to facilitate the course effectively as per the standard norms of the Centre:

Sl.	Tasks	Role
1.	Course Curriculum/Guidelines	DD (PPR)
2.	Nomination of Module Director/Research Mentor	DD (PPR)
3.	Preparation of Facilitating Training Session/s	Concerned Faculty Member
4.	Accommodation of the Participants	AD (Dormitory)
5.	Disbursement of Budget	DD (Finance)
6.	Preparation of Classroom/s with Training Aids	Librarian (AVR)
7.	Necessary IT Support (Wi-Fi Connectivity, Laptop etc.)	System Analyst
8.	Refreshment and Meals in time	DD (Service)
9.	Appointment of Dormitory Staff	DD (Administration)
10.	Opening of Reception/Information Desk	DD (Service/OS)
11.	Supply of Stationery Items	AD (Purchase/Store)
12.	Duplo/Photocopy of Handouts. (if and when needed)	Librarian (AVR)
13.	Name Badges for Participants and CMT	DD (Publication)
14.	Course Evaluation and Certificate Preparation	DD (Evaluation)
15.	Publication of Invitation Card and other relevant documents (if and when needed)	DD (Publication)
16.	Arrangement of Labs for Computer Session/s (if and when needed)	System Analyst
17.	Games and Sports Facilities	DD (Sports)
18.	Medical Facilities	Medical Officer
19.	Stand-by Generator	DD (Service)/AD (Logistics)
20.	Necessary Transport Services	DD (Service)/AD (Logistics)
21.	Video and Photography	Librarian (AVR)
22.	Contact Electronic and Print Media (if and when needed)	DD (Service)/AD (Protocol)
23.	Repairing, Maintenance, Cleanliness of Dormitory, Classrooms, Cafeteria, and other relevant services	DD (Service) and Librarian (AVR)
24.	Any other Supports as deemed necessary	Concerned Faculty Member


(Rumana Tanjin Antara)
Course Coordinator
27th PPMC

Distribution: for kind information and necessary action.

1. All Faculty Members, BPATC, Savar, Dhaka;
2. PS to Rector, BPATC, Savar, Dhaka (for kind information of the Rector);
3. Notice Boards;
4. Concerned File.

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 101

Section: A

Dormitory: ITC Dormitory

Room No: 602

Personal Information

Name: Mr. ZIA UDDIN AHMED

Gender: Male

Current Designation: অতিরিক্ত সচিব

Name of Cadre Service: BCS (Administration)

Cadre ID: 6436

Date of Birth: 15/12/1970

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: আলাউদ্দিন আহমেদ

Mother's Name: নূরজাহান বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSS	Bangladesh University of Professionals	Bangladesh University of Professionals	Security and Development	2023	3.65

Special area of interest/Co-curricular activities: খেলাধুলা

Please mention name of the games you are most interested to participate: ব্যাডমিন্টন, টেবিল টেনিস, ভিলবল, ফুটবল

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: ভবন ৩, সাগুফতা নতুন রাস্তা, ফ্ল্যাট-১৩/এইচ, সপ্ননগর রেসিডেন্সিয়াল প্রজেক্ট, সেকশন-৯, ওয়ার্ড-২, মিরপুর - 1216, পল্লবী

Address: হাওলাদার বাড়ি, আড়াইনাও, ছিটকা - ৪৬২৩, ব্রিড্‌ফল

District: DHAKA

District: PATUAKHALI

Telephone: 01716243351

Telephone: 01716243351

Mobile Number: 01716243351

Mobile Number: 01716243351

Email: ziaahmed10@gmail.com

Office Telephone Number: 02223383268

Emergency Contact

Name of contact person: Komrun Naher Akanda

Telephone: 01716766250

Mobile Number: 01716766250

Relationship with the person: Komrun Naher Akanda

Address of contact person: ভবন ৩, সাগুফতা নতুন রাস্তা, ফ্ল্যাট-১৩/এইচ, সপ্ননগর রেসিডেন্সিয়াল প্রজেক্ট, সেকশন-৯, ওয়ার্ড-২, মিরপুর - 1216, পল্লবী

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 102

Section: A

Dormitory: ITC Dormitory

Room No: 603

Personal Information

Name: MD. RABIUL ISLAM

Gender: Male

Current Designation: সদস্য

Name of Cadre Service: B.C.S. (ADMINISTRATION)

Cadre ID: 20278

Date of Birth: 21/02/1969

Blood Group: O+

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মো: ফজলুর রহমান

Mother's Name: সালেহা খাতুন

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSC	UNIVERSITY OF BRADFORD	UNIVERSITY OF BRADFORD	Agri & Rural Development	2000	AWARDED

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: ফ্ল্যাট-৫০১, রজনীগন্ধা, null, ইস্কাটন গার্ডেন সরকারি কর্মকর্তাদের আবাসিক কোয়ার্টার, রমনা - null, রমনা

Address: null, null, জামুবাড়ি, ডাংগাপাড়া, বদরগঞ্জ - 5430, বদরগঞ্জ

District: ঢাকা

District: রংপুর

Telephone:

Telephone:

Mobile Number: 01817545414

Mobile Number: 01817545414

Email: mrislam22298@gmail.com

Office Telephone Number: 0255100720

Emergency Contact

Name of contact person: Soma Nahid

Telephone:

Mobile Number: 01552364850

Relationship with the person: Soma Nahid

Address of contact person: শান্তিনগর, রমনা, ঢাকা

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 103

Section: A

Dormitory: ITC Dormitory

Room No: 604

Personal Information

Name: Mr. MUHAMMAD ANWAR UDDIN

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20323

Date of Birth: 01/01/1970

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: MD. Noor Uddin

Mother's Name: Zannat Ara Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Master of Social Science (MSS)	YAMAGUCHI UNIVERSITY, JAPAN	YAMAGUCHI UNIVERSITY, JAPAN	Economics	2009	AWARDED
M.Sc	University of Chittagong	Department of Physics	Physics	1992	First Class
B.Sc(Hons)	University of Chittagong	Department of Physics	Physics	1991	First Class
H.S.C	Cumilla Board	Noakhali Government College	Science	1987	First Div.
S.S.C	Cumilla Board	Noannai Union High School	Science	1985	First Div.

Special area of interest/Co-curricular activities: Sports

Please mention name of the games you are most interested to participate: Badminton, Table Tennis

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

15

Address: প্লট-1/2, ব্লক-ডি, এপার্ট মেন্টঃ এ1-টি2-02-01, বিজয় রাকীন সিটি, মিরপুর-15, মিরপুর - 1216, কাফরুল, ঢাকা

Address: গ্রামঃ রাম হরির তালুক, ডাকঘরঃ খলিফার হাট - 3808, থানাঃ সুধারাম জেলাঃ নোয়াখালি

District: DHAKA

District: NOAKHALI

Telephone:

Telephone:

Mobile Number: 01745821559

Mobile Number: 01745821559

Email: anwaruddin71@gmail.com

Office Telephone Number: +8802 41024034

Emergency Contact

Name of contact person: Nasrin Sultana

Telephone:

Mobile Number: 01765633037

Relationship with the person: Nasrin Sultana

Address of contact person: প্লট-1/2, ব্লক-ডি, এপার্ট মেন্টঃ এ1-টি2-02-01, বিজয় রাকীন সিটি, মিরপুর-15, মিরপুর - 1216, কাফরুল, ঢাকা

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 104

Section: A

Dormitory: ITC Dormitory

Room No: 702

Personal Information

Name: Mrs. YASMIN BEGUM

Gender: Female

Current Designation: অতিরিক্ত সচিব

Name of Cadre Service: BCS (Administration)

Cadre ID: 6540

Date of Birth: 23/10/1969

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: সৈয়দ আবদুল কাদির

Mother's Name: বেগম রেবেকা কাদির

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MPA	SUNGKYUNKWAN UNIVERSITY, KOREA	SUNGKYUNKWAN UNIVERSITY, KOREA	Public Administration	2012	AWARDED
MSc	Dhaka University	Dhaka University	Botany	1991	1st class 2nd
BSc	Dhaka University	Dhaka University	Botany	1990	1st class 5th
HSC	Dhaka	Dhaka City Collage	Science	1987	1st Division
SSC	Dhaka	Dhanmondi Govt. Girls High School	Science	1985	1st Division

Special area of interest/Co-curricular activities: সঙ্গীত

Please mention name of the games you are most interested to participate: ব্যাডমিন্টন

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
অতিরিক্ত সচিব	মন্ত্রিপরিষদ বিভাগ	24/04/2024	
অতিরিক্ত সচিব	জনপ্রশাসন মন্ত্রণালয়	22/04/2024	23/04/2024
যুগ্মসচিব	মন্ত্রিপরিষদ বিভাগ	16/09/2020	21/04/2024
যুগ্মসচিব	বিদ্যুৎ বিভাগ	08/06/2020	09/09/2020

Contact Details

Present Address

Address: বাসা নং-৯, রোড-৫/এ, সেক্টর-৫, উত্তরা, ঢাকা-1230, থানা: উত্তরা পশ্চিম

Address: গ্রাম: রসুলপুর, থানা: সাতক্ষীরা সদর, পোস্ট: সাতক্ষীরা সদর, পোস্ট কোড- 9400, জেলা: সাতক্ষীরা

District: DHAKA

District: SATKHIRA

Telephone: 48950442

Telephone:

Mobile Number: 01730582865

Mobile Number: 01730582865

Email: yasmintiptip@gmail.com

Office Telephone Number: 02226641015

Permanent Address

Emergency Contact

Name of contact person: Jasmin Begum

Telephone: ৪৮৯৫০৪৪২

Mobile Number: 01713008914

Relationship with the person: Sister

Address of contact person: বাসা নং-৯, রোড-৫/এ, সেক্টর-৫, উত্তরা, ঢাকা-1230, থানা: উত্তরা পশ্চিম

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 105

Section: A

Dormitory: ITC Dormitory

Room No: 812

Personal Information

Name: Mr. Hasan Khaled Faisal

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6529

Date of Birth: 14/11/1973

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: A H M Quamrul Hasan

Mother's Name: Nurunnahar

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Masters	Australian National University	Australian National University	Economics	2007	Credit
Graduate Diploma	Australian National University	Australian National University	Economics	2006	Merit
MSS	University of Dhaka	University of Dhaka	Economics	1998	2nd Class
BSS (Hon)	University of Dhaka	University of Dhaka	Economics	1996	1st Class
HSC	Jessore	Barisal Cadet College		1991	1st Div
SSC	Jessore	Barisal Cadet College		1989	1st Division

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: House: 168, Road: 7 Shekhertek, Mohammadpur

Address: Vill. & Post: Hazipur; P.S. & Dist: Magura

District: DHAKA

District: MAGURA

Telephone:

Telephone:

Mobile Number: 01732200442

Mobile Number: 01732200442

Email: hasank.foisal@gmail.com

Office Telephone Number: +8802223356014

Permanent Address

Emergency Contact

Name of contact person: Rownok Jahan Urmee

Telephone:

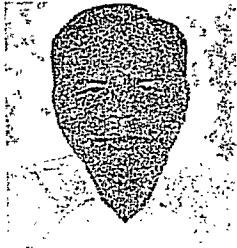
Mobile Number: 01720067571

Relationship with the person: Spouse

Address of contact person: House: 168, Road: 7 Shekhertek, Mohammadpur

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 106

Section: A

Dormitory: ITC Dormitory

Room No: 605

Personal Information

Name: Mr. A. H. M. Jahangir

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 7858

Date of Birth: 15/10/1967

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Late Md. Hatem Ali Mollah

Mother's Name: Nurjahan Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	Dhaka University	Department of Mathematics	Pure Mathematics	1991	1st Class

Special area of interest/Co-curricular activities: Listening Music

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Additional Secretary	ERD	14/05/2023	25/08/2025

Contact Details

Present Address

Permanent Address

Address: 31/B2, Nobonir Government Housing, Khilji Road, Mohammadpur-1207

Address: Village: Komorpur, Post Office: Kamar Khali, Upazilla: Modhu Khali

District: DHAKA

District: FARIDPUR

Telephone: +8801713199932

Telephone: 01713199932

Mobile Number: 01713199932

Mobile Number: 01713199932

Email: ajahangi007@yahoo.com

Office Telephone Number: +88-02-2222216710

Emergency Contact

Name of contact person: Trisha

Telephone: 01307671561

Mobile Number: 01307671561

Relationship with the person: Wife

Address of contact person: 31/B2, Nobonir Government Housing, Khilji Road, Mohammadpur-1207

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 107

Section: A

Dormitory: ITC Dormitory

Room No: 606

Personal Information

Name: Mr. Md. Ziaul Huq

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6517

Date of Birth: 01/01/1973

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Azizul Huq

Mother's Name: Saleha Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Master in Org Leadership	Monas University, Melbourne	Faculty of Education	Leadership and Organization, Policy & Governance, Management & Change	2009	Distinction

Special area of interest/Co-curricular activities: Debate

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: House: 16 Road: 11, Mohammadi Housing Society, Mohammadpur, Dhaka

Address: House: 16 Road: 11, Mohammadi Housing Society, Mohammadpur, Dhaka

District: DHAKA

District: DHAKA

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Telephone: 01552390169

Telephone: 01552390169

Mobile Number: 01552390169

Mobile Number: 01552390169

Email: ziamdhuq@hotmail.com

Office Telephone Number: 01552390169

Emergency Contact

Name of contact person: Dr. Tarana Tasrin

Telephone:

Mobile Number: 01674003616

Relationship with the person: Spouse

Address of contact person: House: 16 Road: 11, Mohammadi Housing Society, Mohammadpur, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 108

Section: A

Dormitory: ITC Dormitory

Room No: 607

Personal Information

Name: Mr. Mohammad Mahbubur Rahman Bhuiyan

Gender: Male

Current Designation: Managing Director (Additional Secretary)

Name of Cadre Service: BCS (Administration)

Cadre ID: 6520

Date of Birth: 12/07/1974

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Mosharraf Hossain Bhuiyan

Mother's Name: Rowshan Ara

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	Teesside University, UK	International Business Management	Managing Marketing, Managing People in Organizations, Managing Across Culture, Managing Operations and Finance, Accounting for Management Performance, Issues in the Global Economy, Advanced Financial Accounting etc.	2015	1st Class

Special area of interest/Co-curricular activities: Sports, Music, Social activities

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Additional Secretary

Ministry of Women and Children Affairs

24/04/2024

25/11/2024

Contact Details

Present Address

Address: Sagorika 6, Eskaton Garden Government Officers Quarter, Old Elephant Road

Address: Vill. and Post. Ramkrishnadi Upazila: Sirajdikhan

District: DHAKA

District: MUNSHIGANJ

Telephone:

Telephone:

Mobile Number: 01711102694

Mobile Number: 01552306036

Email: mahbub.momen@gmail.com

Office Telephone Number: +880222222955

Permanent Address

Emergency Contact

Name of contact person: Nasrum Fateha Rimi

Telephone:

Mobile Number: 01552542426

Relationship with the person: Spouse

Address of contact person: Sagorika 6, Eskaton Garden Government Officers Quarter, Old Elephant Road

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 109

Section: A

Dormitory: ITC Dormitory

Room No: 611

Personal Information

Name: MD. ANISUR RAHMAN

Gender: Male

Current Designation: অতিরিক্ত সচিব

Name of Cadre Service: B.C.S. (ROADS AND HIGH WAYS)

Cadre ID: 7761

Date of Birth: 01/11/1971

Blood Group: B+

Marital Status: Married

Number of Children: Male: 1 Female: 1

Father's Name: এএম মজিবুর রহমান

Mother's Name: মিস আমিনা রহমান

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSC	Bangladesh University of Engineering & Technology	Bangladesh University of Engineering & Technology	Civil Engineering	2017	3.25

Special area of interest/Co-curricular activities: খেলাধুলা

Please mention name of the games you are most interested to participate: টেবিল টেনিস, লনটেনিস

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: নিহারিকা ৭, ইকাতন গার্ডেন রোড, ইকাতন, শান্তিনগর - 1217, রমনা

Address: আমিনা মনজিল, পি টি আই রোড, কুমারখালী, পিরোজপুর - 8500, পিরোজপুর সদর

District: ঢাকা

District: পিরোজপুর

Telephone:

Telephone:

Mobile Number: 01711890453

Mobile Number: 01711890453

Email: anis89buet96@gmail.com

Office Telephone Number: 223356641

Emergency Contact

Name of contact person: Syeda Nowara Jahan

Telephone:

Mobile Number: 01711353174

Relationship with the person: Syeda Nowara Jahan

Address of contact person: শান্তিনগর, রমনা, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 110

Section: A

Dormitory: ITC Dormitory

Room No: 612

Personal Information

Name: Mr. SHAMSHUR RAHMAN KHAN

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 7859

Date of Birth: 01/01/1970

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: HASHMAT ALI KHAN

Mother's Name: NURJAHAN BEGUM



Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Diploma	BRAC University	Department of Economics	Macroeconomic Analysis	2011	2.86
MA	Ajou University	GSIS, Republic of Korea	International Trade	2008	4.07
M.sc.	Dhaka University	Botany Department	Botany	1991	2nd Class
B.sc. Hons	Dhaka University	Botany Department	Botany	1990	2nd Class
HSC	Dhaka Board	Shariatpur Govt. College	Physics, Chemistry, Biology, Mathematics	1986	1st Div
SSC	Dhaka Board	BUTP High School, Naria	Physics, Chemistry, Biology, Mathematics	1984	1st Div

Special area of interest/Co-curricular activities: Sports

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details**Present Address**

Address: Flat No 2,Asian Building, Baily Road, Dhaka

Address: Flat No 2,Asian Building, Baily Road, Dhaka

District: DHAKA

District: DHAKA

Telephone:

Telephone:

Mobile Number: 01552327637

Mobile Number: 01552327637

Email: shamshu_1970@yahoo.com

Office Telephone Number: 55100420

Permanent Address**Emergency Contact**

Name of contact person: Laila Arzumand Banu

Telephone:

Mobile Number: 01715664684

Relationship with the person: Spouse

Address of contact person: Flat No 2,Asian Building, Baily Road, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 111

Section: A

Dormitory: ITC Dormitory

Room No: 613

Personal Information

Name: Mr. Md. Emdadul Hoq Chowdhury

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6536

Date of Birth: 04/12/1970

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Enamul Haque Chowdhury

Mother's Name: Samsun Nahar

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MA	BRAC University	N.A.	Governance, Development, Economics	2007	CGPA 3.21
M. Sc.	University of Dhaka	Biochemistry	Biochemistry, Biotechnology, Genetics	1994	First Class

Special area of interest/Co-curricular activities: Debate, Recitation, Sports

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Joint Secretary	Local Government Division	02/05/2023	22/04/2024

Contact Details

Present Address

Address: 42-43 Outer Circular Road, Siddheshwari

Address: Nayamatpur, Momotaj Miyar Hat

District: DHAKA

Permanent Address

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District: FENI

Telephone:

Telephone: 01711152328

Mobile Number: 01711152328

Mobile Number: 01711152328

Email: ehoq1970@gmail.com

Office Telephone Number: 01711152328

Emergency Contact

Name of contact person: Muhammad Mahfuzur Rahman

Telephone:

Mobile Number: 01711026009

Relationship with the person: Colleague

Address of contact person: Ministry of Land

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 112

Section: A

Dormitory: ITC Dormitory

Room No: 614

Personal Information

Name: Mr. A. K. M. Benjamin Riaz

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6533

Date of Birth: 31/12/1968

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Ishaque Ali

Mother's Name: Mohsina Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M. A.	University of Rajshahi	Department of English	English Literature	1991	2nd Class
B. A. (Hons)	University of Rajshahi	Department of English	English Literature	1990	2nd Class

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: 5/6 Sir Syed Road, Mohammadpur, Dhaka 1207

Address: Baneswar, Puthia, Rajshahi

District: DHAKA

District: RAJSHAHI

Telephone:

Permanent Address

33

Telephone:

Mobile Number: 01711468070

Mobile Number: 01711468070

Email: benjaminriazi03@gmail.com

Office Telephone Number: 0255028968

Emergency Contact

Name of contact person: Merina Aktar

Telephone:

Mobile Number: 01712266506

Relationship with the person: Spouse

Address of contact person: 5/6 Sir Syed Road, Mohammadpur, Dhaka 1207

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 113

Section: A

Dormitory: ITC Dormitory

Room No: 615

Personal Information

Name: Mr. Md. Saiful Haque Chowdhury

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20355

Date of Birth: 23/12/1969

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Major (Retired) Sirajul Haque Chowdhury

Mother's Name: Jahanara Chowdhury

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MPSM	Brac University	BIGD	Public Procurement	2023	3.82

Special area of interest/Co-curricular activities: debate

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: Flat C 3, 1/4, Shaptak Sierra, Block C, Lalmatia, Dhaka

Address: Village: Jalshukha, Upazila: Ajmiriganj District: Habiganj

District: DHAKA

District: HABIGANJ

Telephone:

Telephone:

Mobile Number: 01711228351

Permanent Address

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Mobile Number: 01711228351

Email: saifulhc@yahoo.com

Office Telephone Number: 41030224

Emergency Contact

Name of contact person: Salma Chowdhury

Telephone:

Mobile Number: 01622660792

Relationship with the person: Spouse

Address of contact person: Flat C 3, 1/4, Shaptak Sierra, Block C, Lalmatia, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 114

Section: A

Dormitory: ITC Dormitory

Room No: 616

Personal Information

Name: Mr. Abu Sayed Md. Kamruzzaman

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20349

Date of Birth: 05/08/1970

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: মোঃ আব্দুল খালেক

Mother's Name: হোসনে আরা বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
এস.এস.সি	রাজশাহী	বি.এল সরকারি উচ্চ বিদ্যালয়	বিজ্ঞান	১৯৮৬	১ম বিভাগ

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: Flat: 6-A, 26/8/1/1, North Pirerbag, Mirpur, Dhaka

Address: Flat: 6-A, 26/8/1/1, North Pirerbag, Mirpur, Dhaka

District: DHAKA

District: DHAKA

Telephone:

Telephone:

Mobile Number: 01711192900

Mobile Number: 01711192900

Email: kzaman050870@gmail.com

Office Telephone Number: 9514458

Emergency Contact

Name of contact person: Muztaba Zaman Razeen

Telephone:

Mobile Number: 01789177651

Relationship with the person: Son

Address of contact person: Flat: 6-A, 26/8/1/1, North Pirerbag, Mirpur, Dhaka

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 115

Section: A

Dormitory: ITC Dormitory

Room No: 715

Personal Information

Name: Mr. MD Abdur Razzak

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6510

Date of Birth: 30/09/1971

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Gaziur Rahman

Mother's Name: Mst. Rezia Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSS	Dhaka University	Political Science	Political Science, Economics	1994	2nd Class

Special area of interest/Co-curricular activities: Sports, Debate

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
MDS	BCS Administration Academy	22/04/2025	13/03/2025

Contact Details

Present Address

Address: 20, West end Street, Dhanmondi, Dhaka

Address: Village+Post. : Chowkibari, Upazila : Dhunat, Dist. : Bogura

District: DHAKA

District: BOGRA

Telephone:

Telephone:

Permanent Address

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Mobile Number: 01712404118

Mobile Number: 01712404118

Email: arazzak18@gmail.com

Office Telephone Number: 029514140

Emergency Contact

Name of contact person: Farjana Sultana

Telephone:

Mobile Number: 01716033643

Relationship with the person: Wife

Address of contact person: Dhaka College, Dhaka

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Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 116

Section: A

Dormitory: ITC Dormitory

Room No: 716

Personal Information

Name: Dr. Imtiaz Mahmud

Gender: Male

Current Designation: Project Director

Name of Cadre Service: BCS (Administration)

Cadre ID: 20262

Date of Birth: 23/02/1970

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Mahmud Ul Haque

Mother's Name: Ayesha Siddiqua

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
PhD	Queens University, Belfast	Dept. of Social Anthropology	Social Anthropology	2009	Awarded
MA	University of Leeds	School of Politics and International Studies	Development Studies	2003	Merit
MSS	University of Dhaka	Department of Sociology	Sociology	1996	1st Class
BSS (Hons)	University of Dhaka	Department of Sociology	Sociology	1994	2nd Class

Special area of interest/Co-curricular activities: Reading, Music, Gardening

Please mention name of the games you are most interested to participate:

Employment Statement

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Designation	Name of Organization	Start Date	Finish Date
Joint Secretary	Dept.of Inspection of Factories & Estd.	04/10/2020	12/05/2022
Deputy Chief	Health Wing, Socio Economic Infrastructure Division, Planning Commission	18/08/2018	19/09/2020
Deputy Chief	Education Wing, Socio Economic Infrastructure Division, Planning Commission	17/04/2016	16/08/2018
Deputy Chief	Ministry of Primary and Mass Education		16/04/2016

Contact Details

Present Address

Address: Flat-6/B, SEL Salima BR Garden, 365 Elephant Road, Dhaka-1205

Address: C/o Mahmudul Haque, 24, Harinath Dutta Lane, Jashore-7400

District: DHAKA

District: JESSORE

Telephone: 0244611879

Telephone: 01714133403

Mobile Number: 01714133403

Mobile Number: 01714133403

Email: imtiaz.mahmud@gmail.com

Office Telephone Number: 02226664523

Permanent Address

Emergency Contact

Name of contact person: Farhana Islam

Telephone: 01761604993

Mobile Number: 01911 385590

Relationship with the person: Spouse

Address of contact person: Flat-6/B, SEL Salima BR Garden, 365 Elephant Road, Dhaka-1205

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 117

Section: A

Dormitory: ITC Dormitory

Room No: 703

Personal Information

Name: Ms. Bodrun Nahar

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6514

Date of Birth: 27/10/1970

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md.Latibor Rahman

Mother's Name: Mrs. Mamtaz Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	University of Dhaka	Psychology	Counselling Psychology	1994	2nd Class 10th

Special area of interest/Co-curricular activities: Sports, Music

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: 3/1/A, North Road Dhanmondi, Dhaka 1205

Address: Village, Post Office, Upazilla- Ghior District Manikganj

District: DHAKA

District: MANIKGANJ

Telephone:

Telephone:

Mobile Number: 01711484557

Permanent Address

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Mobile Number: 01711484557

Email: sasshishu@gmail.com

Office Telephone Number: 9515733

Emergency Contact

Name of contact person: Bakshi Alaur Rahman

Telephone:

Mobile Number: 01743920598

Relationship with the person: husband

Address of contact person: 3/1/A, North Road Dhanmondi, Dhaka 1205

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 118

Section: A

Dormitory: ITC Dormitory

Room No: 704

Personal Information

Name: Dr. Nurun Nahar

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20295

Date of Birth: 16/06/1971

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Delawer Hossain

Mother's Name: Fazilatun Nesa

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
PhD	JAIST	School of Knowledge Science	Economics	2006	A

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: Block2, Room 29, Sher e Bangla Nagar, Planning Commission Campus, Dhaka

Address: Bella Vista, Nimnagar, Balubari, Dinajpur.

District: DHAKA

District: DINAJPUR

Telephone: 9180746

Telephone:

Mobile Number: 01777330644

Mobile Number: 01777330644

Email: n.nurun@gmail.com

Office Telephone Number: 029180746

Emergency Contact

Name of contact person: Mohammad Mizanur Rahman

Telephone:

Mobile Number: 01917745675

Relationship with the person: husband

Address of contact person: 48B North Fuller Road, Dhaka University

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 119

Section: A

Dormitory: ITC Dormitory

Room No: 705

Personal Information

Name: Ms. MUSRAT MEH JABIN

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 7860

Date of Birth: 06/07/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Atiar Rahman Malik

Mother's Name: Musrat Meh Jabin

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MBA	Masters	University of Technology, Sydney	Project Management	2002	Distinction

Special area of interest/Co-curricular activities: Reading, Music

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Member (Additional Secretary)	National Skill Development Authority	06/06/2023	28/07/2024

Contact Details

Present Address

Address: House#385, Level-7, Block-D, Akbar Road, Basundhara R/A, Dhaka

Address: House#384, Flat-402, Block-D, Akbar Road, Basundhara R/A, Dhaka

District: DHAKA

District: DHAKA

Telephone: 8431130

Telephone:

Permanent Address

Mobile Number: 01713090926

Mobile Number: 01713090926

Email: mmjmalik@gmail.com

Office Telephone Number: 222216675

Emergency Contact

Name of contact person: Mamunur Rashid

Telephone:

Mobile Number: 01970097296

Relationship with the person: Husband

Address of contact person: House#385, Level-7, Block-D, Akbar Road, Basundhara R/A, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 120

Section: A

Dormitory: ITC Dormitory

Room No: 802

Personal Information

Name: Mr. Md. Mojibur Rahman

Gender: Male

Current Designation: Director General (Additional Secretary)

Name of Cadre Service: BCS (Administration)

Cadre ID: 20280

Date of Birth: 09/01/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Akram Ali

Mother's Name: Phool Banu

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M.S.S	University of Dhaka	University of Dhaka	Sociology	1991	2nd Class

Special area of interest/Co-curricular activities: Music

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Director General	BANBEIS	08/07/2024	

Contact Details

Present Address

Address: 61, Lake Circus, Kolabagan, Dhaka.

Address: Vill. Jithon, U.Z.- Barhatta, Dist. Netrakona.

District: DHAKA

District: NETRAKONA

Telephone: 02223310684

Telephone:

Permanent Address

Mobile Number: 01711274242

Mobile Number: 01711274242

Email: riddheemujib@gmail.com

Office Telephone Number: 0241060707

Emergency Contact

Name of contact person: Tania Khan

Telephone: 01766887443

Mobile Number: 01766887443

Relationship with the person: Spouse

Address of contact person: 61, Lake Circus, Kolabagan, Dhaka.

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 121

Section: A

Dormitory: ITC Dormitory

Room No: 803

Personal Information

Name: Mr. Md Abdul Mannan

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6575

Date of Birth: 01/01/1971

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Mohiuddin Akand

Mother's Name: Momena Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M Phil	University of Dhaka	University of Dhaka	Political Science	2006	Degree Awarded

Special area of interest/Co-curricular activities: Sports

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
DG	Directorate of Madrasah Education	06/01/2025	26/08/2025

Contact Details

Present Address

Permanent Address

Address: Flat- A4, 07 Lake Circus Kalabagan Dhaka-1205

Address: Vill- Kharia Nishindara Post- Talofa Upazila- Kahaloo, Bogura

District: DHAKA

District:

Telephone: 02-41021700

Telephone: 01731020131

Mobile Number: 01731020131

Mobile Number: 01731020131

Email: mannan1171@yahoo.com

Office Telephone Number: 01731020131

Emergency Contact

Name of contact person: Nazmun Nahar

Telephone: 01715104730

Mobile Number: 01715104730

Relationship with the person: Wife

Address of contact person: Flat- A4, 07 Lake Circus Kalabagan Dhaka-1205

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 122

Section: A

Dormitory: ITC Dormitory

Room No: 711

Personal Information

Name: Ms. Nargis Khanam

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20277

Date of Birth: 03/01/1970

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Late Md. Abu Bakr

Mother's Name: Late Mrs. Zubeda Choudhury

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Msc	Development Mangement	University of Birmingham	Public Economics Management	2013	Distinction
MSS	Economics	University of Dhaka	Economics	1991	2nd Class
BSS	Economics	University of Dhaka	Economics	1990	2nd Class
HSC	Dhaka	Viquarun Nisa Noon College	Humanities	1987	1st Division
SSC	Dhaka	Siddheswari Girls High School	Humanities	1985	1st Division

Special area of interest/Co-curricular activities: Music

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Additional Secretary	Health Services Division	23/05/2023	02/09/2024
Joint Secretary	Ministry of Women and Children Affairs	10/09/2020	10/10/2022
Deputy Secretary	Ministry of Women and Children Affairs		09/09/2020

Contact Details**Present Address**

Address: Flat 2C, House 5/1, Block A, Lalmatia, Dhaka - 1207

Address: Vill-Laxmipur PS-Gobindagonj UZ- Chatak District-Sunamgonj

District: DHAKA

District: DHAKA

Telephone: 01741307336

Telephone: 01741307336

Mobile Number: 01741307336

Mobile Number: 01741307336

Email: nargiskhanam@gmail.com

Office Telephone Number: 01741307336

Permanent Address**Emergency Contact**

Name of contact person: Md. Shahjahan Kabir

Telephone: 01715005167

Mobile Number: 01715005167

Relationship with the person: Spouse

Address of contact person: Residence of District and Sessions Judge, Bogra

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 123

Section: A

Dormitory: ITC Dormitory

Room No: 804

Personal Information

Name: Mr. MD. Salim Fakir ,ndc

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: ৬৫৬১

Date of Birth: 03/06/1969

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Alfazuddin Fakir

Mother's Name: Sajeda Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Post Graduate	Masters in Security and Development	Bangladesh University of Professional	Security and Development	2022	3.28

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: 9 Dolonchapa, Alenbari, Govt Officers Quarters, Tejgaon, Dhaka

Address: Village: Barakotha, Thana: Wazirpur, Upazila: Wazirpur, Post Office: Dakuarhat, Barishal

District: DHAKA

District: BARISAL

Telephone:.

Telephone:

Mobile Number: 01711025025

Permanent Address

Mobile Number: 01711025025

Email: sfakir6561@gmail.com

Office Telephone Number: ০২৫৫১০১৩৬৫

Emergency Contact

Name of contact person: Aklima Islam

Telephone:

Mobile Number: 01711041401

Relationship with the person: Wife

Address of contact person: 9 Dolonchapa, Alenbari, Govt Officers Quarters, Tejgaon, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 124

Section: A

Dormitory: ITC Dormitory

Room No: 805

Personal Information

Name: MD. DIN ISLAM

Gender: Male

Current Designation: অতিরিক্ত সচিব

Name of Cadre Service: B.C.S. (ADMINISTRATION)

Cadre ID: 20302

Date of Birth: 12/11/1966

Blood Group: O+

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মাহবুবুর রহমান

Mother's Name: আমেনা খাতুন

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSC	Bangladesh Agricultural University, Mymensingh	Bangladesh Agricultural University, Mymensingh	Agricultural Economics	1988	Second Class

Special area of interest/Co-curricular activities:

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: null, null, 12/2 BAILY SQUARE OFFICERS QUARTER, SHANTINAGAR - 1217, null

Address: null, null, RAHELA, BAJITPUR - 2336, null

District: ঢাকা

District: কিশোরগঞ্জ

Telephone:

Telephone:

Mobile Number: 01719089829

Permanent Address

Mobile Number: 01719089829

Email: dinislam66@yahoo.com

Office Telephone Number: 222216832

Emergency Contact

Name of contact person: Rowshon Ara

Telephone:

Mobile Number: 01552332957

Relationship with the person: Rowshon Ara

Address of contact person: বাজিতপুর, বাজিতপুর, কিশোরগঞ্জ

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 125

Section: A

Dormitory: ITC Dormitory

Room No: 806

Personal Information

Name: Dr. Shah Md Helal Uddin

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20287

Date of Birth: 01/01/1969

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Giash Uddin Fakir

Mother's Name: Jamila Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
PhD	Gazipur Agricultural University	Faculty of Agriculture Economics	Agriculture Economics	2014	3.75

Special area of interest/Co-curricular activities: Sports (Badminton, Table tennis, Tennis, Swimming, Cycling, Walking, Jogging, Bridge, Chess, Carom), Plantation
Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Additional Secretary	Health Services Division	15/09/2024	04/05/2025

Contact Details

Present Address

Address: Flat 4/10, Shaluk House 9, Road 3 Dhanmondi, Dhaka 1205

Address: House 611, Ukilpara Netrokona 2400 Netrokona

District: DHAKA

District: NETRAKONA

Telephone: 02-55166202

Permanent Address

Telephone: 01760299399

Mobile Number: 01760299399

Mobile Number: 01760299399

Email: shahmdh2003@yahoo.co.uk

Office Telephone Number: 02-48110414

Emergency Contact

Name of contact person: Farida Yeasmin

Telephone: 01680930877

Mobile Number: 01680930877

Relationship with the person: Spouse

Address of contact person: Flat 4/10, Shaluk House 9, Road 3 Dhanmondi, Dhaka 1205

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27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 126

Section: A

Dormitory: ITC Dormitory

Room No: 807

Personal Information

Name: Mr. OMAR MD IMRUL MOHSIN

Gender: Male

Current Designation: Inspector General

Name of Cadre Service: BCS (Administration)

Cadre ID: 20263

Date of Birth: 30/11/1968

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Mohsin

Mother's Name: Kanij Soriya Zabin

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M. Com	Dhaka University	Jagannath College	Management	1990	1st Class (2nd)

Special area of interest/Co-curricular activities: Badminton, Recitation etc

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Director	Department of Agricultural Marketing	24/02/2022	04/12/2024

Contact Details

Present Address

Permanent Address

Address: Balaka-2, Government Officers Quarter, Road No-7, Dhanmondi.

Address: Village-Afjalpur, Po- Auliabad, Thana- Madhabpur.

District: DHAKA

District: HABIGANJ

Telephone:

Telephone:

Mobile Number: 01711319070

Mobile Number: 01711319070

Email: omarimrul@gmail.com

Office Telephone Number: 8802

Emergency Contact

Name of contact person: Shittul Moona

Telephone:

Mobile Number: 01711054866

Relationship with the person: Wife

Address of contact person: Balaka-2, Government Officers Quarter, Road No-7, Dhanmondi.

Bangladesh Public Administration Training Centre (BPATC)

Savar, Dhaka

27th Policy Planning and Management Course (PPMC)
(31/08/2025 - 11/09/2025)

Registration Form



Roll No: 127

Section: A

Dormitory: ITC Dormitory

Room No: 811

Personal Information

Name: Mr. A S M Ashraful Alam

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20275

Date of Birth: 26/02/1969

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Shamsul Alam

Mother's Name: Mrs. Jahanara Alam

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MPH	University Of London	London School Of Hygiene & Tropical Medicine, UL	Health Services Management, Health Economics etc.	2005	pass

Special area of interest/Co-curricular activities: -

Please mention name of the games you are most interested to participate:

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Additional Secretary	Ministry of Railways	10/11/2020	25/08/2025

Contact Details

Present Address

Permanent Address

Address: House 38, Road 19, Sector 13, Uttara, Dhaka

Address: 190, khashor Road, Gohailkandhi

District: DHAKA

District: MYMENSINGH

Telephone: 8802 855085133

Telephone: -

Mobile Number: 01715004646

Mobile Number: 01715004646

Email: asmashraful.alam@gmail.com

Office Telephone Number: +880255100784

Emergency Contact

Name of contact person: Mohsina Jamil

Telephone:

Mobile Number: 01558574383

Relationship with the person: Wife

Address of contact person: House no. 38, Road no. 19, Sector 13, Uttara, Dhaka

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Registration Form

Roll No: 128

Section: A

Dormitory: ITC Dormitory

Room No: 707

Personal Information

Name: Ms. HOMAYRA BEGUM

Gender: Female

Current Designation: অতিরিক্ত সচিব

Name of Cadre Service: BCS (Administration)

Cadre ID: 6519

Date of Birth: 10/01/1973

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: মোঃ মুজিবুর রহমান

Mother's Name: সদরুল আরা বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M.COM	University of Dhaka	University of Dhaka	Finance	1994	Second Class

Special area of interest/Co-curricular activities: Sports

Please mention name of the games you are most interested to participate: Marathon

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Additional Secretary	Finance Division	05/06/2025	

Contact Details

Present Address

Permanent Address

Address: Apartment : Silicon Sunrise , 385/A Free School street, Hatirpool Pukur Par, Dhaka 1205

Address: 13, Tutpara Main Road

District: DHAKA

District: KHULNA

Telephone: N/A

Telephone: ...

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Relationship with the person: Md. Shahidul Islam

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বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩
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২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্সে অংশগ্রহণকারী প্রশিক্ষার্থীগণের তালিকা (জ্যেষ্ঠতার ক্রমানুসারে নয়):

রোল	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নম্বর	ব্যাচ
১০১	জনাব জিয়াউদ্দীন আহমেদ এনডিসি (৬৪৩৬)	অতিরিক্ত সচিব, মুক্তিযুদ্ধ বিষয়ক মন্ত্রণালয়	০১৭১৬২৪৩৩৫১	১৭
১০২	জনাব মোঃ রবিউল ইসলাম এনডিসি (২০২৭৮)	অতিরিক্ত সচিব, দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৮১৭৫৪৫৪১৪	১৭
১০৩	জনাব মোহাম্মদ আনোয়ার উদ্দিন (২০৩২৩)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ, ডাক, টেলিযোগাযোগ ও তথ্যপ্রযুক্তি মন্ত্রণালয়	০১৭৪৫৮২১৫৫৯	১৮
১০৪	মিজ্ ইয়াসমিন বেগম (৬৫৪০)	অতিরিক্ত সচিব, মন্ত্রিপরিষদ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা	০১৭৩০৫৮২৮৬৫	১৮
১০৫	জনাব হাসান খালেদ ফয়সাল (৬৫২৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭৩২২০০৪৪২	১৮
১০৬	জনাব এ.এইচ.এম. জাহাঙ্গীর (৭৮৫৮)	অতিরিক্ত সচিব, অর্থনৈতিক সম্পর্ক বিভাগ, অর্থ মন্ত্রণালয়	০১৭১৩১৯৯৯৩২	১৭
১০৭	জনাব মোঃ জিয়াউল হক (৬৫১৭)	অতিরিক্ত সচিব, জ্বালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৫৫২৩৯০১৬৯	১৮
১০৮	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০)	ব্যবস্থাপনা পরিচালক (অতিরিক্ত সচিব), বাংলাদেশ সার্ভিসেস লিমিটেড, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়	০১৭১১১০২৬৯৪	১৮
১০৯	জনাব মোঃ আনিসুর রহমান (৭৭৬১)	অতিরিক্ত সচিব, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়	০১৭১১৮৯০৪৫৩	১৮
১১০	জনাব সামসুর রহমান খান (৭৮৫৯)	অতিরিক্ত সচিব, কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৫৫২৩২৭৬৩৭	১৭
১১১	জনাব মোঃ এমদাদুল হক চৌধুরী (৬৫৩৬)	অতিরিক্ত সচিব, ভূমি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১১১৫২৩২৮	১৮
১১২	জনাব এ কে এম বেনজামিন রিয়াজী (৬৫৩৩)	অতিরিক্ত সচিব, বাংলাদেশ জাতীয় সংসদ সচিবালয়, শের-ই-বাংলা নগর, ঢাকা	০১৭১১৪৬৮০৭০	১৮
১১৩	জনাব মোঃ সাইফুল হক চৌধুরী (২০৩৫৫)	অতিরিক্ত সচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়	০১৭১১২২৮৩৫১	১৮
১১৪	জনাব আবু সাঈদ মোঃ কামরুজ্জামান, এনডিসি (২০৩৪৯)	অতিরিক্ত সচিব, বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১১১৯২৯০০	১৮
১১৫	জনাব মোঃ আব্দুর রাজ্জাক (৬৫১০)	অতিরিক্ত সচিব, বাণিজ্য মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১২৪০৪১১৮	১৮
১১৬	ড. ইমতিয়াজ মাহমুদ (২০২৬২)	প্রকল্প পরিচালক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর আধুনিকায়ন ও শক্তিশালীকরণ এবং ১৩টি জেলা কার্যালয় স্থাপন শীর্ষক প্রকল্প	০১৭১৪১৩৩৪০৩	১৭

রোল	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নম্বর	ব্যাচ
১১৭	মিজ্ বদরুন নাহার এনডিসি (৬৫১৪)	অতিরিক্ত সচিব, মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১১৪৮৪৫৫৭	১৮
১১৮	ড. নুরুন নাহার (২০২৯৫)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ, পরিকল্পনা মন্ত্রণালয়	০১৭৭৭৩৩০৬৪৪	১৭
১১৯	মিজ্ মুসরাত মেহ্ জাবীন (৭৮৬০)	প্রধান (অতিরিক্ত সচিব), কার্যক্রম বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন	০১৭১৩০৯০৯২৬	১৭
১২০	জনাব মো: মজিবুর রহমান (২০২৮০)	মহাপরিচালক (অতিরিক্ত সচিব), বাংলাদেশ শিক্ষাতথ্য ও পরিসংখ্যান ব্যুরো, শিক্ষা মন্ত্রণালয়	০১৭১১২৭৪২৪২	১৭
১২১	জনাব মোঃ আব্দুল মান্নান (৬৫৭৫)	অতিরিক্ত সচিব, জ্বালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭৩১০২০১৩১	১৮
১২২	মিজ্ নারগিস খানম (২০২৭৭)	অতিরিক্ত সচিব, সমাজকল্যাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭৪১৩০৭৩৩৬	১৭
১২৩	জনাব মো: সেলিম ফকির, এনডিসি (৬৫৬১)	অতিরিক্ত সচিব, যুব ও ক্রীড়া মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১১০২৫০২৫	১৮
১২৪	জনাব মোঃ দীন ইসলাম (২০৩০২)	মহাপরিচালক (অতিরিক্ত সচিব), বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ, পরিকল্পনা মন্ত্রণালয়	০১৭১৯০৮৯৮২৯	১৭
১২৫	ড. শাহ মো: হেলাল উদ্দীন (২০২৮৭)	অতিরিক্ত সচিব, পরিকল্পনা মন্ত্রণালয়	০১৭৬০২৯৯৩৯৯	১৭
১২৬	জনাব ওমর মোঃ ইমরুল মহসিন (২০২৬৩)	মহাপরিদর্শক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর, বিজয়নগর, ঢাকা	০১৭১১৩১৯০৭০	১৭
১২৭	জনাব আ.স.ম আশরাফুল আলম (২০২৭৫)	অতিরিক্ত সচিব, প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১৫০০৪৬৪৬	১৭
১২৮	মিজ্ হোমায়রা বেগম (৬৫১৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা	০১৭১১৯৬৯২১৯	১৮

Bangladesh Public Administration Training Centre

Savar, Dhaka
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27th Policy Planning and Management Course (PPMC)

(31 August to 11 September 2025)

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বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

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২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স

(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

স্মারক নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩১৯

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

বিষয়: ৩১ আগস্ট ২০২৫ তারিখ থেকে বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রে অনুষ্ঠিত ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এ অংশগ্রহণকারী প্রশিক্ষার্থীগণের তালিকা প্রেরণ।

- সূত্র: (১) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৪৮; তারিখ: ২০ আগস্ট ২০২৫
(২) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৫০; তারিখ: ২৫ আগস্ট ২০২৫
(৩) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৫৩; তারিখ: ২৭ আগস্ট ২০২৫

উপরোক্ত বিষয় ও সূত্রের আলোকে জানানো যাচ্ছে যে, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রে ৩১ আগস্ট হতে ১১ সেপ্টেম্বর ২০২৫ মেয়াদে ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্সে (পিপিএমসি) নিম্নোক্ত ২৮ (আঠাশ) জন কর্মকর্তা যোগদান করেছেন:

(জ্যেষ্ঠতার ক্রমানুসারে নয়)

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
১.	জনাব জিয়াউদ্দীন আহমেদ এনডিসি (৬৪৩৬)	অতিরিক্ত সচিব, মুক্তিযুদ্ধ বিষয়ক মন্ত্রণালয়, পরিবহনপুল ভবন, সচিবালয় সংযোগ সড়ক, ঢাকা
২.	জনাব মোঃ রবিউল ইসলাম এনডিসি (২০২৭৮)	অতিরিক্ত সচিব, দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৩.	জনাব মোহাম্মদ আনোয়ার উদ্দিন (২০৩২৩)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ, ডাক, টেলিযোগাযোগ ও তথ্যপ্রযুক্তি মন্ত্রণালয়
৪.	মিজ্ ইয়াসমিন বেগম (৬৫৪০)	অতিরিক্ত সচিব, মন্ত্রিপরিষদ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা
৫.	জনাব হাসান খালেদ ফয়সাল (৬৫২৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৬.	জনাব এ.এইচ.এম. জাহাঙ্গীর (৭৮৫৮)	অতিরিক্ত সচিব, অর্থনৈতিক সম্পর্ক বিভাগ, অর্থ মন্ত্রণালয়
৭.	জনাব মোঃ জিয়াউল হক (৬৫১৭)	অতিরিক্ত সচিব, জ্বালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৮.	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০)	ব্যবস্থাপনা পরিচালক (অতিরিক্ত সচিব), বাংলাদেশ সার্ভিসেস লিমিটেড, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়
৯.	জনাব মোঃ আনিসুর রহমান (৭৭৬১)	অতিরিক্ত সচিব, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়
১০.	জনাব সামসুর রহমান খান (৭৮৫৯)	অতিরিক্ত সচিব, কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১১.	জনাব মোঃ এমদাদুল হক চৌধুরী (৬৫৩৬)	অতিরিক্ত সচিব, ভূমি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১২.	জনাব এ কে এম বেনজামিন রিয়াজী (৬৫৩৩)	অতিরিক্ত সচিব, বাংলাদেশ জাতীয় সংসদ সচিবালয়, শের-ই-বাংলা নগর, ঢাকা
১৩.	জনাব মোঃ সাইফুল হক চৌধুরী (২০৩৫৫)	অতিরিক্ত সচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
১৪.	জনাব আবু সাঈদ মোঃ কামরুজ্জামান, এনডিসি (২০৩৪৯)	অতিরিক্ত সচিব, বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১৫.	জনাব মোঃ আব্দুর রাজ্জাক (৬৫১০)	অতিরিক্ত সচিব, বাণিজ্য মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১৬.	ড. ইমতিয়াজ মাহমুদ (২০২৬২)	প্রকল্প পরিচালক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর আধুনিকায়ন ও শক্তিশালীকরণ এবং ১৩টি জেলা কার্যালয় স্থাপন শীর্ষক প্রকল্প
১৭.	বেগম বদরুন নাহার এনডিসি (৬৫১৪)	অতিরিক্ত সচিব, মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১৮.	ড. নুরুন নাহার (২০২৯৫)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ, পরিকল্পনা মন্ত্রণালয়
১৯.	মিজ্ মুসরাত মেহ্ জাবীন (৭৮৬০)	প্রধান (অতিরিক্ত সচিব), কার্যক্রম বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন
২০.	জনাব মোঃ মজিবুর রহমান (২০২৮০)	মহাপরিচালক (অতিরিক্ত সচিব), বাংলাদেশ শিক্ষাতথ্য ও পরিসংখ্যান ব্যুরো, শিক্ষা মন্ত্রণালয়
২১.	জনাব মোঃ আব্দুল মান্নান (৬৫৭৫)	অতিরিক্ত সচিব, জালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২২.	মিজ্ নার্গিস খানম (২০২৭৭)	অতিরিক্ত সচিব, সমাজকল্যাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৩.	জনাব মোঃ সেলিম ফকির, এনডিসি (৬৫৬১)	অতিরিক্ত সচিব, যুব ও ক্রীড়া মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৪.	জনাব মোঃ দীন ইসলাম (২০৩০২)	মহাপরিচালক (অতিরিক্ত সচিব), বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ, পরিকল্পনা মন্ত্রণালয়
২৫.	ড. শাহ মোঃ হেলাল উদ্দীন (২০২৮৭)	অতিরিক্ত সচিব, পরিকল্পনা মন্ত্রণালয়
২৬.	জনাব ওমর মোঃ ইমরুল মহসিন (২০২৬৩)	মহাপরিদর্শক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর, বিজয়নগর, ঢাকা
২৭.	জনাব আ.স.ম আশরাফুল আলম (২০২৭৫)	অতিরিক্ত সচিব, প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৮.	মিজ্ হোমায়রা বেগম (৬৫১৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা

০২। প্রশিক্ষার্থীদের তালিকা মহোদয়ের সদয় অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য প্রেরণ করা হলো।

(স্বাক্ষর)
(ড. মোঃ মহসীন আলী)
এমডিএস

ও

কোর্স পরিচালক

২৭তম পলিসি প্ল্যামিং এ্যান্ড ম্যানেজমেন্ট কোর্স

মোবাইল: ০১৭১১-৪৮৯৭৮৬

ইমেইল: mohoshin2005@gmail.com

সিনিয়র সচিব

জনপ্রশাসন মন্ত্রণালয়

বাংলাদেশ সচিবালয়, ঢাকা

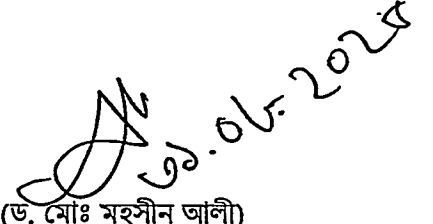
[দৃষ্টি আকর্ষণ: যুগ্মসচিব, অভ্যন্তরীণ ও বিদেশ প্রশিক্ষণ অধিশাখা]

স্মারক নম্বর- ০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩১৯

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলো (জ্যেষ্ঠতার ক্রমানুসারে নয়):

১. এমডিএস (সকল), বিপিএটিসি, সাভার, ঢাকা
২. পরিচালক (প্রশাসন/মূল্যায়ন/ এলটিএ/ পিপিআর), বিপিএটিসি, সাভার, ঢাকা
৩. উপসচিব, অভ্যন্তরীণ প্রশিক্ষণ-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৪. রেক্টর এর একান্ত সচিব, বিপিএটিসি, সাভার, ঢাকা (রেক্টর মহোদয়ের সদয় অবগতির জন্য)
৫. চিফ একাউন্টস্ এন্ড ফিন্যান্স অফিসার, প্রধান হিসাব রক্ষণ কর্মকর্তা এর দপ্তর, জনপ্রশাসন মন্ত্রণালয়, সেগুনবাগিচা, ঢাকা
৬. অফিস কপি/অমনিবাস


(ড. মোঃ মহসীন আলী)

এমডিএস

ও

কোর্স পরিচালক

২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
সাভার, ঢাকা-১৩৪৩
www.bpatc.gov.bd
২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স
(৩১ আগস্ট – ১১ সেপ্টেম্বর ২০২৫)

নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩২৩

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

অফিস আদেশ

কেন্দ্রে চলমান ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স সুষ্ঠুভাবে পরিচালনার নিমিত্ত প্রশিক্ষণার্থী কর্মকর্তাগণের সমন্বয়ে নিম্নবর্ণিত কমিটিসমূহ গঠন করা হলো:

মেস কমিটি

ক্রমিক নং	নাম, পরিচিতি নম্বর ও পদবি (জ্যেষ্ঠতার ভিত্তিতে নয়)	শ্রেণী রোল	কমিটিতে ভূমিকা
১.	জনাব জিয়াউদ্দীন আহমেদ এনডিসি (৬৪৩৬), অতিরিক্ত সচিব	১০১	সভাপতি
২.	জনাব মোঃ রবিউল ইসলাম এনডিসি (২০২৭৮), অতিরিক্ত সচিব	১০২	সদস্য
৩.	জনাব হাসান খালেদ ফয়সাল (৬৫২৯), অতিরিক্ত সচিব	১০৫	সদস্য
৪.	জনাব মোঃ জিয়াউল হক (৬৫১৭), অতিরিক্ত সচিব	১০৭	সদস্য
৫.	মিজ্ নারগিস খানম (২০২৭৭), অতিরিক্ত সচিব	১২২	সদস্য
৬.	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০), ব্যবস্থাপনা পরিচালক (অতিরিক্ত সচিব)	১০৮	সদস্য সচিব

কার্যপরিধি:

- ১। অংশগ্রহণকারী প্রশিক্ষণার্থীগণের জন্যে আহ্বানের ব্যবস্থা করা;
- ২। বিশেষ কর্মসূচী উপলক্ষ্যে (মেস/গেস্ট নাইট) অনুযায়ী উন্নত খাবার (Improved Diet) এর ব্যবস্থা করা এবং
- ৩। অন্যান্য সংশ্লিষ্ট দায়িত্ব পালন।

ক্রীড়া কমিটি

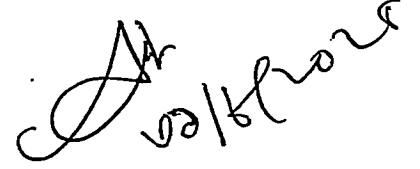
ক্রমিক নং	নাম, পরিচিতি নম্বর ও পদবি (জ্যেষ্ঠতার ভিত্তিতে নয়)	শ্রেণী রোল	কমিটিতে ভূমিকা
১.	জনাব মোঃ সেলিম ফকির, এনডিসি (৬৫৬১), অতিরিক্ত সচিব	১২৩	সভাপতি
২.	জনাব জিয়াউদ্দীন আহমেদ এনডিসি (৬৪৩৬), অতিরিক্ত সচিব	১০১	সদস্য
৩.	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০), ব্যবস্থাপনা পরিচালক (অতিরিক্ত সচিব)	১০৮	সদস্য
৩.	বেগম বদরুন নাহার এনডিসি (৬৫১৪), অতিরিক্ত সচিব	১১৭	সদস্য
৪.	জনাব ওমর মোঃ ইমরুল মহসিন (২০২৬৩), মহাপরিদর্শক (অতিরিক্ত সচিব)	১২৬	সদস্য সচিব

কার্যপরিধি:

- ১। সিএমটির সহায়তায় অংশগ্রহণকারী প্রশিক্ষণার্থীগণের জন্যে ক্রীড়া প্রতিযোগিতার ব্যবস্থা গ্রহণ এবং দৈনিক শরীর চর্চায় সার্বিক সহযোগিতা করা;
- ২। প্রশিক্ষণের শেষার্ধ্বে প্রশিক্ষণার্থী ও অনুদত্তদের অংশগ্রহণে প্রীতি ভলিবল খেলার (Friendly Volleyball Match) আয়োজন করা এবং

৩। অন্যান্য সংশ্লিষ্ট দায়িত্ব পালন।

০২। কমিটির সভাপতিগণ কমিটির সদস্যদের নিয়ে সভা করবেন এবং সভার সিদ্ধান্তক্রমে প্রশিক্ষার্থীদের কল্যাণে তাঁদের ওপর ন্যস্ত দায়িত্ব পালন করবেন। সংখ্যাগরিষ্ঠ সদস্যদের উপস্থিতিতে সভার কোরাম গঠিত হবে। কমিটি তাদের গৃহীত কার্যক্রম সম্পর্কে কোর্স ম্যানেজমেন্ট টিমকে মৌখিকভাবে অবহিত রাখবেন। সংশ্লিষ্ট কমিটির সদস্যগণ কমিটির সভাপতিকে সার্বিকভাবে সহযোগিতা করবেন। কমিটি প্রয়োজনে কোর্স ব্যবস্থাপনা টিমকে অবহিত রেখে কোর্সের প্রশিক্ষার্থীদের মধ্যে আগ্রহীদের কো-অপ্ট করতে পারবেন।



ড. মোঃ মহসীন আলী
এমডিএস

ও

কোর্স পরিচালক

২৭তম পিপিএমসি কোর্স

মোবাইল নংঃ ০১৭১১-৪৮৯৭৮৬

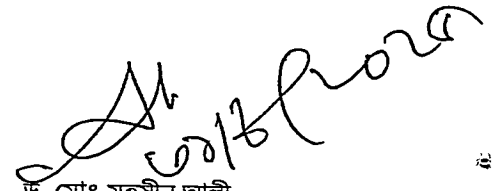
ইমেইলঃ mohoshin2005@gmail.com

নম্বর- ০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩২৩

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

অনুলিপি- সদয় অবগতি ও কার্যার্থে (জ্যেষ্ঠতার ক্রমানুসারে নয়):

১. প্রশিক্ষার্থী কর্মকর্তা (সকল), ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা;
২. পরিচালক (প্রশাসন/এলটিএ/পিপিআর/খেলাধুলা), বিপিএটিসি, সাভার, ঢাকা;
৩. কোর্স সমন্বয়ক (সকল), ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা;
৪. জনাব.....
৫. রেক্টর এর একান্ত সচিব (রেক্টর মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা;
৬. ব্যবস্থাপক, সোনালী ব্যাংক পিএলসি, পিএটিসি শাখা, ঢাকা; ((সংশ্লিষ্ট কমিটির অনুকূলে ব্যাংক হিসাব পরিচালনার প্রয়োজনীয় কার্যক্রম গ্রহণের জন্য)।
৭. অফিস কপি/অমনিবাস।



ড. মোঃ মহসীন আলী
এমডিএস

ও

কোর্স পরিচালক

২৭তম পিপিএমসি কোর্স

নং-০৫.০১.২৬৭২.১৪০.২৫.০৩৫.১৯. ৭৩১

তারিখ: ০৭ ভাদ্র ১৪৩২
২৪ আগস্ট ২০২৫

অফিস আদেশ

কেন্দ্রে আগামী ৩১/০৮/২০২৫ হতে ১১/০৯/২০২৫ তারিখ পর্যন্ত ১২ (বারো) দিন মেয়াদে ২৭তম পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হবে। উক্ত কোর্সে কেন্দ্রের নিম্নবর্ণিত অনুষদ সদস্যগণ তাঁদের নামের পার্শ্বে বর্ণিত 'মডিউল পরিচালক' হিসেবে দায়িত্ব পালন করবেন:

ক্রম. নং	মডিউলের নাম	মডিউল সমন্বয়ক (জ্যেষ্ঠতার ক্রমানুসারে নয়)
1.	Governing for Transformation: State Capacity, Policy & the SDGs	Dr. M. Arifur Rahman, MDS
2.	Transforming Governance: 4th IR and Tech-driven Public Service	Dr. Md. Jahid Hossain Panir, MDS
3.	Financing Development: Budgeting, Public Procurement & Project Management	Mr. Numeri Zaman, MDS
4.	Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration	Dr. Md. Zohurul Islam, MDS
5.	Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges	Mr. Md. Atikuzzaman, MDS
6.	Global Exposure: Learning Best Practices (In-Country & Overseas)	Course Management Team (CMT)

০২। যথাযোগ্য কর্তৃপক্ষের নির্দেশক্রমে এ আদেশ জারি করা হলো।

স্বাক্ষরিত/-
(এ. এম. শাহরিয়ার আলম)
সহকারী পরিচালক (কর্মসূচি)
ই-মেইল: ppr.bpatc@gmail.com

নং-০৫.০১.২৬৭২.১৪০.২৫.০৩৫.১৯. ৭৩১

তারিখ: ০৭ ভাদ্র ১৪৩২
২৪ আগস্ট ২০২৫

বিতরণ: সদয় অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা (প্রয়োজ্য ক্ষেত্রে) গ্রহণের জন্য -

- অনুষদ সদস্য (সকল), বিপিএটিসি, সাভার, ঢাকা
- কোর্স ম্যানেজমেন্ট টিম, ২৭তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
- জনাব -----, বিপিএটিসি, সাভার, ঢাকা
- প্রোগ্রামার, বিপিএটিসি, সাভার, ঢাকা (কেন্দ্রের তথ্যবাতায়নে প্রকাশের অনুরোধসহ)
- পি এস টু রেকর্ডার, বিপিএটিসি, সাভার, ঢাকা (রেকর্ডার মহোদয়ের সদয় অবগতির জন্য)
- সংশ্লিষ্ট নথি।

(এ. এম. শাহরিয়ার আলম)
সহকারী পরিচালক (কর্মসূচি)



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

www.bpatc.gov.bd

27th Policy Planning and Management Course

(31 August-11 September 2025)

No-05.01.0000.266.25.039.25.320

Date: 31.08.2025

Office Order

The Following three groups are formed to do classroom exercises as and when needed:

GROUP: PADMA

Roll	Name & Cadre ID	Designation & Current Posting Place
101	Mr. Ziauddin Ahmed ndc (6436)	Additional Secretary, Ministry of Liberation War Affairs
106	Mr. A. H. M. Jahangir (7858)	Additional Secretary, Economic Relations Division, Ministry of Finance
111	Mr. Md. Emdadul Hoq Chowdhury (6536)	Additional Secretary, Ministry of Land, Bangladesh Secretariat, Dhaka
116	Dr. Imtiaz Mahmud (20262)	Project Director (Additional Secretary), Project titled Modernization and Strengthening of the Department of Inspection for Factories and Establishment of 13 District Offices
121	Mr. Md. Abdul Mannan (6575)	Additional Secretary, Energy & Mineral Resources Division, Ministry of Power, Energy & Mineral Resources, Bangladesh Secretariat, Dhaka
126	Mr. Omar Md. Imrul Mohsin (20263)	Inspector General (Additional Secretary), Department of Inspections for Factories and Establishments

GROUP: MEGHNA

Roll	Name & Cadre ID	Designation & Current Posting Place
102	Mr. Md Rabiul Islam ndc (20278)	Additional Secretary, Ministry of Disaster Management and Relief, Bangladesh Secretariat, Dhaka
107	Mr. Md. Ziaul Huq (6517)	Additional Secretary, Energy & Mineral Resources Division, Ministry of Power, Energy & Mineral Resources, Bangladesh Secretariat, Dhaka
112	Mr. A K M Benjamin Riaz (6533)	Additional Secretary, Bangladesh National Parliament Secretariat, Sher-e-Bangla Nagar, Dhaka
117	Begum Bodrun Nahar ndc (6514)	Additional Secretary, Secondary and Higher Education Division, Ministry of Education, Bangladesh Secretariat, Dhaka
122	Ms. Nargis Khanam	Additional Secretary, Ministry of Social Welfare, Bangladesh Secretariat, Dhaka
127	Mr. A.S.M Ashraful Alam (20275)	Additional Secretary, Ministry of Primary and Mass Education, Bangladesh Secretariat, Dhaka.

GROUP: JAMUNA

Roll	Name & Cadre ID	Designation & Current Posting Place
103	Mr. Muhammad Anwar Uddin (20323)	Additional Secretary, Information and Communication Technology Division, Ministry of Posts, Telecommunication and Information Technology

108	Mr. Mohammad Mahbubur Rahman Bhuiyan (6520)	Managing Director (Additional Secretary), Bangladesh Services Limited, Ministry of Civil Aviation and Tourism
113	Mr. Md. Saiful Haque Chowdhury (20355)	Additional Secretary, Ministry of Expatriates' Welfare and Overseas Employment
118	Dr. Nurun Nahar (20295)	Additional Secretary, Planning Division, Ministry of Planning
123	Mr. Md. Salim Fakir, ndc (6561)	Additional Secretary, Ministry of Youth and Sports, Bangladesh Secretariat, Dhaka
128	Ms. Hodayra Begum (6519)	Additional Secretary, Finance Division, Ministry of Finance, Bangladesh Secretariat, Dhaka

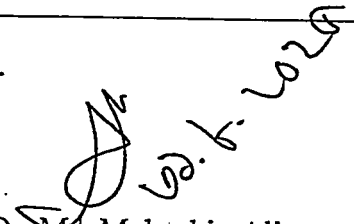
GROUP: SURMA

Roll	Name & Cadre ID	Designation & Current Posting Place
104	Ms. Yasmin Begum (6540)	Additional Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka
109	Mr. Md. Anisur Rahman (7761)	Additional Secretary, Ministry of Civil Aviation & Tourism
114	Mr. Abu Sayed Md. Kamruzzaman, ndc (20349)	Additional Secretary, Ministry of Science and Technology, Bangladesh Secretariat, Dhaka
119	Ms. Musrat Meh Jabin (7860)	Chief (Additional Secretary), programming Division, Bangladesh Planning Commission
124	Mr. Md. Din Islam (20302)	Director General (Additional Secretary), Implementation Monitoring and Evaluation Division, Ministry of Planning

GROUP: KARNAPHULI

Roll	Name & Cadre ID	Designation & Current Posting Place
105	Mr. Hasan Khaled Faisal (6529)	Additional Secretary, Finance Division, Ministry of Finance, Bangladesh Secretariat, Dhaka
110	Mr. Shamshur Rahman Khan (7859)	Additional Secretary, Technical and Madrasah Education Division, Ministry of Education, Bangladesh Secretariat, Dhaka
115	Mr. Md. Abdur Razzak (6510)	Additional Secretary, Ministry of Commerce, Bangladesh Secretariat, Dhaka
120	Mr. Md. Mojibur Rahman (20280)	Director General (Additional Secretary), Bangladesh Bureau of Educational Information & Statistics, Ministry of Education
125	Dr. Shah Md Helal Uddin (20287)	Additional Secretary, Ministry of Planning

02. This order is issued with the approval of competent authority.


Dr. Md. Mohoshin Ali
MDS
&

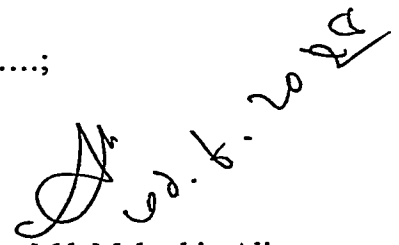
Course Director
27th PPMC

Mob: 01711-489786

E-mail: mohoshin2005@gmail.com

Distribution: For kind information and necessary action (not as per seniority)

1. Course Advisor & Rector, 27th PPMC, BPATC, Savar, Dhaka;
2. Participant (All), 27th PPMC, BPATC, Savar, Dhaka;
3. Director (PPR/Evaluation/Research), BPATC, Savar, Dhaka;
4. Concerned Module Director, 27th PPMC, BPATC, Savar, Dhaka;
5. Mr./Ms.;
6. Office Copy/Omnibus Copy.


Dr. Md. Mohoshin Ali
MDS
&
Course Director
27th PPMC



Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Course Management Team (CMT) cordially invites you to the **Inagural Ceremony** of the 27th Policy Planning & Management Course (PPMC) on 31 August 2025, Sunday at 10:00 a.m. at the Mini Auditorium of ITC.

Mr. Sayeed Mahbub Khan, Rector, Bangladesh Public Administration Training Centre has kindly consented to grace the occasion as Chief Guest.

Your kind presence will be highly appreciated.

Dr. Md. Mohoshin Ali

MDS (P&S)

&

Course Director

27th PPMC



Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

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Dr. Md. Mohoshin Ali

MDS (P&S)

&

Course Director

27th PPMC

**27th Policy Planning
and
Management Course**



**Inaugural
Ceremony**

**27th Policy Planning
and
Management Course**



**Inaugural
Ceremony**

Programme

Date: 31 August 2025 Sunday

Venue: ITC Mini Auditorium BPATC

- 09:45 : Participants take seats
- 09:50 : Faculty Members and Guests take seats
- 09:58 : Arrival of Chief Guest
- 10:00 : Recitation from the Holy Qur'an
- 10:05 : Welcome address by Course Director
- 10:10 : Self-introduction by participants
- 10:20 : Expression of expectation by participants
- 10:30 : Speech by Chief Guest and
inauguration of the Course
- 10:40 : Vote of thanks by Course Coordinator
- 10:50 : Photo session
- 13:30 : Lunch (ITC Dining, Ground Floor)

Programme

Date: 31 August 2025 Sunday

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Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Sports Committee of the 27th Policy Planning & Management Course (PPMC) cordially invites you to enjoy the **Friendly Volleyball Match** between the Participants of 27th PPMC and the Faculty Members of BPATC to be held at 04:00 p.m. on 10 September 2025 (Wednesday) at Indoor Games Hall of BPATC.

Mr. Sayeed Mahbub Khan, Rector, Bangladesh Public Administration Training Centre has kindly consented to grace the occasion as the Chief Guest.

Your kind presence will be highly appreciated.

Md. Salim Fakir
President
Sports Committee
27th PPMC



Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Sports Committee of the 27th Policy Planning & Management Course (PPMC) cordially invites you to enjoy the **Friendly Volleyball Match** between the Participants of 27th PPMC and the Faculty Members of BPATC to be held at 04:00 p.m. on 10 September 2025 (Wednesday) at Indoor Games Hall of BPATC.

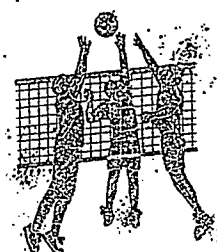
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President
Sports Committee
27th PPMC

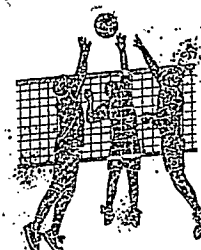
Programme

- 03:55 : Participants take seats
- 04:00 : Faculty Members and Guests take seats
- 04:00 : Arrival of the Chief Guest
- 04:02 : Introducing Participants and Players
- 04:05 : Friendly Volleyball Match
- 04:30 : Distribution of Prizes
- 04:40 : Speech by the Chief Guest
- 04:45 : Vote of thanks by the President of the Sports Committee
- 04:50 : Refreshments at ACAD dining of ITC (ground floor)



Programme

- 03:55 : Participants take seats
- 04:00 : Faculty Members and Guests take seats
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Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Course Management Team cordially invites you to the **Certificate of Participation Awarding Ceremony** of the 27th Policy Planning & Management Course (PPMC) to be held on Thursday, 11 September 2025 at 12:30 p.m. in the ITC Auditorium.

Mr. Sayeed Mahbub Khan, Rector, Bangladesh Public Administration Training Centre has kindly consented to grace the occasion as the Chief Guest.

Your kind presence will be highly appreciated.

Dr. Md. Mohoshin Ali
MDS (P&S)
&
Course Director
27th PPMC

Programme Overleaf



Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Course Management Team cordially invites you to the **Certificate of Participation Awarding Ceremony** of the 27th Policy Planning & Management Course (PPMC) to be held on Thursday, 11 September 2025 at 12:30 p.m. in the ITC Auditorium.

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Your kind presence will be highly appreciated.

Dr. Md. Mohoshin Ali
MDS (P&S)
&
Course Director
27th PPMC

Programme Overleaf

27th PPMC



**Certificate
of
Participation
Awarding
Ceremony**

Programme

- 12:15 : Participants take seats
- 12:25 : Faculty Members take seats
- 12:30 : Arrival of the Chief Guest
- 12:32 : Recitation from the Holy Qur'an
- 12:35 : Speech by the Course Director
- 12:40 : Feedback by two Participants
- 12:45 : Distribution of Certificates of Participation
- 12:55 : Speech by the Chief Guest
- 13:05 : Vote of thanks by Course Coordinator

27th PPMC



**Certificate
of
Participation
Awarding
Ceremony**

Programme

- 12:15 : Participants take seats
- 12:25 : Faculty Members take seats
- 12:30 : Arrival of the Chief Guest
- 12:32 : Recitation from the Holy Qur'an
- 12:35 : Speech by the Course Director
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- 12:45 : Distribution of Certificates of Participation
- 12:55 : Speech by the Chief Guest
- 13:05 : Vote of thanks by Course Coordinator

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

www.bpatc.gov.bd

২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স

(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

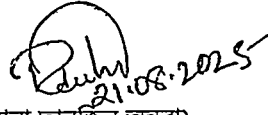
স্মারক নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩০৮

তারিখ: ০৬ ভাদ্র ১৪৩২
২১ আগস্ট ২০২৫

বিষয়ঃ আগামী ৩১ আগস্ট ২০২৫ তারিখ ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর প্রশিক্ষণার্থীগণ কর্তৃক জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ।

উপর্যুক্ত বিষয়ের আলোকে জানানো যাচ্ছে যে, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রে (বিপিএটিসি)-অনুষ্ঠিত সকল প্রশিক্ষণ কোর্সের প্রশিক্ষণার্থীগণ কোর্সের শুরুতেই মহান স্বাধীনতা যুদ্ধে বীর শহিদদের প্রতি সম্মানার্থে জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ করে থাকেন। বিপিএটিসিতে আগামী ৩১ আগস্ট ২০২৫ তারিখ থেকে অতিরিক্ত সচিবদের জন্য ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হবে। উক্ত কোর্সের প্রশিক্ষণার্থী ও কেন্দ্রের অনুষদ সদস্যসহ আনুমানিক ৩৫ জন কর্মকর্তা ৩১ আগস্ট ২০২৫ তারিখ সকাল ০৮:৪৫ ঘটিকায় জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ করবেন।

২। এমতাবস্থায়, আগামী ৩১ আগস্ট ২০২৫ তারিখ সকাল ০৮:৪৫ ঘটিকায় ২৭তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর প্রশিক্ষণার্থীগণের জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ অনুষ্ঠান সুষ্ঠুভাবে সম্পন্ন করার লক্ষ্যে সহযোগিতা প্রদানের প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুরোধ করা হলো।


(ব্রুমানা তানজিন অন্তরা)
উপপরিচালক (প্রশাসন)

ও

কোর্স সমন্বয়ক

২৭তম পিপিএমসি

মোবাইল: ০১৭১০৮৯৪৯৭৯

ইমেইল: tanjin.islampur@gmail.com

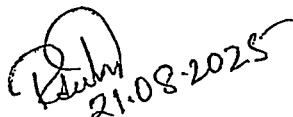
নির্বাহী প্রকৌশলী
গণপূর্ত বিভাগ
শের-ই-বাংলা নগর, ঢাকা

স্মারক নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩০৮

তারিখ: ০৬ ভাদ্র ১৪৩২
২১ আগস্ট ২০২৫

অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলো:

১. পরিচালক (প্রশাসন), বিপিএটিসি, সাভার, ঢাকা;
২. উপপরিচালক (সেবা), (দুই জন আনসার সদস্য ও গাড়ি সরবরাহের অনুরোধসহ), বিপিএটিসি, সাভার, ঢাকা।
৩. রেজিস্ট্রার এর একান্ত সচিব (রেজিস্ট্রার মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা;
৪. উপ-বিভাগীয় প্রকৌশলী, জাতীয় স্মৃতি সৌধ, সাভার, ঢাকা;
৫. অফিস কপি/অমনিবাস


(ব্রুমানা তানজিন অন্তরা)
উপপরিচালক (প্রশাসন)

ও

কোর্স সমন্বয়ক

২৭তম পিপিএমসি

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343

27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 31 August 2025

Day: Sunday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)									
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
107	Md. Ziaul Huq (6517)									
108	Mohammad Mahbubur Rahman Bhuiyan (6520)									
109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riazi (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

HEALTH BREAK

LUNCH & PRAYER BREAK

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Begum Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

02/06/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 01 September 2025

Day: Monday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)			HEALTH BREAK			LUNCH & PRAYER BREAK			
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
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109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riaz (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
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125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

02/02/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
 27th Policy Planning and Management Course (PPMC)
 (31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 02 September 2025

Day: Tuesday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)									
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113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

HEALTH BREAK

LUNCH & PRAYER BREAK

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
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118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
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04/7/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 03 September 2025

Day: Wednesday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)									
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HEALTH BREAK

LUNCH & PRAYER BREAK

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
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Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 04 September 2025

Day: Thursday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)									
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HEALTH BREAK

LUNCH & PRAYER BREAK

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

08/07/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

of (seven)

Date: 04 September 2025

Daily Attendance Sheet

Sunday

Day: Thursday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)	<i>[Signature]</i>	<i>[Signature]</i>	HEALTH BREAK	<i>[Signature]</i>	<i>[Signature]</i>	LUNCH & PRAYER BREAK			
102	Md Rabiul Islam ndc (20278)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
103	Muhammad Anwar Uddin (20323)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
104	Yasmin Begum (6540)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
105	Hasan Khaled Foisal (6529)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
106	A. H. M. Jahangir (7858)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
107	Md. Ziaul Huq (6517)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
108	Mohammad Mahbubur Rahman Bhuiyan (6520)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
109	Md. Anisur Rahman (7761)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
110	Shamshur Rahman Khan (7859)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
111	Md. Emdadul Hoq Chowdhury (6536)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
112	A K M Benjamin Riaz (6533)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
113	Md. Saiful Haque Chowdhury (20355)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				
114	Abu Sayed Md. Kamruzzaman, ndc (20349)	<i>[Signature]</i>	<i>[Signature]</i>		<i>[Signature]</i>	<i>[Signature]</i>				

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

09/10/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 08 September 2025

Day: Monday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)									
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
107	Md. Ziaul Huq (6517)									
108	Mohammad Mahbubur Rahman Bhuiyan (6520)									
109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riaz (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

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Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

06/11/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
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Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 09 September 2025

Day: Tuesday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)			HEALTH BREAK			LUNCH & PRAYER BREAK			
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
107	Md. Ziaul Huq (6517)									
108	Mohammad Mahbubur Rahman Bhuiyan (6520)									
109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riaz (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman- (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

০৮/০৮/২৬
 Hasan Murtaza Masum
 Course Coordinator
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 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 10 September 2025

Day: Wednesday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)			HEALTH BREAK			LUNCH & PRAYER BREAK			
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
107	Md. Ziaul Huq (6517)									
108	Mohammad Mahbubur Rahman Bhuiyan (6520)									
109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riaz (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
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125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

20/2/23
 Hasan Murtaza Masum
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Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
27th Policy Planning and Management Course (PPMC)
(31 August 2025 – 11 September 2025)

Daily Attendance Sheet

Date: 11 September 2025

Day: Thursday

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
101	Ziauddin Ahmed ndc (6436)			HEALTH BREAK			LUNCH & PRAYER BREAK			
102	Md Rabiul Islam ndc (20278)									
103	Muhammad Anwar Uddin (20323)									
104	Yasmin Begum (6540)									
105	Hasan Khaled Foisal (6529)									
106	A. H. M. Jahangir (7858)									
107	Md. Ziaul Huq (6517)									
108	Mohammad Mahbubur Rahman Bhuiyan (6520)									
109	Md. Anisur Rahman (7761)									
110	Shamshur Rahman Khan (7859)									
111	Md. Emdadul Hoq Chowdhury (6536)									
112	A K M Benjamin Riazi (6533)									
113	Md. Saiful Haque Chowdhury (20355)									
114	Abu Sayed Md. Kamruzzaman, ndc (20349)									

Roll NO.	Name, ID and Designation	1 st Session 08:30-09:30	2 nd Session 09:40-10:40	10:40-11:05	3 rd Session 11:05-12:05	4 th Session 12:05-13:05	13:15-14:15	5 th Session 14:15-15:15	6 th Session 15:20-16:20	7 th Session 19:15-21:15
115	Md. Abdur Razzak (6510)									
116	Dr. Imtiaz Mahmud (20262)									
117	Bodrun Nahar ndc (6514)									
118	Dr. Nurun Nahar (20295)									
119	Musrat Meh Jabin (7860)									
120	Md. Mojibur Rahman (20280)									
121	Md. Abdul Mannan (6575)									
122	Nargis Khanam (20277)									
123	Md. Salim Fakir, ndc (6561)									
124	Md. Din Islam (20302)									
125	Dr. Shah Md Helal Uddin (20287)									
126	Omar Md. Imrul Mohsin (20263)									
127	A.S.M Ashraful Alam (20275)									
128	Homayra Begum (6519)									

27/06/20
 Hasan Murtaza Masum
 Course Coordinator
 27th PPMC
 BPATC, Savar, Dhaka

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

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২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স
(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

স্মারক নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩২১

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

বিষয়ঃ ২৭তম পিপিএমসি কোর্সে সেশন পরিচালনার অনুরোধ।

উপর্যুক্ত বিষয়ে জানানো যাচ্ছে যে, বিপিএটিসিতে ৩১ আগস্ট-১১ সেপ্টেম্বর ২০২৫ মেয়াদে ২৭তম পলিসি প্ল্যানিং ও ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হচ্ছে। উক্ত কোর্সে সরকারের ২৮জন অতিরিক্ত সচিব অংশগ্রহণ করছেন। সরকারের উচ্চপর্যায়ের কর্মচারীদের জন্য আয়োজিত কোর্সটিতে জাতীয় নীতি, রূপকল্প এবং রাষ্ট্রীয় সক্ষমতা বৃদ্ধির কৌশল বিষয়ে আলোচনার জন্য রিসোর্স পারসনদের আমন্ত্রণ জানানো হয়ে থাকে।

০২। এ ধারাবাহিকতায়, আগামী ০২ সেপ্টেম্বর ২০২৫ তারিখ সন্ধ্যা ৭টা-৯টা পর্যন্ত একটি উন্মুক্ত আলোচনার জন্য মাননীয় উপদেষ্টা মহোদয়কে কোর্স ব্যবস্থাপনা টিমের পক্ষ থেকে আমন্ত্রণ জানানো হচ্ছে। মাননীয় উপদেষ্টার বহুমাত্রিক অভিজ্ঞতা এবং সংশ্লিষ্ট বিষয়ে প্রত্যক্ষ ভূমিকার আলোকে Bangladesh Beyond LDC: Risks and Windows বিষয়টি আলোকপাত করা হলে প্রশিক্ষণার্থীগণ বিশেষভাবে উপকৃত হবেন।

০৩। বর্ণিত প্রেক্ষাপটে, আগামী ০২/০৯/২০২৫ তারিখে সন্ধ্যা ৭-৯টা পর্যন্ত ২৭তম পিপিএমসি কোর্সে সেশন পরিচালনার জন্য মাননীয় উপদেষ্টা মহোদয়ের সানুগ্রহ সম্মতির জন্য নির্দেশক্রমে অনুরোধ জানানো হলো।

মাননীয় উপদেষ্টার একান্ত সচিব
বাণিজ্য মন্ত্রণালয়
বাংলাদেশ সচিবালয়, ঢাকা

স্বাক্ষর -
হাসান মূর্তাজা মাসুম
পরিচালক ও
কোর্স সমন্বয়ক
২৭তম পিপিএমসি

স্মারক নম্বর- ০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩২১

তারিখ: ১৬ ভাদ্র ১৪৩২
৩১ আগস্ট ২০২৫

অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলো (জ্যেষ্ঠতার ক্রমানুসারে নয়):

১. কোর্স পরিচালক, ২৭তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
২. পরিচালক (প্রশাসন), বিপিএটিসি, সাভার, ঢাকা
৩. রেজিস্ট্রার একান্ত সচিব, বিপিএটিসি, সাভার, ঢাকা (মহোদয়ের সদয় অবগতির জন্য)
৪. কোর্স সমন্বয়ক, ২৭তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
৫. অফিস কপি।

স্বাক্ষর -
হাসান মূর্তাজা মাসুম
পরিচালক ও কোর্স সমন্বয়ক
২৭তম পিপিএমসি

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

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২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স

(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

স্মারক নম্বর-০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩৩২

তারিখ: ২০ ভাদ্র ১৪৩২

০৪ সেপ্টেম্বর ২০২৫

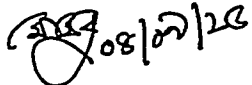
বিষয়ঃ ২৭তম পিপিএমসি কোর্সে সেশন পরিচালনার অনুরোধ।

উপর্যুক্ত বিষয়ে জানানো যাচ্ছে যে, বিপিএটিসিতে ৩১ আগস্ট-১১ সেপ্টেম্বর ২০২৫ মেয়াদে ২৭তম পলিসি প্ল্যানিং ও ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হচ্ছে। উক্ত কোর্সে সরকারের ২৮জন অতিরিক্ত সচিব অংশগ্রহণ করছেন। সরকারের উচ্চপর্যায়ের কর্মচারীদের জন্য আয়োজিত কোর্সটিতে জাতীয় নীতি, রূপকল্প এবং ৪র্থ শিল্প বিপ্লবের অভিঘাত বিষয়ে আলোচনার জন্য রিসোর্স পারসনদের আমন্ত্রণ জানানো হয়ে থাকে।

০২। এ ধারাবাহিকতায়, আগামী ০৮ সেপ্টেম্বর ২০২৫ তারিখ সন্ধ্যা ৭টা-৯টা পর্যন্ত 4th Industrial Revolution and Transformation of Public Services বিষয়ে আলোচনার জন্য মাননীয় প্রধান উপদেষ্টার বিশেষ সহকারী মহোদয়কে কোর্স ব্যবস্থাপনা টিমের পক্ষ থেকে সবিনয়ে আমন্ত্রণ জানানো হচ্ছে। মাননীয় প্রধান উপদেষ্টার বিশেষ সহকারী মহোদয়ের গবেষণালব্ধ জ্ঞান এবং প্রত্যক্ষ অভিজ্ঞতার আলোকে উন্মুক্ত আলোচনাটি পরিচালিত হলে সিভিল সার্ভিসের জ্যেষ্ঠ কর্মকর্তাগণ বিশেষভাবে উপকৃত হবেন মর্মে আশা করা যায়।

০৩। বর্ণিত প্রেক্ষাপটে, আগামী ০৮/০৯/২০২৫ তারিখে সন্ধ্যা ৭-৯টা পর্যন্ত ২৭তম পিপিএমসি কোর্সে সেশন পরিচালনার জন্য মাননীয় প্রধান উপদেষ্টার বিশেষ সহকারী মহোদয়ের সানুগ্রহ সম্মতির জন্য নির্দেশক্রমে অনুরোধ জানানো হলো।

মাননীয় প্রধান উপদেষ্টার বিশেষ সহকারী
মহোদয়ের একান্ত সচিব
তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ
ডাক, টেলিযোগাযোগ ও তথ্যপ্রযুক্তি মন্ত্রণালয়



হাসান মুর্তাজা মাসুম

পরিচালক ও

কোর্স সমন্বয়ক

২৭তম পিপিএমসি

সেলফোন: ০১৬৮৬৯০০২৪৩

ই-মেইল: hmurtaza@gmail.com

স্মারক নম্বর- ০৫.০১.০০০০.২৬৬.২৫.০৩৯.২৫.৩৩২

তারিখ: ২০ ভাদ্র ১৪৩২

০৪ সেপ্টেম্বর ২০২৫

অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলো (জ্যেষ্ঠতার ক্রমানুসারে নয়):

১. কোর্স পরিচালক, ২৭তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
২. পরিচালক (প্রশাসন), বিপিএটিসি, সাভার, ঢাকা
৩. রেক্টরের একান্ত সচিব, বিপিএটিসি, সাভার, ঢাকা (মহোদয়ের সদয় অবগতির জন্য)
৪. কোর্স সমন্বয়ক, ২৭তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
৫. অফিস কপি।

হাসান মুর্তাজা মাসুম
পরিচালক ও কোর্স সমন্বয়ক
২৭তম পিপিএমসি

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

এসিএডি, এসএসসি ও পিপিএমসি কোর্স সচিবালয়

সাভার, ঢাকা।

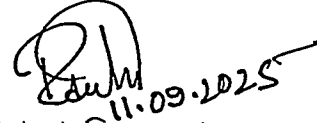
www.bpatc.gov.bd

অনানুষ্ঠানিক নোট

বিষয়ঃ ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর প্রশিক্ষণার্থীগণের
Attendance Sheet প্রেরণ।

উপরিউক্ত বিষয়ে কেন্দ্রে চলমান ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর
প্রশিক্ষণার্থীগণের গত ৩১ আগস্ট হতে ১১ সেপ্টেম্বর ২০২৫ (১০দিনের) Attendance Sheet পরবর্তী প্রয়োজনীয়
ব্যবস্থা গ্রহণের জন্য এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্ত: বর্ণনামতে ১০ দিনের Attendance Sheet।



(রুমানা তানজিন অন্তরা)

উপপরিচালক(প্রশাসন)

ও

কোর্স সমন্বয়ক

২৭তম পিপিএমসি

মোবাইল: ০১৭১০৮৯৪৯৭৯

ইমেইল: tanjin.islampur@gmail.com

উপপরিচালক (মূল্যায়ন-২)

বিপিএটিসি

সাভার, ঢাকা।

অনানুষ্ঠানিক নোট নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৩৯.২৫.৩৪০

তারিখ: ১১ সেপ্টেম্বর ২০২৫

অনুলিপি সদয় অবগতির জন্য (জ্যেষ্ঠতার ভিত্তিতে নয়):

১. কোর্স পরিচালক, ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা।
২. পরিচালক (পিপিআর), বিপিএটিসি, সাভার, ঢাকা।
৩. পরিচালক (মূল্যায়ন), বিপিএটিসি, সাভার, ঢাকা।
৪. অফিস কপি/অমনিবাস।

27th Policy Planning and Management Course

(31 August – 11 September 2025)

CURRICULUM & BROCHURE

“Building Capacity for Effective,
Inclusive and Accountable
Public Administration System”



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka-1343

www.bpatc.gov.bd

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Savar, Dhaka-1343

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Bangladesh Public Administration Training Centre

August 2025

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27th Policy Planning and Management Course Course Management Team (CMT)



Sayeed Mahhub Khan
Rector
(Secretary to the Government) &
Course Adviser



Dr. Md. Mohoshin Ali
Member Directing Staff &
Course Director



Hasan Murtaza Masum
Director &
Course Coordinator

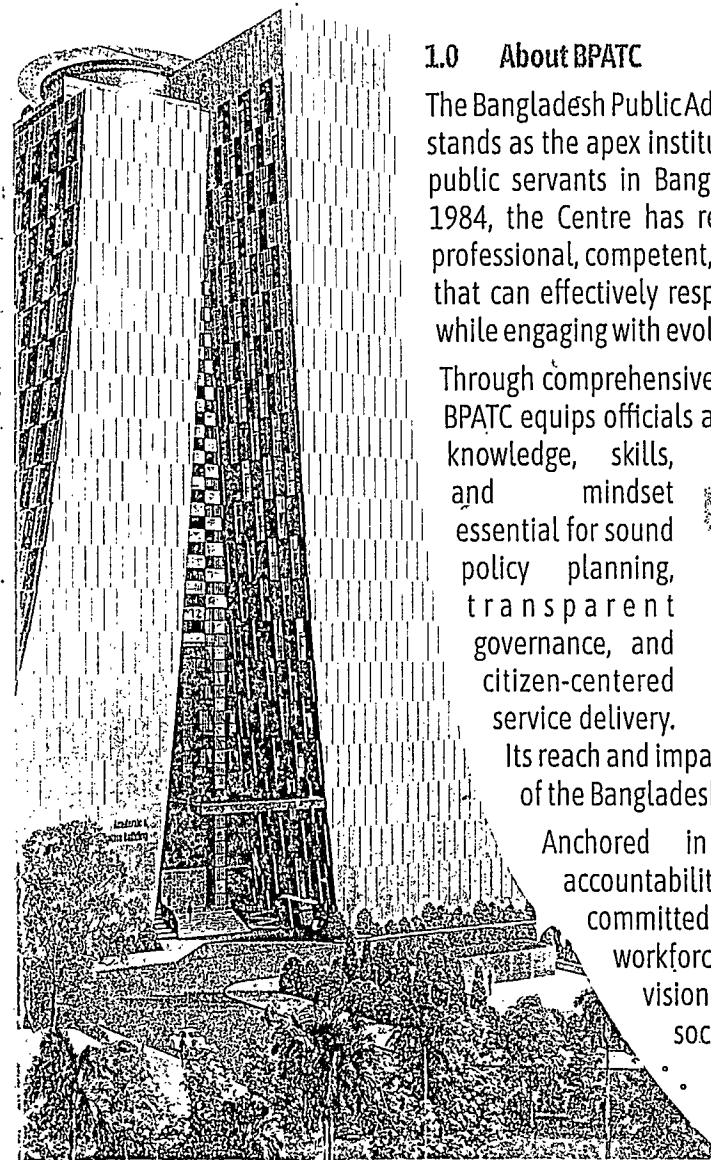


Rumana Tanjin Antara
Deputy Director &
Course Coordinator

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1.0 About BPATC

The Bangladesh Public Administration Training Centre (BPATC) stands as the apex institution for developing the capacity of public servants in Bangladesh. Since its establishment in 1984, the Centre has remained dedicated to nurturing a professional, competent, and value-driven civil service—one that can effectively respond to complex national priorities while engaging with evolving global challenges.

Through comprehensive and world-class training programs, BPATC equips officials at every tier of government with the knowledge, skills, and mindset essential for sound policy planning, transparent governance, and citizen-centered service delivery.

Its reach and impact extend across the entire spectrum of the Bangladesh civil service.

Anchored in the principles of integrity, accountability, and innovation, BPATC is committed to shaping a dynamic and ethical workforce devoted to realizing Bangladesh's vision of a just, inclusive, and prosperous society.

Vision of BPATC

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

Mission of BPATC

We are committed to achieve the shared vision through-

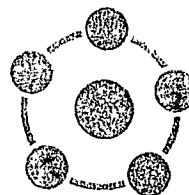
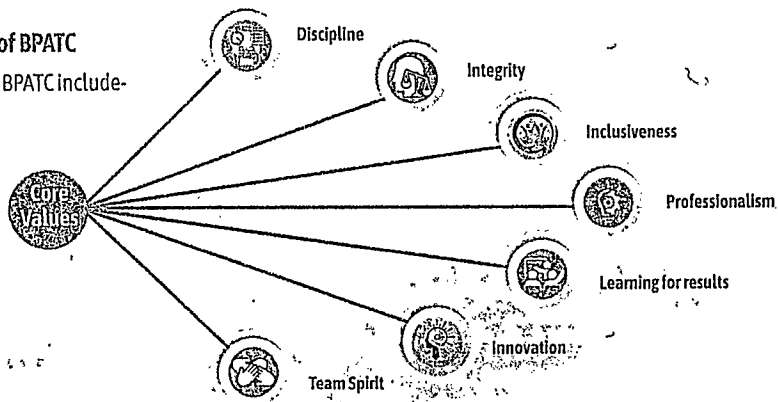
- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
- establishing an effective partnership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

BPATC Theme

Building an effective, inclusive and accountable public administration system.

Core Values of BPATC

Core values of BPATC include-



2.0 Policy Planning and Management Course

The Policy Planning and Management Course (PPMC) strives to improve their competencies to bring about desired changes in public service management for the competitive future. The focus of the PPMC is to facilitate the trainee officers to analyze and review development policies and public service delivery management of the Government in the light of their wisdom and experiences they have gathered during their service life.

Participant: Additional Secretaries

Duration: 12-day core (plus Overseas training)

Policy Planning and Management Course is comprised of six modules. These modules cover issues relating to policy development perspective of the government, policy analysis and review and public service management.

The medium of instruction in classroom sessions will generally be English.

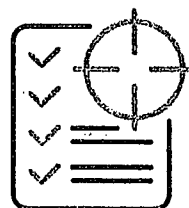


2.1 Objectives of the PPMC

The Policy Planning and Management Course (PPMC) is designed to equip senior civil servants with the strategic insight, leadership acumen, and policy intelligence required to navigate complex governance challenges and drive the government's transformative development agenda.

2.2 Specific objectives of the course are:

- Enhance strategic leadership and decision-making capabilities to enable participants to lead with foresight, integrity, and adaptability in high-level policy and administrative roles;
- Strengthen competencies in inclusive and evidence-informed policy formulation, implementation, monitoring, and evaluation, aligned with national priorities and global commitments;
- Develop the analytical ability to critically assess and align sectoral policies, institutional strategies, and cross-cutting development issues to ensure coherence, equity, and long-term impact;



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Core Competency Domains

se aims to achieve the following competencies as training outcomes:

- 01 State Leadership Proficiency (SLP)
- 02 Evidence Informed Policy Evaluation (EPE)
- 03 Systems Thinking & Policy Coherence (STC)
- 04 Adaptive Collaborative Governance (ACG)
- 05 Developmental Planning & Global Partnership (DPG)
- 06 Implementation & Service Excellence (ISE)

2.4 Training Methods

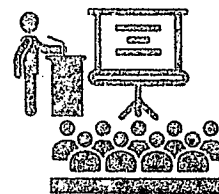
Unlike other training courses of BPATC, more participatory approach to training is employed in the PPMC so that participants can share their experiences and wisdom they have gained from their service life. However, the following training methods will be employed in this course-

- Case Discussion
- Document Review
- Field Visit
- Group Presentation
- Group Work
- Leadership Talk
- Lecture
- Mapping exercise
- Panel Discussion
- Peer Review
- Q&A
- Reflections
- Simulation, etc.

2.5 Overseas Training (OT)

Overseas training is an integral part of the PPMC. Under this programme participants are exposed to some other country for ten days. During this visit they will have the opportunity to share experiences of policies, strategies, practices in the public service delivery with their counterpart in the visiting country. After this ten-day program beyond the 12 days long course, participants are required to present their group report in a 'Lessons Learned Workshop' (LLW) arranged by BPATC authority. Presentation of group report in the host country organization on the concluding day of the exposure visit is also a requirement.

2.6 Training Day Activity



06:00-07:00 (Tentative)	Morning Physical Training
07:30-08:15	Breakfast
08:30-09:30	1 st Session
09:40-10:40	2 nd Session
10:40-11:05	Health Break
11:05-12:05	3 rd Session
12:15-13:15	4 th Session
13:15-14:15	Lunch & Prayer Break
14:15-15:15	5 th Session
17:00-17:45 (Tentative)	Afternoon Games
17:00-18:00 (Tentative)	Refreshing Hour
18:30-20:30 (Tentative)	Evening Session
20:30-21:30	Dinner

Evaluation Methods

Each participant in the course will be evaluated in 300 marks. Participants would also get an opportunity to evaluate the resource persons as well as the course management team and other aspects of the course. However, the marks allotted for evaluation are distributed as follows:

Title of Module	Evaluation Methods and Allotted Marks		
	Individual	Group	Total
Governing for Transformation: State Capacity & Policy	-	GE-50	50
Transforming Governance: 4th IR and Tech-driven Public Service	-	GA-25	25
Financing Development: Budgeting, Public Procurement & Project Management	-	GE-50	50
Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration	-	NS-25	25
Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges	-	PB-25	25
Learning Best Practices (In-Country & Overseas)	In Country Visit	GA/P-25	25
	Overseas Training	GR/P-50	50
Evaluation by Course Management Team & Evaluation Department	50	-	50
Total	50	250	300

up Assignment, GE- Group Exercise, GP- Group Presentation, GR- Report, NS- Negotiation Simulation, P- Presentation, cy Brief

Evaluation by the Course Management Team & Evaluation Department

The following is the break-down of 50 Marks of Evaluation by Course Management Team:

Evaluation by	Subject of Evaluation	Allotted Marks	Total
Course Management Team	Punctuality	05	20
	Table Manners and Dress	05	
	Appropriate observation of BPATC's norms and values	05	
	Participation in Co-curriculum Activities	05	
Evaluation Department	Speakers' Evaluation	10	30
	Attendance	20	
Total			50

2.7.2 Grading

According to the Evaluation Policy of BPATC, marks obtained in the course in different assessments, will be based on a quantitative scale and will be graded in the following way:

SL	Percentage of Marks	Grading
1	85 and above	A+ (Outstanding)
2	80 - <85	A (Excellent)
3	70 - <80	B+ (Good)
4	60 - <70	B (Satisfactory)
5	50 - <60	C (Average)
6	<50	Fail

2.7.3 Individual Course Evaluation Report for Dossier

On completion of the course an individual course evaluation report for each participant will be prepared. Performance of each participant in the course and a pen-picture written by the course management team (CMT) will be mentioned in the report. This final course evaluation report prepared by Evaluation Department will be forwarded to concerned Administrative Ministries/ Divisions for retention in your dossier.

2.8 Requirements of the Course

As a participant of the course, you must adhere to the traditions and values of the BPATC with sincerest commitment, you are expected to be the role models for the participants of other courses.

Facilities of BPATC

Dormitory

A fully residential course and during your time in BPATC you will live at the dormitory of International Training Centre (ITC). Your classroom will be located in the same building and daily meals will be offered at the dining hall in the 2nd floor. The cost of food is to be met from the course fee provided by the government. A Mess Committee formed by selected participants, will take care of the meals. However, Course Management Team will provide all logistic support in this regard.

Service:

- Md. Mahbubur Rahman, Dormitory Supervisor, 01704276416
- Al Imran, Cafeteria Procurement Assistant, 01712431172
- Robi Lal, Caretaker, 01624236662

Auditorium and Mini-Auditorium

The auditorium of BPATC is a facility for large gathering. Usually the inaugural and closing ceremonies, mess and other programmes take place in this commodious hall where more than 600 participants can sit at a time. It houses a spacious elevated stage with cutting-edge acoustic and lighting system. At the ground floor of ITC building the so called mini-auditorium is located, which can host more than a 100 audience.

Theatre

Two newly renovated lecture theatres- lecture halls with seats in tiers- having seating capacity for 50 persons each. These spacious and well-equipped halls are great indoor facility for immersive learning experience. Lecture halls are located near to the rose garden of BPATC.

Hall

At the 9th floor of ITC Building, Cadence Hall is a multipurpose room which is used for classroom sessions, workshop and other formal programmes. It can accommodate 200 plus participants at a time.

Support Building

A 3-storied building of the Centre meets the daily needs and activity services of the staff and trainees. It provides a bank, ATM booth of Sonali Bank which supports VISA, NPSB, and Q-cash, post office, laundry, canteen, etc.

Library

The library is one of the best administration libraries in the country. The library plays an important role in achieving the goals of training. Collection of relevant books, journals, magazines, and other reading materials and

processing these for the readers are the main tasks of the library. There are approximately 125,000 books for circulation to the readers in its possession. Participants will have ready access to the reading room facilities. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters, and magazines as complimentary copies through exchange programmes with various local and foreign organizations. A 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available. A place as Civil Service Museum is under development at the ground floor of the library building.

The library remains open from 8.00 am to 10.00 pm without any break from Sunday to Thursday. It remains open from 4.00 pm to 10.00 pm on Friday and Saturday. A large number of readers use the library regularly. Every faculty member can borrow ten books, while a trainee can borrow four books at a time for one month. Photocopying facilities are also available on payment on the library's ground floor.

Librarian (AVR) is the key person to know more about the library. (cell no. 0174255395) (is working as Librarian of the Centre).

Computer Lab

At the present era of information and communication technology, using computers and internet facilities are essential for all civil servant. There is a well-equipped computer lab at ITC building where the participants may find the broadband internet and printing facilities. The lab will remain open up to 10:00 pm during working days.

Medical Facility

To provide the participants of various courses with healthcare and medical facility, BPATC runs a ten-bed clinic. BPATC clinic is housed in a newly built 4-storeyed facility next to Officer's Club. The Clinic offers medical facilities to the participants of all ongoing courses, members of the Faculty and Staff and their family members. The Clinic staff comprises five medical officers, two sub-assistant community medical officers (SACMO), two physiotherapists, one pharmacist, two senior staff nurses, two compounders, and two office assistants. OPD treatments are available during office time. Doctors are available at outdoor from 8:00 am to 9:00 pm. Emergency services beyond office time is also ensured by on-duty doctors. The Clinic also runs dentistry services. On arrival, participants of any course should go through a regular health check-up by BPATC doctors. For the duration of the course, participants are given free medical consultation, prescriptions, and other medical care. Participants are advised to take advice from BPATC doctors if anyone is feeling unwell. No leave on medical ground is granted without intimation from BPATC medical officers. The Clinic also provides 24/7 ambulance services as or when needed.

number of the Doctors:

-  Dr. Shamima Akter, Medical Officer, 01711001084
-  Dr. Bilkis Laila, Medical Officer, 01711073636
-  Dr. Syed Shamsul Arefin, Medical Officer, 01829673034
-  Dr. Rinat Fowjia Chandni, Medical Officer (Dental Unit), 01688904123

Emergency Number for Medical Purpose: 01723966111

number of Physiotherapists:

-  Ratan Kumar Das, Physiotherapist, 01911574514
-  Minara Akter, Physiotherapist, 01677302243

Mosque

has a spacious, architecturally soothing mosque overlooking the lake and hillocks. Around 1000 people can pray at a time. The prayer service is administered by a full-time Imam. Practicing Muslim participants join five times a day. Moreover, special supplications are arranged as part of observance of some national days. Participants are always welcome to the mosque to join the supplication programs. While visiting the mosque, participants should follow the prescribed dress code.

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course is very intensive, there is minimal scope for recreation. However, there are some television sets in the rooms with dish connections. Facilities for playing Table Tennis, Carom, Chess etc., are available in the recreation and indoor games hall as well. Participants will arrange cultural programs and mess nights at the end of the month. They are also taken to different places for a visit of interest.

Events

BPATC, there is a tradition of organizing social and cultural events during the course. The aim of arranging such events is to create an opportunity for the participants to interact with the faculty members, resource persons, and other eminent persons. BPATC also organizes social and cultural programs, especially on the national days. Participants of different courses join.

Swimming Pool

Learning swimming is compulsory with the sole aim of life-saving for those who do not know how to swim. This schedule is optional for the participants. The training session will be arranged as per the schedule of the course.

Transportation

BPATC will arrange transports for you to travel from Dhaka at the onset of the course, at the weekends and other visits relating to training during the course. The schedule will be given well ahead of the program.

Encountering an Emergency Situation

BPATC authority always remains vigilant to ensure participants' safety and security. Nevertheless, in any emergency, participants are advised to contact the Course Director or Course Coordinators.

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Course Contents of the PPMC

- Method :** Group Exercise – 35 marks
- Purpose :** Strengthen participants' ability to diagnose state capacity, evaluate policy options using multiple translate national development priorities into actionable public results.
- Outcomes :** By the end of the module, participants will be able to:
- Assess strengths and gaps in Bangladesh's public administration systems related to delivering development visions.
 - Apply structured policy evaluation tools (theory of change, criteria matrices, stakeholder mapping, cost-benefit, political feasibility) to real cases.

Time : 8 Hours

Details :

Session Title	Key Discussion Points	Method(s)	Competencies
Developing State Capacity for Policy Execution	State capacity theory; developmental state vs. role of the state; Comparative framing: lessons learnt from Asian tigers; Bangladesh's readiness mapping vs peers.	Lecture + Case Discussion + Group Work	SLF, STC
Policy Design & Evaluation in complex setting (Bangladesh Case)	Brief input on policy evaluation criteria (relevance, effectiveness, equity, sustainability, political viability); Teams work on a real policy (e.g., Social Safety Net reform, Climate Resilience Fund, Health Insurance Pilot etc.).	Mini-lecture; Group Case Work; Facilitated discussion; Peer Review Round	EIP, ACG
Leading Through Crisis: Adaptive Policy Responses	Adaptive policy intervention; presentation of crisis cases and policy responses (COVID-19 vaccine rollout; cyclone early warning; commodity shock). Framework for policy choices under crisis situations (leadership moves, data use, coordination gaps).	Interactive Case Simulation + After-Action Review	SLF, ACG

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Module-02 : Transforming Governance: 4th IR and Tech-driven Public Service

Evaluation Method : Group Assignment – 25 marks (600-800 words)

Module Purpose : Prepare senior civil servants to harness emerging technologies and data systems to improve governance, service delivery, and accountability while navigating ethical, security, and institutional implications.

Learning Outcomes : After the completion of the module, the participants will be able to-

- Analyze mega-trends (4IR, AI, data governance, platform states) shaping the future of government.
- Evaluate digital/public-sector technology initiatives for scalability, inclusion, and security.
- Identify strategic entry points for GovTech in Bangladesh ministries and field administration.

Total Module Time : 06 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
2.01	2	Digital Transformation of Government: Leveraging AI for Future-ready Governance	Digital Transformation of Government: Leveraging AI for Anticipatory Governance: Understanding Anticipatory Governance: proactive vs reactive governance; Role of foresight, prediction, and scenario planning; AI in resource allocation, disaster management, public health, etc.; AI talent and digital literacy among civil servants; International best practices (e.g., Singapore, Estonia)	Lecture+ Case Presentation+ Group Activity (diagnosis of situation)+Q&A	SLF, STC
2.02	2	4 th Industrial Revolution and Transformation of Public Services	Overview of AI, IoT, blockchain, robotics, 5G, etc; its' relevance to public sector modernization; Personalized citizen-centric services; Data governance and cybersecurity policies; Local innovation ecosystem development (public-private-academic collaboration)	Demo Cases + Mapping Exercise +case example + Discussion	STC, ISE
2.03	2	Technology as a Governance Tool: Gap Analysis and Whole-of-Government Approach for Bangladesh	Technology as an Enabler of Good Governance; Digital platforms for citizen engagement and service tracking; Teams design a high-level digital reform (e.g., integrated licensing, grievance redress AI agent, climate risk data portal); Moving from siloed IT systems to integrated digital ecosystems.	Lecture+ group work+ Q&A	ACG, IDE

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: Financing Development: Budgeting, Public Procurement & Project Management)

Method : Group Exercise – 50 marks

Purpose : Build high-level capability to align macro policy, budgeting, procurement management, and execution with national development strategy and fiscal responsibility.

Outcomes : After the completion of the module, the participants will be able to-

- Interpret budget choices through a political economy and public value lens.
- Identify procurement risk points and integrity safeguards in large public spending.
- Apply tools for project appraisal, monitoring, adaptive course correction, and delivery acceleration.

Module Time : 8 Hours

Details :

Sl. No.	Session Title	Key Discussion Points	Method(s)	Competencies
2	Macro Policy, Fiscal Space & Development Priorities	Understanding Fiscal policy, monetary policy, and their coordination: growth, debt, climate finance, social spending trade-offs. Scenario game: reallocate constrained budget to meet SDG targets.	Lecture + Policy Simulation + Debrief	SLF, EIP
2	Public Procurement: Critical Issues (Bangladesh case)	Real procurement case (e-GP, framework agreements, international tender etc.); Risks and mitigation approaches; real case discussion.	Case Dissection + Risk Mapping + Peer discussion	ISE, ACG
2	Project Appraisal to Monitoring & Evaluation: Understanding Critical Issues	Critical issues in project appraisal: Review of a real project M&E report; propose improvements.	Guided discussion + Document Review + Group Critique	ISE, EIP
2	Leading Mega & Fast-Track Projects	Experience Sharing: Governance structures, milestone challenges, crisis management. Participants extract leadership lessons.	Leadership Talk + Structured Q&A + Reflections	SLF, ISE

Module-04 : Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration

Evaluation Method : Negotiation Simulation – 25 marks

Module Purpose : Prepare senior officials to navigate the policy, trade, financing, and diplomatic implications of Bangladesh's LDC graduation and positioning as a resilient, competitive, upper-middle trajectory economy.

Learning Outcomes : After the completion of the module, participants will be able to-

- Analyze post-LDC shifts in trade preferences, financing terms, competitiveness pressures.
- Build negotiation strategies for bilateral, regional, and multilateral forums.
- Integrate mega-trends (geopolitics, supply chain shifts, climate transition) into national policy responses.

Total Module Time : 06 Hours

Module Details :

Code	Hrs	Session Title	Key Discussion Points	Method(s)	Competencies
4.01	2	Bangladesh Beyond LDC: Risks & Windows	Data-driven briefing; group mapping of sectoral exposure (RMG, pharma, ITES, agriculture).	Briefing + Sector Mapping Exercise	SLF, DDG
4.02	2	Geo-Economics & Regional Architecture	RCEP, BBIN, BIMSTEC, Indo-Pacific dynamics. Participants analyze one platform's strategic value for Bangladesh.	Interactive Brief + Comparative Table Work	STC, DDG
4.03	2	Negotiation Simulation (Market Access & Transition Support)	Role-play: Bangladesh team vs Development Partners/ Trading Bloc. Concessions, safeguards, transition finance. Negotiation Simulation.	Simulation + Negotiation Skills analysis + Debrief	DDG, ACG

: Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges
 Method : Policy Brief-25 marks (600-800 words)
 Objective : Engage participants in deep, comparative examination of priority development challenges facing Bangladesh, linking them to fiscal choices, and institutional capacities.
 Outcomes : After the completion of the module, participants will be able to-

- Diagnose structural and emerging development challenges using cross-sector data. (EIP, STC)
- Identify policy levers across ministries and tiers of government. (ACG, IDE)
- Craft integrated, scalable policy responses that promote equity, resilience, and growth. (SLF, IDE)

 Time : 10 Hours
 Materials :

Session Title	Key Discussion Points	Method(s)	Competencies
Policy & Institutional Reform Pathways	Rapid review of reform attempts (land, tax, civil service, decentralization). Teams map success factors & blockers.	Lecture and discussion + Q&A	SLF, ACG
Employment, Productive Inclusion & Remittance System	Labor markets, skills mismatch, migration systems, remittance-to-investment pathways, Possible policy intervention.	Mini lecture+ Case discussion+ work in group /Panel Discussion	STC, ISE
Energy Transition & Security for Bangladesh	Demand projections; renewables vs import; pricing politics; climate commitments. Teams do scenario planning to 2040.	Panel Discussion	STC, SLF
Food Systems Resilience	From farm productivity to nutrition outcomes; climate shocks; storage/logistics.	Lecture & Discussion	STC, IDE
Infrastructure & PPPs as Development Multipliers	Infrastructure gap; PPP models; risk-sharing; governance. Participants triage pipeline.	Panel + Case Discussion	IDE, ACG

Module-06 : Learning Best Practices (In-Country & Overseas)

Evaluation Method : In-Country Group Assignment/ Presentation - 25 marks; Overseas Group Report/ Presentation (Host 25 + BPATC 25) = 50 marks

Module Purpose : Enable participants to identify, analyze, and adapt high-performing governance, service delivery, and reform practices from domestic exemplars and international counterparts, and translate them into actionable policy recommendations for Bangladesh.

Overall Task : Under this program participants will visit a country for ten days. During the visit participants will come across policy, strategy, best practices in the public service of the host country and will find relevance with their learning at BPATC. Participants will make group presentations during their visit on issues set earlier and their presentation will be assessed by the host organization and management team.

On return, participants will prepare for a Lesson Learned Workshop (LLW) at BPATC. A detailed guideline for overseas training is following.

Lessons for Overseas Training (OT)

Objectives of the Overseas Training

One of the objectives of the overseas training is to enable the participants to expose a case study of a civil service organization (and its government) which has been developed significantly. The BPATC expects that the OT will be a very effective and fruitful learning journey. The OT would help the participants to identify the perceived reasons for the need for reforms, the management process and development goals and how the host country/organization attempted to reach those goals.

Active and fruitful participation in overseas training is one of the important requirements of successful completion of the training course. Mere observation and stock taking of the outstanding achievements and best practices of host organization are not sufficient to meet the requirement. Rather the visiting participants must know that there are underlying reasons for their development and outstanding success. The inquisitiveness to know the reasons for their arching about the underlying strategies of their success, making questions about the exceptional process of the change management styles would help them to learn effectively.

In order to effective learning, the participants are requested to ask question to host organizations about the issues, what were the processes, tools, strategies, and techniques they followed and how the host organizations attempted to development goals; why these tools and strategies were selected; what impacts were achieved by the various policies and finally, overall outcomes and results of transformation.

Participants would also be able to compare and contrast conditions in the host country with relevant conditions in Bangladesh.

Official observations and shallow conclusions about the success of host country are not expected. Rather, the participants are suggested to apply their inquisitiveness and invest their best efforts to search out and identify the following issues:

- The nature of the impacts and outcomes of improved situations of host country/organization;
- The effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- The challenges to integrate Agenda 2030 with on-going development plan and undertaken strategies and mechanism for implementation of SDGs;
- The reasons for overall sustainability of the achievements and outcomes of the host country/organization;
- The specific key learning points, the best practices and processes relevant to Bangladesh, arising from the foregoing inquiries;
- The policy implications and replicability of those learning's and best practices in Bangladesh context.

Assessment and presentation

As a part and parcel of the core course of BPATC (specifically for ACAD, SSC and PPMC) and it will be evaluated applying the same mechanism and criteria under concerned module. A percentage of marks is allocated for the host organization. The

host organization will observe the level of participation in different academic activities (classroom session, study visits and preparation as well as presentation of group works) for evaluation purpose. After coming back to the BPATC/country, all the groups have to present their group presentation on the specified themes which is also a part of evaluation under module titled "Learning Best Practices".

Coverage of Presentation in Host Organization

Each group has to present a group presentation on specified theme in Lessons Learned Workshop (LLW). The presentation will cover the following issues:

- The perceived outcomes of improved situations of host country/organization;
- The perceived effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- The perceived challenges to integrate Agenda 2030 with development plans and undertaken strategies and mechanism for implementation of SDGs in host country;
- The perceived reasons for sustainability of the achievements and outcomes of the host country/organization; and
- A comparative analysis of perceived situations of host country with relevant conditions in Bangladesh.

Coverage of Presentation in Lessons-Learned Workshop

After coming back from the OT, the participants have to make group presentations on respective themes. Each group will get 10 minutes for presentation and 20 minutes for discussion including question and answer session. The Lesson Learned Workshop will be participated by the participants of on-going other batches of BPATC (like FTC, ACAD, SSC). The objectives of the Lessons Learned Workshop are to disseminate the lessons learned in OT as well as evaluation of the level of individual learning from the exposure visit.

The coverage of the group-presentation will be as follows:

- The perceived outcomes of improved situations of host country/organization;
- The explored effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- The revealed challenges to integrate Agenda 2030 with development plan and undertaken strategies and mechanism of implementation of SDGs in host country;
- The internalized reasons for sustainability of the achievements and outcomes of the host country/organization; and as the conclusions
- The specific key learning points, the best practices and processes relevant to Bangladesh;
- The policy implications and replicability of those learnings in Bangladesh context.

In the Lesson Learned Workshop, each participant will be evaluated individually according to his/her contribution in presentation, response to the questions and comments. The evaluation criteria are as follows:

Annexure-1

27th Policy Planning and Management Course

List of Module Directors

Module Name	Faculty Name and Designation (not seniority-based)
Governing for Transformation: State Capacity, Policy & the SDGs	Dr. M. Arifur Rahmap MDS
Transforming Governance: 4th IR and Tech-driven Public Service	Dr. Md. Jahid Hossain Panir MDS
Financing Development: Budgeting, Public Procurement & Project Management)	Mr. Numeri Zaman MDS
Transition Strategy: Post-LDC Positioning, Negotiation & Global Integration	Dr. Md. Zohurul Islam MDS
Driving Inclusive & Sustainable Development: Cross-Cutting Policy Challenges	Mr. Md. Atikuzzaman MDS
Global Exposure: Learning Best Practices (In-Country & Overseas)	Course Management Team (CMT)

Annexure-2

27th Policy Planning and Management Course

List of Participants

Participant Name	Designation	Current Posting Place
A S M Ashrafur Alam	Additional Secretary	Additional Secretary, Ministry of Primary and Mass Education Bangladesh Secretariat, Dhaka.
A. H. M. Jahangir	Additional Secretary	Economic Relations Division (ERD, Ministry of Finance
A. K. M. Benjamin Riaz	Additional Secretary	Bangladesh National Parliament Secretariat
Abu Sayed Md. Kamruzzaman	Additional Secretary	Ministry of Science and Technology, Bangladesh Secretariat, Dhaka (Level: 9, Room NO: 914)
Bodrun Nahar	Additional Secretary	Secondary and Higher Education Division Ministry of Education
Homayra Begum	Additional Secretary	Finance Division, Ministry of Finance
Nargis Khanom	Additional Secretary	Ministry of Social Welfare
Imtiaz Mahmud	Project Director	Department of Inspection of Factories and Establishments Ministry of Labour and Employment
MD Abdur Razzak	Additional Secretary	Ministry of Commerce
Md Abdul Mannan	Additional Secretary	Ministry Energy and Mineral Resource Division
MD. ANISUR RAHMAN		undefined
MD. DIN ISLAM		undefined
Md. Emdadul Hoq Chowdhury	Additional Secretary	Ministry of Land
Md. Mojibur Rahman	Director General (Additional Secretary)	Bangladesh Beauru of Educational Information and Statistics (BANBEIS)
MD: RABIUL ISLAM		undefined
Md. Saiful Haque Chowdhury	Additional Secretary	Ministry of Expatriates Welfare and Overseas Employment
MD. Salim Fakir, ndc	Additional Secretary	

Name	Designation	Current Posting Place
Mahbubur yan	Additional Secretary	Energy and Mineral Resources Division
ANWAR	Managing Director (Additional Secretary)	Managing Director Bangladesh Services Limited Ministry of Civil Aviation and Tourism 1 Minto Road, Dhaka
		undefined
H JABIN	Additional Secretary	Programming Division, Planning Commission
IRUL	Additional Secretary	NEC-ECNEC Wing, Planning Division
	Inspector General	Department of Inspections for Factories & Establishment
al Uddin	Additional Secretary	Ministry of Planning
RAHMAN	Additional Secretary	Technical and Madrasah Education Division, Ministry of Education, Bangladesh Secretariat, Dhaka
SUM		Cabinet Division, Bangladesh Secretariat, Dhaka-1000
HMED		
ed Foisal	Additional Secretary	Finance Division

Note

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

www.bpatc.gov.bd

২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)

(৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫)

নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৩৯.২৫.৩৩৮

তারিখ: ২৭ ভাদ্র ১৪৩২
১১ সেপ্টেম্বর ২০২৫

অবমুক্তি আদেশ

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)-এ ৩১ আগস্ট থেকে ১১ সেপ্টেম্বর ২০২৫ মেয়াদে ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্সে (পিপিএমসি) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৪৮; তারিখ: ২০ আগস্ট ২০২৫; স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৫০; তারিখ: ২৫ আগস্ট ২০২৫; ও স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৫৩; তারিখ: ২৭ আগস্ট ২০২৫ এর আলোকে নিম্নলিখিত ২৮ জন অতিরিক্ত সচিব যোগদান করেন এবং প্রশিক্ষণার্থী হিসেবে সাফল্যের সাথে কোর্সটি সম্পন্ন করেছেন। প্রশিক্ষণ সমাপনান্তে নিজ নিজ কর্মস্থলে যোগদানের লক্ষ্যে ১১ সেপ্টেম্বর ২০২৫ তারিখ অপরাহ্নে তাঁদেরকে বিপিএটিসি থেকে অবমুক্ত করা হলো।

(জ্যেষ্ঠতার ক্রমানুসারে নয়)

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
১.	জনাব জিয়াউদ্দীন আহমেদ এনডিসি (৬৪৩৬)	অতিরিক্ত সচিব, মুক্তিযুদ্ধ বিষয়ক মন্ত্রণালয়
২.	জনাব মোঃ রবিউল ইসলাম এনডিসি (২০২৭৮)	অতিরিক্ত সচিব, দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৩.	জনাব মোহাম্মদ আনোয়ার উদ্দিন (২০৩২৩)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ, ডাক, টেলিযোগাযোগ ও তথ্যপ্রযুক্তি মন্ত্রণালয়
৪.	মিজ্ ইয়াসমিন বেগম (৬৫৪০)	অতিরিক্ত সচিব, মন্ত্রিপরিষদ বিভাগ, বাংলাদেশ সচিবালয়, ঢাকা
৫.	জনাব হাসান খালেদ ফয়সাল (৬৫২৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৬.	জনাব এ. এইচ. এম. জাহাঙ্গীর (৭৮৫৮)	অতিরিক্ত সচিব, অর্থনৈতিক সম্পর্ক বিভাগ, অর্থ মন্ত্রণালয়
৭.	জনাব মোঃ জিয়াউল হক (৬৫১৭)	অতিরিক্ত সচিব, জ্বালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৮.	জনাব মোহাম্মদ মাহবুবুর রহমান ভূঞা (৬৫২০)	ব্যবস্থাপনা পরিচালক (অতিরিক্ত সচিব), বাংলাদেশ সার্ভিসেস লিমিটেড, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়
৯.	জনাব মোঃ আনিসুর রহমান (৭৭৬১)	অতিরিক্ত সচিব, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়
১০.	জনাব সামসুর রহমান খান (৭৮৫৯)	অতিরিক্ত সচিব, কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১১.	জনাব মোঃ এমদাদুল হক চৌধুরী (৬৫৩৬)	অতিরিক্ত সচিব, ভূমি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১২.	জনাব এ কে এম বেনজামিন রিয়াজী (৬৫৩৩)	অতিরিক্ত সচিব, বাংলাদেশ জাতীয় সংসদ সচিবালয়, শের-ই-বাংলা নগর, ঢাকা
১৩.	জনাব মোঃ সাইফুল হক চৌধুরী (২০৩৫৫)	অতিরিক্ত সচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়
১৪.	জনাব আবু সাঈদ মোঃ কামরুজ্জামান, এনডিসি (২০৩৪৯)	অতিরিক্ত সচিব, বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১৫.	জনাব মোঃ আব্দুর রাজ্জাক (৬৫১০)	অতিরিক্ত সচিব, বাণিজ্য মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
১৬.	ড. ইমতিয়াজ মাহমুদ (২০২৬২)	প্রকল্প পরিচালক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর আধুনিকায়ন ও শক্তিশালীকরণ এবং ১৩টি জেলা কার্যালয় স্থাপন শীর্ষক প্রকল্প, শ্রম ও কর্মসংস্থান মন্ত্রণালয়
১৭.	বেগম বদরুন নাহার এনডিসি (৬৫১৪)	অতিরিক্ত সচিব, মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
১৮.	ড. নুরুন নাহার (২০২৯৫)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ, পরিকল্পনা মন্ত্রণালয়
১৯.	মিজ্ মুসরাত মেহ্ জাবীন (৭৮৬০)	প্রধান (অতিরিক্ত সচিব), কার্যক্রম বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন
২০.	জনাব মো: মজিবুর রহমান (২০২৮০)	মহাপরিচালক (অতিরিক্ত সচিব), বাংলাদেশ শিক্ষাতথ্য ও পরিসংখ্যান ব্যুরো, মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়
২১.	জনাব গোঃ আব্দুল মান্নান (৬৫৭৫)	অতিরিক্ত সচিব, জ্বালানি ও খনিজ সম্পদ বিভাগ, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২২.	মিজ্ নার্গিস খানম (২০২৭৭)	অতিরিক্ত সচিব, সমাজকল্যাণ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৩.	জনাব মো: সেলিম ফকির, এনডিসি (৬৫৬১)	অতিরিক্ত সচিব, যুব ও ক্রীড়া মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৪.	জনাব গোঃ দীন ইসলাম (২০৩০২)	মহাপরিচালক (অতিরিক্ত সচিব), বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ, পরিকল্পনা মন্ত্রণালয়
২৫.	ড. শাহ মো: হেলাল উদ্দীন (২০২৮৭)	অতিরিক্ত সচিব, পরিকল্পনা মন্ত্রণালয়
২৬.	জনাব ওমর মোঃ ইমরুল মহসিন (২০২৬৩)	মহাপরিদর্শক (অতিরিক্ত সচিব), কলকারখানা ও প্রতিষ্ঠান পরিদর্শন অধিদপ্তর, বিজয়নগর, ঢাকা
২৭.	জনাব আ.স.ম আশরাফুল আলম (২০২৭৫)	অতিরিক্ত সচিব, প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
২৮.	মিজ্ হোমায়রা বেগম (৬৫১৯)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা

২। অংশগ্রহণকারী কর্মকর্তাদের বিপিএটিসি'তে অবস্থানকালীন দৈনিক ৬০০/- (ছয়শত মাত্র) টাকা হারে ১২ (বারো) দিন প্রশিক্ষণ ভাতা প্রদান করা হয়েছে। প্রশিক্ষণার্থীগণ নিজ নিজ কার্যালয় হতে বিধি মোতাবেক টিএ/ডিএ প্রাপ্য হবেন।

৩। কর্মকর্তাগণ অবিলম্বে নিজ নিজ কর্মস্থলে যোগদান করবেন।

(ড. মোঃ মহসীন আলী)

এমডিএস ও

কোর্স পরিচালক

২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স

মোবাইল: ০১৭১১-৪৮৯৭৮৬

ইমেইল: mohoshin2005@gmail.com

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 01/09/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A	1.03	Leading Through Crisis: Adaptive Policy Response	Md. Sanwar Jahan Bhuiyan PhD, Secretary, Bangladesh Public Service Commission	205 ITC
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -1:15 pm	A	3.04	Leading Mega & Fast-Track Projects	Mohammad Abdur Rouf (Secretary - GS), Bangladesh Bridge Authority	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining (ITC 2nd Floor)
5:30 pm -6:15 pm	A		Afternoon Games	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall

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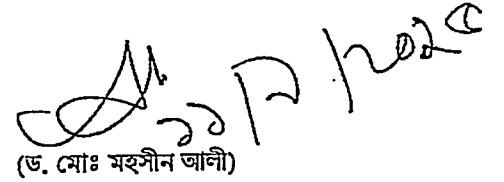
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Course Coordinator
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নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৩৯.২৫.৩৩৮

তারিখ: ২৭ ভাদ্র ১৪৩২
১১ সেপ্টেম্বর ২০২৫

সদয় অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হলো (জ্যেষ্ঠতার ভিত্তিতে নয়) :

১. মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ;
২. সচিব, প্রধান উপদেষ্টার কার্যালয়, পুরাতন সংসদ ভবন, ঢাকা;
৩. সিনিয়র সচিব/সচিব,..... (মন্ত্রণালয়/বিভাগ);
৪. প্রশিক্ষণার্থী (সকল), ২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা;
৫. অতিরিক্ত সচিব, ক্যারিয়ার প্ল্যানিং ও ট্রেনিং অনুবিভাগ, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা;
৬. পরিচালক (প্রশাসন/পিপিআর/মূল্যায়ন/গবেষণা ও উন্নয়ন/এলটিএ), বিপিএটিসি, সাভার, ঢাকা;
৭. উপসচিব, অভ্যন্তরীণ প্রশিক্ষণ-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা;
৮.;
৯. সিনিয়র সচিব এর একান্ত সচিব, সিনিয়র সচিবের দপ্তর, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা (সিনিয়র সচিব মহোদয়ের সদয় অবগতির জন্য);
১০. উপপরিচালক (অর্থ/সেবা/মূল্যায়ন), বিপিএটিসি, সাভার, ঢাকা;
১১. রেস্টুর এর একান্ত সচিব (রেস্টুর মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা;
১২. সংশ্লিষ্ট নথি/অমনিবাস কপি।



(ড. মোঃ মহসীন আলী)

এমডিএস ও

কোর্স পরিচালক

২৭তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 31/08/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		Visit to National Mausoleum, Savar	CMT	ITC Lobby
9:30 am -10:00 am	A		Health Break (Snack break)	CMT	SSC Dining (ITC Ground Floor)
10:00 am -10:50 am	A		Inaugural Program		ITC Mini Auditorium (ground floor)
10:55 am -11:05 am	A		Group Photography	CMT	ITC Lobby (ground floor)
11:05 am -12:05 pm	A	1.01	Developing State Capacity for Policy Execution	Professor M Niaz Asadullah (Senior Fellow - GS), Senior Fellow, IDEAS, Malaysia	205, ITC (ITC 1st Floor)
12:15 pm -1:15 pm	A	1.01	Developing State Capacity for Policy Execution	Professor M Niaz Asadullah (Senior Fellow - GS), Senior Fellow, IDEAS, Malaysia	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	CMT	SSC Dining (ITC Ground Floor)
2:15 pm -3:15 pm	A		Committee Formation/IT Service/Laptop distribution	CMT	205 ITC

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 02/09/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A	2.01	Digital Transformation of Government: Leveraging AI for Anticipatory Governance	Mr. Shish Haider Chowdhury, ndc, MCIPS (Secretary - GS), Information and Communication Division	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A	2.03	Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -1:15 pm	A	2.03	Technology as a Governance Tool: Gap Analysis and Whole-of-Government Approach for Bangladesh	Mushfiqur Rahman, DMD, Spectrum Engineering Consortium	205 ITC
11:05 am -1:15 pm	A	2.03	Technology as a Governance Tool: Gap Analysis and Whole-of-Government Approach for Bangladesh	Md. Mamunur Rashid Bhuiyan (Additional Secretary - GS), Additional Secretary, ICT Division	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining (ITC 2nd Floor)
7:00 pm -9:10 pm	A	2.03	Bangladesh Beyond LDC: Risks and Windows	Sk. Bashir Uddin, Honorable Adviser, Ministry of Commerce	BPATC Auditorium

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 03/09/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A		Sustainable Revenue Systems: Overcoming Challenges, Driving Development	Md. Abdur Rahman Khan FCMA, Secretary, IRD & Chair, NBR	205 ITC
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -1:15 pm	A	5.06	Infrastructure & PPPs as Development Multipliers	Dr. Md. Mushfiqur Rahman, Former CEO, PPPA (Secretary (Retd.) - GS), Secretary to GoB	205, ITC (ITC 1st Floor)
1:15 pm -11:05 am	A		Lunch and Prayer	PMC	Executive Dining (ITC 2nd Floor)
5:30 pm -6:30 pm	A		Afternoon Games	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 04/09/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (Sports)	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining Hall (2nd floor, ITC)
8:30 am -10:40 am	A	3.02	Public Procurement: Critical Issues (Bangladesh case)	Md. Faruque Hossain (null - GS), NSDA	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining Hall (2nd floor, ITC)
11:05 am -1:15 pm	A	3.01	Macro Policy, Fiscal Space & Development Priorities	Dr. Monzur Hossain (Member (Secretary) - GS), General Economics Division, Bangladesh Planning Commission	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining Hall (2nd floor, ITC)
2:45 pm -3:45 pm	A		Depart from BPATC	CMT	ITC lobby

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 07/09/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A	4.03	Negotiation Simulation (Market Access & Transition Support)	Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS), National Skills Development Authority	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -1:15 pm	A	4.03	Negotiation Simulation (Market Access & Transition Support)	Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS), National Skills Development Authority	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining (ITC 2nd Floor)
5:30 pm -6:15 am	A		Afternoon Games	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 08/09/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (Sports)	Indoor Games Hall
8:30 am -10:40 am	A	5.01	Policy & Institutional Reform Pathways	Dr. Debapriya Bhattacharya (Distinguished Fellow, CPD - GS), Centre for Policy Dialogue	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Breakfast	PMC	Executive Dining Hall (2nd floor, ITC)
10:40 am -11:05 am	A		Health Break (Snack break)	PMC	Executive Dining (ITC, 2nd floor)
11:15 am -12:00 pm	A		Start for AFBL, Dhamrai	CMT	ITC Lobby
12:00 pm -3:00 pm	A		Arrival at Akij Food & Beverage Factory: Welcome Brief, Walk-on Tour, Debrief and Photoshoot	Mr. Dipraj Khan, Head of Administration	AFBL Factory, Dhamrai, Dhaka
2:00 pm -3:00 pm	A		Lunch and Prayer	Mr. Dipraj Khan, Head of Administration	AFBL Factory, Dhamrai, Dhaka
7:00 pm -9:10 pm	A	2.02	4th Industrial Revolution and Transformation of Public Services	Mr. Faiz Ahmad Taiyeb, Special Assistant to Honble Chief Adviser, Ministry of Post, Telecommunication and ICT	205, ITC (1st floor)

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 09/09/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (Sports)	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC, 2nd floor)
8:30 am -10:40 am	A	3.03	Project Appraisal to Monitoring & Evaluation: Understanding Critical Issues	Md. Sayeedul Haque (Chief (retd.) - GS), Planning Division	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Health Break (Snack break)	PMC	Executive Dining (ITC, 2nd floor)
11:05 am -1:15 pm	A		One Stop Shop Public Service Delivery: International Experiences	Dr. M. Aslam Alam, Chairman, Insurance Development and Regulatory Authority (IDRA) & Former Senior Secretary	205 ITC
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining (ITC, 2nd floor)
2:15 pm -4:25 pm	A	1.02	Policy Design & Evaluation in complex setting (Bangladesh Case)	Dr. Rizwan Khair (Former MDS - GS), BPATC	205, ITC (ITC 1st Floor)
5:30 pm -6:15 pm	A		Afternoon Games	Mr. Rajib Kumar Dhali, Assistant Director (Sports)	Indoor Games Hall

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Class Schedule

27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 10/09/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:45 am -6:45 am	A		Morning PT	Mr. Rajib Kumar Dhali, Assistant Director (sports), BPATC	Indoor Games Hall
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A	5.02	Employment & Productive Inclusion (Domestic & Overseas)	Dr. Kazi Iqbal (Director (Research) - GS), Bangladesh Institute of Development Studies (BIDS)	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -1:15 pm	A	5.04	Energy Transition & Security for Bangladesh	Professor Dr. Ijaz Hossain (Professor - GS), BUET	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch and Prayer	PMC	Executive Dining (ITC 2nd Floor)
4:00 pm -5:00 pm	A		Friendly Volleyball Match between Faculty and Participants	Convenor, Sports Committee and DD, Sports	Indoor Games Hall

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27th Policy Planning and Management Course (PPMC)

(31/08/2025 - 11/09/2025)

Date: 11/09/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
7:30 am -8:20 am	A		Breakfast	PMC	Executive Dining (ITC 2nd Floor)
8:30 am -10:40 am	A	4.02	Geo-Economics & Regional Architecture	Shahab Enam Khan (Professor, Department of International Relations - GS), Jahangirnagar University	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Health Break	PMC	Executive Dining (ITC 2nd Floor)
11:05 am -11:45 am	A		Course End Evaluation	Evaluation Department	205 ITC
11:50 am -12:15 pm	A		Laptop collection	Computer Section	205 ITC
12:30 pm -1:15 pm	A		Closing Ceremony	CMT	ITC Mini-auditorium

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M-01: Governing for Transformation: State Capacity & Policy

POLICY INTERVENTIONS IN MITIGATING CRISIS

EXPERIENCE FROM COVID-19 CASE

Dr. Md. Sanwar Jahan Bhuiyan

(Ph D in Dev. Administration, PGD in Leadership Dev.)
Secretary, Bangladesh Public Service Commission Secretariat



OUTLINE

Part One: Pre-COVID Economic Scenario

- ✓ Bangladesh's Economic Progress in Last 40 Years
- ✓ Remarkable Success in Social Sector

Part Two: Covid-19 Impacts

- ✓ Covid-19 Pandemic: Overall Issues
- ✓ Macroeconomic Impact of the Pandemic
- ✓ External Sector and the Pandemic
- ✓ Revenue Collection and Covid-19

Part Three: The Government's Responses to the Crisis

- ✓ The Primary Goals
- ✓ Addressing the Health Concerns
- ✓ Combination of Fiscal and Monetary Policies
- ✓ The Government Stimulus Packages

Part Four: Outcomes and Sign of Recovery

- ✓ Recovery in key areas

2

Generic Nature of a Public Policy

- Generally, formulated to tackle a long-term problem
- Generally, apprehend an ideal situation
- Analyze the ideal context using traditional tools

BUT

- Disruption knows no bounds
- Crisis demands immediate action
- Victims are found impatient
- Need to optimize the support of the unaffected sections

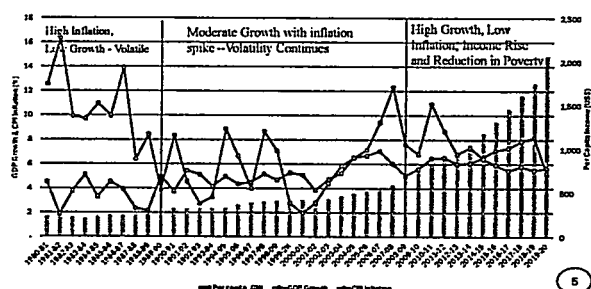
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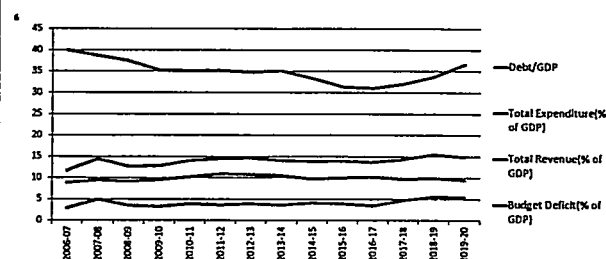
Analyzing the Pre-COVID Economic trend of Bangladesh

4

BANGLADESH'S ECONOMIC PROGRESS IN THE LAST 40 YEARS



SOUND FISCAL AND PUBLIC DEBT MANAGEMENT



REMARKABLE SUCCESS IN SOCIAL SECTOR

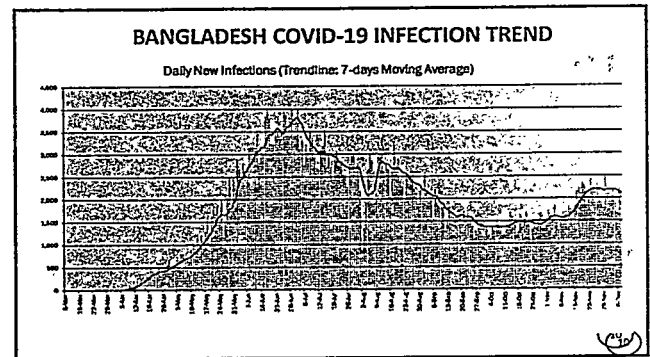
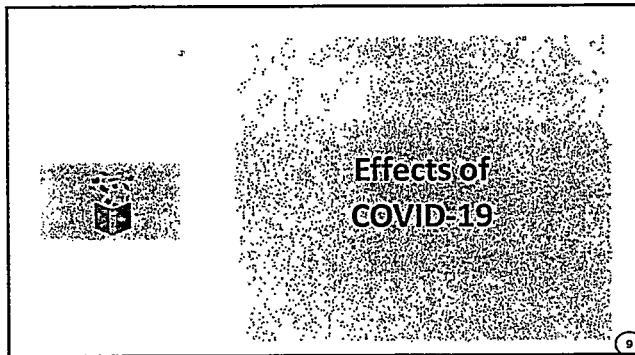
Index	2005	2016	2019
Poverty rate (%)	40.0	24.3	20.5
Extreme poverty rate (%)	25.1	12.9	10.5
Life expectancy (Year)	67.9	71.6	72.6
Infant mortality rate (Per Thousand)	50.6	28.0	21.0
Adult literacy rate	46.7	72.3	74.7

Source: Bangladesh Bureau of Statistics (2021)

- The poverty rate has reduced drastically on the back of stable economic growth and social protection measures
- Investment in health and education has helped reduce the mortality rate and increase in life expectancy and literacy rate.
- Socio-economic progress has enabled the country for LDC graduation fulfilling all three criteria: per capita income, human asset index and economic vulnerability index.
- In Global Hunger Index, Bangladesh moved upward in 75th position in 2020 from 88th position in 2019

COVID-19 PANDEMIC: HEALTH ISSUES

- Globally:
 - ✓ Started in Wuhan, China in December 2019.
 - ✓ 68.6 Million confirmed cases including deaths over 1.56 million (up to 8 December 2020);
 - ✓ Lockdowns and closures declared to control the pandemic.
- In Bangladesh:
 - ✓ First infection detected on 8 March 2020
 - ✓ 481,945 confirmed cases including 6,906 deaths (as on Dec 8, 2020);
 - ✓ Declared general holidays for 66 days, from 26 March to 30 May 2020.



COVID-19: GLOBAL SCENARIO IN MARCH/2020

- WHO declared Covid-19 as Global Pandemic
- Nation-wide lockdown imposed in Europe, USA, Middle-east and South Asian countries
- IMF confirmed that the World economy has entered into recession and projected global output may be contracted by 3.0%
- World Bank projected a 20% decline in remittance flow due to sharp fall in oil price
- WTO opined that global trade may be reduced by 13-20 percent
- ILO estimated that 195 million people will lose fulltime jobs around the world due to lockdown
- UNCTAD forecasted that FDI may be reduced by 5-15 percent

COVID-19: ANTICIPATED IMPACT ON OUR ECONOMY

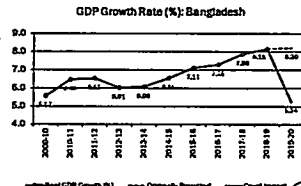
- Considering the global and local scenario we apprehended 3 types of risks on the Bangladesh economy:
 - (a) Demand shocks
 - ✓ Demand for our products to be reduced due to lockdown and movement restrictions in export destinations
 - ✓ Loss of income of workers in the manufacturing and service sector due to nation wide holidays
 - (b) Supply shocks
 - ✓ Export, import and movement of local goods to be affected
 - ✓ Decline in productivity due to closer of manufacturing units
 - (c) Supply chain disruption
 - ✓ Disruption in the global value chain of production
 - ✓ Adverse impact on local industries (like RMG, medicine, cell phone) dependent on imported raw materials

MACROECONOMIC IMPACT OF THE PANDEMIC

- Global Output: Global output is projected to decline by 4.4% in 2020 (WEO Oct. report)
- Euro area, USA, and India's GDP will decline by 8.3%, 4.3%, and 10.3% respectively.

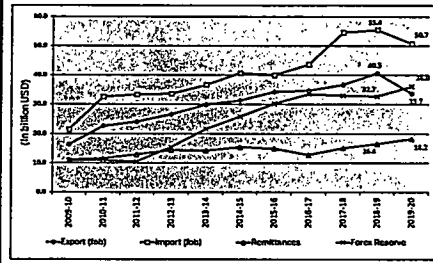
Impact on Bangladesh:

- Bangladesh economy also has been hit hard as it is linked with the global economy through trade and investment
- Despite sluggish external demand, the country has managed a moderate growth in FY20 with its domestic demand
- The provisional FY 20 growth has been 5.24% against an original target of 8.2%



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EXTERNAL SECTOR AND THE PANDEMIC

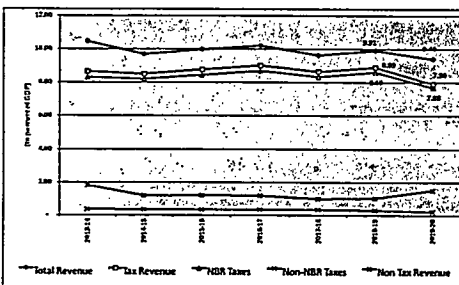


- Export fell by 16.9% in FY20.
- Import also declined by 8.6%
- However, remittances inflow grew by 10.87 percent in FY20
- Foreign exchange reserve increased to USD 36.04 billion at the end of FY 20
- Foreign Exchange Reserve increased further to US\$40.8 billion at the end of Oct 2020

Source: Bangladesh Bank

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REVENUE COLLECTION AND COVID-19



- Revenue/GDP ratio that has been historically low, declined further due to pandemic
- It has fallen to 9.40% in FY 20 from 9.91 percent in FY 19.
- In FY 20 NBR Taxes to GDP ratio decreased to 7.68% from 8.60%.

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THE GOVERNMENT'S RESPONSES TO THE CRISIS

The primary goals of the Government's responses to the pandemic include:

- (1) Minimising loss of lives,
- (2) Avoiding hunger,
- (3) Retaining jobs, and
- (4) Reducing loss of output.



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ADDRESSING THE HEALTH CONCERNS

- Emergency allocation was given to the health sector to establish Covid-19 dedicated hospitals, laboratories, and service providing institutions.
- Additional 10,000 doctors, nurses and health technicians were recruited on an urgent basis.
- As an emergency measure, two projects have been taken:
 - 'COVID-19 Emergency Response and Pandemic Preparedness Project' with financial assistance from the World Bank and AIIB.
 - 'COVID-19 Response Emergency Assistance' with financial assistance from the Asian Development Bank.
- To fulfill emergency requirements, Tk. 100 billion (USD 1.17 bill) is kept as block allocation in the budget of FY 2020-21.

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ADDRESSING THE SHOCKS

- Honorable Prime Minister has declared an action plan to be implemented immediately, in the short and in the medium term to mitigate the shocks based on the following four policy interventions:
 - Increase Public Expenditure
 - Introduce Stimulus Packages
 - Expand Social Safety Net Programs
 - Increase Money Supply
- The Government introduced a number of stimulus packages and social safety net programs consistent with the above (b) and (c) policy interventions.
- Government has so far declared 21 stimulus packages worth Tk. 1.21 Trillion (USD 14.28 billion) which is 4.34 percent of the GDP

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COMBINATION OF FISCAL AND MONETARY INTERVENTIONS

Fiscal Policy Initiatives:

- Budget Deficit is raised to 6.0% GDP in FY21 from the threshold of 5.0% of GDP
- More tax expenditure is incurred by the Government
- Increased expenditure in social safety net, job retention, agriculture and health sector activities
- Annual Development Plan has been maintained in line with the long term plans of the country (countercyclical approach)
- Re-prioritization of government expenditure

Monetary Policy Initiatives:

- Key policy rates slashed:
 - Repo rate: Slashed 125 basis points it stands now at 4.75%.
 - Reverse repo also slashed to 4.0% from 4.75%
 - Bank rate reduced to 4.0%
- The CRR was reduced from 5% to 4%
- ADR raised by 2% to facilitate credit to the private sector and improve liquidity in the banking system
- Introduced number of refinance schemes

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21 STIMULUS PACKAGES: 3 BROAD AREAS

Job Retention, Restoration of Demand and Maintain the Supply Chain	Employment Creation and Revitalizing Rural Economy	Enhance Social Security and Ensure Food Supply
- Salary support to export oriented industry workers - Working Capital Loan to the affected industries and service sector - Working Capital Loan to SME and cottage industries - Expansion of Export Development Fund (EDF) - Pre-shipment Credit Refinancing Scheme - Interest subsidy to commercial bank's suspended interest of Apr-May, 2020 - Credit Guarantee Scheme for SME sector	- Credit expansion for employment creation through 5 state owned financial institution - Agriculture refinance scheme - Refinance scheme for farmers and small traders - Cash transfer to the targeted poor - Working Capital Loan to SME and cottage industries - Credit Risk Sharing scheme for SME sector	- Expansion of cash allowances program - Construction of home for the homeless people - Safety net program for export oriented industry's distressed workers - Enhanced subsidy to agriculture - Support for farm mechanization - Free food distribution - Selling rice at 10 taka per Kg - Special honorarium for doctors, nurses and medical workers - Health insurance and life insurance

20

PRUDENT DECISION: DATA INTEGRATION, DATA SCREENING, AND AUTHENTICATION OF THE RECIPIENTS

The Steps:

- The transfer was done directly to the beneficiaries
- The Industry owners were requested to open loan account
- The authentication of the beneficiaries was done by checking
 - NID, Phone number, BIKASH/Nagad/Rocket Accounts
 - As a result, duplications and Fake accounts were detected
 - The direct transfer took less time
 - The current workers got incentives, that was why less absenteeism occurred
 - Such type of transfer enhanced the financial capacity of the poor workers and economic activities were in operation

EXPANSION OF CASH ALLOWANCES PROGRAM

- 21 • Cash allowance support to the poor and vulnerable citizen is one of the most critical segments of Social Safety Net program
- The government has targeted 3 such programs to expand the coverage of safety net:
 - Old Age Allowance
 - Allowances for the Widow, Deserted and Destitute Women
 - Allowances for the Financially Insolvent Disabled
- Coverage of the first two programs expanded to 100% eligible beneficiaries of the most poverty-stricken 112 Upazilas
- All Financially Insolvent Disabled will be covered in the allowance program throughout the country
- Estimated new beneficiaries will be 1.1 million
- New beneficiaries will start receiving allowance from Jan 2021 payment cycle through G2P



22

CONSTRUCTION OF HOME FOR THE HOMELESS PEOPLE

- 23 • Construction of home for the poor and homeless was one of the major declared policies of Honorable Prime Minister
- The program was expanded further to stimulate COVID19 recovery and protect the wellbeing of the poor
- 800 sq. ft. home with 2 rooms, Kitchen and toilet for each family
- Tk. 21.30 billion program mainly implemented by Department of Disaster Management (DDM) and Ashrayan Project under Prime Minister's Office
- In FY 2020-21, Tk. 15.00 billion is allocated to DDM and Tk. 5.85 billion to Ashrayan Project
- Estimated number of beneficiaries will be 75,000 poor household
- As of now, DDM has completed construction of 9,039 homes
- The construction work is ongoing across the country in full swing during this dry season



23

SAFETY NET PROGRAM FOR DESTITUTE WORKERS

- 24 • New cash transfer program for export oriented industry's destitute workers
- Initially covered two sectors (RMG & Textile and Leather & Footwear)
- Total Fund size: Tk. 15 billion
 - EU and German grant: EUR 113 million (75% of total)
 - GOB Contribution: Tk. 3.70 billion (25% of total)
- Implemented jointly by Department of Labor and 4 Industry associations (BGMEA, BTMA, LFMEAB & BFLFEEA)
- Beneficiaries are workers who lost employment due to:
 - Accident or sickness
 - Childbirth (female workers)
 - Temporary or permanent factory closure
 - Part time workers who are not eligible for full compensation in lay-off or retrenchment
- Support Size: Tk. 3,000 per month for maximum of 3 months
- Direct cash transfer to beneficiary's bank or MFS account



24

ENHANCED SUBSIDY TO AGRICULTURE

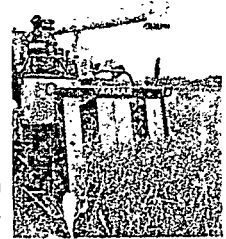
- Bangladesh has changed its status from a country with chronic food shortages to a self-sufficient one
- Continued agriculture subsidy is one of the key contributing policies of the current government to this success
- Subsidy is linked to supporting two key goals:
 - Enhanced production for food security
 - Food price stability
- Allocation for Agriculture subsidy raised to Tk. 95 billion in FY 2020-21 budget to boost production during the pandemic
- Major subsidy components are: Fertilizer, Electricity bill rebate against irrigation, farm mechanization etc.



25

SUPPORT FOR FARM MECHANIZATION

- Support to farm mechanization is a key policy priority of the government due to:
 - Rising labor cost and occasional shortage of agricultural labor
 - Low labor productivity in agriculture
- The issue amplified further during COVID-19 pandemic as seasonal labor migration was hampered in the early phase of the pandemic
- Government is providing 50% of the price of equipment, rest 50% paid by the farmers
- Implementation status:
 - In FY 2019-20: Total budget Tk. 2 billion, actual utilization Tk. 1.7 billion
 - In FY 2020-21: A new project has been approved with a total allocation of Tk. 30 billion
- Government has declared light engineering as Product of the Year and provided incentives and numerous policy supports which also benefit home grown agriculture machinery at cheaper price compare to imported machineries.



26

FREE FOOD DISTRIBUTION

- April and May 2020 has seen sudden economic slowdown due to pandemic
- With long holidays and temporary closure of businesses, there were job loss that made large population vulnerable, especially the low income segment
- The Honorable Prime Minister has declared the None will Go Hungry policy
- Government rolled out free food distribution program across the country
- Special emphasis were given to urban poor
- Rice and baby-food distributed along with GR-Cash
- During April and May, 211.017 MT of Rice distributed
- Implementation of the policy was helped largely by huge food stock in government silos at the beginning of the pandemic (1.75 million MT at 15 Mar, 2020)



27

SELLING RICE AT 10 TAKA PER KG

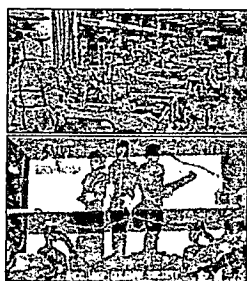
- Providing rice, the basic staple, at a lower price was one of the key social protection strategies of the government during the COVID-19 pandemic
- Tk. 10 per kg of rice was provided to poor families through 2 channels:
 - Additional one month rice against Food Friendly Program - Beneficiary 5 million
 - Special OMS in urban area - Beneficiary 1.8 million
- OMS rice price was Tk. 30 per kg but reduced to Tk. 10 per kg during pandemic
- Since April 2020, total of 218,000 MT of rice sold to poor households at Tk. 10 per kg



28

SPECIAL HONORARIUM FOR DOCTORS, NURSES AND HEALTH WORKERS

- 29 • Doctors, nurses and other healthcare workers had to work extra shifts and take additional risks to treat COVID-19 patients
- Government decided to provide them honorarium of two month's basic pay
- Finance Division issued the circular in early July
- Ministry of Health and Family Welfare is preparing list of eligible doctors, nurses and medical workers
- Tk. 1 billion allocated in FY 2020-21 budget
- The payment of honorarium is expected to start from Jan 2021



COMPENSATION FOR THE FRONT LINERS

- 30 • Government declared compensation package (in early April) for the employees risking their lives to manage the pandemic
- Eligible employees, who are directly engaged in managing the COVID-19 pandemic, are:
 - Doctors, nurses and medical workers
 - Law enforcing agencies
 - Other government employees directly engaged to manage the pandemic
- So far, families of 71 deceased government employees received Tk. 275 million



STIMULUS PACKAGES: SOURCE OF FINANCE

- 31 • Out of total 21 stimulus packages:
 - ✓ 14 packages with total cost of Tk. 336.03 billion are being financed from the budget allocations
 - ✓ Remaining 7 packages with total cost of Tk. 877.50 billion are being financed by the banking system
 - ✓ However, government is providing interest subsidy for those 7 packages from budget provision
 - ✓ Estimated interest subsidy for 3 years would be around Tk. 120 billion
- Government has so far received budget support of US\$ 2.03 billion from the development partners (WB, ADB, AfDB, JICA, and IMF) to boost its capacity to finance the economic recovery
- The prolonged crisis, especially further global slowdown due to second wave, could be a major risk to full and sustainable economic recovery
- Government is negotiating further budget support with a number of development partners to increase its capacity to address the possible future challenges

SIGNS OF RECOVERY

Sector		Current situation
1.	Export earnings	• Jul-Nov, FY 2020-21: US\$ 15.92 billion • Jul-Nov, FY 2019-20: US\$ 15.78 billion • Growth of 0.93%
2.	Import payments	• Jul-Sep, FY 2020-21: US\$ 15.78 billion • Jul-Sep, FY 2019-20: US\$ 18.14 billion • Growth of -12.99%
3.	Remittance	• Jul-Nov, FY 2020-21: US\$ 10.90 billion • Jul-Nov, FY 2019-20: US\$ 7.71 billion • Growth of 41.3%

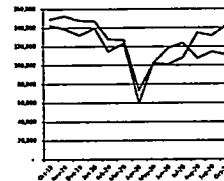
SIGNS OF RECOVERY

Sector	Current situation
4. Forex Reserve	- Foreign exchange reserve was US\$ 41.25 billion on 30 Nov, 2020 - It was \$31.72 billion on 30 Nov, 2019
5. NBR Revenue collection	- Jul-Oct, FY 2020-21: Tk. 681.28 billion - Jul-Oct, FY 2019-20: Tk. 657.54 billion - Growth of 3.61% - Growth in Customs Duty 5.40% - Growth in VAT 1.08% - Growth in Income tax 4.98%
6. Credit growth in the private sector	Growth 8.61% in Oct'20 from Oct'19
7. CPI Inflation (Twelve months average basis)	5.75% in November, 2020 which was 5.56% in November, 2019

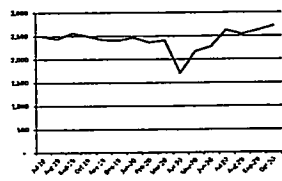
33

SIGNS OF RECOVERY

8. Container Movement in Chittagong Port (in TEU)



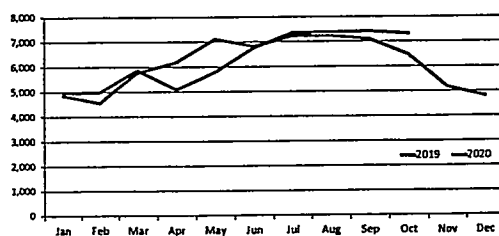
9. Monthly gas consumption (in Mill Cubic meter)



34

SIGNS OF RECOVERY

10. Monthly Electricity Generation (in Mill. Kilowatt hour)



35

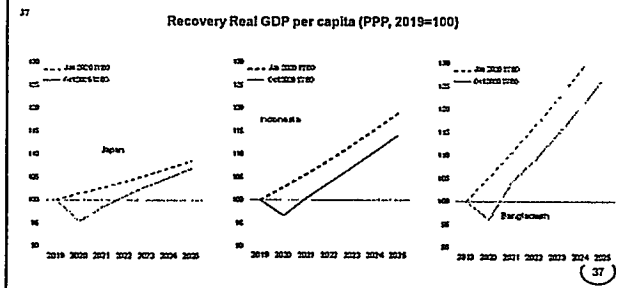
IMPACTS OF THE PANDEMIC ON LIVELIHOOD

- BBS conducted a quick survey in September, 2020 to assess the Impact of pandemic on some specific areas

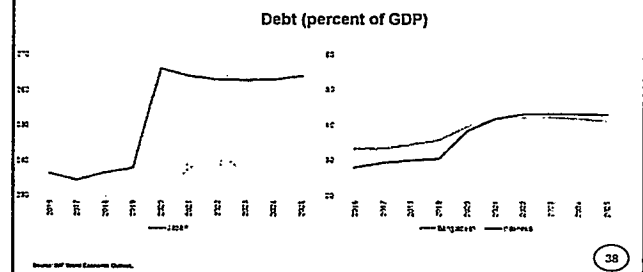
	September 2019	September 2020	September 2021
Businessman	17%	10%	17%
Unemployment rate	2.3%	22.4%	4.0%
Farm worker	10%	10%	
Day laborer	8.0%	4.0%	7.5%
Monthly income per household	19,425	15,492	(August)
Monthly expenditure per household	15,403	14,119	(August)

36

RECOVERY FROM COVID-19 (IMF PROJECTION AT TFF)



DEBT, DEFICITS AND PUBLIC FINANCE RISKS (IMF PROJECTION AT TFF)



CONCLUSION

- Bangladesh initiated proactive and prompt policy measures since the beginning of the pandemic by the direct intervention, prudent guidance and close supervision of the Honorable Prime Minister;
- The design and implementation of the responses was possible to materialize due to the following factors:
 - ✓ Sound macro-fiscal position maintained over the last 12 years;
 - ✓ Low level of debt to GDP ratio, leading higher capacity to borrow from domestic and international sources;
 - ✓ Resilience of export sector and higher remittances inflow helping to maintain strong external position and reserves;
- Timely and generous response from the development partners was instrumental in rolling out stimulus packages;
- Positive contribution of the government responses is evident from the signs of economic recovery.

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THANK YOU

**M-02: Transforming
governance: 4th IR and
Tech-driven Public Service**

PRESENTED BY

Mushfiqur Rahman

Managing Director, Spectrum Software Consulting (Pvt) Ltd
Deputy Managing Director, Spectrum Engineering Consortium
(Pvt) Ltd.

Former Vice-President (Finance), BASIS
President, Old Cadet Association of Sylhet (OCAS)



Information and Communication Technology (ICT)

- Information and Communication Technology (ICT) refers to technologies that provide **access** to **information** through **telecommunications**. It includes Internet, Wireless Networks, Cell Phones, and Other Communication Mediums.

ICT Infrastructure Components

- Hardware:
 - Computers,
 - Servers,
 - Switch Routers,
 - Data centers.
- Software: Applications and operating systems that manage hardware and perform tasks.
- Network: Systems that connect hardware and software, enabling communication and data exchange.
- Data Management: Technologies for storing, managing, and processing data.
- Services: IT support, cloud services, and other technical services.

Challenges in ICT



Security: Protecting data and systems from cyber threats.



Cost: High initial investment and ongoing maintenance costs.



Scalability: Ensuring the infrastructure and applications can grow with the organization.



Skilled Workforce: Need for trained professionals to manage and maintain ICT systems



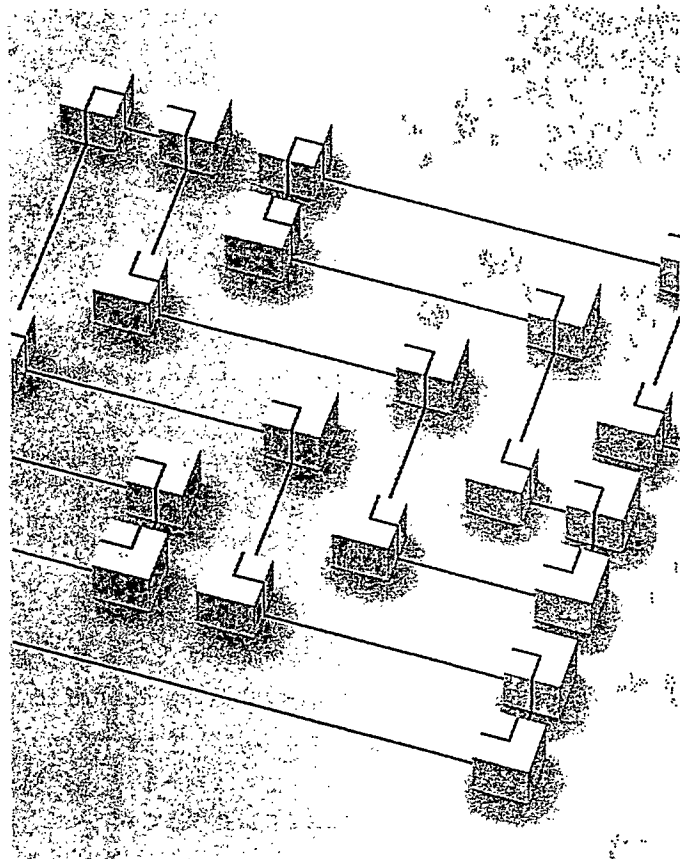
Procurement Culture: Selection of Projects, Outcome, Impacts and Sustainability.

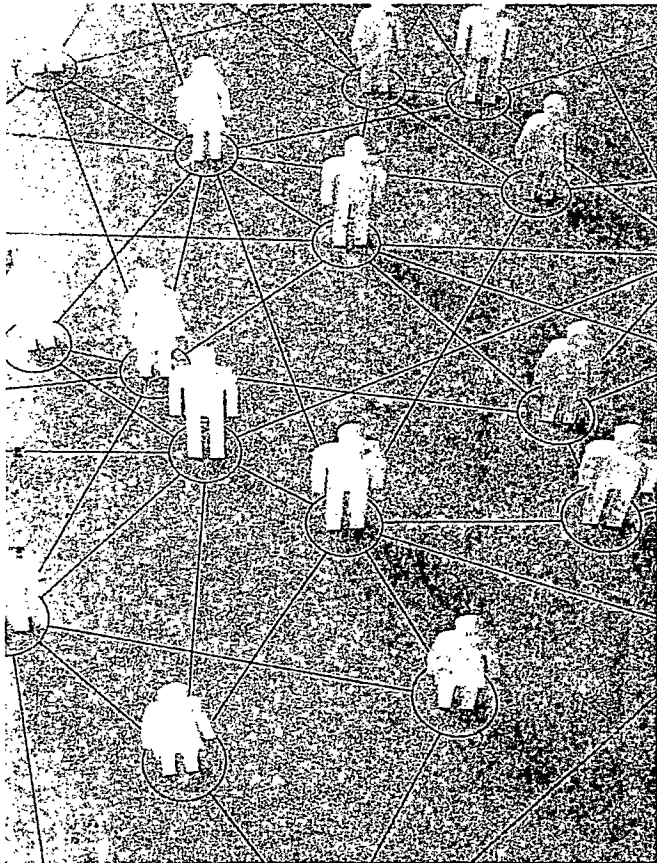


Organizational Maturity: Need maturity for both Industry and Users.

Interoperability – Standard Practice & Shortcomings

- **Current Practice**
 - Push for *full interoperability* across all government systems.
 - Expect every vendor's software to align with common standards.
- **Shortcomings**
 - Vendors have different internal designs and APIs.
 - Standardizing everything is costly, slow, and often unrealistic.
 - Projects stall or fail due to over-complexity.
 - Innovation is stifled because vendors lose flexibility.





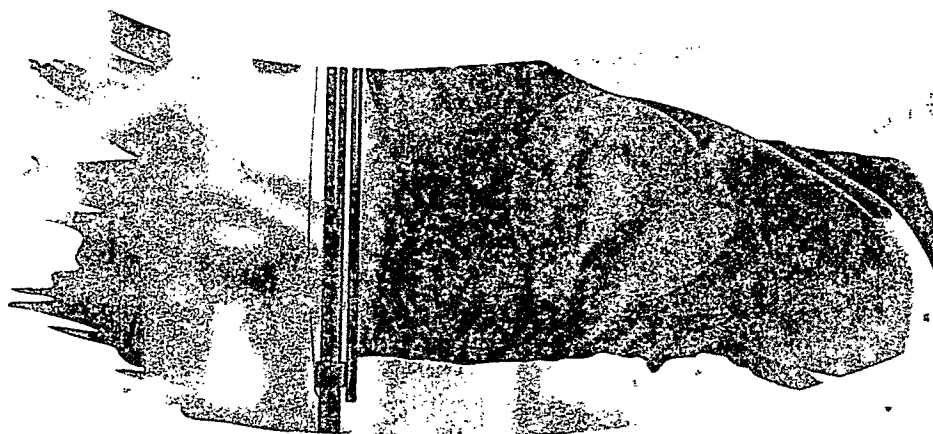
A Practical Approach – “Minimal but Fixed” Standardization

- **Core Idea**

- Standardize only the *essential interface layer*.
- Allow vendors freedom to design the rest of the system.

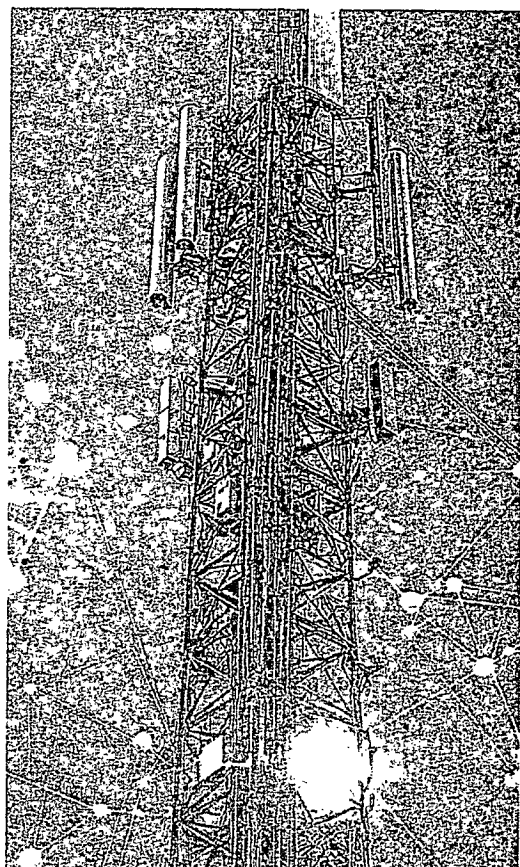
- **Benefits**

- Achieves interoperability where it matters.
- Enables vendors to innovate and improve services.
- Reduces cost and complexity for the government.
- Increases chances of real-world implementation success.



**In Bangladesh, only Two Sectors matured in
Technology adaption.**

Why? How?



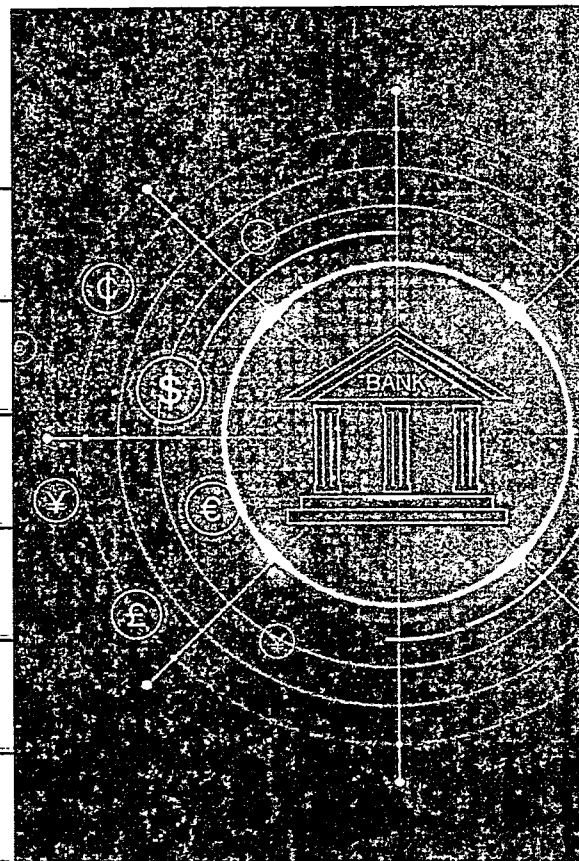
Matured Sector Study Telecom Sector

Demand for Connectivity	A tech-savvy young population drives the need for mobile internet and data services.
Market Competition	Multiple MNOs push rapid innovation, better services, and competitive pricing.
Regulatory Support	BTRC supports industry growth with policies for 3G, 4G, and 5G, prompting network modernization.
Infrastructure Investments	Foreign investment accelerates technology deployment.
Mobile-First Economy	Mobile devices as the primary internet access drive rapid adoption of 4G and 5G.
Economic Necessity	Technology adoption fuels economic growth, enabling mobile banking, e-commerce, and digital services.
Pilot Projects	Successful 4G/5G trials boost confidence, speeding up technology adoption.

Matured Sector Study

Financial Sector

Consumer Demand	A tech-savvy, young population drives demand for digital financial services, pushing innovation.
Financial Inclusion Goals	Efforts to include the unbanked have accelerated mobile and digital financial service adoption.
Regulatory Support:	Policies by Bangladesh Bank (Digital Banking, NPSB, RTGS) enable seamless digital transactions.
Infrastructure Development	ICT investments in data centers and connectivity support scalable digital finance.
Mobile Financial Services (MFS) Growth	Services like bKash and Nagad enhance financial inclusion, especially in rural areas.
FinTech Integration	FinTech startups bring innovations like digital lending, e-wallets, and AI-driven services, improving efficiency.

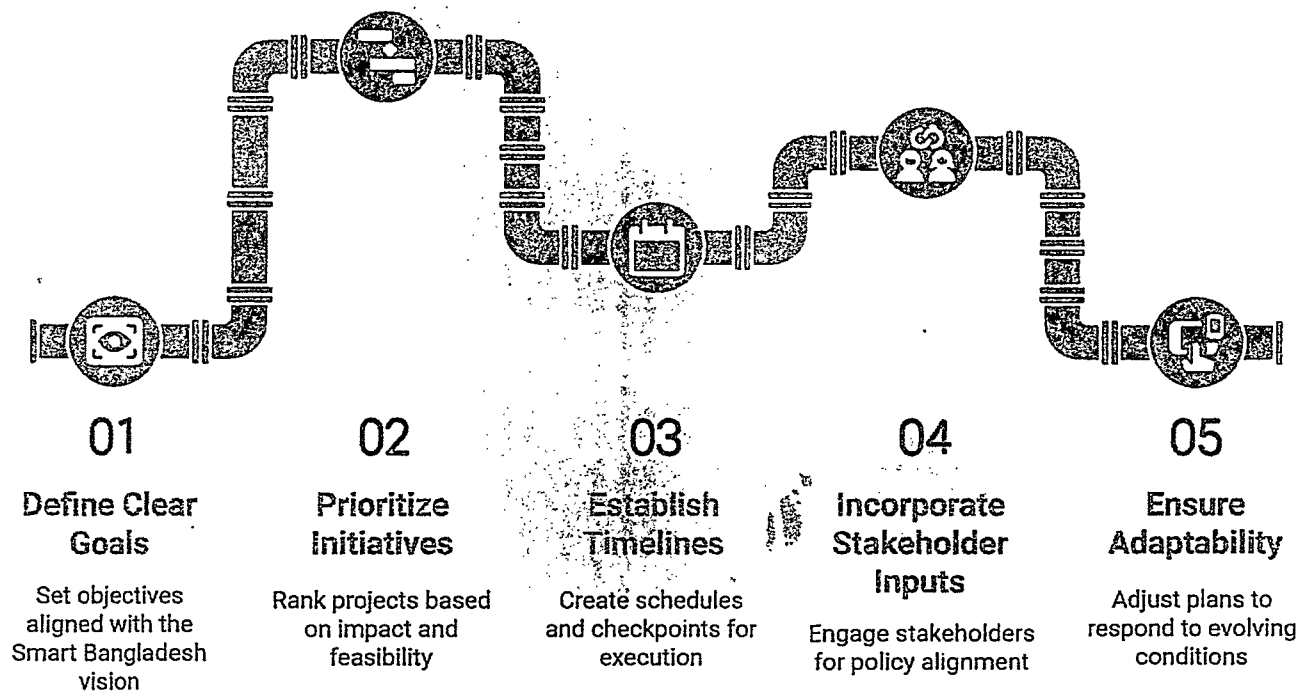


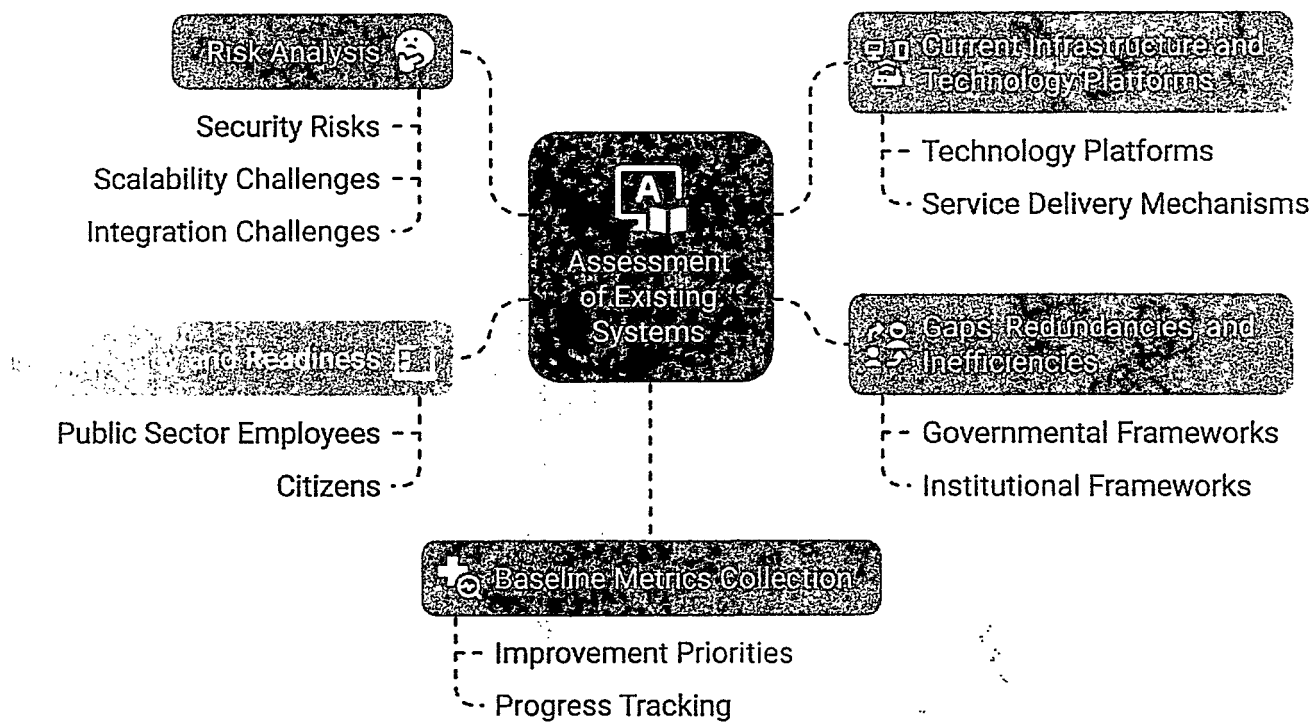
**What Comes First?
The Strategy
or
the Technology?**

The background of the page is a high-contrast, black and white image of a circuit board. The board is densely packed with various electronic components, including integrated circuits, resistors, and capacitors. The traces of the circuit are clearly visible. In the center of the image, there is a white, torn-paper-like shape that contains the following text:

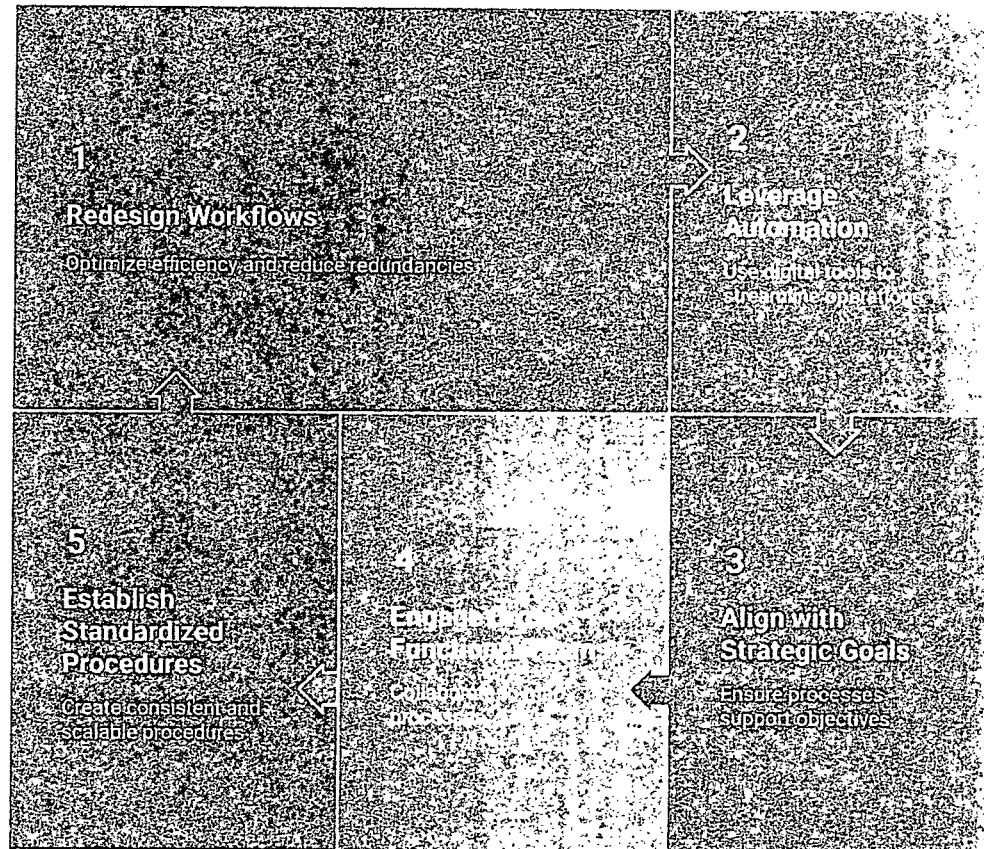
Understanding the Specific
Business Problem and **Developing a**
Strategy to solve it should come
first, followed by **Technology** to
support the solution

Strategic Planning and Goal Setting

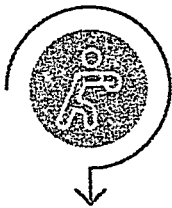




Business Process Engineering (BPE)

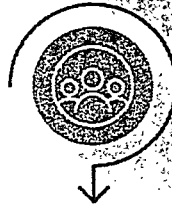


People Enablement and Resource Readiness



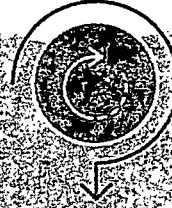
Capacity Building

Develop programs to improve digital skills. This enhances workforce capabilities.



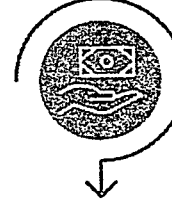
Skilled Personnel

Ensure a sufficient number of skilled individuals are available. This supports project implementation.



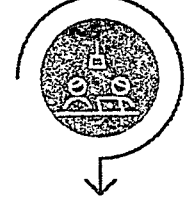
Change Management

Promote initiatives that manage organizational change. This facilitates smooth transitions.



Resource Allocation

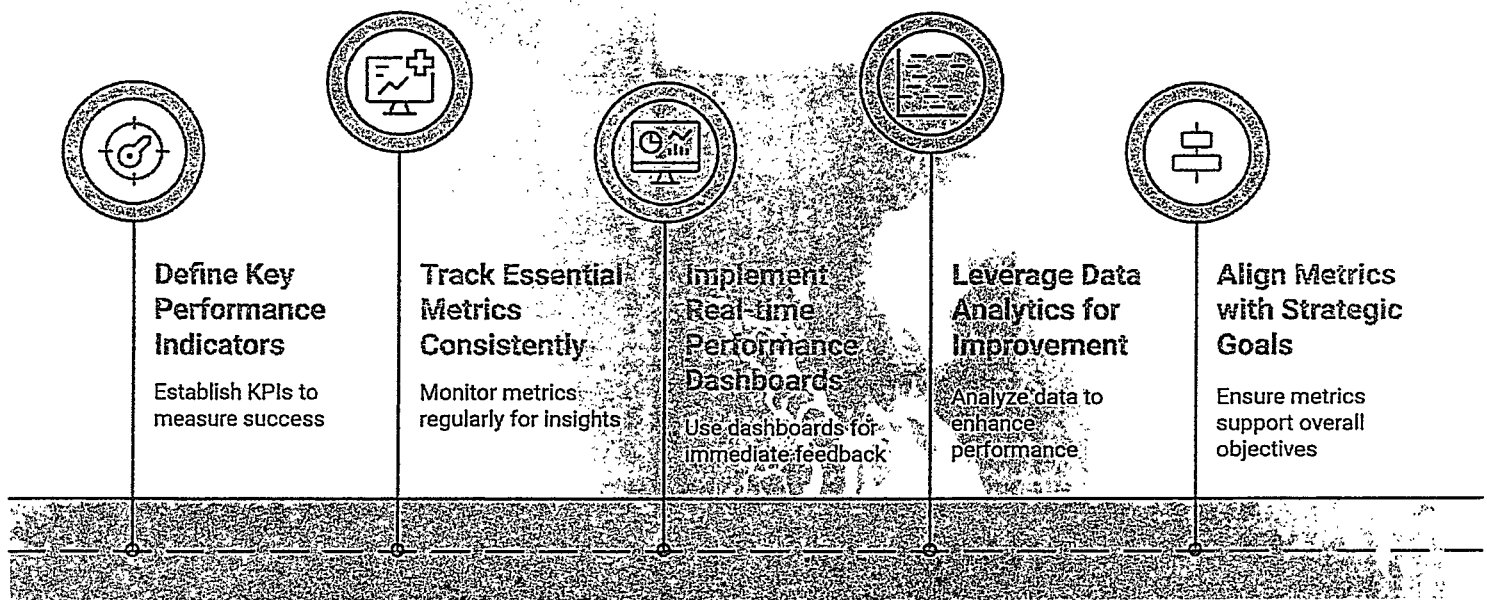
Allocate the necessary financial and technological resources. This ensures project success.



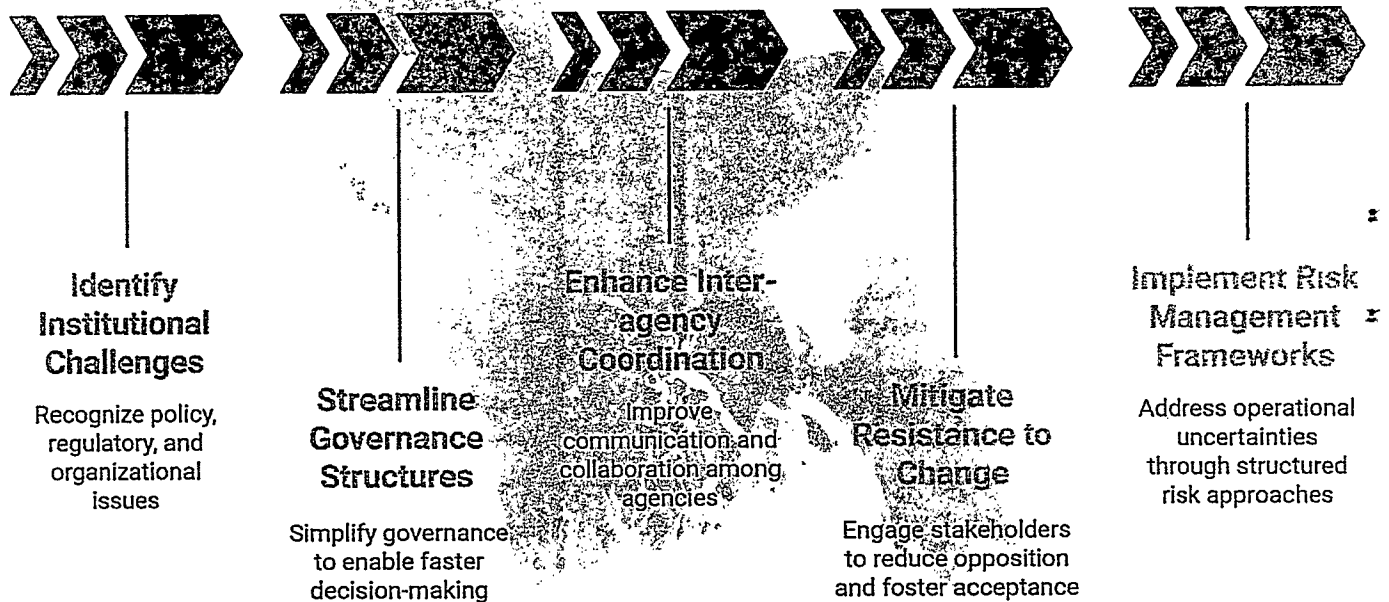
Inclusive Environment

Foster an environment that embraces innovation. This encourages new ideas and solutions.

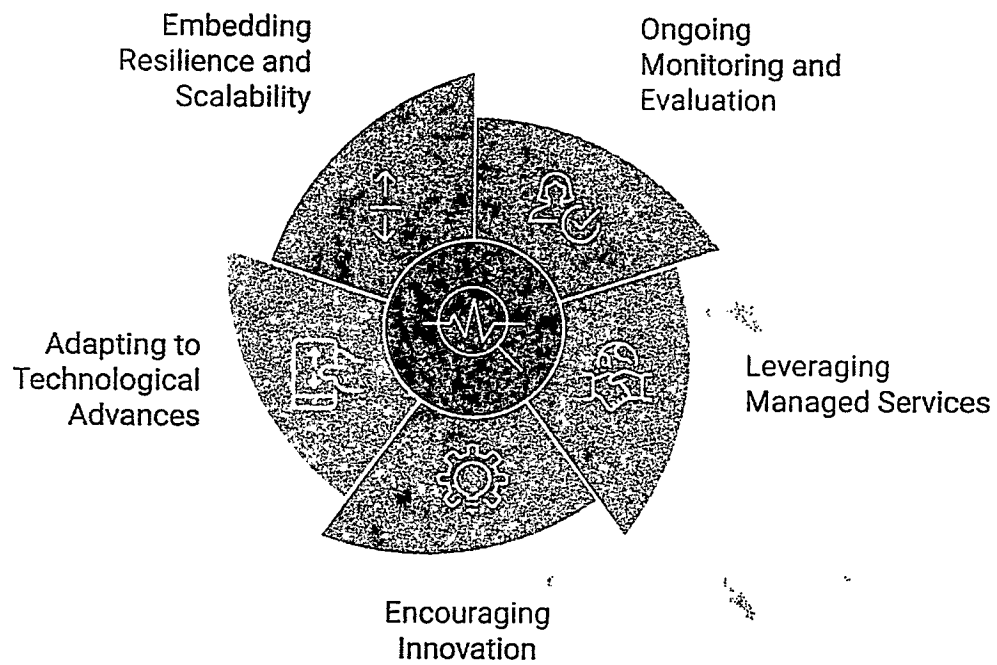
Technology and Tool Selection



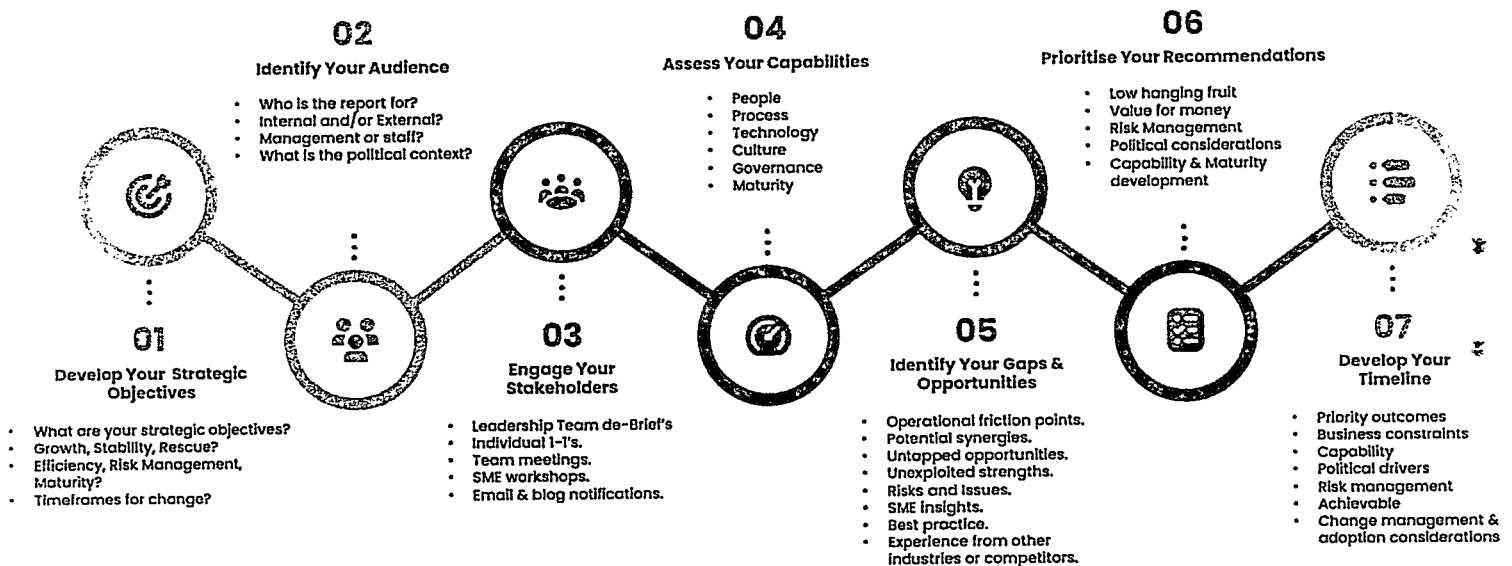
Overcoming Institutional and Operational Barriers

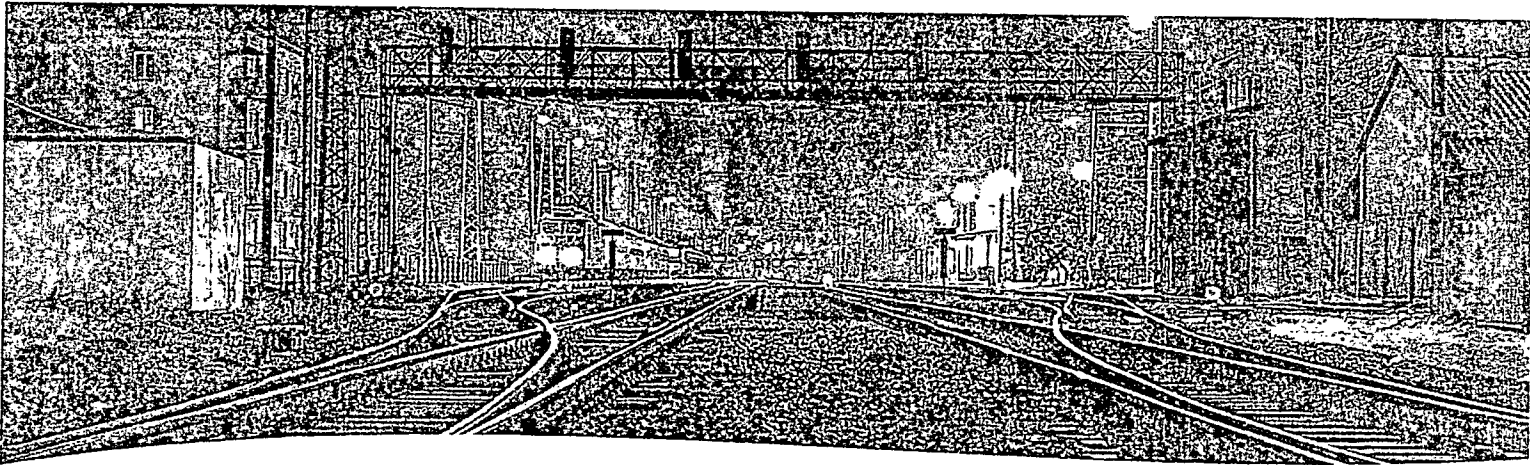


Continuous Improvement and Managed Services



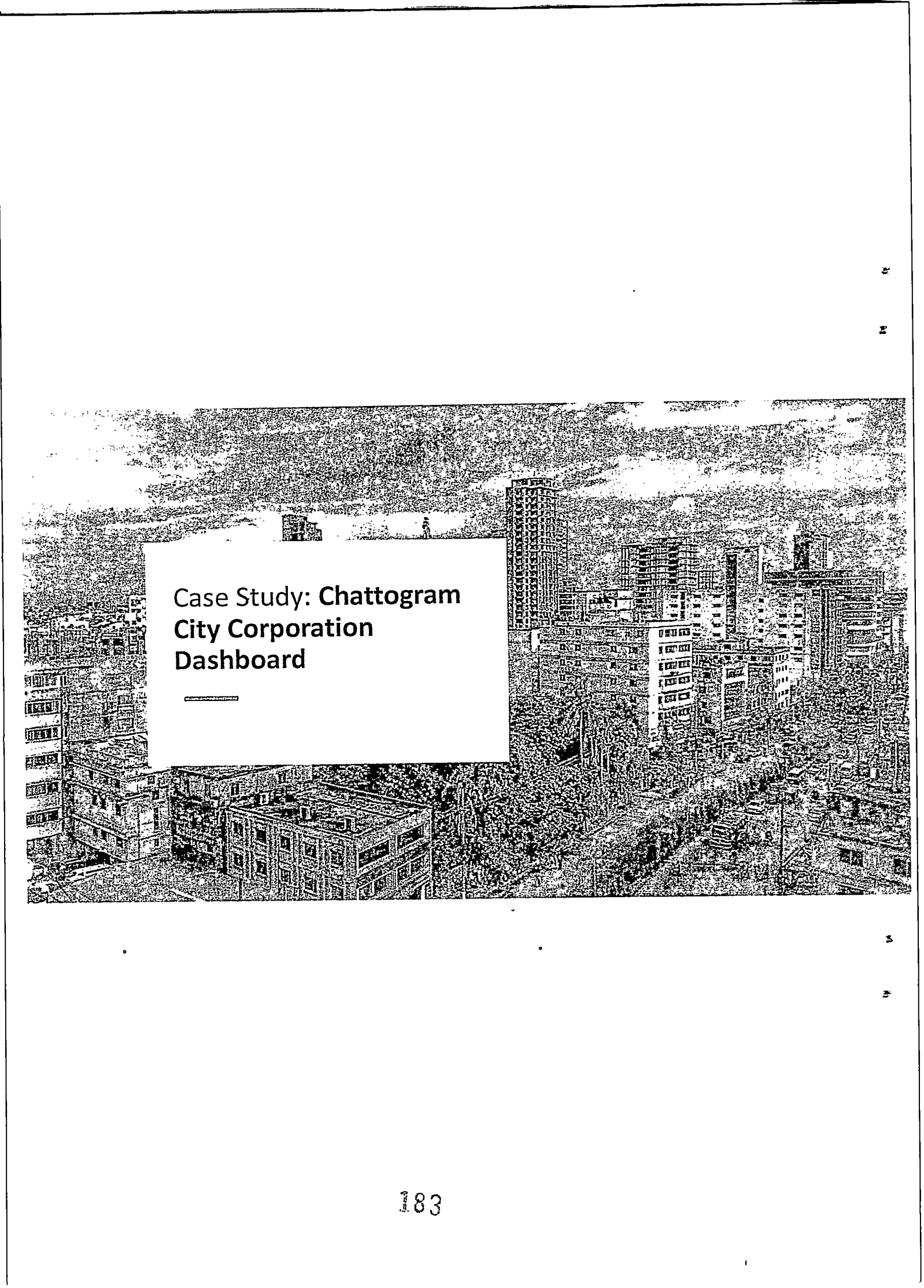
7 Step Guide : How to create an *effective* Technology Roadmap





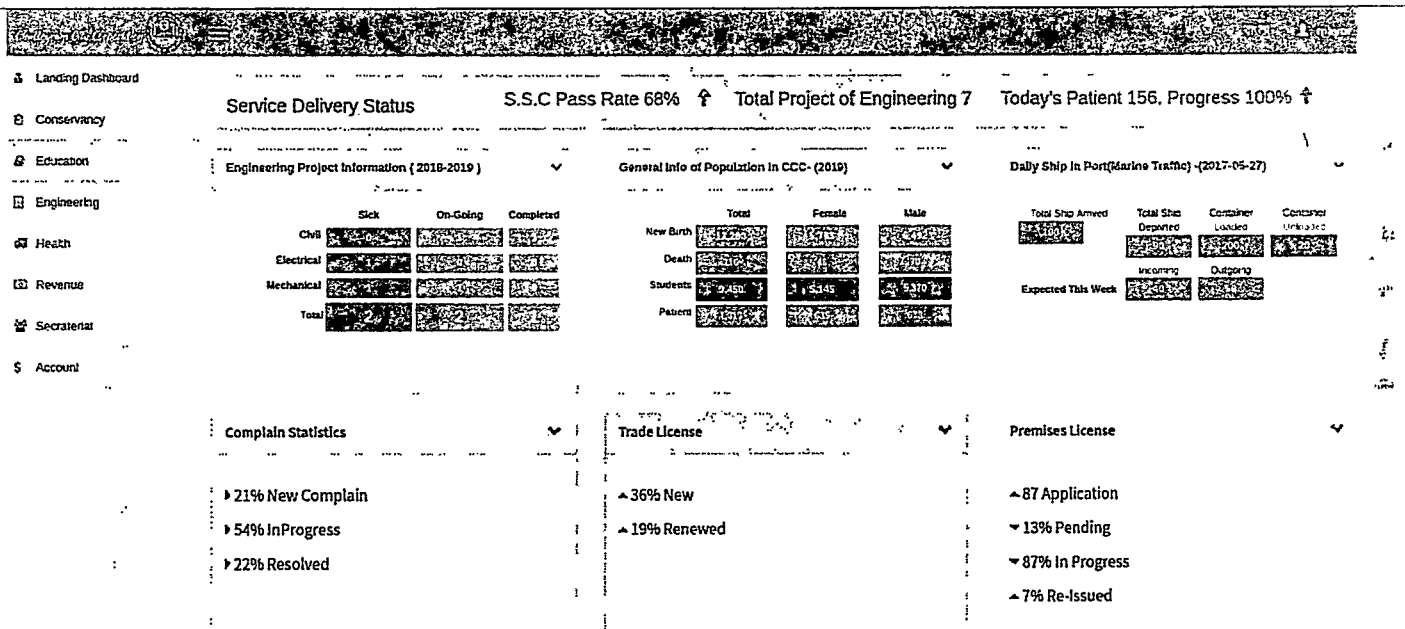
Case Studies: **Ineffective Strategy**

- Vat Management
- Driving License
- Railway ERP
- Bus Rapid Transit (BRT)

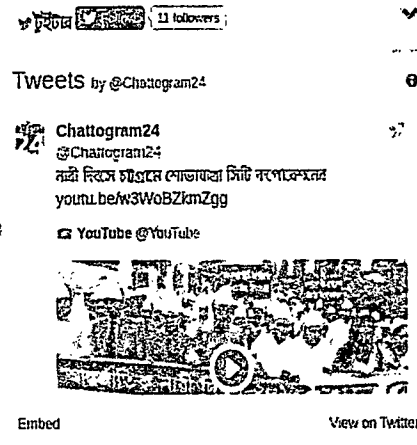
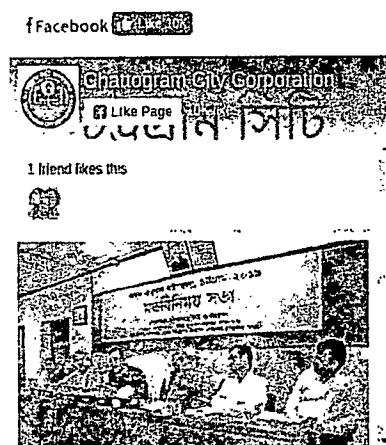
An aerial, high-contrast black and white photograph of a city, likely Chattogram, showing a dense urban landscape with numerous multi-story buildings and a prominent hill in the background. A white rectangular text box is overlaid on the left side of the image.

Case Study: Chattogram City Corporation Dashboard

Mayor Dashboard



Social Engagement



Engineering Dashboard

Service Delivery Status

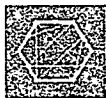
il Project Initiated: 1, Ongoing: 1, Sick: 6, Completed: 2. Electrical Project Initiated: 2, Ongoing: 0, Sick: 5

 Civil Projects  Electrical Projects  Mechanical Projects

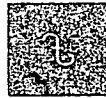
4

4

Search by Project Name



TOTAL PROJECTS
INITIATED: 1
ONGOING: 1
SICK: 6
COMPLETED: 2



TOTAL EXPENSES(LAC TAKA)
ESTIMATED : 1,750,640,000.00
CONTRACT :



TOTAL CONTRACTORS
10

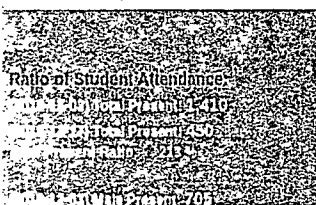
Project Name	Contract Cost	Start Date	Planned End Date	Duration	Progress	Payment (Lac Taka)	Payment (%)
ccc project internal demo	300,000,000.00	2019-04-05	2019-05-20	45 days	100 %	0 %	0 %
Cornell hat CDA Road Development (Lot-1)		2019-03-17	2019-07-24	129 days	0 %	0 %	0 %
East maderbari Darogahat road bothside drain	8,900,000.00	2018-10-18	2019-02-27	132 days	30 %	0 %	0 %
MB- Hazi monsur ali chy barl road & drain	3,100,000.00	2018-10-18	2019-03-22	155 days	0 %	0 %	0 %

Showing 1 to 4 of 10

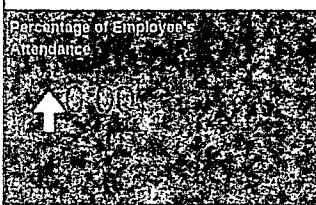
First Previous 2 3 Next Last

Department Cards

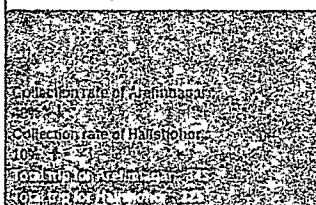
Education Department



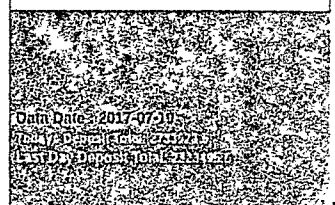
Secrateriat



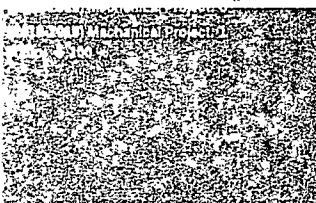
Conservancy



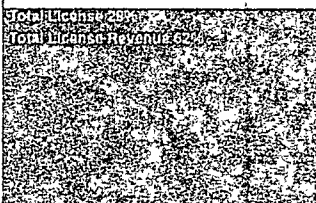
Account



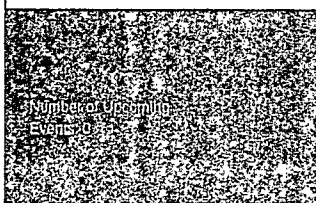
Engineering Dashboard



Revenue



City Center



Health Care



Live Dashboard

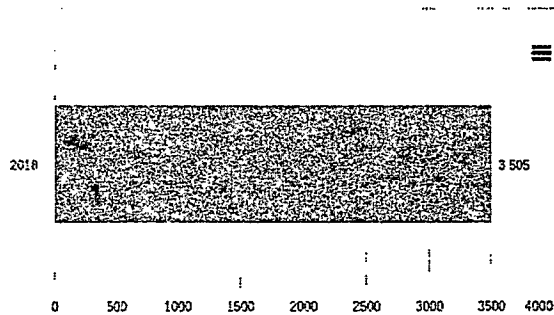
Dashboard **Live Dashboard**

[Home](#) [Dashboard](#)

Service Delivery Status

Present 68% ↓ Absent 4900% ↑ Male Present 50% ↓ Female Present 86% ↓ Mi

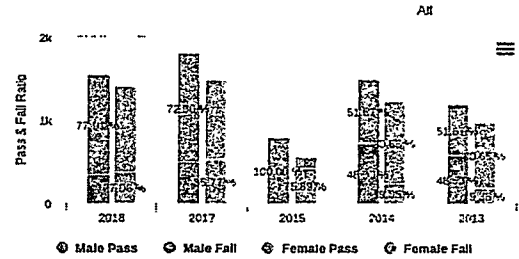
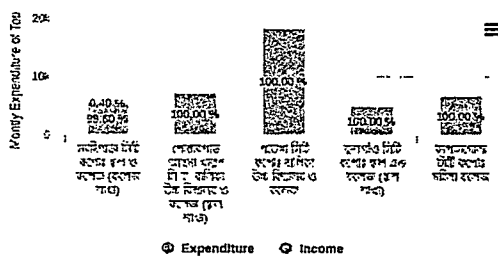
Total Students Enrolled Yearwise



Institute's Information

	2012	2013	2014	2015	2016
School	25	25	25	25	25
College	25	25	25	25	25
Madrasha	25	25	25	25	25
Technical	25	25	25	25	25
University	25	25	25	25	25
TOTAL	3148	3101	2747	2747	2747

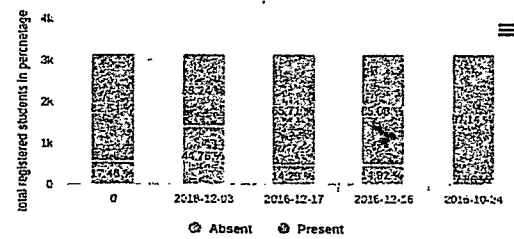
Education Dashboard



Achievement

Year	Name of School/College	Achievement
2017-2018	আব্দুল করিম মিয়া সিনিয়র কলেজ (সকলিগঞ্জ)	5th Place in SSC Result
2017-2018	উজ্জ্বল আদর্শ হাই স্কুল (সকলিগঞ্জ)	Board place 3rd in JSC
2017-2018	আব্দুল করিম মিয়া সিনিয়র কলেজ (সকলিগঞ্জ)	5th Place in SSC Result

Attendance Percentage of Last 5 Days



Health Dashboard

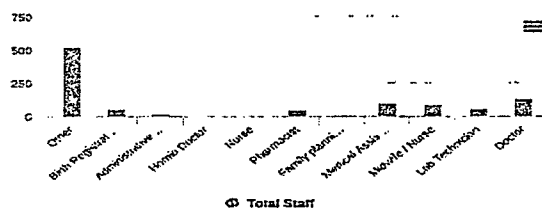
Service Delivery Status

Service Record of IPD : 600% ↑

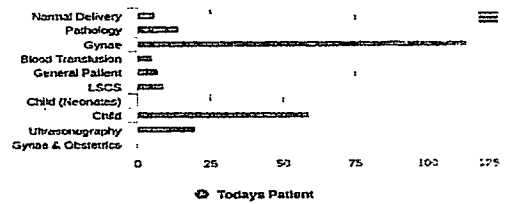
Service Record of OPD : 400% ↑

Service Record of LAB : 300%

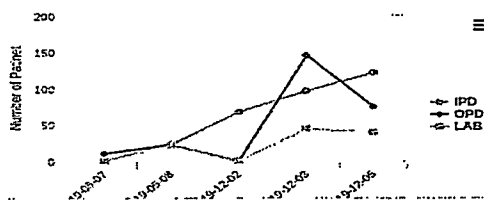
Health Service Strength



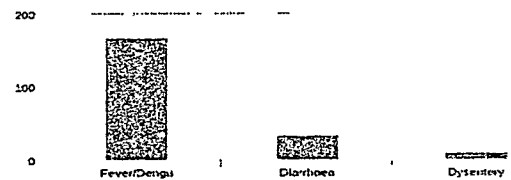
Today's Hospital Service Statistics



Last Seven Days Service Record



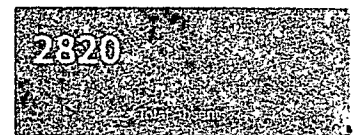
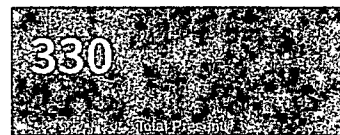
Today's Diseases Wise Service Record



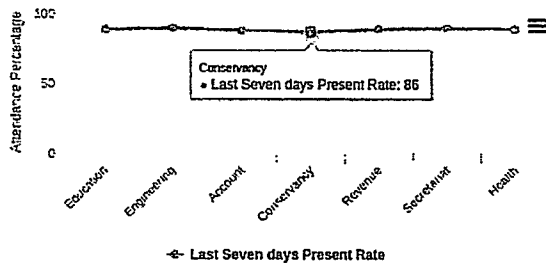
Secretariat Dashboard

Service Delivery Status

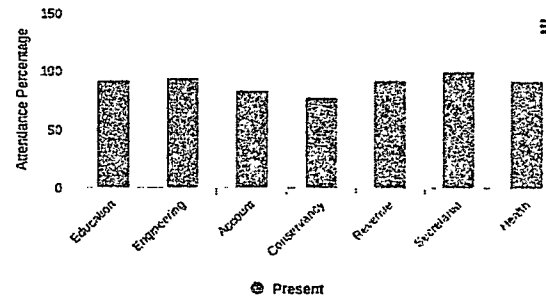
Like 37% Follower 7.8



Last Seven Days Attendance



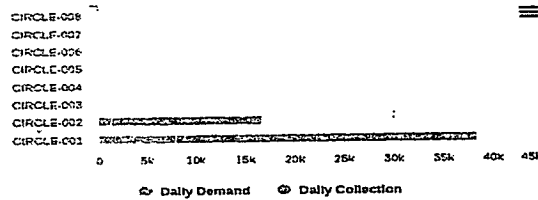
Department Wise Attendance on Jul 7, 2017 12:00:00 AM



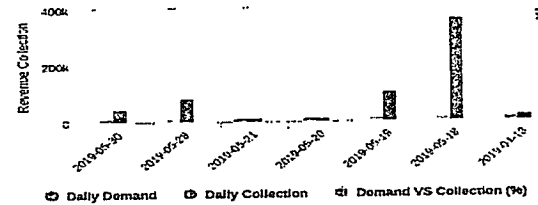
Revenue Dashboard

Service Delivery Status New Trade License 30000 Tk. 445% ↑ Renewed 15000 Tk. 456% ↑ Revenue Collection 45760 Tk

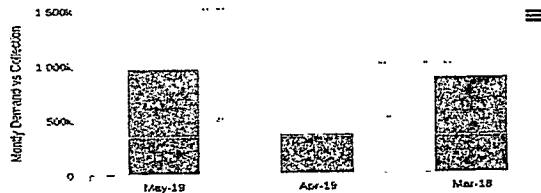
Circle Wise Daily Revenue Collection | Data Date : 2019-06-19



Last Seven Days Revenue Collection



Monthly Revenue Demand and Collection



Financial Year wise Revenue Collection Ratio

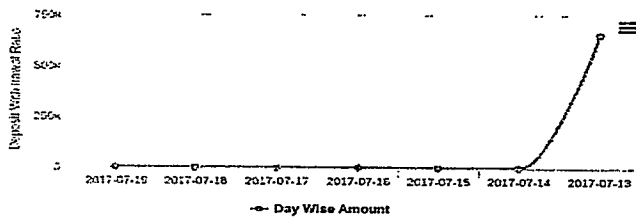


Accounts Dashboard

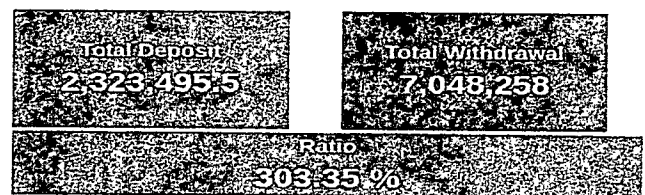
Account Dashboard

Accounting Dashboard

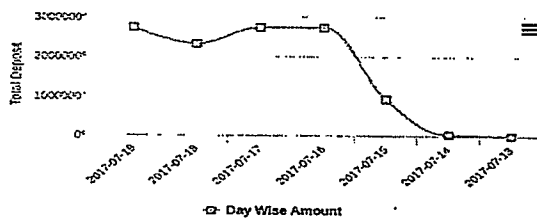
Last Seven Days Deposit vs Withdrawal Ratio (2017-07-13 TO 2017-07-19)



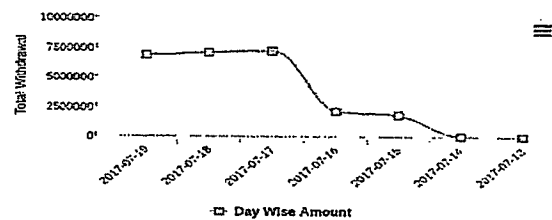
Yesterday's Deposit (2017-07-18)



Last Seven Days Total Deposit (2017-07-13 To 2017-07-19)

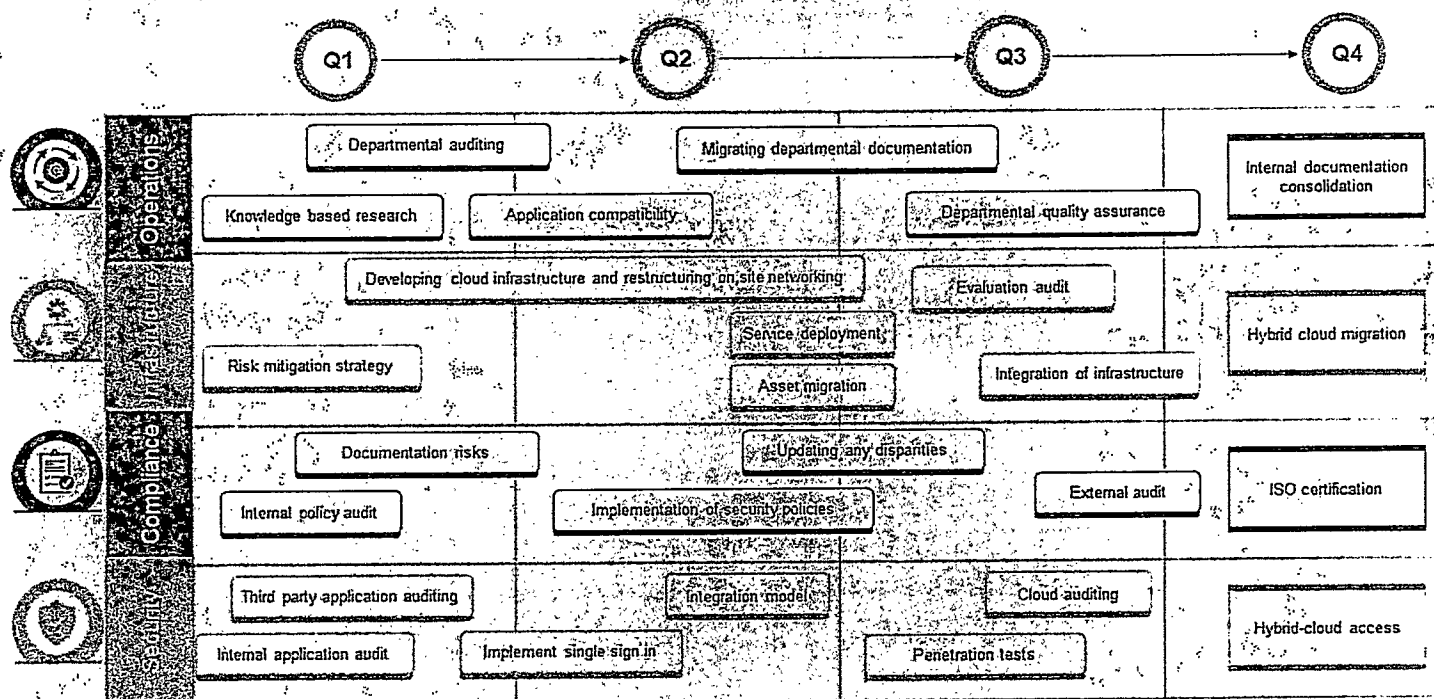


Last Seven Days Total Withdraw (2017-07-13 To 2017-07-19)



Global information technology development roadmap

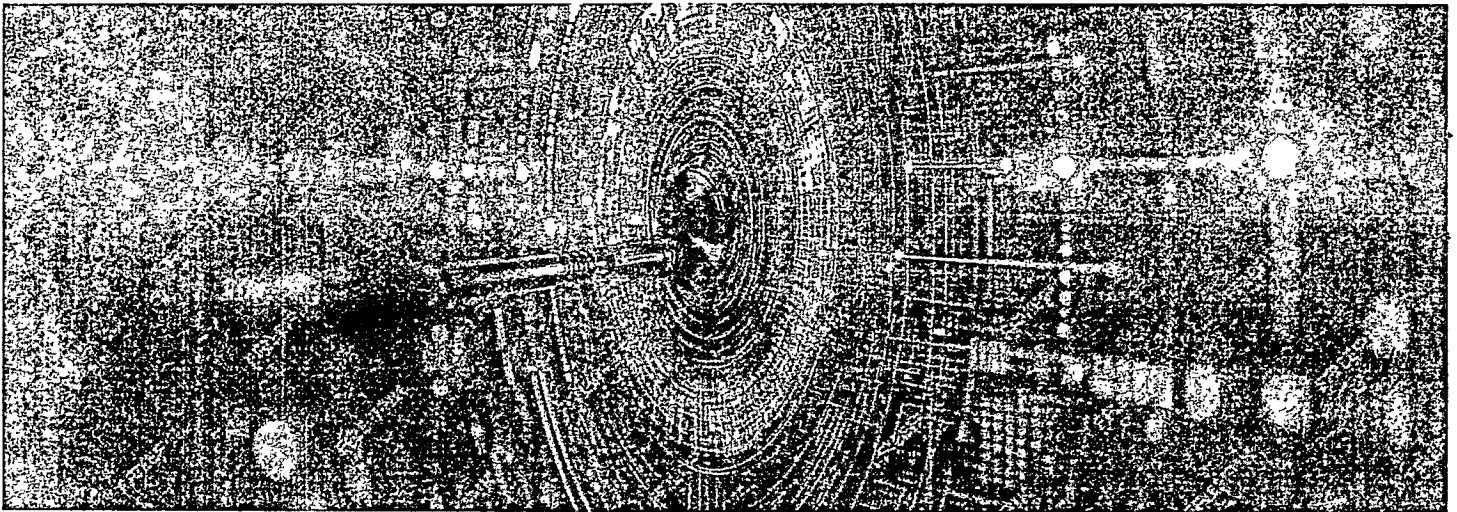
This slide represents quarterly roadmap for global information technology development illustrating operations, infrastructure, compliance and security etc.

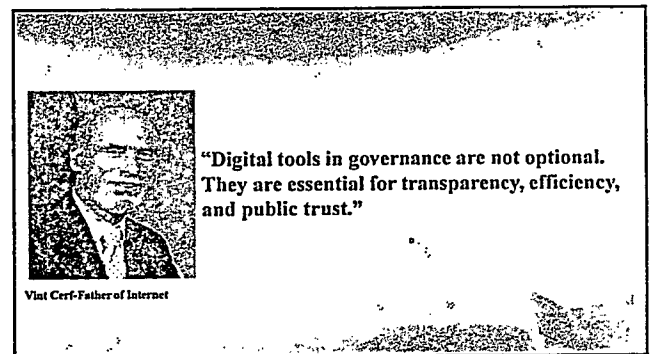
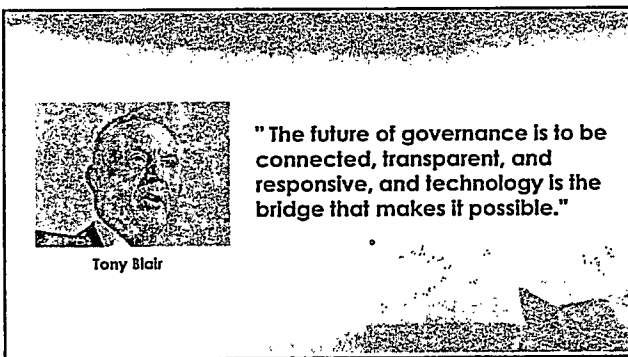
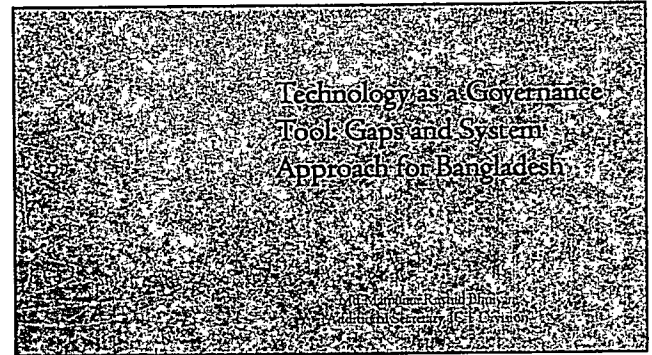
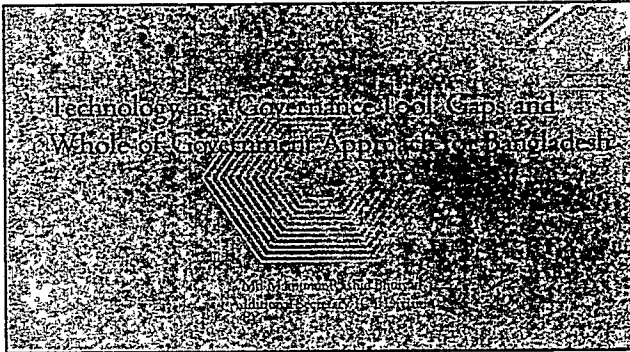


This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

Commit to the roadmap for efficient, citizen-centric digital services and national progress.

Conclusion and Next Steps for a Structured and Sustainable Digital Transformation





Presentation Outline

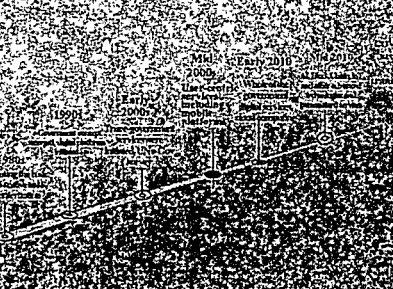
- ① Context
- ② Current State of Digital Transformation
- ③ Overview of Existing Governance Initiatives
- ④ Gaps in Current Governance Ecosystem
- ⑤ Whole-of-Government Approach: Data Sharing & Interoperability
- ⑥ Best Practices
- ⑦ Challenges
- ⑧ Way Forward

1964



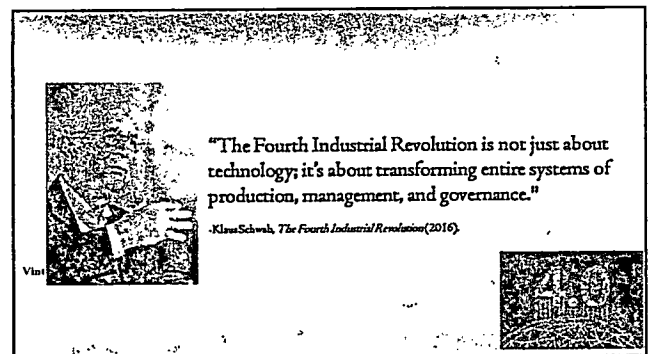
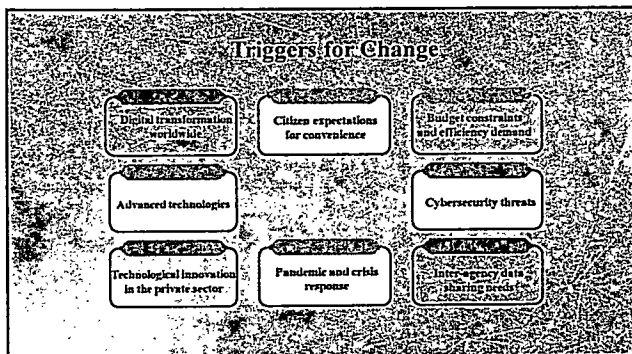
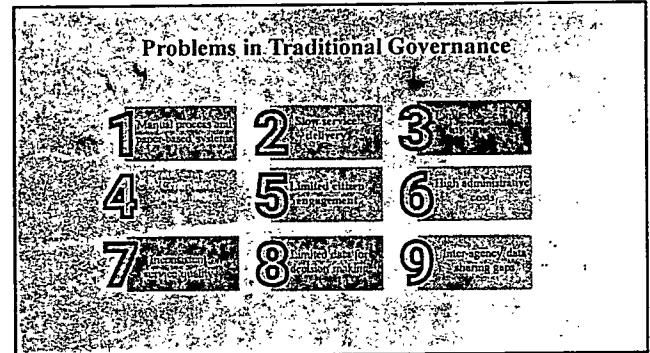
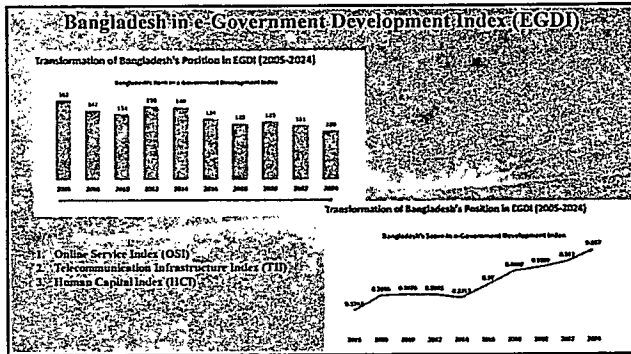
IBM 1620

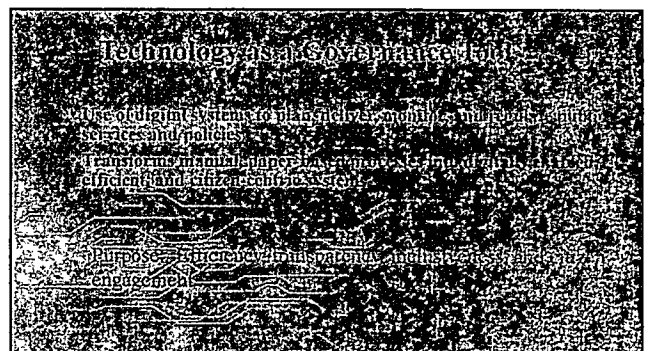
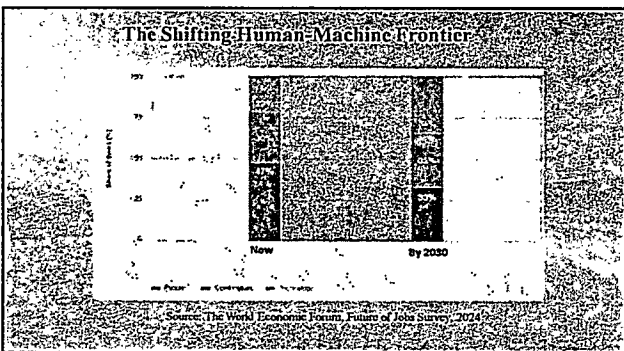
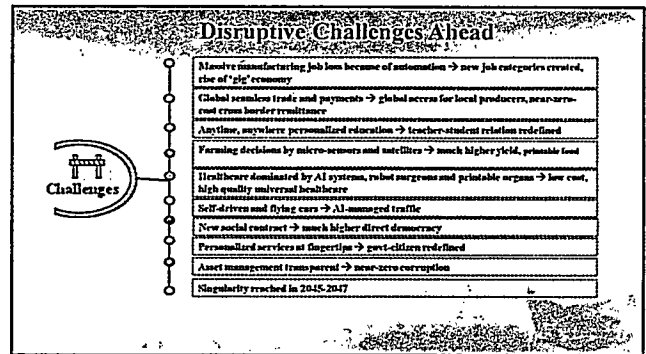
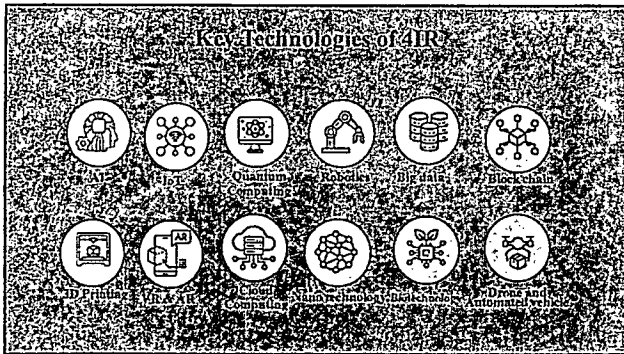
ICT and Governance: Global Context



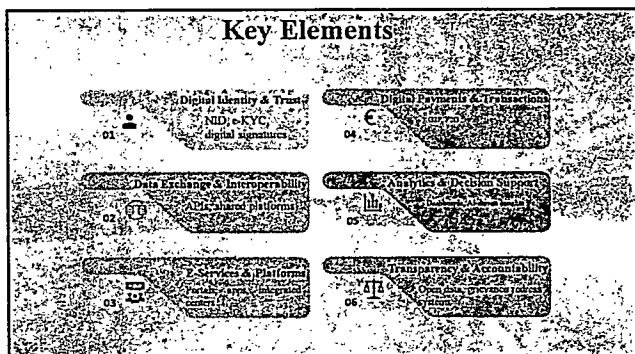
Digital Transformation in Bangladesh: Current Status

Issues	Status/Coverage	Challenges
Internet connectivity	43% (2014)	Reliability, affordability, and internet connectivity for rural areas
Data center	2 (2014) NDCs	Disaster recovery, security
Digital services	111 (2014)	Not end-to-end
Mobile services	100 (2014)	Device regulation
Government portals	50 (2014)	Not updated regularly, static
Cybersecurity	Cybersecurity Ordinance, 2015	Anti-spamming
Interoperability	ISNDAs not interoperable	Timely implementation
Use of advanced technology in government	Not limited, AI, Blockchain, IoT, Robotics	Lack of skilled workforce and infrastructure
Personal data protection	No legal instrument	Unsafe storage and retention of data
Data driven decision	Very limited	Openness based decision
Business operations	Modestly digitized	Overvalued of manual process
Digital financial services	Growing	Absence of proper regulations

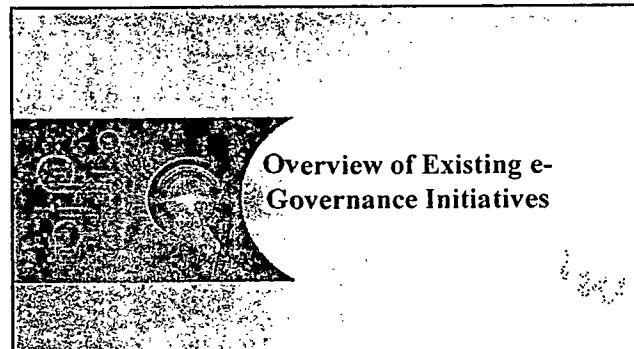




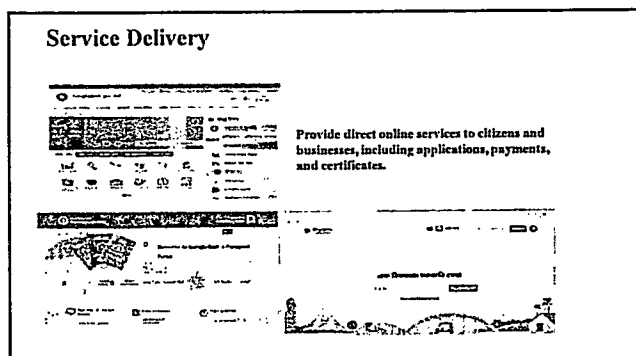
Key Elements



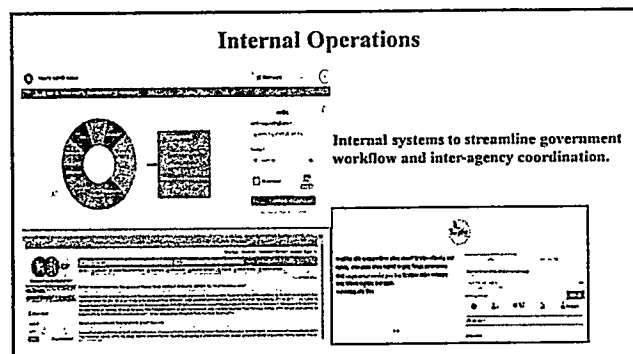
Overview of Existing e-Governance Initiatives



Service Delivery

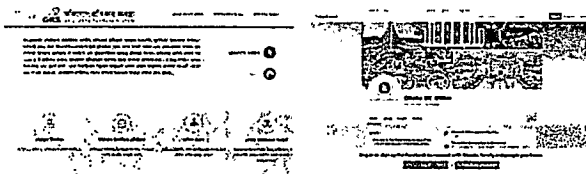


Internal Operations



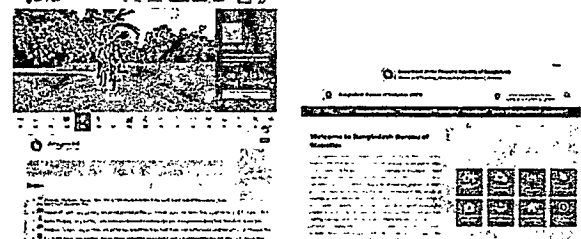
Communication & Engagement Platforms

Platforms for citizen feedback, grievance redress, and public consultations.



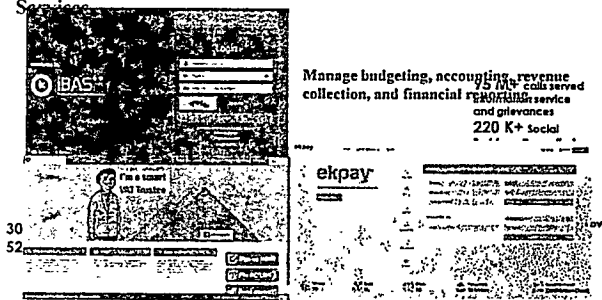
Data & Analytics Systems

Platforms for data collection, open data dissemination, and analytics to support decision-making.



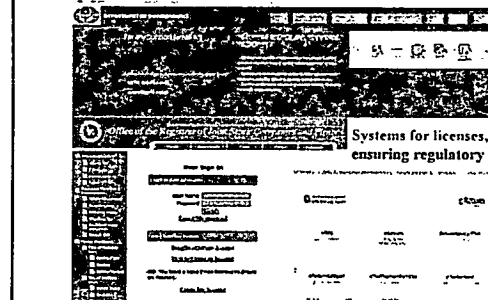
e-Gov Financial Systems

Services



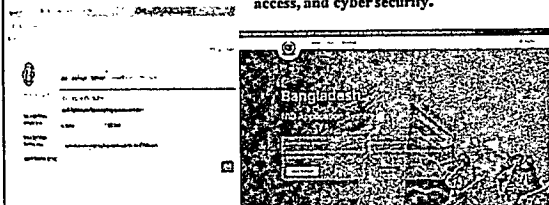
Regulatory and Compliance

Systems for licenses, permits, and ensuring regulatory compliance.



Security & Identity Systems

Systems for digital identity verification, secure access, and cyber security.



e-Governance Policy Framework

- Bangladesh Computer Council Act-1990
- Bangladesh Telecommunication Act-2001
- National ICT Policy-2002
- The ICT Act-2006
- National Broadband Policy-2009
- Right to Information Act-2009
- Bangladesh High-tech Park Act-2010
- The Innovation Team Gazette-2013
- Bangladesh National Digital Architecture (BNDAs)-2019
- The Secretariate Instructions-2024
- The Cybersecurity Ordinance-2025

Gap: Policy and Regulatory



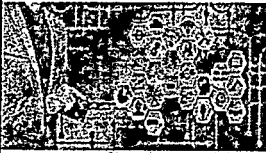
- Outdated ICT acts and regulations
- Absence of data privacy and protection laws
- Insufficient legal framework for emerging technologies
- Inadequate enforcement mechanisms
- Limited provisions for inter-agency data sharing

Gap: Institutional & Coordination



- Inter-agency coordination is ad hoc; weak shared ownership
- Limited product management culture in government
- Lack of change leadership
- Inadequate monitoring and evaluation mechanisms

Gap: Technology & Architecture



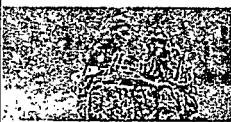
- Lack of enterprise architecture & reference models
- Duplication of solutions; limited reuse of platforms
- Interoperability layers not universally adopted
- Legacy systems with vendor lock-in

Gap: Human Capital



- Shortage of skilled professionals
- Limited advanced training programs
- Low digital literacy among workforce
- Lack of specialized expertise (AI, cybersecurity, data science)
- Inadequate career development pathways
- Weak retention and incentive policies

Gap : Citizen-Centricity & Inclusion

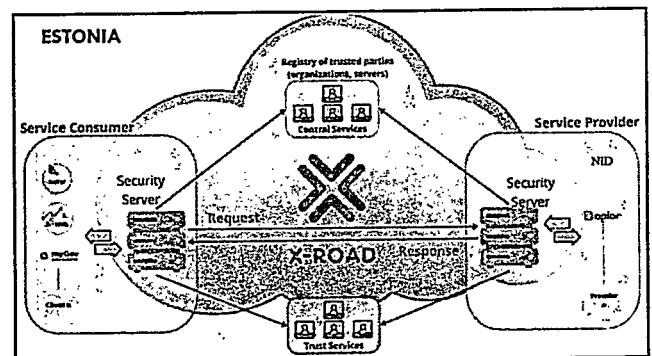
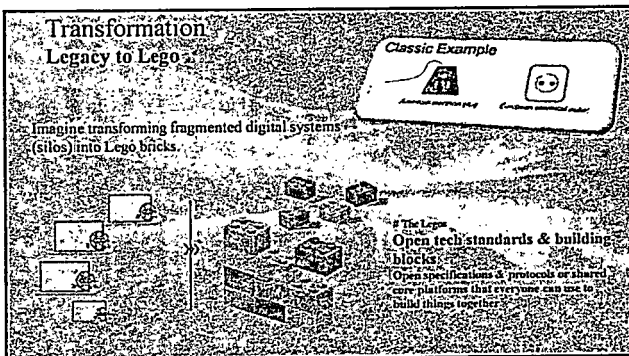
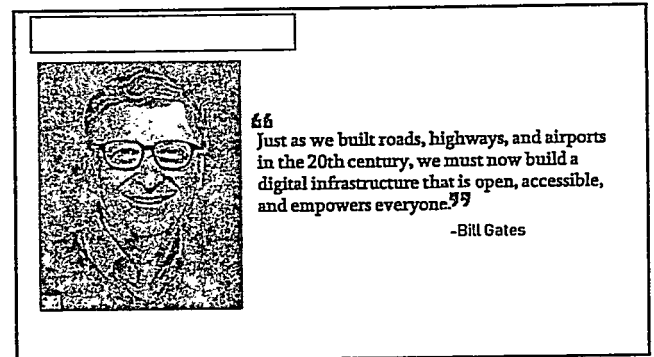
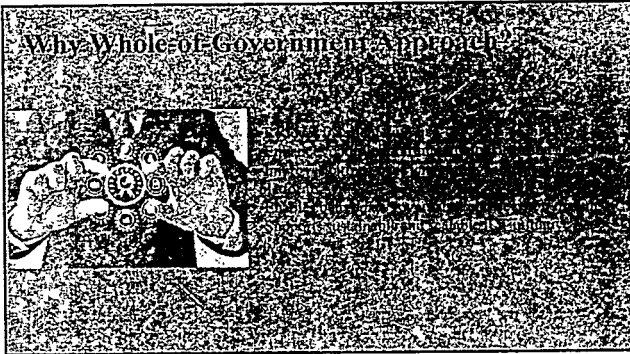


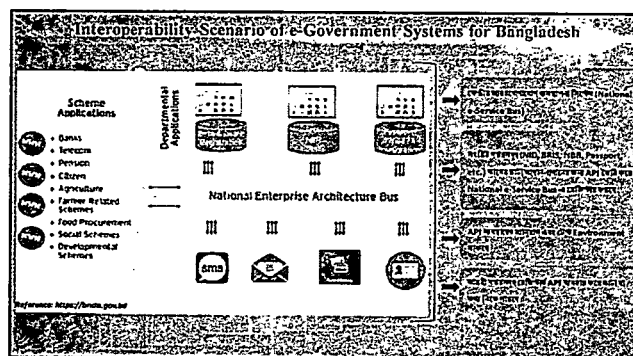
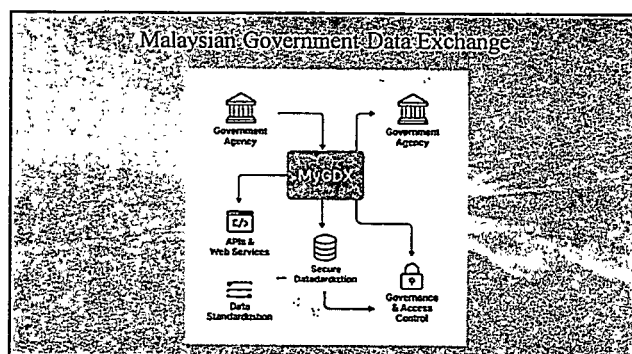
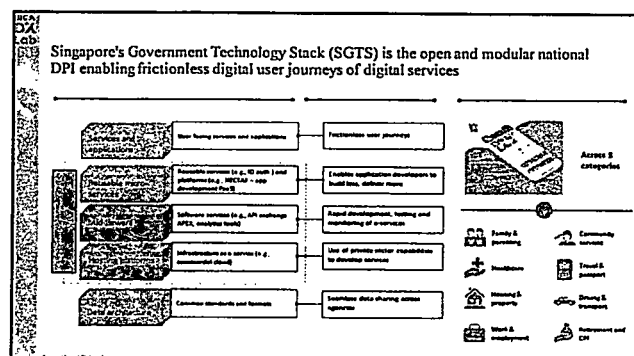
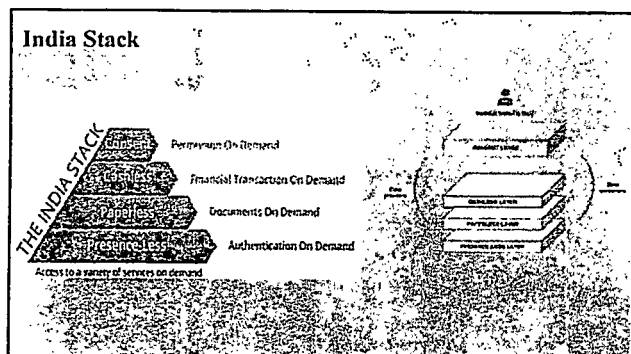
- Digital divide: rural/urban, gender, disability
- Low digital literacy and access of devices
- Reliability and affordability of internet
- Service design rarely co-created with users
- Trust deficit : privacy, redress, grievance handling

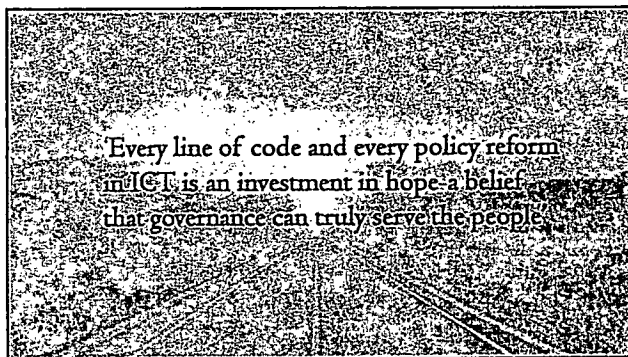
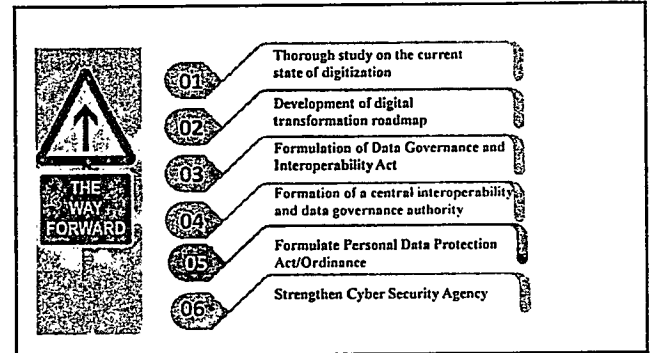
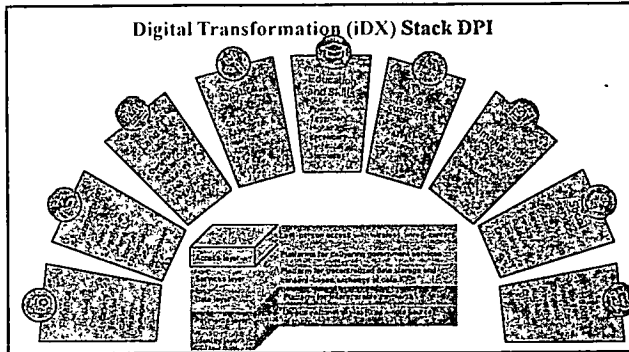
Gap : Data Governance & Cybersecurity

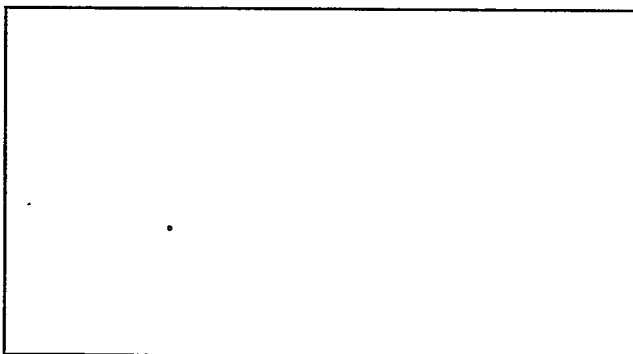
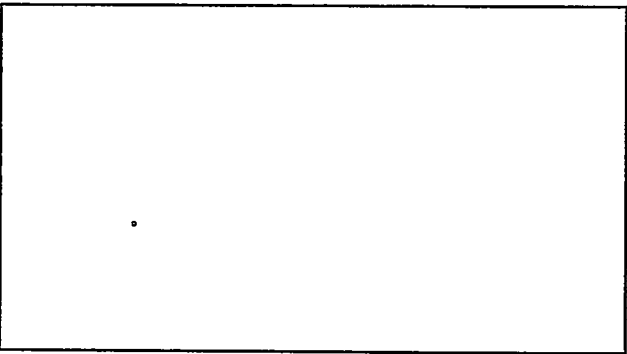
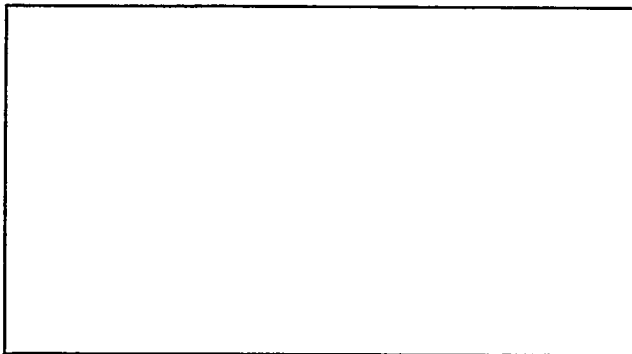
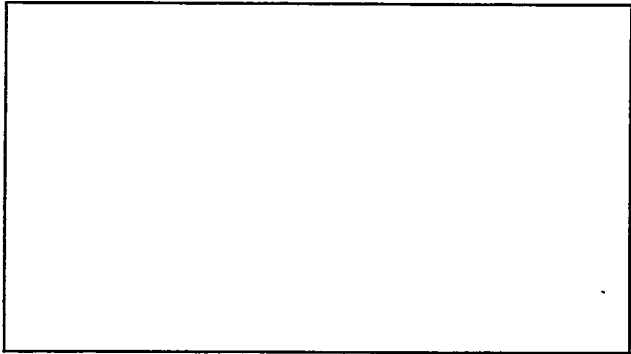


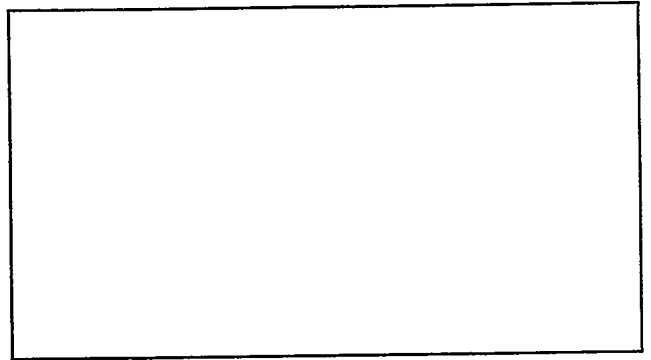
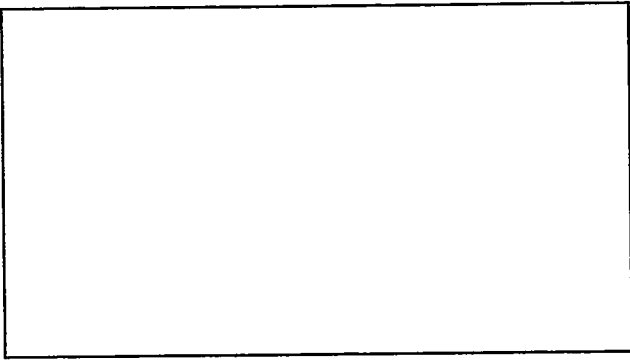
- Absence of Data Protection Laws
- Poor Data Interoperability
- Inadequate Cybersecurity Infrastructure
- Shortage of Cybersecurity Experts
- Low Incident Response Capacity
- Weak Awareness Programs













Shish Haider Chowdhury, ndc, MCIPS
Secretary
ICT Division
Ministry of Post, Telecom and IT
Email: shish.1965@gmail.com

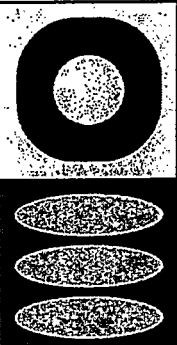
**Digital Transformation
of Government**
Leveraging AI for
anticipatory governance



Welcome to the
Future of Governance

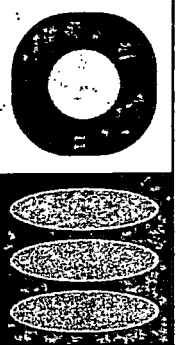
Introduction

- Governments today face complex, fast-changing challenges (climate change, pandemics, urbanization, etc).
- Traditional governance is reactive → responding after issues arise.
- *Anticipatory governance*: using AI and data to predict, prepare and act in advance.
- Digital transformation is the key enabler.



Digital Transformation

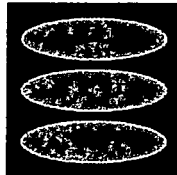
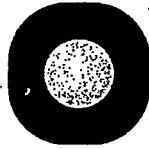
Digital transformation of government is a holistic and fundamental shift in how public sector organisations operate and serve citizens. Leveraging technology to improve efficiency, enhance transparency and deliver more accessible, user-centric services.



Features of Digital Transformation

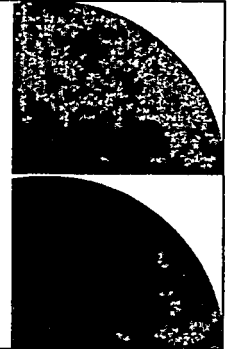
The key features of government digital transformation include:

- Digital public infrastructure
- Citizen-centric portals
- Electronic document management systems
- Open data platforms
- Public safety alert systems
- The application of artificial intelligence (AI) for



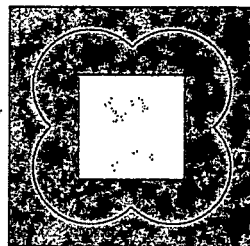
What is Anticipatory Governance?

Definition: A governance model that proactively anticipates risks and opportunities before they occur.



Core features:

- Evidence-based policy foresight
- Continuous learning and adaptation
- Inclusive and participatory decision-making



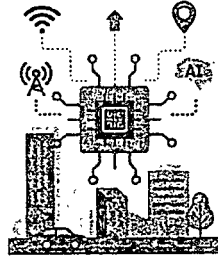
Example:



Predicting flood risks using AI & relocating resources before disaster strikes

The Role of Digital Transformation

Modern digital infrastructure is the backbone of anticipatory governance.

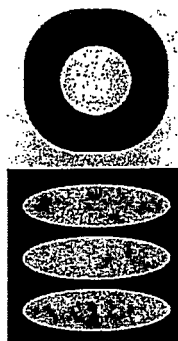


The Role of Digital Transformation

Integration of:

- Big data platforms (real-time information flows)
- AI/ML systems (predictive insights)
- Cloud & IoT (scalable services, sensor networks)

Shifts government from manual reporting → real-time dashboards.



AI in Anticipatory Governance

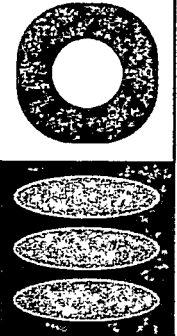
- Fraud & anomaly detection: AI monitors public spending, procurement irregularities.
- Predictive analytics: anticipating disease outbreaks, traffic congestion, or unemployment trends.
- Intelligent automation: speeding up routine citizen services.
- Scenario modeling: AI simulates impact of policy options before implementation.

Benefits for Government & Citizens

- Proactive crisis management – early warnings save lives & resources.
- Faster service delivery – automation reduces delays.
- Enhanced trust – transparent, data-driven governance.
- Inclusive policies – AI identifies underserved populations.

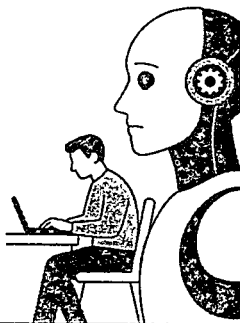
Example:

AI-driven welfare targeting reduces leakages and ensures equity.



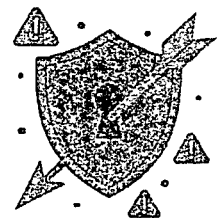
Challenges & Risks

- Over-reliance on AI – risk of losing human oversight
- Bias in AI models – unequal treatment if not monitored.



Challenges & Risks

- Cybersecurity Threats- increased exposures to attacks.
- Data Privacy Concerns- over-reliance on AI – risk of surveillance and misuse of public data

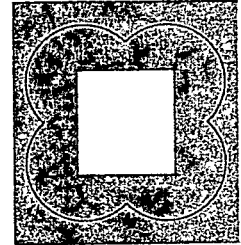


Mitigation Strategies

- Maintain human oversight with accountability checks.
- Use diverse, representative datasets to reduce bias.
- Enforce robust cybersecurity frameworks.
- Build ethical review boards for AI in governance.
- Transparent communication to citizens.

Skills for Public Servants in AI Era

- Digital literacy & data analysis
- Ethical judgment & critical thinking
- Collaboration with IT experts, data scientists, and civil society.



Global Examples

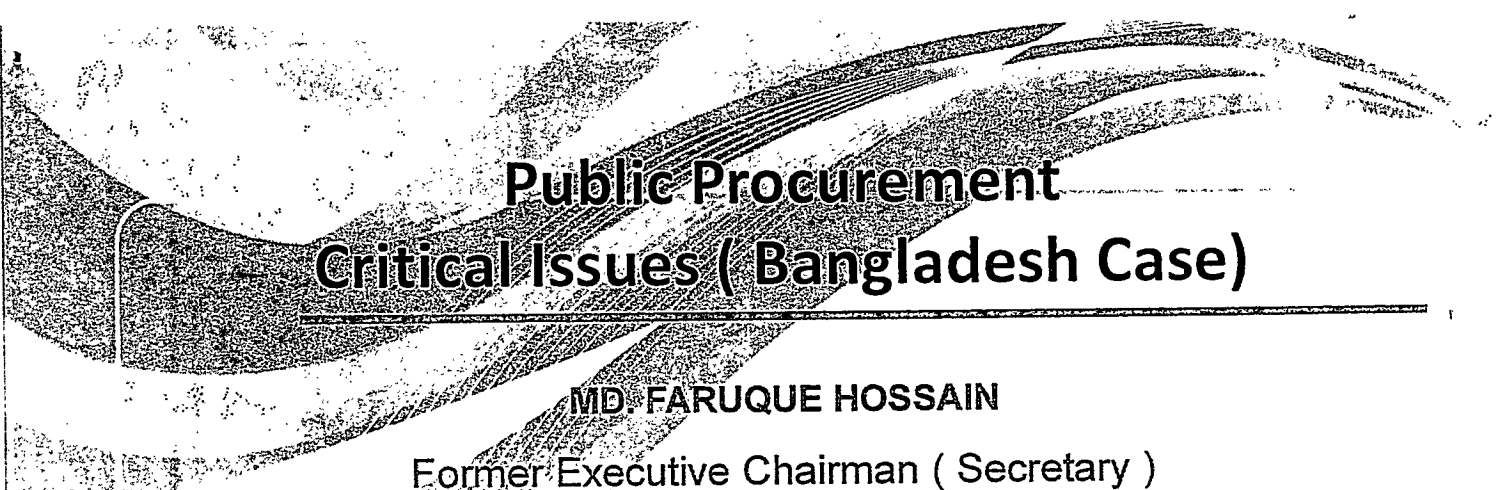
- *Estonia*: AI chatbots for citizen services & proactive e-governance.
- *Singapore*: Predictive urban planning using AI and big data.
- *Bangladesh* (Future scope): Leveraging AI in disaster management, agriculture forecasting, and digital service delivery.



Q & A



Module-03: Financing Development: Budgeting, Public Procurement & Project Management



Public Procurement Critical Issues (Bangladesh Case)

MD. FARUQUE HOSSAIN

Former Executive Chairman (Secretary)
National Skills Development Authority
Former DG, CPTU
Former Joint Secretary, PPP Unit, FD
Consultant Ministry of Power Energy and Mineral Resources
Ministry of Land, Fiduciary Adviser, WeCare Project, Roads and Highways
Procurement Reviewer, NDB
Team leader, DIMAPPP, Capacity Building contract, ESCB

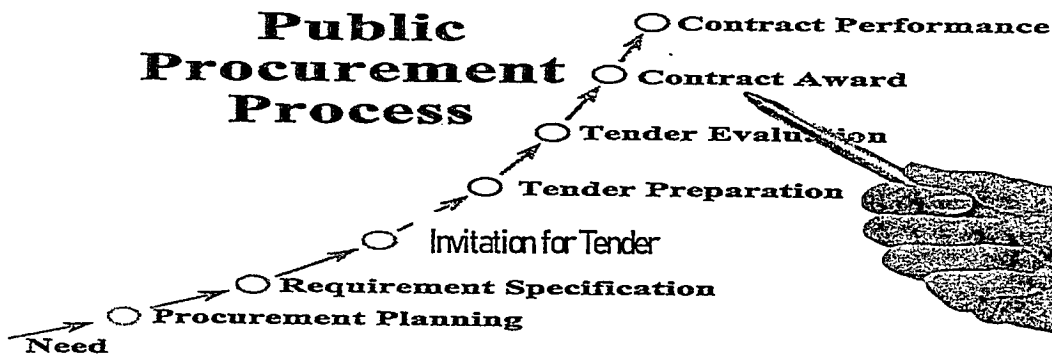
Masters in PPM, ILO-ITC and Turin University
National Trainer, PP
Resource Person, CIPS, UK
Diploma in PPP from IP3
Trainer, PPP

1

Public procurement critical issues

Public Procurement and Critical Issues

Public Procurement Process



Budget and Category

- Operating Budget
- Development Budget
- Government
- Semi-Government/ Autonomous
- Public owned company

Budget mode
and
Organization
structure

Category of Public Procurement

- ❖ Works : Tenderer : Contractor
- ❖ Goods : Tenderer : Supplier
- ❖ Physical Services : Tenderer : Service Provider
- ❖ Intellectual and Professional Services : Applicant:
Consultant

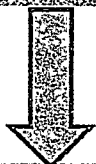
Economic
Operator

Obligation and Principles

- National Constitution
- WTO
- Citizen/Tax payers right

- Principles of Public Procurement
- Good Governance

▪ Rule of Law



- Transparency
- Accountability
- Non-discrimination
- Free and Fair Treatment and
- Integrity

- Harmonization of International Business

SDG

Sustainable Development
Sustainable Procurement

- Best utilization

Ensuring Value for Money

Application (PPA Section 3)

- Procurement of Goods works and Services with Public Money
- Procurement of Goods Works and Services with the money of Government, Semi-government, Statutory bodies created under any law.
- Procurement with public money of the Companies registered under Company Act 1994.
- Procurement under the contract for grant, loan, credit with Development Partners, foreign state or organization;

If anything contrary to PPA/PPR,
provision of the contract with DP shall
be prevailed.

"Public funds" means any funds allocated to a PE under Govt. budget, or loan, grants and credits placed at the disposal of a PE through the Government by the development partners or foreign states or organizations and funds of government, semi-government or statutory organization established under any law";

Rights and obligations

Rights of PE

- Quantity : Volume, number, weight etc.
- Quality : Specification, BOQ, ToR, Output/performance specification
- Place : Port, Warehouse,
- Time : Completion time, Time of delivery, Time of submission

Obligation of the PE

- Price

Basics

Tenderer/Applicant, who can fulfil the rights

- Eligible
- Qualified
- Technically complied
- Offered Lowest and market comparable price
- Post qualified

Eligibility

Who is eligible

Tenderer must be eligible in professional and ethical qualities
Documentary evidence of being eligible able to implement the tendering or
offering service: Act [Section- 26] Rules- [48, 49]

- Have capacity to sign the contract;
- Not from ineligible country (object/tenderer);
- Not ineligible for F C C C (Corrupt, Fraudulent, Collusive, Coercive) ;
- Continued eligibility satisfactory to PE;
- Enrolled as trade body;
- Fulfilment of TAX and VAT obligation;
- Not restrained or debarred;
- Not insolvent or bankrupt or receivership;
- No conflict of interest;

Eligibility
applicable on
sub-contractor

Qualification

Who is qualified

- Complied general experiences;
- Complied specific/similar experiences;
- Complied required financial capacity;
- Complied tender capacity;
- Complied required Turn over;
- Complied Production Capacity/supply capacity;
- Complied litigation in acceptable range.

Technical Compliance

Who is technically complied

- Complied technical aspects;
- Complied functional aspects;
- Complied performance aspect;
- Complied standard;
- Complied physical design;
- Complied manufacturing process;
- Complied warranty/Guarantee;
- Complied environmental and social criteria;

Responsiveness

Who is responsive

- Eligible
 - Complete tender
 - Complied TS and TV (Except DPM and RFQ)
 - Qualified
 - Technically complied.
 - Without material deviation
- **Responsive**

Preliminary

Technical evaluation

Financial Evaluation and Comparison

Award

Who is awarded

- Responsive
- Offered lowest price
- Price is comparable the with Official Estimated Cost
- Post qualified

**Responsiveness is the main
Parameter**

Selection of Category/Method/STD

Categories are discussed

Method

- OTM
- OSTEM
- LTM
- TSTM
- RFQ
- DPM

Critical issue
OTM/OSTEM
DPM/DC
OSTEM/TSTM

STD : Developed based on :-

- Category
- Estimated Contract Value (Cost)
- Source of procurement (National and International)
- Nature of the Contract : Time-based, Lump sum, Fixed fee
- Method of Procurement

Cost

Cost of Tender and Estimated cost

- Offered cost/Tender price
- Evaluated cost
- Contract value (Cost)

- Estimated Cost
- Official Estimated Cost
- Contract cost

Estimated cost

Market not reflected

Estimated cost of Procurement (Criticality)

Reflection of market/market analysis

- Inflated
- Compressed
- Estimated long before
- Market (Technology/Price/Availability) changed during procurement
- All head of cost is not incorporated
- Fail to identify the cost of contract conditions.

Published

Benchmark price

Difficult job

Official Cost Estimate, Prepared by the PE

- Mark up price;
- All other cost;
- Cost related to contract clauses;
- All taxes;
- Customs Duties and VAT for International tender;
- Profit;

Confidential

Missing head of cost

- Tender instruction and conditions of contract not considered properly;
- OEC is not the market price, it is the offered cost of Tenderer; with all cost, legal payment to government and his profit;
- Market should be evaluated to assess all cost based on requirement and technical parameters.

Tender Price

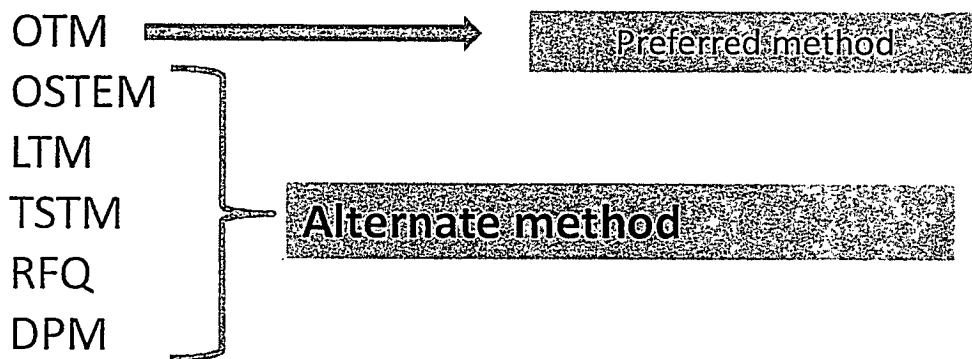
Market is Dynamic/Criticality

Tender Price (Submitted by the Tenderer)

- **Mark up price;**
- **All other cost (Transportation, Storage, Insurance, etc.);**
- **Cost related to contract clauses(Delivery place, time , packaging);**
- **All taxes;**
- **Customs Duties and VAT for International tender;**
- **Profit;**

Choosing Method

Fear to choose method Criticality



Head of the Procuring Entity is the authority to approve alternate method

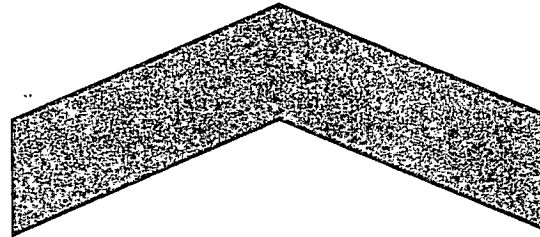
CCEA can provide approval on state emergency, disaster etc.
under 68 section of the PPA 2006, not in general cases.

Direct procurement

Use of DPM

Not-performing DPM as in Rule

DPM



Direct
contracting

Variation
Additional Delivery
Extra work order
Repeat order

Direct contracting

Application of methods

Non-adherence to Rules for Direct Contracting (Criticality)

- Informal communication and agreed on technical and tentative cost;
- Specification development and cost estimate;
- Development of Tender Document and issue to the specific tenderer;
- Tender submission, opening, evaluation and negotiation;
- Approval as per delegation of Financial Power;
- Submission of performance security and Contract signing;
- Contract implementation;

Physical Service contract continuation

Rule 76(5)

Criticality

- If appointed in a competitive way.
- If PE satisfied with the performance of the provider
- Contract may be continued through variation;
- Contract may be continued for a limited time or one year through Direct Contracting;

Specification/BOQ/TOR

Project Implementation delayed
Criticality

Details Specification/BOQ/TOR in DPP

- Market Changed during procurement;
- PE need alternate technology of the present market;
- Phycology : Need Approval to change;
- Confined with the previous requirement though need to change to avoid approval and other inconvenience;
- Procurement become ineffective.

IFT and selling tender

No condition on selling tender

Criticality

Selling Tender Document

- Encourage more selling;
- Price is cost of developing the TD;
- Shall be ready on the first day of publication of IFT;
- Sell up to previous day of submission deadline;
- Selling must be recorded;
- TD shall be prepared in BPPA STD;
- Other STD can be used if BPPA permitted..

Approval authority of Procurement Plan

Wrong explanation on Procurement plan

Criticality

Procurement Plan and its changeability

- PP and its content (Requirement, Estimated cost, Approval Authority, Method, Source of Fund and indicative dates) is highly estimated
- Its approval authority is HOPE, as per Rules;
- Plan is incorporated in DPP as per instruction of PPA/PPR.
- Total Procurement Plan should be updated yearly
- Annual procurement plan can be updated quarterly with the approval of HOPE.
- Plan may be changed for unforeseen reason or limitations and Pes own necessity.
- Whether it needs the approval of DPP approval authority.

Evaluation Committee Formation

Manipulation in selecting criteria

Criticality

Member shall have knowledge on PP

- 5-7 Generally;
- Two external;
- Member shall not be replaced without valid reason during evaluation;
- While approval authority is Minister/CCGP, Secretary shall approve the TEC;
- Maintain the reason for replacement.
- TEC meeting can be continued while 3 members are present

Evaluation Criteria

Manipulation in selecting criteria
Criticality

Criteria for evaluation

- Shall have market availability;
- Facilitate competition;
- Without compromising the quality (requirement);
- Should not be restrictive;
- Assessable through straight compliance.

Evaluation

Inefficiency of TEC

Evaluation

- Psychological weakness to lowest cost and evaluation become partial;
- Confused on Material and Minor deviation;
- Still afraid on single tender;
- Hesitate to take the cost more than OEC, reluctant to verify again;
- Post qualification is not seriously followed.

Inspection and test

Loosing effective of procurement

Criticality

Acceptance of supply/construction

- Less attentive in acceptance stage;
- Inspection/test or any means of verification for acceptance is not followed;
- Defective supply is accepted, cause the acceptance committee members are not technically equipped;

Contract implementation

Contract implementation delayed
Criticality

Non-adherence to contract clauses

- Contract implantation is completely guided by the Contract;
- Remedy for any breach of contract is prescribed in the clauses;
- Tenderer performing his obligation under the contract;
- Tenderer may be prosecuted if he demonstrates the act of CFCC as per section 64 of the PPA ;

Arresting
without
following
the contract
provisions is
not right

Careful to apply

Misunderstanding (Project vs Contract)
Criticality

Cost escalation in procurement contract

- Variation/Additional Delivery;
- Price adjustment;
- Legal change;
- Delayed payment;

Contract
price is
fixed

Variation , Additional Delivery

Different form

Cost escalation in procurement contract

- Variation, Additional Delivery; 15% -50%
- Cumulative increase of contract value
- AA is the original approval authority
- Above 15%, approved by the higher authority or apply DFP
- If contract value not increased, HOPE approve the change
- If more than 50%, new procurement in any method
- Goods-Additional delivery, Works and Physical Services, Intellectual Services-Variation;
- Performance after approval;

Delayed Payment

Cost escalation if payment is delayed

If the Procuring Entity makes a late payment, the Contractor shall be paid interest on the late payment in the next payment at the rate as specified in the **PCC**.

Interest shall be calculated from the date by which the payment should have been made up to the date when the late payment is made.

Legal change

Cost escalation for adjustment of legislative change

Any law is enacted, promulgated, abrogated, or changed in Bangladesh (which shall be deemed to include any change in interpretation or application by the competent authorities) that subsequently affects the Completion Date and/or the Contract Price,

-then such Completion Date and/or Contract Price shall be correspondingly increased or decreased, to the extent that the Contractor has thereby been affected in the performance of any of its obligations under the Contract

Price adjustment

Cost increase or decrease due to price adjustment

$$P = A + B (I_m / I_o)$$

where:

P is the adjustment factor

A and **B** are Coefficients specified in the **PCC**, representing the nonadjustable and adjustable portions, respectively, of the Contract; and

I_m is the Index during the month the work has been executed and

I_o is the Index prevailing twenty-eight (28) days prior to the deadline for submission of Tender.

Liquidated Damage

Apply correctly

Provisions of LD

- If fail to perform ;
- Charge as stated in PCC;
- Apply on unformed part of the contract;
- If time is approved, no LD;
- No provisional extension.

JV

Apply correctly

Provisions of JV

- No scope in goods ;
- Have legal obligation in jointly and individually;
- Minimum qualification of LP and partner shall be prescribed;
- Partner can be changed if the alternate one has the capacity .

Tender Security from public organization tenderer

No waiver of PS

Criticality

Provisions PS

- Performance Security is mandatory (except RFQ) ;
- While government institution is a tenderer, can't submit PS ;
- Security deposit can be kept through deduction of payment;

Debarment

Apply correctly

Critically

Provisions of PPA/PPR

- It is not black listing;
- PE issue order with the approval of HOPE;
- Shall be forwarded to BPPA for publication;
- BPPA published in website;
- No appeal or review.

Other issues

Other important provisions of PPA/PPR

- Arithmetical error
- Retention money
- Front loading
- Domestic preference
- Conflict of Interest
- Termination
- Sub Contractor
- Sub Consultant
- Change of Partner
- Change of Key expert

Public procurement critical issues

Thanks
QA



Macroeconomy, Fiscal Space and Development Priorities

Dr. Monzur Hossain
Member, General Economics Division
Bangladesh Planning Commission

The Real Sector

Overview of Bangladesh's real sector performance during 2023–2025.

- Economy navigated recovery and challenges in 2023–2025.
- GDP growth resilient but uneven across sectors.
- Industry and agriculture faced setbacks, services stable.
- Inflationary pressures remained key concern.

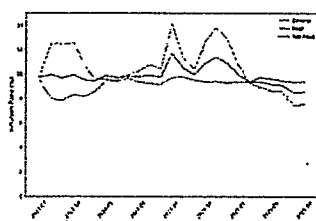
Growth Performance

- Since independence, economic growth has been a major policy priority for successive governments.
- In recent years, debates have emerged on whether excessive focus on growth overlooks inclusive development aspects, such as social equity and environmental sustainability.
- A key criticism of growth is whether it has been sufficiently employment-generating and whether it has effectively contributed to poverty reduction.
- While growth has been notable, its distributional impact and sustainability remain pressing concerns for policymakers.

Inflationary Trends

- Broad food contributors: rice, fish, fruits, oils.
- Specific items impacting food inflation: medium rice, coarse rice, hilsa, brinjal, soyabean oil, mango, pangas, fine rice, water gourd, pumpkin.
- Reduction in potato and onion prices helped moderate food inflation.

Inflation trend during July 2023 – July 2025

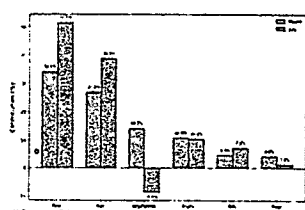


- Food inflation was the main driver of total inflation, peaking at 14.10% in July 2024.
- Food inflation remained above double digits from mid-2023 until early 2025, but declined to 8.93% in March 2025.
- Non-food inflation stayed relatively stable, with a slight downward trend since April 2025.
- Overall headline inflation fell to 8.48% in June 2025, the lowest in the past two years.

Inflation Analysis / Economic Context

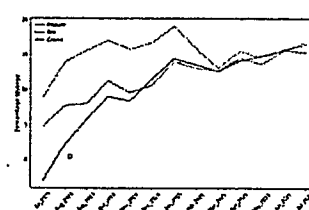
- External & domestic factors: Russia-Ukraine war, fuel price hike in Aug 2022 led to high inflation.
- FY24 saw food inflation surge to 10.65%, improving from 13.80% in Nov 2024.
- Government interventions included supply-side measures (tariff reduction, agricultural input availability) and demand-side measures (tight monetary policy, 10% repo rate).
- Private sector credit growth reduced to around 7%, aiding inflation control.
- FAO Cereal Price Index dropped to 107.4 in June 2025, the lowest since Sept 2020.
- Government aims for inflation within 7% by Dec 2025; long-term targets: 6.5% in FY26, 6% in FY27, 5.5% in FY28.
- Success depends on continued domestic management and stable external conditions.

Change of contribution of items to food inflation between March and July 2025



- Rice dominance increased dramatically - Rice contribution to food inflation jumped from 34.1% in March to 51.5% in July, making it the largest contributor
- Fish remained second highest contributor - Fish contribution rose from 27.1% in March to 38.9% in July
- Vegetables showed contrasting pattern - Contributed 14.2% in March but became deflationary at -8.3% in July
- Other food items had minimal impact - Fruits, oils, and meat each contributed less than 11% to overall food inflation
- Overall upward trend - Most food categories except vegetables and meat showed higher contributions in July compared to March

Consumer Price Index (CPI) Trends of Rice Varieties (July 2024 – July 2025)



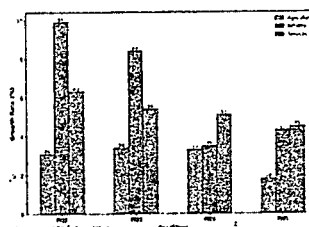
- All rice varieties—medium, fine, and coarse—recorded 15% CPI increase in June 2025.
- CPI for rice has shown a steady upward trend over the past year, with no signs of decline.
- Despite expectations that Boro paddy yield would reduce prices from June onward, overall rice prices remained high.
- Contributing factors include: rising input costs (fertilizer, seeds, labor, irrigation), post-harvest losses (~26%), increased transportation costs, price volatility, and hoarding.

GDP Growth in Each Decade



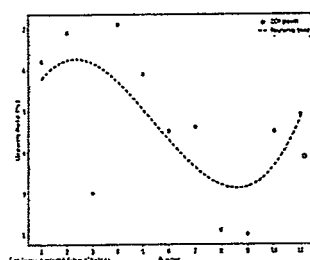
- The average GDP growth rate of Bangladesh has consistently increased across decades, starting from 1.88% in the 1970s to a peak of 6.61% in the 2010s.
- The growth rate rose steadily by roughly one percentage point per decade, showing a sustained upward trend until the recent decade.
- In the 2020s, growth has slightly declined to 5.82%, compared to the peak in the previous decade.

Growth by Sector During FY22 – FY25*



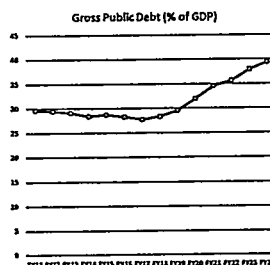
- Industry growth rose from 3.5% (FY24) to 4.3% (FY25).
- Manufacturing showed a similar positive trend.
- Agriculture growth slowed to 1.79%, the lowest in recent years.
- Frequent floods and erratic weather hurt crop output (-0.39%).
- Large industry (6.17%) and cottage industry (5.62%) grew strongly.
- Services sector (trade, transport, health, education, entertainment) showed modest growth.

Quarterly GDP growth during FY23Q1 – FY25Q3



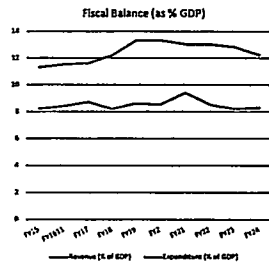
- Q1 FY25: Weak growth due to political instability.
 - Agriculture 0.76%, Industry 2.44%, Services 2.41%.
- Q2 FY25: Strong rebound, led by Industry (7.1%).
 - Manufacturing 8.49%, Mining & Quarrying 8.01%, Trade/Repair 6.63%.
- Q3 FY25: Continued recovery.
 - Industry 6.91%, Services 5.88%.
- GDP quarterly trend: Q1 FY24: 2.1% → Q1 FY25: 2.0% → Q2 FY25: 4.5% → Q3 FY25: 4.9%.

Gross Public Debt (% of GDP)



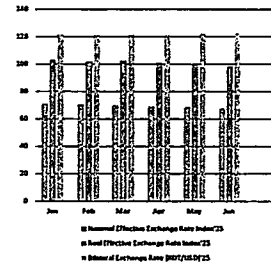
- Steady increase from FY17 onwards - Debt-to-GDP ratio rose from ~27% in FY17 to ~39% in FY24.
- Accelerating trend - Steeper increase observed from FY19 onwards.
- FY24 level - Gross public debt reached approximately 39% of GDP.

Fiscal Balance (as % GDP)



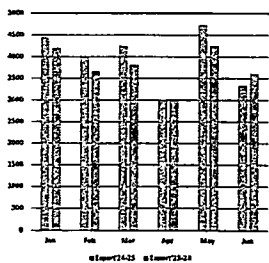
- Revenue (% of GDP):
- Relatively stable - Revenue remained between 8-9.5% of GDP throughout the period
- FY24 level - Revenue was approximately 8.5% of GDP
- Peak performance - Highest revenue collection around 9.5% in FY21
- Expenditure (% of GDP):
- Higher than revenue - Consistently maintained 11.5-13.5% of GDP
- FY24 level - Expenditure was approximately 12% of GDP
- Peak spending - Highest expenditure around 13.5% in FY2-FY21 period

REER, NEER and Bilateral Exchange Rate (USD/BDT)



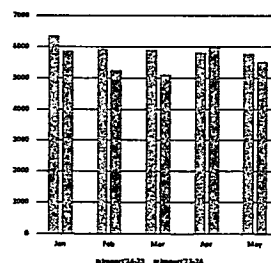
- NEER: Declined from ~71 (Jan) to ~68 (Jun) → nominal depreciation.
- REER: Fell from ~103 (Jan) to ~99 (Jun) → real depreciation, improved competitiveness.
- Bilateral Rate (BDT/USD): Stable at ~122 throughout.
- Overall: Despite stable USD/BDT, Taka depreciated against trade partners' currencies.

Export Trends - FY24 vs. FY25(in million USD)



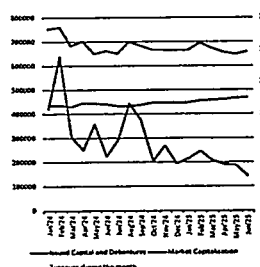
- Export earnings in 2024-25 are higher than 2023-24 in most months (Jan-May).
- April exports are almost the same in both years (~3000).
- Strongest growth seen in May 2025 (~4700 vs ~4200).
- June 2025 slightly higher than June 2024 (~3400 vs ~3600).

Import Trends - FY24 vs. FY25(in million USD)



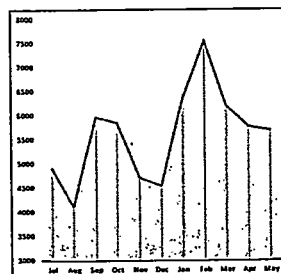
- Imports in 2024-25 mostly higher than in 2023-24.
- Jan-Mar 2025 show a clear increase compared to previous year.
- April 2025 imports slightly lower than 2024 (~5800 vs 6000).
- May 2025 remains above 2024 (~5800 vs 5500).

Monthly capital market developments in Dhaka Stock Exchange (DSE)



- Market Capitalization: 75.2k crore Tk in Jan'24 → fell to ~64.6–64.9k crore Tk (May–Jun'24). Recovered moderately to 65.7–69.5k crore Tk by early 2025.
- Turnover: Peaked at 2.39k crore Tk in Feb'24. Declined sharply to just 536 crore Tk by Jun'25 (~77%).
- Issued Capital: Stable within 43.5–46.8k crore Tk range.
- Key Concern: Severe drop in trading activity highlights liquidity stress in the market.

Sale and repayments of national savings certificates (NSC), FY25 (BDT in crore)

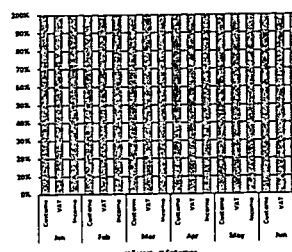


- Strong Start: Taka 4,912 crore in July FY25.
- Temporary Dip: Slight decline in August.
- Peak Sales: Surged to Taka 7,560 crore in February.
- Stable Range: Maintained Taka 5,000–6,000 crore across most months.
- Key Insight: Reflects strong public confidence and seasonal investment patterns.

State of the Fiscal Sector

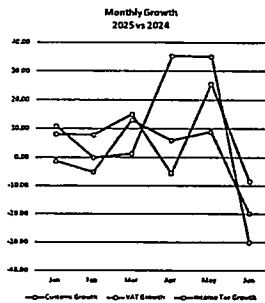
- Mixed fiscal performance in FY24–25.
- Revenue base expanded but tax-to-GDP ratio remains low.
- ADP implementation shows underutilization.
- Government pursuing reforms for fiscal sustainability.
- NBR collects ~97% of tax revenue.
- Revenue rose from Tk 523b (FY16) to Tk 1311b (FY24).
- Taxpayer base expanded: 1.65m → 10.4m (2015–2024).
- Tax-to-GDP ratio low at 7–8%, among lowest in South Asia.

Monthly Revenue Target vs Collection (2025)



- Collections volatile but improving trend overall.
- Gap between targets and actual collections persists.

Revenue Collection Jan-Jun FY25



- April-May surge - Peak growth occurred in April-May with VAT reaching +36%, Income Tax +26%, and Customs +14%
- Severe June decline - All revenue streams turned negative in June, with VAT dropping to -30%, Customs to -20%, and Income Tax to -8%
- VAT most extreme - Orange line shows the highest volatility, swinging from +36% to -30% growth
- Early year modest performance - January-March period showed relatively stable, low to moderate growth rates across all categories
- May represents peak - All revenue streams achieved their highest growth rates in May 2025 compared to 2024 baseline

Key Challenges in Domestic Resource Mobilization

- Institutional: limited automation, weak coordination.
- Regulatory: complex tax laws, compliance gaps.
- Human: staff shortages, limited training, corruption issues.
- Voluntary compliance: frequent changes, weak incentives.

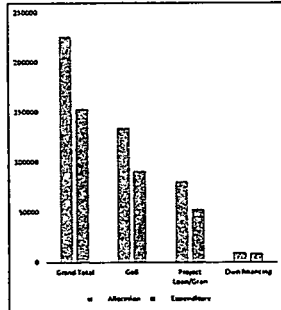
Medium & Long-Term Revenue Strategy (MLTRS)

- Target: raise tax-to-GDP ratio to 10.5% by FY2034-35.
- Pillars: Policy reform, modernization, capacity building, taxpayer services.
- Focus: automation, transparency, closing tax gap.
- Goal: align with LDC graduation (2026) & SDGs (2030).
- Challenges:
 - *Institutional capacity* - Lack of automation, weak data analytics, narrow tax base, outdated infrastructure
 - *Regulatory capacity* - Complex tax laws, poor coordination between NBR wings, slow dispute resolution, manual processes enabling fraud
 - *Human capacity* - Staff shortages, limited training, frequent transfers, no performance incentives, corruption issues
 - *Voluntary compliance* - Frequent policy changes, 86% informal economy outside tax system, minimal taxpayer incentives

Annual Development Programme (ADP) 2024-25

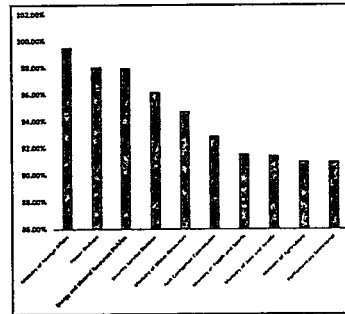
- 1,468 projects, down from 1,836 (2021-22).
- Allocation Tk 226,165 crore; Expenditure Tk 153,451 crore.
- 32% underutilization across ministries.
- Own-financed projects better executed than foreign-funded.

ADP Allocation vs Expenditure (FY2024-25)



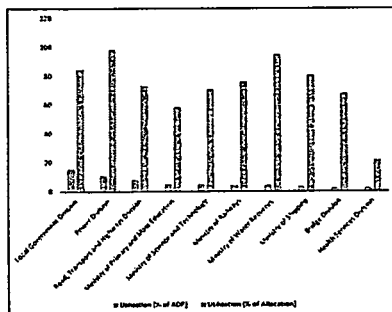
- Significant underutilization across all categories - Expenditure consistently lower than allocated budget
- Grand Total shows largest gap - ~225,000 allocated vs ~150,000 spent (33% underutilization)
- GoB funds underutilized ~135,000 allocated vs ~90,000 spent
- Project Loan/Grant lowest utilization - ~80,000 allocated vs ~50,000 spent (37.5% underutilization)
- Own financing minimal - Smallest allocation and expenditure amounts, nearly balanced

Top 10 Ministries by ADP Utilization



- The Ministry of Foreign Affairs leads with a remarkable 99.54% utilization, indicating almost complete use of allocated funds, closely followed by the Power Division (98.10%) and Energy and Mineral Resource Division (98.00%).
- Overall, the high percentages reflect strong budget absorption capacity, but the variation hints at differing efficiency and planning effectiveness among ministries.

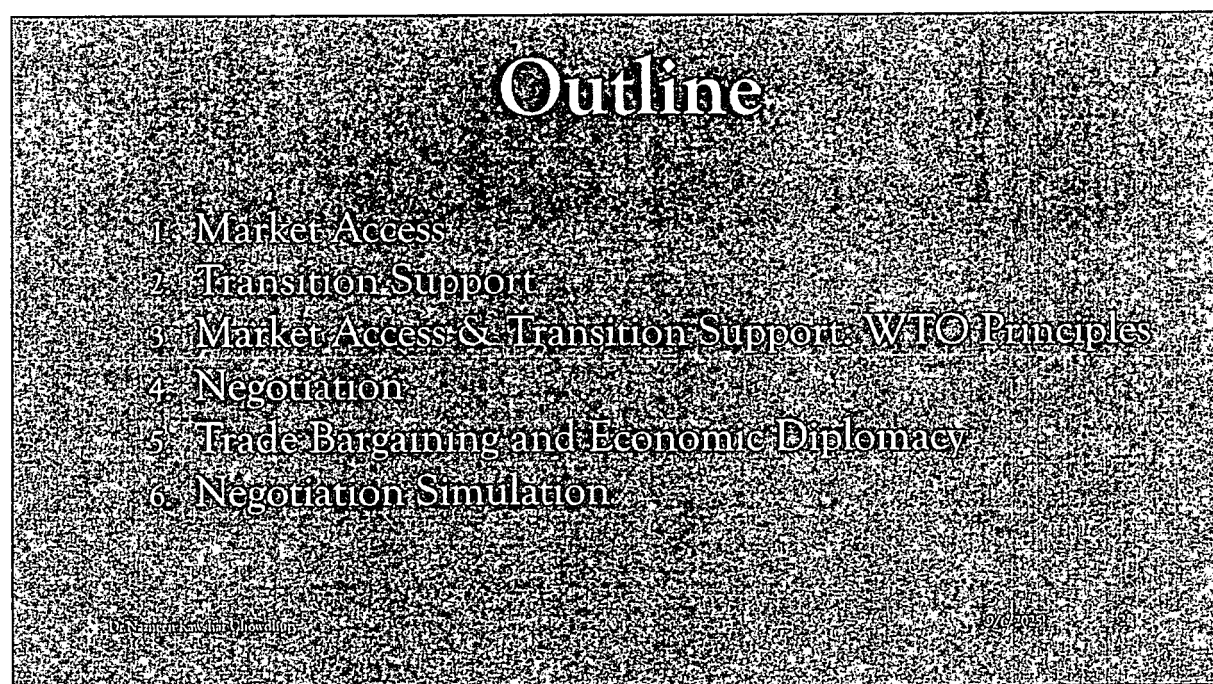
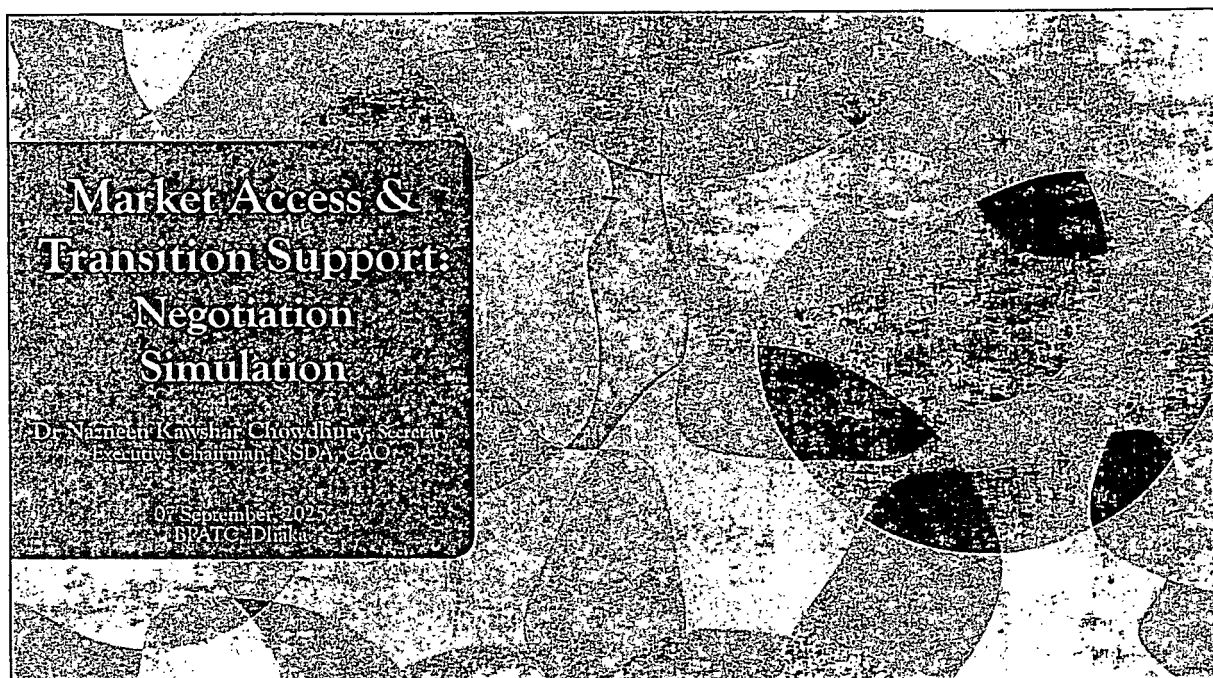
Top 10 Ministries by Allocation & Utilization



- Power & Water: high utilization rates.
- Health Services: very low absorption.
- Mismatch between allocation and execution.

Thank You

**Module-04: Transition
Strategy: Post-LDC
Positioning, Negotiation &
Global Integration**



1. Market Access

- ◆ Market access: opening markets for goods, services, and investment
- ◆ Types of Market Access
 - ◆ Goods Trade (Tariffs & Quotas)
 - ◆ Services Trade
 - ◆ Non-Tariff Barriers (NTBs)
 - ◆ Investment-related Access

1.1 Market Access: WTO Principles

- ◆ MFN (Most Favored Nation Treatment)
- ◆ National Treatment (NT)
- ◆ Trade Liberalization through Negotiations
- ◆ Predictability & Transparency
- ◆ Fair Competition
- ◆ Special & Differential Treatment (S&DT)

1.2 Market Access vs Domestic Market Regulation

- ◆ **Market Access:** entry conditions for foreign products/services
- ◆ **Domestic Regulation:** rules applied after entry (e.g. taxation, labor laws, consumer safety)

2. Transition Support

- ◆ **Transition support**
 - ◆ refers to the assistance, flexibilities and phased timelines
 - ◆ developing and least developed countries receive
- ◆ **Types of transition support:**
 - ◆ Extended timeframes
 - ◆ Capacity building & technical assistance
 - ◆ Financial assistance & Aid for Trade
 - ◆ Market access preferences
 - ◆ Safeguards

2.1 Transition Support: WTO Principles

- ◆ Safeguards & Exceptions
- ◆ Aid for Trade & WTO Capacity Programs

Dr. Namrata Kaul, IIT Bombay

9/6/2025

3. Market Access & Transition Support: WTO Principles

How WTO rules shape access and provide flexibility for developing countries

- ◆ Integrated Framework:

Principles → Market Access → Transition

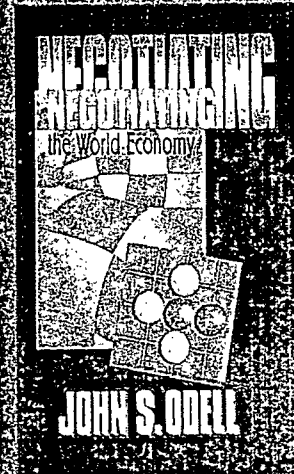
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9/6/2025

4. Negotiation (Bargaining)

- A sequence of actions
- Two or more parties
- Address demands and proposals to each other
- Reaching an agreement

Negotiation: the process to achieve goals under WTO agreements among WTO members for bilateral/regional trade agreement to secure both market access and transition support



4.1 Negotiation and WTO

- WTO: a negotiation forum
- Negotiations happen through Rounds
- Developed countries: push for more access
- Developing countries: seek concessions
- Negotiations balance offensive interests and defensive interests

4.2 Market Access and Negotiation (1/2)

Market access: the goal

- ◊ Goods: tariff reductions, quota removal, customs simplification
- ◊ Services: commitments under GATS (e.g., finance, telecom, transport)
- ◊ Investment/IP: commitments through TRIPS and investment-related measures

Dr. Narajit Kanthar Chouvalit

9/6/2025

4.2 Market Access and Negotiation (2/2)

How market access and negotiation are linked

- ◊ MFN Principle (non-discrimination)
- ◊ Reciprocity
- ◊ Tariff Bindings
- ◊ Sectoral Bargains
- ◊ Flexibility for Developing Countries

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4.3 Transition Support and Negotiation (1/2)

◆ Transition in WTO Context:

- ◆ TRIPS Agreement
- ◆ Subsidy phase-outs
- ◆ LDC Graduation

◆ For LDCs like Bangladesh:

Transition + Negotiation = Survival Strategy (in Global Trade)

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4.3 Transition Support and Negotiation (2/2)

◆ Case Example: Bangladesh

- ◆ Context: Graduation from LDC in 2026
- ◆ Transition Needs:
 - ◆ Extra time to comply with TRIPS
 - ◆ Safeguards for RMG exports after losing duty-free access
 - ◆ Aid for Trade to diversify economy (ICT, agro-processing, pharmaceuticals)
- ◆ Negotiation Strategy: push for smooth transition measures in WTO and bilateral FTAs

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4.4 Trade Bargaining and Economic Diplomacy

Trade Bargaining (negotiations)



Trade Bargaining

Economic Diplomacy

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4.5 Economic Diplomacy

A powerful tool for countries

- use to strengthen their global relations
- provide access to new markets and investment opportunities
- open up new markets for products and services
- integrate trade, investment, finance and development cooperation

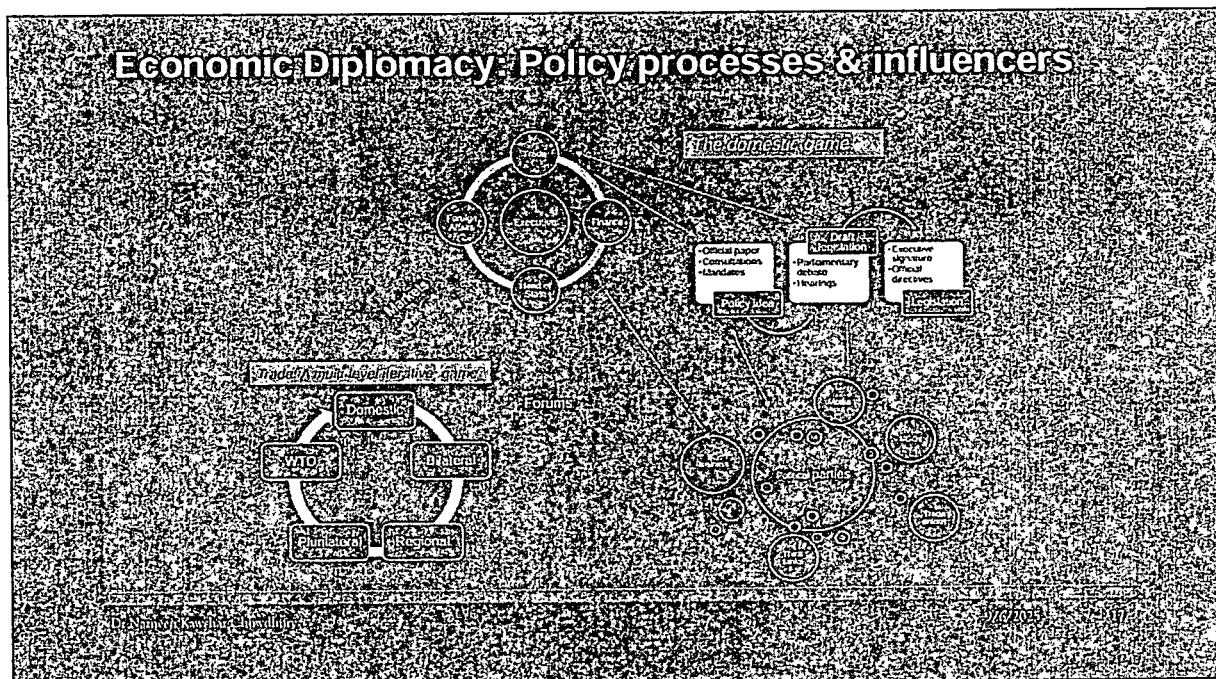
Key points

- Focus on promoting exports, attracting investment and securing markets
- Combines political, economic and commercial diplomacy
- Pursued by Ministry of Commerce, Foreign Affairs and Trade Missions in abroad
- Contributed by all ministries and agencies by the Government

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Economic Diplomacy: Policy processes & influencers



Example: Bangladesh-US Reciprocal Tariff Negotiation



5. Negotiation Simulation: Market Access & Transition Support

Country:

- ◊ Padma, Meghna, Jamuna, Surma, Karnaphuli
- ◊ Two Developed countries, one Middle income country, one Lower Middle Income Country and one LDC

Simulation:

- ◊ Nominate a Minister/Adviser from each country
- ◊ Nominate a Chief Negotiator from each country
- ◊ Nominate a Negotiator for Goods and a Negotiator for Service

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Negotiation Schedule

Scenario: country strategy based on Fact Sheet and Tariff Profile				
Time		Room- 1		Room- 2
09:40- 09:55	Round-1:	Padma	Meghna	Jamuna Surma
09:55- 10:10	Bilateral Meeting	Padma	Jamuna	Meghna Karnaphuli
10:10- 10:25		Surma	Karnaphuli	Jamuna Meghna
10:25- 10:40		Padma	Karnaphuli	Surma Meghna
11:05- 11:20		Jamuna	Karnaphuli	Padma Surma
11:20- 11:35	Round-2: Chief Negotiator's Meeting			
11:35- 11:50	Round-3:	Padma	Meghna	Karnaphuli Jamuna
11:50- 12:05	Finalization of Deal	Padma	Jamuna	Karnaphuli Surma
12:15- 12:30		Padma	Surma	Karnaphuli Meghna
12:30- 12:45	Finalization of Summary of Discussion (SOD)			
12:45- 13:00	Delegation debriefing on reaching an agreement			
13:00- 13:15	Simulation Feedback			

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THANK YOU!

Dr Nazneen Kwehlar, Chowdhury

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**Module-05: Driving
Inclusive & Sustainable
Development: Cross-Cutting
Policy Challenges**

Bangladesh and Reform Experience: Reflections and Outlook

Presentation by
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At the 27th Policy Planning and Management Course (PPMC)



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Dhaka: 8 September 2025

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11. Guiding Principles

1. The Enigma of Economic Reforms

Economic reforms are an *enigma*

In many ways it's a *mystery* of economic theory and public policy practice.

It is very *contextual* defying stereotypes.

There is no guarantee that our *experience* will guide us.

Thus, all reform agenda need to be prepared afresh –
conceptually, concretely and cogently.

1. The Enigma of Economic Reforms

The *objectives* of economic reforms are often dictated by
the *outstanding tasks* and *emergent needs* of
economic governance and management.

These could be, inter alia,

- Long overdue structural reforms – e.g., state owned enterprises
- Dealing with macroeconomic stress – e.g., inflationary pressure
- Need for policy coordination – e.g., fiscal and monetary, adjustment between exchange rate and interest rate

1. The Enigma of Economic Reforms

- Withstanding external pressure – e.g., on balance of payments due to export collapse
- Complying with international funder's conditionality – e.g., borrowing from the IMF
- Strengthening efficiency of the private sector operation – e.g., by reducing cost of doing business
- Securing short-term political gain – e.g., populist measures concerning subsidies before elections
- Responding to social upheaval – e.g., measures to deal with social discontent with equity and corruption

1. The Enigma of Economic Reforms

How do we assess the success of reforms?

1. Direct/ explicit impact

Immediate effects on intended beneficiaries

2. Indirect/ spillover impact

Broader effects beyond target group

3. Positive and negative impact

Policies can generate both benefits and unintended harm

1. The Enigma of Economic Reforms

4. Immediate and future impact

Short-term vs. long-term outcomes

5. Benefit and cost in terms of social returns

Evaluates whether societal benefits outweigh costs

1. The Enigma of Economic Reforms

However, reform can be also undermined or held back for a number of reasons.

1. **Crisis Hypothesis:** Crises disrupt status quos, weakening vested interests and creating space for reform.

2. **Interest Group Resistance:** In good times, powerful groups block reforms (Olson, 1982). Crisis reduces their influence.

3. **War of Attrition:** Competing groups delay reform, waiting for others to bear costs—until crisis forces action (Alesina & Drazen).

1. The Enigma of Economic Reforms

4. **Severity as a Trigger:** Only *severe* crises push reform forward—not mild downturns (Drazen & Easterly, 2001).

5. **Perception Matters:** Reform depends on how actors *perceive* the crisis and failure of existing policies—not just data.

6. **Political Mediation:** Leaders can use crises to shape agendas, bundle reforms, and reduce uncertainty (Rodrik, 1992)

All these may either quicken or delay reforms. Thus, objective, scope and sequencing and pacing of reforms, demands both *commitment* and *competence*.

How one looks at Bangladesh in post-August'25 from reform perspective?

2. Bangladesh's Reform Legacy

Bangladesh is not new in the reform realm.

- ☐ Reforms in the immediate post-independence era
- ☐ Liberalisation, deregulation and privatisation of the late 1970s and early 1980s
- ☐ Enactment of the Local Government Reorganisation Ordinance (LGRD) in 1982 led to the conversion of thanas into upazilas, among others
- ☐ Structural adjustment programmes and poverty alleviation efforts of the 1990s
- ☐ Emphasis on digitalisation since 2010

2. Bangladesh's Reform Legacy

Some successful reform examples-

- i. Introduction of social protection scheme – e.g., The 'Elderly Allowance' programme introduced in the 1996-97 financial year to provide social security through public provisioning.
- ii. Counter-cyclical measures – e.g., the 1998 Bangladesh flood was one of the most devastating floods of the 1990s during Finance Minister S.A.M.S. Kibria's tenure.
- iii. Introduction of VAT (value added tax) by Saifur Rahman as the Finance Minister for the first time in Bangladesh in 1992 as a part of expanding the tax net and economic rehabilitation.
- iv. Adoption of a managed floating exchange rate regime on May 30, 2003, under Finance Minister Saifur Rahman.
- v. Introduction of Smart NID cards in replacement of Paper-based laminated NID in 2016.

3. White Paper 2024 and the Reform Agenda

The White Paper Revealed

- Protracted periods of deceptive data, lax financial management, reckless macroeconomic management, public finance pilferage, and external sector imbalances have created deep wounds in the economy.
- One of the world's most vaunted development stories of the recent period was built on shaky ground and deep-rooted systemic flaws.

Emergence of Anti-Reform Coalition since (non) Elections of 2014:

- An alliance of political elites, business leaders, and top bureaucrats who resisted reforms to preserve their privileges and control over resources.
- The coalitions often blocked particularly anti-corruption and governance reforms and pro-competition market reforms.

3. White Paper 2024 and the Reform Agenda

The Kleptocratic Legacy

For over a decade, unchecked corruption, abuse of public resources, and misuse of power thrived under an authoritarian regime born from the fraudulent elections of 2014, 2018, and 2024. Centralised control, reinforced by disempowered local governance, enabled collusion among ruling politicians, bureaucrats, and business elites.

This anti-development alliance blocked reforms, eroded the integrity of state institutions, and paralysed non-state actors through intimidation and co-optation.

Crony capitalism evolved into oligarchy, capturing political and economic levers and undermining policy sovereignty as well as losing the capacity to undertake reforms.

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3. White Paper 2024 and the Reform Agenda

Key Manifestations

- **Political interference** in institutions: bifurcation of NBR, central bank, judiciary
- **Resistance to tax reforms**, decentralisation, and privatisation
- **Protectionism** blocking export diversification and sectoral reforms
- **Elite capture of finance**: capital markets, banking, and digital innovation
- **Civil service politicisation** and stalled merit-based governance

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3. White Paper 2024 and the Reform Agenda

1. Priority Reform Domains
2. Economic Stabilisation Plan
3. FY2026 Budget Framework
4. Mid-Term Planning Format
5. Forum for International Development Partners
6. LDC Graduation Strategy
7. Accelerating SDG Delivery

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3. White Paper 2024 and the Reform Agenda



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4. Current Reform Experience

1. Numerous Commissions, Committees and Task Forces were formed to work out the reform measures
2. A Task Force Report identified the low-hanging fruits re reforms
3. A couple of hundreds reform measures were identified which could be implemented thru regulatory actions and executive measures
4. The Chief Advisor's office instructed ministries and divisions to promptly implement the reform proposals that can be carried out independently, without requiring further approval
5. The Chief Advisor's office also published a booklet on June 15, 2025 named "Reforms by the Interim Government" on June 15, 2025

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4. Current Reform Experience

Identified List of the Reform Priorities

121 proposals were designated for urgent implementation-

- 09 from the Electoral Reform Commission
- 38 from the Judicial Reform Commission
- 43 from the Anti-Corruption Commission Reform Commission
- 13 from the Police Reform Commission, and
- 18 from the Public Administration Reform Commission.

246 newly prioritised proposals-

- 82 were from the Labour Reform Commission;
- 71 from the Women's Affairs Reform Commission;
- 37 from the Local Government Reform Commission;
- 33 from the Health Reform Commission; and
- 23 from the Media Reform Commission.

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4. Current Reform Experience

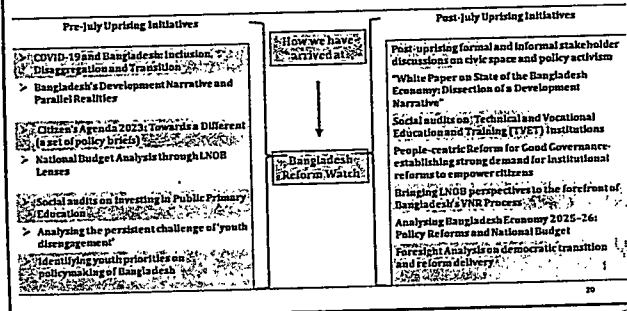
Did we satisfy the necessary requisites for successful reforms ?

1. Strong demonstrated will of the regime in favour of reforms
2. Clear and shared vision of the leadership re reforms
3. Competent and coordinated delivery of the reform measures
4. Effective strategic communication re agenda and delivery
5. Mobilisation of stakeholder alliance in support of reforms
6. Accessible real time system re implementation monitoring and impact assessment

Possibly not ...

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5. Evolution of Our Thoughts



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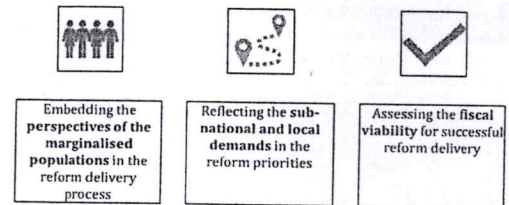
6. Why the 'Bangladesh Reform Watch'?

- A citizen-led 'Bangladesh Reform Watch' is established for articulating an inclusive reform agenda, tracking its delivery and strengthening accountability of the implementation process.
- The core objective of the initiative is to provide constructive inputs in this process of national transition and strengthen accountability in view of the consequent policy and institutional changes.
- It is expected to eventually contribute to safeguarding the civic space and universal human rights of the citizens (especially those who are facing deepened marginalisation) in this evolving electoral context.

*Our core priority - voice, agency, accountability
Leave no one behind*

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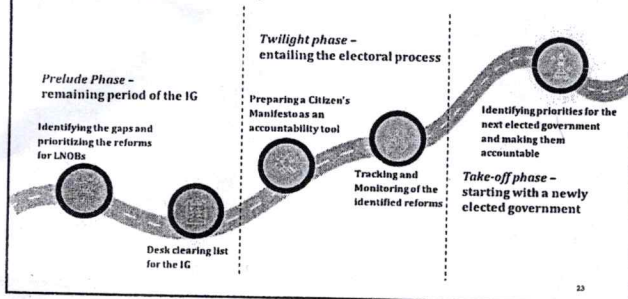
7. Our Approach



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8. A Strategic Roadmap



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9. Planned Interventions



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