

28th Policy Planning and Management Course (PPMC)

(26 October – 06 November 2025)

Course Management Team

Course Advisor

Mr. Sayeed Mahbub Khan
Rector
BPATC
E-mail: rector@bpatc.gov.bd

Course Director

Mr. Numeri Zaman
MDS
BPATC
Cell No: 01846520264
E-mail: numerizaman@yahoo.com

Course Coordinators

Dr. Md. Morshed Alom
Deputy Director
Cell No: 01552602056
E-mail: mmapatc@hotmail.com

Ms. Alina Aktar
Deputy Director
Cell No: 01712877676
E-mail: alinaaktarbcs30@gmail.com

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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

No. 05.01.2672.140.25.035.19.801

Date: 24 September 2025

Office Order

The Course Management Team (CMT) of the 28th Policy Planning and Management Course (PPMC) scheduled to be held from 26th October 2025 to 06th November 2025 is constituted with the following officials:

Course Advisor : Mr. Sayeed Mahbub Khan, Rector
Course Director : Mr. Numeri Zaman, MDS
Course Coordinator : a) Dr. Md. Morshed Alom, Deputy Director
b) Ms. Alina Aktar, 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;
- prepare two volumes of Course Omnibus including all document related to the course and, in the second volume the class schedules and lectures should be included. Three sets of each volume should be prepared; one set is to be sent to the PPR Department and one set to the library and other set to the course office for preservation. Omnibus will be board-paper bound, consisting of all handouts arranged module-wise, page numbered and properly indexed. Course name, duration and CMT (member's list) are to be mentioned in the top-page. Moreover, a profile of guest speakers is to be added in a separate page;

- send omnibus (both hard and soft copies) with original registration forms, release orders and other necessary documents to PPR Department within 15 (Fifteen) days of course completion;
 - Send the budget related file to the PPR department after adjustment for recording;
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

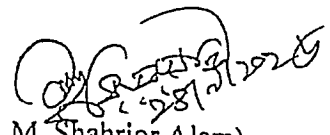
Sd/-
(A.M. Shahrir Alam)
Assistant Director (Program)
email: ppr.bpatc@gmail.com

No. 05.01.2672.140.25.035.19.801

Date: 24 September 2025

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

1. Faculty (All), BPATC, Savar, Dhaka;
2. All Members (CMT), 28th 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)

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:(ଏକ ପ୍ରାକୃତିକ ପ୍ରାକୃତିକ) ସ୍ୱାସ୍ଥ୍ୟ ପ୍ରାକୃତିକ ସ୍ୱାସ୍ଥ୍ୟ

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୫।୧।୧୬ ୧୯୦୯ ୪୫।୫।୧୬ ୯୯
 ୫।୧।୧୬ ୧୯୦୯ ୫୫।୫।୧୬ ୯୯

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ନାମ :- ଚନ୍ଦ୍ରକାନ୍ତ ମହାପାତ୍ର

১৯৬৬-৬৭ খ্রিঃ

ଉତ୍କଳ ଲେଖନୀ ଡ୍ରୋଇଡ଼ିଓ

കിഴക്കുള്ള കോട്ടയം ഉൾപ്പെടെ

২৬.	জনাব নিখিল কুমার দাস (২০৩৩৫)	অতিরিক্ত সচিব, সড়ক পরিবহন ও মহাসড়ক বিভাগ	১৮তম
২৭.	জনাব মোঃ আশরাফুজ্জামান (২০৩৩৭)	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন	১৮তম
২৮.	জনাব মোহাম্মদ মিজানুর রহমান (২০৩৩৯)	অতিরিক্ত সচিব, সদস্য (পরিঃ ও বাণিজ্য)	১৮তম
২৯.	জনাব মোঃ আলী রেজা সিদ্দিকী (২০৩৫৩)	বাংলাদেশ তাঁত বোর্ড, বস্ত্র ও পাট মন্ত্রণালয়	১৮তম
৩০.	জনাব মিজ নাঈমা বেগম (২০৩৫৪)	অতিরিক্ত সচিব, পরিকল্পনা বিভাগ	১৮তম
৩১.	জনাব মীলুফা আক্তার (২০৩৫৬)	অতিরিক্ত সচিব, প্রতিরক্ষা মন্ত্রণালয়	১৮তম
৩২.	ড. মোঃ আল আমিন সরকার (২০৩৫৭)	অতিরিক্ত সচিব, মৎস্য ও প্রাণিসম্পদ মন্ত্রণালয়	১৮তম
		মহাপরিচালক (অতিরিক্ত সচিব)	১৮তম
		বাণিজ্য পরিবীক্ষণ ও মূল্যায়ন বিভাগ, পরিকল্পনা মন্ত্রণালয়	১৮তম

শর্তাবলি:

- (১) কোর্সটি সশরীরে উপস্থিতির মাধ্যমে বিপিএটিসি-তে অনুষ্ঠিত হবে;
- (২) মনোনীত কর্মকর্তা 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 কর্মকর্তার কোর্স ফি এবং এ প্রশিক্ষণ বাবদ অন্যান্য ব্যয় নির্বাহ করা হবে;
- (৪) প্রশিক্ষণার্থী কর্মকর্তাকে আগামী ২৫/১০/২০২৫ তারিখ অথবা কোর্স ম্যানেজমেন্ট কর্তৃক নির্ধারিত সময় ও স্থানে আবশ্যিকভাবে রিপোর্ট করতে হবে। এ বিষয়ে নুমেরী জামান, কোর্স ডিরেক্টর (যুগ্মসচিব) ও এমডিএস (০১৮৪৬৫২০২৬৪) অথবা ড. মুহাম্মদ জিয়াউল ইসলাম, সিস্টেম এনালিস্ট (০১৮১৯৪৮৯৭৯) এর সাথে যোগাযোগ করার জন্য অনুরোধ করা হলো; এবং
- (৫) মনোনীত কর্মকর্তাকে আগামী ২৫/১০/২০২৫ তারিখের মধ্যে সরকারি কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এর মাধ্যমে অনলাইন রেজিস্ট্রেশন সম্পন্ন করতে হবে।


২০/১০/২০২৫
(জান্নাতুল ফেরদৌস)

উপসচিব

(অতিরিক্ত দায়িত্ব)

ফোনঃ +৮৮ ০২ ৯৫১৫৫২৫

ই-মেইলঃ it1@mopa.gov.bd

রেস্টার

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

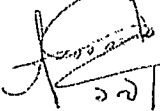
সাভার, ঢাকা

স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৭৯/৮

তারিখ: ০৩ কার্তিক ১৪৩২ বঙ্গাব্দ
১৯ অক্টোবর ২০২৫ খ্রিষ্টাব্দ

সদয় জ্ঞাতার্থে (জ্যেষ্ঠতার ক্রমানুসারে নয়):

- ১) মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ;
- ২) সিনিয়র সচিব/ সচিব..... মন্ত্রণালয়/বিভাগ;
- ৩) জনাব.....;
- ৪) অতিরিক্ত সচিব, ক্যারিয়ার প্ল্যানিং ও প্রশিক্ষণ অনুবিভাগ, জনপ্রশাসন মন্ত্রণালয়;
- ৫) যুগ্মসচিব (অতিরিক্ত দায়িত্ব), অভ্যন্তরীণ ও বিদেশ প্রশিক্ষণ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়;
- ৬) পরিচালক, পিপিআর অনুবিভাগ, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি), সাভার, ঢাকা;
- ৭) সিনিয়র সিস্টেম এনালিস্ট, সিনিয়র সিস্টেম এনালিস্টের দপ্তর, জনপ্রশাসন মন্ত্রণালয় (ওবসাইটে প্রকাশের অনুরোধসহ);
- ৮) অফিস কপি।


২০/১০/২০২৫
(জান্নাতুল ফেরদৌস)
উপসচিব

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

৫ কার্তিক ১৪৩২ বঙ্গাব্দ
তারিখ: ২১ অক্টোবর ২০২৫ খ্রিস্টাব্দ

স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৮১

বিষয়: ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এ প্রশিক্ষণার্থী বর্ধিত মনোনয়ন সংক্রান্ত।

সূত্র: বিপিএটিসি'র স্মারক নম্বর : ০৫.০১.২৬৭২.১৪০.২৫.০৭৬.২২.৪২৮; তারিখ: ২০/০২/২০২৫।

উপর্যুক্ত বিষয় ও সূত্রোক্ত পত্রের পরিপ্রেক্ষিতে, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি), সাভার, ঢাকায় আগামী ২৬/১০/২০২৫ হতে ০৬/১১/২০২৫ তারিখ পর্যন্ত ১২ (বারো) দিন মেয়াদে অনুষ্ঠেয় ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) -এ অংশগ্রহণের জন্য নিম্নবর্ণিত কর্মকর্তাগণকে নির্দেশক্রমে বর্ধিত মনোনয়ন প্রদান করা হলো;

২৮তম পিপিএমসির বর্ধিত মনোনয়নের লিষ্ট (জ্যেষ্ঠতার ক্রমানুসারে নয়):

ক্রম.	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	ব্যাচ
১.	জনাব মোঃ খায়রুল কবীর মেনন (৬৪৩৩)	অতিরিক্ত সচিব, সরকারি যানবাহন অধিদপ্তর	১৭তম
২.	জনাব মোঃ শহিদুল ইসলাম, এনডিসি (৬৪৯৫)	বিভাগীয় কমিশনার, বিভাগীয় কমিশনারের কার্যালয়, রংপুর বিভাগ, রংপুর।	১৮তম
৩.	গিজ রহিমা বেগম (৬৫৪৭)	অতিরিক্ত সচিব, অর্থ বিভাগ	১৮তম

শর্তাবলি:

- (১) কোর্সটি সশরীরে উপস্থিতির মাধ্যমে বাংলাদেশ লোক প্রশাসন প্রশিক্ষণ কেন্দ্রে অনুষ্ঠিত হবে;
- (২) মনোনীত কর্মকর্তা উপস্থিতি 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 কর্মকর্তার কোর্স ফি এবং এ প্রশিক্ষণ ব্যবদ অন্যান্য ব্যয় নির্বাহ করা হবে;
- (৪) প্রশিক্ষণার্থী কর্মকর্তাকে আগামী ২৫/১০/২০২৫ তারিখ অথবা কোর্স ম্যানেজমেন্ট কর্তৃক নির্ধারিত সময় ও স্থানে আবশ্যিকভাবে রিপোর্ট করতে হবে। এ বিষয়ে জনাব নুসেরী জামান, কোর্স ডিরেক্টর (যুগ্মসচিব) ও এমডিএস, বিপিএটিসি (০১৮৪৬৫২০২৬৪) অথবা ড. মুহাম্মদ জিয়াউল ইসলাম, সিস্টেম এনালিস্ট (০১৮১৯৪৮৯৭৯), বিপিএটিসি এর সাথে যোগাযোগ করার জন্য অনুরোধ করা হলো; এবং
- (৫) মনোনীত কর্মকর্তাকে আগামী ২৫/১০/২০২৫ তারিখের মধ্যে সরকারি কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এর মাধ্যমে অনলাইন রেজিস্ট্রেশন সম্পন্ন করতে হবে।

Endorse

২১-১০-২০২৫
ফেরদৌসী আক্তার
উপসচিব
৮৮০২৯৫১৫৫২৫
it1@mopa.gov.bd

রেস্ট্র

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

স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.১৯.১৮১/১(৭)

তারিখ: ৫ কার্তিক ১৪৩২ বঙ্গাব্দ
২১ অক্টোবর ২০২৫ খ্রিস্টাব্দ

সদয় জ্ঞাতার্থে/জ্ঞাতার্থে (জ্যেষ্ঠতার ক্রমানুসারে নয়):

- ১। মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ সচিব-এঁর দপ্তর, মন্ত্রিপরিষদ বিভাগ।
- ২। মাস্টার ফাইল, অফিস কপি।
- ৩। অতিরিক্ত সচিব, ক্যারিয়ার প্লানিং ও ট্রেনিং অনুবিভাগ, জনপ্রশাসন মন্ত্রণালয়।
- ৪। যুগ্মসচিব (অতিরিক্ত দায়িত্ব), অভ্যন্তরীণ এবং বিদেশ প্রশিক্ষণ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ৫। পরিচালক, পিপিআর অনুবিভাগ, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)।
- ৬। সিনিয়র সিস্টেম এনালিস্ট, সিনিয়র সিস্টেম এনালিস্টের দপ্তর, জনপ্রশাসন মন্ত্রণালয়(ওয়েবসাইটে প্রকাশের অনুরোধসহ)।
- ৭। অফিস কপি, .।



Endorse

২১-১০-২০২৫
ফেরদৌসী আক্তার
উপসচিব

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

২৮তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)

(২৬ অক্টোবর থেকে ০৬ নভেম্বর ২০২৫)

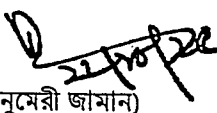
২৮তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) বাজেট বিভাজন

ক্রমিক	ব্যয়ের খাতসমূহ	২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩০জন হিসেবে)	২৮তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩২ জন হিসেবে)		
			সংখ্যা	হার	মোট টাকা
	পার্ট-ক				
১	প্রশিক্ষার্থীগণের রেজিস্ট্রেশন চলাকালীন স্বাগত অভ্যর্থনা (ফুলের স্টিক/ রেজিস্ট্রেশন চলাকালীন চা নাস্তা/ ডরমিটরী রুমে নাস্তা)	৬০০০.০০	৩২	৩০০.০০	৯৬০০.০০
২	রেস্টুর'স টি	৪০০০০.০০	৭০	২৫০.০০	১৭৫০০.০০
৩	ফটো/ ভিডিও	১২০০০.০০	থোক	১২০০০.০০	১২০০০.০০
৪	অতিথি বক্তা, ভিআইপি অতিথি বক্তা এবং কোর্স ম্যানেজমেন্ট টিমের সদস্যদের চা নাস্তা ও আপ্যায়ন	৩০০০০.০০	থোক	৩০০০০.০০	৩০০০০.০০
৫	শিক্ষা সফর/অভ্যন্তরীণ ভিজিট	৩৫০০০.০০	থোক	৩৫০০০.০০	৩৫০০০.০০
৬	ক্রীড়া প্রতিযোগিতার জন্য পুরস্কার	১৩৬০০০.০০	৮৫	১৭০০.০০	১৪৪৫০০.০০
৭	কোর্সের সমাপনী অনুষ্ঠান দুপুরের/রাতের খাবার (প্রশিক্ষার্থী+অনুষদ সদস্য+ সহায়ক কর্মচারি)	৪২৫০০.০০	৯০	৫০০.০০	৪৫০০০.০০
৮	মুদ্রণ এবং প্রকাশনা (কোর্স ব্রশিউর/ সিল/ নিমন্ত্রণ পত্র ও খাম ইত্যাদি)	৪০০০০.০০	থোক	৪০০০০.০০	৪০০০০.০০
৯	ফোল্ডার 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 =	৩৯৮০০০.০০			৩৯০১০০.০০
	পার্ট-খ				
১৩	অংশগ্রহণকারী প্রশিক্ষার্থীগণের জন্য দৈনিক ভাতা (টাকা ৮০০ X ৩০ জন X ১২ দিন বিপিএটিসি)	২১৬০০০.০০	৩২ জন X ১২ দিন	৮০০.০০	৩০৭২০০.০০
১৪	অতিথি বক্তাগণের সম্মানী (গেট স্পীকার)	৩৬০০০০.০০	৬০	৬০০০.০০	৩৬০০০০.০০
১৫	এক্সটেনশন লেকচার	৭০০০০.০০	১০	৭০০০.০০	৭০০০০.০০
১৬	ফেসিলিটেটারগণের সম্মানী (৫জনের)	২৫০০০.০০	৫	৫০০০.০০	২৫০০০.০০
	মোট: খ =	৬৭১০০০.০০			৭৬২২০০.০০

ক্রমিক	ব্যয়ের খাতসমূহ	২৭তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩০জন হিসেবে)	২৮তম পলিসি প্লানিং অ্যান্ড ম্যানেজমেন্ট কোর্সের (পিপিএমসি) এর বাজেট বিভাজন (৩২ জন হিসেবে)		
			সংখ্যা	হার	মোট টাকা
	পার্ট: গ (অর্থ অধিশাখা সরাসরি প্রদান করবে)				
১৭	অতিথি ক্রীড়া প্রশিক্ষক এর সম্মানী	৯৮০০.০০	১ জন X ১০ দিন	২০০০.০০	২০০০০.০০
১৮	দৈনিক ভিভিতে মজুরি (ক্লাসরুম অ্যাটেনডেন্ট-১ জন, রুম বেয়ারার ৬ জন, সহকারি বাবুর্চি ১জন, পরিচ্ছন্নতাকর্মী-৩জন, ডিসওয়াশার ১জন, মশালটি ১জন, ওয়েটার-২জন) (১৩দিন @ টাকা প্রতিদিন ৭০০ করে)	১০৯২০০.০০	১৫জন X ১৩ দিন	৭০০.০০	১০৬৫০০.০০
	মোট: গ=	১১৯০০০.০০			১০৬৫০০.০০
	সর্বমোট: (ক+ খ+গ) =	১১৮৮০০০.০০			১০৬৮৮০০.০০

(তেরো লক্ষ আট হাজার আটশত টাকা মাত্র)


(এলিনা আকতার)
উপপরিচালক ও
কোর্স সমন্বয়ক
২৮তম পিপিএমসি
বিপিএটিসি, সাভার, ঢাকা


(নুমেদী জামান)
এমডিএস ও
কোর্স পরিচালক
২৮তম পিপিএমসি
বিপিএটিসি, সাভার, ঢাকা


(সাইদ মাহবুব খান)
রেস্ট্রর (সচিব)
বিপিএটিসি
সাভার, ঢাকা



Bangladesh Public Administration Training Centre
Savar, Dhaka

Numeri Zaman
Member Directing Staff (Joint Secretary) &
Course Director
28th Policy Planning and Management Course

DO. 05.01.0000.266.25.0041.25.382

Date: 19 October 2025

Dear Sir and Madam, Assalamu Alaikum and greetings from BPATC

I would like to take the opportunity to congratulate you for being nominated for the 28th Policy Planning and Management Course (PPMC) at Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka. This training is scheduled from 26 October to 06 November 2025.

I hope this policy level training course will enrich your knowledge, and also help you to learn the tips of policy management as a civil servant of Bangladesh. The main objective of the PPMC is to improve leadership qualities so that the top-level civil servants attain the capacity of taking steering role to translate the development agenda 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. 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 23.10.2025 positively to attend the 28th 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 Md. Morshed Alom PhD, Deputy Director & Course Coordinator (Cell no: 01552602056) or Alina Aktar, Deputy Director & Course Coordinator (Cell no: 01712877676) or for online registration Mr. Mohammad Altaf Hossain, Assistant Programmer (Cell no: 01717316623) and Mr. Mohammad Saiful Islam, programmer, (Cell no: 01870826382).

- This is a fully residential course and staying in the dormitory is mandatory.
- 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 25th October 2025 by 6:00 pm (a welcome desk will be at the International Training Complex, ground floor). We will arrange transport for the participants on the 25th October 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 25th October 2025.

With warm regards

Sincerely yours,


19.10.2025
Numeri Zaman

10
2025

Bangladesh Public Administration Training Centre

Savar, Dhaka
www.bpatc.gov.bd

28th Policy Planning and Management Course (PPMC) (26 October to 06 November 2025)

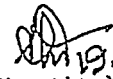
No. 05.01.0000.000.266.25.0041.25.379

Date: 19 October 2025

Notice

The 28th Policy Planning and Management Course (PPMC) is going to be held from 26 October to 06 November 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


(Alina Aktar)
Course Coordinator
28th 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.

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course (26/10/2025 - 06/11/2025)

Registration Form

Roll No: 101

Section: A

Dormitory: ITC Dormitory

Room No: 602

Personal Information

Name: MOHAMMAD MIZANUR RAHMAN

Gender: Male

Current Designation: সদস্য

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

Cadre ID: 20339

Date of Birth: 01/11/1969

Blood Group: A+

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মো: নুর নবী

Mother's Name: রোকেয়া বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSC	Andhra University	Andhra University	Remote Sensing & Geographical Information	2006	First Division

Special area of interest/Co-curricular activities: Game

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

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Address: 17, 05, HOUSE#17,ROAD#5,SEC#5, UTTARA, UTTARA - 1230, উত্তরা পশ্চিম

Address: আমিন উল্লাহ মাস্টার বাড়ি, null, আমিন উল্লাহ মাস্টার বাড়ি, 3703 - 3703, লক্ষ্মীপুর সদর

Permanent Address

District: ঢাকা

District: লক্ষ্মীপুর

Telephone:

Telephone:

Mobile Number: 01754191151

Mobile Number: 01754191151

Email: mizanforest@gmail.com

Office Telephone Number: 8189085

Emergency Contact

Name of contact person: Md.Nur Nabi

Telephone:

Mobile Number: 01731659535

Relationship with the person: Md.Nur Nabi

Address of contact person: মান্দারী, চন্দ্রগঞ্জ, লক্ষ্মীপুর

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course
(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 102

Section: A

Dormitory: ITC Dormitory

Room No: 603

Personal Information

Name: MD MAMUNUR RASHID BHUIYAN

Gender: Male

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 6492

Date of Birth: 30/09/1973

Blood Group: B-

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মোঃ আব্দুর রশীদ ভূঞা

Mother's Name: বেগম হোসনে আরা

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MS	UNIVERSITY OF GREENWICH, UK	UNIVERSITY OF GREENWICH, UK	Environmental Conservation	2012	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

Address: 36/6-সি এবং ডি, বাবর রোড, জহুরী মহল্লা, মোহাম্মদপুর - 1207, মোহাম্মদপুর

Address: null, null, NOAPARA, KASBA - 3460, কসবা

District: ঢাকা

Permanent Address

District: ব্রাহ্মণবাড়িয়া

Telephone:

Telephone:

Mobile Number: 01711572030

Mobile Number: 01711572030

Email: mamun329@gmail.com

Office Telephone Number: 0241024022

Emergency Contact

Name of contact person: ZINAT REHANA

Telephone:

Mobile Number: 01712528912

Relationship with the person: ZINAT REHANA

Address of contact person: মোহাম্মদপুর, মোহাম্মদপুর, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 103

Section: A

Dormitory: ITC Dormitory

Room No: 604

Personal Information

Name: MD ABUL ISLAM

Gender: Male

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 6503

Date of Birth: 08/12/1969

Blood Group: A+

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মোঃ আবুল হোসেন

Mother's Name: মোছাঃ খাতুন বিবি

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSC	University of Dhaka	University of Dhaka	Applied Chemistry & Chemical Engineering	1996	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: ১৬/বি, সনাতন গড়, ১৪, জিগাতলা - null, হাজারীবাগ

Address: null, null, টাওরা, গদ খালী - null, ঝিকরগাছা

District: ঢাকা

Permanent Address

11/9/25, 2:43 PM

CTMS: Participant Details

District: যশোর

Telephone:

Telephone:

Mobile Number: 01716205019

Mobile Number: 01716205019

Email: abulislam69@yahoo.com

Office Telephone Number: 0241050192

Emergency Contact

Name of contact person: SHEIKH ASRAFUL ISLAM

Telephone:

Mobile Number: 01678071519

Relationship with the person: SHEIKH ASRAFUL ISLAM

Address of contact person: নিউমার্কেট, হাজারীবাগ, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 104

Section: A

Dormitory: ITC Dormitory

Room No: 611

Personal Information

Name: NAIMA BEGUM

Gender: Female

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 20354

Date of Birth: 02/06/1972

Blood Group: A+

Marital Status: Divorcee

Number of Children: Male: 0 Female: 0

Father's Name: মোহাম্মদ সোবহান চৌধুরী

Mother's Name: গুলশান আরা বেগম

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)	University of Queensland,Australia	University of Queensland,Australia	Public Administration	2002	3.75

Special area of Interest/Co-curricular activities: NA

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

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: ৪/বি, ২, বাসা নং-৮/বি,২, ব্লক-সি, সেকশন-২, মিরপুর, মিরপুর - 1216, মিরপুর

Address: null, null, HAJISWARAI, MIRSARAI - 4320, null

District: ঢাকা

District: ঢাকা

Telephone:

Telephone:

Mobile Number: 01741229453

Mobile Number: 01741229453

Email: naimauq@yahoo.com

Office Telephone Number: 880258152743

Emergency Contact

Name of contact person: Asma Begum

Telephone:

Mobile Number: 01727209407

Relationship with the person: Asma Begum

Address of contact person: ধানমন্ডি, ধানমন্ডি, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 105

Section: A

Dormitory: ITC Dormitory

Room No: 612

Personal Information

Name: DR. MUNIRA BEGUM

Gender: Female

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 20327

Date of Birth: 13/12/1972

Blood Group: O+

Marital Status: Married

Number of Children: Male: 0 Female: 0

Father's Name: মো: বশির উদ্দিন

Mother's Name: মমতাজ বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
PhD	WESTERN SYDNEY UNIVERSITY, AUSTRALIA	WESTERN SYDNEY UNIVERSITY, AUSTRALIA	FDI and Sustainable Development	2021	NOT AVAILABLE

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: জ 47, 9, JA-47, MIDDLE BADDA, R-9,, GULSHAN-1 - 1212, বাড়ি

Permanent Address

11/9/25, 2:44 PM

CTMS: Participant Details

Address: জি 47, 9, JA-47,MIDDLE BADDA,R-9,, GULSHAN-1 - 1212, বাড়ি

District: ঢাকা

District: ঢাকা

Telephone:

Telephone:

Mobile Number: 01314996788

Mobile Number: 01314996788

Email: muniraeconomic@gmail.com

Office Telephone Number: 024116685

Emergency Contact

Name of contact person: Selina Begum

Telephone: 01711939831

Mobile Number: 01711939831

Relationship with the person: Selina Begum

Address of contact person: ঢাকা ক্যান্টনমেন্ট, ক্যান্টনমেন্ট, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)
Savar, Dhaka

28th Policy Planning and Management Course
(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 106

Section: A

Dormitory: ITC Dormitory

Room No: 605

Personal Information

Name: Mr. Md.Shahidul Islam

Gender: Male

Current Designation: Div, Com

Name of Cadre Service: BCS (Administration)

Cadre ID: 6495

Date of Birth: 23/10/1967

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Khabir Uddin

Mother's Name: Bulu Beum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MS	BAU, Mymensingh	BAU, Mymensingh	ENVS	2006	3.63

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: Div, Com Office Ragpu

Address: Village-Chenhua Post-Jagati

District: RANGPUR

Permanent Address

District: KUSHTIA

Telephone:

Telephone:

Mobile Number: 01911716359

Mobile Number: 01911716359

Email: sohidulislambmet@gmail.com

Office Telephone Number: ০২৫৬৬৬১২০০১

Emergency Contact

Name of contact person: Homayra

Telephone:

Mobile Number: 01711969219

Relationship with the person: spouse

Address of contact person: 385/a free school street hatirpul Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 107

Section: A

Dormitory: ITC Dormitory

Room No: 606

Personal Information

Name: Mr. MD. MUKAMMEL HOQUE

Gender: Male

Current Designation: Director General, Anti- Corruption Commission

Name of Cadre Service: BCS (Administration)

Cadre ID: 6440

Date of Birth: 02/01/1972

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Abul Hashem Mulla

Mother's Name: Musammat Mukhlesa khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
SSC	Dhaka	Rasulpur High school	Science	1986	First Division
HSC	Dhaka	Dhaka College	Science	1988	First Division
B. Sc Engineering (Chemical)	BUET	BUET	Chemical Engineering	1995	Second Class
MBA	University of Lincoln, UK	University of Lincoln, UK	Finance, Marketing, Business Strategy, Logistics and Supply chain	2013	First 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

Contact Details

Present Address

Permanent Address

Address: House-5, Road-2, Block-E, Banasree, Dhaka

Address: Village- Kadam Rasulpur, Post office- Rasulpur, Upazila- Gaffargaon

District: DHAKA

District: MYMENSINGH

Telephone:

Telephone:

Mobile Number: 01712092103

Mobile Number: 01712092103

Email: mukammel.hoque@gmail.com

Office Telephone Number: 0222221941

Emergency Contact

Name of contact person: Md. Mutahar Hossain

Telephone:

Mobile Number: 01720319621

Relationship with the person: Brother

Address of contact person: House no-115, Rupayan ZA Tower, Unit :J-10, Shantinagar, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course
(26/10/2025 - 06/11/2025)

Registration Form



Roll No: 108

Section: A

Dormitory: ITC Dormitory

Room No: 607

Personal Information

Name: Mr. Md. Khairul Kabir Menon

Gender: Male

Current Designation: Transport Commissioner (Additional Secretary)

Name of Cadre Service: BCS (Administration)

Cadre ID: 6433

Date of Birth: 01/10/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Sukur Ahmed

Mother's Name: Begum Fazilatunnessa

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MBA	West Bengal University of Technology	Bengal University of Technology	Human Resource management	2006	DGPA 8.28

Special area of interest/Co-curricular activities: Walking

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: Chaitali-3, Easkaton Garden Officer Quarter, Easkaton, Dhaka

Address: Village & Post: Charkalekhan, Upazila: Muladi, Dist. Barishal

District: DHAKA

District: BARISAL

Telephone:

Telephone:

Mobile Number: 01712016528

Mobile Number: 01712016528

Email: khairulkabirmenon @gmail.com

Office Telephone Number: 223383421

Permanent Address**Emergency Contact**

Name of contact person: Sabiha Nazneen

Telephone:

Mobile Number: 01720477715

Relationship with the person: Spouse

Address of contact person: Flat: Chaitali-3, Easkaton Garden Officer Quarter, Easkaton, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 109

Section: A

Dormitory: ITC Dormitory

Room No: 610

Personal Information

Name: Mr. Mohammad Atiqur Rahaman

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6542

Date of Birth: 29/12/1973

Blood Group:

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Mohammad Abdus Sobhan

Mother's Name: Begom Anowara Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MA	Dhaka University	Dhaka University	Mass Communication and journalism	1994	2nd class
Honors	Dhaka University	Dhaka University	Mass Communication and journalism	1993	2nd class
HSC	Dhaka Board	Dhaka College, Dhaka	Arts	1990	1st class
SSC	Dhaka Board	Monipur School, Dhaka	Arts	1988	1st class

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: 34 A POPULAR HOUSING BOROBUG, Mirpur

Address: UPAZILA PARISAD ROAD, Fulbari

District: DHAKA

District: KURIGRAM

Telephone:

Telephone:

Mobile Number: 01322898822

Mobile Number: 01322898822

Email: rahaman6542@gmail.com

Office Telephone Number: 01322898822

Permanent Address

Emergency Contact

Name of contact person: MST. ZINAT FERDOUS

Telephone:

Mobile Number: 01712155929

Relationship with the person: Wife

Address of contact person:

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 110

Section: A

Dormitory: ITC Dormitory

Room No: 615

Personal Information

Name: Mr. Md Sobur Hossain

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6552

Date of Birth: 16/10/1968

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Abdus Samad Mollah

Mother's Name: Mrs Noorjahan Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Master of Science	Dhaka University	Geography	Geography	1991	2nd Class
B Sc (Honours)	Dhaka University	Geography	Geography	1990	2nd Class
H S C	Dhaka Board	Boalmari Degree College	Bengali, English, Mathematics, Physics, Chemistry, Higher Mathematics, Biology,	1986	1st Division
S S C	Dhaka Board	Madhukhali High School	Bengali, English, Mathematics, Physics, Chemistry, Higher Mathematics, Biology	1984	1st Division

Special area of interest/Co-curricular activities: Sports (Badminton, Football, Playing Cards etc.)

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 Labour and Employment	13/05/2024	17/02/2025
Additional Secretary	National Institute of Local Government	22/04/24	12/05/24
Joint Secretary	National Institute of Local Government	18/01/23	21/04/24
Joint Secretary	Local Government Division		17/01/23

Contact Details

Present Address

Address: House # 57 E, Road # 04, Block # D, Bashundhara Residential Area, Dhaka

Address: Village & Post # Bhimpur, Upazilla # Boalmari, District # Faridpur, 7850

District: DHAKA

District: FARIDPUR

Telephone:

Telephone:

Mobile Number: 01716922886

Mobile Number: 01716922886

Email: sobur18@yahoo.com

Office Telephone Number: 223356567

Permanent Address

Emergency Contact

Name of contact person: Khondakar Morzina

Telephone: 01729202468

Mobile Number: 01729202468

Relationship with the person: Spouse

Address of contact person: Same as above

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 111

Section: A

Dormitory: ITC Dormitory

Room No: 613

Personal Information

Name: Ms. Alif Rudaba

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20310

Date of Birth: 16/12/1971

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: K A H M Nurul Haque

Mother's Name: Qumrun Nessa Jyoti

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MPPM	University of Melbourne	University of Melbourne	Public Policy and Management	2013	3.5 (4)

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

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: 342/1, South Goran, Dhaka-1219

Address: Vill- Putina, Upo-Zila - Rupganj, District- Narayanganj

District: DHAKA

Permanent Address

11/9/25, 2:50 PM

CTMS: Participant Details

District: NARAYANGANJ

Telephone:

Telephone:

Mobile Number: 01743479320

Mobile Number: 01743479320

Email: alifrudaba@gmail.com

Office Telephone Number: 01743479320

Emergency Contact

Name of contact person: Saleh Ahmed

Telephone:

Mobile Number: 01817609369

Relationship with the person: Spouse

Address of contact person: 342/1, South Goran, Dhaka-1219

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form



Roll No: 112

Section: A

Dormitory: ITC Dormitory

Room No: 616

Personal Information

Name: Mr. Md Ali Reza Siddiquee

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20353

Date of Birth: 16/08/1970

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Azim Uddin Ahmed

Mother's Name: Mozima Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSS	Jahangirnagar University	Jahangirnagar University	Government and Politics	1991	2nd Class
BSS (Hons)	Jahangirnagar University	Jahangirnagar University	Government and Politics	1990	2nd Class
HSC	Rajshahi	Carmichael College, Rangpur	Science	1987	1st Division
SSC	Rajshahi	Boda Pilot High School, Panchagarh	Science	1985	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
Additional Secretary	Security Services Division	24/04/2024	20/10/2024
Additional Secretary	Ministry of Public Administration	22/04/2024	23/04/2024
Joint Secretary	Security Services Division	20/09/2020	21/04/2024
Senior Assistant Chief	Planning Commission		16/09/2020

Contact Details

Present Address

Address: 82/A Bashir Uddin Road Kolabagan, Dhaka

Address: House 324, Ward 8 Satkhamar, Boda, Panchagarh

District: DHAKA

District: PANCHAGARH

Telephone:

Telephone:

Mobile Number: 01887898989

Mobile Number: 01887898989

Email: rezapia@yahoo.com

Office Telephone Number: 222216651

Permanent Address

Emergency Contact

Name of contact person: Sabiha Akhund

Telephone:

Mobile Number: 01708769655

Relationship with the person: Spouse

Address of contact person: 82/A Bashir Uddin Road Kolabagan, Dhaka 1205

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form



Roll No: 113

Section: A

Dormitory: ITC Dormitory

Room No: 703

Personal Information

Name: Dr. Dr. Md. Al Amin Sarker

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20357

Date of Birth: 28/09/1969

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Noor Haider Sarker

Mother's Name: Joinub Haider

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
PhD	Universiti Putra Malaysia	Universiti Putra Malaysia	(i) Macro Economics Theory, (ii) Research Methodology in Applied Economics, (iii) Advanced Microeconomic Theory, (iv) Advanced Macroeconomic Theory	2015	Awarded

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

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 Public Administration	24/04/2025	23/12/2024

Contact Details

Present Address

Address: 36/B Minto Road, Ramna, Dhaka

Address: Village & Post: Hat Pangashi Upazila: Raigonj District: Sirajgonj

District: DHAKA

District: SIRAJGANJ

Telephone: 880222228216

Telephone:

Mobile Number: 01727654771

Mobile Number: 01727654771

Email: sarker70@gmail.com

Office Telephone Number: +8802222216814

Permanent Address

Emergency Contact

Name of contact person: Shayema Islam

Telephone: 880248322316

Mobile Number: 01556405787

Relationship with the person: Wife

Address of contact person: 36/B Minto Road, Ramna, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 114

Section: A

Dormitory: ITC Dormitory

Room No: 704

Personal Information

Name: MD. SHAMIMUL HAQUE

Gender: Male

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 20292

Date of Birth: 01/12/1970

Blood Group: O+

Marital Status: Married

Number of Children: Male: 2 Female: 0

Father's Name: মোঃ নুরুল হক

Mother's Name: শরিফন হক

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MS	TURIN UNIVERSITY, ITALY	TURIN UNIVERSITY, ITALY	Public Procurement Management	2016	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: প্লট-১৫, ২/সি, ফ্লাট-৪০৩, হাইপারিয়ন গার্ডেন-১, প্লট-১৫, রাস্তা-২/সি, মিরপুর - 1216, পল্লবী

Address: null, null, চাকলা (পূর্বপাড়া), পুন্ডরীয়া - null, বেড়া

District: ঢাকা

District: পাবনা

Telephone:

Telephone:

Mobile Number: 01715029359

Mobile Number: 01715029359

Email: mdshaque24@gmail.com

Office Telephone Number: 02223386949

Emergency Contact

Name of contact person: SHAYMA PARVIN

Telephone:

Mobile Number: 01757558029

Relationship with the person: SHAYMA PARVIN

Address of contact person: মিরপুর, পল্লবী, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course (26/10/2025 - 06/11/2025)

Registration Form



Roll No: 115

Section: A

Dormitory: ITC Dormitory

Room No: 705

Personal Information

Name: Mr. A. K. M. Abdullah Khan

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20265

Date of Birth: 30/10/1968

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Abdul khalek Khan

Mother's Name: Mrs. Shamsun Nahar

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	Dhaka University	Zoology	Zoology	1990	First 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: House No: 3/18, Road No: Green Road Officers Dormatory Building

Address: Village: Kutikura, Post Office: Dhara, Postal Code: Mymensingh-2261

District: DHAKA

District: MYMENSINGH

Telephone:

Telephone:

Mobile Number: 01825363779

Mobile Number: 01825363779

Email: addl_planning@moca.gov.bd

Office Telephone Number: 02-9515575

Permanent Address**Emergency Contact**

Name of contact person: Rashed

Telephone:

Mobile Number: 01625-550517

Relationship with the person: Son

Address of contact person: House No: 3/18, Road No: Green Road Officers Dormatory Building, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 116

Section: A

Dormitory: ITC Dormitory

Room No: 706

Personal Information

Name: Mr. Md Fazlur Rahman

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: Administration

Date of Birth: 02/03/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Moslem Gazi

Mother's Name: Fatema Khatun

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	Dhaka University	Statistics	Statistics	1989	1st Division

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

Permanent Address

Address: Building # 38, Flat # 9/A, Government Officers Quarter, Azimpur, Dhaka

Address: Vill- Gobila, P.O- Sajjiali, Upazila-Jashore, Zilla-Jashore

District: DHAKA

District: JESSORE

Telephone:

Telephone:

Mobile Number: 01552434265

Mobile Number: 01552434265

Email: fazlu68@gmail.com

Office Telephone Number: ০১৫৫২৪৩৪২৬৫

Emergency Contact

Name of contact person: Morsheda Parvin

Telephone: 01871921664

Mobile Number: 01871921664

Relationship with the person: Wife

Address of contact person: Building # 38, Flat # 9/A, Government Officers Quarter, Azimpur, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form



Roll No: 117

Section: A

Dormitory: ITC Dormitory

Room No: 707

Personal Information

Name: Mr. NIKHIL KUMAR DAS

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 20335

Date of Birth: 21/11/1967

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: ফিরোদ চন্দ্র দাস

Mother's Name: Promila Rani Das

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MPP	GRIPS, Tokyo, Japan	National Graduate Institute for Policy Studies	Public Policy related	2003	Passed

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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Additional Secretary	Bangladesh Planning Commission	16/06/2022	14/05/2025
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Contact Details

Present Address

Address: 246/1/1 West Agargaon, Sher-e-Bangla Nagar, Dhaka-1207

Address: Vill. & Post: Bagat

District: DHAKA

District: FARIDPUR

Telephone:

Telephone:

Mobile Number: 01716270575

Mobile Number: 01716270575

Email: nikhil_das2000@yahoo.com

Office Telephone Number: ০২২২৩৩৫৪০৪৬

Permanent Address

Emergency Contact

Name of contact person: Sanchita Das

Telephone: 01726363531

Mobile Number: 01726363531

Relationship with the person: Wife

Address of contact person: 246/1/1 West Agargaon, Sher-e-Bangla Nagar, Dhaka-1207

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form



Roll No: 118

Section: A

Dormitory: ITC Dormitory

Room No: 711

Personal Information

Name: Mr. Md Nuruzzaman ndc

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6316

Date of Birth: 31/12/1969

Blood Group: AB +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Abdur Razzak

Mother's Name: Sanwara Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MS	BUP	National Defence College	Security and Development	2021	3.58

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: Avenue-3, Block-C, Section -2, Mirpur

Address: Village: Itabhara, Post: Champak Nagar, Upozela: Homna

District: DHAKA

District: COMILLA

Telephone: 01711966557

Telephone:

Mobile Number: 01711966557

Mobile Number: 01724418822

Email: nur_zaman15@yahoo.com

Office Telephone Number: 01711966557

Permanent Address**Emergency Contact**

Name of contact person: Samsunnahar Zaman

Telephone: 01724418822

Mobile Number: 01724418822

Relationship with the person: Wife

Address of contact person:

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 119

Section: A

Dormitory: ITC Dormitory

Room No: 712

Personal Information

Name: MD RUPAM ANWAR

Gender: Male

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 6445

Date of Birth: 02/01/1970

Blood Group: O+

Marital Status: Married

Number of Children: Male: 0 Female: 1

Father's Name: মোঃ আনোয়ার হোসেন

Mother's Name: ফাতেমা বেগম

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)	University of Dhaka	University of Dhaka	International Relations	1992	First 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

Permanent Address

Address: null, null, 9/23 HAMAYUN ROAD, BLOCK-C, MOHAMMADPUR, DHAKA-1207 - 248, null

Address: null, null, কশবামাজাইল, 7720 - 7720, পাংশা

District: ঢাকা

11/9/25, 2:51 PM

District: রাজবাড়ী

Telephone: 8802223329274

Telephone:

Mobile Number: 01762625532

Mobile Number: 01762625532

Email: rupam.anwar@gmail.com

Office Telephone Number: 880241050247

Emergency Contact

Name of contact person: SHARMIN AHASHANARA

Telephone:

Mobile Number: 01924423295

Relationship with the person: SHARMIN AHASHANARA

Address of contact person: মোহাম্মদপুর, মোহাম্মদপুর, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 120

Section: A

Dormitory: ITC Dormitory

Room No: 614

Personal Information

Name: NILUFA AKTER

Gender: Female

Current Designation: অতিরিক্ত সচিব

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

Cadre ID: 20356

Date of Birth: 27/06/1970

Blood Group: AB+

Marital Status: Married

Number of Children: Male: 1 Female: 1

Father's Name: হোসেন রেজা চৌধুরী

Mother's Name: রফিকা বেগম

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MS	Bangladesh Agricultural University, Mymensingh	Bangladesh Agricultural University, Mymensingh	Poultry Science	1996	Second Class

Special area of interest/Co-curricular activities: খেলা

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

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
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Contact Details

Present Address

Permanent Address

Address: সোনালী-৩, ইন্সটন গার্ডেন সরকারি অফিসার্স কোয়ার্টারস, ইন্সটন গার্ডেন রোড, ইন্সটন, শান্তিনগর - 1217, রমনা

Address: চৌধুরী বাড়ী, null, উত্তর ধর্মপুর, কাজলা - 5740, গোবিন্দগঞ্জ

District: ঢাকা

District: গাইবান্ধা

Telephone: 0248317025

Telephone:

Mobile Number: 01552498969

Mobile Number: 01552498969

Email: nilufaakter556@gmail.com

Office Telephone Number: 0255100743

Emergency Contact

Name of contact person: ZAHURUL ALAM CHOWDHURY

Telephone:

Mobile Number: 01550155017

Relationship with the person: ZAHURUL ALAM CHOWDHURY

Address of contact person: শান্তিনগর, শাহজাহানপুর, ঢাকা

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 121

Section: A

Dormitory: ITC Dormitory

Room No: 713

Personal Information

Name: Mr. Md.Khorshed Alam

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: ৬২৮১

Date of Birth: 13/04/1970

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: মো আ মান্নান তালুকদের

Mother's Name: Begum Rowshan Ara mannan

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MA	National University	Bhawal Badre Alam College,Gazipur	Islamic History and Culture	2003	2nd

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: Gulfishan 6

Address: Gulfishan 6

District: DHAKA

Permanent Address

11/9/25, 2:54 PM

CTMS: Participant Details

District: DHAKA

Telephone:

Telephone:

Mobile Number: 01712573370

Mobile Number: 01767986998

Email: khorshed6281@gmail.com

Office Telephone Number: ০১৭১২৫৭৬৬৭০

Emergency Contact

Name of contact person: Rabeya

Telephone: 01767986998

Mobile Number: 01767986998

Relationship with the person: Spouse

Address of contact person:

Bangladesh Public Administration Training Centre(BPATC) ,
Savar, Dhaka

28th Policy Planning and Management Course
(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 122
Section: A
Dormitory: ITC Dormitory
Room No: 714

Personal Information

Name: Mr. Mohammad Nora Alam Siddique
Gender: Male
Current Designation: Additional Secretary
Name of Cadre Service: BCS (Administration)
Cadre ID: 6564
Date of Birth: 02/01/1974
Blood Group: AB +
Marital Status: Married
Number of Children: Male: Female:
Father's Name: Mohammad Abul Kashem
Mother's Name: Mrs, Nurun Nahar

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MBA	Masters of Business Administration	Leading University	Human Resource Management	2006	First 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
Joint Secretary	Local Government Division	10/01/2019	24/04/2024

Contact Details

Present Address
Address: House no# 09 Road no# 03 Dhanmondi Dhaka

Permanent Address

Address: House no# 09 Road no# 03 Dhanmondi Dhaka

District: DHAKA

District: DHAKA

Telephone:

Telephone:

Mobile Number: 01711586803

Mobile Number: 01711586803

Email: noraalam6564@gmail.com

Office Telephone Number: 55100926

Emergency Contact

Name of contact person: Dr. Sharmin Nahar

Telephone:

Mobile Number: 01739668974

Relationship with the person: Spouse

Address of contact person: House no# 09 Road no# 03 Dhanmondi Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course (26/10/2025 - 06/11/2025)

Registration Form



Roll No: 123

Section: A

Dormitory: ITC Dormitory

Room No: 715

Personal Information

Name: Mr. Ahmed Faisal Imam

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6403

Date of Birth: 25/09/1970

Blood Group: O +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Late Zahirul Imam

Mother's Name: Late Sayeeda Imam

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
M. A.	Greenwich University	Do	International Human Resource Management	2014	CGPA 3.79
B. A.	National University	Comilla Victoria College	Bangla, English, Economics, Philosophy, Islamic History	1994	2nd Class
HSC	Comilla Board	Chandina RA College	Bangla, English, Physics, Chemistry, Biology, Mathematics	1990	1st Division

SSC	Comilla Board	Comilla Zilla School	Bangla, English, Physics, Chemistry, Biology, Mathematics, Geography	1985	1st Division
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Special area of interest/Co-curricular activities: Sports, Watching Movie, Book Reading, Hiking, Travelling

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

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
Member	Land Appeal Board	01/06/2023	06/11/2024
Director	Department of Government Transport	11/12/2019	12/05/2023
Joint Secretary	Ministry of Public Administration	16/06/2019	26/11/2019
Deputy Secretary	Ministry of Public Administration		16/06/2019

Contact Details

Present Address

Address: Flat- 6, Kamini Bhobon, Azimpur Government Officers Quarters , Zone- A, Azimpur, Dhaka

Address: Ishaque Aungon, Ashoketola, Comilla

District: DHAKA

District: COMILLA

Telephone: 0255152194

Telephone: 08167111

Mobile Number: 01710112490

Mobile Number: 01710112490

Email: ahmedfaisalimam@gmail.com

Office Telephone Number: 0255100351

Permanent Address

Emergency Contact

Name of contact person: Samea Imam

Telephone: 0255152194

Mobile Number: 01912906783

Relationship with the person: Spouse

Address of contact person: Flat- 6, Kamini Bhobon, Azimpur Government Officers Quarters , Zone- A, Azimpur, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 124

Section: A

Dormitory: ITC Dormitory

Room No: 716

Personal Information

Name: Mr. Md. Rafiqul Alam

Gender: Male

Current Designation: Add. Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: 6500

Date of Birth: 02/10/1972

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md. Abushama

Mother's Name: Mrs. Howa Bibi

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSS	Dhaka University	Social Science	Political Science	1993	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

Permanent Address

Address: House No-13/3, Aurangajeb Road, Mohammadpur, Dhaka

Address: House No-13/3, Aurangajeb Road, Mohammadpur, Dhaka

District: DHAKA

District: DHAKA

Telephone: 01711703008

Telephone: 01711703008

Mobile Number: 01711703008

Mobile Number: 01711703008

Email: rafiqu18th@gmail.com

Office Telephone Number: 01711703008

Emergency Contact

Name of contact person: 01914752843

Telephone: 01914752843

Mobile Number: 01914752843

Relationship with the person: Wife

Address of contact person: House No-13/3, Aurangajeb Road, Mohammadpur, Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 125

Section: A

Dormitory: ITC Dormitory

Room No: 805

Personal Information

Name: Mr. Muhammad Hiruzzaman Ndc

Gender: Male

Current Designation: Director General

Name of Cadre Service: BCS (Administration)

Cadre ID: 5964

Date of Birth: 05/03/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Addul Halim Miah

Mother's Name: Monowara Begum

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
Masters Degree	Dhaka University	English Department	English Literature	1989	2nd

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
Additional Secretary	Ministry of Youth and Sports	25/09/2024	27/10/2025

Contact Details

Present Address

Address: Flat: 19/B, Socib Nibas, Eskaton Garden, Dhaka

Permanent Address

Address: Village: Patar Char, Post Office: Rangopaldi, Upozilla: Dashmina

District: DHAKA

District: DHAKA

Telephone:

Telephone: +8802222222753

Mobile Number: 01715094001

Mobile Number: 01712853363

Email: mhzaman5964@gmail.com

Office Telephone Number: +88055079428

Emergency Contact

Name of contact person: Akhter Jahan

Telephone: 01712853363

Mobile Number: 01712853363

Relationship with the person: Wife

Address of contact person: Flat: 19/B, Socib Nibas, Eskaton Garden , Dhaka

Bangladesh Public Administration Training Centre(BPATC)

Savar, Dhaka

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 126

Section: A

Dormitory: ITC Dormitory

Room No: 803

Personal Information

Name: Ms. RAHIMA BEGUM

Gender: Female

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Administration)

Cadre ID: ৬৫৪৭

Date of Birth: 21/09/1971

Blood Group: B +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: SALAUDDIN AHMED

Mother's Name: HAZERA KHATUN

Educational Qualifications

Degree Title	Board /University Awarded Certificate	School/College/ Department/Institution Attended	Major subjects	Year of Graduation/Completion	Result
MSc	UK	University of Bradford	ECONOMICS AND FINANCE FOR DEVELOPMENT	2013	3

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: house- SEA (6), road-135, Gulshan -1, Dhaka

Permanent Address

11/9/25, 2:54 PM

CTMS: Participant Details

Address: house- SEA (6), road-135, Gulshan -1, Dhaka

District: DHAKA

District: DHAKA

Telephone:

Telephone:

Mobile Number: 01819432531

Mobile Number: 01819432531

Email: zahinsamin@gmail.com

Office Telephone Number: ০১৮১৯৪৩২৫৩১

Emergency Contact

Name of contact person: Dr M Nasiruddin Munshi

Telephone: 01818338473

Mobile Number: 01818338473

Relationship with the person: Husband

Address of contact person: house- SEA (6), road-135, Gulshan -1, Dhaka

Bangladesh Public Administration Training Centre(BPATC)
Savar, Dhaka

28th Policy Planning and Management Course
(26/10/2025 - 06/11/2025)

Registration Form

Roll No: 127

Section: A

Dormitory: ITC Dormitory

Room No: 806

Personal Information

Name: Mr. Md Ashrafuzzaman

Gender: Male

Current Designation: Additional Secretary

Name of Cadre Service: BCS (Economic)

Cadre ID: 20337

Date of Birth: 26/12/1968

Blood Group: A +

Marital Status: Married

Number of Children: Male: Female:

Father's Name: Md Jahirul Islam

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
MSc	UoBirmingham	IDD	Dev Management	2018	Dist.

Special area of interest/Co-curricular activities: surfing social media

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

Employment Statement

Designation	Name of Organization	Start Date	Finish Date
-------------	----------------------	------------	-------------

Contact Details**Present Address**

Address: 16 Dilu Road, New Easkaton, Dhaka

Address: 16 Dilu Road, New Easkaton, Dhaka

District: DHAKA

Permanent Address

District:

Telephone:

Telephone:

Mobile Number: 01914223967

Mobile Number: 01914223967

Email: m.ashraf.zaman@gmail.com

Office Telephone Number: 01914223967

Emergency Contact

Name of contact person: Nazneen Akter

Telephone:

Mobile Number: 01922540791

Relationship with the person: Spouse

Address of contact person: same

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩
www.bpatc.gov.bd

২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্সে অংশগ্রহণকারী প্রশিক্ষার্থীগণের তালিকা (জ্যেষ্ঠতার ক্রমানুসারে নয়):

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নম্বর	ব্যাচ
১.	জনাব মোহাম্মদ মিজানুর রহমান (২০৩৩৯)	সদস্য (পরিকল্পনা ও বাস্তবায়ন) (অতিরিক্ত সচিব), বাংলাদেশ তাঁত বোর্ড	০১৭৫৪-১৯১১৫১	১৮তম
২.	জনাব মোঃ মামুনুর রশীদ ভূঞা (৬৪৯২)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ	০১৭১১৫৭২০৩০	১৮তম
৩.	জনাব মোঃ আবুল ইসলাম (৬৫০৩)	অতিরিক্ত সচিব, নৌপরিবহন মন্ত্রণালয়	০১৭১৬-২০৫০১৯	১৮তম
৪.	মিজ নাঈমা বেগম (২০৩৫৪)	অতিরিক্ত সচিব, প্রতিরক্ষা মন্ত্রণালয়	০১৭৪১২২৯৪৫৩	১৮তম
৫.	ড. মুনیرা বেগম (২০৩২৭)	অতিরিক্ত সচিব, সাধারণ অর্থনীতি বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন	০১৩১৪৯৯৬৭৮৮	১৮তম
৬.	জনাব মোঃ শহিদুল ইসলাম (৬৪৯৫)	বিভাগীয় কমিশনার, রংপুর	০১৯১১৭১৬৩৫৯	১৮তম
৭.	জনাব মোঃ মোকাম্মেল হক (৬৪৪০)	মহাপরিচালক (অতিরিক্ত সচিব), দুর্নীতি দমন কমিশন	০১৭১২০৯২১০৩	১৭তম
৮.	জনাব মোঃ খায়রুল কবীর মেনন (৬৪৩৩)	পরিবহন কমিশনার (অতিরিক্ত সচিব), সরকারি যানবাহন অধিদপ্তর, জনপ্রশাসন মন্ত্রণালয়	০১৭১২০১৬৫২৮	১৭তম
৯.	জনাব মোহাম্মদ আতিকুর রহমান (৬৫৪২)	অতিরিক্ত মহাপরিচালক (পিইডিপি-৪), প্রাথমিক শিক্ষা অধিদপ্তর	০১৩২২৮৯৮৮২২	১৮তম
১০.	জনাব মোঃ সবুর হোসেন (৬৫৫২)	অতিরিক্ত সচিব, বিদ্যুৎ বিভাগ	০১৭১৬৯২২৮৮৬	১৮তম
১১.	আলিফ রুদাবা (২০৩১০)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ	০১৭৪৩৪৭৯৩২০	১৮তম
১২.	জনাব মোঃ আলী রেজা সিদ্দিকী (২০৩৫৩)	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন	০১৮৮৬১০০৫৫৫	১৮তম
১৩.	ড. মোঃ আল আমিন সরকার (২০৩৫৭)	মহাপরিচালক (অতিরিক্ত সচিব), আইএমইডি, পরিকল্পনা মন্ত্রণালয়	০১৭২৭৬৫৪৭৭১	১৮তম
১৪.	জনাব মোঃ শামীমুল হক (২০২৯২)	অতিরিক্ত সচিব (পরিকল্পনা), শিল্প মন্ত্রণালয়	০১৭১৫০২৯৩৫৯	১৭তম
১৫.	জনাব এ. কে. এম. আবদুল্লাহ খান (২০২৬৫)	অতিরিক্ত সচিব (উন্নয়ন ও পরিকল্পনা), সংস্কৃতি বিষয়ক মন্ত্রণালয়	০১৭২০৫৩৪৯৬০	১৭তম
১৬.	জনাব মোঃ ফজলুর রহমান (২০৩১৬)	অতিরিক্ত সচিব, বাজেট ও অনুদান অনুবিভাগ, ধর্ম বিষয়ক মন্ত্রণালয়	০১৫৫২৪৩৪২৬৫	১৮তম
১৭.	জনাব নিখিল কুমার দাস (২০৩৩৫)	অতিরিক্ত সচিব, আরবান ট্রান্সপোর্ট অনুবিভাগ, সড়ক পরিবহন ও মহাসড়ক বিভাগ	০১৭১৬২৭০৫৭৫	১৮তম
১৮.	জনাব মোঃ নূরুজ্জামান এনডিসি (৬৩১৬)	অতিরিক্ত সচিব (প্রশাসন), অঃদাঃ (জাস, সমন্বয়, প্রণয় ও এপিএ, শিল্প মন্ত্রণালয়	০১৭১১৯৬৬৫৫৭	১৫তম
১৯.	জনাব মোঃ রূপম আনোয়ার (৬৪৪৫)	অতিরিক্ত সচিব (প্রশাসন অনুবিভাগ), রেলপথ মন্ত্রণালয়	০১৭১১৬৯১৬৭০ ০১৭৬২৬২৫৫৩২	১৭তম

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নম্বর	ব্যাচ
২০.	নীলুফা আক্তার (২০৩৫৬)	অতিরিক্ত সচিব, মৎস্য ও প্রাণিসম্পদ মন্ত্রণালয়	০১৫৫২৪৯৮৯৬৯	১৮তম
২১.	জনাব মোঃ খোরশেদ আলম, এনডিসি (৬২৮১)	অতিরিক্ত সচিব (হাসপাতাল অনুবিভাগ), স্বাস্থ্য সেবা বিভাগ	০১৭১২৫৭৩৩৭০	১৫তম
২২.	জনাব মোহাম্মদ নূরে আলম সিদ্দিকী (৬৫৬৪)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ	০১৭১১৫৮৬৮০৩	১৮তম
২৩.	জনাব আহমেদ ফয়সল ইমাম (৬৪০৩)	অতিরিক্ত সচিব, কৃষি মন্ত্রণালয়	০১৭১০১১২৪৯০	১৭তম
২৪.	জনাব মোঃ রফিকুল আলম (৬৫০০)	অতিরিক্ত সচিব (অপারেশন), জ্বালানি ও খনিজ সম্পদ বিভাগ	০১৭১১-৭০৩০০৮	১৮তম
২৫.	জনাব মুহম্মদ হিরুজ্জামান, এনডিসি (৫৯৬৪)	মহাপরিচালক (অতিরিক্ত সচিব), জাতীয় গণমাধ্যম ইনস্টিটিউট	০১৭১৫০৯৪০০১	১৩তম
২৬.	মিজ রহিমা বেগম (৬৫৪৭)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়	০১৮১৯৪৩২৫৩১	১৮তম
২৭.	জনাব মোঃ আশরাফুজ্জামান	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন	০১৯১৪২২৩৯৬৭	১৮তম

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
www.bpatc.gov.bd
28th Policy Planning and Management Course
(26 October-06 November 2025)

List of Participants (Not on the basis of Seniority)

Roll	Name & Cadre ID	Designation & Current Posting Place	Mobile Number
101	Mohammad Mizanur Rahman (20339)	Member (Planning & Implementation) (Additional Secretary), Bangladesh Handloom Board	01754-191151
102	Md. Mamunur Rashid Bhuiyan (6492)	Additional Secretary, Information and Communication Technology Division	01711572030
103	Md. Abul Islam (6503)	Additional Secretary, Ministry of Shipping	01716-205019
104	Naima Begum (20354)	Additional Secretary, Ministry of Defence	01741229453
105	Dr. Munira Begum (20327)	Additional Secretary, Poverty Analysis and Monitoring Wing, General Economics Division, Planning Commission	01314996788
106	Md. Shahidul Islam (6495)	Divisional Commissioner, Divisional Commissioner's Office, Rangpur Division, Rangpur	01911716359
107	Md. Mukammel Hoque (6440)	Director General, Anti- Corruption Commission	01712092103
108	Md. Khairul Kabir Menon (6433)	Transport Commissioner (Additional Secretary), Directorate of Government Transport Ministry of Public Administration	01712016528
109	Mohammad Atiqur Rahaman (6542)	Additional Director General (PEDP4), Directorate of Primary Education	01322898822
110	Md Sobur Hossain (6552)	Additional Secretary, Administration Wing, Power Division, Ministry of Power, Energy and Mineral Resources	01716922886
111	Alif Rudaba (20310)	Additional Secretary, Medical Education and Family Welfare Division	01743479320
112	Md. Ali Reza Siddiquee (20353)	Additional Secretary, Physical Infrastructure Division, Planning	01887898989

Roll	Name & Cadre ID	Designation & Current Posting Place	Mobile Number
		Commission, Sher E Bangla Nagar, Dhaka	
113	Dr. Md. Al Amin Sarker (20357)	DG (Additional Secretary), IMED, Ministry of Planning	01727654771
114	Md. Shamimul Haque (20292)	Additional Secretary (Planning), Ministry of Industries	01715029359
115	A. K. M. Abdullah Khan (20265)	Additional Secretary (Development & Planning), Ministry of Cultural Affairs	01825363779
116	Md. Fazlur Rahman (20316)	Additional Secretary, Budget and Grants Wing, Ministry of Religious Affairs	01552434265
117	Nikhil Kumar Das (20335)	Additional Secretary, Urban Transport Wing, Road Transport and Highways Division	01716270575
118	Md. Nuruzzaman ndc (6316)	Additional Secretary (Admin), Ministry of Industries	01711966557
119	Mr. Md. Rupam Anwar (6445)	Additional Secretary (Administration Wing), Ministry of Railways	01711691670
120	Nilufa Akter (20356)	Additional Secretary, Ministry of Fisheries and Livestock	01552498969
121	Md. Khorshed Alam (6281)	Additional Secretary (Hospital Wing), Health Services Division, Ministry of Health and Family Welfare	01712573370
122	Mohammad Nora Alam Siddique (6564)	Additional Secretary, Medical Education & Family Welfare Division	01711586803
123	Rahima Begum (6547)	Additional Secretary, Finance Division, Ministry of Finance	
124	Muhammad Hiruzzaman ndc (5964)	Director General (Additional Secretary), National Institute of Mass Communication, Dhaka	01715094001
125	Ahmed Faisal Imam (6403)	Additional Secretary, Ministry of Agriculture	01710112490
126	Md. Rafiqul Alam (6500)	Additional Secretary (Operation), Energy and Mineral Resources Division	01711703008

Roll	Name & Cadre ID	Designation & Current Posting Place	Mobile Number
127	Md. Ashrafuzzaman (20337)	Additional Secretary, Physical Infrastructure Division, Bangladesh Planning Commission	01914223967

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩
www.bpatc.gov.bd

২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (২৬ অক্টোবর হতে ০৬ নভেম্বর ২০২৫)

স্মারক নম্বর-০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৩৯৪

তারিখ: ১০ কার্তিক ১৪৩২
২৬ অক্টোবর ২০২৫

বিষয়: ২৬ অক্টোবর ২০২৫ তারিখ থেকে বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রে অনুষ্ঠিত ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) -এ অংশগ্রহণকারী প্রশিক্ষার্থীগণের তালিকা প্রেরণ।

সূত্র: (১) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.২৯.১৭৯; তারিখ: ১৯ অক্টোবর ২০২৫
(২) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.২৯.১৮১; তারিখ: ২১ অক্টোবর ২০২৫

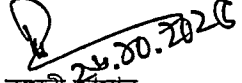
উপরোক্ত বিষয় ও সূত্রের আলোকে জানানো যাচ্ছে যে, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রে ২৬ অক্টোবর হতে ০৬ নভেম্বর ২০২৫ মেয়াদে ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্সে (পিপিএমসি) নিম্নোক্ত ২৭ (সাতাশ) জন কর্মকর্তা যোগদান করেছেন:

ক্রমিক	রোল	নাম ও পরিচিতি নম্বর (জ্যেষ্ঠতার ক্রমানুসারে নয়)	পদবি ও কর্মস্থল
১.	১০১	জনাব মোহাম্মদ মিজানুর রহমান (২০৩৩৯)	সদস্য (পরিকল্পনা ও বাস্তবায়ন) (অতিরিক্ত সচিব), বাংলাদেশ তাঁত বোর্ড
২.	১০২	জনাব মোঃ মামুনুর রশীদ জুঞা (৬৪৯২)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ
৩.	১০৩	জনাব মোঃ আবুল ইসলাম (৬৫০৩)	অতিরিক্ত সচিব, নৌপরিবহন মন্ত্রণালয়
৪.	১০৪	মিজ নাঈমা বেগম (২০৩৫৪)	অতিরিক্ত সচিব, প্রতিরক্ষা মন্ত্রণালয়
৫.	১০৫	ড. মুনিরা বেগম (২০৩২৭)	অতিরিক্ত সচিব, সাধারণ অর্থনীতি বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন
৬.	১০৬	জনাব মোঃ শহিদুল ইসলাম (৬৪৯৫)	বিভাগীয় কমিশনার, বিভাগীয় কমিশনারের কার্যালয়, রংপুর বিভাগ, রংপুর
৭.	১০৭	জনাব মোঃ মোকাম্মেল হক (৬৪৪০)	মহাপরিচালক (অতিরিক্ত সচিব), দুর্নীতি দমন কমিশন
৮.	১০৮	জনাব মোঃ খায়রুল কবীর মেনন (৬৪৩৩)	পরিবহন কমিশনার (অতিরিক্ত সচিব), সরকারি যানবাহন অধিদপ্তর, জনপ্রশাসন মন্ত্রণালয়
৯.	১০৯	জনাব মোহাম্মদ আতিকুর রহমান (৬৫৪২)	অতিরিক্ত মহাপরিচালক (পিইডিপি-৪), প্রাথমিক শিক্ষা অধিদপ্তর
১০.	১১০	জনাব মোঃ সবুর হোসেন (৬৫৫২)	অতিরিক্ত সচিব, বিদ্যুৎ বিভাগ
১১.	১১১	আলিফ রুদাবা (২০৩১০)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ
১২.	১১২	জনাব মোঃ আলী রেজা সিদ্দিকী (২০৩৫৩)	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন
১৩.	১১৩	ড. মোঃ আল আমিন সরকার (২০৩৫৭)	মহাপরিচালক (অতিরিক্ত সচিব), আইএমইডি, পরিকল্পনা মন্ত্রণালয়
১৪.	১১৪	জনাব মোঃ শামীমুল হক (২০২৯২)	অতিরিক্ত সচিব (পরিকল্পনা), শিল্প মন্ত্রণালয়
১৫.	১১৫	জনাব এ. কে. এম. আবদুল্লাহ খান (২০২৬৫)	অতিরিক্ত সচিব (উন্নয়ন ও পরিকল্পনা), সংস্কৃতি বিষয়ক মন্ত্রণালয়
১৬.	১১৬	জনাব মোঃ ফজলুর রহমান (২০৩১৬)	অতিরিক্ত সচিব, বাজেট ও অনুদান অনুবিভাগ, ধর্ম বিষয়ক মন্ত্রণালয়
১৭.	১১৭	জনাব নিখিল কুমার দাস (২০৩৩৫)	অতিরিক্ত সচিব, আরবান ট্রান্সপোর্ট অনুবিভাগ, সড়ক পরিবহন ও মহাসড়ক বিভাগ
১৮.	১১৮	জনাব মোঃ নূরুজ্জামান এনডিসি (৬৩১৬)	অতিরিক্ত সচিব (প্রশাসন), অঃদাঃ (জাস, সমন্বয়, প্রণয় ও এপিএ, শিল্প মন্ত্রণালয়
১৯.	১১৯	জনাব মোঃ রুপম আনোয়ার (৬৪৪৫)	অতিরিক্ত সচিব (প্রশাসন অনুবিভাগ), রেলপথ মন্ত্রণালয়
২০.	১২০	নীলুফা আক্তার (২০৩৫৬)	অতিরিক্ত সচিব, মৎস্য ও প্রাণিসম্পদ মন্ত্রণালয়
২১.	১২১	জনাব মোঃ খোরশেদ আলম, এনডিসি (৬২৮১)	অতিরিক্ত সচিব (হাসপাতাল অনুবিভাগ), স্বাস্থ্য সেবা বিভাগ

ক্রমিক	রোল	নাম ও পরিচিতি নম্বর (জ্যেষ্ঠতার ক্রমানুসারে নয়)	পদবি ও কর্মস্থল
২২.	১২২	জনাব মোহাম্মদ নূরে আলম সিদ্দিকী (৬৫৬৪)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ
২৩.	১২৩	জনাব আহমেদ ফয়সল ইমাম (৬৪০৩)	অতিরিক্ত সচিব, কৃষি মন্ত্রণালয়
২৪.	১২৪	জনাব মোঃ রফিকুল আলম (৬৫০০)	অতিরিক্ত সচিব (অপারেশন), জালানি ও খনিজ সম্পদ বিভাগ
২৫.	১২৫	জনাব মুহম্মদ হিরুজ্জামান, এনডিসি (৫৯৬৪)	মহাপরিচালক (অতিরিক্ত সচিব), জাতীয় গণমাধ্যম ইনস্টিটিউট
২৬.	১২৬	মিজ রহিমা বেগম (৬৫৪৭)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়
২৭.	১২৭	জনাব মোঃ আশরাফুজ্জামান	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন

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

সিনিয়র সচিব
জনপ্রশাসন মন্ত্রণালয়
বাংলাদেশ সচিবালয়, ঢাকা
[দৃষ্টি আকর্ষণ: যুগ্মসচিব অভ্যন্তরীণ ও বিদেশ প্রশিক্ষণ
অধিশাখা]

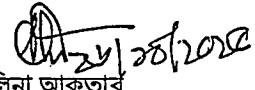

নুমেরী জামান
এমডিএস (এমএন্ডডি)
ও কোর্স পরিচালক
২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স
সেলফোন: ০১৮৪৬৫২০২৬৪
ই-মেইল: numerizaman@yahoo.com

স্মারক নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৩৯৪

তারিখ: ১০ কার্তিক ১৪৩২
২৬ অক্টোবর 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/ পিপিআর/এলটিএ), বিপিএটিসি, সাভার, ঢাকা
৩. উপসচিব, অভ্যন্তরীণ প্রশিক্ষণ-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা
৪. রেজিস্টার ঐর একান্ত সচিব, বিপিএটিসি, সাভার, ঢাকা (রেজিস্টার মহোদয়ের সদয় অবগতির জন্য)
৫. চিফ একাউন্টস্ এন্ড ফিন্যান্স অফিসার, প্রধান হিসাবরক্ষণ কর্মকর্তা এর দপ্তর, জনপ্রশাসন মন্ত্রণালয়
৬. অফিস কপি/ অমনিবাস।


এলিনা আকতার
উপপরিচালক (পিপিআর)
ও কোর্স সমন্বয়ক
২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স
সেলফোন: ০১৭১২৮৭৭৬৭৬
ই-মেইল: alinaakterbcs30@gmail.com

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩

www.bpatc.gov.bd

২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স

(২৬ অক্টোবর হতে ০৬ নভেম্বর ২০২৫)

নম্বর: ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.

তারিখ: ১০ কার্তিক ১৪৩২
২৬ অক্টোবর ২০২৫

অফিস আদেশ

কেন্দ্রে চলমান ২৮তম 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)	রোল	কমিটিতে ভূমিকা
১.	জনাব মোঃ খায়রুল কবীর মেনন (৬৪৩৩), পরিবহন কমিশনার (অতিরিক্ত সচিব), সরকারি যানবাহন অধিদপ্তর, জনপ্রশাসন মন্ত্রণালয়	১০৮	সভাপতি
২.	আলিফ রুদাৱা (২০৩১০), অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ	১১১	সদস্য
৩.	জনাব মোঃ রূপম আনোয়ার (৬৪৪৫), অতিরিক্ত সচিব (প্রশাসন অনুবিভাগ), রেলপথ মন্ত্রণালয়	১১৯	সদস্য
৪.	জনাব মোঃ রফিকুল আলম (৬৫০০), অতিরিক্ত সচিব (অপারেশন), জ্বালানি ও খনিজ সম্পদ বিভাগ	১২৪	সদস্য
৫.	মিজ রহিমা বেগম (৬৫৪৭), অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়	১২৬	সদস্য
৬.	জনাব মোহাম্মদ আতিকুর রহমান (৬৫৪২), অতিরিক্ত মহাপরিচালক (পিইডিপি-৪), প্রাথমিক শিক্ষা অধিদপ্তর	১০৯	সদস্য

কার্যপরিধি:

- অংশগ্রহণকারী প্রশিক্ষণার্থীগণের চাহিদানুযায়ী স্বাস্থ্যসম্মত খাবারের ব্যবস্থা করা;
- বিশেষ কর্মসূচী (যদি থাকে) উপলক্ষ্যে উন্নত খাবার (Improved Diet) এর ব্যবস্থা করা এবং
- অন্যান্য সংশ্লিষ্ট দায়িত্ব পালন।

ক্রীড়া কমিটি

ক্রমিক নং	নাম, পরিচিতি নম্বর ও পদবি (জ্যেষ্ঠতার ভিত্তিতে নয়)	রোল	কমিটিতে ভূমিকা
১.	ড. মোঃ আল আমিন সরকার (২০৩৫৭), মহাপরিচালক (অতিরিক্ত সচিব), আইএমইডি, পরিকল্পনা মন্ত্রণালয়	১১৩	সভাপতি
২.	ড. মুনিরা বেগম (২০৩২৭), অতিরিক্ত সচিব, সাধারণ অর্থনীতি বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন	১০৫	সদস্য
৩.	জনাব নিখিল কুমার দাস (২০৩৩৫), অতিরিক্ত সচিব, আরবান ট্রান্সপোর্ট অনুবিভাগ, সড়ক পরিবহন ও মহাসড়ক বিভাগ	১১৭	সদস্য
৪.	মিজ নাসিমা বেগম (২০৩৫৪), অতিরিক্ত সচিব, প্রতিরক্ষা মন্ত্রণালয়	১০৪	সদস্য
৫.	জনাব মোঃ সবুর হোসেন (৬৫৫২), অতিরিক্ত সচিব, বিদ্যুৎ বিভাগ	১১০	সদস্য
৬.	জনাব মোঃ আবুল ইসলাম (৬৫০৩), অতিরিক্ত সচিব, নৌপরিবহন মন্ত্রণালয়	১০৩	সদস্য

কার্যপরিধি:

- সিএমটির সহায়তায় অংশগ্রহণকারী প্রশিক্ষণার্থীগণের জন্যে ক্রীড়া প্রতিযোগিতার ব্যবস্থা গ্রহণ এবং দৈনিক শরীর চর্চায় সার্বিক সহযোগিতা করা;

২। প্রশিক্ষণের শেষার্ধ্বে প্রশিক্ষণার্থী ও অনুষদবৃন্দের 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 প্রশিক্ষণার্থীদের 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 প্রশিক্ষণার্থীদের মধ্যে আগ্রহীদের কো-অপ্ট করতে পারবেন।

স্বাঃ

নুমেরী জামান

এমডিএস (এমএন্ডডি)

ও কোর্স পরিচালক

২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স

মোবাইল: ০১৮৪৬৫২০২৬৪

ই-মেইল: numerizaman@yahoo.com

নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.

তারিখ: ১০ কার্তিক ১৪৩২
২৬ অক্টোবর ২০২৫

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

১. প্রশিক্ষণার্থী কর্মকর্তা (সকল), ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা;
২. পরিচালক (প্রশাসন/এলটিএ/পিপিআর/খেলাধুলা), বিপিএটিসি, সাভার, ঢাকা;
৩. কোর্স সমন্বয়ক (সকল), ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা;
৪. জনাব.....
৫. রেস্তুর এর একান্ত সচিব (রেস্তুর 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।

২৬/১০/২০২৫

এলিনা আকতার

উপপরিচালক (পিপিআর)

ও কোর্স সমন্বয়ক

২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স

সেলফোন: ০১৭১২৮৭৭৬৭৬

ই-মেইল: alinaaktarbc30@gmail.com

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
সাভার, ঢাকা
www.bpatc.gov.bd
(পিপিআর অনুবিভাগ)

নং-০৫.০১.২৬৭২.১৪০.২৫.০৩৫.১৯.৮৪১

তারিখ: ২৯ আশ্বিন ১৪৩২
১৪ অক্টোবর ২০২৫

অফিস আদেশ

কেন্দ্রে আগামী ২৬/১০/২০২৫ হতে ০৬/১১/২০২৫ তারিখ পর্যন্ত ১২ (বারো) দিন মেয়াদে ২৮তম পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হবে। উক্ত কোর্সে কেন্দ্রের নিম্নবর্ণিত অনুযায়ী সদস্যগণ তাঁদের নামের পার্শ্বে বর্ণিত মডিউলের '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. Md. Mohoshin Ali, 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	Dr. M. Arifur Rahman, 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)	Mr. Numeri Zaman, MDS & CD

০২। যথাযোগ্য কর্তৃপক্ষের নির্দেশক্রমে এ আদেশ জারি করা হলো।

স্বাক্ষরিত/-
(ভানঘিনা আক্তার)
সহকারী পরিচালক (পিআর/ডি)
ই-মেইল: ppr.bpatc@gmail.com

নং-০৫.০১.২৬৭২.১৪০.২৫.০৩৫.১৯.৮৪১

তারিখ: ২৯ আশ্বিন ১৪৩২
১৪ অক্টোবর ২০২৫

বিতরণ: সদয় অবগতি/অবগতি ও প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য -

- অনুযায়ী সদস্য (সকল), বিপিএটিসি, সাভার, ঢাকা
- কোর্স ম্যানেজমেন্ট টিম, ২৮তম পিপিএমসি, বিপিএটিসি, সাভার, ঢাকা
- জনাব -----, বিপিএটিসি, সাভার, ঢাকা
- প্রোগ্রামার, বিপিএটিসি, সাভার, ঢাকা কেন্দ্রের তথ্যবাহ্যানে প্রকাশের অনুরোধসহ
- পি এন টু রেকর্ড, বিপিএটিসি, সাভার, ঢাকা (রেকর্ড মহোদয়ের সদয় অবগতির জন্য)
- সংশ্লিষ্ট নথি।

১৪/১০/২০২৫
(ভানঘিনা আক্তার)
সহকারী পরিচালক (পিআর/ডি)



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

www.bpatc.gov.bd

28th Policy Planning and Management Course

(26 October-06 November 2025)

No-05.01.0000.000.266.25.0041.25.395

Date: 26.10.2025

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
118	Md. Nuruzzaman ndc (6316)	Additional Secretary (Admin), Ministry of Industries
121	Md. Khorshed Alam (6281)	Additional Secretary (Hospital Wing), Health Services Division, Ministry of Health and Family Welfare
122	Mohammad Nora Alam Siddique (6564)	Additional Secretary, Medical Education & Family Welfare Division
125	Muhammad Hiruzzaman ndc (5964)	Director General (Additional Secretary), National Institute of Mass Communication, Dhaka

GROUP: MEGHNA

Roll	Name & Cadre ID	Designation & Current Posting Place
102	Md. Mamunur Rashid Bhuiyan (6492)	Additional Secretary, Information and Communication Technology Division
103	Md. Abul Islam (6503)	Additional Secretary, Ministry of Shipping
106	Md. Shahidul Islam (6495)	Divisional Commissioner, Divisional Commissioner's Office, Rangpur Division, Rangpur
110	Md Sobur Hossain (6552)	Additional Secretary, Administration Wing, Power Division, Ministry of Power, Energy and Mineral Resources
124	Md. Rafiqul Alam (6500)	Additional Secretary (Operation), Energy and Mineral Resources Division

GROUP: JAMUNA

Roll	Name & Cadre ID	Designation & Current Posting Place
101	Mohammad Mizanur Rahman (20339)	Member (Planning & Implementation) (Additional Secretary), Bangladesh Handloom Board
112	Md. Ali Reza Siddiquee (20353)	Additional Secretary, Physical Infrastructure Division, Planning Commission, Sher E Bangla Nagar, Dhaka
113	Dr. Md. Al Amin Sarker (20357)	DG (Additional Secretary), IMED, Ministry of Planning
127	Md. Ashrafuzzaman (20337)	Additional Secretary, Physical Infrastructure Division, Bangladesh Planning Commission

GROUP: SURMA

Roll	Name & Cadre ID	Designation & Current Posting Place
109	Mohammad Atiqur Rahaman (6542)	Additional Director General (PEDP4), Directorate of Primary Education
115	A. K. M. Abdullah Khan (20265)	Additional Secretary (Development & Planning), Ministry of Cultural Affairs
116	Md. Fazlur Rahman (20316)	Additional Secretary Budget and Grants Wing, Ministry of Religious Affairs
117	Nikhil Kumar Das (20335)	Additional Secretary, Urban Transport Wing, Road Transport and Highways Division

GROUP: KARNAPHULI

Roll	Name & Cadre ID	Designation & Current Posting Place
104	Naima Begum (20354)	Additional Secretary, Ministry of Defence
105	Dr. Munira Begum (20327)	Additional Secretary, Poverty Analysis and Monitoring Wing, General Economics Division, Bangladesh Planning Commission
111	Alif Rudaba (20310)	Additional Secretary, Medical Education and Family Welfare Division
120	Nilufa Akter (20356)	Additional Secretary, Ministry of Fisheries and Livestock
126	Rahima Begum (6547)	Additional Secretary, Finance Division, Ministry of Finance

GROUP: MATAMUHURI

Roll	Name & Cadre ID	Designation & Current Posting Place
107	Md. Mukammel Hoque (6440)	Director General, Anti- Corruption Commission
108	Md. Khairul Kabir Menon (6433)	Transport Commissioner (Additional Secretary), Directorate of Government Transport Ministry of Public Administration
114	Md. Shamimul Haque (20292)	Additional Secretary (Planning), Ministry of Industries
119	Md. Rupam Anwar (6445)	Additional Secretary (Administration Wing), Ministry of Railways
123	Ahmed Faisal Imam (6403)	Additional Secretary, Ministry of Agriculture

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



Numeri Zaman

MDS & Course Director

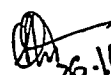
28th PPMC

Mobile: 01846520264

E-mail: numerizaman@yahoo.com

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

1. Course Advisor & Rector, 28th PPMC, BPATC, Savar, Dhaka;
2. Participant (All), 28th PPMC, BPATC, Savar, Dhaka;
3. Director (PPR/Evaluation/Research), BPATC, Savar, Dhaka;
4. Concerned Module Director, 28th PPMC, BPATC, Savar, Dhaka;
5. Mr./Ms.;
6. Office Copy/Omnibus Copy.

 26.10.2025

Alina Aktar

Deputy Director (PPR)

&

Course Coordinator

28th PPMC



Bangladesh Public Administration Training Centre

Savar, Dhaka -1343

The Course Management Team cordially invites you to the **Certificate of Participation Awarding Ceremony** of the 28th Policy Planning & Management Course (PPMC) to be held on Thursday, 06 November 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 Chairperson.

Your kind presence will be highly appreciated.

Numeri Zaman
MDS
&
Course Director
28th PPMC

Programme Overleaf

28th PPMC



Certificate of Participation Awarding Ceremony

Programme

- 12:15 : Participants take seats
- 12:25 : Faculty Members take seats
- 12:30 : Arrival of the Chairperson
- 12:32 : Recitation from the Holy Qur'an
- 12:35 : Welcome Speech by the Course Coordinator
- 12:40 : Feedback by two Participants
- 12:45 : Distribution of Certificates of Participation
- 12:55 : Speech by the Chairperson
- 13:05 : Vote of thanks by Course Director
- 13:10 : Lunch (ACAD Dining), ITC Ground Floor

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা-১৩৪৩
www.bpatc.gov.bd

২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স
(২৬ অক্টোবর হতে ০৬ নভেম্বর ২০২৫)

স্মারক নম্বর-০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৩৯২

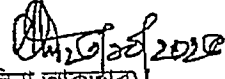
তারিখ: ০৭ কার্তিক ১৪৩২
২৩ অক্টোবর ২০২৫

বিষয়ঃ আগামী ২৬ অক্টোবর ২০২৫ তারিখ ২৮তম 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 প্রারম্ভে বাংলাদেশের স্বাধীনতা যুদ্ধের বীর শহিদদের প্রতি সম্মানার্থে জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ করে থাকেন। বিপিএটিসিতে আগামী ২৬ অক্টোবর ২০২৫ তারিখ থেকে গণপ্রজাতন্ত্রী বাংলাদেশ সরকারের অতিরিক্ত সচিবগণের জন্য আয়োজিত ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি) অনুষ্ঠিত হবে। উক্ত কোর্সের প্রশিক্ষণার্থী ও কেন্দ্রের অনুষদ সদস্যসহ আনুমানিক ৩৫ জন কর্মকর্তা আগামী ২৬ অক্টোবর ২০২৫ তারিখ সকাল ৮:৩০ ঘটিকায় জাতীয় স্মৃতিসৌধে পুষ্পস্তবক অর্পণ করবেন।

২। এমতাবস্থায়, আগামী ২৬ অক্টোবর ২০২৫ তারিখ সকাল ৮:৩০ ঘটিকায় ২৮তম 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।

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


(এলিনা আকতার)

উপপরিচালক (পিপিআর)

ও কোর্স সমন্বয়ক

২৮তম পিপিএমসি

মোবাইল: ০১৭১২৮৭৭৬৭৬

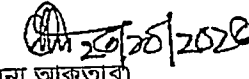
ই-মেইল: alinaaktarbc30@gmail.com

স্মারক নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৩৯২

তারিখ: ০৭ কার্তিক ১৪৩২
২৩ অক্টোবর ২০২৫

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

১. কোর্স পরিচালক, ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি), বিপিএটিসি, সাভার, ঢাকা
২. রেক্টর এর একান্ত সচিব (রেক্টর মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা
৩. উপ-বিভাগীয় প্রকৌশলী, জাতীয় স্মৃতিসৌধ, সাভার, ঢাকা
৪. উপপরিচালক (সেবা), বিপিএটিসি, সাভার, ঢাকা (দুই জন আনসার সদস্য ও গাড়ি সরবরাহের অনুরোধসহ)
৫. অফিস কপি/অমনিবাস


(এলিনা আকতার)
উপপরিচালক (পিপিআর)
ও কোর্স সমন্বয়ক
২৮তম পিপিএমসি

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 – 06 November 2025)

Daily Attendance Sheet

Date: 26th October 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 16:20-21:15
101	Mohammad Mizanur Rahman (20339)									
102	Md. Mamunur Rashid Bhuiyan (6492)									
103	Md. Abul Islam (6503)									
104	Naima Begum (20354)									
105	Dr. Munira Begum (20327)									
106	Md. Shahidul Islam (6495)									
107	Md. Mukammel Hoque (6440)									
108	Md. Khairul Kabir Menon (6433)									
109	Mohammad Atiqur Rahaman (6542)									
110	Md Sobur Hossain (6552)									
111	Alif Rudaba (20310)									
112	Md. Ali Reza Siddiquee (20353)									
113	Dr. Md. Al Amin Sarker (20357)									
114	Md. Shamimul Haque (20292)									

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	A. K. M. Abdullah Khan (20265)									
116	Md. Fazlur Rahman (20316)									
117	Nikhil Kumar Das (20335)									
118	Md. Nuruzzaman ndc (6316)									
119	Mr. Md. Rupam Anwar (6445)									
120	Nilufa Akter (20356)									
121	Md.Khorshed Alam (6281)									
122	Mohammad Nora Alam Siddique (6564)									
123	Rahima Begum (6547)									
124	Muhammad Hiruzzaman ndc (5964)									
125	Ahmed Faisal Imam (6403)									
126	MD. Rafiqul Alam (6500)									
127	Md. Ashrafuzzaman (20337)									

26.10.2025
 Alina Aktar
 Course Coordinator
 28th PPMC
 BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 – 06 November 2025)

Daily Attendance Sheet

Date: 27th October 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	Mohammad Mizanur Rahman (20339)			HEALTH BREAK			LUNCH & PRAYER BREAK			
102	Md. Mamunur Rashid Bhuiyan (6492)									
103	Md. Abul Islam (6503)									
104	Naima Begum (20354)									
105	Dr. Munira Begum (20327)									
106	Md. Shahidul Islam (6495)									
107	Md. Mukammel Hoque (6440)									
108	Md. Khairul Kabir Menon (6433)									
109	Mohammad Atiqur Rahaman (6542)									
110	Md Sobur Hossain (6552)									
111	Alif Rudaba (20310)									
112	Md. Ali Reza Siddiquee (20353)									
113	Dr. Md. Al Amin Sarker (20357)									
114	Md. Shamimul Haque (20292)									

Roll NO.	Name, ID and Designation	1st Session 08:30-09:30	2nd Session 09:40-10:40	10:40-11:05	3rd Session 11:05-12:05	4th Session 12:05-13:05	13:15-14:15	5th Session 14:15-15:15	6th Session 15:20-16:20	7th Session 19:15-21:15
115	A. K. M. Abdullah Khan (20265)									
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117	Nikhil Kumar Das (20335)									
118	Md. Nuruzzaman ndc (6316)									
119	Md. Rupam Anwar (6445)									
120	Nilufa Akter (20356)									
121	Md. Khorshed Alam (6281)									
122	Mohammad Nora Alam Siddique (6564)									
123	Ahmed Faisal Imam (6403)									
124	Md. Rafiqul Alam (6500)									
125	Muhammad Hiruzzaman ndc (5964)									
126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

27.10.2085

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 28 October 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
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110	Md Sobur Hossain (6552)									
111	Alif Rudaba (20310)									
112	Md. Ali Reza Siddiquee (20353)									
113	Dr. Md. Al Amin Sarker (20357)									
114	Md. Shamimul Haque (20292)									

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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120	Nilufa Akter (20356)									
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126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

Alina Aktar

Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 29 October 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
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112	Md. Ali Reza Siddiquee (20353)									
113	Dr. Md. Al Amin Sarker (20357)									
114	Md. Shamimul Haque (20292)									

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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126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

29.10.2025

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 02 November 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
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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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123	Ahmed Faisal Imam (6403)									
124	Md. Rafiqul Alam (6500)									
125	Muhammad Hiruzzaman ndc (5964)									
126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

02.11.2025

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 03 November 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
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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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126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

03.11.2018

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

**Bangladesh Public Administration Training Centre
Savar, Dhaka 1343**

28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 04 November 2025

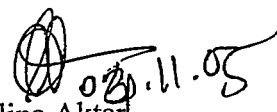
Day: Tuesday

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 16:15-21:15
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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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**Bangladesh Public Administration Training Centre
Savar, Dhaka 1343**

**28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)**

Daily Attendance Sheet

Date: 05 November 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 16:15-21:15
101	Mohammad Mizanur Rahman (20339)									
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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
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126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

05.11.2028

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

Bangladesh Public Administration Training Centre
Savar, Dhaka 1343
28th Policy Planning and Management Course (PPMC)
(26 October 2025 to 06 November 2025)

Daily Attendance Sheet

Date: 06 November 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	Mohammad Mizanur Rahman (20339)			HEALTH BREAK			LUNCH & PRAYER BREAK			
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113	Dr. Md. Al Amin Sarker (20357)									
114	Md. Shamimul Haque (20292)									

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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117	Nikhil Kumar Das (20335)									
118	Md. Nuruzzaman ndc (6316)									
119	Md. Rupam Anwar (6445)									
120	Nilufa Akter (20356)									
121	Md. Khorshed Alam (6281)									
122	Mohammad Nora Alam Siddique (6564)									
123	Ahmed Faisal Imam (6403)									
124	Md. Rafiqul Alam (6500)									
125	Muhammad Hiruzzaman ndc (5964)									
126	Rahima Begum (6547)									
127	Md. Ashrafuzzaman (20337)									

06.11.2018

Alina Aktar
Course Coordinator
28th PPMC
BPATC, Savar, Dhaka

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা।

এসিএডি, এসএসসি ও পিপিএমসি কোর্স সচিবালয়

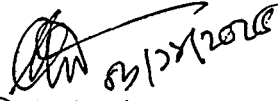
www.bpatc.gov.bd

অনানুষ্ঠানিক নোট

বিষয়ঃ মডিউল ০৩: Financing Development: Budgeting, Public Procurement & Project Management এর Group Assignment প্রেরণ।

উপরিউক্ত বিষয়ে কেন্দ্রে চলমান ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর মডিউল ০৩ (Financing Development: Budgeting, Public Procurement & Project Management) এর ২৭ জন প্রশিক্ষার্থীর Group Assignment কোডিং পূর্বক মূল্যায়নের পরবর্তী প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্ত: Group Assignment ০৬ (ছয়) টি।



(এলিনা আকতার)

উপপরিচালক ও

কোর্স সমন্বয়ক

২৮তম পিপিএমসি

মোবাইল: ০১৭১২৮৭৭৬৭৬

ইমেইল: alinaaktarbc30@gmail.com

পরিচালক (মূল্যায়ন)

বিপিএটিসি

সাভার, ঢাকা।

অনানুষ্ঠানিক নোট নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৪১০

তারিখ: ০৬ নভেম্বর ২০২৫

অনুলিপি সদয় অবগতির জন্য (জ্যেষ্ঠতার ভিত্তিতে নয়):

০১. কোর্স পরিচালক, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০২. পরিচালক (পিপিআর), বিপিএটিসি, সাভার, ঢাকা।

০৩. মডিউল পরিচালক, মডিউল-৩, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০৪. উপপরিচালক (মূল্যায়ন-২), বিপিএটিসি, সাভার, ঢাকা।

০৫. অফিস কপি/ অমনিবাস কপি।

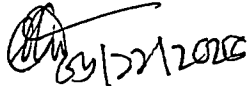
বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
সাভার, ঢাকা।
এসিএডি, এসএসসি ও পিপিএমসি কোর্স সচিবালয়
www.bpatc.gov.bd

অনানুষ্ঠানিক নোট

বিষয়ঃ মডিউল ০২: Transforming Governance: 4th IR and Tech-driven Public Service এর Group Assignment প্রেরণ।

উপরিউক্ত বিষয়ে কেন্দ্রে চলমান ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর মডিউল ০২ (Transforming Governance: 4th IR and Tech-driven Public Service) এর ২৭ জন প্রশিক্ষার্থীর Group Assignment কোডিং পূর্বক মূল্যায়নের পরবর্তী প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্ত: Group Assignment ০৬ (ছয়) টি।


(এলিনা আকতার)

উপপরিচালক ও

কোর্স সমন্বয়ক

২৮তম পিপিএমসি

মোবাইল: ০১৭১২৮৭৭৬৭৬

ইমেইল: alinaaktarbc30@gmail.com

পরিচালক (মূল্যায়ন)

বিপিএটিসি

সাভার, ঢাকা।

অনানুষ্ঠানিক নোট নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৪০৯

তারিখ: ০৬ নভেম্বর ২০২৫

অনুলিপি সদয় অবগতির জন্য (জ্যেষ্ঠতার ভিত্তিতে নয়):

০১. কোর্স পরিচালক, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০২. পরিচালক (পিপিআর), বিপিএটিসি, সাভার, ঢাকা।

০৩. মডিউল পরিচালক, মডিউল-২, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০৪. উপপরিচালক (মূল্যায়ন-২), বিপিএটিসি, সাভার, ঢাকা।

০৫. অফিস কপি/ অমনিবাস কপি।

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সাভার, ঢাকা।

এসিএডি, এসএসসি ও পিপিএমসি কোর্স সচিবালয়

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অনানুষ্ঠানিক নোট

**বিষয়ঃ মডিউল ০১: Governing for Transformation: State Capacity & Policy এর
Group Assignment প্রেরণ।**

উপরিউক্ত বিষয়ে কেন্দ্রে চলমান ২৮তম পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর মডিউল ০১ (Governing for Transformation: State Capacity & Policy) এর ২৭ জন প্রশিক্ষার্থীর Group Assignment কোডিং পূর্বক মূল্যায়নের পরবর্তী প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদসংগে প্রেরণ করা হলো।

সংযুক্ত: Group Assignment ০৬ (ছয়) টি।

(এলিনা আকতার)

উপপরিচালক ও

কোর্স সমন্বয়ক

২৮তম পিপিএমসি

মোবাইল: ০১৭১২৮৭৭৬৭৬

ইমেইল: alinaaktarbc30@gmail.com

পরিচালক (মূল্যায়ন)

বিপিএটিসি

সাভার, ঢাকা।

অনানুষ্ঠানিক নোট নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৪০৮

তারিখ: ০৬ নভেম্বর ২০২৫

অনুলিপি সদয় অবগতির জন্য (জ্যেষ্ঠতার ভিত্তিতে নয়):

০১. কোর্স পরিচালক, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০২. পরিচালক (পিপিআর), বিপিএটিসি, সাভার, ঢাকা।

০৩. মডিউল পরিচালক, মডিউল-১, ২৮তম পিপিএমসি কোর্স, বিপিএটিসি, সাভার, ঢাকা।

০৪. উপপরিচালক (মূল্যায়ন-২), বিপিএটিসি, সাভার, ঢাকা

০৫. অফিস কপি/ অমনিবাস কপি।

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

এসিএডি, এসএসসি ও পিপিএমসি কোর্স সচিবালয়

সাভার, ঢাকা।

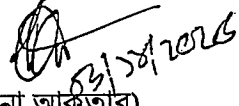
www.bpatc.gov.bd

অনানুষ্ঠানিক নোট

**বিষয়ঃ ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর প্রশিক্ষণার্থীগণের
Attendance Sheet প্রেরণ।**

উপরিউক্ত বিষয়ে কেন্দ্রে চলমান ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)-এর প্রশিক্ষণার্থীগণের গত ২৬ অক্টোবর হতে ০৬ নভেম্বর ২০২৫ ০৯ (নয়) দিনের Attendance Sheet পরবর্তী প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদসঙ্গে প্রেরণ করা হলো।

সংযুক্ত: বর্ণনামতে ০৯ (নয়) দিনের Attendance Sheet।


(এলিনা আকতার)
উপপরিচালক ও
কোর্স সমন্বয়ক
২৮তম পিপিএমসি

মোবাইল: ০১৭১২৮৭৭৬৭৬

ইমেইল: alinaaktarbc30@gmail.com

উপপরিচালক (মূল্যায়ন-২)

বিপিএটিসি

সাভার, ঢাকা।

অনানুষ্ঠানিক নোট নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫.৪০৭

তারিখ: ০৬ নভেম্বর ২০২৫

অনুলিপি সদয় অবগতির জন্য (জ্যেষ্ঠতার ভিত্তিতে নয়):

১. কোর্স পরিচালক, ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স, বিপিএটিসি, সাভার, ঢাকা।
২. পরিচালক (মূল্যায়ন), বিপিএটিসি, সাভার, ঢাকা।
৩. উপপরিচালক (মূল্যায়ন), বিপিএটিসি, সাভার, ঢাকা।
৪. অফিস কপি/অমনিবাস।

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

সভার, ঢাকা-১৩৪৩

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২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স (পিপিএমসি)

(২৬ অক্টোবর থেকে ০৬ নভেম্বর ২০২৫)

নম্বর-০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫. ৪৫৫

তারিখ: ২১ কার্তিক ১৪৩২
০৬ নভেম্বর ২০২৫

অবমুক্তি আদেশ

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)-এ ২৬ অক্টোবর থেকে ০৬ নভেম্বর ২০২৫ মেয়াদে অনুষ্ঠিত ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্সে (পিপিএমসি) জনপ্রশাসন মন্ত্রণালয়ের স্মারক নম্বর: : ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.২৯.১৭৯; তারিখ: ১৯ অক্টোবর ২০২৫ ও স্মারক নম্বর: ০৫.০০.০০০০.০০০.২০০.২৫.০০২০.২৯.১৮১; তারিখ: ২১ অক্টোবর ২০২৫ এর আলোকে ২৭ জন অতিরিক্ত সচিব অংশগ্রহণ করে সাফল্যের সাথে কোর্সটি সম্পন্ন করেছেন। প্রশিক্ষণ সমাপনান্তে নিজ নিজ কর্মস্থলে যোগদানের লক্ষ্যে ০৬ নভেম্বর ২০২৫ তারিখ অপরাহ্নে নিম্নে বর্ণিত অংশগ্রহণকারী কর্মকর্তাগণকে বিপিএটিসি থেকে অবমুক্ত করা হলো:

(জ্যেষ্ঠতার ক্রমানুসারে নয়)

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
১.	জনাব মোহাম্মদ মিজানুর রহমান (২০৩৩৯)	সদস্য (পরিকল্পনা ও বাস্তবায়ন) (অতিরিক্ত সচিব), বাংলাদেশ জাত বোর্ড, বস্ত্র ও পাট মন্ত্রণালয়
২.	জনাব মোঃ মামুনুর রশীদ ভূঞা (৬৪৯২)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ
৩.	জনাব মোঃ আবুল ইসলাম (৬৫০৩)	অতিরিক্ত সচিব, নৌপরিবহন মন্ত্রণালয়
৪.	মিজ নাঈমা বেগম (২০৩৫৪)	অতিরিক্ত সচিব, প্রতিরক্ষা মন্ত্রণালয়
৫.	ড. মুনিরা বেগম (২০৩২৭)	অতিরিক্ত সচিব, সাধারণ অর্থনীতি বিভাগ, বাংলাদেশ পরিকল্পনা কমিশন
৬.	জনাব মোঃ শহিদুল ইসলাম (৬৪৯৫)	বিভাগীয় কমিশনার, রংপুর
৭.	জনাব মোঃ মোকাম্মেল হক (৬৪৪০)	মহাপরিচালক (অতিরিক্ত সচিব), দুর্নীতি দমন কমিশন
৮.	জনাব মোঃ খায়রুল কবীর মেনন (৬৪৩৩)	পরিবহন কমিশনার (অতিরিক্ত সচিব), সরকারি যানবাহন অধিদপ্তর, জনপ্রশাসন মন্ত্রণালয়
৯.	জনাব মোহাম্মদ আতিকুর রহমান (৬৫৪২)	অতিরিক্ত মহাপরিচালক (পিইডিপি-৪), প্রাথমিক শিক্ষা অধিদপ্তর, প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়
১০.	জনাব মোঃ সবুর হোসেন (৬৫৫২)	অতিরিক্ত সচিব, বিদ্যুৎ বিভাগ
১১.	আলিফ রুদাভা (২০৩১০)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ
১২.	জনাব মোঃ আলী রেজা সিদ্দিকী (২০৩৫৩)	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন
১৩.	ড. মোঃ আল আমিন সরকার (২০৩৫৭)	মহাপরিচালক (অতিরিক্ত সচিব), আইএমইডি, পরিকল্পনা মন্ত্রণালয়
১৪.	জনাব মোঃ শামীমুল হক (২০২৯২)	অতিরিক্ত সচিব (পরিকল্পনা), শিল্প মন্ত্রণালয়
১৫.	জনাব এ. কে. এম. আবদুল্লাহ খান (২০২৬৫)	অতিরিক্ত সচিব (উন্নয়ন ও পরিকল্পনা), সংস্কৃতি বিষয়ক মন্ত্রণালয়
১৬.	জনাব মোঃ ফজলুর রহমান (২০৩১৬)	অতিরিক্ত সচিব, বাজেট ও অনুদান অনুবিভাগ, ধর্ম বিষয়ক মন্ত্রণালয়
১৭.	জনাব নিখিল কুমার দাস (২০৩৩৫)	অতিরিক্ত সচিব, আরবান ট্রান্সপোর্ট অনুবিভাগ, সড়ক পরিবহন ও মহাসড়ক বিভাগ
১৮.	জনাব মোঃ নুরুজ্জামান এনভিসি (৬৩১৬)	অতিরিক্ত সচিব (প্রশাসন), শিল্প মন্ত্রণালয়
১৯.	জনাব মোঃ রূপম আনোয়ার (৬৪৪৫)	অতিরিক্ত সচিব (প্রশাসন অনুবিভাগ), রেলপথ মন্ত্রণালয়
২০.	নীলুফা আক্তার (২০৩৫৬)	অতিরিক্ত সচিব, মৎস্য ও প্রাণিসম্পদ মন্ত্রণালয়
২১.	জনাব মোঃ খোরশেদ আলম, এনভিসি (৬২৮১)	অতিরিক্ত সচিব (হাসপাতাল অনুবিভাগ), স্বাস্থ্য সেবা বিভাগ
২২.	জনাব মোহাম্মদ নূরে আলম সিদ্দিকী (৬৫৬৪)	অতিরিক্ত সচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ
২৩.	জনাব আহমেদ ফয়সল ইমাম (৬৪০৩)	অতিরিক্ত সচিব, কৃষি মন্ত্রণালয়
২৪.	জনাব মোঃ রফিকুল আলম (৬৫০০)	অতিরিক্ত সচিব (অপারেশন), জ্বালানি ও খনিজ সম্পদ বিভাগ

ক্রমিক	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল
২৫.	জনাব মুহম্মদ হিরুজ্জামান, এনডিসি (৫৯৬৪)	মহাপরিচালক (অতিরিক্ত সচিব), জাতীয় গণমাধ্যম ইনস্টিটিউট
২৬.	মিজ রহিমা বেগম (৬৫৪৭)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়
২৭.	জনাব মোঃ আশরাফুজ্জামান	অতিরিক্ত সচিব, ভৌত অবকাঠামো বিভাগ, পরিকল্পনা কমিশন

২। অংশগ্রহণকারী কর্মকর্তাদের বিপিএটিসি'তে অবস্থানকালীন দৈনিক ৮০০/- (আটশত মাত্র) টাকা হারে ১২ (বারো) দিন প্রশিক্ষণ ভাতা প্রদান করা হয়েছে। প্রশিক্ষণার্থীগণ নিজ নিজ কার্যালয় হতে বিধি মোতাবেক টিএ/ডিএ প্রাপ্য হবেন।

৩। জনস্বার্থে এ আদেশ জারি করা হলো।

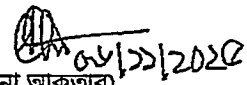

 (নুমেরী জামান)
 এমডিএস (এমএন্ডডি) ও
 কোর্স পরিচালক
 ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স
 মোবাইল: ০১৮৪৬৫২০২৬৪
 ইমেইল: numerizaman@yahoo.com

নম্বর- ০৫.০১.০০০০.০০০.২৬৬.২৫.০০৪১.২৫. ৫০ ৫

তারিখ: ২১ কার্তিক ১৪৩২
০৬ নভেম্বর ২০২৫

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. প্রশিক্ষার্থী (সকল), ২৮তম 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. চিফ একাউন্টস্ এন্ড ফিন্যান্স অফিসার, প্রধান হিসাব রক্ষণ কর্মকর্তা এর দপ্তর,
১১. উপপরিচালক (অর্থ/সেবা/মূল্যায়ন), বিপিএটিসি, সাভার, ঢাকা;
১২. রেইটর এর একান্ত সচিব (রেইটর মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা;
১৩. সংশ্লিষ্ট নথি/অমনিবাস কপি।


 (এলিনা আকতার)
 উপপরিচালক (পিপিআর)
 ও কোর্স সমন্বয়ক
 ২৮তম পলিসি প্ল্যানিং এ্যান্ড ম্যানেজমেন্ট কোর্স
 সেলফোন: ০১৭১২৮৭৭৬৭৬
 ই-মেইল: alinaakterbcs30@gmail.com

Bangladesh Public Administration Training Centre

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 26/10/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		Placing flower wreath at the National Mausoleum	Participants & CMT	Nabinagar, Savar
9:30 am -10:00 am	A		(a) Briefing on sports facilities [9:30-9:40], (b) Briefing on evaluation system [9:40-9:50], and (c) Briefing on IT facilities [9:50-10:00]	(a) Md. Atikullah Zaman, Assistant Director (Sports); (b) Shamim Adnan, Deputy Director (Evaluation); (c) Dr. Mohammad Ziaul Islam, Systems Analyst	ITC/205
10:00 am -10:40 am	A		Course briefing and committee formation	CMT	ITC/205
10:40 am -11:05 am	A		Tea Break	Participants & CMT	ITC Dining Room
11:05 am -1:15 pm	A	1.01	Developing State Capacity for Policy Execution	Dr. M Aslam Alam (Former Rector, BPATC & Chairman - GS), Insurance Development and Regulatory Authority (IDRA)	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
2:15 pm -3:15 pm	A		Introducing change management exercise	CMT	ITC/205

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Md. Morshed Alom, PhD
 Course Coordinator
 01552602056

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 27/10/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	1.02	Policy Design & Evaluation in complex setting (Bangladesh Case)	Dr. Rizwan Khair (Former MDS - GS), BPATC	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Rectors Tea	Participants	Vision Garden, ITC
11:05 am -12:05 pm	A	1.02	Policy Design & Evaluation in complex setting (Bangladesh Case)	Dr. Rizwan Khair (Former MDS - GS), BPATC	205, ITC (ITC 1st Floor)
12:15 pm -1:15 pm	A	1.03	Leading Through Crisis: Adaptive Policy Responses	Dr. Md Sanwar Jahan Bhuiyan (Secretary - GS), Secretary, Ministry of Labour and Employment	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
2:15 pm -3:15 pm	A	1.03	Leading Through Crisis: Adaptive Policy Responses	Dr. Md Sanwar Jahan Bhuiyan (Secretary - GS), Secretary, Ministry of Labour and Employment	205, ITC (ITC 1st Floor)

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Course Coordinator
01552602056

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 28/10/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	4.01	Bangladesh Beyond LDC: Risks & Windows	Professor Mustafizur Rahman (Distinguished Fellow - GS), Distinguished Fellow, CPD	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Tea Break	Participants	ITC Dining Room
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 Break	Participants	ITC Dining Room
2:15 pm -4:25 pm	A		Change management exercise	CMT	ITC/205

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 29/10/2025

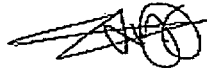
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	5.03	Energy Transition & Security for Bangladesh	Professor Dr. Mohammad Tamim (Professor - GS), BUET	205, ITC (ITC 1st Floor)
11:05 am -1:15 pm	A	4.02	Geo-Economics & Regional Architecture	Shahab Enam Khan (Professor, Department of International Relations - GS), Jahangirnagar University	205, ITC (ITC 1st Floor)
2:15 pm -3:15 pm	A	5.06	Pain and Physiotherapy	Ratan Kumar Das (Guest Physiotherapist - GS), Guest Physiotherapist, BPATC Medical Centre	205, ITC (ITC 1st Floor)
7:00 pm -9:00 pm	A		Strategies for Combating Corruption in the Public Sector: Bangladesh Perspective	Dr. Mohammad Abdul Momen, Chairman, ACC	205/ITC

*Note:Please Evaluate Your Resource Person Daily

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01552602056

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 02/11/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	2.02	Seminar on 4th Industrial Revolution and Transformation of Public Services	Prof. Dr. Md. Sazzadur Rahman (Professor - GS), Institute of Information Technology, Jahangirnagar University	205, ITC (ITC 1st Floor)
8:30 am -10:40 am	A	2.02	Seminar on 4th Industrial Revolution and Transformation of Public Service	(a) Keynote: Muhammad Hiruzzaman, ndc, DG, National Institute of Mass Communication (b) Discussants: Md. Mamunur Rashid Bhuiyan, Additional Secretary, ICT Division & Professor Dr. Md. Sazzadur Rahman, IIT, JU (c) Moderated by the CMT	ITC/205
11:05 am -1:15 pm	A	2.03	Technology as a Governance Tool: Gap Analysis and Whole-of-Government Approach for Bangladesh	Dr. B M Mainul Hossain (Professor & Director - GS), Dept. of IIT, Dhaka University	205, ITC (ITC 1st Floor)
2:15 pm -4:25 pm	A		Change management exercise	CMT	ITC/205

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Class Schedule

28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

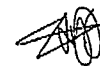
Date: 03/11/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	5.04	Food Systems Resilience	Dr. Md. Harunur Rashid (Director - GS), SAARC Agriculture Centre (SAC), Dr. Md. Azizur Rahman PhD (London) Postdoc (Lancaster) (Professor, Department of Horticulture - GS), Bangladesh Agricultural University	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Tea Break	Participants	ITC Dining Room
11:05 am -1:15 pm	A	5.02	Employment, Productive Inclusion & Remittance System	Dr. Monzur Hossain (Member (Secretary) - GS), General Economics Division, Bangladesh Planning Commission, Nasreen Jahan (Secretary, Ministry of Civil Aviation and Tourism - GS), Secretary, Ministry of Civil Aviation and Tourism	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
2:15 pm -4:25 pm	A		Change management exercise	CMT	ITC/205

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28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 04/11/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
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		Tea Break	Participants & CMT	ITC Dining Room
11:05 am -1:15 pm	A	3.03	Project Appraisal to Monitoring & Evaluation: Understanding Critical Issues	Md. Sayeedul Haque (Chief (retd.) - GS), Planning Division	205, ITC (ITC 1st Floor)
1:15 pm -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
2:15 pm -4:25 pm	A	3.04	Leading Mega & Fast-Track Projects	Mohammad Abdur Rouf (Secretary - GS), Bangladesh Bridge Authority	205, ITC (ITC 1st Floor)

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28th Policy Planning and Management Course

(26/10/2025 - 06/11/2025)

Date: 05/11/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	4.03	Negotiation Simulation (Market Access & Transition Support)	Dr. Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS , National Skills Development Authority	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Tea Break	Participants	Vision Garden, ITC
11:05 am -1:15 pm	A	5.05	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 -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
2:15 pm -4:25 pm	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)

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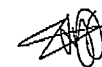
Date: 06/11/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:20 am -8:30 am	A		Review of the previous day	Participants & CMT	ITC/205
8:30 am -10:40 am	A	5.01	Presentation on Policy & Institutional Reform Pathways	Md. Mahmudul Hossain Khan, Secretary (Attached) (Secretary (Attached) - GS), Chief Advisers Office	205, ITC (ITC 1st Floor)
10:40 am -11:05 am	A		Tea Break	Participants	ITC Dining Room
11:05 am -12:00 pm	A	5.01	Presentation on Policy & Institutional Reform Pathways	Md. Mahmudul Hossain Khan, Secretary (Attached) (Secretary (Attached) - GS), Chief Advisers Office	205, ITC (ITC 1st Floor)
12:00 pm -12:15 pm	A		Course End Evaluation & Return of Laptops	Evaluation Department & IT Team	ITC/205
12:15 pm -1:15 pm	A		Closing Ceremony	CMT & Participants	Mini-Auditorium
1:15 pm -2:15 pm	A		Lunch Break	Participants	ITC Dining Room
3:00 pm -6:30 pm	A		Departure for Dhaka	Participants	ITC Lobby

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Course Coordinator
01552602056

**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

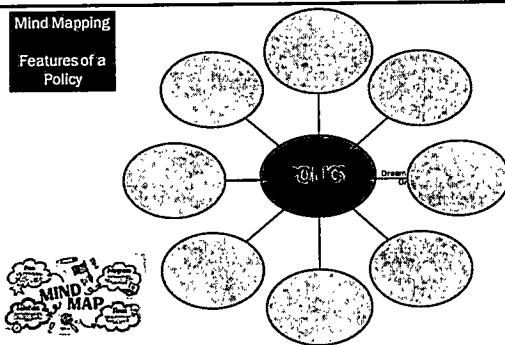
Part Four: Outcomes and Sign of Recovery

- ✓ Recovery in key areas

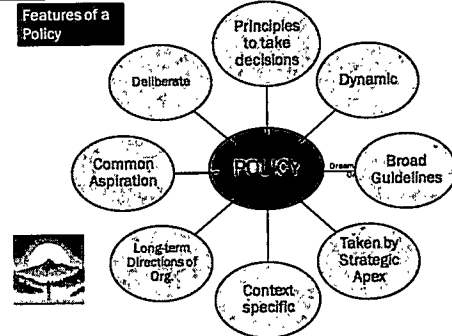
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Mind Mapping

Features of a Policy



Features of a Policy



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



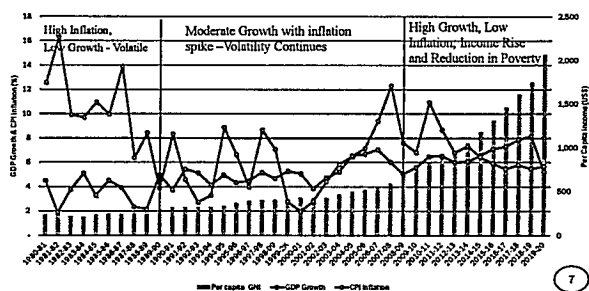
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Analyzing the Pre-COVID Economic trend of Bangladesh

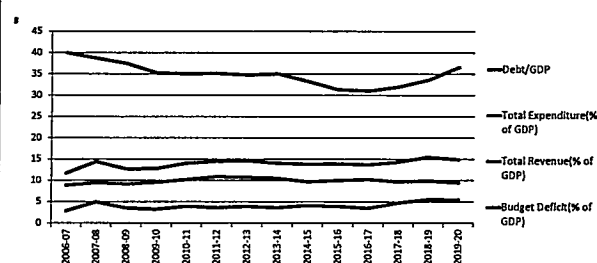
6

BANGLADESH'S ECONOMIC PROGRESS IN THE LAST 40 YEARS



7

SOUND FISCAL AND PUBLIC DEBT MANAGEMENT



8

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 (BBS)

- 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

9

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.

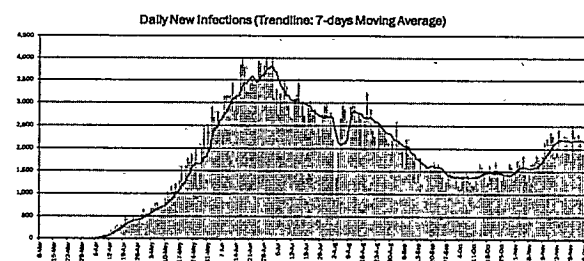
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Effects of COVID-19



11

BANGLADESH COVID-19 INFECTION TREND



12

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

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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

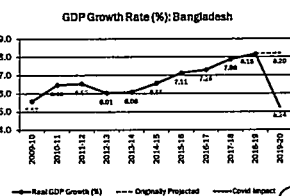
16

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.

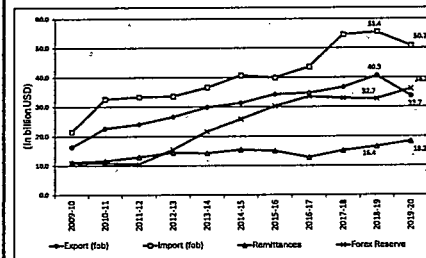
Impact on Bangladesh:

- 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

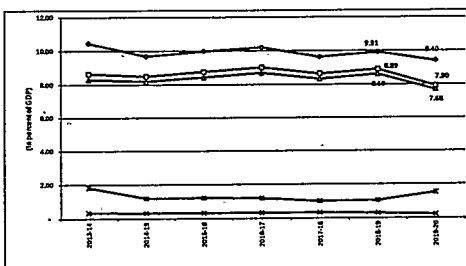


Source: Bangladesh Bank

- 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

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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 FY20 from 9.81 percent in FY19.
- In FY 20 NBR Taxes to GDP ratio decreased to 7.68% from 8.60%.

17

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.



18

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.

19

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

20

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

22

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

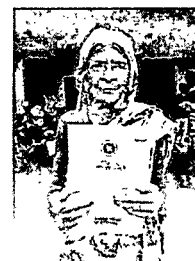
The Steps:

- 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

23

EXPANSION OF CASH ALLOWANCES PROGRAM

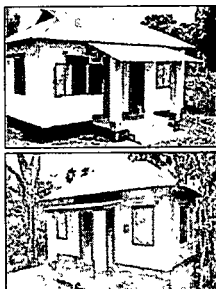
- Cash allowance support to the poor and vulnerable citizen is one of the most critical segments of Social Safety Net program
- The government has targeted 3 such programs to expand the coverage of safety net:
 - Old Age Allowance
 - Allowances for the Widow, Deserted and Destitute Women
 - Allowances 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



24

CONSTRUCTION OF HOME FOR THE HOMELESS PEOPLE

- 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 COVID-19 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



SAFETY NET PROGRAM FOR DESTITUTE WORKERS

- 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



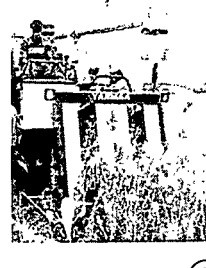
ENHANCED SUBSIDY TO AGRICULTURE

- 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.



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.



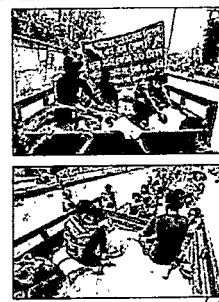
FREE FOOD DISTRIBUTION

- 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)



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



SPECIAL HONORARIUM FOR DOCTORS, NURSES AND HEALTH WORKERS

- 31
- 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

- 32
- 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

- 33
- 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, AIIB, 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

34

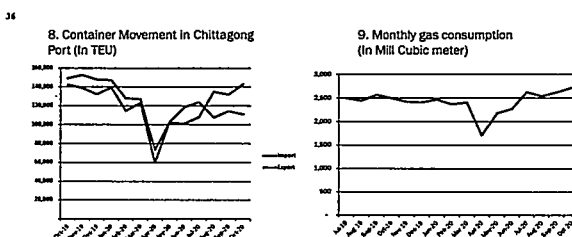
	Sector	Current situation
1.	Export earnings	- Jul-Nov, FY 2020-21: US\$ 15.92 billion - Jul-Nov, FY 2019-20: US\$ 15.78 billion - Growth of 0.93%
2.	Import payments	- Jul-Sep, FY 2020-21: US\$ 15.78 billion - Jul-Sep, FY 2019-20: US\$ 18.14 billion - Growth of -12.99%
3.	Remittance	- Jul-Nov, FY 2020-21: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

SIGNS OF RECOVERY

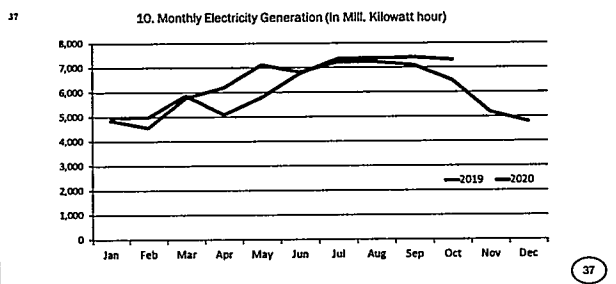
35

	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

SIGNS OF RECOVERY



SIGNS OF RECOVERY



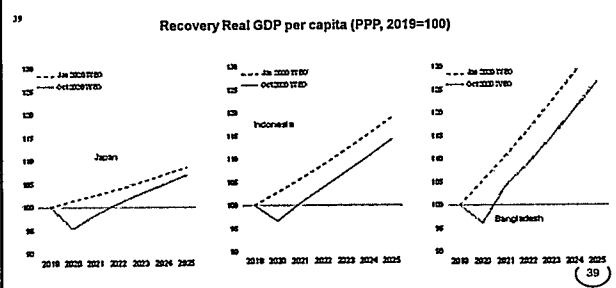
IMPACTS OF THE PANDEMIC ON LIVELIHOOD

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

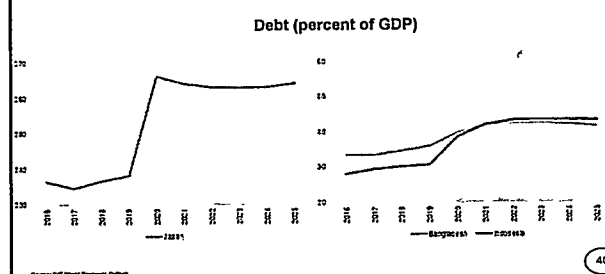
	March	July	September
Businessman	17%	10%	17%
Unemployment rate	2.3%	22.4%	4.0%
Farm worker	10%	10%	
Day laborer	8.0%	4.0%	7.5%
Monthly income per household	19,425	15,492	(August)
Monthly expenditure per household	15,403	14,119	(August)

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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 reserve;
 - 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.
- 41

THANK YOU

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Policy Evaluation

- Evaluation
 - Activities to compare actual policy impacts against the agreed strategic plans.
 - It looks at (i) what you set out to do (targets), (ii) what you have accomplished (results), and (iii) how you accomplished it (design and implementation).
 - It can be **formative** (taking place during the life of a policy, with the intention of improving the strategy – *annual or mid-term evaluation*).
 - It can also be **summative** (drawing lessons learnt from a completed policy – *comprehensive evaluation*)
 - It aims at determining the relevance and fulfillment of objectives, efficiency, effectiveness, impact, and sustainability.
 - It seeks to address issues of causality.

- Evaluation involves
 - Looking at what the policy intended to achieve
 - What difference did it want to make?
 - What impact did it want to make?
 - Assessing its progress towards what it wanted to achieve
 - Its impact on targets
 - Looking at the strategy of the policy
 - Did it have a strategy?
 - Was it effective in following its strategy?
 - Did the strategy work? If not, why not?
 - Looking at how it worked
 - Was there an efficient use of resources?
 - What were the opportunity costs of the way it chose to work?
 - How sustainable is the way in which the policy works?
 - What are the implications for the various stakeholders in the way the policy works?
 - Gaining better understanding of all aspects of the policy from design through implementation to consequences
- In an evaluation, we look at efficiency, effectiveness and impact.

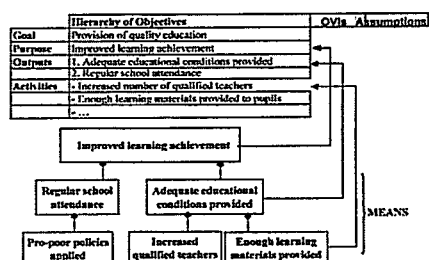
Goals/Objectives
Expected Effects

What you
accomplished
How you
accomplished

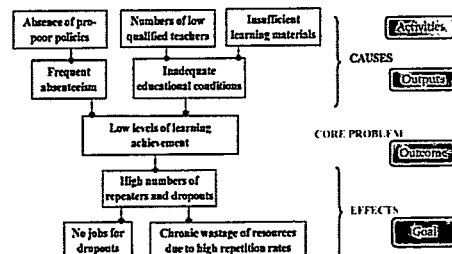
Monitoring & Evaluation Measures

- Efficiency
 - The extent to which the input into the work is appropriate in terms of output
 - When replicate or expand, crucial to get efficiency right.
- Effectiveness
 - The extent to which a policy achieves the specific objectives it set
 - e.g.) To improve the qualification of all the high school teachers in a particular subject (science, math,...) from 2nd level to 1st level / from high school diploma to college level
- Impact
 - Whether or not what you did made a difference to the problem situation you are trying to address
 - e.g.) Did ensuring that teachers were better qualified improve the pass rate in the final year of school?
 - When replicate or expand, crucial to make sure a policy makes sense in terms of the impact you want to achieve.

Example of the Linkages between Objective Tree and Logframe



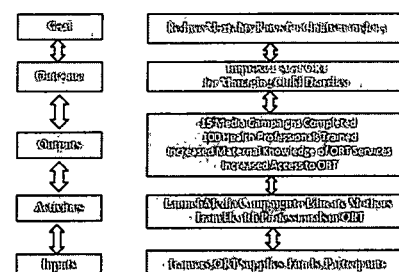
Example of the Problem Tree to develop a Hierarchy of Objectives (Chang p.14)



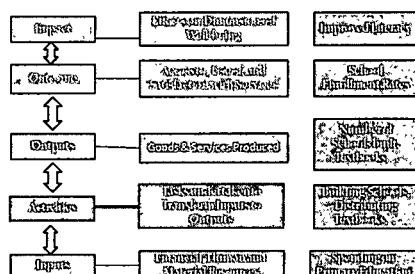
Result-based Monitoring & Evaluation

- Implementation-focused vs. Results-based
 - Implementation-focused approach: monitoring and assessing how well a policy is being executed – does not provide an understanding of the success or failure of the policy
 - Results-based approach: provides feedback on the actual outcomes and goals of government actions
- Why Results-Based M&E?
 - Greater concern about Efficiency, Effectiveness, Accountability, and Transparency, based on tangible results from the government activities
 - Inputs & outputs tell little about the effectiveness (outcomes and impacts) of a policy
 - Need for Knowledge Base on What Works, What does not, and Why
 - Logic Model

A Logic Model for One National Development Goal



What should a M&E System Measure?

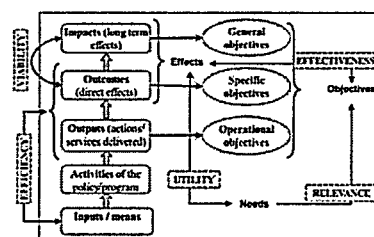


Roles & Functions of Results-Based M&E

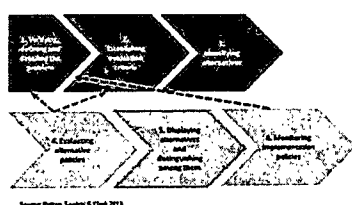
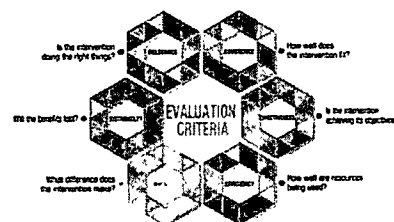
- To better inform key decision-makers, the general public, and other stakeholders of impact, efficiency, ..
- To help think about and clarify goals, objectives and activities to achieve them
- To formulate and justify budgetary requests
- To help identify potentially promising practices – feasibility
- To help identify the weaknesses of a policy and take steps to correct them
- To devise ways of installing an open atmosphere (transparency) in which people can learn from mistakes, make improvements, and create knowledge
- To promote greater transparency and accountability

Utilization of M&E for Public Policy

- How to use M&E information to improve government performance
- 4 ways M&E information can be highly useful
 - (1) To support budget allocation decision making – *performance-based budgeting, output-related budgeting*
 - (2) To help government planning at the national, sub-national, local and sectoral level – *Evidence-based Policy Making*
 - (3) To help governments to manage activities (government service delivery, management of staff) by identifying the most efficient ways of using available resources, and obstacles to implementation – *Evidence-based Management*
 - (4) To enhance transparency and support accountability by identifying the leakage of government funds and estimating the extent to which government has achieved the policy goals – *Evidence-based Accountability*



No.	Types of Criteria	Question	Illustration
1.	Effectiveness	Have the desired results been achieved?	Service unit
2.	Efficiency	How much effort is required to achieve the desired result?	Unit cost Net benefit Cost-benefit ratio
3.	Adequacy	To what extent does achieving the desired result solve the problem?	Fixed costs (type I problem) Fixed effectiveness (type II problem)
4.	Equitable	Are the costs and benefits distributed evenly among specific groups?	Pareto Criteria Kaldor-Hicks criteria Rawls Criteria
5.	Responsiveness	Do policy outcomes satisfy particular groups' needs, preferences, or values?	Consistency with a citizen survey
6.	Accuracy	Is the desired outcome (goal) beneficial or valuable?	Public programs must be equitable and efficient



Assignment

- Evaluate the Food and Nutrition Security Policy 2020
- Suggest policy options for mitigation of identified gaps (keeping in mind long-term perspective of constantly changing and complex scenario of a VUCA world)
- Draw up an action plan (short-term, mid-term & long-term) in terms of what should be done, who is going to do it, how, timeline, and how the actions will be monitored.

DEVELOPING STATE CAPACITY FOR POLICY EXECUTION

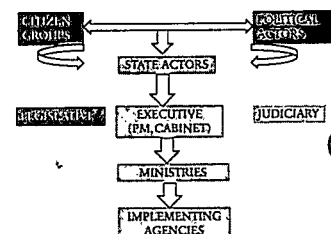
STATE CAPACITY

- State's ability to implement chosen policies, and to perform a set of core functions like extraction and security provision. (Oxford Handbook of Historical Institutionalism)
- Emphasis on the effectiveness of delivery of public services and achievement of public goals (e.g. alleviating poverty) (Rotberg 2014, Boardman 2014)

GOVERNANCE CAPACITY

- Governance capacity as the "organizational and systemic resources and skills necessary to make sound policy choices and implement them effectively" (Ramesh, Segun, Howlett and Wu (2016, p.3-4)
- The governance capacity is the potential of actors to coordinate their actions and the deployment of resources in the pursuit of collective issues. (Popering-Verkerk, Molenveld, Duijn, van Leeuwen, and van Buuren, (2012, p.4)

GOVERNANCE CAPACITY



DIMENSIONS OF STATE CAPACITY

LEVELS:

Individual

Organizational

Systemic

SKILLS AND COMPETENCIES:

Analytical

Managerial

Leadership

INDIVIDUAL SKILLS AND COMPETENCIES

ANALYTICAL

Domain knowledge
General research skills
Skills in policy analysis

MANAGERIAL

Proactive
Result oriented
Time bound
Cost effective
Coordination, Control

LEADERSHIP

Strategic
Collaborative
Networking
Innovative
Communication

ORGANIZATIONAL SKILLS AND COMPETENCIES

ANALYTICAL

Availability of staff with analytical skills

Process for collecting and analyzing data

Organizational commitment to evidence-based policy and policy learning

MANAGERIAL

Availability of financial and personnel resources and management system

Coordination of internal processes

System for monitoring agency performance

LEADERSHIP

Organizational legitimacy

Access to key policy-makers

Process for public engagement

SYSTEMIC SKILLS AND COMPETENCIES

ANALYTICAL

Access to competitive policy consultants

Political support for rigorous policy analysis

Allowing access to organizational data & information

MANAGERIAL

Inter-governmental and inter-agency coordination

Coherence of relevant societal groups

Rule of law, impartiality and corruption control

LEADERSHIP

Public trust
Transparency

Accountability for policies

Participation of civil society in the policy process

LEADERS VS MANAGERS

Leaders:	Managers:
Empowers their team	Keeps the power
Coaches and guides	Delegates and dictates
Says "we"	Says "I"
Has a growth- and future-focused mindset	Is focused on hitting short-term goals and checking boxes

ADAPTIVE LEADERSHIP

Adaptive Leadership is the mobilization of people to navigate complex challenges. While the practices by which this is done are many and varied, ultimately Adaptive Leadership requires building new capacity for thought and action in individuals, organizations, or societies through the use of iterative, experimental, and contextually tailored approaches that help stakeholders learn new behaviors when they confront change and loss.

CASE STUDY: PUBLIC SERVICE DELIVERY IN KENYA

HUDUMA KENYA, NAIROBI

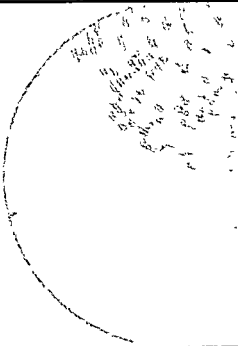




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POLICY FRAMEWORK

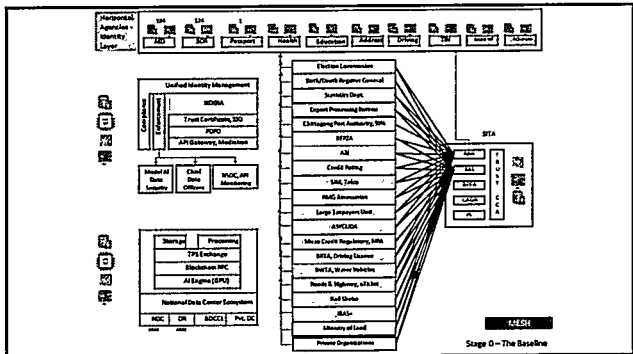
- Strategic: "Kenya 2030" vision declared in 2012. Presidential decree issued
- Human resources: OSS staff are trained on courtesy, innovation, integrity, efficiency and transparency.
- Organizational structures
- Financing
- Digital technology and data governance
- Coherence between national and local
- Stakeholders' engagement
- Monitoring, reporting and evaluation



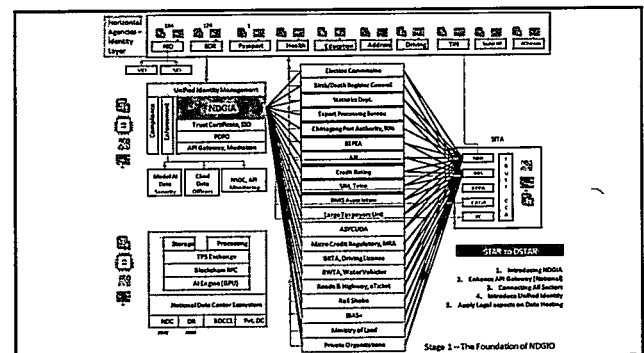
THANK YOU

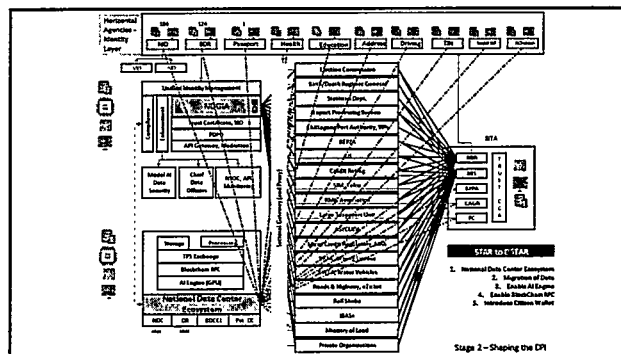
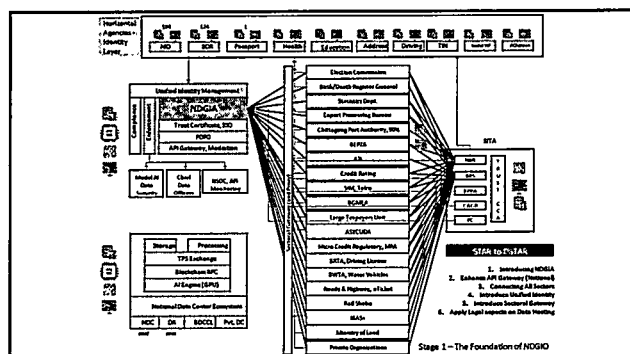
Dr M Aslam Alam
Former Rector, BPATC and
Chairman, IDRA
draslamalam@hotmail.co.uk

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



- Stage 0 – MESH (Baseline - Current Scenario)
- Stage 0 – MESH to STAR (Baseline - after SITA- API Gateway, Connectivity, CCA)
- Stage 1 – STAR to DSTAR (The Foundation of NDGIO - Unified Identity, NDGIA Integration, Legal Aspects of Data Sharing)
- Stage 2 – STAR to DSTAR (Shaping the DPI - Citizen Wallet, BlockChain)





Presentation Outline

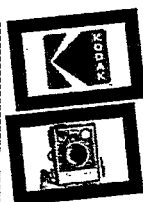
- 01 Context
- 02 Fourth Industrial Revolution and Key Technologies
- 03 Application of 4IR technologies
- 04 Disruptive challenges ahead
- 05 Way forward

Context

- 
- The world is experiencing exponential change due to advancement in technologies
- 
- The unprecedented development of advanced technologies has served as an 'incredible catalyst' for change
- 
- World's 90% data were produced within last few years

Organisations that Failed to Navigate Change

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



Problem:

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

Organisations that Failed to Navigate Change

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

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



Problem:

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

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



Organisations that Failed to Navigate Change

Xerox, the first to invent the PC and their product was way ahead of its time.

XEROX



Problem:

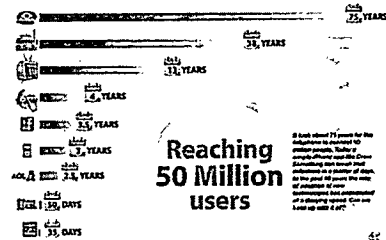
- The management thought going digital would be too expensive.
- CEO David Kearns was convinced that the future of Xerox was in copy machines and not in digital communication.
- Xerox failed to understand that they couldn't continue relying on the same technology to sustain their business.

Organizations that Successfully Navigated Change

- Apple essentially reinvented the 'reinvention' business.
- Steve Jobs didn't invent any of the machines that Apple is famous for, but he and his team made them better.
 - Apple Macintosh was essentially a vast improvement from the existing DOS-based home PCs.
 - Apple introduced its own models of all-in-one PCs and lightweight laptops
- Apple's greatest reinventions were hand-held devices.
 - the iPod and iPhone were not the first MP3 player or smartphone, but they revolutionized the gadget industry.
 - the iPad transformed the gadget sector that was pronounced dead in the 1990



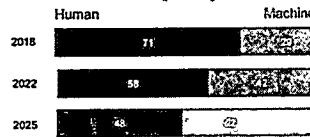
APPLE



Automation

Rate of automation

Division of labour as share of hours spent (%)

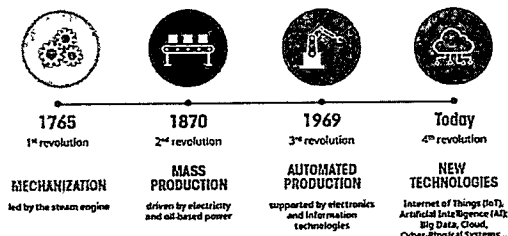


Source: Future of Jobs Report 2018, World Economic Forum

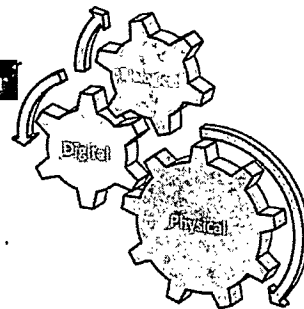


Historical Context

Four Industrial Revolutions



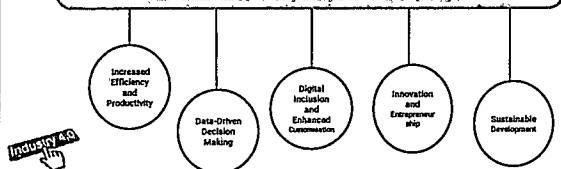
3-Way Merger



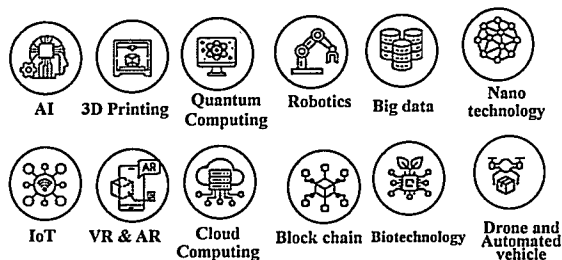
Understanding 4IR

- The Fourth Industrial Revolution refers to the ongoing transformation of society and industries driven by advanced technologies, like a way of describing the blurring of boundaries between the physical, digital, and biological worlds.
- This wave of change in the manufacturing sector began in the mid-2010s and holds significant potential for operations and the future of production.

The Relevance of 4IR Key Components and the Impact



Key Technologies of 4IR



Generative AI has the potential to change the world in ways that we can't even imagine.

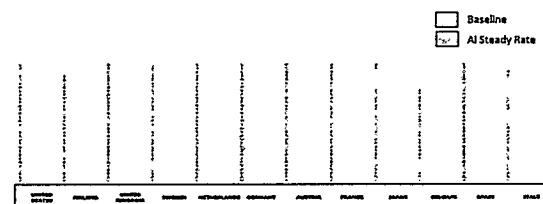
Bill Gates

AI is one of the most important things that humanity is working on. It's more profound than electricity or fire...



Sundar Pichai
Google CEO

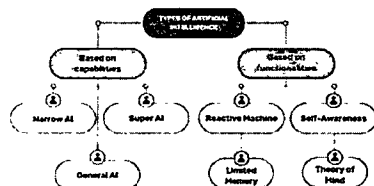
Unprecedented Economic Growth driven by AI



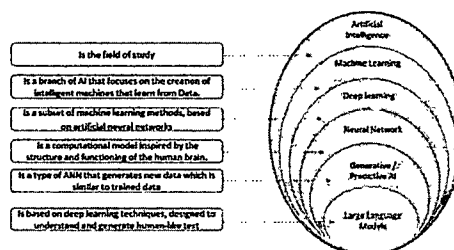
Annual growth rates in 2035 of gross value added (a close approximation of GDP), comparing baseline growth in 2035 to an artificial intelligence scenario where AI has been absorbed into the economy
Source: Accenture and Frontier Economics

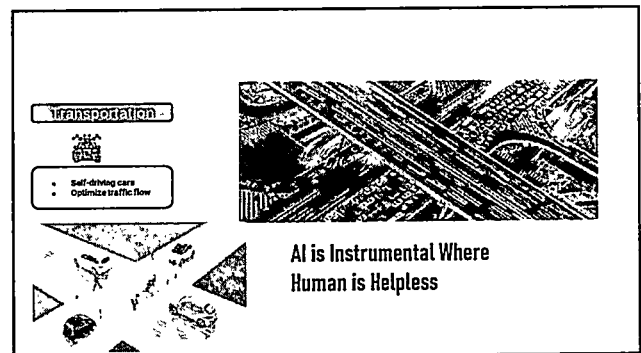
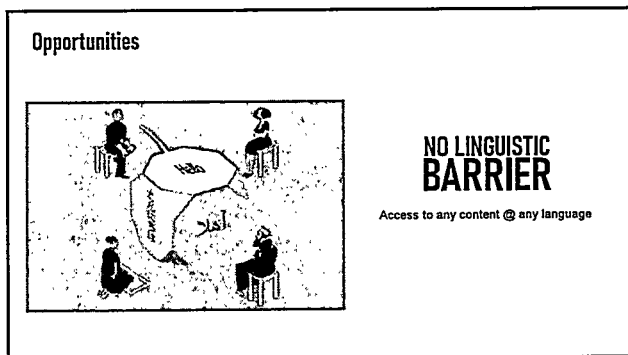
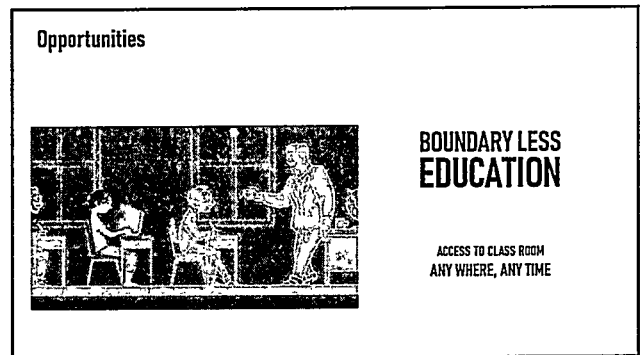
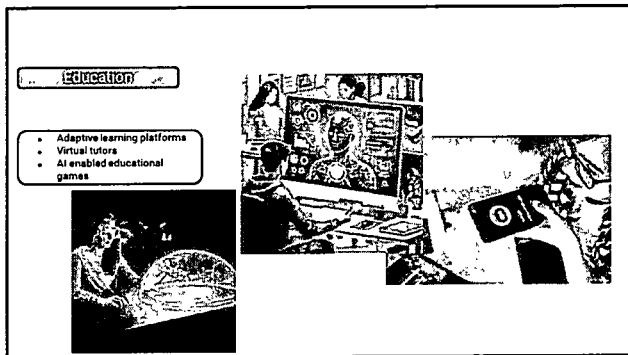
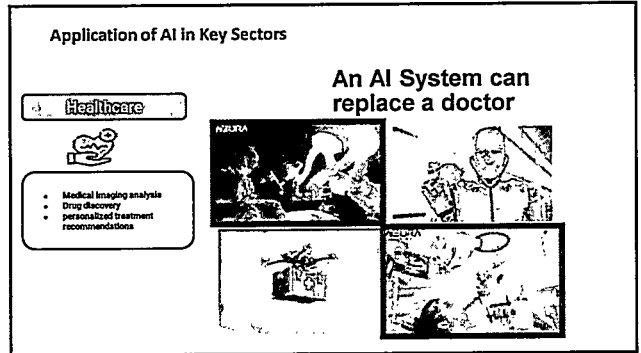
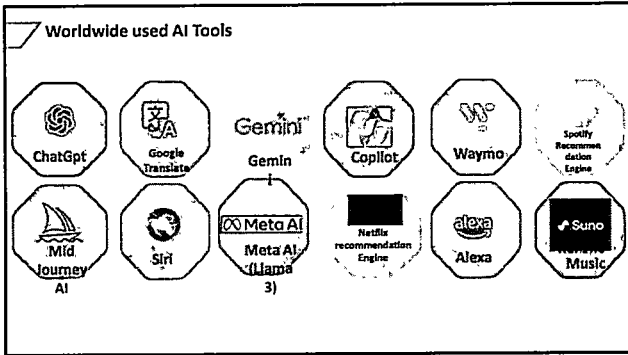
AI in Brief

Artificial Intelligence (AI) is technology that enables computers and machines to simulate human intelligence and problem-solving capabilities.

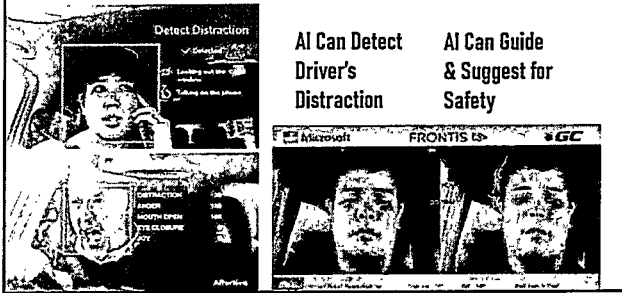


Key Concepts of Artificial Intelligence





AI in Traffic Safety

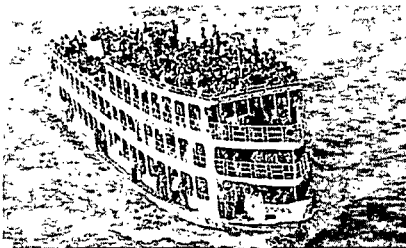


AI in Transportation



AI Can Ensure Safe Rail Transport

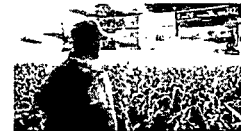
AI in Transportation



AI May Ensure Safer Water Transport

Agriculture

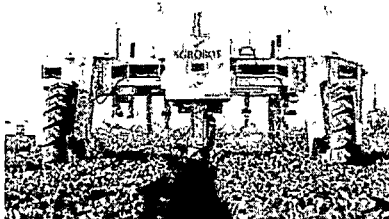
- Crop monitoring
- Pest detection
- Disease detection



MACHINE WILL ABLE TO TALK WITH CROPS, MAKE DECISION, AND EXECUTE

We are in the era, where

Agrobot knows everything about farming

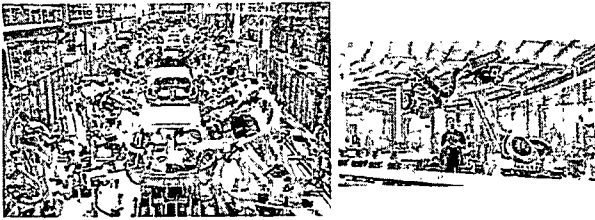


Telecommunication

- Network optimization
- Virtual assistance
- Fraud Detection & security

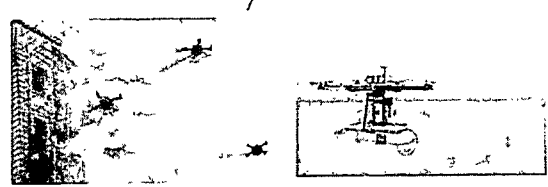


Robots in Manufacturing



Ref: <https://blog.robotiq.com/a-brief-history-of-robots-in-manufacturing>

Drone in Disaster Management

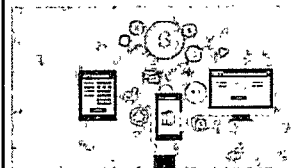


Financial Services

- **Fraud Detection:** AI can identify fraudulent transactions and reduce financial crimes.
- **Credit Scoring:** AI can assess creditworthiness for small and medium enterprises (SMEs) and individuals.
- **Automated Customer Support:** Chatbots can enhance customer service for banks and financial institutions.
- **Fintech Solutions:** AI can power innovative digital payment and financial management solutions.



Banking Transformation

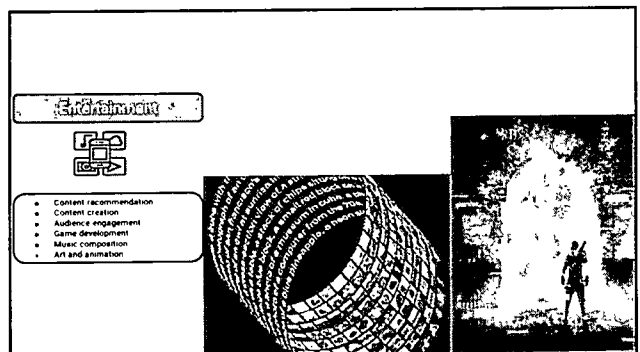
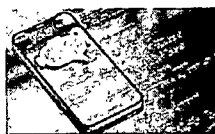


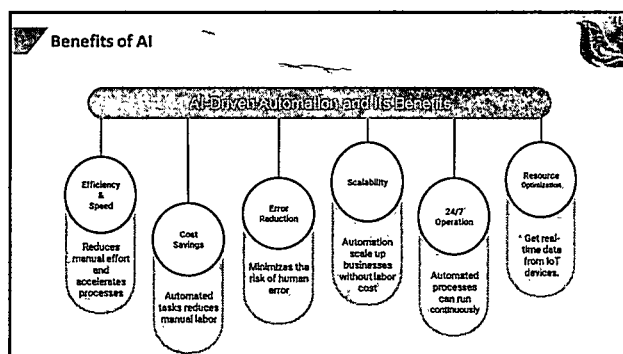
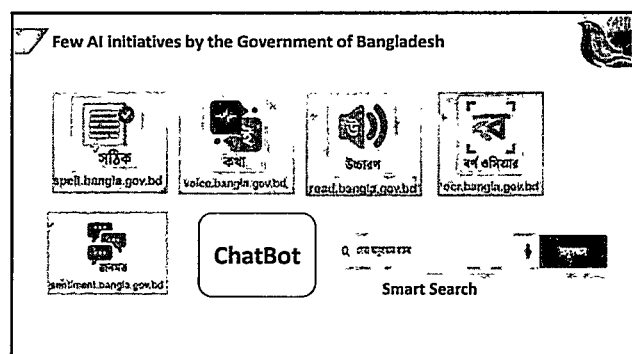
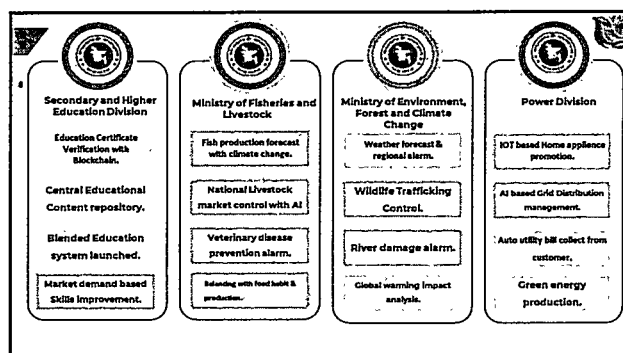
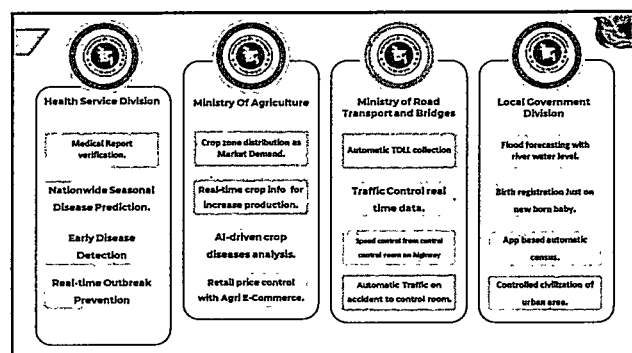
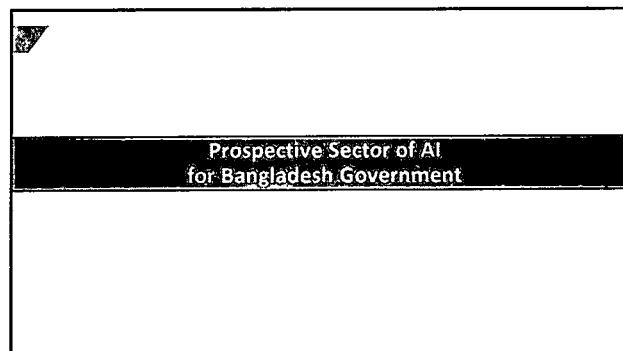
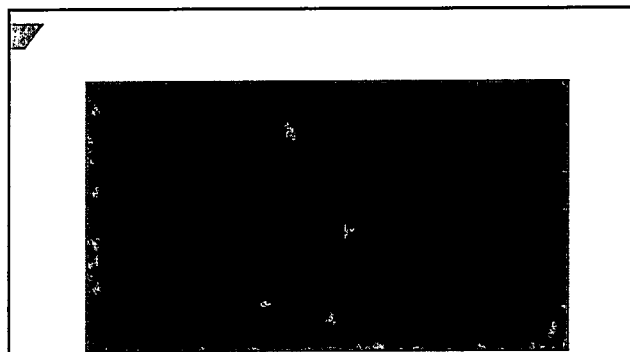
- ❖ Predictive Advisory Services
- ❖ Risk Assessment
- ❖ Fraud Detection & Mitigation
- ❖ Biometric Identification
- ❖ Digital Wallet
- ❖ Client Personalization
- ❖ Virtual Customer Support



Public Services and Governance

- **Smart Cities:** AI can improve urban planning, energy efficiency, and waste management.
- **Crime Prevention:** AI can analyze crime data and enhance public safety.
- **E-Governance:** AI can streamline citizen services and reduce bureaucratic delays.





Future Impact of AI

Personalized Public Services

- AI can assist in personalized treatment plans and predictive healthcare to prevent illnesses.
- Personalized learning plans can be developed using AI, catering to the individual needs of students.
- Governments can use predictive models to anticipate future trends and allocate resources effectively.
- AI can quickly process and analyze large volumes of documents, speeding up administrative processes.

Improved Public Safety

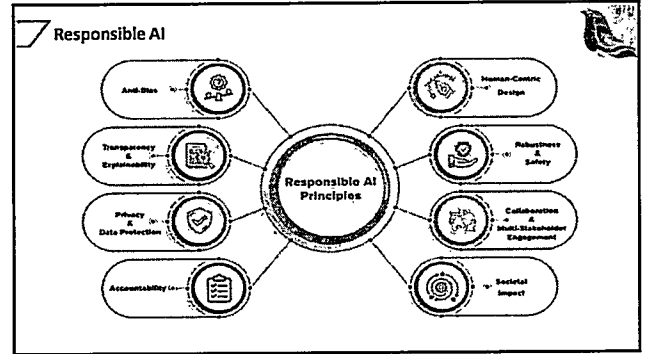
- AI-powered surveillance and crime prediction tools can help law enforcement agencies prevent crimes and respond to emergencies more effectively.

Ethical and Regulatory Considerations

- Developing regulations to address AI ethics, such as bias prevention and data privacy, can ensure the fair and responsible use of AI technologies in government.

Technical and Regulatory Considerations

- AI optimizes the allocation and use of resources in sectors like energy and water management, ensuring sustainability and cost-effectiveness.



Ethics and Considerations in AI Adoption

Bias and Fairness

AI has made significant advancements & has the potential to automate many tasks, it's important to recognize that AI isn't a magic solution that can do everything for you. We can't fully depend on AI.

Bias and Fairness

AI models can inherit biases present in training data, raising concerns about fairness and potential discrimination. Ensuring unbiased data and ethical model development is crucial.

Transparency

Lack of transparency in AI algorithms and decision-making processes raises ethical concerns. Clear communication about how AI is used is essential for building trust.

Job Displacement

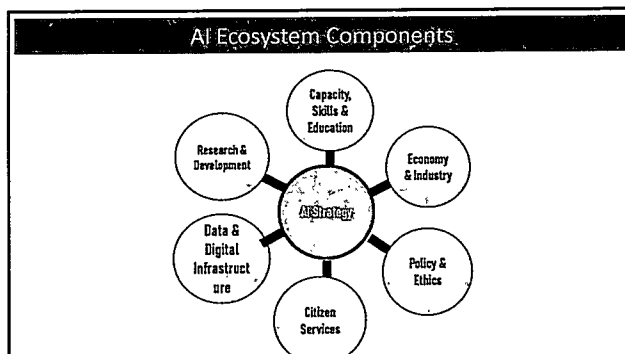
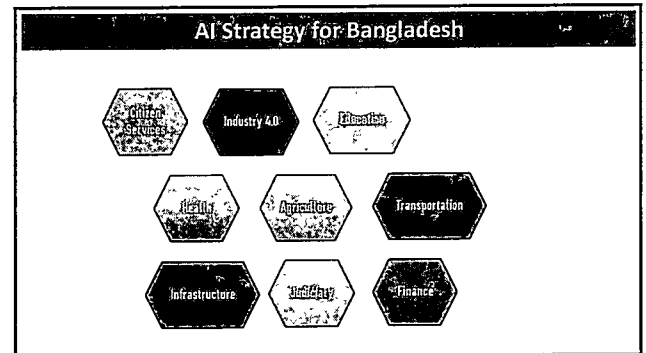
The automation of tasks through AI may lead to job displacement, requiring considerations for reskilling and upskilling the workforce.

Privacy Concerns

AI systems often involve the processing of personal data, necessitating robust privacy measures to protect individuals' sensitive information.

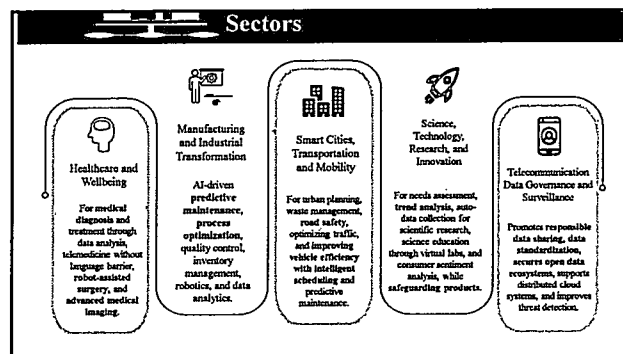
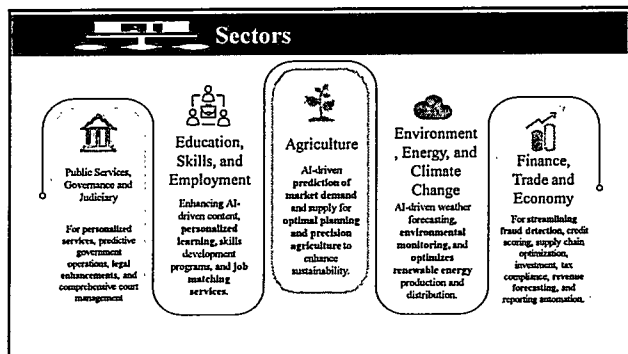
Societal Impact

Considerations should be made regarding the broader societal impact of AI, addressing issues like accessibility, inclusivity, and ensuring that AI benefits all segments of the population.



National Artificial Intelligence Policy 2025 (draft)

The image shows the cover of the 'National Artificial Intelligence Policy 2025 (draft)' document. It features a graphic of a brain with circuitry and the text 'Smart Bangladesh'.

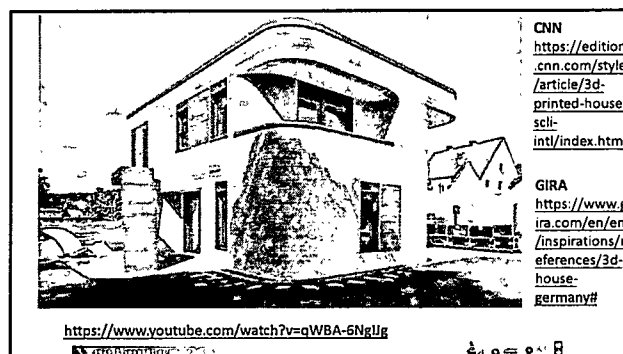


3D printing

3D printing or additive manufacturing is the construction of a three-dimensional object from a CAD model or a digital 3D model.^[1] It can be done in a variety of processes in which material is deposited, joined or solidified under computer control,^[2] with material being added together (such as plastics, liquids or powder grains being fused), typically layer by layer.



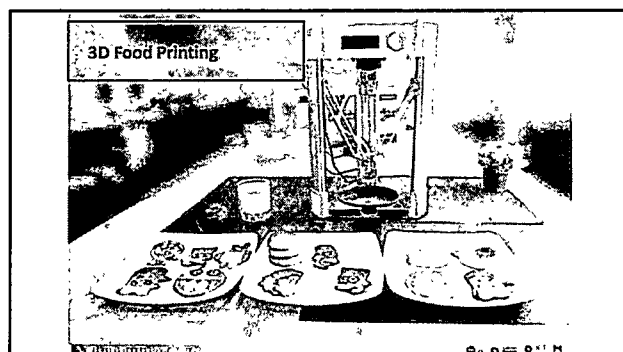
Ref: https://en.wikipedia.org/wiki/3D_printing
<https://www.reuters.com/technology/3d-printing-reaches-new-heights-with-two-story-home-2023-01-12/>

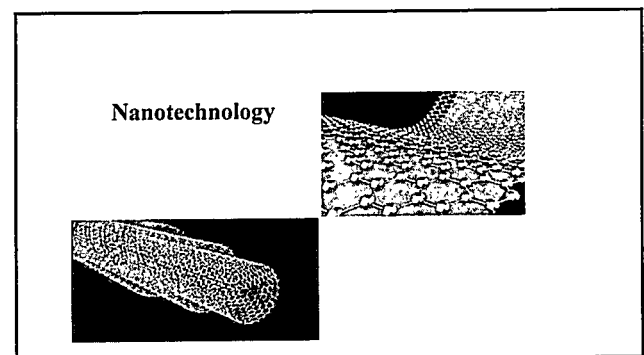
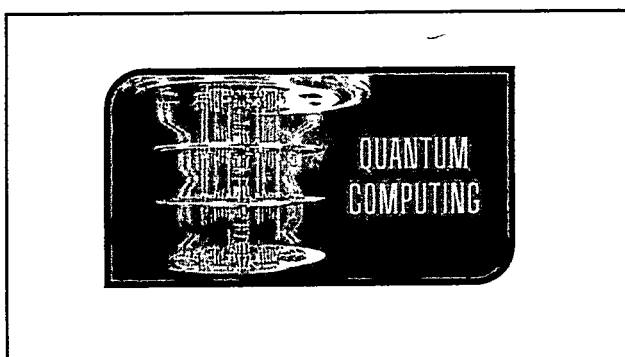
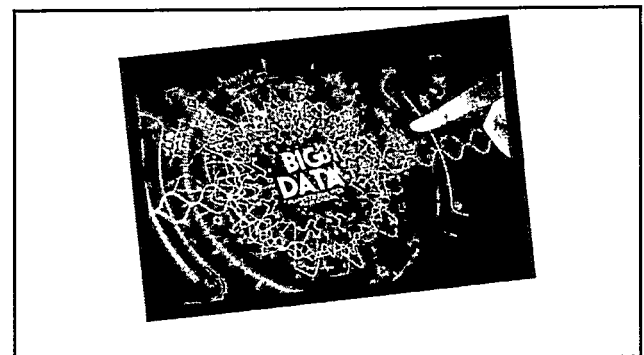
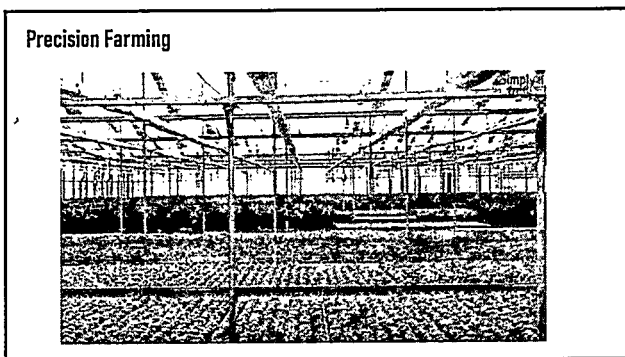
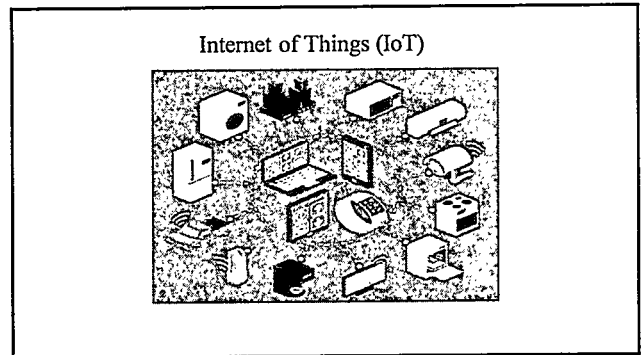
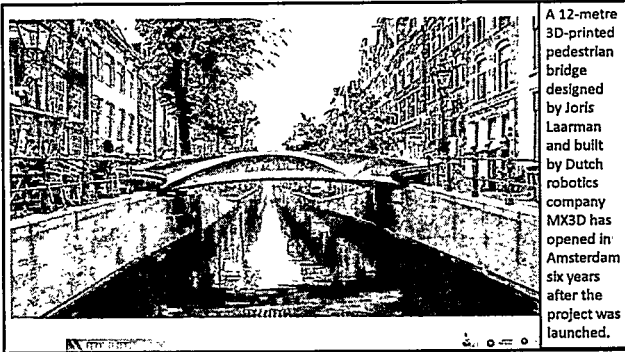


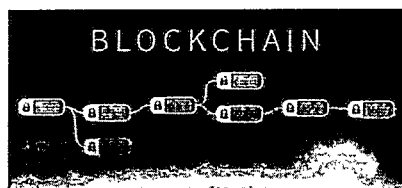
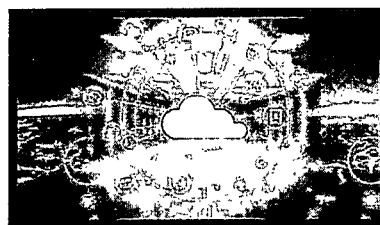
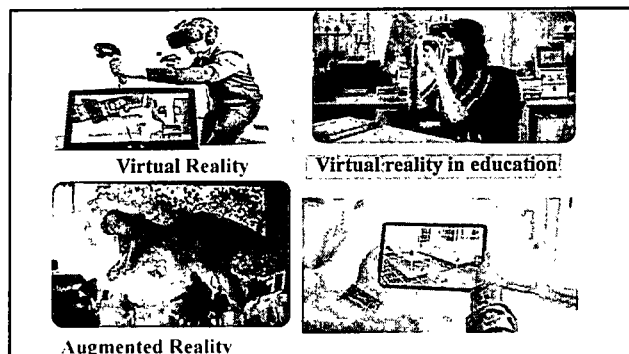
3D Printer



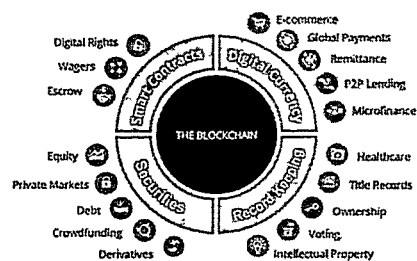
Printed body organ through 3D printer







Future of Blockchain in Bangladesh



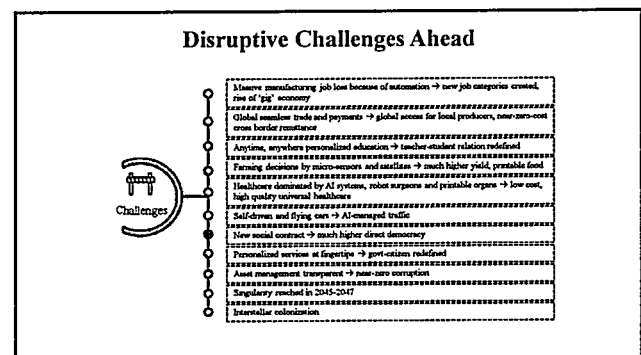
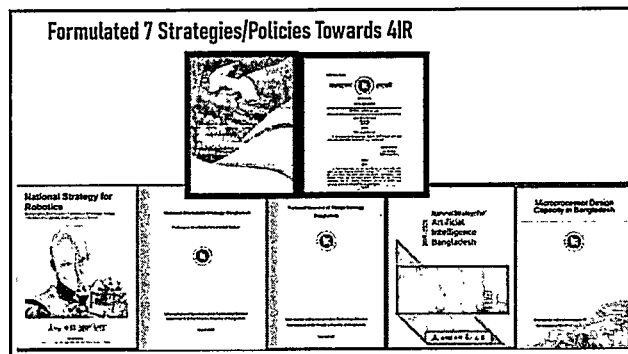
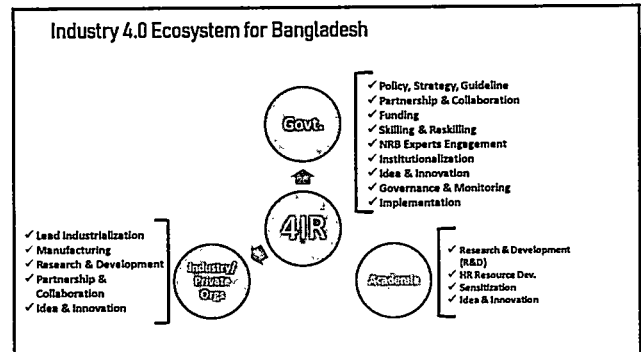
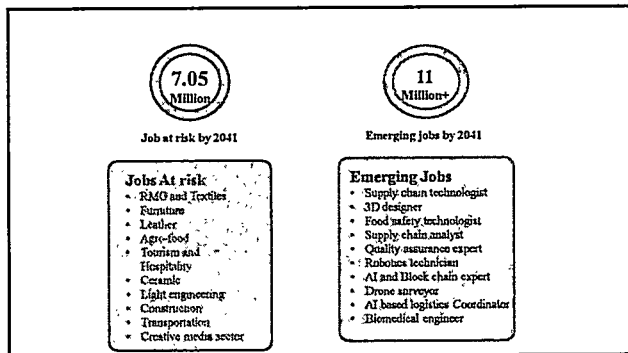
Biotechnology



Potential Areas of Using Advanced Technologies

- e-governance platforms
- Service delivery
- Smart city development
- Data driven decision making
- Block chain for transparency
- AI in public safety
- Remote healthcare system
- Smart agriculture solutions
- Disaster management system
- Cyber security enhancement
- Smart traffic management
- Smart grid management





3 Problems at Hand

- One machine/robot replaces multiple human beings
- The new machine requires not only new skill but different educational level
- Difficult for small companies to make up-front investment in 4IR technologies

Job Loss & Inequality

4IR will drive rich to richer and poor to poorer!

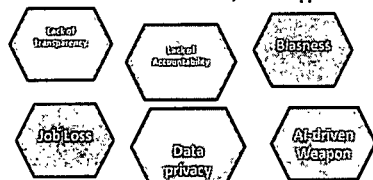
Job Loss!

It'll affect everyone!

Mr. Schwab (Founder, WEF) also suggested the revolution could lead to greater inequality, "particularly in its potential to disrupt labor markets." Furthermore, the job market may become increasingly segregated into "low-skill/low-pay" and "high-skill/high-pay" roles, which could escalate social tension.

AI Challenges

The Problem With Artificial Intelligence Isn't the Science, It's the Application.



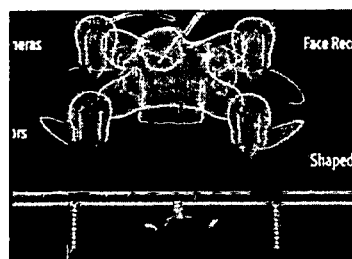
"We need to be super careful with AI. Potentially more dangerous than nukes."
- Elon Musk, CEO, SpaceX

Lethal Weaponry (Bayraktar TB2 Drone)



Game Changer in Azerbaijan – Armenia War, 2020
Only TB2 destroyed \$1 billion worth military weapon of Armenia
– PM, Azerbaijan
Ref: https://www.youtube.com/watch?v=S_X_9oWlmfU&t=187s

New weapon swarm of drones with AI (Slaughterbots)



https://www.youtube.com/watch?v=M7mlX_0VK4g

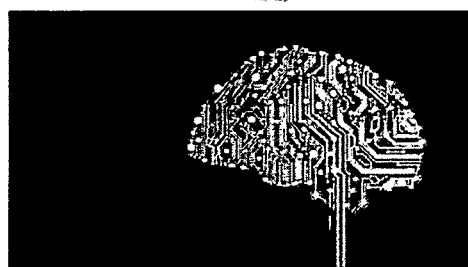
Deep Fake

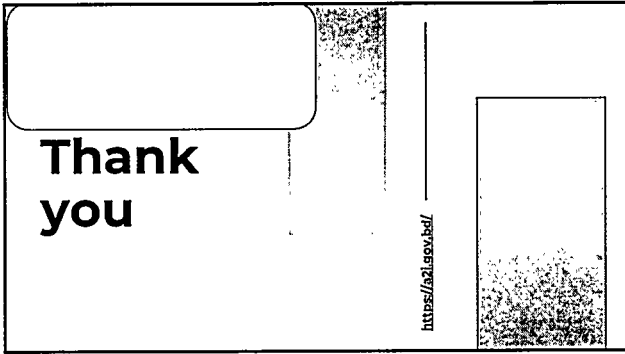
Deepfake technology uses artificial intelligence (AI) and machine learning to create hyper-realistic digital manipulations of audio, video, or images



Way-Forward to Industry 4.0

- ✓ Committed, Responsible & Visionary Leadership Towards 4IR.
- ✓ Combined efforts by Govt., Industry & Academia.
- ✓ Building capacity and awareness
- ✓ Developing appropriate regulatory framework
- ✓ Need to take drastic approach & strategy to "Made in Bangladesh" brand.
- ✓ Set target to produce at least 20% industrial products by our own by 2041
- ✓ Investment in Research & Development
- ✓ Reshape Education Targeting Industry 4.0
- ✓ Engage NRB Experts in R&D
- ✓ Foreign Partnership & Collaboration for Leapfrogging to the Goal





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




Project Appraisal to Monitoring & Evaluation: Understanding Critical Issues.

Bangladesh Public Administration Training Center
Savar, Dhaka, Bangladesh

28th FPMC
November 04, 2023

Md. Syeedul Haque
Former Chief, Programming Division



Session Contents

- The Foundation: Why This is a Strategic Leadership Issue
- Deep Dive 1: The Appraisal Gate: Stopping Bad Projects Before They Start
- Deep Dive 2: Monitoring as a Management Tool: Course Correction & Real-Time Accountability
- Deep Dive 3: Evaluation for Learning & Accountability: Answering the "So What?"
- Interactive Discussion: Share experiences and dialogue to real-world examples
- Synthesis & Way Forward: Key Takeaways & Leadership Actions

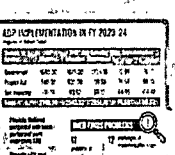


Session Objectives

- Align** Align on the critical strategic risks within the current project lifecycle.
- Equip** Equip leadership with key questions to challenge project proposals and status reports.
- Develop** Develop a shared commitment to strengthening M&E culture from the top.
- Apply** Share experiences and dialogue to real-world examples.

The Context:





Widespread and beyond: M&E for months

ASP IMPLEMENTATION IN FY 2023-24

Financial System

Financial System



Limitations of Project Leadership in Bangladesh

- Procurement delays
- Budgetary Limitation
- Human Resources
- Accountability and Reporting Culture
- Monitoring & Evaluation (M&E) Mechanisms

The Stakes: Why This is a Core Leadership Function?

Public Trust: Our reputation is built on delivering results, not just spending budgets.

Fiscal Accountability: We are stewards of public funds. VFM (Value for Money) is non-negotiable.

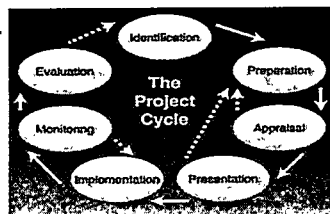
Strategic Misalignment: Without rigor, projects diverge from core sectoral/ministerial priorities.

The Accountability Challenge: We must have defensible evidence for the Auditor General, Parliament, and the public.

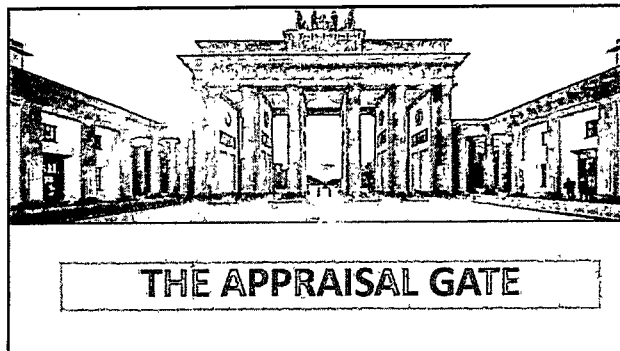
"Our goal is not to create more paperwork, but to de-risk execution and demonstrate undeniable value."

The Project Lifecycle

- The Integrated Lifecycle: A System, Not a Checklist.
- Evaluation findings must inform future Appraisals.



- Critical Issue #1: Silos. These phases are often managed by different teams with no feedback loop.



Appraisal: The Most Important Lever We Have

- Purpose: To be the objective, evidence-based filter for project approval.
- Key Elements of a Robust Appraisal:
 - Strategic Case: Does it align with our top ministerial priorities?
 - Economic Case: CBA & VFM: Are benefits quantified and realistic? Is this the best option?
 - Commercial Case: Can we procure this effectively? Are we asking the market for something feasible?
 - Financial Case: Can we afford the whole-life costs (not just Initial capex)?
 - Environmental Case: Are mechanisms in place to identify, assess, and mitigate environmental risks (e.g., EIA/SEA, EMP, climate/disaster risk screening, DIA)?
 - Social Case: Are institutional arrangements adequate to ensure inclusiveness, equity, and social protection for marginalized and vulnerable groups- women, landless, indigenous peoples (e.g., SIA)?
 - Management Case: Do we have the capacity and capability to deliver?
- "Optimism Bias: The systematic tendency to be overly optimistic about benefits and understate costs. Our job is to challenge it."

The Appraisal "Killer Question" Checklist

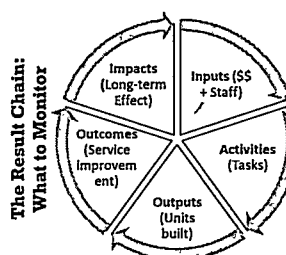
For every project proposal, we must ask:

- "What is the problem we are absolutely solving?" (Problem Definition)
- "What is the counterfactual? What happens if we do nothing?" (The Baseline)
- "Show me the evidence behind your key assumptions." (Challenge Optimism Bias)
- "Who are the winners and losers? How are we managing stakeholder resistance?" (Stakeholder Realism)
- "What is your top existential risk, and what is your mitigation plan?" (Risk Management)

Critical Issue #2: Approval Amnesia. Forgetting the rationale for approval the moment the project starts.



Beyond Budget Tracking: Monitoring for Outcomes



- M&E only tracks Inputs (\$\$ spent) and Outputs (units built).
- Leadership must demand data on Outcomes (behavior change, service improvement).

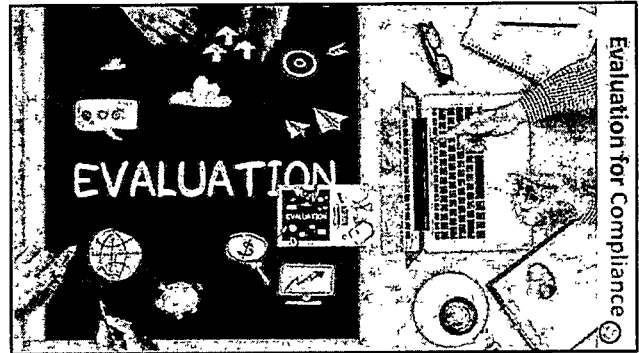
"Most monitoring stops at Outputs. Leadership must demand data on Outcomes."

The Critical Monitoring Dashboard

What should be on your one-page project dashboard?

- **Traffic Light Status:** Overall Health (Red, Amber, Green)
- **Key Performance Indicators (KPIs):**
 - *Financial:* Burn rate vs. forecast
 - *Milestone:* Key activities on track? (Leading Indicator)
 - *Outcome:* Early signs of desired change? (e.g., user adoption rates)
- **Top Risks:** Status of the top 3-5 risks (mitigation effective or falling?)
- **Issues Requiring Escalation:** Clear asks for leadership.

Critical Issue #3: Reporting only on what is easy to measure (\$\$), not what is important (progress towards outcomes).



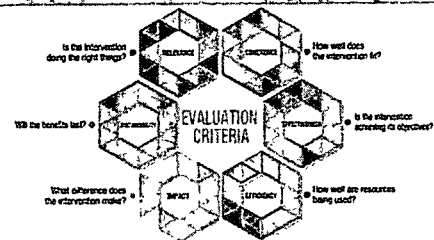
Moving Beyond the "Blame Game"

Purpose: To provide an objective assessment of results to ensure accountability and enable learning.

The Evaluation Spectrum:

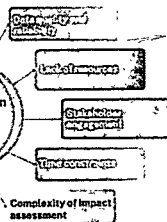
- **Formative Evaluation:** *During implementation.* "How can we improve?"
- **Summative Evaluation:** *At completion.* "Did we achieve what we planned?"
- **Impact Evaluation:** *Long-term.* "What change did we *cause*?" (The gold standard for accountability).

The Six OECD-DAC Criteria: A Framework for Rigor



Critical Issue #4: Evaluating only for compliance, not for learning. The greatest failure is a report that sits on a shelf.

Top 6 Challenges in Monitoring and Evaluation

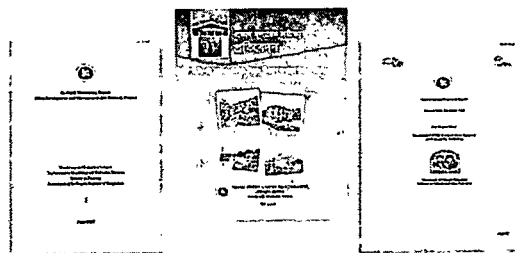


Challenges in M&E

- Ensuring the accuracy, completeness, and consistency of the data
- Insufficient funding, shortage of skilled personnel, and lack of appropriate tools or technology may impede effective monitoring and evaluation
- Crucial for obtaining comprehensive and meaningful insights
- Project timelines and deadlines may limit the available time, potentially compromising the depth and rigor of the evaluation.
- Distinguishing the project's influence from other external factors requires robust evaluation designs, control groups, or statistical techniques.

• **Limited utilization of M&E findings:** Creating a culture that values evidence-based decision-making is, therefore, crucial to address these challenges.

The Review: Case of Real M&E Reports



Key Takeaways: M&E Report Review

Common Issues & Observations:

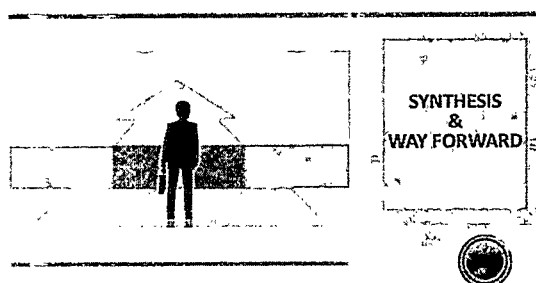
- M&E often face challenges such as budget constraints, limited time for evaluations, and difficulty in maintaining stakeholder engagement. These challenges can affect the quality and depth of M&E. Methodology mostly used the LFA to define project's objectives, outputs, and outcomes. Data was generated using household surveys and interviews along with the use of secondary sources.
- Though progress reports generate a significant amount of quantitative data, they remain somewhat vague in showing how the achievements are attributed to the project intervention directly. For instance, DPP Item 26 explicitly requires demonstrating the project's linkages to national development objectives and targets. However, reports often fail to establish or demonstrate that link, leaving the investment impact unclear.
- The evaluation report of the BPDB's *Hill Tracts Project* (Sub-section 1.10) highlights the issue of not having any 'Exit Plan' that can ensure a smooth transition to Revenue Budget. This was supposed to be there in the DPP/RDPP (Item 32.1) along with O&M costs for long-term sustainability of the project; but unfortunately, it was missing (not filled). As a result, the project had fallen into an uncertainty of recruiting 55 staff to start operations even after the project completion.

Key Takeaways...contd.

- The BPDB project had also suffered from an 84% time overrun, primarily because of insufficient attention given to sensitivity analysis (Section 9 of FSR) during the planning stage. Feasibility considerations appeared to have been overlooked in the DPP appraisal process, creating significant gaps between planning, implementation, and evaluation phases.

Ways for Improvement:

- Strong M&E framework is a pre-requisite for successful monitoring and evaluation, while later can provide critical insights leading to scaling-up of the intervention to the areas of need. M&E also can inform adjustments to project's design, including scope and objectives/goals to enhance sustainability.
- Use of MAP & SAF frameworks along with the appraisal tools (e.g., LFA, CBA etc.) might ensure effective project design as a foundation for strong M&E framework. Reporting should clearly track progress against planned results specified in DPP Items 3, 10, & 15 to provide a more clear, measurable and transparent scenario of project achievements. Proper scrutiny and appraisal through such framework tools can help identify the gaps between various phases of the project cycle to ensure efficiency, accountability and sustainability of a project intervention.



Leadership Levers: Our Commitment

To institutionalize this, we must:

- **Mandate Independent Challenge:** Require a "red team" review of all high-value business cases before they reach our table.
- **Demand Outcome Dashboards:** Refuse status reports that only talk about money spent. Ask "What outcomes are we achieving?"
- **Commission Learning-Focused Evaluations:** Fund and mandate evaluations against the DAC criteria for all major projects and dedicate Special Management Committee to review their findings.
- **Close the Loop:** Require formal responses to evaluation recommendations.

"Bottom Line: This is how we shift from a culture of compliance to a culture of accountability and learning".

Conclusion



Shifting from a culture of: From Cost Centers to Value Creators



Compliance → Accountability
Spending → Value Creation
Reporting → Learning



This is how we build a legacy of effective government and restore public trust.



"This is not just about project management. It is about good governance".

Q&A and Discussion

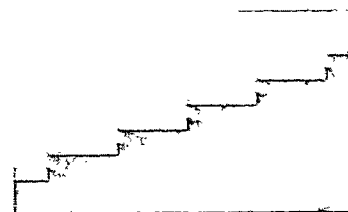
Guiding Questions:

- What is the biggest barrier to implementing this in our organization?
- What is one action you will take as a leader next week to reinforce this?

Workshop: 'Stress-Testing' of a Project

- **Instructions:** Choose one current or proposed high-profile project in your real-life portfolio. And go for-
- **Table Discussion (15-20 mins):** In groups of 4-5, apply the following questions:
 - **Appraisal:** What was the single strongest piece of evidence used to justify this project? What was the weakest assumption?
 - **Monitoring:** Beyond budget, what are the 2-3 key outcome indicators we should be watching right now to know if it's working?
 - **Evaluation:** Against the OECD-DAC criteria, which one (Relevance, Effectiveness, etc.) will be the hardest to prove in the end? Why?
- **Report Back (5 mins):** One insight per table.

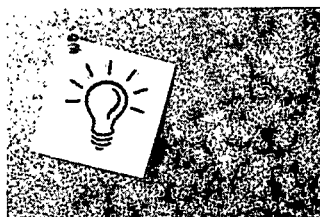
Thank
You
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Further Contact:
syed_dfc@yahoo.com

Additional Resources

For
conceptual
clarity &
definitions



Project Appraisal vs M&E

Project appraisal is a pre-project decision-making process to assess a project's feasibility, viability, and potential risks before it starts, while -

Monitoring and Evaluation (M&E) is an ongoing, continuous process during and after a project's implementation to track progress, measure performance, and assess outcomes and impacts against objectives.

Feature	Project Appraisal	Monitoring & Evaluation (M&E)
When it happens	Before the project starts.	During and after project execution.
What it does	Assesses a project's potential, feasibility, and risks to determine viability.	Tracks progress, assesses performance, and evaluates outcomes and impacts.
Primary focus	Decision-making about whether to proceed.	Continuous tracking and assessment for improvement.

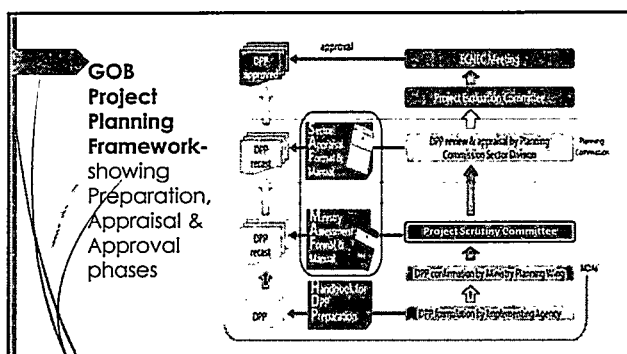
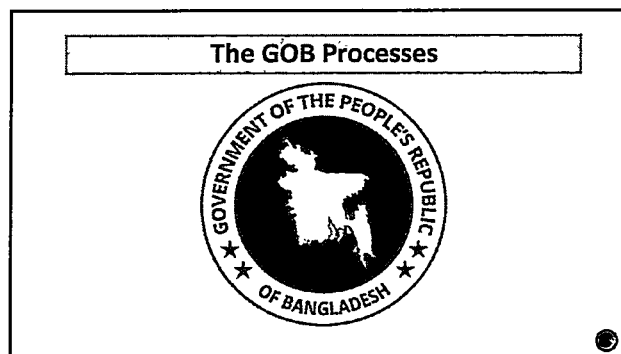
Relationship between Appraisal and M&E

- **Appraisal sets the foundation for M&E** by defining objectives, indicators, and a robust M&E plan, while M&E provides the data and evidence needed to inform corrective actions, assess project success, and learn lessons for future projects.
 - **Both are interconnected processes throughout the project lifecycle.**
- The 'Relationship' reveals:
- **Informed Design:** A strong appraisal process ensures that the project is well-designed, which in turn makes it easier to develop an effective M&E plan to track its performance against clear objectives.
 - **Feedback Loop:** M&E provides ongoing data that informs decisions during project implementation, allowing for necessary adjustments to the project plan. The lessons learned from evaluations then feed back into the appraisal process for future projects.
 - **Accountability:** M&E provides evidence of project success to stakeholders and funders, enhancing transparency and accountability.
 - **Continuous Improvement:** Both processes contribute to project improvement. Appraisal helps prevent flawed projects from starting, while M&E helps ensure projects achieve their goals and deliver positive impact.

M&E: A Comparison

Item	Monitoring	Evaluation
Frequency	Periodic, regular	Episodic
Main action	Keeping track/oversight	Assessment
Basic purpose	Improving efficiency Adjusting work plan	Improve effectiveness, impact, future programming
Focus	Inputs/outputs, process outcomes, work plans	Effectiveness, relevance, impact, cost-effectiveness
Information sources	Routine systems, field observations, progress reports, rapid assessments	Some plus surveys/studies
Undertaken by	Project managers Community workers Community (beneficiaries) Supervisors Funders	Program managers Supervisors Funders External evaluators Community (beneficiaries)

Aspect	M&E Projects	M&E Programmes	M&E Policies
Definition	Specific initiatives designed to achieve defined objectives within a set timeframe and budget.	A broader collection of projects aimed at achieving overarching goals.	Institutional or regulatory frameworks that guide M&E activities.
Scope and Focus	Narrow and specific focus on particular activities and outputs, often time-bound.	Wider focus, integrating multiple projects under a broader goal, aiming for long-term impacts.	Provides overarching guidelines and standards for M&E across projects and programmes.
Goals and Objectives	Achieve short-term milestones and deliverables, evaluate immediate outcomes.	Focus on long-term development and sustainability, assessing cumulative impacts.	Standardize and formalize M&E practices to ensure consistency and quality across sectors.
Frameworks	Use of Logical Frameworks (Logframes) to track inputs, activities, outputs, outcomes, and impacts.	Comprehensive Programme Evaluation Models that assess inter-related projects.	Policy Development & Implementation Guidelines ensuring consistency in M&E practices.
Data Collection	Tailored methods such as surveys, interviews, or observational studies, focusing on immediate outcomes.	Combines qualitative and quantitative data collection techniques for a holistic view of programme effectiveness.	Establishes national or institutional standards for data collection and evaluation, ensuring quality and reliability.
Stakeholder Engagement	Critical for gathering input and feedback from local communities, beneficiaries, and funders.	Requires multi-stakeholder collaboration (government agencies, donors, NGOs, private sector).	Involves institutions, governments, and stakeholders in policy development and compliance.
Challenges	Budget constraints, limited time, difficulty in maintaining stakeholder engagement.	Managing interdependencies, ensuring cohesion in evaluation methods across projects.	Resistance to policy adoption, lack of capacity, enforcement challenges.



Format for Ministry Assessment [MAF]

- Standardised framework to assess the project comprehensively
- Cover all assessment topics stipulated in the 'Green Book' 2022
- Used by MDAs to draft the Working Paper for the 'Project Scrutiny Committee' at the administrative Ministry level

Format for Sector Appraisal [SAF]

- Standardised framework to appraise the project and review the Ministry Project Assessment at the Planning Commission level
- Cover all appraisal topics in 'Green Book' 2022. In addition to MAF assessment topics held at the Ministry level
- Used by at the Sector Division, Planning Commission to draft the Working Paper for the 'Project Evaluation Committee (PEC)'

Project Design to Evaluation: the GOB framework

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Project Goal	Justification of the project in relation to development priorities			Changes & effects: positive & negative, planned & unforeseen of the project	
Project Purpose		The extent to which the Project Purpose is achieved on the basis of Outputs			
Outputs			How efficiently Inputs & Activities are converted into Outputs		
Inputs					The extent to which the positive effects of the project will continue after the completion of the project

References & Readings

Encouraged to go through following documents with respective links:

- **Guidelines for Project Preparation, Procurement, Approval & Execution**, Planning Division, June 2022
https://www.plandiv.gov.bd/sites/default/files/plandiv.portal.gov.bd/files/2022/06/2022_06_20_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- **Feasibility Study Report Format**, Planning Division, Ministry of Planning, January 2021
https://plandiv.gov.bd/sites/default/files/plandiv.portal.gov.bd/files/2021/01/2021_01_20_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- **Public Investment Management (PIM) Guidelines**, Planning Division, June 2023
https://plandiv.gov.bd/sites/default/files/plandiv.portal.gov.bd/publications/449871ed_4f08_45b1_wd4b_21b889d77739/126.pdf
- **PPP Preparation Handbook**, Programming Division, Ministry of Planning, May 2024
https://plancomm.portal.gov.bd/sites/default/files/plancomm.portal.gov.bd/files/2024/05/2024_05_24_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- **Ministry Assessment Format (MAF)**, Programming Division, Ministry of Planning, April 2023
https://plancomm.portal.gov.bd/sites/default/files/plancomm.portal.gov.bd/files/2023/04/2023_04_24_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- **Sector Appraisal Format (SAF)**, Programming Division, Ministry of Planning, January 2024
https://plancomm.portal.gov.bd/sites/default/files/plancomm.portal.gov.bd/files/2024/01/2024_01_24_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- **Handbook for CBA**, Programming Division, Ministry of Planning, April 2023
https://plancomm.portal.gov.bd/sites/default/files/plancomm.portal.gov.bd/files/2023/04/2023_04_24_10_40_45_2fcb8677d49f7c9a7b20Book.pdf
- Web sites: Google AI, Project Management, Appraisal, MEE etc.

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

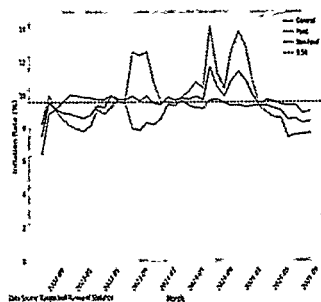
Growth Performance

- 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 2022 – September 2025

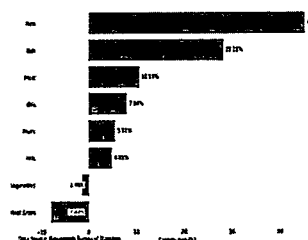


- Food inflation remained the main driver of total inflation, though it eased sharply to around 6% in September 2025 from peaks above 14% in mid-2024.
- Non-food inflation stayed relatively stable, with a gradual downward trend since early 2024.
- Overall headline inflation fell below 9% by mid-2025 and remained around 8% in September 2025, showing the lowest levels in over 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. It averaged 106.5 points in July 2025, down 0.8% from June
- Government aims for inflation within 7% by Dec 2025; long-term targets: 6.5% in FY26, 6% in FY27, 5.5% in FY28

Contribution of food items (broad) to food inflation in September 2025



• Rice remained the dominant driver, contributing 45.04% to food inflation

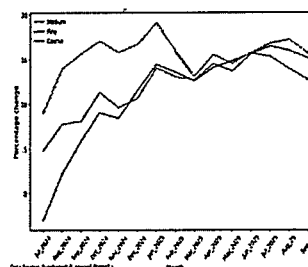
• Fish followed with a significant 28.11% share, reflecting strong demand and supply disruptions

• Meat (10.55%) and oils (7.94%) were other key contributors

• Fruits (5.51%) and milk (4.85%) added moderately to overall food inflation

• Vegetables (-1.46%) and root crops (-7.93%) helped ease price pressures, reflecting improved seasonal supply

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



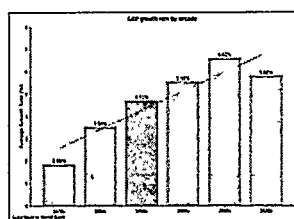
• Strong Initial Growth: All categories surged from Jul-Oct 2024, with "Fine" showing the steepest increase (9% to 17%) and converged to similar levels (15-16%) by mid-2025

• Peak at Jan 2025: "Fine" reached maximum of ~19%, followed by gradual decline

• Recent Decline: "Medium" and "Fine" declining since Aug 2025, while "Coarse" remains stable at ~15%

• Highest Volatility: "Fine" shows most fluctuation; "Coarse" demonstrates steadiest performance.

GDP Growth in Each Decade

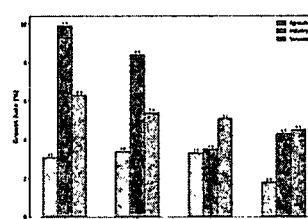


• The average GDP growth rate of Bangladesh has consistently increased across decades, starting from 1.88% in the 1970s to a peak of 6.61% in the 2010s

• 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

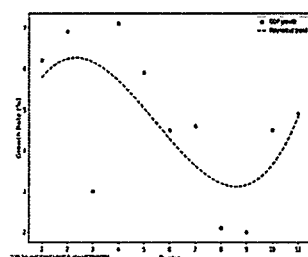
• Agriculture growth slowed to 1.79%, the lowest in recent years

• 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%)

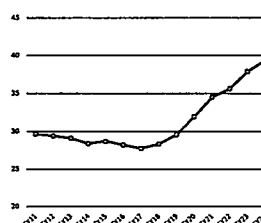
– Manufacturing 8.49%, Mining & Quarrying 8.01%, Trade/Repair 6.63%

• Q3 FY25: Continued recovery.

– Industry 6.91%, Services 5.88%

• GDP quarterly trend: Q4 FY24: 2.1% → Q1 FY25: 2.0% → Q2 FY25: 4.5% → Q3 FY25: 4.9%

Gross Public Debt (% of GDP)

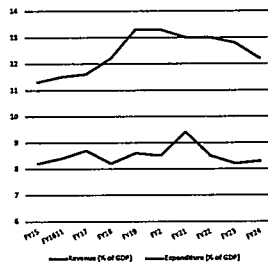


• Steady Increase from FY17 onwards - Debt-to-GDP ratio rose from ~27% in FY17 to ~39% in FY24

• Accelerating trend - Steeper increase observed from FY19 onwards

• FY24 level - Gross public debt reached approximately 39% of GDP

Fiscal Balance (as % GDP)



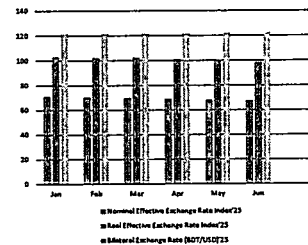
Revenue (% of GDP):

- 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):

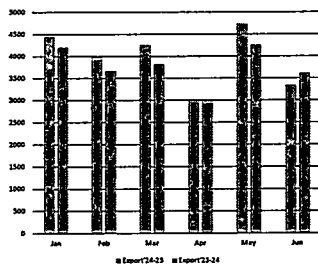
- Higher than revenue - Consistently maintained 11.5-13.5% of GDP
- FY24 level - Expenditure was approximately 12% of GDP
- Peak spending - Highest expenditure around 13.5% in FY2-FY21 period

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



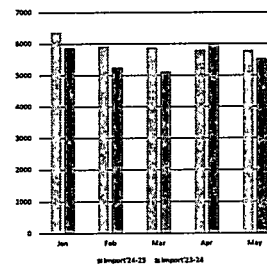
- NEER: Declined from ~71 (Jan) to ~68 (Jun) → nominal depreciation
- REER: Fell from ~103 (Jan) to ~99 (Jun) → real depreciation, improved competitiveness
- Bilateral Rate (BDT/USD): Stable at ~122 throughout
- Overall: Despite stable USD/BDT, Taka depreciated against trade partners' currencies

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



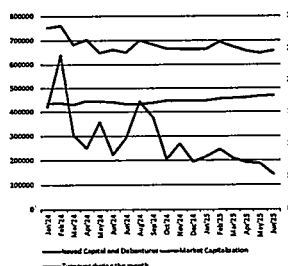
- Export earnings in 2024-25 are higher than 2023-24 in most months (Jan-May)
- April exports are almost the same in both years (~3000)
- Strongest growth seen in May 2025 (~4700 vs ~4200)
- June 2025 slightly higher than June 2024 (~3400 vs ~3600)

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)



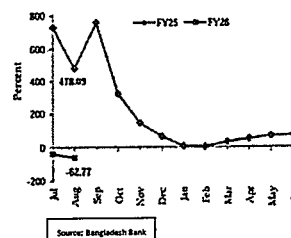
Market Capitalization: 75.2k crore Tk in Jan'24 → fell to ~64.6-64.9k crore Tk (May-Jun'24). Recovered moderately to 65.7-69.5k crore Tk by early 2025

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.

Cumulative growth of net sale of NSCs-FY25 & FY26



- FY25 started at exceptionally high growth (~730%), while FY26 began in negative territory (-62.77%)

- Cumulative growth dropped steeply from ~730% (Jul) to near 0% by January, indicating rapid deceleration

- FY25 stabilized at low positive levels (~50-80%) from Feb-Jun after the initial decline

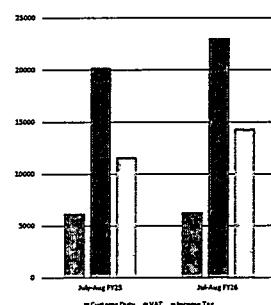
- July and August show negative growth, suggesting challenging market conditions

- FY26 performance significantly underperforms FY25 in the same period (Jul-Aug)

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

NBR Tax Revenue Collection Jul-Aug (FY25 & FY26)



- All three revenue streams show year-over-year growth
- VAT is the largest contributor (~20,250 to ~23,100, up 14% YoY)
- Income Tax shows strongest growth (~11,800 to ~14,300, up 20% YoY)
- Customs Duty growth is modest (~6,300 to ~6,500, up 7% YoY)

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

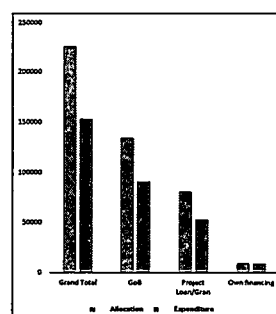
Medium & Long-Term Revenue Strategy (MLTRS)

- **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

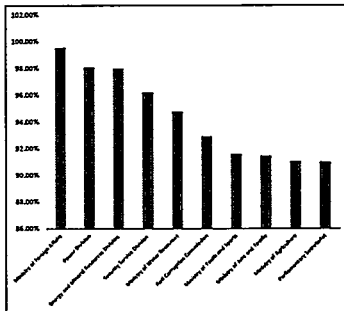
- 1,468 projects, down from 1,836 (2021–22)
- Allocation Tk 226,165 crore; Expenditure Tk 153,451 crore
- 32% underutilization across ministries
- Own-financed projects better executed than foreign-funded

ADP Allocation vs Expenditure (FY2024–25)



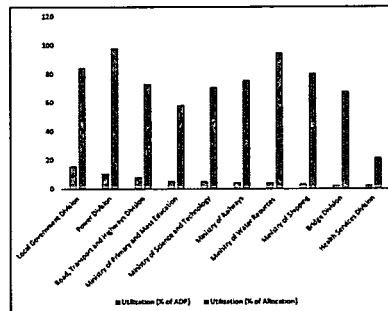
- Significant underutilization across all categories - Expenditure consistently lower than allocated budget
- Grand Total shows largest gap - ~225,000 allocated vs ~150,000 spent (33% underutilization)
- GoB funds underutilized - ~135,000 allocated vs ~90,000 spent
- Project Loan/Grant lowest utilization - ~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

Leading mega and fast-track projects

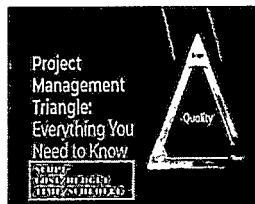
Presenter: Mohammad Abdur Rouf
Secretary
Bridges Division
&
Executive Director
Bangladesh Bridge Authority

Project Objective?

- **SPECIFIC**
The objectives should be defined clearly
- **MEASURABLE**
The objectives should be quantifiable, measurable and accountable
- **ACHIEVABLE**
The objectives should be achievable considering the resources and constraints
- **REALISTIC AND RELEVANT**
The objectives should be realistic, relevant and practical
- **TIME BOUND**
The objectives should have a clear deadline or date of completion

Key Components of Project Management

- **Time** – the intended duration of the work
- **Cost** – the budget allocated for the work
- **Scope** – what innovations or changes will be delivered by the project
- **Quality** – the standard of the outcome of the project.

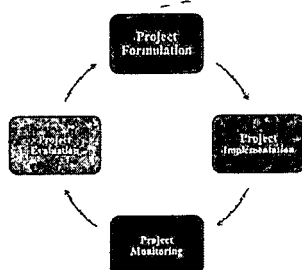


Increasing or decreasing any one of these components will affect the others.

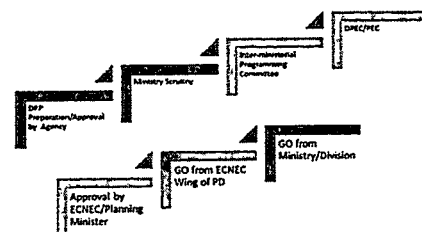
Project management

- Project management can be defined as the discipline of applying specific processes and principles to initiate, plan, execute and manage the way that new initiatives or changes are implemented within an organization.
- Project management is different to management of business as usual activity, which is an ongoing process, as it involves creating new work packages to achieve agreed ends or goals.

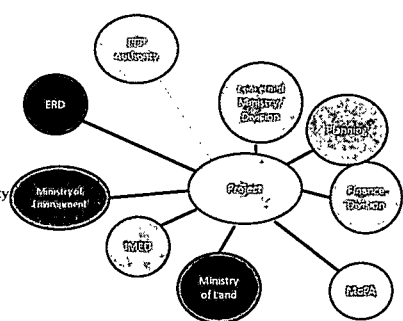
Project Cycle



Project planning stage



- GoB funded [under ADP]
- Development Partners [loan, grant, project aid]
- G2G (loan, grant, project aid) [processed by ERD]
- PPP + G2G [PPP Authority under Chief Advisor's Office]
- Own fund projects [agencies/ corporations/ statutory bodies etc.]



- Investment projects (under ADP, JICA,ADB etc)
- Feasibility study projects
- Technical Assistance projects
- Projects from own-fund (BPC, BBA, Petrobangla etc.)

According to the Project Management Body of Knowledge (PMBOK), a megaproject is a large-scale, complex venture that typically

- costs more than 1 billion dollar. (more than 12 thousand crore taka)
- takes many years to build
- involves multiple public and private stakeholders, and
- impacts millions of people.

- Padma Multipurpose Bridge
- Karnaphuli Multi-Lane Tunnel Project
- Dhaka-Ashulia Elevated Expressway Project
- Rooppur Nuclear Power Plant
- Padma Rail Link
- Jamuna Railway Bridge
- MRE Line-6, Line-1, Line-5(Northern), Line-1(Southern)
- Matarbari Power Plant
- Rampal Power Plant
- Pavra Deep Seaport

- To know the management;
- To establish Standard Operating Procedure (SoP);
- To get acquainted with the resources/experts ;

- Construction Supervision Consultant (CSC)
- Design Review Consultant
- Independent Engineer (IE)
- Management Support Consultant (MSC)
- Panel of Experts (PoE)- this is an extraordinary body
- Specialized Institutions/organizations- BUET, IUT, MIST, IWM, IIFC, CEGIS, DU
- Survey consultants- land, utilities etc.
- NGOs

Managing the Contractor

- To know the management;
- To get familiar with their *modus operandi*;
- To get acquainted with their resources and supply chain;

Contract Management

- To establish contractual rights and privileges;
- To fulfil contractual obligations;
- What are the main elements of a contract?

Every contract, whether simple or complex, is considered legally enforceable when it incorporates six essential elements: Offer, Acceptance, Awareness, Consideration, Capacity and Legality. It is critical that all six elements are present- just one missing element can make a contract invalid and unenforceable.

FIDIC 1913



- FIDIC publishes international contracts and business practice documents which are used globally;
- The Red Book, which dates back to 1957, covers building and engineering works which are designed by the employer;
- The Yellow Book covers circumstances of design-build, where mechanical and electrical (M&E), building and engineering works are designed by the Contractor;
- The Silver Book covers projects which will follow the engineering, procurement and construction (EPC) and turnkey approach.

Challenges in Project initiation stage

- Political or Personal Interest in Project Selection.
- Lack of:

- Organizational Capacity.
- Proper demand/ need Analysis
- Technical Analysis
- Management Analysis
- Financial Analysis
- Economic Analysis
- Environmental Analysis
- Social Analysis
- Legal Analysis
- Stakeholder Consultation.

Challenges in Project planning stage

- Receiving the FSR from the Consultancy.
- Faulty DPP.
- Project Funding.
- Unnecessary Project Cost.
- Inappropriateness of Project.

Challenges in Project execution and monitoring stage

- Conditionality of Development Partners.
- Fund Release.
- Variation.
- Complexity in Land Acquisition.
- Unchartered Utility Network.
- Tendency to award lowest bidder.
- Utility Relocation.
- Selection of the Party.
- Stakeholder's non co-operation.
- Political Unrest.
- Covid, SARS Pandemic.
- National Disaster

Challenges in Project execution and monitoring stage

- Exchange Rate.
- Price Escalation.
- Litigation/ Arbitration.
- Lack of Co-ordination among the Departments and Stakeholders.
- Lack of Expertise.

Challenges in Project closure stage

- Cost Overrun.
- Time Overrun.
- NPV (Net Present Value).
- IRR (Internal Rate of Return).
- RoI (Return on Investment).
- Payback Complexity.
- Conditional / Tight loan.

Some examples of challenges of Project Implementation

Finance/Cash Flow -Signing of Loan Agreement of DAEE	Utility relocation Power cable line reallocation of DAEE Project
Land Acquisition -Challenge to finish in time -New land proposal at ending like KTP toll plaza	Contractor's failure or reluctance -Financing Problem of Contractor of BRT project
Policy Change Reclassification of Ashulia river by BIWTA	Environmental issue -Cancellation of Mithamoin Project -Panthakunja Park Ramp of DEE
Constraint of Foreign Currency Payment delay of Contractor	Pandemic COVID 19
Unique Technical Problems Padma Bridge Deep Piling and Design Complexity	Special type of equipment -Menck hammer for Padma Bridge (1900kj, 2400kj, 3500kj for inclined pile driving) -TBM machine for KTP
Contract Management	Variation-DAEE variation
Natural calamities/Disaster/Political unrest	Stakeholder resistance -Airport in the Arial Beel

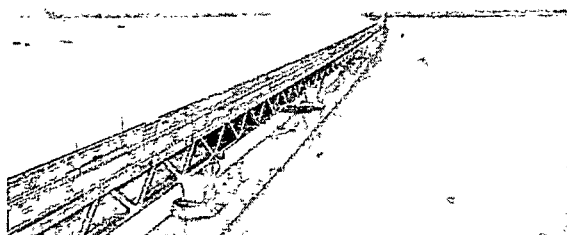
Special types of equipment



- Menck hammer, Germany- 03 (1900kj, 2400kj, 3500kj for inclined pile driving)
- IHC hammer- 3000kj (only vertical driving)
- Tunnel boring machine (TBM)



Padma Bridge



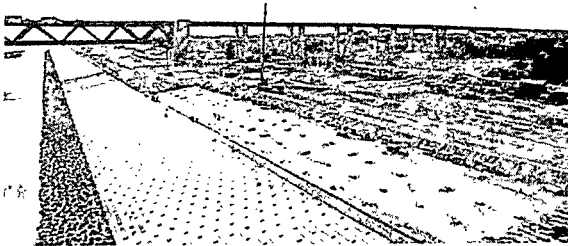
Project Name:.	Construction of Padma Multipurpose Bridge Project
Project Period (Original):	01 July 2007 to 30 June 2015
Project Period (Revised):	01 January 2009 to 30 June 2024
Project Cost (Original):	BDT 10,161.75 Crore
Project Cost (Revised):	BDT 32,605.52 Crore
Actual Cost	BDT 30,770.14 Crore
Cost over-run (% of original Cost):	BDT 20,603.38 Crore (202.80%)
Date of Completion:	30 June 2024

- ❑ Padma Bridge is inaugurated on 25th June 2022;
- ❑ Experts from 29 Foreign Countries involved in Construction
- ❑ Daily Toll income: more than 2.0 Crores (BDT)
- ❑ Daily Traffic: more than 18,000
- ❑ Total Revenue Collected till 30.08.25: 2652.33 Crores
- ❑ Total Traffic till 30.08.25: 2.06 Crores

Challenges in construction Padma Bridge

- Difficult pile driving
- Difficult pile splicing
- Difficult truss fabrication
- Difficult truss erection
- Resettlement issues due to land acquisition
- Difficult construction conditions .
 - i. the river flow velocity of 4.6m/s in the main river channel has not been seen in conventional bridge construction conditions.
 - ii. the river water has high sand content and the construction channel is silted all the year round.
- River training works complexity
- Seismic Device (Friction Pendulum Bearing)

River Training Works



Takeaways

- ❑ Padma Multipurpose Bridge is a Mega Project constructed by the own fund of the Government through overcoming all challenges;
- ❑ Padma Bridge is constructed considering Economic, Social, Environmental aspects/benefits with world class standards;
- ❑ The Bridge is generating revenues and saving valuable times of the people of 21 districts of South-West Bangladesh.

Time-bound Action Plan 2030

Serial	Line Color	Name of MRT Line	Expected Year of Completion	Line Type	Funding
1	Green	MRT Line-6	2025	Elevated	JICA
2	Red	MRT Line-1	2026	Elevated & Underground	JICA
3	Shy-Bule	MRT Line-5 Northern Route	2028	Elevated & Underground	JICA
4	Orange	MRT Line-5	2030		ADB
5	Purple	MRT Line-2	2030	Elevated & Underground	WB for T&T
6	Blue	MRT Line-4	2030	Elevated & Underground	KExim Bank

* Expected Co-financing by KExim Bank (System Packages)

August 25, 2024

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Statement of Financial Progress up to July 2025 (Contd.)

		(In Crore BDT)		
Project Name	Project Cost	Cumulative Expenditure	Progress (%)	
MRT Line-6	Total	33,471.89	260880.14	77.92%
	PA	19,718.47	17177.34	87.11%
	GoB	13,753.52	8902.80	64.73%
MRT Line-1	Total	53,977.06	3176.93	05.89%
	PA	39,450.32	663.41	01.68%
	GoB	14,526.74	2513.52	17.30%
MRT Line-5 Northern Route	Total	41,238.55	3511.51	08.52%
	PA	29,117.04	1184.55	04.07%
	GoB	12,121.51	2326.96	19.20%
MRT Line-4	Total	411.59	302.80	73.57%
	PA	281.05	201.54	71.71%
	GoB	130.54	101.26	77.57%

August 25, 2024

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Metro Rail Projects: Time-bound Action Plan 2030

Projects are being Implemented by JICA ODA Loan

- Dhaka Mass Rapid Transit Development Project (Line-6)
- Dhaka Mass Rapid Transit Development Project (Line-1)
- Dhaka Mass Rapid Transit Development Project (Line-5): Northern Route

Projects are being Implemented by ADB ODA Loan

- Dhaka Mass Rapid Transit Development Project (Line-5): Southern Route [PRF (ADB + Korean Exim Bank)]

Challenges in operating the Metro rail (In general)

- Providing a one-time grant of 850 (eight hundred and fifty) crore taka as seed money to DMTCL for the commercial operation, maintenance and depreciation expenses of MRT Line-6;
- The experience of the metro rail operating companies shows that the maximum income for metro rail operation and maintenance is 60%-65% from rent.
- The remaining 35%-40% of the income is provided by subsidies from the government/local government or from non-rail businesses. As an alternative, Transit Oriented Development (TOD) Hub and Station Plaza should be constructed; and
- Like other projects, the government should make arrangements for repayment of foreign debt for the Metrorail project.

Challenges in operating the metrorail (Line based)

MRT Line-6

- Metro trains will operate from Kamalapur Terminal Metrorail Station of MRT Line-6 in three and a half minutes on Headway; to start operating metro trains from both ends at the same time and to ensure safe and comfortable travel for passengers using Kamalapur Terminal Metrorail Station, land owned by Bangladesh Railways has been allocated at a symbolic price in favor of DMTCL for the construction of a Scissor Crossing and two stabling lines towards Rajarbagh after Kamalapur Terminal Metrorail Station.

MRT Line-1

- Traffic management during service transfers and construction of metrorail stations.

Challenges in operating the metrorail (Line based)

MRT Line-5: Northern Route

- Accelerate the acquisition of necessary land through transfer.

MRT Line-5: Southern Route

- Accelerate the DPP approval of the investment project of MRT Line-5: Southern Route; and
- Implementing the project in coordination with Korean EDCF and ADB

Rooppur Nuclear Power Plant

IMED reports on RNPP progress after 19-20 Sept inspection

- Unit-1 reactor building construction 98% complete

- Unit-2 reactor building construction 93%

- Project office was unable to provide exact timelines



Construction of Rooppur Nuclear Power Plant (Phase 1) Project

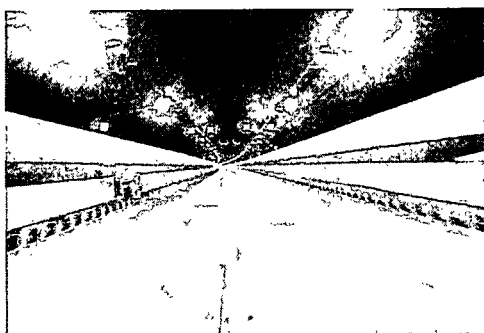
Implementing Ministry:	Ministry of Science and Technology
Implementing Agency:	Bangladesh Atomic Energy Commission
Project Cost:	BDT 114225.60 Crore [GoB-BDT 23185.60 Crore, Project Aid/Low: BDT 91040 Crore]
Source of Project Aid/Low::	Russian Federation
Project Period:	July 2016-December 2025
Number of power generation units:	2
Total generation capacity:	2,400 MW

Challenges:

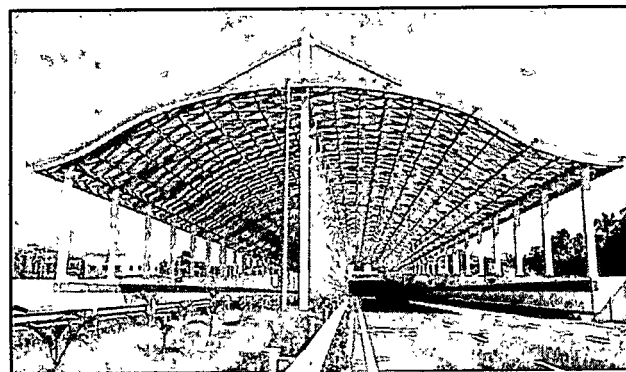
- Ensuring nuclear safety
- Nuclear waste management
- Management of spent nuclear fuel
- Obtaining the site license for the nuclear power plant
- Technological and technical complexities
- Developing skilled human resources for operation
- Security measures

Karnaphuli Tunnel

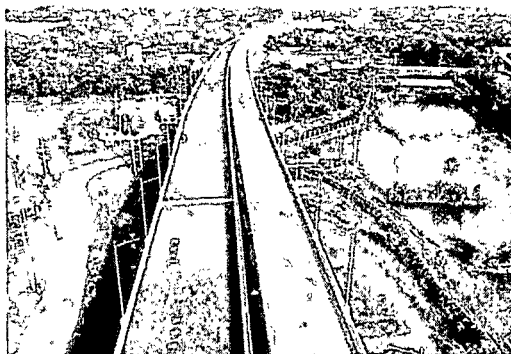
Name of O&M Operator		Ching Communications Construction Company Limited (CCCC Ltd.)
(b)	Date of Contract Signing	07 December 2022
(c)	Commencement date	01 August 2023
(d)	Contract Value	BDT 983.83 crore
(e)	Completion Date	31 July 2028
(f)	Up to Paid Amount (From 01 August 2023 to 30 August 2025)	BDT 450.23 crore
(g)	Average Monthly Expenditure (From 01 August 2023 to 30 August 2025)	BDT 18.00 crore
(h)	Up to Revenue from Toll (29 October 2023 to 30 August 2025)	BDT 73.64 crore
(i)	Average Monthly Revenue from Toll (29 October 2023 to 30 August 2025)	BDT 3.35 crore



Inside of Karnaphuli Tunnel



Rain Shelter of Karnaphuli Tunnel



Viaduct of Karnaphuli Tunnel

Karnaphuli Tunnel**Reasons for higher expenses than income:**

According to the feasibility report-

- 7.6 million vehicles are expected to use the tunnel annually, but currently 1.42 million vehicles are using the tunnel annually.
- Reduced traffic due to restrictions on slow-moving vehicles, two/three-wheelers, and hazardous cargo.
- Planned developments such as road network improvements, township development, CEIZ & KEPZ industrial zones are still under planning or not yet completed.
- The higher expenses are a result of the monthly contract costs being greater than the income which is 18.00 crore BDT.

Ways to overcome :

- Construct a 22 km standard 4-lane road from Chatkhuri-Anwara-Barkal-Gachhbari to use the tunnel without entering the city, reducing distance and easing traffic congestion.
- Develop of Mirersarai Economic Zone, Sonadia and Matarbari Deep-Sea Port to enhance Tunnel economic returns.
- Expedite township areas, CEIZ & KEPZ industrial zones and foster KDDSEZ jetty construction with handover to CPA.
- Develop Parki Beach and related tourism facilities at the Anwara end to increase tunnel revenue.
- Moreover, new connectivity with Cox's Bazar has not been achieved through the construction of Marine Drive.
- Additionally, given that the tunnel is only in its second year of operation, it is premature to comprehensively assess its economic performance in respect to the consideration of the feasibility study.
- However, supporting projects are still in planning or construction, their contributions have not yet materialized.

**Matarbari Port Development Project
(Chittagong Port Authority Part)**

ProjectName:.	Matarbari port development Project (CPA Part)
ProjectPeriod :	January 2020 to December 2029
ProjectCost:	Total BDT 11439.0317 Crore Own fund BDT 2867.2039 Crore PA BDT 8571.8278 Crore
Date of Completion:	December 2029

**Matarbari Port Development Project
(Roads and Highways Part)**

Project Name:.	Matarbari port development Project (RHD Part)
Project Period :	January 2020 to December 2029
Project Cost:	Total BDT 129642.37 Crore Own fund BDT 3544.62 Crore PA BDT 9397.75 Crore
Date of Completion:	December 2029

Dhaka-Ashulia Elevated Expressway Project (DAEEP)

Estimated Cost	Total : Tk. 17,553.04 Cr. : GoB : Tk. 7,860.96 Cr. PA : Tk. 9,692.07 Cr.
Implementation Period	September 2017-December 2027
Main Components	Elevated Expressway-24 km Ramp-10.84 km 4 Lane Road-14.28 km Bridge-2.72 km
Land Acquisition	136.25 acre
DPP Approval	2017
Commercial Contract	2017
Loan Agreement	2021
Challenges	Approval of Variations-Reclassification of Ashulia river by BIWTA, increase in the number of railway lines, interchange (trumpet) at the bipayl intersection Utility Relocation and Rent of Land

**Question & Answer
(Open Discussion)
Thank You**

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

Bangladesh Beyond LDC: Implications and Risks, and Realising Window of Opportunities

Organised by Bangladesh Public Administration and Training Centre (BPATC)

Presented by
Professor **Mustafizur Rahman Ph.D**
Distinguished Fellow
Centre for Policy Dialogue (CPD)
Dhaka, Bangladesh

23 October 2025

PH@BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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• Positive Milestones and Drivers of Growth

Section 2: Bangladesh's LDC Graduation Journey

- LDC graduation criteria
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- Bangladesh's Graduation from the LDC Group

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- Benefits Originating from being an LDC
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Section 4: Strategies Towards Smooth and Sustainable Graduation

- Bangladesh's Triple Identities
- Learning from Republic of Korea: Lessons For Bangladesh
- Realigning the Strategies Towards Sustainable Graduation
- Smooth Transition Strategy (STS)
- Addressing the Challenges of LDC Graduation
- Key Building Blocks of Graduation Strategy

Section 5: Deferment of LDC Graduation an Option for Bangladesh?

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Section 1: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

	FY1973	FY1981	FY1991	FY2001	FY2011	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GDP (Billion USD)	8.1	25.3	31.0	54.0	128.6	306.0	323.11	335.04	440	452	458	442*
Per capita GDP (USD)	3.3	7.2	8.5	5.1	6.5	8.2	3.51	6.9	7.3	5.78	6.22	3.97**
Population (Million)	120.0	240.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0
Exports (Billion USD)	0.4	0.71	1.72	4.5	22.9	37.6	22.67	26.76	52.38	64.43	64.46	65.91**
Imports (Billion USD)	0.21	0.38	0.79	1.9	11.7	16.4	18.21	24.78	31.83	31.81	32.91	27.51**
Balance of Trade (Billion USD)	0.8	1.9	3.5	9.3	32.7	55.0	54.78	63.59	102.59	92.45	84.25	54.8**
Foreign Reserves (Billion USD)	14.8	12.9	16.8	29.3	44.8	31.51	27.38	29.39	33.84	30.73	28.60	-
Foreign Debt (Billion USD)	50.0	37.4	49.3	69.3	68.1	72.0	61.5	91.1	50.28	58.22	52.77	73.37***
Current Account Balance (Billion USD)	50.0	37.3	78.6	90.3	102.7	101.2	94.78	96.86	70.58	73.60	81.15	118.15**
External Debt (Billion USD)	13.76	7.8	23.6	10.7	5.3	2.9	3.3	3.0	2.8	3.0	4.0	-

Note: a. Data for FY1976

* GDP, GDP growth rate and per capita GDP per annum are provisional figures based

on base year 2015-16

** (July-May)

*** (July-April)

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Bangladesh's Development Track Record (contd.)

Positive milestones and Drivers of Growth

- ☐ Relatively high, and with less volatility, Growth of the GDP
- ☐ Tangible improvements in key socio-economic indicators
- ☐ A shift from a predominantly aid-receiving country to a trading nation
- ☐ A shift from subsistence agriculture to commercial agriculture
- ☐ A shift from process-based export to manufactured-based export
- ☐ Strengthened presence in global job and apparels market
- ☐ Eligibility for dual graduation – Middle Income Graduation in 2015 and LDC Graduation in 2026

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Section 2: Bangladesh's LDC Graduation Journey

- Bangladesh is undertaking a dual graduation journey which entails many challenges: Middle Income Graduation and LDC graduation.
 - **Bangladesh's middle Income Graduation:** Middle Income category is a World Bank defined concept according to only GNI Per Capita (GNI per capita according to Atlas method). Bangladesh graduated from Lower Income Country (LIC) status to Lower Middle Income Country (LMIC) status in 2015.
 - **Income threshold (for FY 2025):**
 - LMIC: USD 1135 or below
 - UMIC: USD 4496-13935
 - LMIC: USD 1136-4495
 - HIC: above USD 13935
 - A major implication of middle income graduation is related to terms of borrowings which will become more stringent. Transition from primarily concessional to non-concession borrowings: higher interest rate; longer grace period and repayment period; upfront payments etc.
 - **LDC is a UN criteria.** After much deliberation, the UN came to the conclusion that there was a sub-strata among the developing countries which was likely to face growing challenges in their development journey. These countries were in need of special and differential treatment (SDT) through a set of international support measures (ISMs) to enable them to successfully address the challenges of development, and help achieve accelerated economic growth and higher socio-economic standards. A separate category 'Least Developed Country-LDC' was created in 1971.

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LDC graduation criteria

- A set of criteria was fixed (which were to be reviewed and refixed on a regular basis for purposes of inclusion to the group. Another set of criteria was to be fixed (also to be reviewed and refixed on a regular basis) for purposes of graduation out of the LDC group.
- An LDC needs to meet at least two of the three criteria, or have double (now triple) the GNI per capita income to be eligible for graduating out of the group of LDCs.

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LDC Graduation Criteria

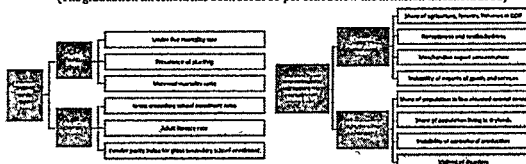
GNI Per Capita = 1220 USD and above
(The graduation threshold is set at 20 per cent above the inclusion threshold. At present this is USD 1306)

HAI = 66 and above

(The graduation threshold has been set at 10 per cent above the inclusion threshold at 66)

EVI = 32 and below

(The graduation threshold has been set at 10 per cent below the inclusion threshold at 32)



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LDC Graduation Process

- The Committee for Development Policy (CDP) of UN-ECOSOC was entrusted to review the aforesaid criteria, and to recommend the countries for inclusion to, and graduation from, the LDC group.
- A country would need to meet the graduation criteria at two successive triennial reviews by the CDP before it is recommended to the UN General Assembly (UNGA) for graduation. The CDP can also consider other factors besides the three criteria before recommending, or considering any request for deferment of, LDC graduation (for example, qualitative assessment of other macroeconomic indicators, climate vulnerabilities, conflict situation etc).
- It is the UN-GA which takes the final decision as regards graduation of a particular country out of the group of the LDCs.
- Subsequently, it was decided that every ten years there will be a dedicated global event (Summit) to design a decadal Programme of Actions (PoA) in support of the LDCs. The first Summit was held in Brussels in 1981 with adoption of the Brussels Programme of Action (BPoA). The last one, fifth, was held in New York (2022) and Doha (2023) where the Doha Programme of Action (DPoA 2022-2031) was adopted.

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Bangladesh's Inclusion in the LDC Group and its Graduation

- Joining the LDC group was a debatable agenda when the issue was discussed at meetings of the first post-independence government and in the then policy circles. Also, there was opposition in international circles since Bangladesh was a country with a large population and that, it was neither an island country or a land-locked country. In the end, the government of Bangladesh decided to pursue the cause in the UN and Bangladesh became a member of the LDC group in December 1975.
- Bangladesh was recommended for graduation in 2018 by the CDP. It was the first country which met all the three criteria for graduation. Bangladesh was once again recommended at the triennial review in 2021.
- On recommendation from the CDP and ECOSOC (in February 2021), the proposal for Bangladesh's graduation (along with Nepal and Lao PDR) was endorsed in November, 2021 at the 76th UN GA session (with a delay of two years in view of COVID 19) to be effective on 24th November, 2026. When this takes place, Afghanistan will be left as the only LDC in South Asia beyond 2026.
- The interim government took the decision to keep to the time line of November 2026 for Bangladesh's LDC graduation. Bangladesh's graduation is to take place when a newly elected government is expected to be in place.
- Inclusion to LDC group is voluntary. A country may choose not to be included in the LDC group. In 2006, when given the choice, Zimbabwe declined to join the LDC group for political and national pride reasons. However, graduation is not voluntary but involuntary. If a country meets the graduation criteria, it is recommended by the CDP and ECOSOC for graduation and the UNGA takes the final decision in this regard. However, a government may send a request for deferment of the graduation to the CDP for consideration, with proper justification for the request.

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Bangladesh's Graduation the LDC Group

- LDC graduation recognises Bangladesh's socio-economic progress in terms of per capita income (as indicated by the GNI per capita), enhancement of Human Resources (as indicated by the HAI) and capacity to deal with economic vulnerabilities (as indicated by the EVI).
- Bangladesh is one of six LDCs out of the current 44 LDCs which have a firm timeline for graduation. Twelve LDCs are at various stages of graduation.
- Bangladesh's Graduation review by CDP (2021):
GNI Per capita: 1827.0 USD
HAI: 75.4
EVI: 27.0
- Graduation has positive implications for Bangladesh's branding and image (improved), economic benefits (e.g., an attractive destination for FDI) and favourable borrowing terms (e.g., better credit rating). But there will be formidable challenges as Bangladesh goes forward.

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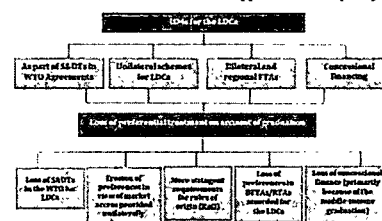
Section 3: Challenges of LDC Graduation

The Benefits Originating from Being an LDC

- As an LDC Bangladesh enjoys preferential market access under autonomous initiatives operated by preference-providing WTO member countries. For example, as part of LDC-specific preferential market access schemes.
 - These preferences are allowed and codified under the WTO Enabling Clause of 1979.
 - These are offered: Multilaterally as part of various WTO Agreements (e.g. NAMA, AOA, TRIPS, SPS-TBT, TFA; GATS; 183 S&DTs in 16 Agreements, 25 exclusively for the LDCs). Bilaterally (e.g. EU-EBA, LDC-specific GSP Schemes). And also as part of RTAs (e.g. in SAFTA, India offers DF-QF market access to all SAARC LDCs).
- Together the above constitutes International support measures (ISMs) for the LDCs.
- On graduation, LDC-specific ISMs will no more be available to Bangladesh and other LDCs, with consequent impacts for both national and global spaces.

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Graduation and Loss of International Support Measures (ISMs)



Source: Rahman, M. (2021)

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Benefits of LDC Graduation

- LDC graduation is a recognition of Bangladesh's achievements, over the past five-decades, in terms of key scenario-economic indicators of development.
- Graduation transmits favourable image about Bangladesh to the global community: business; investors; international relations.
- Graduation speaks of economic potentials of Bangladesh: large domestic market; trade and FDI opportunities.
- Preferential treatment as a graduated LDC could also serve as a point of attraction.
- Favourable perception in view of signing bilateral FTAs, ETCAs, CEPAs.
- Higher credit rating by global credit rating agencies.
- Favourable interest rate from lending agencies in the context of raising finance through issuance of sovereign bonds, since the risks are perceived to be relatively low.

PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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Implications of LDC Graduation

Four Areas of Impacts: Four Elements of Strategies

- It is reckoned that the impacts on Bangladesh- will be felt at both Domestic Space and Global Space, as depicted in Figure 2. These will likely concern four areas: (a) policy-making and policy flexibilities; (b) obligations, compliance and enforcement relating to various WTO Agreements; (c) terms of market access; and (d) degree of reciprocity in dealing with partners.

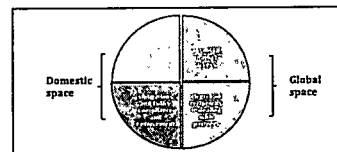


Figure 2: Impact of LDC graduation on policy space

Source: Rahman, M. (2021)

PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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□ Implications of LDC Graduation: Loss of Preferential Market Access; TRIPS Waiver Benefits; Higher Obligations

- Bangladesh is the one country among the group of LDCs which has benefited the most among the LDCs thanks to the LDC-specific ISMs. Many LDCs didn't have the supply-side capacities to take advantage of the market access preferences, TRIPS waiver for the pharmaceutical sector and other preferential treatment. 70% of Bangladesh's exports enjoy duty-free access as part of about 40 LDC-specific preferential schemes. Bangladesh meets 98 per cent of domestic demand for medicine on its own. And also exports to other countries.
- Consequently, Bangladesh has the most to lose when preferences will not be there.
- A number of studies (CPD, WTO Secretariat and others) indicate that under the business as usual scenario, Bangladesh may lose between 8-12% in terms of export earnings consequent to loss of preferential treatment.
- Price of insulin and some other essential drugs such as Sofosbuvir tablet will go up exponentially when the TRIPS waiver for pharmaceuticals will no longer be there.
- Bangladesh will no longer be able to provide some of the direct supports it is currently extending to the export-oriented sectors (e.g. direct cash incentives) Bangladesh is yet to bind majority of its tariff lines in the WTO. This will need to be done. The para-tariffs will need to be removed to bring down total tax incidence (TTI) on imports. Notifications about fiscal measures will need to be submitted to the WTO on a regular basis.
- On a welcome note, the EU (extension of the EBA), UK (DCTS), Canada, Australia, China, and others have offered an extension of the DDP-QF market access for three years (China for 2 years) beyond the graduation timeline for all graduating LDCs (in support of the cause of sustainable graduation).
- GSP plus is an option to get further extension of preferential treatment in the EU market beyond graduation. However, (a) the scheme does not include all items; (b) there is a ceiling on eligibility for preferential treatment in the proposed EU-GSP scheme that would exclude apparel; (c) the rules of origin for apparel is more stringent- not one stage, as of now, but two stage conversion will be required; (d) All 32 international labour conventions are not only to be ratified, but also implemented.

PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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□ Implications of LDC Graduation

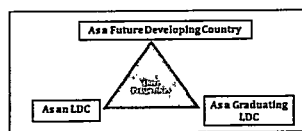
- Implications will be felt on all key sectors: Both export-oriented and domestic.
- : RMG → Erosion of preferences
- : Pharma → Withdrawal of TRIPS waiver
- : Agriculture → Phasing out of export credit subsidy and direct cash subsidies
- : WTO: ITES- End of moratorium on e-commerce taxation
- : Greater possibility of being dragged into WTO-DSB (ADD/CVD/Tariff dispute cases)
- : Greater scrutiny as regards compliance (regular notifications about tariff policy changes)

PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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Section 4: Strategies Towards Smooth and Sustainable Graduation Bangladesh's Triple Identity

- Going Forward: Bangladesh will need to be guided by Three Identities.



Source: Rahman, M. (2021)

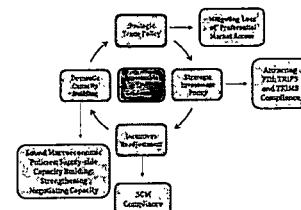
- Bangladesh will need to (a) take advantage of its status as an LDC over the next four years; (b) strive to secure a new set of ISMs as a graduating LDC; and (c) most critically important of all, she must take adequate preparation towards Sustainable Graduation by undertaking the needed homework and by implementing the LDC graduation strategy.

PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward

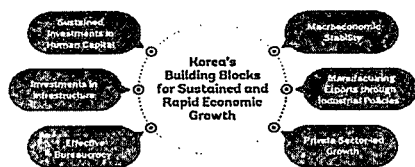


PHASE II: BANGLADESH BEYOND LDC: IMPLICATIONS AND RISKS AND REALISING WINDOW OF OPPORTUNITIES

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Learning From Republic of Korea: Lessons For Bangladesh

Foundations of Korea's Long Run Growth



Source: Innovative Korea: Learning Innovation and Technology for Development, 2022, World Bank Group. Edited by Hyeon Seob Suh, Youngsoo Suh, and Joonwoo Ansh.

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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Smooth Transition Strategy (STS)

- Bangladesh has prepared a Sustainable Transition Strategy (STS) in view of LDC graduation, with identification of impacts and implications, target-specific measures, responsible Ministries, institutions and agencies which are tasked to act upon and implement the measures, and concrete timelines.
- Bangladesh's Sustainable Transition Strategy (STS) is founded on Five Pillars.
 - Ensuring Macroeconomic Stability
 - Exploring and Securing Trade Preferences and Transition Measures
 - Promoting Export Diversification and Competitiveness
 - Building Productive Capacities
 - Fostering Partnerships and International Cooperation
- The Action Plan for STS Implementation has 157 concrete Actions under the 5 pillars, encompassing and 39 Areas, with Responsible Agency and Supporting Agencies, Potential Role of Development Partners, Recommended Target Completion Date and Means of Verification.
- The Interim Government has set up a High Level Expert Group (HLEG) to monitor the implementation of the STS
- Five priority areas in view of the STS have been identified:
 - Implementation of the National Single Window
 - Finalisation and Implementation of the National Tariff Policy 2023
 - Implementation of National Logistics Policy 2024 through concrete actions and projects
 - Full operationalisation of the ETP in Savar
 - Full operationalisation of the API park in Gazaria in Munshiganj

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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Addressing the Challenges of LDC Graduation

- Measures will need to be put in place to help entrepreneurs and businesses to retain their export competitiveness in the face of preference erosion. Bangladesh will need to, strengthen the country's compliance capacities in areas of intellectual property rights enforcement, standards and certification, labour and trade union rights, environment standards and carbon emission reduction requirement, gender rights, among others, both at the country level and at the enterprise level.
- Cost of doing business has to be brought down, business environment improved and lead time reduced through such measures as putting in place single window, implementation of the logistics policy, speedy customs clearance, better trade facilitation, reduced cost of doing business, business and environment-friendly environment, shorter turnaround time at ports and other measures.
- The *One Stop Service Facility* should be what it promises to be: One Stop Service in order to stimulate domestic investment and attract FDI.
- Effective triangulation of investment, transport and trade connectivities will be required to translate our comparative advantages into competitive advantages. Important to remember- Graduation or no graduation, global trading environment is changing. Requirements of EU-GSP are becoming more stringent. Bangladesh will be graduating at a time when multilateral trading system as represented by the WTO is weakening and the rule-based global trading system has come under threat: Protectionism is on the rise and Regionalism is on the ascendancy: Megaregionals (eg. RCEP, EU-India FTA; Vietnam has more than 20 FTAs including Vietnam-EU FTA); Trump Reciprocal tariffs; Non-tariff measures by India.
- Bangladesh's export market base is very narrow- South Asia, East Asia and ASEAN together account for only about 12.0 per cent of Bangladesh's exports. Market diversification through supply-side capacity building and product diversification will be crucial.
- Product diversification and export diversification must go hand in hand. Intra RMG diversification (favouring non-cotton, MMF-based RMG) and extra-RMG diversification (Leather and Footwear; Pharmaceuticals; Light Engineering; Agro-based industries; Assembling plants; Opportunities in Service Sector such as IT-enabled services. Support for Start Ups in services sector. The potential opportunities will need to be supported by conducive investment, fiscal and monetary policies.

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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Addressing the Challenges of LDC Graduation

- IPR enforcement will need to be strengthened. Capacity to both impose, and address, CVD (countervailing duty) and antidumping duty (ADD) measures will need to be strengthened. Bangladesh will need to strengthen its capacity to deal with WTO's dispute settlement body (WTO-DSU-related issues).
- Alignment between fiscal policy and monetary policy must be ensured.
- Aggressively pursue Bilateral and Regional Trading Alliance: These may be either on the basis of full reciprocity or less-than-full reciprocity. The trade liberalization plan will need to be carefully crafted (domestic industry interests, revenue loss implications), offensive interests and defensive interests, and also non-negotiables will have to be identified in an evidence-based manner and request list and offer lists will need to be carefully crafted.
- Some of Bangladesh's key competitors are most aggressively pursuing RTAs. Bangladesh, a latecomer in this regard, is currently negotiating FTAs/CEPAs with Japan, Singapore and a number of other countries. These will need to be pursued in all earnest.
- The *Green Agenda*: Greening of trade is emerging as an important task. Bangladesh will need to ensure compliance in this context. EU-CBAM envisages imposition of carbon tax on all imports to the EU by 2030. While Bangladesh does have some of world's frontier green-compliant apparel enterprises, soon this will need to emerge as the *new normal* in global trade because of country regulations (such as EU-CBAM) brands and buyer's requirements and customer and consumer pressure.
- Need to strengthen negotiating capacity. The government is taking some initiative in this regard. There is a need to set up a *Negotiating Wing* similar to the WTO Cell Strengthen BPTI and evidence-based analytical capacity.

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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Strategies in View of WTO: MC13 Decision and Graduating LDCs

- At MC12 and MC13, LDCs as a group fought hard to have some concrete measures (extension of ISMs for a time-bound period, extension of DF-QF MA by 6-9 years, extension of S&DT in fisheries subsidies for graduated LDCs by 7 years and others).
- However, there is no mention in the MC13 Decision as regards any concrete timeline for extension of ISMs for graduating LDCs.
- There is merely a recognition about the challenges facing the graduating LDCs and the need to take supportive actions by WTO members to facilitate sustainable graduation.
- The concrete supportive measure agreed at MC13 was that graduating LDCs will not be taken to the DSB for three years.
- The likelihood of any concrete measures in support of graduating LDCs at MC14 (which will be held during March 26-29, 2026 in Cameroon) is rather slim.

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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Strategies to take advantage of built-in measures

- There is a number of support measures in place within the ambit of the WTO (EIF, Technology Bank) which extend support to LDCs following their graduation. These allow LDCs to enjoy benefits for additional periods (for an additional five years in both the aforesaid cases, following graduation). Bangladesh will need to take full advantage of these built-in measures.

PHASE 8 BANGLADESH: BEYOND LDC IMPLICATIONS AND RISKS AND REALIZING WINDOW OF OPPORTUNITIES

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□ Support for Graduating LDCs in Various Trade-related Areas

Initiative	Area of support and the provider	Estimated total assistance in USD million
EU's Everything but Arms scheme (EBA)	Trade related LDC-specific market access support by the European Union	3 years
Enhanced Integrated Framework (EIF)	Trade related capacity building multi-donor support managed by United Nations Office for Project Services (UNOPS)	5 years
UN Capital Development Fund (UNCDF)	Finance related support for the LDCs	3 years + 2 years on an equal cost sharing basis
Least Developed Countries Fund (LDCF)	Climate fund operated by Global Environment Facility (GEF)	Projects approved before graduation would be funded
UN Technology Bank for LDCs	ICT and knowledge sharing platform	5 years
International Development Law Organization (IDLO) pro-bono legal support	On-demand legal and professional assistance to LDC governments	5 years
UN travel support for GA sessions	Travel support fund extended by UN agencies	2 years

Source: UNOPS (2014)

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Key Building Blocs of Graduation Strategy

Raising productivity and competitiveness through triangulation of trade, investment and transport connectivities

- Technological preparedness hierarchy (WEF): Leading; High potential; Legacy, Nascent → Implications for emerging demands in the job market and for the education sector
- More reliance on New economy as against Traditional economy
- Transition from factor-driven to productivity-driven economy
- Avoid jobless growth
- Undertake trade and investment reforms
- Triangulation of the various connectivities

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Renewed emphasis on regional cooperation

- Regionalism versus Regionalisation
- Go for market and product diversification within and outside of RMG
- Integration with Southern Asian markets
- Deepen six connectivities to deepen regional cooperation
- Build regional production networks and RVCs
- Pursue regional integration as a strategy towards strengthened global integration

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Build the Required Negotiating Capacity

- In trade negotiations countries get not what they deserve but what they negotiate
- Capacity to carry out tough negotiations to go for CEPA type of Agreement based on:
 - Reciprocity: Providing access to our own market
 - Preparedness to deal with complex issues: tariff and trade liberalisation; opening of sectors for foreign investment; labour compliance; environment compliance
- Bangladesh can go for negotiations bilaterally, or as a groups (SAFTA; BIMSTEC) with single country or with group of countries.
- India and China, ASEAN and RCEP are possible regional countries and groupings with most potential benefits, but also most challenging
- Key strategy: Attracting investment to build value-chains and production networks to take advantage of preferential market access.
- Approach to negotiation: Argue for Two-track liberalisation (similar to the ones for the CMV in the ASEAN)
- Develop legal capacities to deal with cases in the WTO-DSB
- Needed → A Negotiation Cell (Like the WTO Cell in the Ministry of Commerce), which should be equipped with adequate human-analytical-technical-financial resources and capacities

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Section 5: Is Deferment of LDC Graduation an option for Bangladesh?

- In spite of concerns about data quality, Bangladesh is poised to graduate in terms of all the graduation thresholds.
- Request for Deferment has political and other implications.
- It is unlikely that CDP will be favourable to such a submission.
- Also to note, Bhutan, in South Asia has graduated in December 2023, and Nepal, which is set to graduate with Bangladesh in November 2026 is not considering deferment. The smart way for Bangladesh in going forward will be to prepare and get ready for smooth and sustainable graduation.
- The Smooth Transition Strategy (STS) should be pursued in all earnest.

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Is Deferment of LDC Graduation an option for Bangladesh?

- That the ISMS and PoAs for the LDCs have not been very effective is borne out by the fact that only 8 LDCs have graduated since 1971. 27 developing countries joined the original list of 25 LDCs. Today the number of LDCs stands at 44.
- Two LDC Graduation Criteria were fixed at constant scores in 2012 (HAI at 660 and EVI at 32). This resulted in many LDCs being eligible for graduation at one go.
- Not that graduation has not been postponed in the past in case of a number of LDCs:
 - For example, graduation of Pacific Islands such as Vanuatu and Kiribati were postponed several times (climate vulnerability).
 - Maldives' graduation was deferred for six years (graduated in 2011, instead of 2005).
 - Nepal was supposed to graduate in 2001 but will be graduating in 2026 along with Bangladesh (deferred by 3 years because of earthquake in 2015).
 - Angola was slated to graduate in 2021 (however, its graduation has been postponed indefinitely) because of economic deterioration particularly because of falling oil prices).
 - Solomon Island was slated to graduate in 2023 (it was allowed additional three years in August 2023; graduation is to be effective in 2027).
 - Graduation of Timor Leste and Myanmar (although these countries were slated for LDC graduation) has been postponed indefinitely for various reasons.
- However, any such application will need to be justified to be considered seriously and favourably. It will be tough call since Bangladesh currently remains in comfortable zone in terms of all three graduation criteria (possible reasons for deferment of graduation: challenges of political transition; vulnerability to shocks; lack of preparedness and concerns as regards sustainability of the graduation).
- Bangladesh needs to take adequate preparation keeping the timeline of November 2026 in the perspective. It can decide as to whether to request CDP for deferment as the deadline approaches.

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Is Deferment of LDC Graduation an option for Bangladesh?

- The CDP's next meeting will be held in February-March 2025. A request will have to be made by the government to the CDP, or at the UNGA for deferment of the country's LDC graduation. The submission must be backed by strong arrangements. It is to be noted that Bangladesh's LDC graduation is based on meeting all three graduation criteria, the first time an LDC has been able to do this. Countries whose graduation has been deferred till now were mostly small island countries which graduated according to income only criteria (double the income threshold).
- Government will need to have strong justification for deferment of graduation. It is also to be noted that even if the CDP-ECOSOC recommends deferment, for a specific period, the final decision will rest on the UN General Assembly. Given the emergent global geo-political scenario, in all probability this is going to be rather difficult.

Final Words

- For Bangladesh, the best strategy will be to prepare for LDC graduation in all earnest. If the government goes for submission of a request for deferment to the CDP this it can do so. However, this should not be seen as a diversion from what needs to be done and an excuse for not doing the right things in view of making graduation smooth and sustainable.

Thank You



Goeconomics and Regional Architecture in the Indo-Pacific

Power dynamics, economic competition, and strategic architecture in the world's most dynamic theater

22nd Policy Planning and Management Course for Additional Secretaries
Bangladesh Public Administration Training Center
Savar, Bangladesh
October 26, 2023

Professor Shahab Enam Khan, PhD
Bangladesh Center for Indo-Pacific Affairs at Jahangirnagar University

Agenda

01 Conceptual Framework Defining geopolitics, goeconomics, and geostrategy	02 Indo-Pacific Landscape Geographic significance and economic powerhouse
03 Major Power Initiatives Competing economic and security architectures	04 Technological Battlegrounds Innovation as geopolitical leverage
05 Regional Organizations Institutional responses and comparisons	06 Bangladesh Strategy Navigating regional architecture changes

Core Concepts: The Strategic Triad

Geopolitics

Influence of geography on international relations and state behavior

- Spatial relationships
- Resource distribution
- Spheres of Influence

Goeconomics

Economic instruments to promote national interests

- "Logic of war in grammar of commerce"
- Trade as weapon
- Strategic dependencies

Geostrategy

Comprehensive approach to achieve geopolitical objectives

- Integrated tools
- Long-term planning
- Regional shaping

Theoretical Foundations

Classical Theories

- Mackinder's Heartland Theory**
Control of Eurasia determines global power
- Mahan's Sea Power Theory**
Naval dominance secures trade routes and influence
- Spykman's Rimland Theory**
Coastal regions are key to containing heartland powers

Contemporary Frameworks

- Littwack's Goeconomics**
Economic means serve security ends, even at efficiency cost
- Interdependence Theory**
Economic ties create both cooperation and vulnerability
- Hedging Strategy**
Balancing economic benefits with security concerns

Goeconomics then...

Modes

Goeconomics operates through global economic networks, supply chains, and market interdependencies.

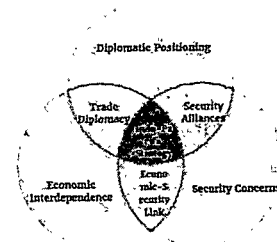
Tools

- Technological development and supremacy
- Financial leverage, sanction, and currency strategy
- Access to critical resources (energy, minerals, food)

End Goal

- Trade policy manipulation (tariffs, quotas)
- Investment and strategic infrastructure control

The Goeconomic-Geopolitical Nexus



Economic and security considerations have collapsed into a single strategic domain where trade, investment, and technology serve both prosperity and power.



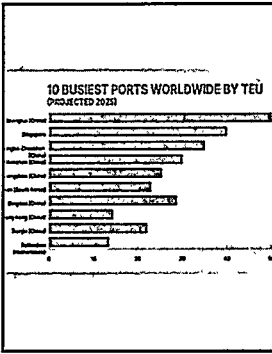
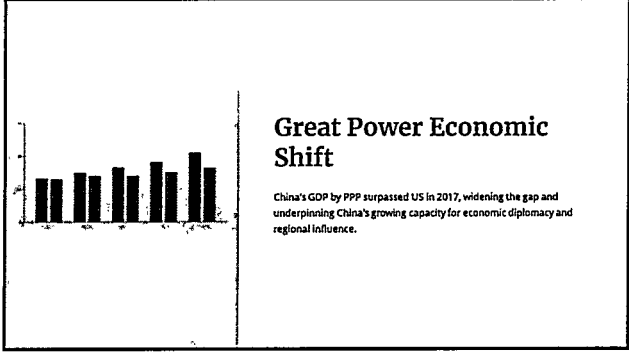
Indo-Pacific: Global Center of Gravity

60% Global GDP
Economic powerhouse driving world economy

67% Global Growth
Engine of economic expansion

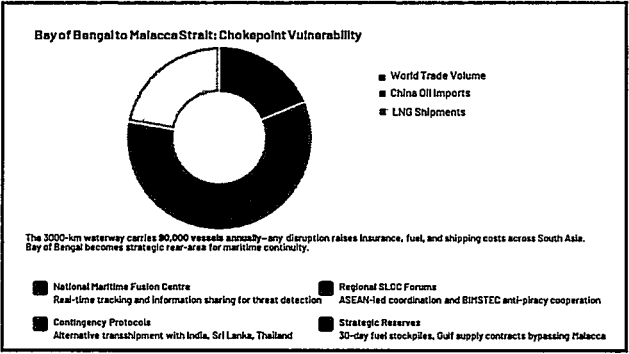
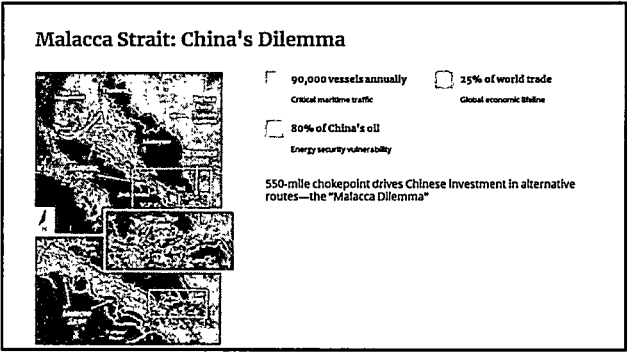
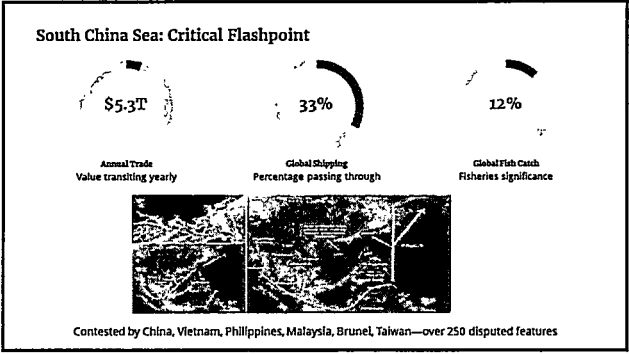
50%+ World Population
Demographic significance

\$2T+ US Trade (2022)
Critical economic relationship



Strategic Maritime Geography

Southeast Asia connects Indian and Pacific Oceans. Maritime chokepoints determine trade flows, energy security, and naval strategy—control remains key to regional hegemony.





China's Belt and Road Initiative

\$1T+ 150+ 3,000+

Total Investment 2013-2023
Countries Global reach
Projects Infrastructure scale

American Counter-Initiatives

IPEF
 14 countries, 40% global GDP. Four pillars: trade, supply chains, clean economy, fair economy. No market access.

Blue Dot Network
 US-Japan-Australia certification for quality infrastructure. Emphasizes transparency and sustainability.

Partnership for Global Infrastructure and Invest.
 G7 pledging \$600B through 2027. Focus: climate, health, digital, gender equity. Private capital leverage.



Japan's Free and Open Indo-Pacific

- Rule of Law**
Freedom of navigation, peaceful dispute resolution
- Quality Infrastructure**
\$110B commitment with high standards
- Maritime Security**
Capacity building and cooperation
- Connectivity**
Economic integration with like-minded partners

Comparing Major Power Initiatives

Initiative	Focus	Funding	Speed	Objective
China BRI	Infrastructure	State loans	Rapid	Economic influence
US IPEF	Standards	Private capital	Consultative	Values-based order
Japan FOIP	Quality Infra	Public-private	Deliberate	Rules-based balance
US PGII	Climate/digital	Blended finance	Risk-sensitive	Democratic alternative

Fundamentally different visions: BRI emphasizes speed and scale through state direction; Western alternatives prioritize standards and sustainability.

Fourth Industrial Revolution Battlegrounds

AI Leadership
 Economic growth and strategic advantage through machine learning and automation

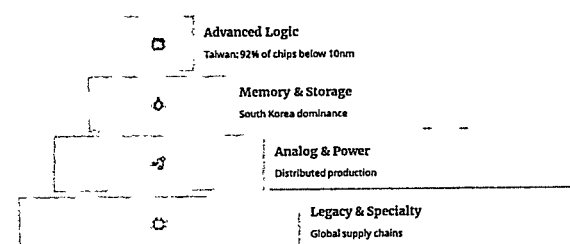
5G Infrastructure
 High-speed connectivity enabling influence over digital ecosystems

Quantum Technology
 Encryption breaks and computing edge in defense and finance

Advanced Robotics
 Automation transforming industry and defense capabilities

IoT Networks
 Critical infrastructure connectivity creating new vulnerabilities

Semiconductors: The New Oil



- Advanced Logic**
Taiwan: 92% of chips below 10nm
- Memory & Storage**
South Korea dominance
- Analog & Power**
Distributed production
- Legacy & Specialty**
Global supply chains

National Semiconductor Strategies



United States

CHIPS Act: \$52.7B to boost domestic manufacturing and reduce Asia dependence



European Union

European Chips Act: €43B to reach 20% global market share by 2030



China

Made In China 2025: achieve semiconductor self-sufficiency in critical technologies



Japan & South Korea

National strategies focusing on advanced manufacturing and materials

Rare Earth Elements: Critical Competition



Strategic Importance

17 elements essential for:

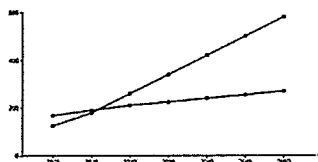
- Defense systems (missiles, night vision)
- Renewable energy (wind, EVs)
- Electronics (phones, hard drives)
- Medical equipment (MRI machines)



China Production



China Processing



Rare Earth Supply-Demand Crisis

Projected severe supply-demand gap threatens renewable energy transition. Particularly acute for heavy rare earths (dysprosium, terbium) essential for EVs and wind turbines.

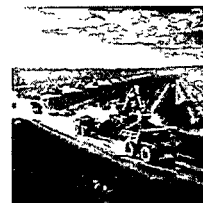
Resource Nationalism: Critical Minerals as Weapons

Demand Surge Drivers

- Clean technology transition accelerating globally
- Lithium prices +30% year-over-year (2023-24)
- Nickel, cobalt, graphite +8-10% annually
- Supply chains now national security priorities

Export Control Escalation

- China restricting rare earths and graphite
- Indonesia banning nickel ore exports
- U.S. and allies building strategic stockpiles



Strategic Implications: Bangladesh's industrialization of defense industry, electronics, solar, and EV ambitions face rising import costs and compliance requirements

Cybersecurity: Digital Battlespace

Primary Theater

Indo-Pacific is main arena for cyber operations by major powers

State Actors

China's APT40, APT31 target maritime and defense sectors

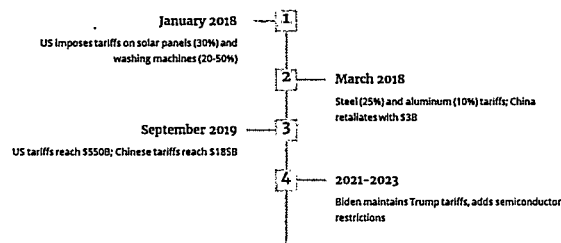
Critical Infrastructure

Increasing attacks on energy, ports, communications networks

Capacity Gaps

ASEAN nations often lack effective cyber defense capabilities

Tariff Wars: Return of Protectionism



Economic Impact: US-China Tariff War

US Costs

- Consumer welfare loss: \$38-61B annually
- Business Investment: -\$1.4T
- Agricultural damage: \$28B subsidies
- Manufacturing jobs: -180,000

China Costs

- Export revenue: -\$35.2B annually
- GDP growth: -0.3-0.5 percentage points
- Manufacturing jobs: -1.1-1.5M
- FDI redirection: \$82.5B to others

Mutual costs illustrate "logic of war in grammar of commerce"—economic efficiency sacrificed for perceived security gains.

Bretton Woods vs. Alternative Institutions

Aspect	Bretton Woods (IMF/World Bank)	ADB	NDB (BRICS Bank)
Founded	1944-1945	2015	2015
Members	190 (IMF), 189 (WB)	106 countries	BRICS + 4 others
Capital	\$1T+ (combined)	\$100B	\$50B
Governance	US-dominated voting	China 26.6% voting power	Equal voting among BRICS
Conditionality	Structural adjustment, reforms	Lighter conditions	No policy conditions
Focus	Macroeconomic stability, poverty	Infrastructure in Asia	Infrastructure in emerging markets
Lending	\$40.5B (2023)	\$32.8B total	\$32B total

Regional Organizations: ASEAN, SAARC, BIMSTEC

Feature	ASEAN	SAARC	BIMSTEC
Founded	1967	1985	1997
Members	10 Southeast Asian nations	8 South Asian nations	7 nations (South + Southeast Asia)
Population	680M	1.5B	1.7B
Intra-regional Trade	25%	5.6%	~6%
Last Summit	2024 (regular)	2014 (paralyzed)	2022
Key Strength	Centrality, institutional depth	Regional identity	Bridges South-Southeast Asia
Key Weakness	Consensus limits action	India-Pakistan hostility	Limited institutional capacity
Effectiveness	High	Non-functional	Emerging

ASEAN: Regional Linchpin

Impartial Enmeshment
Drawing major powers into ASEAN-led institutions

Consensus Approach
Ensures inclusivity but limits timely responses

ASEAN Centrality

Positioning at center of regional integration

Indo-Pacific Outlook

Framework to maintain relevance amid competing visions

Institutional Hub

Convener of ASEAN+3, EAS, APE, ADMM-Plus

ASEAN's Balancing Act

ASEAN and China

Economic ties:

- Largest trading partner: \$975B (2023)
- ASEAN-China FTA upgraded 2022
- \$400B in BRI investments

Security challenges:

- South China Sea disputes
- Mekong water management

ASEAN and United States

Economic ties:

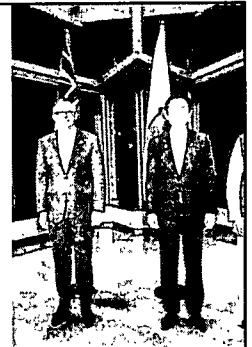
- Second-largest partner: \$492B (2023)
- \$320B cumulative US FDI
- Limited formal trade agreements

Security cooperation:

- Bilateral defense arrangements
- Maritime capacity building
- Annual summit since 2022

The Quadrilateral Security Dialogue

- Vaccine Partnership**
COVID-19 response coordination
- Critical Tech**
Emerging technology working group
- Maritime Awareness**
Indo-Pacific domain monitoring
- Climate Cooperation**
Clean energy initiatives



RCEP: World's Largest Trade Agreement

Coverage

15 countries: ASEAN + China, Japan, South Korea, Australia, New Zealand

Economic Scale

30% of global GDP, 30% of world population

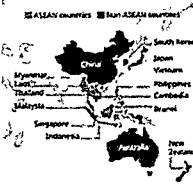
Key Provisions

90% tariff elimination, common rules of origin, harmonized standards

Significance

First agreement including China, Japan, South Korea together

RCEP: Nations signed up to world's largest free trade deal



Source: ASEAN Secretariat (2022)

BRICS: Emerging Counterweight?

Original BRICS (2009–2022)

Brazil, Russia, India, China, South Africa

Combined GDP: \$26.6T | Population: 3.2B | Share of global GDP: 26%

Expanded BRICS+ (2023+)

Added: Egypt, Ethiopia, Iran, Saudi Arabia, UAE

Combined GDP: \$29.3T | Population: 3.5B | Share of global GDP: 28%

Despite economic significance, BRICS lacks ideological convergence. Members pursue unilateral policies with significant bilateral tensions (India-China, Russia-China asymmetry).

Competing Visions of Regional Order

US-Led "Rules-Based Order"

Freedom of navigation, territorial integrity, peaceful dispute resolution, liberal democratic values, open markets

China's "Common Destiny"

National sovereignty, non-interference, development-first approach, "Asian values," state-directed economic models

ASEAN's "Inclusive Security"

Consensus-building, inclusive dialogue, non-alignment, regional resilience, respect for political diversity



National Hedging Strategies

Indonesia's "Soft Hedging"

- Economic relations with China (BRI)
- Defense partnerships with US/allies
- Promotes ASEAN centrality
- Engages all powers, avoids exclusive alignment

Vietnam's Calculated Balance

- China largest trading partner
- Security cooperation with US, Japan, Australia
- Diversifies economic partnerships
- Builds indigenous defense capabilities

Middle powers adopt multidimensional hedging: maximize economic benefits while safeguarding security and strategic autonomy.

Bangladesh: Strategic Position

Geographic Advantage

Bay of Bengal access, bridge between South and Southeast Asia



Emerging Opportunities

Supply chain diversification, connectivity projects, digital economy



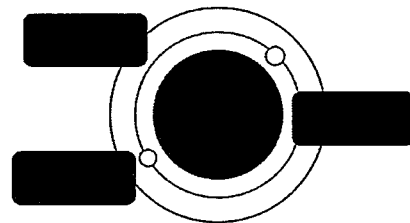
Economic Profile

RMG exports, growing manufacturing base, 170M population market

Current Challenges

India-China competition, infrastructure gaps, climate vulnerability

Strategic Indispensability Framework



By 2025, "friend-shoring" and supply chain resilience have become strategic priorities, fragmenting the global economy into competing blocs.

Bangladesh Strategy: Economic Diversification

- Diversify Trade Partners**
Reduce dependence on single markets. Strengthen ties with ASEAN, Japan, South Korea, EU beyond traditional partners.
- Expand Export Base**
Move beyond RMG to pharmaceuticals, IT services, light engineering, agro-processing.
- Attract Quality FDI**
Position as alternative to China for manufacturing. Leverage labor costs and market access.
- Join Regional Value Chains**
Integrate into ASEAN production networks. Participate in RCEP as potential future member.

Bangladesh Strategy: Institutional Engagement

- Strengthen BIMSTEC Role**
Leverage as bridge between South and Southeast Asia. Push for enhanced connectivity and trade facilitation.
- Engage ASEAN Actively**
Pursue sectoral dialogue partnership. Align with ASEAN connectivity initiatives. Learn from ASEAN centrality model.
- Balance Major Powers**
Maintain strategic autonomy through hedging. Accept infrastructure investment from multiple sources with transparency.
- Participate in Minilaterals**
Join issue-specific coalitions (climate, maritime security, digital economy) without exclusive alignment.

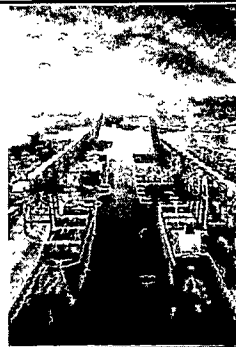
Bangladesh Strategy: Infrastructure & Technology

Infrastructure Priorities

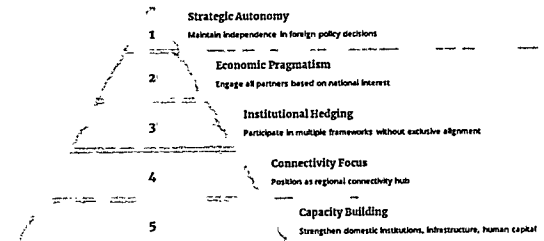
- Deep sea port development (Matarbari, Payra)
- Regional connectivity (road, rail, digital)
- Energy security and diversification
- Climate-resilient infrastructure
- Quality standards alignment

Technology Strategy

- Digital Bangladesh 2.0 implementation
- Cybersecurity capacity building
- IT services export promotion
- Participate in tech standards-setting
- Build indigenous innovation capacity

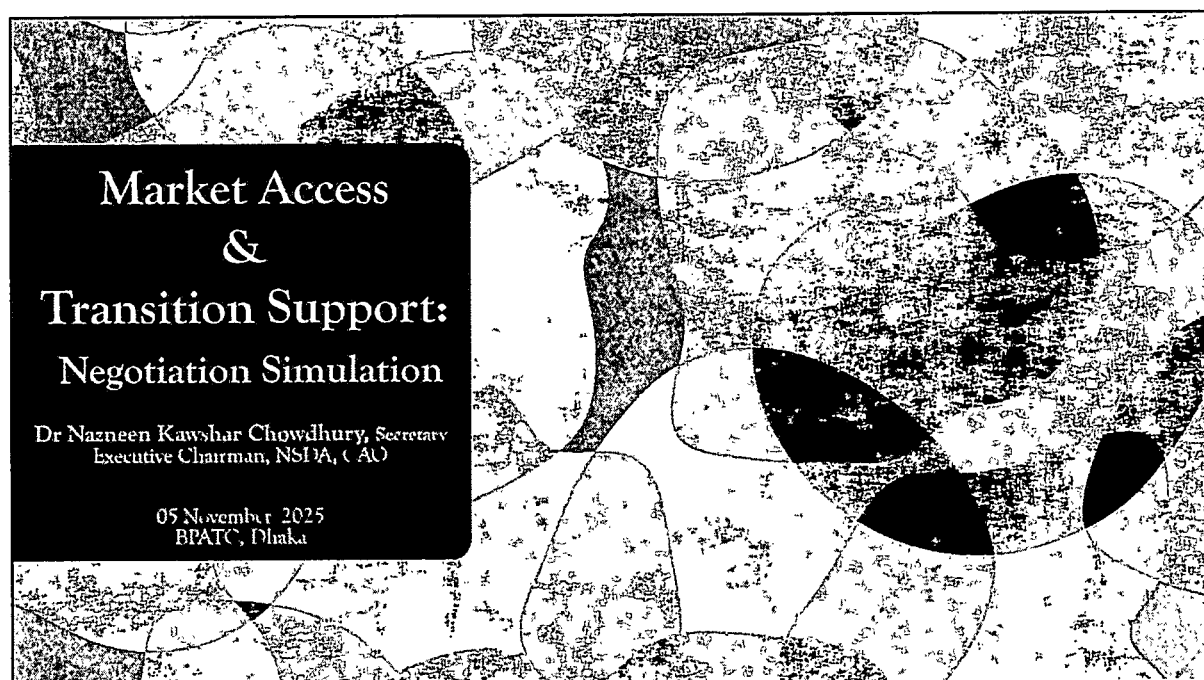


Bangladesh: Recommended Strategic Framework



Key Takeaways: Navigating the Indo-Pacific Future

- 1 Economic and security domains are inseparable**
Geoeconomics has become central to strategic competition
- 2 Technology determines future advantage**
Semiconductors, AI, rare earths are new strategic resources
- 3 Middle powers must hedge strategically**
Balance economic benefits with security concerns and autonomy
- 4 Regional institutions face structural challenges**
ASEAN centrality under pressure; SAARC non-functional; new frameworks emerging
- 5 Bangladesh opportunity: strategic positioning**
Leverage geography, diversify partnerships, build capacity, maintain autonomy



Outline

1. Market Access
2. Transition Support
3. Market Access & Transition Support: WTO Principles
4. Negotiation
5. Trade Bargaining and Economic Diplomacy
6. Negotiation Simulation

1. Market Access

- ❑ Market access: opening markets for goods, services, and investment (Reference: WTO)
- ❑ Why Market Access Matters? Few reasons
- ❑ Issues of Market Access
 1. Trade in Goods under WTO GATTs
 2. Trade in Services under WTO GATS
 3. Non-Tariff Barriers (NTBs) under specific WTO Agreements
 4. Investment and IP related Access under WTO TRIMs and TRIPs

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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)

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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)

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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

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2.1 Transition Support: WTO Principles

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

3. Market Access & Transition Support: WTO Principles

How WTO rules shape access and provide flexibility for developing countries

- ◆ Integrated Framework:

Principles → Market Access → Transition

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 (or bilateral/ regional trade agreement to secure both market access and transition support

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4.1 Negotiation and WTO

□ WTO

- only international economic organization
- dealing with the rules of trade between nations
- a negotiation forum

□ Negotiations happen: through Rounds

□ Developed countries: push for more access

□ Developing & LDC countries: seek concessions

□ Negotiations balance:

- offensive interests
- defensive interests

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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

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4.2 Market Access and Negotiation (2/2)

□ How market access and negotiation are linked:

1. MFN Principle (non-discrimination)
2. Reciprocity
3. Tariff Bindings
4. Sectoral Bargains
5. Flexibility

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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

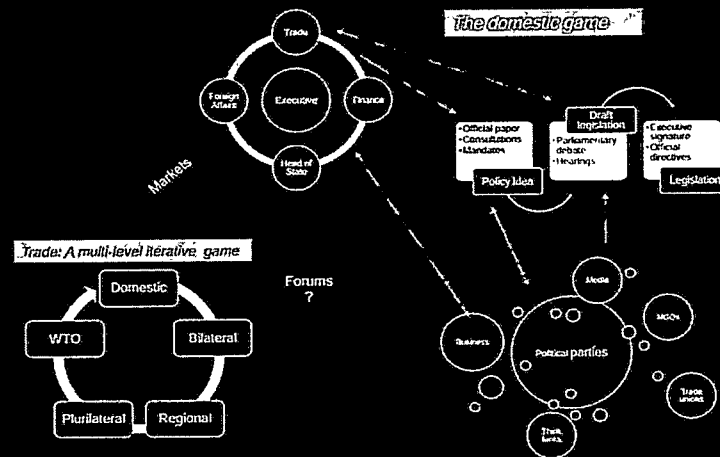
- Focus on promoting exports, attracting investment and securing markets
- Combines political, economic, and commercial diplomacy
- Pursued by Ministry of Commerce, Foreign Affairs and Trade Missions in abroad
- Contributed by all ministries and agencies by the Government

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Economic Diplomacy: Policy processes & influencers



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Example: Bangladesh-US Reciprocal Tariff Negotiation



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5. Negotiation Simulation on Market Access & Transition Support

Country:

- ◆ Country- A and B (Padma, Meghna & Jamuna)
- ◆ Country- B (Surma, Karnaphuli and Matamuhuri)
- ◆ One Developed country and the other one is the LDC

Simulation:

- ◆ Nominate an Adviser from each country
- ◆ Nominate a Chief Negotiator from each country
- ◆ Nominate
 - ◆ a Negotiator for Goods (Country-A: Padma & Country-B: Surma)
 - ◆ a Negotiator for Service (Country-A: Meghna & Country-B: Karnaphuli) and
 - ◆ a Negotiator for Investment & IP (Country-A: Jamuna & Country-B: Matamuhuri)

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Negotiation Simulation: Steps

Time	Description
8:50-9:20	Prepare a negotiation draft text by analyzing 'Fact Sheet' and 'Tariff Profile' of both countries (Responsible: Negotiator of each Working Group)
9:20-9:30	Set up Country Strategy (Responsible: Adviser and Chief Negotiator)
9:40-9:45	Opening remarks by the Lead: Country- A and Country- B
9:45-9:50	Introduction of delegation (Responsible: Chief Negotiator) and agenda setting (Responsible: Host Country)
9:50-10:00	Negotiation on Goods (Responsible: Negotiator of the WG)
10:00-10:10	Negotiation on Services (Responsible: Negotiator of the WG)
10:10-10:20	Negotiation on Investment & IP (Responsible: Negotiator of the WG)
10:20-10:30	Wrap-up (Responsible: Chief Negotiator)
10:30-10:40	Closing remarks by the Lead: Country- A and Country- B

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



Overseas Employment, Remittances and Migration Issues

Nasreen Jahan
Secretary
Ministry of Civil Aviation and Tourism

Outline of Presentation

- Setting Tone
- Bangladesh Context
- Migration Governance and The Medium Term Budgetary Framework (MTBF)
- Institutional Framework
- Legal and Policy Framework
- Global Framework
- Overview of Overseas Employment
- Skills Development and Training
- Overview of Remittance
- Opportunities
- Challenges

Setting Tone

- Migration is as old as humanity itself (IOM UN Migration 2024).
- From the beginning of human civilization, people have migrated in search of better lives, to escape poverty, to flee conflict or seek safety, due to climate change or simply to find new opportunities.
- Within over the past millennium, four patterns of migration developed further importance: pastoral, maritime, forced migration, and urbanization.

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What is Migration

"The movement of a person or a group of persons, either across an international border, or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants, and persons moving for other purposes, including family reunification" (IOM Un Migration).

What is Labour Migration

"Movement of persons from one State to another, or within their own country of residence, for the purpose of employment. Labour migration is addressed by most States in their migration laws. In addition, some States take an active role in regulating outward labour migration and seeking opportunities for their nationals abroad (IOM Un Migration)".

Bangladesh Context

- Bangladesh has been a major source of migrant workers for numerous individuals and companies around the globe.
- Bangladeshi migrant workers provide labour and skills into the overseas labour market.
- They boost the economy of both country of origins (CoOs) and country of destinations (CoDs).
- Migrant workers enhance CoDs' productivity and contribute to the global exchange of local know-how and technology.

Institutional Framework

Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE), Established on 20 December 2001.

Allocation of Business of MoEWOE:

- Overseas employment at all levels
- Training and skill development relating to overseas employment

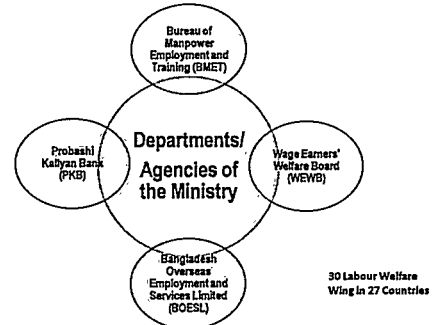
Overview of Ministry

Vision

- Contribute to the socio-economic development of the country through expanding overseas employment opportunities, ensuring safe migration, protecting the rights of migrant workers and enhancing welfare for migrant workers and their families

Mission

- Develop skilled workforce in line with the demands of global markets to enhance opportunities for overseas employment; protect and promote the welfare of migrant workers and their families



Legal and Policy Framework of Labour Migration

Acts

- Overseas Employment and Migrant Act, 2013 (Amended in 2023)
- Wage Earners' Welfare Board Act, 2018
- Probashi Kalyan Bank Act, 2010

Rules

- Wage Earner's Welfare Board Rules, 2023
- Migration Management Rules, 2017
- Overseas Employment and Migrant (Recruiting Agents' License and Conduct) Rules, 2019
- Overseas Employment and Migrants (Recruiting Agents' Classification) Rules, 2020

Policies

Wage Earners' Welfare and Overseas Employment Policy, 2016
Migrants Insurance Policy, 2019
National Diaspora Policy (in progress)
National Reintegration Policy (in progress)

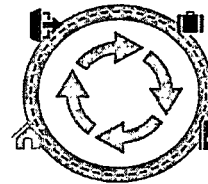
Migration Cycle

Return

Some migrants return to their home country (international migrants) or their home district/state (internal migrants). In some situations, migrants do not return but remain in their new country/district for the rest of their lives. They may even migrate to yet another place.

Stay

This part of the migration cycle involves migrants living in their new location (e.g. country or district). Some may be able to integrate into their new communities, and some international migrants may even eventually become citizens of their new country.



Pre-departure

The period before the migration journey commences. Typically involves decision making and organisation.

Entry
Processes related to the entry of migrants into another country or district. Crossing international borders usually involves passing through a border point; internal migration within a country does not usually involve passing through a border point.

Source: Figure elaborated in the World Migration Report 2022

Contd.

- Surprisingly, most migration is regular, safe and orderly – regionally focused and directly connected to employment.
- Migration no doubt is a complex issue.
- Migration has been deeply affected by misinformation, politicization, and dominant narratives.

Migration Narratives: Rumors or Realities

- Migration narratives have strayed far away from balanced, accurate accounts of migration – both its simple truths and its complex situation-specific realities (IOM UN Migration 2024).
- "Malaysia: Bangladeshi workers must be protected from exploitation and criminalisation, say UN experts" (OHCHR, 19 April 2024).
- "Used, abused and deported: migrant workers land back in Bangladesh after Saudi dreams turn sour" (The Guardian, 21 Mar 2024).

Overview of Remittance

- The inflow of remittances is one of the main driving forces in Bangladesh's economic growth and development.
- Remittances support the economy by increasing foreign exchange reserves and national savings and reducing poverty levels.
- Bangladesh was the 6th highest recipient of remittances in the world and fourth highest recipient of remittances in South Asia in 2024.
- 2024-25: 30.33 (+26.85%)

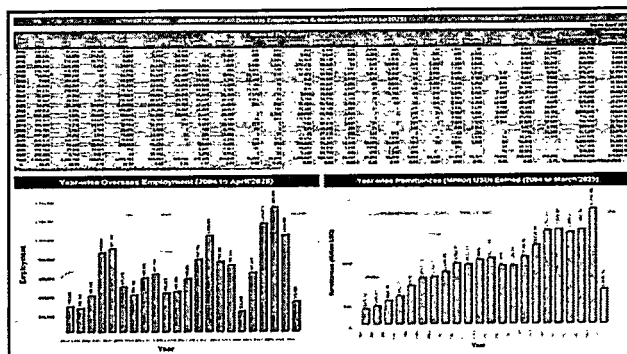
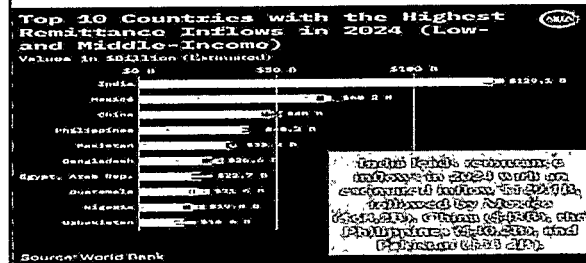
Global Prospects of Migration and Remittance

- International migration remains a driver of human development and economic growth, a more than 650 per cent increase in international remittances from 2000 to 2022, rising from USD 128 billion to USD 831 billion. The growth continued despite predictions from many analysts that remittances would decrease substantially because of COVID-19 (World Migration Report 2024).
- Of that 831 billion in remittances, 647 billion were sent by migrants to low- and middle-income countries. These remittances can constitute a significant portion of those countries' GDPs, and globally, these remittances now surpass foreign direct investment in those countries (World Migration Report 2024).

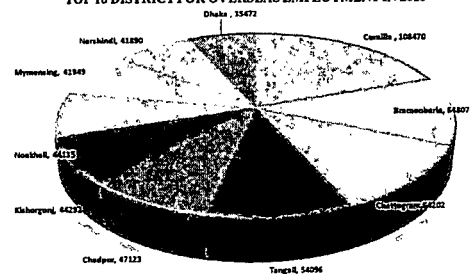
Top ten Countries Receiving International Remittances (current USD billion)

Number	Country	2015 ^a	2020	2022
1	India	68.91	83.15	111.22
2	China	63.94	59.51	61.10
3	Philippines	29.80	42.88	51.00
4	Mexico	26.23	34.88	38.05
5	France	24.07	29.60	30.04
6	Nigeria	20.63	28.82	29.87
7	Pakistan	19.31	26.09	28.33
8	Egypt	18.33	21.75	21.50
9	Germany	15.57	19.32	20.13
10	Bangladesh	15.30	17.21	19.29

2024 Remittance



TOP 10 DISTRICT FOR OVERSEAS EMPLOYMENT IN 2023



Migration Governance and The Medium Term Budgetary Framework (MTBF)

- Government of Bangladesh has prepared the MTBF 2024-25 to 2026-27 by coordinating the budget frameworks of 62 ministries/divisions/other institutions including the Ministry of Expatriates' Welfare and Overseas Employment.
- MTBF approach introduces the convergence to output and outcome (results) basis of budgeting, comprehensive planning and budgeting, and the extension of implementation time horizon from an annual to a medium-term (3 to 5 years) with the view to achieving better linkages between policy, planning, strategies, budgeting and performance in an extensive manner.

Migration Governance: Medium-Term Strategic Objectives and Activities

Medium-Term Strategic Objectives	Activities	Implementing Departments/Agencies
1. Increase overseas employment through creation of skilled manpower	- Monitoring the skill needs of foreign labour Markets. - Finding best practices of different countries and implementing them in the context of Bangladesh. - Creation of skilled manpower by conducting training courses and ensuring quality as per the demand of foreign labour Market. - Capacity building in providing training by adopting and implementing TTC establishment project in every upazila of the country.	Secretariat Bureau of Manpower, Employment and Training (BMET)
2. Expansion of overseas labour market	- Increasing foreign employment and expanding decent work opportunities through government management. - Expansion of existing labour markets and sending workers through exploring new ones	Bureau of Manpower, Employment and Training (BMET) Bangladesh Overseas Employment Services Limited (BOESL)

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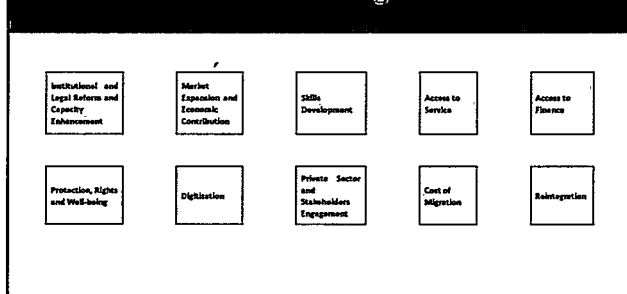
Medium-Term Strategic Objectives	Activities	Implementing Departments/Agencies
3. Ensuring the welfare of migrant, returnees and expatriate workers	- Recruiting agencies registration, monitoring and execution of cooperative activities. - Providing special citizen facilities to expatriates - Taking necessary actions in response to the complaints of the expatriates and providing different assistance - Enforcement and monitoring of regulations related to safe migration - Providing assistance in creation of employment opportunities including psycho-social and economic counselling and cash assistance for reintegration of repatriated workers and issuance of RPL (Recognition of Prior Learning) certificate.	Bureau of Manpower, Employment and Training (BMET) Secretariat Labour Wings in Bangladesh Missions abroad Bureau of Manpower, Employment and Training (BMET) Wage Earners Welfare Board

8th Year Plan (2020-2025)



The Eighth Five Year Plan (FY2020-2025) has laid out a 10-point agenda named "Paradigm Shift Agenda for Overseas Employment and Well-being of Migrant Workers".

Shift 10-Point Agenda in 8FYP



Global Framework

Sustainable Development Goals (SDGs)

Goal 10: Reduce inequality within and among countries

Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Indicator 10.7.1: Recruitment cost borne by employee as a proportion of monthly income earned in country of destination.

Target 10.c: By 2030, reduce to less than 3 percent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent".

Global Compact for Safe, Orderly and Regular Migration (GCM)

- GCM was adopted at the 11th Global Forum on Migration and Development in Marrakech of Morocco on 10 and 11 December 2018, reaffirming the New York Declaration for Refugees and Migrants.
- GCM has incorporated 23 Objectives.
- In August 2020, Bangladesh was selected by the Global UN Network as "Champion Country" for GCM implementation.
- Bangladesh Migration Compact Taskforce (BMCT) to facilitate the implementation, follow up and review process of the GCM in Bangladesh.

Member State of International Dialogs/Forum

- **International Migration Review Forum (IMRF):** MoEWOE participated at the first International Migration Review Forum held in the United Nations General Assembly in 2022.
- **Colombo Process:** Bangladesh is a Member State of CP. Bangladesh is the "Chair" of the Thematic Area Working Group (TAWG) on "Fostering Ethical Recruitment Practices" under Colombo Process.
- **Abu Dhabi Dialogue (ADD):** MoEWOE regularly takes part at the ADD to discuss on overseas employment issues among the CoOs and country of Destinations CoDs.
- **Global Forum on Migration and Development (GFMD).**

Effective Partnerships

EU- Bangladesh Talent Partnership

- The Talent Partnership supports Bangladesh's ambition to facilitate the mobility of 6 million workers over the next five years and its intention to sign respective bilateral agreements with 17 countries
- The Talent Partnership scheme will strengthen EU-Bangladesh relations by creating a common line of action that reconciles the needs of both sides: the shortage of labour in many sectors in the European Union and the availability of workers that Bangladesh can offer to remedy this situation

Overview of Overseas Employment

- Bangladesh considers migration as a critically important sector for social and economic development.
- Main drivers of cross-border migration from Bangladesh: unemployment, lack of suitable economic opportunities, living conditions, and influence of Bangladeshi diaspora overseas.
- Overseas migration and inward remittances recognized as major components for the domestic socio-economic growth, and foreign exchange reserve
- Around 13 million Bangladeshi migrants in 174 countries.
- 1,38,51,588 Bangladeshi migrant workers employed overseas in 2025 (upto April).
- Underscoring of migration in national policy planning, particularly in the 8th 5year plan and the MTBF

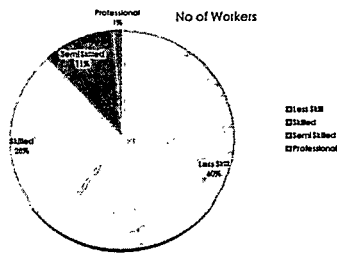
Skills Development and Training

- Crucial and Potential to the growth of economy by creating skilled manpower
- Formally recognized by National Skills Development Policy, 2011
- Instrumental in setting the stage for Planning and investing resources
- Increased productivity
- Increased Employability
- Increased mobility of labour force
- Conducive to the reaping of benefits of Demographic Dividend
- Technical Training Centers (TTC): 104
- Institute of Marine Technology (IMT): 6
- 40 new TTCs established at the Upazila Level
- Project Approval of 50 new TTCs within 2023- 2026 at the Upazila Level in accordance with the 8th Five Year Plan
- District Employment Office-64
- Divisional Employment Office-4, Apprentice Office-3-Dhaka, Chattagram, Khulna

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- The most recent National Skills Development Policy (NSDP) Action Plan projects an annual target of around 2.0 million graduates for the period 2022-2026, for a cumulative 10.7 million trainees by the end of the forecast period.

5. Skilled, Semi Skilled and Unskilled Workers from 2018-2024



Trades conducted under BMET

4 Years Diploma Courses:

1. Diploma in Marine Engineering
2. Diploma in Shipbuilding Engineering

2 Years Certificate Courses:

1. Marine Diesel Engine Artificer
2. Ship Fabrication
3. Shipbuilding Welding
4. Shipbuilding & Mechanical Drafting

Modular (Short) Courses under BMET

Marine	IT
1. Marine Diesel Engine Artificer	9. Computer Operation
2. Automotive Mechanics	10. Graphics Design
3. Auto Mechanics with Auto Electician	11. Web Design
4. Motor Driving with Basic Maintenance	12. IT Support Technician
5. Driving with Auto Mechanics	13. Consumer Electronics
6. Driving	14. Programmable Logic Controller (PLC) Operation
7. Heavy Equipment Operator (Road Roller, Truck Crane & Forklift)	15. Mobile Phone Servicing
8. Motorcycle Servicing	

Modular (Short) Courses under BMET- 55 Trade

6 Language Courses (English, Arabic, Chinese, Mandarin, Cantonese, Korean)

Civil	Refrigeration & Air-conditioning
16. Carpentry	23. Refrigeration & Air-Conditioning
17. Plumbing	RMG
18. Scaffolding	24. Tailoring & Dress Making
19. Auto CAD	25. Pattern Making and Cutting Operation
20. Rod Binding	26. Boutique/Block Bath
21. Tiles Fixing	27. Sewing Machine Operation
22. Masonry	28. Mid-Level Garments Supervisor
	29. Quality Control Management

Modular (Short) Courses under BMET

Mechanical	Electrical
30. Welding & Fabrication	38. Electrical Installation & Maintenance
31. TIG Welding	39. Diploma in Electrical and Electronics Engineering (City & Guilds)
32. MIG Welding	
33. 6G Welding	
34. Machine Shop Practice	
35. Mechanical Fitter	
36. Pipe Fitter	
37. CNC Machine Operation	

Modular (Short) Courses under BMET

Others	Additional Courses
40. Fruit & Food Processing	1. Korean Language
41. Catering/Chef	2. EPS-TOPIK
42. House Keeping (Domestic)	3. Cantonese Language
43. Care Giver	4. Mandarin
44. Beautification	5. English Language
45. Food & Beverage Production	6. Japanese Language
46. Food & Beverage Service	7. Pre-departure Orientation
47. Housekeeping (Hotel)	
48. Diploma in Food Preparation and Culinary Arts (City & Guilds)	
49. Diploma in Housekeeping Services (City & Guilds)	

Qualification Recognition

- Sign Mutual Recognition Agreement (MRA) with different countries and regional blocs (on-going)
- Assessment & Certification:
- National Skills Development Authority (NSDA)
- Bangladesh Technical Education Board (BTEB)
- The City and Guilds of UK
- Skills Verification Program (SVP) under TAKAMOL, KSA

Recognition of Prior Learning Activities (RPL) FY: 2022-2024

Serial	Category	Number of workers
1	Recognition of Prior Learning	10208

Key Reform Measures

- New rules introduced for registration of sub-agents to ensure accountability.
- Amended laws to allow immediate punishment for offences by recruiting agencies.
- Migrant Lounge and Waiting Lounge opened at Shahjalal International Airport.
- Migrant Support Centre established.
- Overseas Employment Platform (OEP) launched to streamline services.
- Agreements signed with Japan for skilled worker recruitment.
- Reintegration policy for returning migrants introduced.
- Wage Earner Development Bond Investment cap removed.
- Ongoing reforms for classification of recruiting agencies based on performance.

Opportunities

- Labour surplus
- A growing number of semi-skilled, skilled and professional manpower
- Demographic dividend in Bangladesh
- Population aging in developed countries creating demand for migrant workers in care giving and health sectors
- Impact of COVID1-19
- Most European countries are having an enormous shortage of skilled manpower in recent years
- Australia and Canada are facing a shortage of skilled and professional manpower in various fields, including health sector

Challenges

- To address the requirements needed for the foreign companies and employers
- Impact of AI and technology-based labour market around the globe
- Competition with other labour sending developing countries, including, India, Philippines, Sri-Lanka and Nepal
- Less educated, semi-skilled and unskilled workers
- To enhance the overall quality of workforce
- Inadequate training facilities
- Language barrier
- Presence of intermediaries in overseas recruitment process

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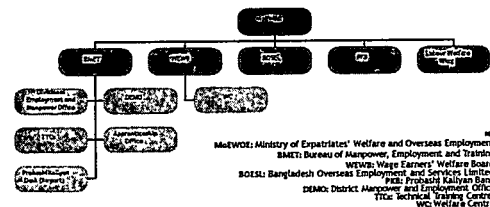
- Insufficient data and knowledge about job skills demands in the receiving countries
- Lack of soft skills including language barrier
- Recognition of Skill Certificate
- Informal channels for sending remittance
- Higher migration cost
- Minimum wage

Thank You

Questions ? Ideas?

Overview of MoEW&OE: Policy, legal framework and challenges of migration in Bangladesh

OVERVIEW OF THE MINISTRY OF EXPATRIATES' WELFARE AND OVERSEAS EMPLOYMENT (MOEWOE)



MINISTRY OF EXPATRIATES' WELFARE AND OVERSEAS EMPLOYMENT (MOEWOE)

- To ensure welfare, security and right of the expatriate and uphold their interest;
- To search for new labour markets and take necessary steps to preserve and extend current markets;
- To expand opportunities of decent works through skills development of the human resource;
- To ensure good governance in the migration management system of the country including reducing migration costs;
- To create opportunities for the migrant workers to take part in the socio-economic development of the country in a greater extent.

BUREAU OF MANPOWER EMPLOYMENT AND TRAINING (BMET)

Registration and Documentation:

- BMET registers prospective migrant workers, verifies their documents, and maintains a comprehensive database of potential migrants.

Skills Training: BMET operates Technical Training Centers

- (ITCs) where migrants receive institutional trainings on different trades, language proficiency training, and cultural orientation.

Job Placement:

- BMET assists in matching skilled workers with overseas job opportunities through collaboration with foreign employers and recruiting agencies.

Pre-Departure Orientation:

- BMET conducts orientation programs to educate migrants about the legal and cultural aspects of their destination countries.

Regulate and monitor licenses of Recruiting Agencies

Support Services:

- BMET offers services such as emigration clearance, attestation of documents, medical examinations, and visa processing assistance.

WAGE EARNERS' WELFARE BOARD (WEWB)

Financial Support:

- WEWB provides financial assistance to Bangladeshi migrant workers and their families in cases of emergencies, accidents, or legal disputes.

Legal Assistance:

- WEWB offers legal support and counseling to migrant workers facing legal issues or disputes while working abroad.

Safety Net:

- Compulsory insurance for all outbound workers

Healthcare Services:

- WEWB provides medical bill assistance, embalming and burial cost and death compensation for expatriate workers.

Welfare Services at the Airport:

- Provides various welfare services at the welfare Desk in three international airports.

Wage Earners Centre:

- supporting decentralization of welfare services through establishment of Welfare Centers (WCs) in 30 districts in Bangladesh to deliver high-quality reintegration outcomes.

Safe Home in different countries for Female Migrant Workers

BANGLADESH OVERSEAS EMPLOYMENT AND SERVICES LIMITED (BOESL)

- **Recruitment:** BOESL facilitates overseas employment by collaborating with foreign employers and recruiting agencies.
- **Contract Verification:** It ensures that employment contracts are fair and legally compliant.
- **Pre-Departure Services:** BOESL provides pre-departure orientation, trade-test, air ticket arrangements, and visa processing support.
- **Post-Arrival Services:** BOESL maintains contact with Bangladeshi workers abroad and offers assistance during emergencies.

PROBASHI KALYAN BANK (PKB)

- **Financial Services:** PKB is a specialized bank aimed at serving the financial needs of migrant workers. It offers various banking and financial products tailored to their requirements, such as savings accounts and investment options.
- **Remittance Services:** PKB facilitates the secure transfer of remittances sent by Bangladeshi expatriate workers to their families back home.
- **Loan Programs:** The bank offers loan programs to support migrant workers in starting businesses or investing in income-generating activities upon their return.

Probashi Welfare Desk at the airport



- Assistance in collecting and filling boarding cards;
- Assisting injured and sick workers;
- Receiving the body and handing it over to relatives;
- Immediate payment of a check of BDT 35,000 for transportation and burial cost;
- Financial assistance in the case of returning helpless workers;
- Assist foreign and returning staff in carrying out airport related activities.

Wage Earners' Center



- 'Wage Earners Center' has been launched to solve the hostel/dormitory problem for expatriates and expatriate workers.
- 100 Tk admission fee and Tk 200 per seat per night (maximum two nights per stay).

Probash Bondhu Call Center

- Call center established to provide information to aspirant and returnee migrants and their families on safe migration and reintegration
- The call center provides all necessary information on migration and can be accessed via four telephone numbers.
- Anyone in Bangladesh can seek information by contacting the local number (16135, 08000102030) without any charge. Callers from home and abroad can also connect with the center through the numbers (09610102030, 01794333333, 01784333333) at any time.

POLICY FRAMEWORK

Overseas Employment and Migrant Act 2013

- All workers migrating from Bangladesh are guaranteed basic labour rights;
- They have the right to legal remedy;
- They can access labour courts, mobile courts, and other courts; and
- The Bureau of Manpower, Employment and Training (BMET) and labour attachés in destination countries are recognised as key rights custodians.

Overseas Employment and Migrant Act (OEMA) 2013 – Amendment of 2023:

The amendment qualitatively changed a few aspects of the original Act and the practices in commensuration, like:

- a) defining sub-agent or the representative;
- b) keeping provisions for the facilitation of bank loans, including supports like tax breaks, investment, savings opportunities;
- c) adopting special financial and welfare programmes to ensure the security of female migrants workers;
- d) demanding of a separate lounge for the migrants workers at the airport; and so on.

➤ Bringing the sub-agent and in turn the recruiting agency under accountability is a big positive change that would surely alleviate the suffering of the general people who does so much for the country for very less recognition in return

POLICY FRAMEWORK (CONT...)

National Skills Development Policy 2011 (Chapter – 18)

- Develop a coordinated and flexible recruitment and training strategy to meet overseas demand;
- Develop a national qualification system against which skill certification of an international standard
- Improve the capacity of training providers to deliver skills to the standard required by overseas employers
- Reintegrate the returning migrants into the existing job-market to assess and certify higher skills gained overseas

POLICY FRAMEWORK (CONT...)

Human Trafficking Deterrence and Suppression Act 2012

- Complying with the international standards stressed on the protection and implementation of the rights of the victims of human trafficking ensuring safe migration.
- Defined various terms related to trafficking like forced labour, exploitation, consent etc.
- Provides provision of criminalising all forms of trafficking involving internal and transnational

POLICY FRAMEWORK (CONT...)

Expatriates' Welfare and Overseas Employment Policy 2016

- In line with the international laws on migration after reorganizing the existing short policy to this end framed in 2006.
- Special focus on six policy directions like encouraging and ensuring safe migration, protection of migrant workers and their family members, ensuring facilities and welfare of the migrant workers, migration of female workers, associating migration with national development and proper planning for labour migration.

POLICY FRAMEWORK (CONT...)

Eighth Five Year Plan (2020-25) Included section on Migration and Development

- Evidence base of migration and development mutual effects in Bangladesh
- Economic growth and equity through market expansion
- Skills and overseas labour market development and protection
- Human development and migration
- Enabling frameworks for migration and development: governance and South-South cooperation

POLICY FRAMEWORK (CONT...)

Other Act, Policy and Rules :

- Overseas Employment and Migration management Rules 2017: It controls migration process-procedure for processing permission of employment, training, orientation of the workers, disposal of complaints. Moreover, it stipulates the role of Registrar and Labour Attaches
- Recruiting agents conduct and license Rules 2019: It regulates the activities of Recruiting agents- Application for license, renewal, restoration of cancelled license, agents conduct, fees of license and their families
- Wage Earners' Welfare Board Act 2018: It arranges welfare activities for the migrant workers and their families
- Wage Earners' Welfare Board Rules 2023: return, Reintegration, refugee database
- Migrants Insurance Policy, 2019

MAIN CHALLENGES TO SAFE AND REGULAR MIGRATION

High cost of Migration

- o BDT 2,43,871 (approx. \$2200) to the unscrupulous middlemen and recruiters, as well as to process travel documents. (IOM, 2020, *Survey on Drivers of Migration*)
- o High Debt – Around 72% of returnees have some debt (IOM Bangladesh Monitoring Data 2017-2022)

Unscrupulous Recruitment Practices

- o Complex and heavily dependent on middleman/intermediaries - 68 % per cent used the services of unregulated intermediaries (dalals) to migrate (IOM, 2022 – *Debt, Reintegration and Socioeconomic Sustainability of Migrants' Households*, IOM, Dhaka.)
- o Centralized – Dhaka centric.
- o Issues with Contracts - employment contract at the destination countries, or the employment contract are substituted with a new contract having less entitlement when workers reach at the destination countries.

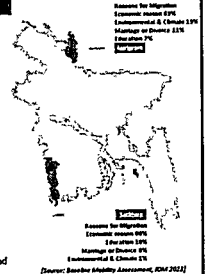
MAIN CHALLENGES TO SAFE AND REGULAR MIGRATION

Climate Change, High Rate of Urbanization and high Internal Migration

- o Data in 2021 also shows urbanization on the rise, with an urbanization rate of 38.95 per cent, 4.65 per cent higher than in 2015 (34.3%). [Source: World Bank, 2021]
- o Over 7.1 million Bangladeshis were displaced by climate change in 2022, a number that could reach 13.3 million by 2050. (World Health Organization WHO, 2022 <https://www.who.int/en/advis/pacific/climate-change-displaced-millions-of-bangladeshis-in-2022-who/2750491>)
- o IOM, 2022, Baseline Mobility Assessment (Kurigram and Sathkhira – under publication – refer to map)
- o 6.3% of the 35,257 respondents in Kurigram stated that flooding forced them to leave their home for at least 15 days in 2022. (Internal Mobility Assessment IMA, 2022).

Migration Data and Evidence Generation

- o Huge gap in migration data – absence of data and also quality of data is questionable too.
- o Absence of comprehensive Migration Data Systems;
- o Inefficient evidence generation processes;
- o National surveys are not disaggregated by migration status;
- o Migration specific surveys are limited;
- o Lack of data on irregular migrants, internal displacement, rural to urban migration and return

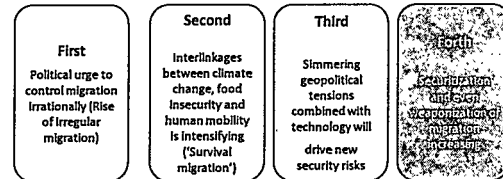


EMERGING OPPORTUNITIES AND PRIORITIES

Thematic Area	Opportunities	Challenges
Climate Migration and Disaster Displacement	- Human Mobility is being mainstreamed in Bangladesh - Displacement Management cluster	- GoB Coordination – MoDMR & MoEFFC – MoFA and MoEWOE - Limited donor interest in human mobility and climate change in Bangladesh
Ethical Recruitment	GoB's buy-in as mentioned in the 8th Five-Year Plan (8FYP) 2020 - 2025	Limited funding to support the intervention
Supporting GCM Implementation and DMRF Pledges	Inter-ministerial Task force on GCM and other migration and mobility issues	GoB is dependence on BDUNNM and IOM
Migration Data and Evidence Generation	- GoB has started to recognize the gap in migration data - IOM's internal capacity to support GoB in migration data	Capacity of national statistics entity
Strengthening Migration (Including Reintegration) Service Delivery Mechanism	Recognition of migration services in 8th and upcoming 9th FYP	MoEWOE is severely under-funded and under staffed

Future of Migration and Mobility

Four Scenarios



IOM

Thank you

FOOD SYSTEMS RESILIENCE:

*From Farm Productivity to Nutrition Outcomes;
Climate Shocks; Storage & Logistics*

MD. AZIZUR RAHMAN
PhD (Imperial College London) Postdoc (Lancaster)
Professor
Department of Horticulture
Bangladesh Agricultural University
Mymensingh
<arahman@bau.edu.bd>

3 November 2025

Introduction

- ❑ Food security, nutrition, and climate are deeply interconnected.
- ❑ Population ~170 million; agriculture employs ~40% of workforce.
- ❑ Strong progress in food availability but challenges remain in nutrition and climate adaptation.

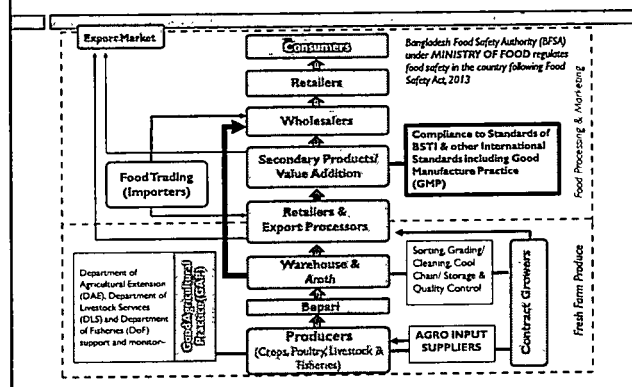
4 Pillars of Food Security

- > Productivity
- > Availability
- > Affordability
- > Consumption by choice

Bangladesh's Food System

- ❑ Major crops: rice, wheat, maize, vegetables, and pulses.
- ❑ Significant role of livestock, fisheries, and aquaculture.
- ❑ Achievements: self-sufficiency in rice, improved productivity.
- ❑ Challenges: post-harvest losses, weak supply chains, low dietary diversity.

Food Ecosystem in Bangladesh



Nutritional Challenges

- ❑ Double burden of malnutrition: undernutrition and obesity.
- ❑ Micronutrient deficiencies: iron, zinc, and vitamins.
- ❑ Low dietary diversity across income groups.
- ❑ Food safety and hygiene remain critical issues.

Climate Change and Food Systems

- ❑ Bangladesh is among the most climate-vulnerable nations.
- ❑ Impacts: floods, droughts, salinity intrusion, and cyclones.
- ❑ Reduced yields, degraded soils, and damaged infrastructure.
- ❑ Coastal agriculture threatened by salinity.

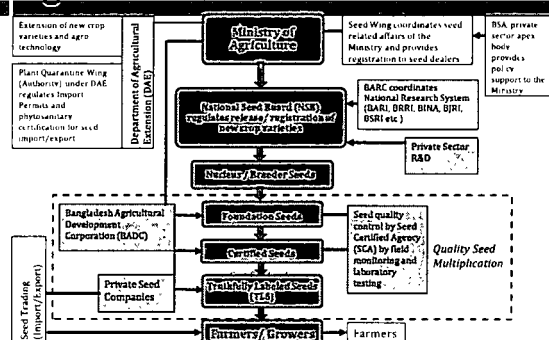
Socio-Economic and Policy Barriers

- ❑ Limited access to credit and technology for smallholders.
- ❑ Gender disparities in agricultural labor and decision-making.
- ❑ Weak infrastructure for storage, transport, and marketing.
- ❑ Fragmented policy coordination among food, health, and environment sectors.

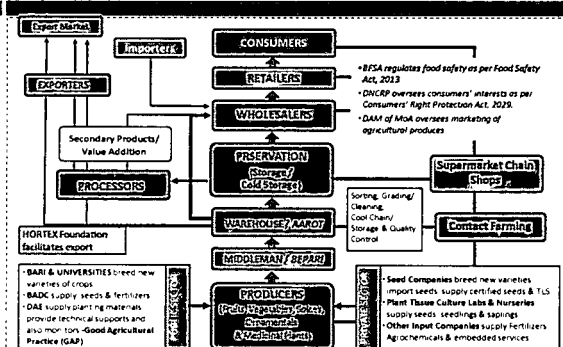
Climate-Resilient and Nutrition-Sensitive Agriculture

- ❑ Adoption of Climate-Smart Agriculture (CSA).
- ❑ Crop diversification and promotion of biofortified crops.
- ❑ Integration of aquaculture, livestock, and homestead gardening.
- ❑ Enhanced food value chains and cold storage systems.

Seed System in Bangladesh Agriculture



Horticultural Value Chain

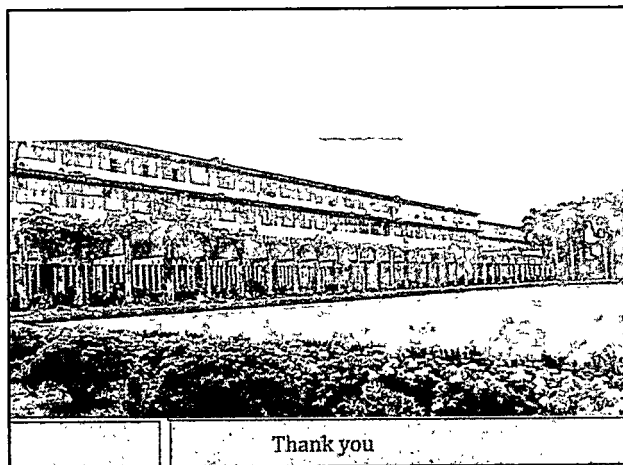


Policy Recommendations

- ❑ Promote sustainable intensification and efficient resource use.
- ❑ Integrate nutrition objectives into agricultural planning.
- ❑ Enhance research, innovation, and digital extension services.
- ❑ Develop early warning and disaster preparedness systems.
- ❑ Encourage youth, women and private sector engagement.

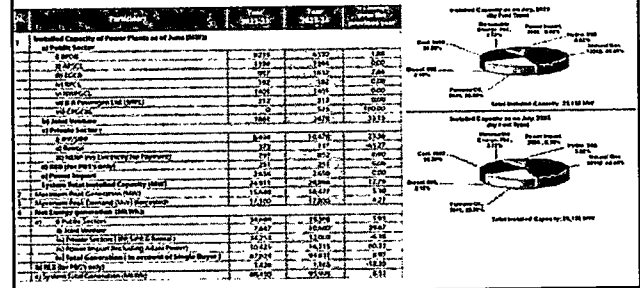
Conclusion

- ❑ Food security, nutrition, and climate resilience are interlinked pillars.
- ❑ Bangladesh has achieved remarkable progress but faces rising risks.
- ❑ A transformative, inclusive, and climate-smart approach is essential for future resilience.



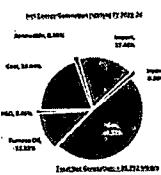
Bangladesh Power Sector 2025

M Tamim



Current State of Power Sector

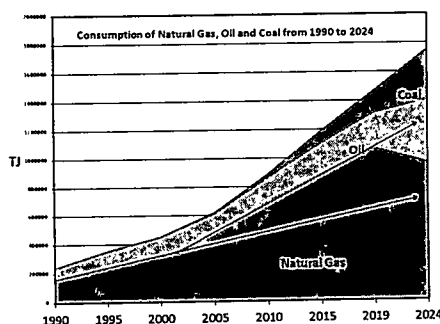
- True grid capacity 28132 MW
- Highest production 16794 MW (July 27, 2025)
- Over capacity
- Average peak production 14500 MW (Summer)
- About 62% energy generated from import
- T&D Limitation
- Loadshedding due to fuel shortage
- Overall thermal efficiency of grid was 42.7%
- About 6000 MW (including 2400 MWe Nuclear) in the making by 2027



Generation Capacity (Sep 2025)

Fuel Type	Capacity(Unit)	Total(%)
Gas	12130 MW	44.25 %
HFO	5641 MW	20.58 %
HSD	270 MW	0.98 %
Coal	7179 MW	26.19 %
Imported	1160 MW	4.23 %
Solar	702 MW	2.56 %
Hydro	230 MW	0.84 %
Wind	62 MW	0.23 %
Nepal Hyd	40 MW	0.15 %
Total	27414 MW	100.00 %

Derated capacity 26700 MW

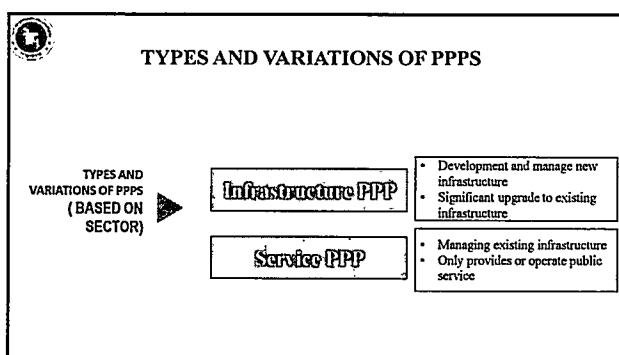
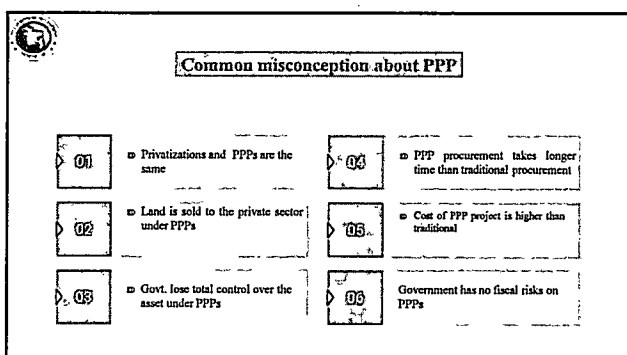
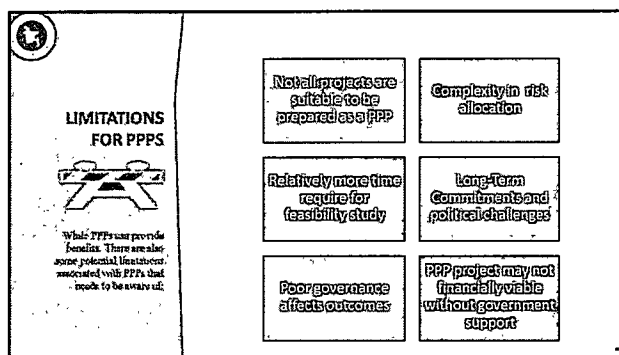
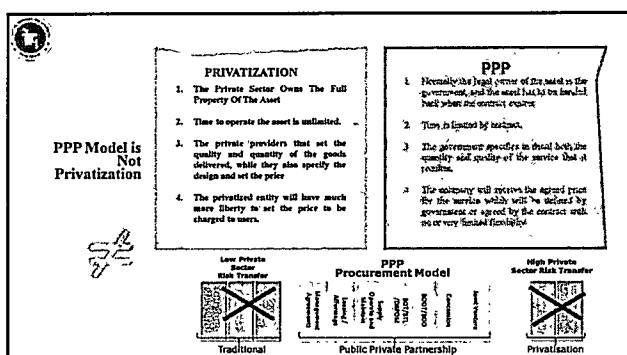
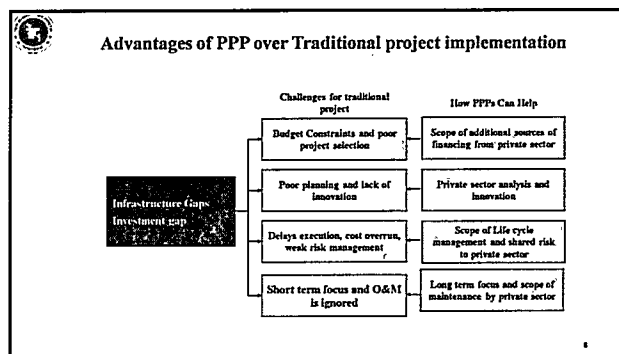


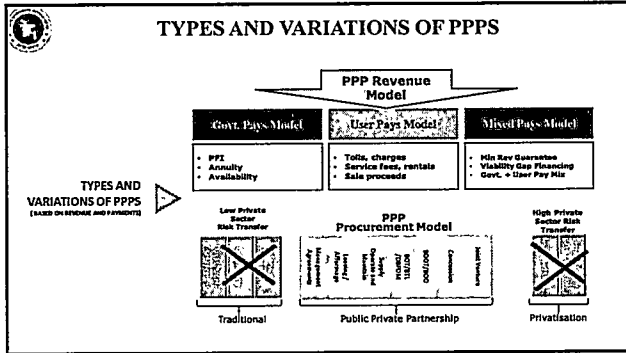
Primary Energy Sources

- **Indigenous**
 - Gas: Any local improvement will take time/max effort/IOC
 - Coal: Must examine the scope of surface mining (time)
 - Renewable: Maximum promotion/Grid limitation/Distributed system (PBS)/Rooftop without grid connection
- **Import**
 - Direct electricity: Very beneficial for Bangladesh
 - Exchange (G2G): Must be scrutinized thoroughly
 - Private: Long term contracts/Hedging (physical?)
 - LNG: Discounted long term contract/Hedging
 - Coal: Minimize the need to less than 5%
 - HFO/HSD

TRADITIONAL PROJECT VS PPP

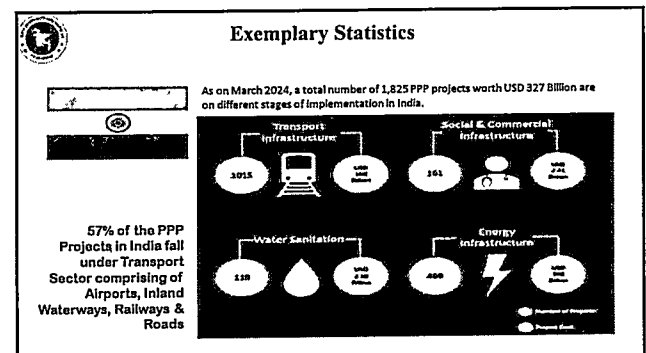
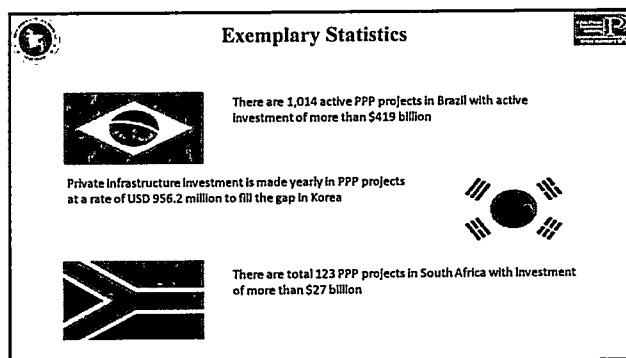
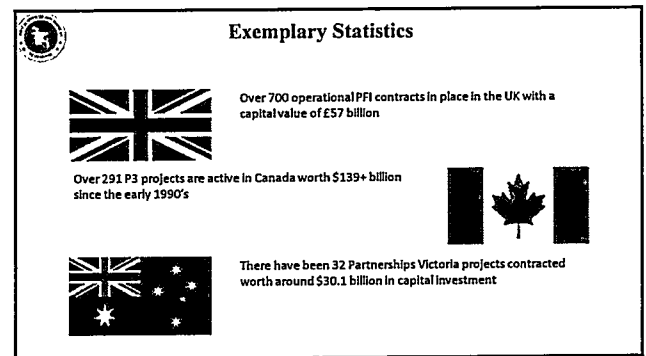
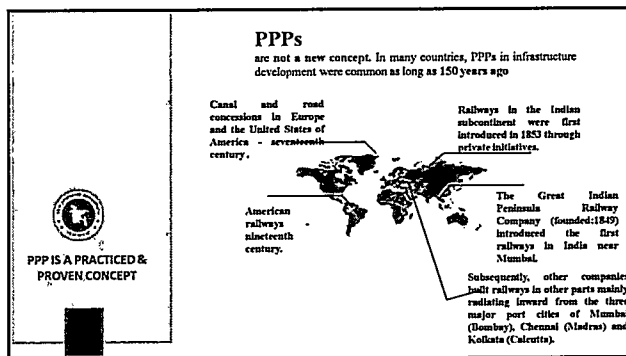
Aspect	Public Procurement	PPP Procurement
Ownership	Public from the beginning	Private (temporary), reverts to public
Funding	Fully public	Mostly private, repaid over time
Risk	Government bears most	Shared/allocation to capable party
Contract Duration	Short-term	Long-term (15-30+ years)
Evaluation	Lowest responsive bid	Value for money, lifecycle cost
Complexity	Standard procurement process	Complex due diligence and structuring
Contract Type	Separate (design, build, operate)	Integrated (DBFOM or similar)
Maintenance	Often separate/underfunded	Integrated and performance-based

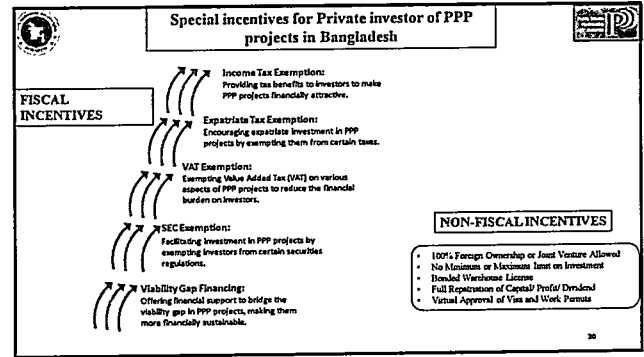
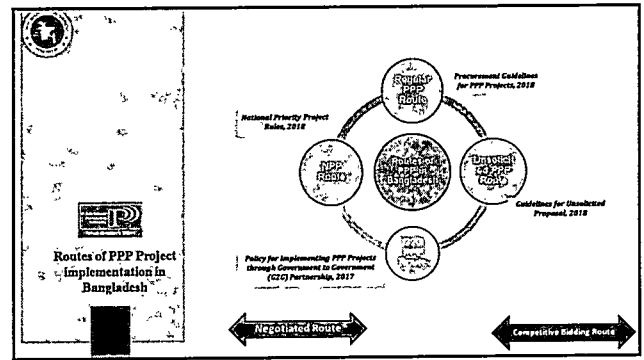
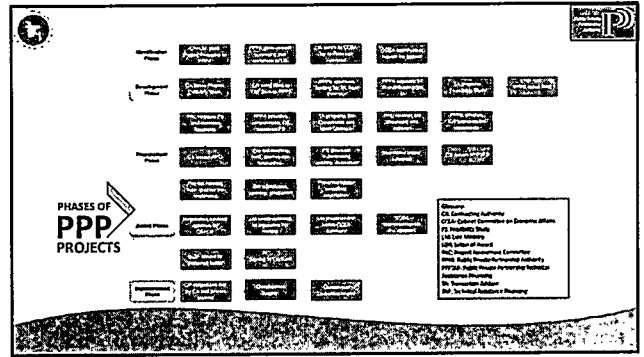


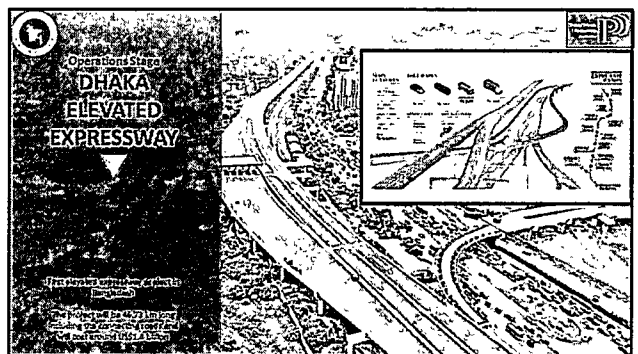
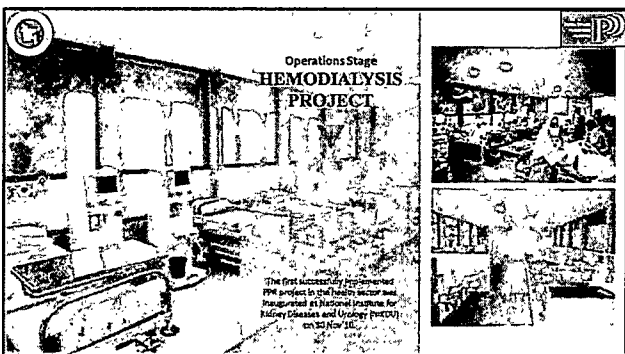
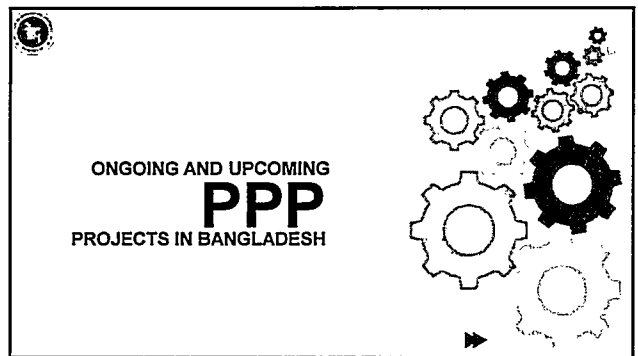
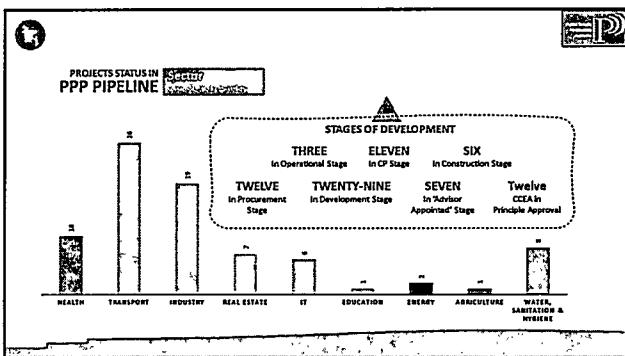
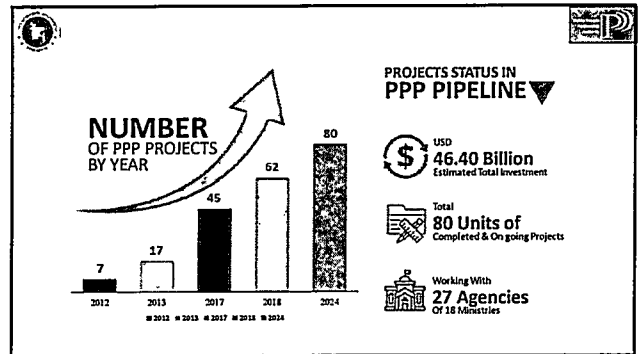
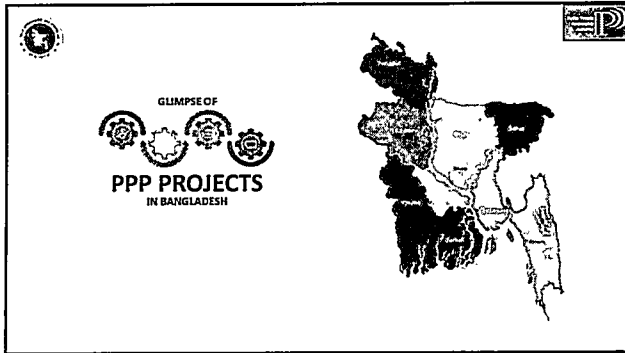


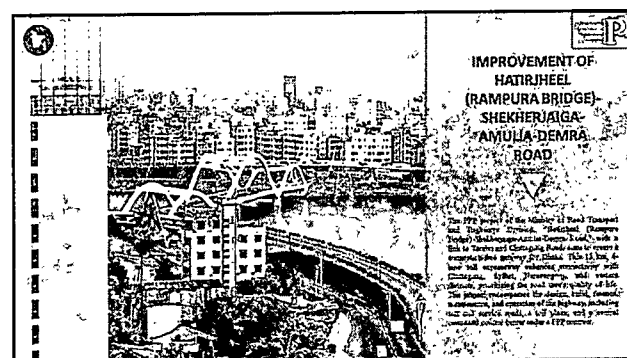
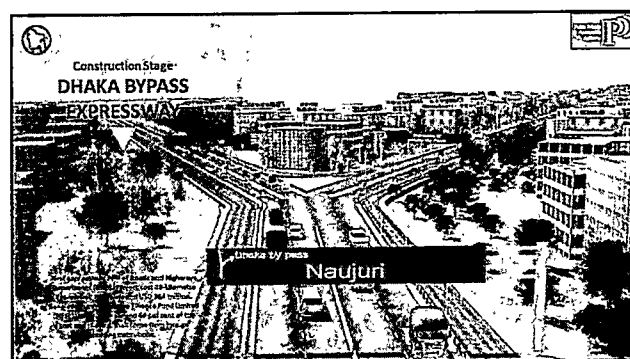
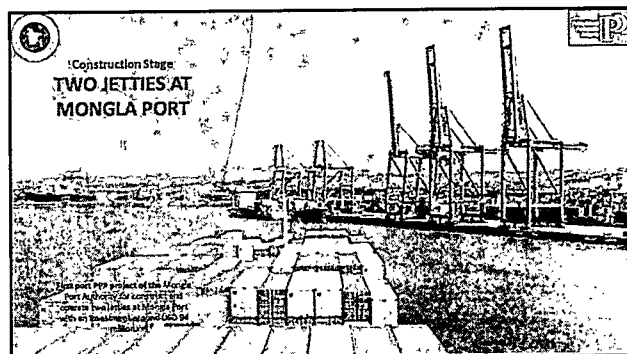
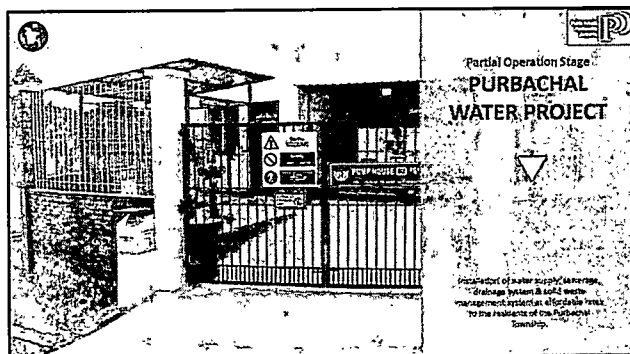
Models and Variations of PPP (Based on project delivery)

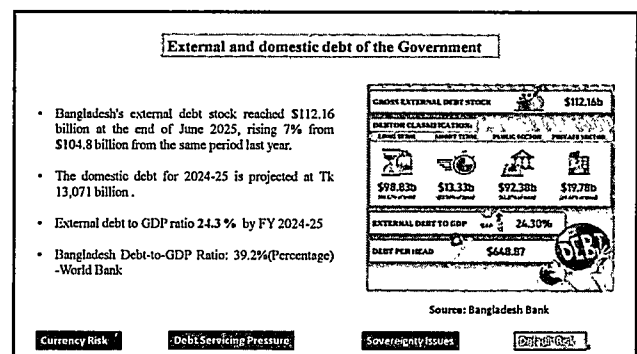
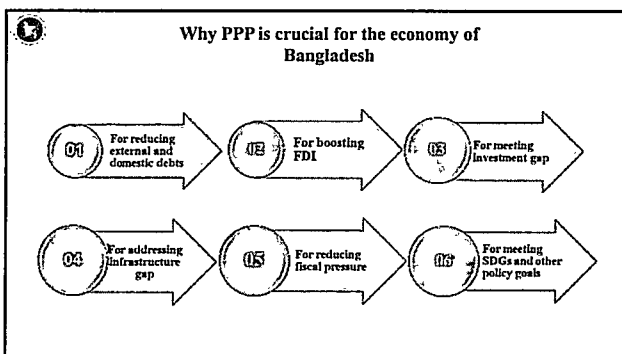
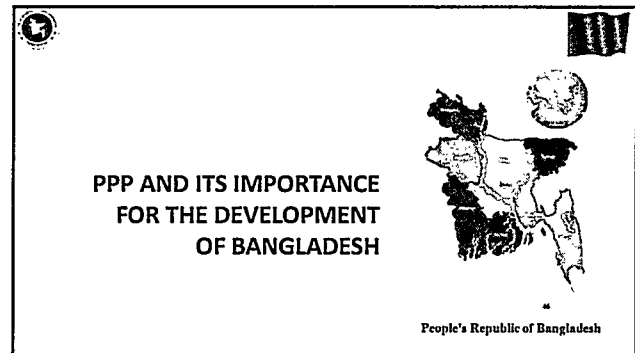
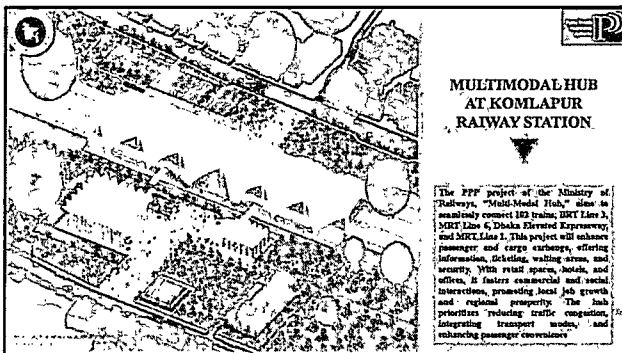
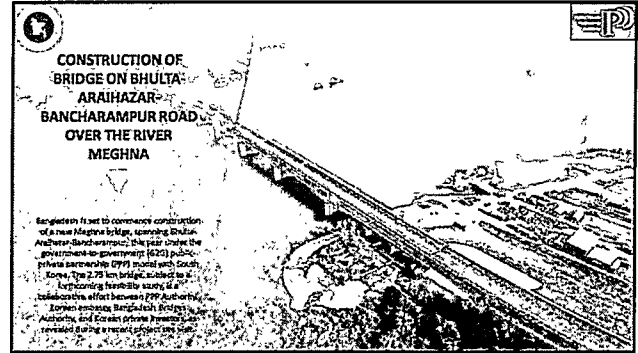
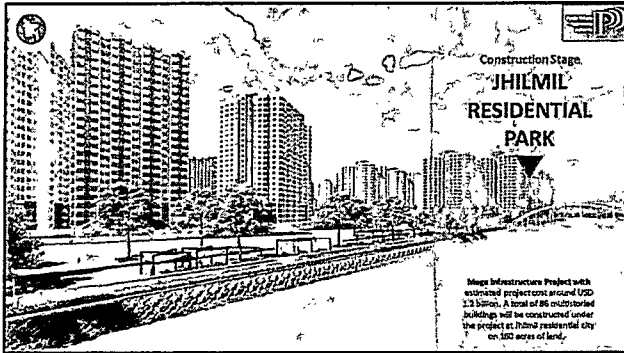
BOT: Build Operate and Transfer
BOO: Build-Own-Operate
DBFO: Design, Build, Finance and Operate
BOOT: Build-Own-Operate-Transfer
O&M: Operation and maintenance contract
BOOT: Build-own-operate-transfer
DBFM: Design-build-finance-maintain
DBFMO: Design-build-finance-maintain-operate
BOLT: Build-Operate-Lease-Transfer
DBOT: Design-build-operate-transfer
Concession

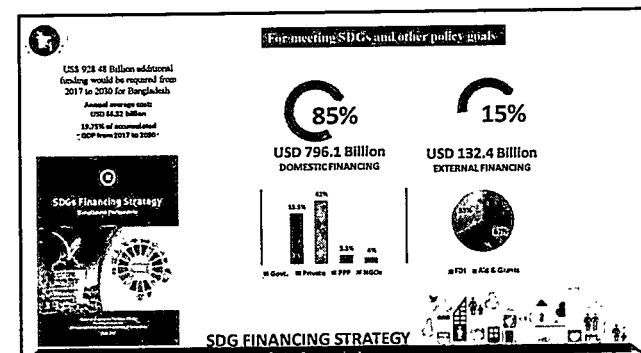
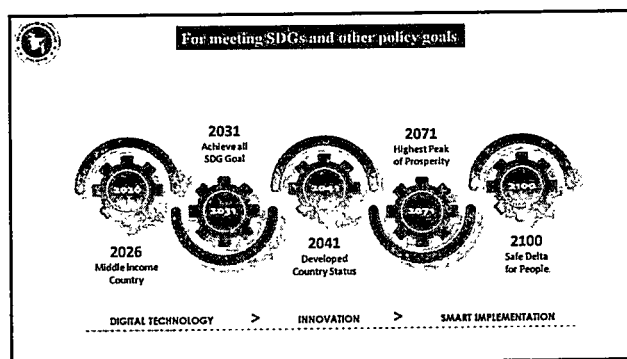
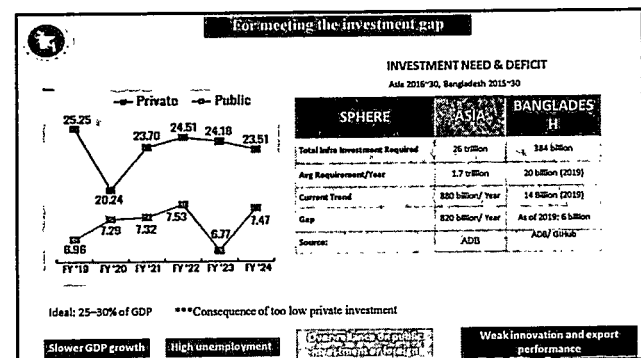
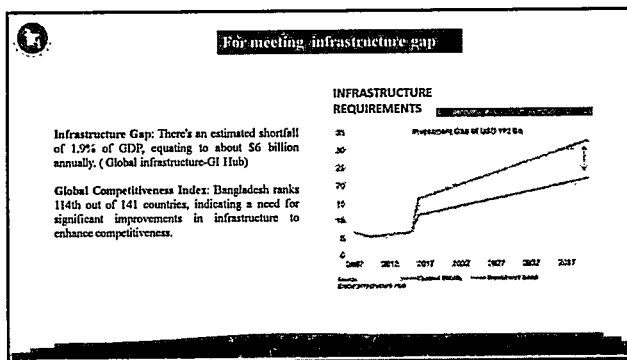
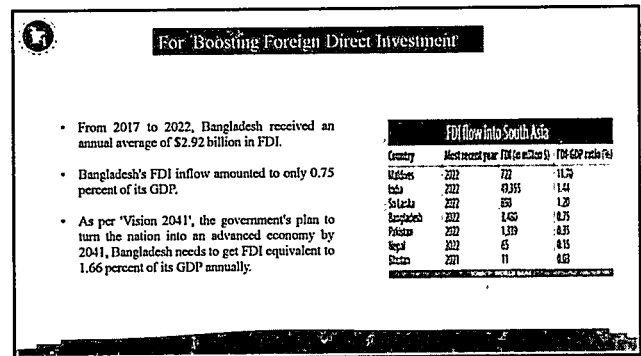
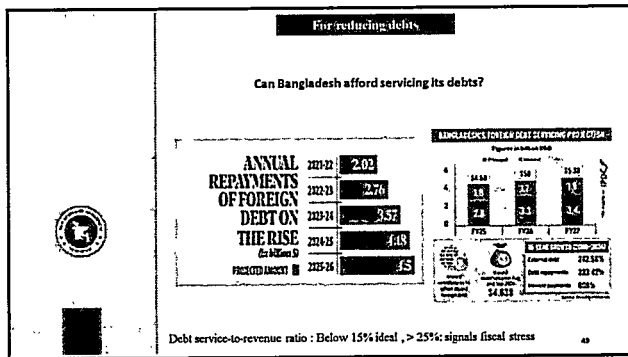


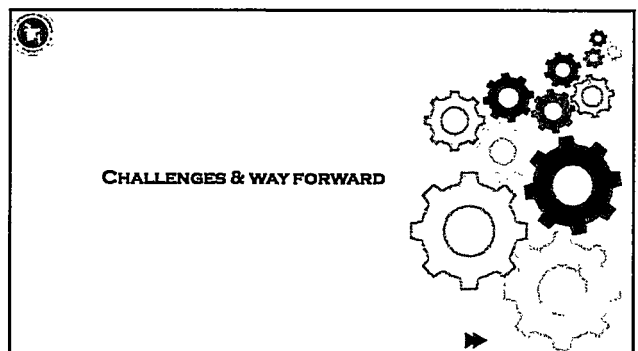
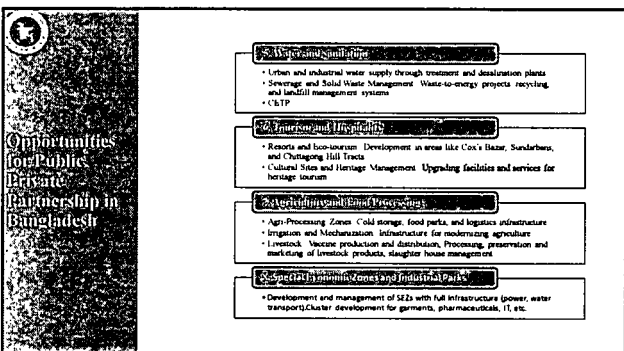
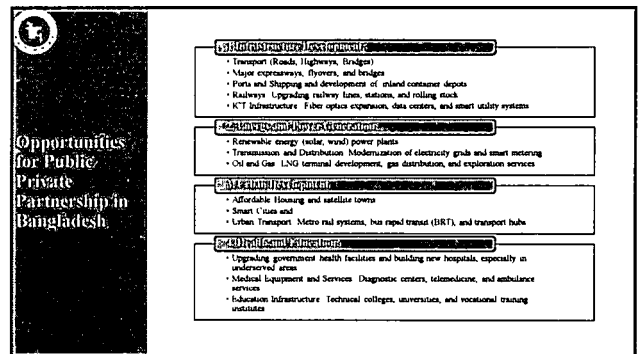
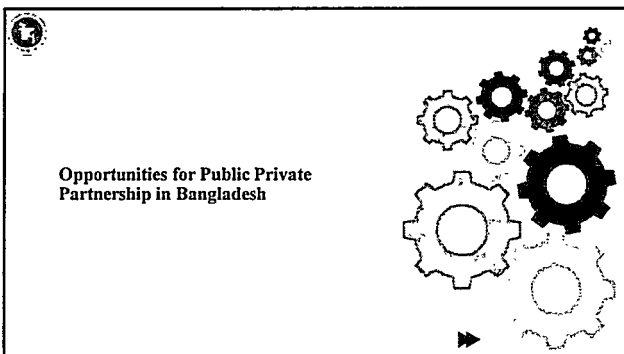
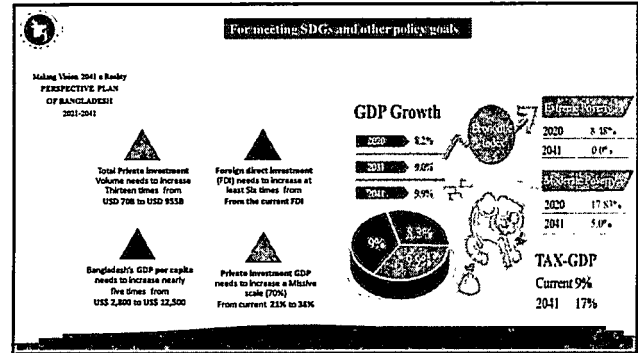
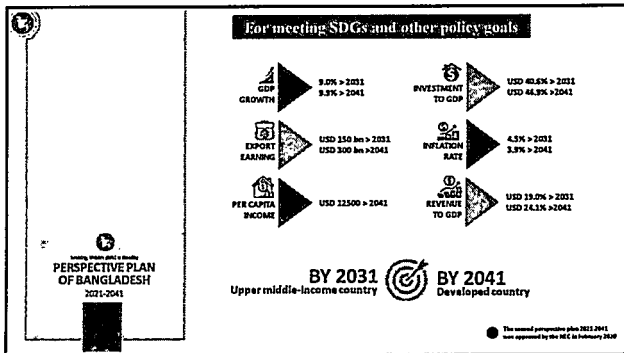


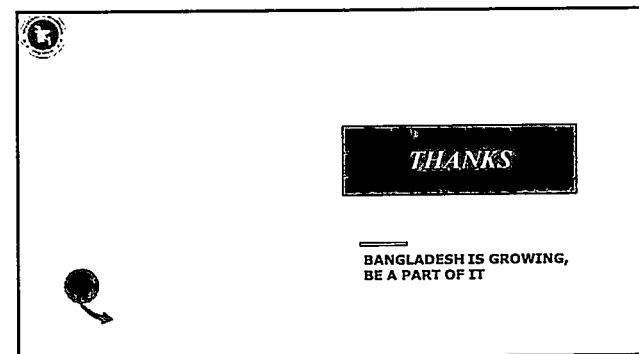
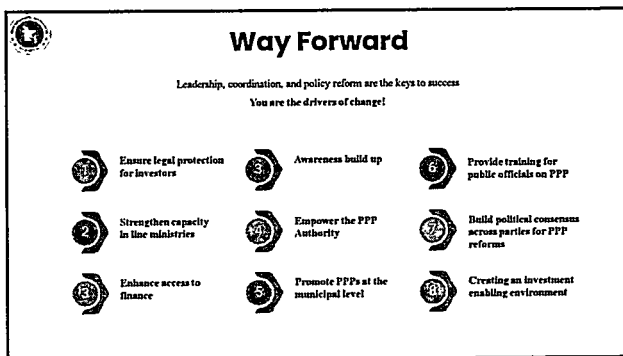
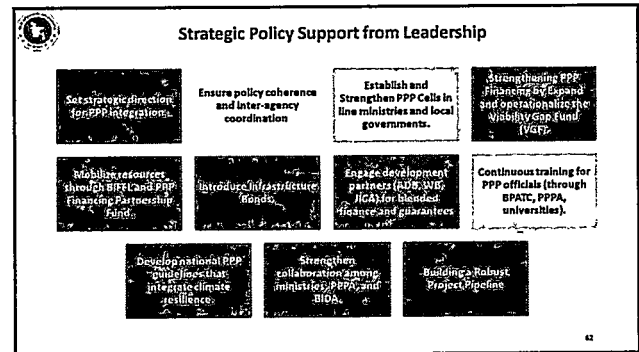
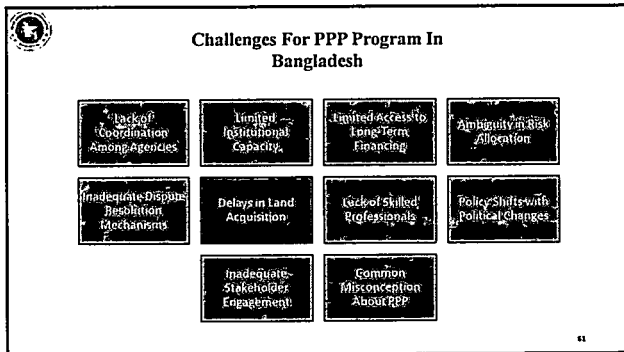












PPP Process Framework- You are the EXPERT!

Dr. Md. Mushfiqur Rahman
Secretary (PRL)

PPP Process Framework- You are the EXPERT!

1. PPP authority facilitate line ministries and contracting authorities to develop and implement PPP projects.
A. True
B. False
2. In PPP project, public party receives payment for services based on performance.
A. True
B. False
3. In PPP project public sector bears all risk...
A. True
B. False

PPP Process Framework- You are the EXPERT!

4. Only infrastructure project can be implement under PPP
A. True
B. False
5. PPP are the same as Privatisation and in PPP Projects Government is selling the land to the private sector"
A. True
B. False
6. "The Government has no control over PPP Projects during implementation and operation stage"
A. True
B. False

PPP Process Framework- You are the EXPERT!

7. Broadly, PPP revenue model are three types.
A. True
B. False
8. In PPP the private entity specifies in detail both the quantity and quality of the service that it requires
A. True
B. False
9. In PPP, normally the legal owner of the asset is the government and the asset has to be handed back when the contract expires
A. True
B. False

PPP Process Framework- You are the EXPERT!

10. PPP is a long-term or short term contract between a public party and a private party for the development and management of a public asset.
A. True
B. False
11. PPP projects can be implemented by local bodies.
A. True
B. False
12. It is not mandatory to follow PPR during procurement in PPP project
A. True
B. False

PPP Process Framework- You are the EXPERT!

13. All the PPP projects are large
A. True
B. False
14. "PPP projects take too time long to implement"
A. True
B. False
15. Governments can always finance at a lower cost,
A. True
B. False



Secretaries & Agency Heads Seminar



Secretary of Army: Mark Tamm



Secretaries & Agency Heads Seminar



Secretaries & Agency Heads Seminar



Secretaries & Agency Heads Seminar



PPP Authority (Prime Minister's Office):
1st Floor, NGO Affairs Building
Rm: E-13 B Agargaon, Shere Bangla Nagar
Dhaka-1207, Bangladesh
Tel: +88-02-5500 7611, Email: info@paw.gov.bd