

**156th Advanced Course on
Administration and Development
(ACAD)**

(22 February to 22 April 2026)

**Omnibus
(Volume-II)**



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

**156th Advanced Course on
Administration and Development
(ACAD)**

(22 February to 22 April 2026)

Course Management Team

Course Advisor

M. Arifur Rahman PhD
Member Directing Staff (MDS) (P&D)
BPATC
Cell No: 01552468235
E-mail: m.arifurrahman@yahoo.com

Course Director

Mr. Mohammad Rezaul Karim PhD
Cell No: 01554339166
E-mail: reza@bpatc.gov.bd

Course Coordinators

Mr. Md. Kamrul Hasan Sohag
Deputy Director
Cell No: 01716809703
E-mail: kh_sohag@yahoo.com

Mr. Monirul Islam
Deputy Director
Cell No: 01724740987
E-mail: monirul_du107@yahoo.com

Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 22/02/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		Paying Tribute to the National Martyrs Memorial	CMT	National Martyrs Memorial
10:00 am -10:45 am	A		Inaugural Ceremony	CMT	Mini Auditoriam
11:00 am -12:05 pm	A		Briefing (Service, Library, Medical)	Concerned Department	ITC-208
12:15 pm -1:15 pm	A		Briefing (ICT & ERP)	Concerned Department	ITC-208
2:00 pm -3:00 pm	A	11.01	Sedentary Life Style and Effects	Dr. Md. Mostafizur Rahman, Medical Officer	ITC-208
3:00 pm -3:30 pm	A		Health Check-Up	Concerned Department	BPATC Clinic
7:30 pm -8:00 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

Distribution

1. All MDS, BPATC, Savar, Dhaka
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9. Receptionist, BPATC, Savar, Dhaka.
10. Class Room/All Notice Boards/Office/Omnibus Copy



Monirul Islam
Course Coordinator
01724740987

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 23/02/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	4.02	Digital Platform and Cyber Security	Dr. Md. Shohrab Hossain (Professor - GS), Dept. of CSE, Bangladesh University of Engineering and Technology (BUET)	ITC-208
10:40 am -11:00 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	2.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md Mohoshin Ali (MDS)	ITC-208
1:15 pm -2:15 pm	A		Prayer Break		BPATC Mosque
4:45 pm -5:15 pm	A		Sports	Sports Department	Indoor Games Hall
5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 am	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 24/02/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	1.04	Law making process: a) Relation between the Parliament and the Executive; b) Questions of the Parliament and Preparing Answers to the Parliamentary Questions	Md. Nazmul Hoque (Joint Secretary - GS), Bangladesh Parliament Secretariat	ITC-208
10:40 am -11:00 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	1.05	Social Accountability Tools for Good Governance	M. Arifur Rahman, PhD (MDS)	ITC-208
1:15 pm -2:15 pm	A		Prayer Break	CMT	BPATC Mosque
2:15 pm -3:15 pm	A	6.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Dr. Md. Zohurul Islam (MDS)	ITC-208
4:45 pm -5:15 pm	A		Sports	Sports Department	Indoor Games Hall
5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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(22/02/2026 - 22/04/2026)

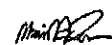
Date: 25/02/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	4.01	E-Governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	Dr Md Jahid Hossain Panir (MDS)	ITC-207
10:40 am -11:00 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	1.07	Steps, Compliance and Documentation Required for Audit Objection Settlement	Md. Nurul Islam (Ex. Director General - GS), BIAM Foundation	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
2:00 pm -4:00 pm	A	1.01	Public Service Management: Reform Initiatives & Best Practices	Md. Sharif Hasan (Director)	ITC-207
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 26/02/2026

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -12:05 pm	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Dr. Rizwan Khair (Former MDS - GS), BPATC, Mohammad Rezaul Karim PhD (Deputy Director)	ITC-207
10:40 am -11:00 am	A		Health Break	CMT	Vision Gurden
12:15 pm -3:00 pm	A	6.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Re-search Proposal)	Dr. Md. Zohurul Islam (MDS)	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 01/03/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		SEHRI	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	1.02	Strategic Management in Public Sector: Tools and Framework	Md. Sharif Hasan (Director)	ITC-208
10:40 am -11:00 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	2.06	Annual Development Program (ADP) and Financing Modalities and Procedures	Mr. Khandker Ahsan Hossain (Chief (Additional Secretary) - GS), Planning Div.; Planning Commission	ITC-207
1:15 pm -2:15 pm	A		Prayer Break	CMT	BPATC Mosque
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:50 pm -6:20 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 02/03/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	1.03	Role of inter-agency collaboration in public service improvement	Mohammed Humayun Kabir, Additional Secretary (Reforms) (Additional Secretary - GS), Cabinet Division	ITC-208
10:40 am -11:00 am	A		Health Break	CMT	Vision Garden
11:05 am -1:15 pm	A	2.04	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	Dr. Md Mohoshin Ali (MDS)	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
2:00 pm -3:00 pm	A	6.01.03	Session with Consultants/ Mentors	Shamim Hosen (Deputy Director), Afia Rahman Mukta (Deputy Director(C.C)), Dr. Md. Zohurul Islam (MDS), Md. Morshed Alom, PhD (Deputy Director), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director)	ITC-208
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:50 pm -6:20 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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(22/02/2026 - 22/04/2026)

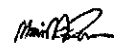
Date: 03/03/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	3.02	Budget Making Process and MTBF	Dr. Abdur Rahim (Program Executive & Coordinator (PEC) (Joint Secretary) - GS), Program Executive & Coordinator (PEC) (Joint Secretary), Finance Division	ITC-207
10:40 am -11:00 am	A		Health Break	CMT	Vision Garden
11:05 am -1:15 pm	A	2.05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Md. Sayeedul Haque (Chief (retd.) - GS), Planning Division	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
2:00 pm -4:00 pm	A	1.06	Innovation for public service improvement	Md. Morshed Alom, PhD (Deputy Director)	ITC-207
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:50 pm -6:20 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 04/03/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		SEHRI	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	2.03	Preparing Policy Argument	Dr. Md Sanwar Jahan Bhuiyan (Secretary - GS), Secretary, Ministry of Labour and Employment	ITC-207
10:40 am -11:05 am	A		Health Break		Vision Gurden
11:05 am -1:15 pm	A	11.02	Occupational Health Hazard and its Management	Ratan Kumar Das (Guest Physiotherapist - GS), Guest Physiotherapist, BPATC Medical Centre	ITC-207
1:15 pm -2:00 pm	A		Prayer Break		BPATC Mosque
2:00 pm -3:00 pm	A	6.01.04	Session with Consultants/ Mentors	Shamim Hosen (Deputy Director), Afia Rahman Mukta (Deputy Director(C.C)), Dr. Md. Zohurul Islam (MDS), Md. Morshed Alom, PhD (Deputy Director), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director)	ITC-207
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

*Note:Please Evaluate Your Resource Person Daily

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(22/02/2026 - 22/04/2026)

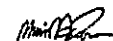
Date: 05/03/2026

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	3.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Md Monzorul Haque (Joint Secretary - GS), Joint Secretary, Finance Division	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	3.04	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	Md. Ariful Hoque (. Director General (Joint Secretary) - GS), International Investment Promotion, BIDA	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 08/03/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -2:00 pm	A		Domestic Exposure Visit: Private Organization	CMT	Momanu Polyester Industries Ltd.

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 09/03/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	8.02	Annual Procurement Planning and Preparation of Technical Specification	Md. Aknur Rahman, Ph.D. (Additional Secretary - GS), Local Government Division	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	8.03	Steps in Public Procurement: Goods and Works (National and International)	S.M. Moin Uddin Ahmed (CEO - GS), BPPA	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
2:00 pm -3:00 pm	A	6.01.05	Session with Consultants/ Mentors	Shamim Hosen (Deputy Director), Afla Rahman Mukta (Deputy Director(C.C)), Dr. Md. Zohurul Islam (MDS), Md. Morshed Alom, PhD (Deputy Director), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director)	ITC-207
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5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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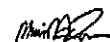
Date: 10/03/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	3.05	Perspective Plan of Bangladesh: Implementation Strategies and Challenges	Abdul Baki (Secretary to the Government (Retd.) - GS), null	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurdan
11:05 am -1:15 pm	A	8.03	Steps in Public Procurement: Goods and Works (National and International)	S.M. Moin Uddin Ahmed (CEO - GS), BPPA	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
3:00 pm -4:00 pm	A		Presentation on Learning Points (Recap) (Roll: 101, 102, 103, 104, 105)	Shamim Adnan	ITC-207
3:00 pm -4:00 pm	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Mohammad Rezaul Karim PhD (Deputy Director)	ITC-207
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:45 pm -6:15 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 11/03/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Md Shamimul Haque (Additional Secretary - GS), Ministry of Industries	ITC-207
11:05 am -1:15 pm	A	7.02	Project Planning, Project Need and Stakeholder Analysis	Md Shamimul Haque (Additional Secretary - GS), Ministry of Industries	ITC-207
2:00 pm -3:00 pm	A	6.01.04	Session with Consultants/ Mentors	Dr. Md. Roushon Jamal (Director), Afia Rahman Mukta (Deputy Director(C.C)), Md. Morshed Alom, PhD (Deputy Director), Shamim Hosen (Deputy Director), Dr. Md. Zohurul Islam (MDS), Mehedi Masud, PhD (Director)	ITC-207

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 12/03/2026

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Fahmida Khatun, PhD (Executive Director - GS), Centre for Policy Dialogue (CPD), Bangladesh	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	11.04	Common Health Related Issues	Dr. Md. Mostafizur Rahman (Medical Officer)	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 15/03/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	7.04	Project Proposal Development in Reference with MAF & SAF	Abu Sayed Md. Kamruzzaman ndc (Executive Director (Additional Secretary) - GS), Barind Multipurpose Development Authority (BMDA), Ministry of Agriculture	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	7.05	Project Appraisal	Abu Sayed Md. Kamruzzaman ndc (Executive Director (Additional Secretary) - GS), Barind Multipurpose Development Authority (BMDA), Ministry of Agriculture	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque
2:00 pm -3:00 pm	A		Submission of Proposal	Dr. Md. Zohurul Islam (MDS), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director), Md. MorshedAlom, PhD (Deputy Director), Afia Rahman Mukta (Deputy Director), ShamimHosen (Deputy Director)	ITC-207
4:45 pm -5:15 pm	A		Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
6:00 pm -6:30 pm	A		Iftar	AD Dormitory	ACAD Dining, ITC Building
9:30 pm -10:30 pm	A		Dinner	AD Dormitory	ACAD Dining, ITC Building

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 16/03/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
4:00 am -5:00 am	A		Sehri	AD Dormitory	ACAD Dining, ITC Building
8:30 am -10:40 am	A	7.09	Tax, VAT and Similar Type of Compliances in Project Management	Md. Shakhawat Hossain (Project Director (Joint Secretary) - GS), Establishment of 329 Technical Schools and Colleges (TSC) at Upazila level (2nd Phase), DTE	ITC-207
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	7.07	PPP in Bangladesh: Status, Opportunities, and Challenges	Dr. Md. Mushfiqur Rahman, Former CEO, PPPA (Secretary (Retd.) - GS), Secretary to GoB	ITC-207
1:15 pm -2:00 pm	A		Prayer Break	CMT	BPATC Mosque

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 25/03/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	AD Dormitory	ACAD Dining
8:30 am -10:40 am	A	8.04	Noting & Drafting for Tenders (specifying the Conditions)	Khan Md. Ferdousur Rahman, MCIPS (Former Deputy Comptroller & Auditor General (Grade-1), Chairman, - GS), Review Panel, BPPA	ITC-207
10:40 am -11:05 am	A		Health Break	AD Dormitory	Vision Gurden
10:40 am -11:05 am	A		Health Break	CMT	Vision Gurden
11:05 am -1:15 pm	A	8.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Khan Md. Ferdousur Rahman, MCIPS (Former Deputy Comptroller & Auditor General (Grade-1), Chairman, - GS), Review Panel, BPPA	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	CMT	ACAD Dining
1:15 pm -2:15 pm	A		Lunch & Prayer	AD Dormitory	ACAD Dining
2:15 pm -4:25 pm	A	8.07	Practical Exercise on Managing e-GP	Md. Masud Ahmed (Deputy Director)	ITC-207
5:00 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
5:45 pm -6:15 pm	A	06.02.02	Evening Tea	AD Dormitory	ACAD Dining

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 01/04/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
1:15 am -2:15 pm	A		Lunch & Prayer	AD Dormitory	ACAD Dining
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	AD Dormitory	ACAD Dining
8:30 am -10:40 am	A	10.01	Techniques for Enhancing Professional English	Dr. A F M Amir Hossain (Joint Secretary - GS), Ministry of Industries	ITC-207
10:40 am -11:05 am	A		Health Break	AD Dormitory	ACAD Dining
11:05 am -1:15 pm	A	8.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	S.M. Moin Uddin Ahmed (CEO - GS), BPPA	ITC-207
2:15 pm -3:15 pm	A		Data Interpretation in Groups with Research Consultants/ Mentors	Dr. Md. Zohurul Islam (MDS), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director), Md. Morshed Alam, PhD (Deputy Director), Afia Rahman Mukta (Deputy Director), Shamim Hosen (Deputy Director)	ITC-207
5:15 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
8:30 pm -9:30 pm	A		Dinner	AD Dormitory	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

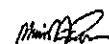
Date: 02/04/2026

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	AD Dormitory	ACAD Dining
8:30 am -10:40 am	A	7.08	Sustainability and Transfer of Projects	Md Shamimul Haque(GS), Additional Secretary, Ministry of Industries	ITC-207
10:40 am -11:05 am	A		Health Break	AD Dormitory	ACAD Dining
11:05 am -1:15 pm	A	7.10	Monitoring and Evaluation of Projects and the role of IMED	Shirajun Noor Chowdhury(GS), Secretary, IMED	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	AD Dormitory	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

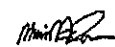
Date: 05/04/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -9:05 am	A	05.04	Report at RPATC, Dhaka	CMT	RPATC, DHAKA
9:30 am -10:30 am	A	05.04	Visit: Use of AI Tools in Governance	CMT	Pan Pacific Sonargaon
11:00 am -12:30 pm	A	05.04	নাগরিক ভূমিসেবা কেন্দ্র	CMT	Tejgaon, Dhaka
12:30 pm -2:00 pm	A	05.04	Lunch & Prayer	PMC	Dhaka
2:30 pm -4:00 pm	A	05.04	Visit: HATIL Complex Ltd.	CMT	Asulia, Dhaka
7:00 pm -9:00 pm	A	12.01	International Investment in Bangladesh: Opportunities and Challenges	Ashik Chawdhury, Executive Chairman, BIDA & BEZA	ITC-207

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 06/04/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	AD Dormitory	ACAD Dining
8:30 am -10:40 am	A	5.01	Frontier Technologies for Governance: Artificial Intelligence (AI), Internet of Things (IoT), Big Data etc.	Shamim Al Mamun, PhD (Professor Member IEEE - GS), Institute of Information Technology Jahangirnagar University	ITC-207
10:40 am -11:05 am	A		Health Break	AD Dormitory	ACAD Dining
11:05 am -1:15 pm	A	5.02	AI for Daily Office Work (Documentation, Com-munication, Presentation & Task Management etc.)	Dr Md Jahid Hossain Panir (MDS)	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	AD Dormitory	ACAD Dining
2:15 pm -3:15 pm	A		Group Exercise	Dr. Md. Zahid Hossain Panir, MDS, BPATC	ITC-207
5:00 pm -6:00 pm	A		Evening Sports	AD Dormitory	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 07/04/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
12:00 am -12:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	5.03	AI for Data Management and Decision Making (Data Analysis, Decision making with AI, HR & Finance Management)	Prof. Dr. Fazlul Hasan Siddiqui (Professor - GS), Dept. of CSE, DUET Gazipur	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A	5.03	AI for Data Management and Decision Making (Data Analysis, Decision making with AI, HR & Finance Management)	Prof. Dr. Fazlul Hasan Siddiqui (Professor - GS), Dept. of CSE, DUET Gazipur	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:15 pm -3:15 pm	A		Practical Works	dr. Mohammad Ziaul Islam, System Analyst	ITC-207
5:00 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 08/04/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	12.04	Harnessing the Potentials of Marine Resources (Blue Economy)	Rear Admiral Abdullah Al Mamun Chowdhury (N), BSP, ndc, psc, BN (Two-Star admiral/ Chairman - GS), Bangladesh Navy/ Payra Port Authority	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A		Consultation with meeting with Curriculum Development Committee	PPR Team	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:15 pm -3:15 pm	A		Recap Session: Roll- 111, 112, 113, 114 & 115	Shamim Adnan	ITC-207
5:00 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

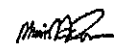
Day : Thursday

Date: 09/04/2026

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	ITC-207
7:30 am -8:15 am	A		Breakfast	PMC	ITC-207
8:30 am -10:40 am	A	8.08	Notification of Award (NOA) and Contract Management	Mohammad Shoheler Rahman Chowdhury (- GS), Former DG, BPPA	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ITC-207
11:05 am -1:15 pm	A	8.09	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	Mohammad Shoheler Rahman Chowdhury (- GS), Former DG, BPPA	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ITC-207

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Monirul Islam
Course Coordinator
01724740987

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

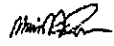
Date: 12/04/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	9.06	Regional Trade Scenario in South Asia and Lessons for Bangladesh	Md. Hafizur Rahman(GS), Former DG, WTO Cell, Former Administrator, FBCCI	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A	9.05	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	Shahab Enam Khan(GS), Professor, Department of International Relations, Jahangirnagar University	ITC-207
1:15 pm -2:00 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:00 pm -3:00 pm	A		Session with Consultants/Mentors to Write and Finalize the Paper	Dr. Md. Zohurul Islam (MDS), Dr. Md. Roushon Jamal (Director), Mehedi Masud, PhD (Director), Md. Morshed Alom, PhD (Deputy Director), Afia Rahman Mukta (Deputy Director), Shamim Hosen (Deputy Director)	ITC-207
3:00 pm -4:00 pm	A		Recap Session: Roll- 116, 117, 118, 119, 120, 121, 122 & 123	Shamim Adnan	ITC-207
5:00 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:00 pm -9:00 pm	A	12.10	Food Safety and Food Security: An Overview	Md. Anwarul Islam Sarkar, Chairman, BFSA	ITC-207
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 13/04/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:00 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	9.02	Simulation on International Negotiations	Dr. Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS), National Skills Development Authority	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A	9.04	Simulation on Trade Negotiations (International and Regional)	Dr. Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS), National Skills Development Authority	ITC-207
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:00 pm -3:00 pm	A		Recap Session: Roll- 124, 125, 126, 127, 128, 129 & 130	Participants	ITC-207
3:00 pm -11:59 pm	A		Submission of Final Report (Hard Copy to CMT Soft Copy in ERP)	Participants	ITC-207

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 15/04/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	9.01	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	Mr. M. Humayun Kabir, Former Ambassador (President, Ambassador (Ex.) - GS), Bangladesh Enterprise Institute (BEI), Different Embassies	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -12:05 pm	A		Development Debate: 1st Round-1: Team A(Roll 1-8) Vs Team B(Roll 9-15). Motion: Strong, empowered local governments can contribute most to equitable development. (For: Team A, Against: Team B)	Moderator: Abdul Baki (Secretary to the Government (Retd.)), Judges: Md. Sharif Hasan, Shamim Adnan, Sanjida Shahnaz	ITC-207
12:15 pm -1:15 pm	A		Development Debate: 1st Round- Debate-2: Team C (Roll 16-23) Vs Team D (Roll 24-30). Motion: Outsourcing is the best mechanism for ensuring Public Service delivery. (For: Team C, Against: Team D).	Moderator: Abdul Baki (Secretary to the Government (Retd.)), Judges: Md. Sharif Hasan, Shamim Adnan, Sanjida Shahnaz	ITC-207
1:15 pm -2:00 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:15 pm -3:15 pm	A		Prepare the Assignment for Module 5	Participants	ITC-207
5:00 pm -5:50 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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(22/02/2026 - 22/04/2026)

Date: 16/04/2026

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	11.03	Stress Management and Strategies for Ensuring Work-Life Balance	Prof. Dr. Sunjida Shahriah(GS), Member Secretary, Palliative Care Society of Bangladesh &, Executive Editor, Biomedical Journal and Palliative Care Journal	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A	11.05	Nutrition for a Healthy Lifestyle: Balanced Diet and Well-being	Prof. Dr. Sunjida Shahriah(GS), Member Secretary, Palliative Care Society of Bangladesh &, Executive Editor, Biomedical Journal and Palliative Care Journal	ITC-207
1:15 pm -2:00 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:00 pm -2:15 pm	A		CMT Briefing	Course Advisor	ITC-207
2:15 pm -3:15 pm	A		Debate Final: Winner of Debate-1 Vs Winner of Debate-2: Motion: Small Governments are Good Governments.	Moderator: Dr. A F M Amir Hossain. Judges: Md. Sharif Hasan, Md. Abul Basher, Afia Rahman Mukta	ITC-207

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 19/04/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -10:40 am	A	10.04	Individual Presentation (Journal Article)	Dr. Md. Roushon Jamal, Director	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -1:15 pm	A	10.04	Individual Presentation (Journal Article)	Numeri Zaman, MDS	ITC-207
1:15 pm -2:00 pm	A		Lunch & Prayer	PMC	ACAD Dining
2:00 pm -3:00 pm	A	10.04	Individual Presentation (Journal Article)	Mohammad Rezaul Karim PhD, Deputy Director	ITC-207
3:00 pm -4:00 pm	A		Module 04: Evaluation	Dr. Md. Zahid Hossain Panir, MDS, BPATC	ITC-207
5:00 pm -6:00 pm	A		Evening Sports	Md. Atikullah Zaman, AD (Sports)	ACAD Dining
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 20/04/2026

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -1:15 pm	A	6.02.06	Seminar Paper Presentation	Mohammad Abdur Rouf, Secretary, Bridge Division, Md. Atikuzzaman (MDS)	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ACAD Dining
3:00 pm -4:00 pm	A		Prize Giving Ceremony & Friendly Volleyball Match: ACAD Participants Vs Faculties	Sports Committee	Indoor Games Hall
9:30 pm -10:30 pm	A		Dinner	PMC	ACAD Dining

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Class Schedule

156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

Date: 21/04/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -7:00 am	A		Morning PT	Md. Atikullah Zaman, AD (Sports)	Indoor Games Hall
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -1:15 pm	A	6.02.06	Seminar Paper Presentation	Dr. Md. Omar Faruque, Ex. Rector of BCSAA, Md. Atikuzzaman (MDS)	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
1:15 pm -2:15 pm	A		Lunch & Prayer	PMC	ACAD Dining
3:00 pm -6:00 pm	A		Rehearsal & Preparation for Cultural Programme	Cultural Committee	Auditorium
7:00 pm -8:00 pm	A		Cultural Programme and Guest Night	Cultural Committee & CMT	Auditorium
8:30 pm -9:00 pm	A		Dinner	CMT	ACAD Dining

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156th Advanced Course on Administration and Development (ACAD)

(22/02/2026 - 22/04/2026)

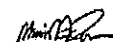
Day : Wednesday

Date: 22/04/2026

Time	Section	Code	Event	Speaker & Institution	Venue
7:30 am -8:15 am	A		Breakfast	PMC	ACAD Dining
8:30 am -9:30 am	A		Return Books	Participants	ITC-207
9:30 am -10:30 am	A		Course End Evaluation	Evaluation Department	ITC-207
10:30 am -10:40 am	A		Return Laptops	IT Team & Participants	ITC-207
10:40 am -11:05 am	A		Health Break	PMC	ACAD Dining
11:05 am -12:05 pm	A		Open Discussion	Different Committees	ITC-207
12:15 pm -1:15 pm	A		Open Discussion	CMT	ITC-207
1:15 pm -2:00 pm	A		Lunch & Prayer	CMT	ACAD Dining
2:45 pm -4:00 pm	A		Certificate of Participation Awarding Ceremony	CMT	ITC-207
4:00 pm -4:30 pm	A		Departure from BPATC	CMT	Infront of ITC Building

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Monirul Islam
Course Coordinator
01724740987

Module:1

Public Service and Operational Issues

Key Finding 1:

- ▶ Globalization reduces poverty
- But effects vary across countries

Key Finding 4:

- ▶ Institutional quality is critical
 - Strong governance → better outcomes
 - Weak governance → inequality

Key Finding 2:

- ▶ Threshold exists
 - Below → strong reduction
 - Above → diminishing returns

Global Implications:

- ▶ Globalization is conditional
- ▶ Needs strong institutions
- ▶ Requires inclusive policies

Key Finding 3:

- ▶ Economic growth is not enough
 - Benefits may not reach poor groups

Bangladesh Context:

- ▶ Growth through RMG and remittances
- ▶ Significant poverty reduction
- ▶ Still facing structural challenges

Module 10: Communication Competency

10.04: Presentation on Journal Article

► Khandaker Yasir Arefin#106

Opening Context:

- Globalization connects economies globally
- Creates growth opportunities
- Key question: Does it always reduce poverty?

'Research in Globalization' (Volume 12, 2026)

- Effect of Globalization on Poverty Reduction: Global Threshold Evidence for Achieving Sustainable Development Goal 1
- Author: Sadiq Olalde Bisiriyu, Adviti Devaguptapu, Manzoor Hassan Malik

Core Idea of the Study:

- Relationship is non-linear
- Strong effects at early stages
- Diminishing benefits after a threshold

Overview:

- Globalization & Poverty Reduction
 - The Study and Methodology
 - Key Findings and Bangladesh Context
 - Future Opportunities and Take-aways

Methodology of the Study:

- 116 developing countries (2000-2021)
- Compare globalization levels with poverty
 - KOF Globalization Index
 - Hansen Threshold Model
- Include institutional quality

Key Findings

- ▶ **Total Cost of Ownership (TCO):** The UN system emphasizes "Whole Life Costing (TCO)", whereas the PPR-2008 lacks provisions for considering the salvage value or the cost of an asset over its entire life cycle
- ▶ **Sustainability:** The UN Procurement Manual incorporates social and environmental sustainability (Green Procurement) as part of its "Global Compact," while the PPR-2008 does not yet contain these sustainability aspects.

Replicability

UNDP procurement guidelines cannot be fully replicable in Bangladesh due to the different socio-economic, political eco system. UNDP follows international standards, specific domestic constraints and legal frameworks where Bangladesh needs local preferences, but some can be replicable with policy support

- ▶ Some comparative framework can be applied in our Countries.

Key Findings

- ▶ **Handling of Late Submissions:** UN system, accepts late submission if the delay was for the UN's fault; however, under PPR-2008, all late submissions are strictly rejected without exception.
- ▶ **Vendor Performance Rating:** While the UN tracks and evaluates vendor performance, the PPR-2008 provides no formal mechanism for rating or scoring a vendor's past performance for use in future procurements

Replicability

- ▶ Some Ethical standards and monitoring mechanisms can be applied.
- ▶ Improved governance can be replicable and it can reduce corruption risks.
- ▶ Some Methodology allows easy replication but updated policies needed.

Key Takeaways

- ▶ International procurement standards can strengthen national systems.
- ▶ Transparency and accountability are essential for efficient procurement.
- ▶ Professional procurement management is necessary.
- ▶ Digital procurement systems should be expanded further.

Future Research & Conclusion

- ▶ Future studies can analyze procurement performance quantitatively.
- ▶ Impact of e-GP on transparency can be evaluated.
- ▶ Cross-country procurement comparisons are possible.
- ▶ Researchers can compare procurement systems with World Bank or ADB guidelines.

TOWARDS IMPROVING THE EFFECTIVENESS OF THE PUBLIC PROCUREMENT RULES OF BANGLADESH: LESSONS FROM THE UNITED NATIONS Procurement Manual

Publisher: International Journal of Business and Management Review
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Published by
Mohammed Salah Uddin S.A.
Secretary, CPTU
Md. Aknur Rahman Deputy
Secretary, CPTU

Presented by
Md Shahin Iqbal Anshul
Roll 101
156th ACAD Course

Objective of the Study

Compare Bangladesh PPR with the UN Procurement Manual and identify gaps and weaknesses in the procurement system.

- ▶ Essence/key findings of the journal article
- ▶ Take-aways
- ▶ Replicability
- ▶ Potentials for future study

Background of the Study

- ▶ Public procurement is a major component of government expenditure.
- ▶ Bangladesh spends a large portion of its development budget through procurement.
- ▶ Public Procurement Act (2006) and Public Procurement Rules (2008/2025) introduced reforms.
- ▶ However, inefficiencies and governance challenges still exist.

Essence of the Article

- ▶ Bangladesh has improved procurement governance through reforms.
- ▶ However, procedural and institutional limitations remain exists.
- ▶ The UN procurement system provides international best practices.
- ▶ Adopting these practices can improve efficiency and transparency.

Methodology

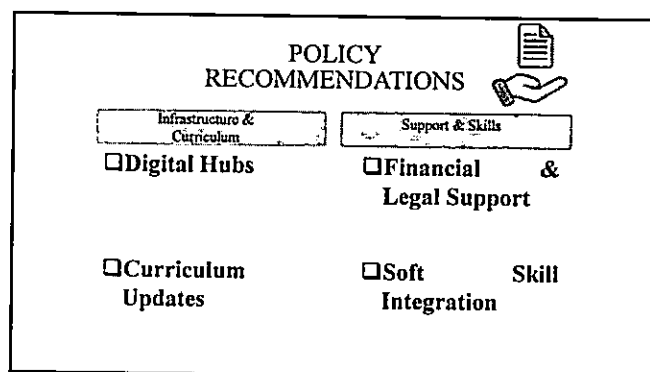
- ▶ Qualitative comparative analysis.
- ▶ Review of Public Procurement Rules (Bangladesh).
- ▶ Review of United Nations Procurement Manual.
- ▶ Analysis based on policy documents and secondary sources.

Key Findings

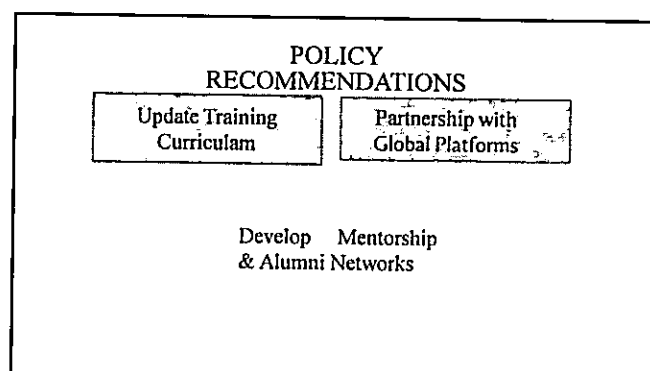
- ▶ Economic and administrative procedures affect procurement performance.
- ▶ UN procurement emphasizes strong planning and monitoring.
- ▶ Supplier evaluation and contract management are stronger in the UN system.
- ▶ Bangladesh still faces delays and bureaucratic obstacles.
- ▶ Absence Procurement strategy in Procurement Manual in Bangladesh

THANKS FOR PATIENCE





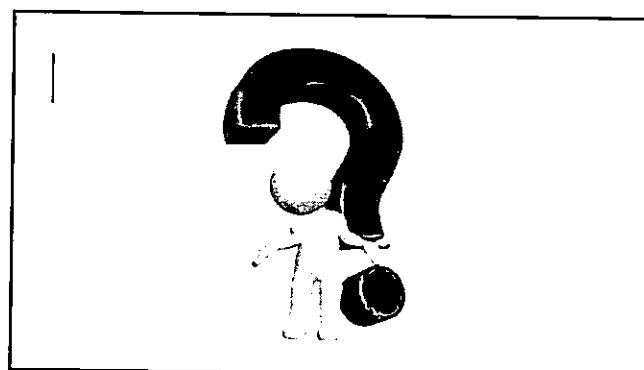
Policy Area	Key Issue	Recomm.	Responsible Agency	Timeframe	Expected Outcome
Financial Inclusion	Payment barriers (PayPal, etc.)	Ensure international payment gateway access	Bangladesh Bank	Medium-term	Increased earnings inflow
Monitoring & Evaluation	No proper tracking of outcomes	Develop KPI-based monitoring system	IMED	Medium-term	Evidence-based policymaking
Gender	Low female	Provide women-focused	MoYS/MoWC	Medium-term	Gender equality in



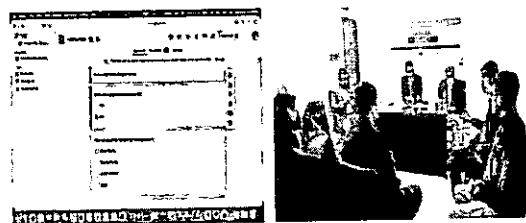
CONCLUSION

- Freelancing programs have significantly improved youth employability and economic conditions in Bangladesh.
- Further Steps to be taken.
- It can create massive self employment opportunity

Policy Area	Key Issue	Recomm.	Responsible Agency	Timeframe	Expected Outcome
Skill Development	Lack of market-relevant skills	Update training curriculum	MoYS	Short-term	Improved employability
Digital Infrastructure	Poor internet access in rural areas	Expand high-speed internet coverage	Telecom Ministry / Private ISPs	Medium-term	Increased participation
Training Quality	Outdated training methods	Introduce certified trainers & practical-based modules	DYD	Short-term	Better skill retention
Access to Platforms	Difficulty entering global	Partnerships with platforms like Unwork	ICT Division	Short-term	Easier onboarding for



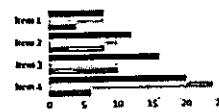
DATA COLLECTION



KEY FINDINGS (PART 1)

Participation & Completion

Job Access Distribution



KEY FINDINGS



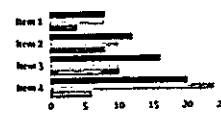
- ✓ Strong Engagement and Completion
- ✓ High Participation
- ✓ Job Access



KEY FINDINGS (PART 2)

Economic Impact

Program Satisfaction



KEY FINDINGS



Economic Impact



Skill Gaps



CHALLENGES IDENTIFIED

> SUSTAINABILITY CONCERNS

> INFRASTRUCTURE BARRIERS

> SOFT SKILLS GAPS

> INCLUSIVITY ISSUES



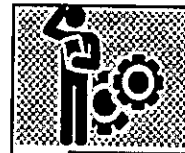
Welcome to

Seminar Paper Presentation

Muhammad Humayun Kabir

Roll:108

156th ACAD
Bangladesh Public Administration Training Centre
20 April 2026

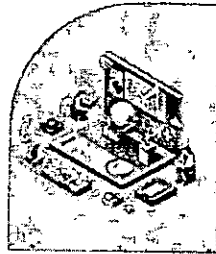


PROBLEM STATEMENT

- Sustainability
- Barriers to Success
- Curriculum Alignment
- Policy Gaps

Evaluating The Impact Of Freelancing Training Programs On Youth Employment In Bangladesh

BY: MUHAMMAD HUMAYUN
KABIR



RESEARCH OBJECTIVES

General Objective

Evaluate the effectiveness of DYD freelancing programs

Specific Objectives

- ❖ Assess employment and income outcomes
- ❖ Identify implementation challenges
- ❖ Analyze gender and rural-urban disparities
- ❖ Recommend strategies

INTRODUCTION

Demographic Context: Youth aged

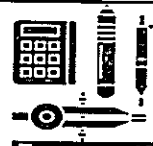
Challenges: High youth unemployment and underemployment

Digital Transformation: Bangladesh have expanded digital integration

Government Action: The Department of Youth Development (DYD) has launched comprehensive freelancing training programs



Demographic Diddend



METHODOLOGY

Research, Design & Sample

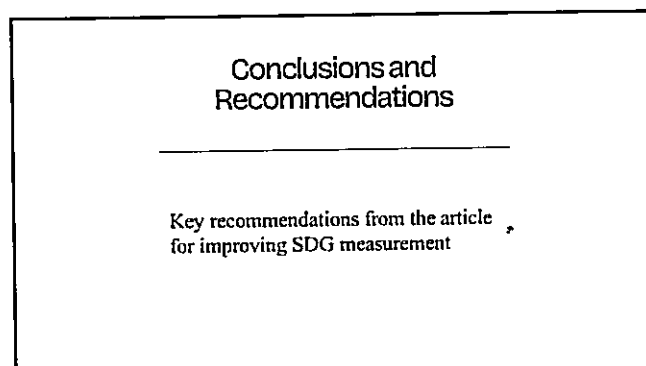
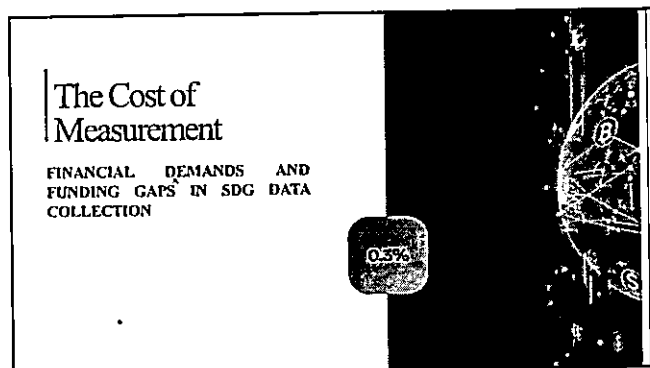
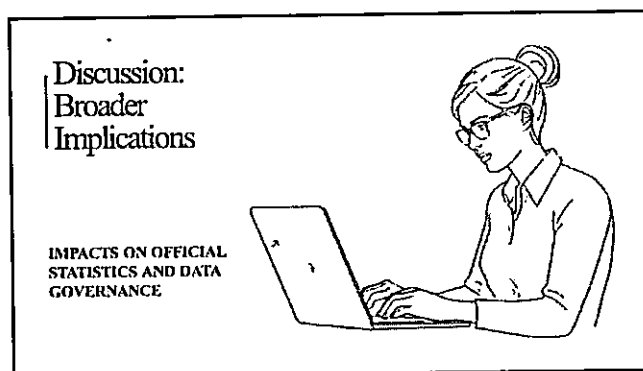
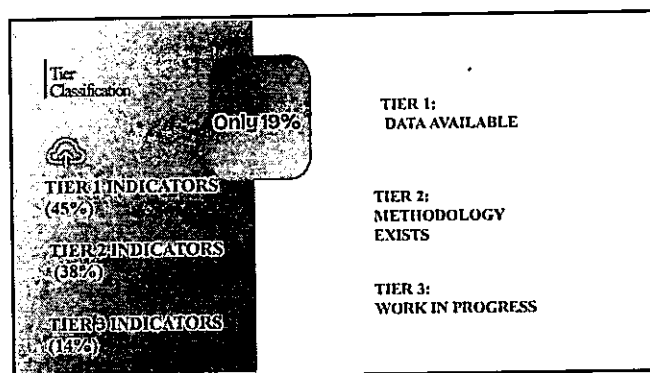
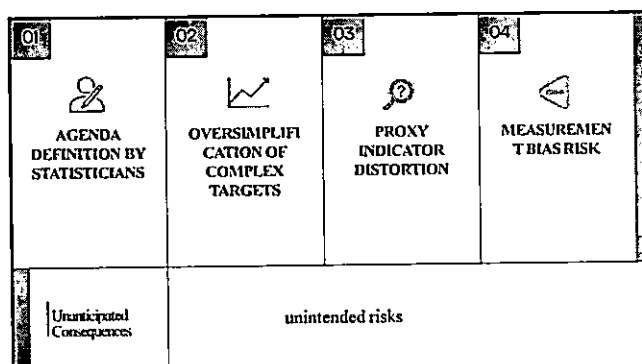
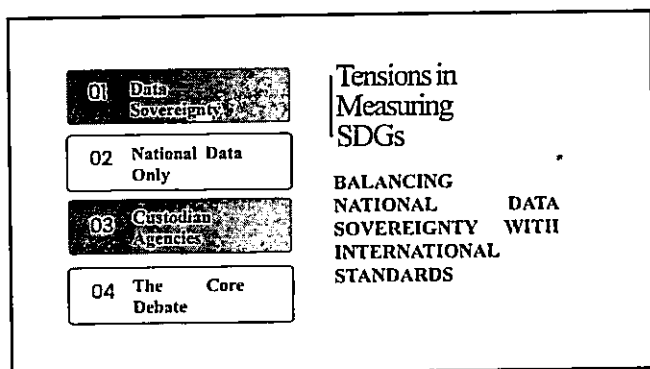
❑ Design

❑ Sample

Study Area & Data Sources

❑ Study Area

❑ Data Sources





Welcome

Journal Review

- Muhammad Humayun Kabir
Roll: 108
- 156th ACAD
Bangladesh Public Administration Training Centre




From MDGs to SDGs

EVOLUTION FROM MILLENNIUM DEVELOPMENT GOALS TO SUSTAINABLE DEVELOPMENT GOALS

MDGs comprised 8 goals, 21 targets, and 60 indicators

287%

Increase in indicators from MDGs to SDGs



Measuring the Sustainable Development Goal Indicators: An Unprecedented Statistical Challenge

Sieve MacFeeley
Journal of Official Statistics
Vol 36, No 2
Published 2020
Pp 361-378
<http://dx.doi.org/10.2478/JOS-2020-0019>




Measurement Challenges (I)

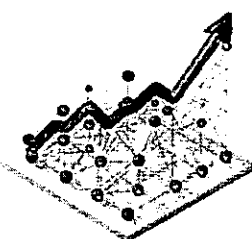
CONCEPTUAL AND DEFINITIONAL DIFFICULTIES IN SDG MEASUREMENT

Background and Context

THE SDG INDICATOR FRAMEWORK AND ITS GLOBAL SIGNIFICANCE

In 2017, the UN Statistical Commission adopted a comprehensive framework

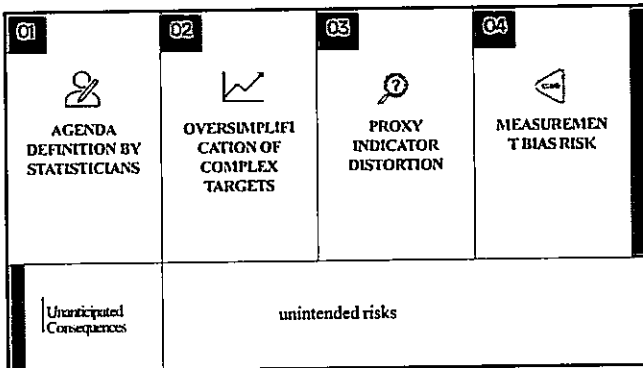
232 indicators

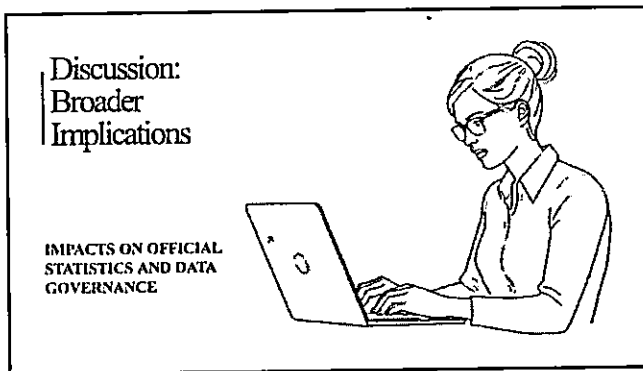


Measurement Challenges (II)

DATA DISAGGREGATION AND APPLICABILITY







Conclusions and
Recommendations

Key recommendations from the article
for improving SDG measurement

01 Data Sovereignty

02 National Data Only

03 Custodian Agencies

04 The Core Debate

Tensions in Measuring SDGs

BALANCING NATIONAL DATA SOVEREIGNTY WITH INTERNATIONAL STANDARDS

Tier Classification

Only 19%

TIER 1 INDICATORS (45%)

TIER 2 INDICATORS (38%)

TIER 3 INDICATORS (14%)

TIER 1: DATA AVAILABLE

TIER 2: METHODOLOGY EXISTS

TIER 3: WORK IN PROGRESS

The Cost of Measurement

FINANCIAL DEMANDS AND FUNDING GAPS IN SDG DATA COLLECTION

0.3%

From MDGs to SDGs

EVOLUTION FROM MILLENNIUM DEVELOPMENT GOALS TO SUSTAINABLE DEVELOPMENT GOALS

287%

Increase in indicators from MDGs to SDGs

MDGs comprised 8 goals, 21 targets, and 60 indicators

Measurement Challenges (I)

CONCEPTUAL AND DEFINITIONAL DIFFICULTIES IN SDG MEASUREMENT

Measurement Challenges (II)

DATA DISAGGREGATION AND APPLICABILITY



Welcome

Journal Review

- Muhammad Humayun Kabir
Roll: 108
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Measuring the Sustainable Development Goal Indicators: An Unprecedented Statistical Challenge

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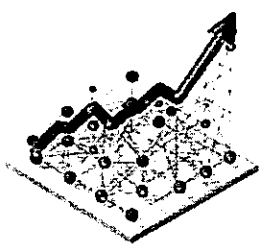


Background and Context

THE SDG INDICATOR FRAMEWORK AND ITS GLOBAL SIGNIFICANCE

In 2017, the UN Statistical Commission adopted a comprehensive framework

232 indicators



Article:
Artificial Intelligence: Opportunities and Challenges for the Public Sector
 Deniz Susar & Vincenzo Aquaro - UN DESA - ICEGOV 2019, Melbourne, Australia
 DOI: <https://doi.org/10.1145/3326365.3326420>

Aligned Subject Areas:

Public Administration Public Policy Sustainable Development International Relations

Prepared for:
 Module 10: Communication Competency - 156th Advanced Course on Administration and Development
 Bangladesh Public Administration Training Centre (BPATC) - Savar, Dhaka - www.bpatc.gov.bd

Thank You

Questions & Discussion



- Q1: Introduction to the concept of artificial intelligence and its applications in the public sector.
- Q2: The challenges of implementing artificial intelligence in the public sector.
- Q3: The opportunities of implementing artificial intelligence in the public sector.

Source & Author: ICEGOV 2019 DOI: <https://doi.org/10.1145/3326365.3326420>

Requirements for Success: Building AI for the Public Good

01 Governance & Transparency

- Enforce open data policies — publish government datasets where it is safe and beneficial to do so.
- Mandate that algorithms used in public decisions are auditable and explainable to citizens.
- Transparency is the foundational condition for lasting public trust in AI-powered government.
- New legal instruments may be required — existing laws were not designed for AI's opacity and speed.

02 Technical Infrastructure

- Invest in robust data storage, high-speed networking, and high-standard encryption tools.
- Data quality and structure are prerequisites — raw government data must be cleaned before AI can use it.
- Infrastructure must scale for real-time processing — AI requires live data streams, not just stored archives.
- Secure, interoperable systems across agencies are essential for cross-government AI applications.

03 Human Expertise & Capacity

- Continuous training for senior policymakers — AI literacy at leadership level is non-negotiable.
- Engage specialized researchers to examine value judgments and ethical trade-offs in automated decisions.
- Legal capacity: regulators and judiciary must understand AI systems to govern and adjudicate them.
- Organisational culture must shift toward data-driven, evidence-based governance models at all levels.

Key Takeaways for Public Administrators

01 Oxford Insights — Government AI Readiness Index

Measures countries' capacity to absorb AI innovation across three dimensions: public service reform, economy and skills, and digital infrastructure. Directly references UN E-Government Survey data — creating an actionable link to Bangladesh's existing monitoring frameworks.

02 Stanford AI Index (Human-Centred AI / HAI)

Tracks volume of activity across academic, corporate, and government domains globally. Monitors technical performance over time and benchmarks human-level performance milestones. Provides the broadest international picture of where AI development is advancing and concentrated.

03 UN E-Government Survey — Recommended Expansion

The paper specifically recommends expanding the Survey's Online Service Questionnaire to include explicit AI feature checks: Does a government site have a chatbot? Is machine learning used in service delivery? This creates a global baseline for tracking government AI across all UN member states — including Bangladesh.

SECTION 05

Conclusion & Path Forward

Balancing rapid innovation with democratic governance and global public interest

CONCLUSION

Key Takeaways for Public Administrators

- AI holds immense promise for the SDGs — but only within proactive governance and policy frameworks to realize that potential.
- National AI strategies must integrate economic, ethical, legal, and societal dimensions into one coherent framework.
- Capacity-building is non-negotiable: technical infrastructure, human expertise, and data governance must advance together.
- Workforce equity and digital inclusion are central imperatives — the 'leave no one behind' principle fully applies to AI.
- Measure what matters: AI adoption must be tracked systematically via the UN E-Government Survey and national monitoring.

The Global Wave of AI Strategy

22+ countries have adopted formal national AI strategies — and the number is growing rapidly.

12+

Countries with national AI strategies as of 2024

(Rapidly increasing)

Canada	Pan-Canadian AI Strategy (2017) — the world's first national AI strategy, funded through the federal budget.
China	New Generation AI Development Plan — sets ambitious 2030 AI leadership targets across economy, military, and governance.
France	Focus on ethical and moral dimensions — AI Ethics Committee established to ensure fairness and impartiality in AI systems.
UK	AI Council established to build a virtuous research-business ecosystem and provide scientific data for government reports.

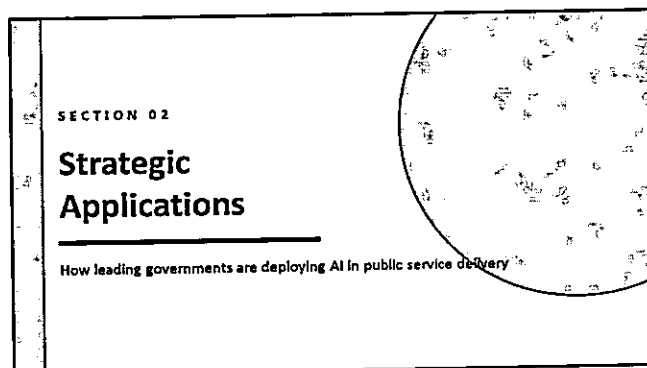
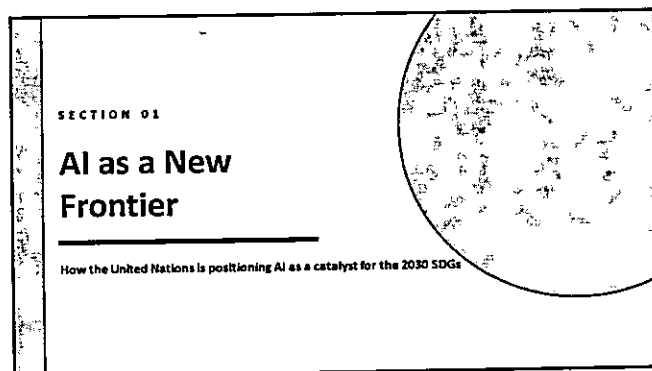
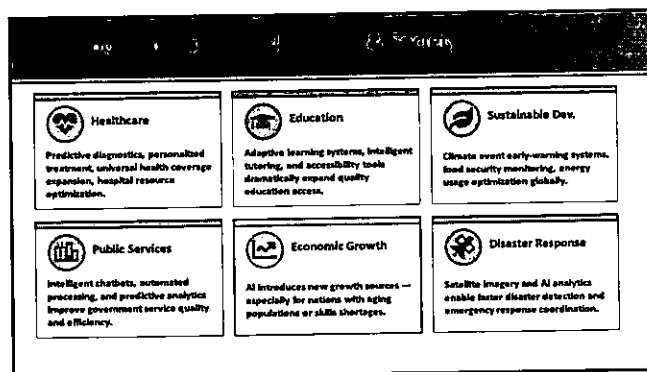
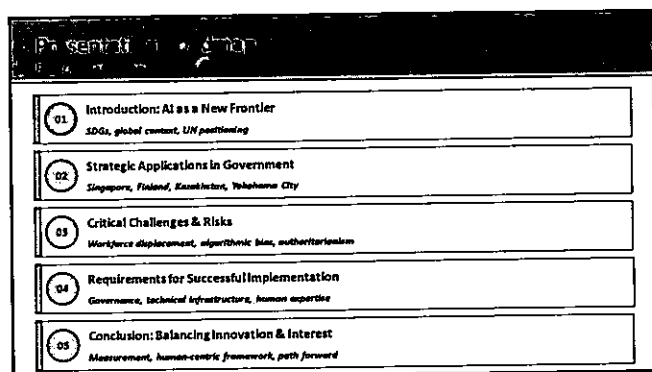
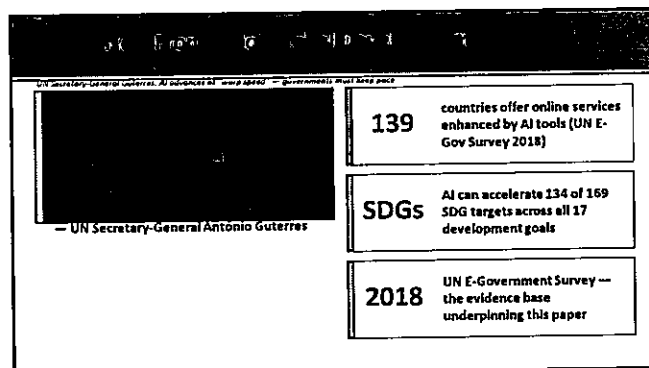
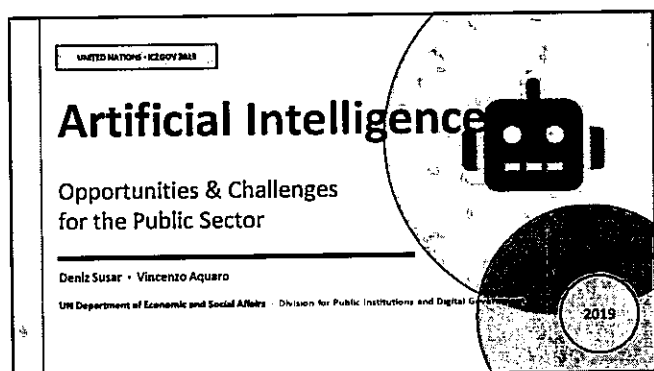
National AI strategies typically span: talent & skills • scientific research • ethics • social partnership • digital infrastructure

What Governments Must Do

- Design a national AI strategy spanning economic, ethical, legal, and social dimensions.
- Invest in AI literacy at all levels — from frontline staff to senior policymakers.
- Mandate transparency and accountability in all AI systems used in public decisions.
- Prioritize vulnerable groups: ensure AI does not deepen existing digital divides.
- Embed AI impact measurement into national monitoring and UN E-Government Survey.

The Balance Required

Rapid Innovation	→ Democratic safeguards & accountability
AI Efficiency Gains	→ Workforce protection & reskilling
Data Utilization	→ Privacy rights & citizen consent
AI-Powered Services	→ Universal access & digital inclusion
Algorithmic Decisions	→ Human oversight & right of appeal



Singapore — Smart Nation Initiative

A global benchmark for integrated public service delivery

"Pulse of the Economy"

- Integrates real-time big data to track economic trends.
- Data sources: electricity usage, transit ridership, ATM withdrawals, port throughput.
- Enables near-real-time economic analysis — replacing lagged quarterly statistics.
- Allows proactive policy response before economic problems escalate.

"Ask Jamie" — Virtual Assistant

- Uses Natural Language Processing (NLP) to handle complex citizen queries.
- Cross-agency functionality — citizens need not identify which agency handles their issue.
- Available 24/7, significantly reducing call center load and administrative costs.
- A replicable model for Bangladesh's digital government modernization.

Accenture (through public surveys) — low-income roles bear the greatest risk

83% Low-Income Roles	Routine, manual, and physical tasks — most exposed to full automation
31% Middle-Income Roles	Mixed task profiles — partial automation risk across most functions
4% High-Income Roles	Cognitive, creative, and managerial roles — largely protected

Policy Imperative:
Rapid retraining and reskilling of the public workforce is a strategic necessity — not an afterthought — to prevent AI from deepening economic inequality.

Shanghai, China — AI in Smart City

AI in smart city: Evidence-based policymaking, and urban service delivery

Finland — Intelligent Tax Administration

- AI chatbots provide personalized tax counseling around the clock.
- Mobile billing removes manual processing — lower costs, higher taxpayer convenience.
- Predictive analytics flag high-risk tax returns for priority audit.
- Demonstrated significant reduction in administrative costs across the tax authority.

Kazakhstan — AI & Big Data for Policy

- Integrates AI and Big Data into evidence-based policymaking at national level.
- Shifts governance from reactive to proactive — anticipating rather than responding to problems.
- Data-driven decisions replace intuition-based policy at regional and national levels.
- A model for how transitional economies can leverage AI for public sector reform.

Yokohama City, Japan — AI-Driven Waste Management

- Mobile AI service guides citizens through complex waste-sorting regulations.
- Answers 2,000+ categories of waste query via conversational interface.
- Reduced incorrect waste sorting — improving recycling rates and city efficiency.
- Illustrates AI's versatility even routine city services benefit from intelligent automation.

China — AI in Smart City

Two essential risks to democratic governance in the AI era

Algorithmic Bias & Ethics

- AI systems trained on biased data perpetuate discrimination — based on race, gender, socioeconomic status, or beliefs.
- Bias can be unintentional but the harm is real: unfair credit scoring, discriminatory benefit decisions, biased hiring tools.
- Public trust in government AI depends entirely on algorithms being fair, accountable, and transparent.
- Governments must mandate algorithmic audits before AI systems make decisions affecting citizens.

Digital Authoritarianism

- AI enables selective censorship — allowing economic data to flow freely while suppressing political discourse.
- Governments can exert predictive control over potential dissenters using AI surveillance at population scale.
- The paper warns this offers a "plausible alternative to liberal democracy" — a direct threat to individual rights.
- Democratic governments must build international norms and domestic laws to prevent this trajectory.

SECTION 03

Critical Challenges

The risks governments must proactively manage to deploy AI responsibly.

SECTION 04

Requirements for Implementation

Three pillars every government must build before deploying AI at scale

Bangladesh-Challenges:

- ▶ Institutional weaknesses
- ▶ Unequal distribution
- ▶ Sectoral dependence
- ▶ Limited inclusiveness

Key Takeaways:

- ▶ Globalization works conditionally
- ▶ Institutions are key
- ▶ Balanced strategy needed

Bangladesh-Policy Directions:

- ▶ Strengthen governance
- ▶ Promote inclusive growth
- ▶ Diversify economy
- ▶ Invest in human capital
- ▶ Manage globalization strategically

Postface:

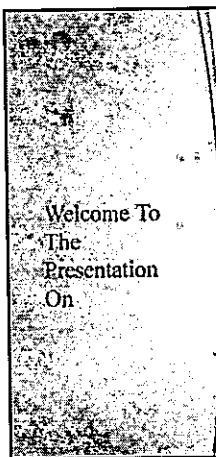
- ▶ Strategic globalization required
- ▶ Depends on institutions and policies
- ▶ Need inclusive and well-governed approach

Potentials for Future Study:

- ▶ Country-specific threshold analysis
- ▶ Digital globalization impact
- ▶ Climate change linkage
- ▶ Micro-level data analysis
- ▶ Policy comparison studies

Thank You

- ▶ Questions & Discussion



Welcome To
The
Presentation
On

 "Democracy, Public Administration,
and Democratic Backsliding"

 An Article by Toby S. James

 Presented By

 MD. Golam Mowla

 Roll: 111

 156th ACAD, BPATC, Savar, Dhaka

Introduction

- Appointment of the billionaire Elon Musk to lead a Department of Government Efficiency (DOGE) to identify 'waste' inside government agencies.
- Trump's reforms were branded as steps away from democracy towards competitive authoritarianism or autocracy by many political scientists
- The article sets out some measures of good public administration using the real democracy approach and maps patterns of good public administration quality around the world.
- The article then introduces a general framework to understand recent attempts by leaders to reform state machinery and the connections that this has to Public administration and Democracy.

Introduction To The Article

- An Article By-
- TOBY S. JAMES
- Professor, School of Politics, Philosophy and Area Studies,
- University of East Anglia, Norwich, UK.
- Visiting Professor at The London School of Economics, UK.
- Published In: The Policy Studies (Online Journal)
- Published On: 01 July 2025
- Published By: Informa UK Limited, Trading as Taylor & Francis Group
- Article Views: 6555
- Link:
<https://doi.org/10.1080/01442872.2025.2521170>



What Is Democracy?

- System of governance by the people.
- Free elections, Rule of law, Accountability.

Abstract of the Article

- The article provides a general model of Public Administration Reform connecting political leaders' attempts to enact Executive Aggrandizement And Bureaucratic Resistance into a wider Political Context.
- It then develops Five Clusters of Causal Linkages between Public Administration and other Aspects of Democracy which frame the Inquiry if the Special Issue Ahead.

Understanding Public Administration

Public administration is defined and systematic execution of public law.

Bureaucracy is the best practically used for the administration of the state which was involved in directing public administration.

Implementation of government policies.

Bureaucracy and governance structure.

Understanding Democratic Backsliding

► Democratic backsliding is the gradual, state-led weakening of democratic institutions, norms, and civil liberties by elected leaders. It involves reducing checks and balances, weakening the judiciary, curbing media freedom, and undermining electoral integrity. This process shifts a country toward authoritarianism without necessarily requiring a violent coup.

It causes-

- Predominant Power maximization of the leaders
- Decline in quality of democracy.
- Erosion of institutions and norms.

Patterns of Public Administration Quality

Three measures of Good Public Administration are proposed based on the concept of real democracy-

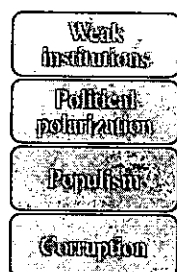
1. Public administration should be free from *corruption and coercion*,

2. *Rigorous and impartial* and

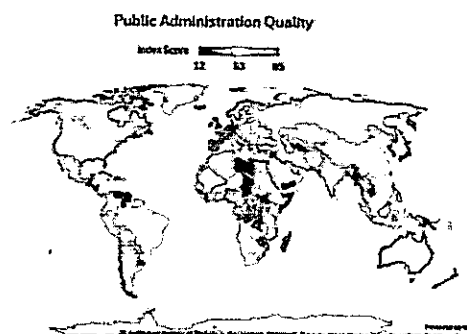
3. There should be *government effectiveness*.

But unfortunately, these are the opposite of the features of the state politico-bureaucratic system that would undermine real democracy.

Causes of Backsliding



Public Administration Quality



Public Administration In Real Democracy

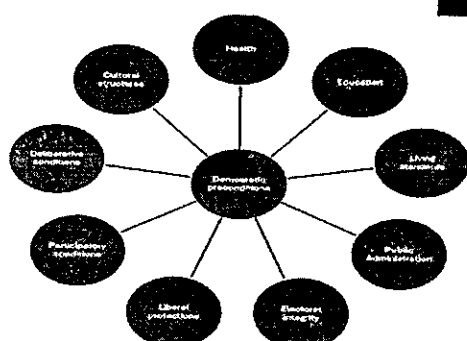


Figure 1. Components of democratic preconditions. Source: James (2024, 246).

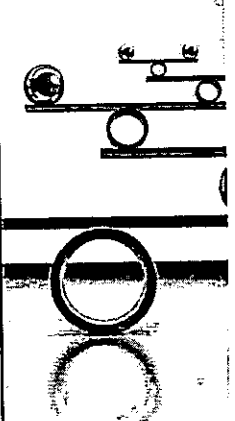
Elections and Integrity



Importance of free and fair elections.



Administrative role in election management.



Accountability Mechanisms

- Transparency, Audits, Check and balances.

Solutions

Strengthening institutions

Reforms

Civic engagement.

Case Examples of backsliding

- Examples from different countries like Turkey, India, Brazil, China, Mexico and Finland experiencing backsliding.

Conclusion

There have been claims and concerns about democratic backsliding in many countries around the world.

↓

Public administration is the key in safeguarding democracy.

Impact of Backsliding on Society

Reduced trust,

↓

Created inequality

↓

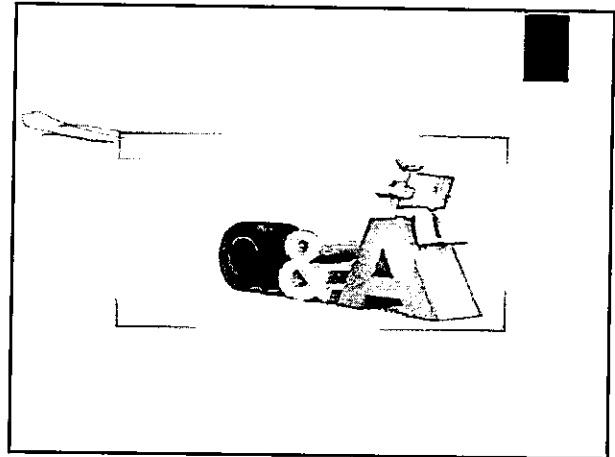
Weakened rights.

Recommendation or Takeaways

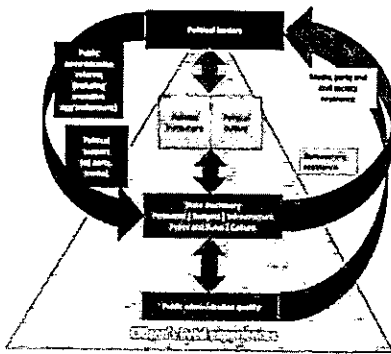
The author has recommended a General Framework to make linkages in the interactions between Bureaucrats, Political Leaders, Public Administration Quality and other aspects of Democracy.

Five causal linkages are suggested to theorize these relationships

- ▶ *Linkage 1: Autocrats undermine public administration quality by reforming state machinery*
- ▶ *Linkage 2: Constitutional and cultural protections for state machinery*
- ▶ *Linkage 3: Majoritarianism as a facilitator of public administration erosion*
- ▶ *Linkage 4: Firewalls for democracy from the state machinery*
- ▶ *Linkage 5: Bureaucratic sources of backsliding*



A framework for understanding Public Administration Reform, Executive Aggrandizement and Bureaucratic Resistance in Real Democracy theory. Future Replicability



Let me begin with a simple but powerful question:
What does 'home' truly mean?
Is it just a structure of bricks and cement?
Or is it dignity, security, and hope?

Behind the skyline of development lies an invisible struggle of millions living in informal settlements, fighting for space, survival, and stability.

Introduction

Providing affordable housing for low-income groups is a major challenge in developing countries like Bangladesh. Rapid urbanization in Dhaka has increased the demand for housing while resources remain limited.

Welcome to Article Review Presentation on

Assisted Community Housing Initiative in Dhaka: Rethinking role of NGOs in affordable housing development

Md. Nazmul Alam
Deputy Secretary
M/O Housing & Public Works
Roll-128

Urban Housing Crisis in Dhaka

Dhaka experiences rapid population growth due to migration and urban expansion. A large proportion of residents live in slums and informal settlements with poor housing conditions.

Authors

1. Halima Begum, Department of URP, Jahangirnagar University, Bangladesh
2. Phillip Richard Heyward, Associate Professor, Queensland University, Australia
3. Connie Susilawati, Science and Engineering Faculty, Queensland University

Queensland University of Technology
Brisbane, Australia
2020

Role of NGOs in Housing Development

Non-governmental organizations (NGOs) play an important role in organizing communities, facilitating savings schemes, and supporting housing initiatives for low-income groups.

Community Housing Initiative

The project involved mobilizing slum dwellers to collectively develop affordable housing with NGO assistance. The approach encourages participation, savings, and community-led housing development.

Challenges and Barriers

Major challenges included financial constraints, land acquisition issues, bureaucratic delays, and lack of supportive policies for low-income housing development.

Case Study: ARBAN Housing Project

The Association for the Realization of Basic Needs (ARBAN) initiated a housing assistance project where members saved money regularly and later developed housing collectively.

Evaluation of the Approach

The community-led approach improved participation, affordability, and social dignity for beneficiaries. It proved to be an effective and sustainable housing development model.

Project Implementation

Participants contributed monthly savings and worked with the NGO to purchase land and construct housing. The project included multi-storey buildings with several housing units for low-income families.

Replicability

National Housing Authority is implementing projects related to the housing facilities for low income community people to uplift their livelihoods

Conclusion

Assisted community housing can significantly improve housing conditions for urban poor. Supportive government policies, collaboration with NGOs, and community participation are essential for expanding this model.



Welcome to Journal Article Presentation Session Module 10: Communication Competency

Name: Mohammad Mofizul Islam

Roll: 130

Title of Article

Economic Incentives for Sustainable Hilsa Fishing in Bangladesh: An Analysis of the Legal and Institutional Framework.

Written By :

1. Md. Monirul Islam (Fisheries Researcher)
2. Dr. Essam Yassin Mohammed (International Fisheries Scientist and DG, WorldFish)
3. Liaquat Ali (Researcher and Policy expert, Staff of IED)

Published by:

Elsevier Ltd, Amsterdam

Alliance with area Included in Course Brochure: Public Policy

Institutional Weaknesses

- Shortage of fisheries officers
- Many posts remain vacant
- Weak administrative capacity

Resource Constraints

- Mobile courts lack:
 - Funding (only ~50% available)
 - Boats and equipment
- Enforcement becomes ineffective

Coordination Problems

- Police not always available
- Conflict with exam duties (Jan–Apr)
- Weak coordination across agencies

Economic Incentives for Sustainable Hilsa Fishing in Bangladesh: An Analysis of the Legal and Institutional Framework.

Key Findings

Enforcement Issues

- Fishing bans are not fully enforced
- Illegal fishing occurs mostly in the evening
- Weak monitoring reduces effectiveness

Inequality in Incentives

- Incentives given only to Hilsa fishers
- Other affected fishers are excluded
- Creates discrimination and dissatisfaction

Illegal Fishing Trends

- Illegal Jarka fishing is increasing
- Awareness among fishers is declining
- Proper net ban could reduce illegal fishing by up to 80%

Takeaways

Incentives as a Tool

- Economic incentives support Hilsa conservation
- Some genuine fishermen are excluded and non-fishermen are included in the distribution list.
- Although prohibited, but a large amount of illegal nets are openly sold and seen to burn before the law enforcing agencies.
- Lack of institutional capacity and enforcement, production is gradually declining.

Legal Framework

- Protection and Conservation of Fish Act, 1950
- Marine Fisheries Ordinance, 1983
- Fishing gear regulations
- Legal support exists for conservation

Inadequate Support

- Fishers receive less rice than allocated
- Official: 40 kg → Actual: 25–32 kg
- Demand to increase to 50 kg per household

Distribution Issues

- Same incentives for all households
- Household size ignored
- Leads to unfair distribution

Livelihood Challenges

- Low participation in AIGA programs
- Declined from 186,000 to 7,785 households
- Fish consumption drops to near zero during bans
- Nutritional insecurity increases

Replicability

- Model can be adapted to:
 - Bangladesh, India and Myanmar are the most Hilsa Producing countries in the world. As a top producer, Bangladesh supplies 70-75% of Hilsa in the global market.
 - So, this research model can be replicable to these countries.

--This research may also be applicable to study more about other fish species.

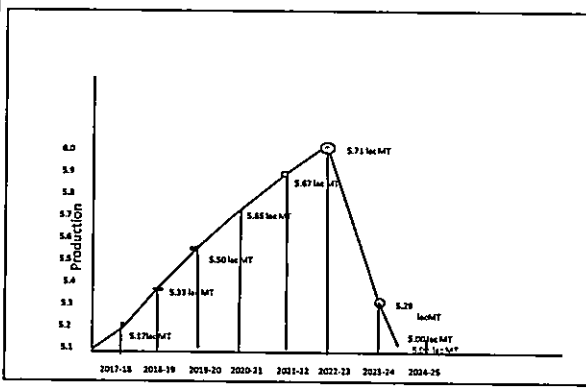
Future Research Areas

- Long-term effectiveness of Incentives
- Equity and fairness in distribution
- Governance and enforcement challenges
- Climate change Impacts
- Comparative legal frameworks

Conclusion

- Incentives are important but **not sufficient**
- Socioeconomic development of fishermen community is better than Incentive-based Hilsa Protection.
- Major gaps in enforcement and fairness
- Requires:
 - Better governance
 - Inclusive policy Implementation
 - Strong Institutional capacity.

Hilsa Production Increasing and Decreasing Trend



Thank You.

Question & Answer?

Welcome to presentation on Article
 "Urbanization and Economic Development:
 Opportunities and Challenges in Bangladesh"

Published on
 International Research Journal of Economics and
 Management Studies, dated 04 December, 2024

Research by

¹Md Al Amin, ²Md. Shahinul Islam, ³SM Al
 Imran, ⁴Nusrat Jahan, ⁵Md. Billal Hossain, ⁶Fahad Bin
 Asad, ⁷Md. Abdullah Al Mamun

Presented by

Mohammad Abul Bashar

Roll-112, 156th ACAD

Level of Urbanization in Bangladesh

Year	Total Population	Urban Population	Urban % of Population
1955	43036301	194441	4.5
1960	48013504	2474987	5.1
1975	55385112	3467675	6.3
1980	64232482	4938975	7.7
1995	10066301	7013461	10.0
1999	129639491	12099053	10.3
2005	150764183	16305971	10.8
2010	163171956	21037450	12.9
2015	175169930	25751454	14.7
2020	172657854	31040651	17.9
2025	179035505	38452976	21.5
2030	187575430	46347089	24.7
2035	196256276	55305132	28.2
2040	204689383	64814953	31.7

Overview

- The article "Urbanization and Economic Development: Opportunities and Challenges in Bangladesh" provides a comprehensive and balanced analysis of how rapid urbanization is shaping Bangladesh's economy and society.
- It presents urbanization as a double-edged phenomenon—on one hand, a driver of economic growth, and on the other, a source of serious structural and social challenges.

Projected Growth in Urban and Rural
 Population, 1950-2030

Year	Population (millions)		Share of National Population (millions)		Share of National Population (%)	
	Rural	Urban	Rural	Urban	Rural	Urban
1950	40.0	1.8			95.7	4.3
1960	48.8	2.7	8.9	0.9	94.8	5.2
1970	61.4	5.1	12.5	2.4	92.3	7.7
1980	72.7	12.7	11.3	7.6	85.1	14.9
1990	88.3	21.8	10.6	9.1	80.3	19.7
2000	103.1	34.4	14.8	12.6	75.0	25.0
2010	115.7	52.2	12.6	17.8	68.9	31.1
2020	123.2	74.4	7.5	22.2	62.3	37.7
2030	124.1	95.9	0.8	29.2	54.8	45.2

The Trends of Urbanization

- Urbanization slowed during the early 20th century, only 4.7% of the population living in cities by 1955
- After Bangladesh gained independence in 1971, the urban population increased from 4.7% to 10% by 1975
- The most significant growth occurred between 1980 to 2000
- From 2000 to 2010, the urban population grew from 24.3% to 31.4%
- By 2015, it had reached 35.4%.
- By 2020, 39.4% of the population was living in cities, compared to just 10% in 1975 after independence.

Challenges of Urbanization in Bangladesh

- Unregulated and spontaneous urban growth leads to persistent issues.
- In sufficient forward planning for essential services, housing, and infrastructure development.
- A lack of proactive planning for road networks, public transport, and utilities like electricity, water, sewerage.
- Neglect of the needs of poor and slum dwellers.
- In adequate attention to environmental protection.

Study key findings

- Result shows a complex relationship between urbanization and economic growth.
- Urbanization is primarily responsible for the growth of Bangladesh's economy through increased productivity, job opportunities and infrastructure development
- Urbanization is highly correlated with GDP and cities like Dhaka are central to economic development
- The outcome may also reflect inadequate infrastructure, environmental degradation and growing urban poverty
- The growth of cities provides economic benefits but sustainable economic development will depend on better governance, city strategic planning, socially and environmentally sensitive policies.

Thanks all

Recommendations

- Well-designed urban development strategies are needed to regulate unplanned expansion of cities and towns.
- The government should strength Urban Governance.
- The government should prioritize improving public services to meet the demands of expanding urban populations.
- Targeted efforts are needed to reduce urban poverty.
- Bangladesh requires a comprehensive, updated urban policy frame work.
- Urban growth must be balanced with environmental concerns.

Conclusion

- The article effectively demonstrates that urbanization in Bangladesh is both an **opportunity and a challenge**.
- Urban growth has been one of the principal drivers of Bangladesh's economic success. But it has created serious issues related to inequality, infrastructure and sustainability.
- The study underscores the importance of **strategic urban planning, strong governance, and inclusive policies** to ensure that the benefits of urbanization are widely shared.

**Welcome to Article Review Presentation
on
Women in Science and Technology: A study
in Bangladesh**



Presented by

Ferdous Ahammad
Roll-104
156th ACAD
BPATC, Savar, Dhaka

Objectives

- Examine women's participation in science and technology in Bangladesh.
- Analyze gender differences among students, teachers, and scientists.
- Identify challenges faced by women in STEM.
- Highlight the need to increase female participation.

Author

1. Hasibun Nahar
2. Tasfia Tanim
3. Nadira Sultana

Methodology

- Secondary data analysis was used.
- Data sources include universities and scientific institutions.
- Educational databases such as BANBEIS, UGC, and BBS were used.
- Male and female participation in education and research were compared.

Introduction

- Science and technology are essential for national development.
- STEM drives innovation and economic growth.
- Gender inequality still exists in STEM worldwide.
- Women remain underrepresented in science and technology sectors.

Findings

Importance of Women's Education

- Education promotes equality, development, and peace.
- Educated women contribute to poverty reduction and economic growth.
- Female education improves health and family welfare.
- Investment in girls' education has high social returns.

Women Scientists in Bangladesh

- Women are more represented in junior scientific positions.
- In BAEC:
 - 66.6% women at entry-level scientific officer positions
 - 24.4% at Chief Scientific Officer level
- Indicates gender gap in leadership roles.

Women in University Education

- Female students were about 32.57% of total university students in 2017.
- Higher participation in public universities compared to private universities.
- Female enrolment has gradually increased over time.

Key Challenges

- Gender discrimination and social bias.
- Limited opportunities in higher positions.
- Difficulty balancing family and professional life.
- Lack of institutional and family support.

Women Teachers in Universities

- Female teachers are fewer than male teachers.
- In 2017:
 - 23.19% in public universities
 - 28.43% in private universities
- Representation decreases at higher academic ranks.

Conclusion

- Women's participation in STEM is increasing but still limited.
- Gender equality in science and technology is crucial for development.
- Government policies and institutional support are necessary.
- Encouraging women in STEM will strengthen Bangladesh's development.

Welcome to Article Review Presentation

on "Cooperative based rural development in Bangladesh- the good and the bad"



Presented by

Mohammad Abu Sayed Mollah
Roll-126
156th ACAD
BPATC, Savar, Dhaka

Evolution of Rural Development

Rural development initiatives evolved through different historical periods: Mughal period, British period with the Zamindari system, Pakistan period with V-AID programme, and post-1971 Bangladesh with Integrated Rural Development Programme (IRDP).

Introduction

Bangladesh is largely a rural society where most people depend on agriculture. Cooperatives have been used as an important tool for rural development, poverty reduction, and improving the socio-economic condition of rural people.

Role of Cooperatives

Cooperatives contribute to rural development by:

- Providing credit and savings facilities
- Supporting agricultural production
- Creating employment opportunities
- Empowering women and marginalized groups
- Encouraging community participation

Meaning of Rural Development

Rural development refers to the overall improvement of rural areas to enhance the quality of life of rural people. It involves economic, social, technological, and institutional changes and is considered a multi-dimensional concept.

Achievements of Cooperatives

- Reduction of rural poverty
- Increased agricultural productivity
- Growth of small-scale enterprises
- Improved access to financial services
- Strengthened social unity and cooperation

Factors Behind Success

- Strong community participation
- Government support and supervision
- Access to microfinance and resources
- Effective leadership and management
- Training and awareness among members

2. Strengthening Institutional Support

Government bodies like the Bangladesh Rural Development Board can play a stronger role by ensuring better monitoring, policy support, and training programs. Improved governance structures will increase accountability and reduce corruption.

3. Expansion of Agro-Based Industries

Cooperatives can move beyond traditional farming into agro-processing and value addition. For example, dairy, fisheries, and food processing cooperatives can create more income and employment opportunities in rural areas.

4. Youth Engagement and Entrepreneurship

Engaging rural youth is essential for the future. By encouraging young entrepreneurs to join cooperatives, new ideas, innovation, and energy can be introduced. Training programs in business skills and technology will help youth lead modern cooperatives.

Shortcomings of Cooperatives

- Corruption and mismanagement
- Political interference
- Lack of proper training and education
- Weak financial management and loan defaults
- Low member participation and accountability

5. Women's Empowerment and Inclusion

Future cooperatives can further enhance women's participation by providing leadership roles, financial access, and skill development. This will not only improve gender equality but also strengthen rural economies.

6. Climate-Resilient Development

Bangladesh is highly vulnerable to climate change. Cooperatives can promote climate-smart agriculture, disaster preparedness, and sustainable resource management. Working collectively, farmers can better cope with floods, cyclones, and other environmental challenges.

7. Access to Finance and Microcredit Expansion

Institutions like Grameen Bank show that small loans can transform rural economies. In the future, cooperatives can expand access to affordable credit, insurance, and savings schemes, reducing dependency on informal lenders.

Future Prospects

Cooperatives can play a greater role in socio-economic development if supported by education, training, modern management, and stronger public-cooperative partnerships.

The future of cooperative-based rural development in Bangladesh is promising, but it depends on how effectively current challenges are addressed. With proper reforms and modernization, cooperatives can become a powerful engine for inclusive and sustainable rural growth.

1. Digital Transformation of Cooperatives

One of the biggest future opportunities lies in digitalization. Introducing mobile banking, digital record-keeping, and online marketplaces can make cooperatives more transparent and efficient. Digital platforms can help farmers sell products directly, reducing middlemen and increasing profits.

8. Market Linkages and Global Opportunities

Cooperatives can connect rural producers with national and international markets. With better infrastructure and export support, cooperative products like handicrafts, agricultural goods, and processed foods can reach global consumers.

9. Capacity Building and Education

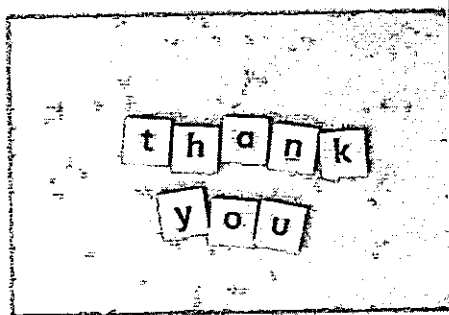
Continuous training and education will be key to future success. Members need skills in management, finance, and technology. Educated and aware members will ensure stronger and more sustainable cooperatives.

10. Policy Reforms and Reduced Political Interference

For a brighter future, it is essential to reduce political interference and ensure fair management. Transparent policies, strict regulations, and regular audits can build trust and improve performance.

Conclusion

Cooperatives remain an important strategy for rural development in Bangladesh. Effective governance, skilled management, and supportive policies are essential to strengthen the cooperative movement and reduce rural poverty.



Journal Article Presentation

Kamrul Hasan
Roll No. 123
156th ACAD
BPATC, Savar, Dhaka

Objectives of the Study:

Specific:

- To find the relationships among public governance, economic and social development, climate change adaptation, and environmental performance across 149 countries

General:

- Find the relationship between the quality of public governance and the level of economic development across nations?
- Identify how is social development linked to these dimensions, and in what ways does it contribute to the enhancement of climate change adaptation capacity?

Title: Governance, Development, and Environment: Pathways to a Sustainable Future

Everton Anger Cavalcini
Januska Ramos Oliveira
Diullana Leandro
* Leonardo Betemps Kontz

Federal University of Pelotas, Brazil
Federal Institute of Education, Science and Technology the South Rio, Graciosa, Brazil
Published in the Sustainable Future Journal
<http://doi.org/10.1016/j.sfu.2025.100813>

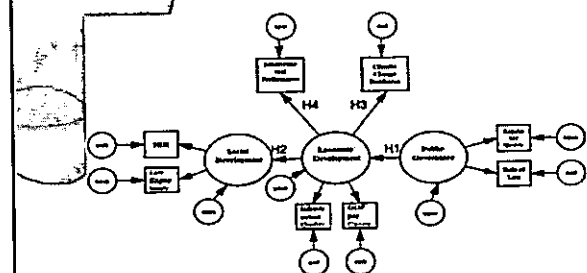
Methodology

- ☐ This article employs Structural Equation Modeling (SEM) to examine the relationships between governance, economic, social, and environmental variables
- ☐ five analytical pillars were established to represent complex and interdependent dimensions of development

Agenda

Objectives
Methodology
Literature Review
Theoretical Framework
Result and Discussion
Key Findings
Replicability
Direction for Future Research
Conclusion

Structural Equation Model (SEM)



Literature Review

- economic development and climate adaptation is interdependent

Key Findings

investments in governance not only promote economic growth but also enhance the effectiveness and coordination of environmental and social policies

— 10

Theoretical Framework

- Interconnection between public governance, economic development and global sustainability
- Interconnections between public governance and economic development
- Interconnection between economic development and social development
- Interconnection between economic development and climate change adaptation
- Interconnection between economic development and environmental performance

— 8

Take home message

Economic growth contributes to environmental performance when coupled with effective governance policies aimed at ensuring sustainability

Replicability

The use of standardized indicators and statistical techniques like Structural Equation Model increases the accuracy of the study. But since the study deals with complex social and economic factors, complete replication may be challenging if the data from different sources are not consistent.

— 11

Result and Discussion

- developed Countries characterized by high levels of economic development
- developing and low-income countries face greater challenges in adapting to climate change
- Cornerstone of Sustainable development
- Economic growth coupled with effective governance policies aimed at ensuring sustainability

— 9

Direction for Future Research

- incorporate new variables representing cultural, technological, and political dimensions
- use of mixed methods—combining SEM with machine learning techniques
- future studies are encouraged to examine the role of international cooperation and multilateral agreements

— 12

Conclusion

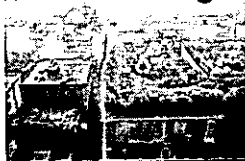
formulate integrated public policies that combine investments in infrastructure, education, and health with sustainable practices

Thank You



Zobayer Ahmed, Selcuk University, Turkey
Dr. Hakan Acet, Selcuk University, Turkey
Sabib Mahmud, Shahjalal University of Science & Technology, Bangladesh

Circular Economy Model for Developing Countries: Evidence from Bangladesh



Key Findings

CE Adoption Status



Current State in Bangladesh

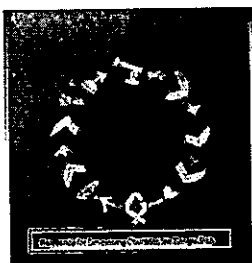
01 Limited CE Adoption Mainly recycling and 3Rs (Reduce, Reuse, Recycle)	02 Informal Sector Role Urban poor participation in waste recycling efforts	03 Waste Recycling Focus Majority CE efforts concentrated in recycling industries
---	--	--

Introduction

What Is the Circular Economy?

A shift from the linear "take-make-dispose" model to a regenerative system emphasizing recycling, reducing waste, and reusing resources.

Bangladesh faces significant environmental challenges and resource inefficiencies requiring sustainable solutions.



Key Findings

CE Challenges



Major Barriers to Implementation

01 Technological Barriers Lack of skills and unclear benefits of CE adoption	02 Policy & Governance Weak frameworks, funding gaps, enforcement issues	03 Public Participation Low awareness and reluctance towards CE practices
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LINEAR ECONOMY MODEL VS CIRCULAR ECONOMY MODEL

Linear Economy Model

Extraction → Production → Distribution → Consumption → Waste

Circular Economy Model

Production → Consumption → Distribution → Production

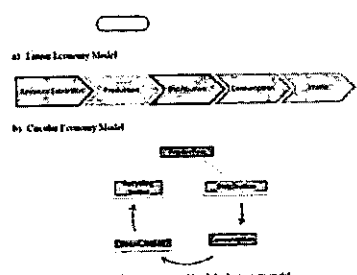


Figure 1: Linear economy model and circular economy model.

Key findings

Sectoral Insights

Waste Management & Textile Industry

01 Waste management and recycling sector overview	02 Textile/garment industry: Significant waste generation, low domestic recycling	03 Lost economic potential in garment waste recovery
---	---	--



Key Findings

Sectoral Insights



Tannery, Paper & Energy

- 01 Tannery and paper industries face high pollution with minimal recycling
- 02 Solar power and biogas projects currently underway
- 03 Renewable energy expansion critical for CE contribution

Key Findings

Global Comparison

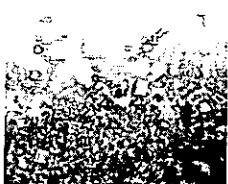


Bangladesh vs. International CE Leaders

01 South Africa's waste-to-energy programs driving economic value	02 Europe's successful textile recycling models
03 Bangladesh's informal recycling sector lacks formal integration	04 Lessons on boosting economic growth through CE adoption

Key Findings

Sectoral Insights



Plastic & E-Waste

- 01 Small fraction of plastic waste recycled domestically
- 02 E-waste sector's economic role and health hazards
- 03 Urgent need for improved management

Takeaways for Bangladesh's CE Transition

- Economic growth potential in garments, energy, and waste management sectors
- Multi-stakeholder collaboration across government, industry, and public
- Sector-specific strategies for waste collection and recycling incentives
- Investment in cleaner technologies and sustainable infrastructure

Key Findings

Government Initiatives and Challenges



- Implementation of 3R waste management strategy nationwide
- Training programs established for circular economy practices across industries
- Ongoing issues: weak execution, policy enforcement challenges, funding gaps

Replicability for Developing Nations

Global Implications

Local Context

- Common challenges: awareness, technology gaps
- Local adaptation: policy and tech support
- Public engagement essential for CE success globally

Global Overview

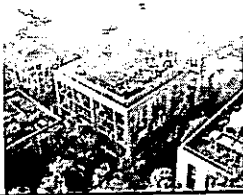
Major Practices of Circular Economy Models Around the World

Global examples of circular economy initiatives by region and sector. This section provides an overview of the circular economy models implemented in various countries and sectors. The goal is to identify best practices and lessons learned from successful initiatives. The section is organized by region and sector, with a focus on the following areas:

- Europe:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.
- Asia:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.
- North America:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.
- South America:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.
- Africa:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.
- Oceania:** Focuses on the implementation of the circular economy principles in the manufacturing and construction sectors.

Source: Various sources

Thank You



Future Research

Priorities for Academic and Policy Research

01 Sector-specific empirical studies on garment and plastic industries	02 Integration of Industry 4.0 technologies to overcome barriers	03 Policy framework development for CE national plans
---	---	--



Toward a Sustainable, Resource-Efficient Future

CE offers a sustainable pathway forward	Coordinated multi-sector efforts essential	Future research and policy development are critical for success	<i>"A circular economy is not just about recycling—it's about rethinking our entire system."</i>
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Radwan Alamed, 118, 136 ACAD

JOURNAL ARTICLE PRESENTATION

The Nature, Prospect and Challenges of E-Commerce

Experiential Evidences from Online Shoppers of Dhaka City, Bangladesh

Authors: Farhana Zaman & Sadia Tasnim

Jagannath University, Dhaka | Bangladesh Journal of Public Administration, Vol. 29, No. 1, 2021

Module 10 | Page 117

Presented by: Mohammad Ashiqul Haque Chowdhury

15th Advanced Course on Administration & Development | BPAIC, April 2026

SECTION 01

Research Objectives & Methodology

Research Objectives

- Understand the socio-demographic profile of online buyers and sellers
- Explore the nature of e-commerce from both buyer and seller perspectives
- Analyse perceptions to identify prospects and challenges of e-commerce in Bangladesh



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PRESENTATION OUTLINE

Agenda

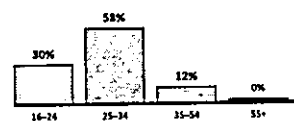
01	Article Overview & Context	05	Prospects of E-Commerce
02	Research Objectives & Methodology	06	Challenges & Perceptions
03	Demographics of Respondents	07	Discussion, Conclusion & Critique
04	Nature of Online Shopping		

27/11

SECTION 01

Who Are the Online Shoppers? — Demographic Profile

Age Group Distribution (%)



Key Demographic Insights

58%	aged 25-34 — the dominant user group
More women	29 females vs 21 males participated
Educated users	Most respondents were graduates or postgraduates
0% above \$5	Older generation not engaged in e-commerce
Women-led	E-commerce acts as livelihood empowerment for women with young children

27/11

SECTION 01

Article Overview & Context

1995

50

13

What is E-Commerce?

An electronic process by which people buy, sell, transfer or exchange products, services and information.

Breaks conventional barriers — no physical store needed. Particularly transformative for emerging economies like Bangladesh.

Why Does It Matter for Bangladesh?

Minimum capital investment required — enabling youth and women entrepreneurs.

Facebook-based commerce dominates the Dhaka market. Digital revolution reshaping retail economy at grassroots level.

27/11

SECTION 01

Nature of Online Shopping Behaviour

34%

40%

32%

52%

Time Spent Online

Postgraduates: 22% stayed 0-3h/day
Graduates: 20% stayed 3-6h/day
Smartphone is indispensable — sellers cannot operate without constant connectivity

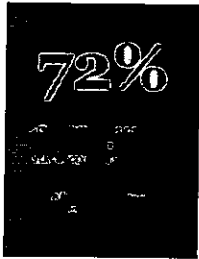
Top Products Bought & Sold

Product	Female	Male
Clothing	100%	71%
Personal Products	97%	71%
Digital Products	48%	80%
Books	35%	57%
Mobile/Tablet	24%	33%

27/11

SECTION 85

Prospects of E-Commerce in Bangladesh



Low Entry Barrier

Minimum capital investment needed
— enables youth and women entrepreneurs to start businesses from home

Women's Empowerment

E-commerce enables mothers and housewives to earn income, manage business while balancing family responsibilities

Middleman Elimination

85% agreed e-commerce removes exploitative middlemen, allowing direct buyer-seller interaction and fair pricing

Digital Economy Growth

Facebook live, social selling and growing smartphone penetration in Bangladesh driving rapid sector expansion

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PRESENTER'S CRITIQUE

Critical Appraisal of the Article

✓ Strengths

Mixed-method approach adds depth

Voices of actual buyers & sellers captured

Timely — covers Facebook-based commerce

Highlights gender dimension meaningfully

✗ Limitations

Small sample (n=50) — limited generalisability

Online-centric; rural/semi-urban excluded

2018 data — landscape has changed significantly

Lacks quantitative statistical tests

→ Research Gaps for Future Studies

Longitudinal tracking of e-commerce growth

Rate of e-commerce penetration in Bangladesh

Regulatory framework effectiveness

Impact of COVID-19 on digital commerce

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SECTION 86

Challenges & Perceived Risks

Challenge/Risk	Agree (%)	Disagree (%)	Perception
E-commerce eliminates middlemen	86%	26%	Mostly Positive
Creates virtual risk	22%	74%	Perceived Low Risk
Causes de-socialization	22%	76%	Widely Rejected
Social, psychological & physical hazard	24%	70%	Low Concern

⚠ Operational Challenges: Colour/fabric mismatch • Free delivery issues • Fake competitor pages • Poor review impact • Work-life imbalance for seller-mothers

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Thank You

Questions & Discussion Welcome

Key Takeaway: E-commerce in Bangladesh is a growing, inclusive digital economy with enormous potential — but requires stronger regulation, digital literacy, and welfare support to be truly transformative.

Article Zaman & Tareem (2021) | BAPA Vol. 2(2021) | Module 10: Communication Competency | BPATC, April 2026

SECTION 87

Discussion & Conclusion

Key Conclusion: E-commerce in Bangladesh is rapidly growing as a sustainable livelihood option, particularly for young, educated women. It reduces middleman exploitation, enables low-capital entrepreneurship, and adapts to the social media economy. However, it also brings digital dependency, work-life tension, and virtual risks that need policy attention.

Core Findings

- Young women (25–34) are the primary e-commerce users
- Clothing & personal products dominate transactions
- 85% see e-commerce as a middleman-free channel
- 72% believe the future is very good
- De-socialization concerns largely rejected (76%)

Policy Implications

- Need digital literacy programs to broaden age inclusion
- Regulation of fake online pages and fraud
- Delivery dispute resolution mechanisms
- Support for women seller welfare (child-care, time mgmt)
- Formal e-commerce framework beyond Facebook

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JOURNAL ARTICLE PRESENTATION

Presented by

Md. Jahurul Islam

Roll: 110

156th Advance Course on Administration and Development
BPATC, Savar

PRESENTATION TOPICS

- Evaluate role of ACC in combating corruption
- Assess effectiveness and performance
- Identify challenges and limitations

JOURNAL DETAILS

Title:

Performance and Effectiveness of the Anti-Corruption Commission (ACC) in Bangladesh

Author:

Md. Hashem Reza, Kamrun Nahar Jharna and Md. Nasir Uddin

Published on:

Journal of Public Administration
Volume 2, Issue 4, 2020
(PP 13-24, ISSN 2642-8318)

RESEARCH DESIGN

- Descriptive research design
- Based on secondary data
- Sources: reports, journals, official documents

INTRODUCTION

- Corruption is a pervasive issue in Bangladesh
- Impacts governance, economy, and development
- ACC established in 2004 as an autonomous body

REPLACEMENT OF BUREAU OF ANTI-CORRUPTION

- Replaced Bureau of Anti-Corruption (BAC)
- Legal basis: ACC Act 2004
- Mandate: investigation, prosecution, prevention

CORE FUNCTIONS OF ACR

- Receiving and analyzing complaints
- Conducting enquiries and investigations
- Filing cases and prosecution
- Public awareness initiatives

POSITIVE DEVELOPMENTS

- Increased public participation
- Introduction of hotline (106)
- Growth in public hearings
- Improvement compared to BAC

PERFORMANCE ANALYSIS

- High volume of complaints received
- Limited number of investigations completed
- Low conviction and case disposal rates
- Significant delays in judicial process

KEY CHALLENGES

- Political interference
- Lack of independence
- Insufficient manpower and resources
- Weak institutional coordination

STATISTICAL SHOWS

- Thousands of allegations received annually
- Only a small portion investigated
- Large backlog of pending cases
- Low punishment rate

STRUCTURAL ISSUES

- Budget dependency on government
- Limited infrastructure
- Lack of skilled personnel
- Weak transparency mechanisms

RECOMMENDATIONS

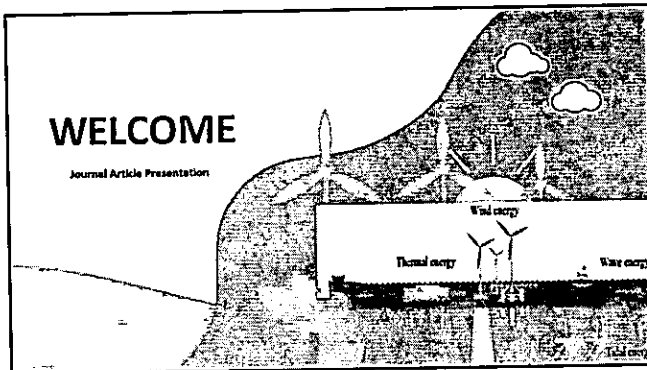
- Ensure institutional independence
- Increase funding and staffing
- Strengthen legal framework
- Enhance transparency and accountability
- Adopt digital technologies

Q and A

CONCLUSION

- ACC has partial success in combating corruption
- Performance remains below expectations
- Requires reforms for effectiveness
- Strong governance is essential

Thank YOU



Marine Renewable Energy (MRE) and Blue Economy

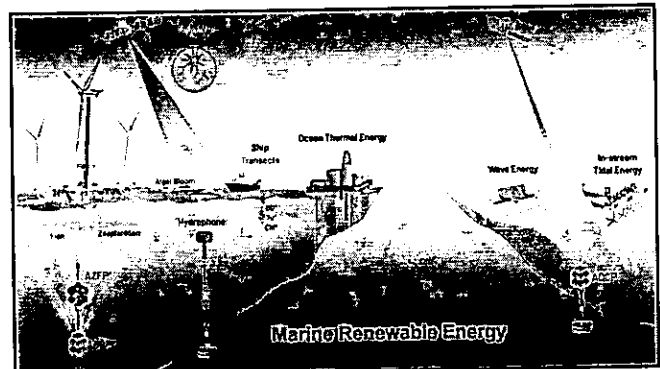
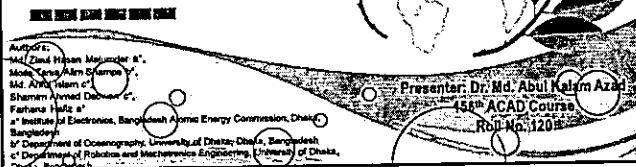
MRE is a core element of the Blue Economy concept. It promotes:

- > Sustainable economic growth
- > Clean energy production
- > Climate change mitigation
- > Job creation in coastal areas

MRE refers to all the renewable energy resources found in the marine environment: offshore wind, currents (oceanic or tidal), swell, the temperature gradient between warm surface and cold deep waters, and the difference in salinity.

Marine Renewable Energy Harnessing for Sustainable Development in Bangladesh: A Technological Review

Published in the Journal of Energy Reports
on 02 January 2024
Published by Elsevier Ltd.



Background: Energy Situation in Bangladesh

- Bangladesh has achieved about 97% electricity access, its installed capacity exceeded 27000MW, of which generated 4100 MW electricity from internal and renewable resources and
- 715MW is from renewable sources, only around 3.56% of total power generation
- Still depends heavily on fossil fuels (about 96.44% of energy generation) causing-
 - > Environmental pollution
 - > CO₂ emissions
 - > Energy security risks.

SDG Alignment

MRE development directly addresses several Sustainable Development Goals, including

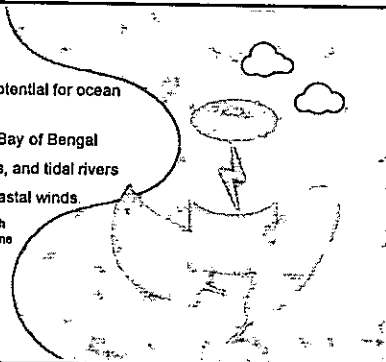
- affordable and clean energy (SDG 7),
- decent work and economic growth (SDG 8), and
- climate action (SDG 13)

Geographical Advantage

Bangladesh has strong natural potential for ocean energy because:

- 710 km coastline along the Bay of Bengal
- Numerous estuaries, islands, and tidal rivers
- Strong waves, tides, and coastal winds

These features make Bangladesh suitable for several types of marine energy technologies.



Key Findings: Major Types of Marine Renewable Energy

Wave Energy

- Generated from ocean wave motion.
- Potential estimated around 1.8 GW along the coastline.
- Wave power density: 10–30 kW per meter of coastline

Wind Energy

- Coastal wind potential estimated around 20 GW.
- Offshore and onshore wind farms can be developed

Tidal Energy

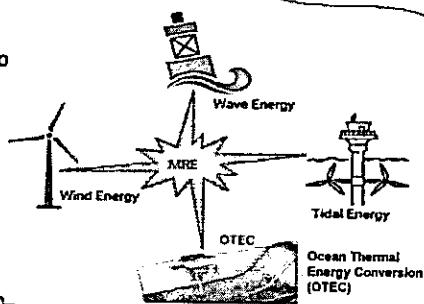
- Produced from rising and falling sea tides, potential estimated up to 10 GW.
- Tidal ranges: 2–8 meters in Bangladesh's coast.
- Potential sites: Sandwip, Hiron Point, Meghna estuary.

Ocean Thermal Energy Conversion (OTEC)

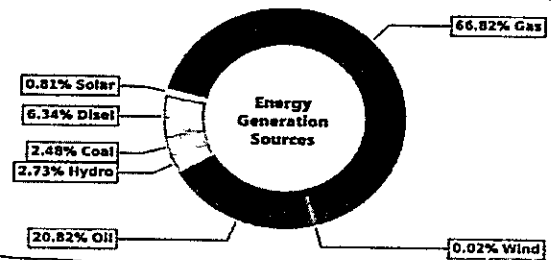
- Uses temperature difference between surface and deep ocean water.
- Suitable in tropical ocean regions like the Bay of Bengal where temperature difference around 20°C

1 Source: 1 MW Coast Water, 1 Ocean: 100 Coast water, 1 Major: 10 MW Water, 1 Large: 1000 MW

Viable technologies to harness MRE from the ocean

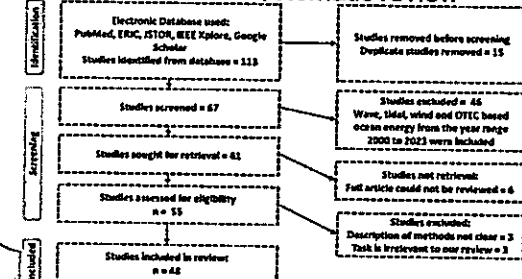


Power generation in Bangladesh from various sources

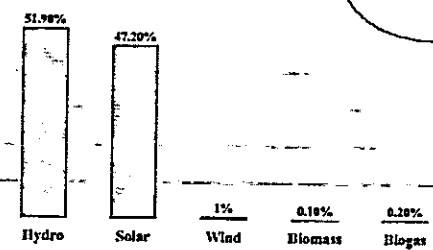


Methodology

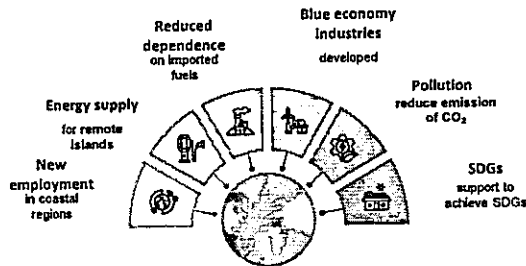
This study followed systematic review



Energy Production from renewable source in Bangladesh



Economic and Social Benefits



Strategic Take-Aways & Replicability

- **Blue Economy Integration**: Transition from viewing MRE as just "power generation" to a foundational pillar for coastal business growth and environmental preservation.
- **Policy & Targets**: Urgently updating regulatory frameworks (e.g., Renewable Energy Policy) to achieve the 10% (approx. 6GW) target by 2030.
- **Collaborative Investment**: Deploying Public-Private Partnerships (PPP) and international financing to de-risk high-capital marine projects.
- **Homegrown Innovation**: Prioritizing the local, low-cost technology over expensive imports to ensure long-term economic sustainability and affordability.
- **"Delta Model" for Replicability**: Using this technical/economic assessment as a template for other developing coastal nations with similar geographical constraints.

Environmental Advantages



Problems

Compared with fossil fuels:

- Coal emits about 1180 g CO₂/kWh
- Gas emits about 530 g CO₂/kWh



Prospects

While renewable sources like:

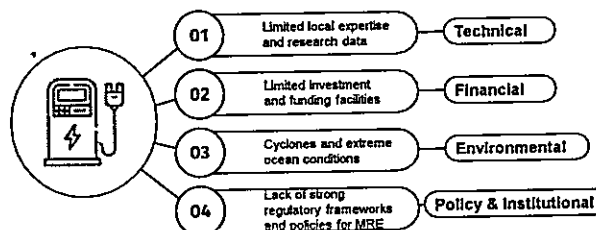
- Wind = 12 g CO₂/kWh
- Solar = 28 g CO₂/kWh
- hydropower's 24 g CO₂/kWh.

Marine renewable energy can significantly reduce greenhouse gas emissions.

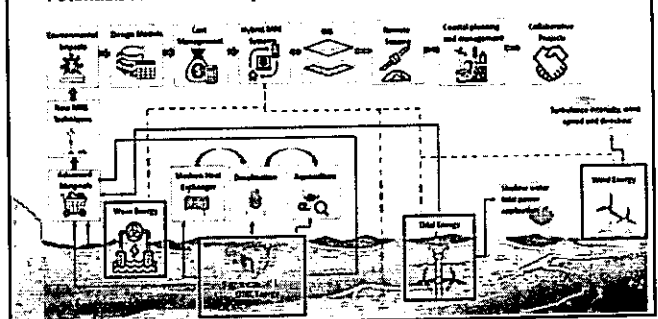
Potentials for Future Study

1. **Hybrid Energy Systems & Power Smoothing**: combining the intermittent sources (e.g., wind, wave, tidal energy) for more stable, continuous power output.
2. **Structural Synergy & Co-location**: Investigating multi-purpose platforms for cost management. For example, can a wind turbine foundation also host a wave energy converter or OTEC intake pipe?
3. **Bio-fouling and Deep-Sea Corrosion protective materials**: studies on material science to develop non-toxic, anti-biofouling coatings for the OTEC system and tidal turbines are submerged deep in the water column.
4. **Marine Spatial Planning (MSP) & Ecosystem Interaction**: using GIS and AI modeling, Artificial Reef to determine how these installations affect marine migratory paths and local fisheries.
5. **Underwater Transmission & Smart Sub-stations**: study of high-voltage direct current (HVDC) transmission specifically for deep-sea environments to reduce energy loss over long distances.
6. **Submarine Cable Security and Maintenance**: Developing autonomous underwater vehicles (AUVs) and sensors for real-time monitoring and robotic repair of submarine cables to prevent long-term power outages.

Major Challenges



Potentials for Future Study



Policy Recommendations from the Study

The article suggests:

- Developing clear marine energy policies
- Increasing public-private investment
- Strengthening research and technology transfer
- Integrating marine energy into national energy planning
- Promoting sustainable Blue Economy strategies.

Q&A

Conclusion

Marine Renewable Energy offers Bangladesh:

- Clean and sustainable electricity
- Energy security
- Economic growth in coastal regions
- Climate change mitigation

But achieving this requires policy support, investment, and technological development.

Probable Q1

Why is marine renewable energy important for Bangladesh?

Because Bangladesh has a long coastline and large marine resources, which provide strong potential for wave, tidal, and wind energy. These sources can reduce fossil fuel dependence and improve energy security.

Thanks

for your patient attention

Probable Q2

Which marine energy source has the highest potential?

Wind energy has the largest estimated potential (around 20 GW), followed by wave and tidal energy.

Probable Q3

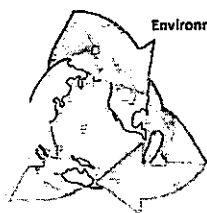
What are the biggest challenges?

High capital costs

Environmental risks

Lack of technical expertise

Insufficient regulatory frameworks

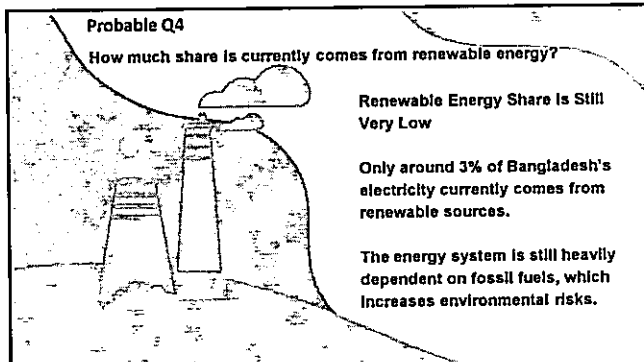
**Probable Q4**

How much share is currently comes from renewable energy?

Renewable Energy Share Is Still Very Low

Only around 3% of Bangladesh's electricity currently comes from renewable sources.

The energy system is still heavily dependent on fossil fuels, which increases environmental risks.

**Probable Q4**

How does marine energy support the Blue Economy?

It creates sustainable economic activities in coastal regions while protecting marine ecosystems and producing clean energy. Besides, MRE can-

- create jobs in coastal communities
- boost economic activities
- provide clean electricity
- reduce greenhouse gas emissions.

**Probable Q5**

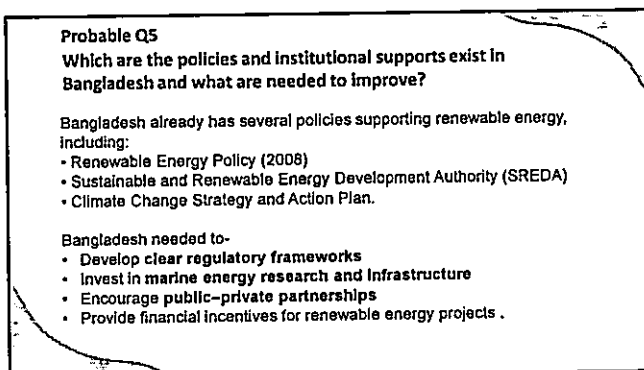
Which are the policies and institutional supports exist in Bangladesh and what are needed to improve?

Bangladesh already has several policies supporting renewable energy, including:

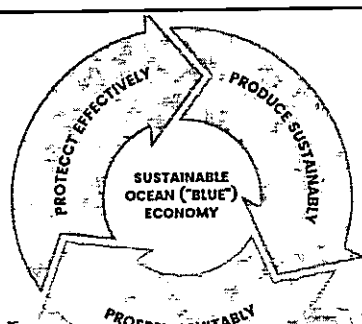
- Renewable Energy Policy (2008)
- Sustainable and Renewable Energy Development Authority (SREDA)
- Climate Change Strategy and Action Plan.

Bangladesh needed to-

- Develop clear regulatory frameworks
- Invest in marine energy research and infrastructure
- Encourage public-private partnerships
- Provide financial incentives for renewable energy projects.

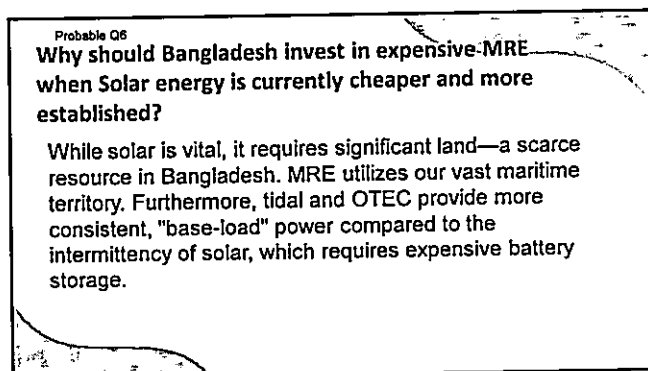


Sustainable Ocean ("Blue") Economy

**Probable Q6**

Why should Bangladesh invest in expensive-MRE when Solar energy is currently cheaper and more established?

While solar is vital, it requires significant land—a scarce resource in Bangladesh. MRE utilizes our vast maritime territory. Furthermore, tidal and OTEC provide more consistent, "base-load" power compared to the intermittency of solar, which requires expensive battery storage.



Probable Q7

You mentioned a 10 GW potential for Tidal Energy. Is this realistically achievable given our coastal topography?

The 10 GW figure is a theoretical maximum based on tidal height ranges of 2 to 8 meters. Realistically, technical and environmental constraints might lower this, but even capturing a fraction of it would significantly bridge the 2030 energy gap.

Probable Q10

How can a developing nation like Bangladesh afford the high initial capital expenditure (CAPEX) for OTEC or Wave energy?

The article suggests Financial Innovation, specifically leveraging Carbon Credits and International Green Finance. By framing these as climate mitigation projects, we can attract grant-based or low-interest financing that offsets the initial costs.

Probable Q8

How will these offshore installations survive the frequent cyclones in the Bay of Bengal?

This is where the research into Advanced Materials and Structural Synergy (from the "Future Study" slide) is critical. Infrastructure must be designed with "extreme weather survivability" as a primary spec, similar to how offshore oil rigs currently operate in the region.

Thanks

Probable Q9

What are the immediate environmental risks to the Sundarbans or local fishing communities?

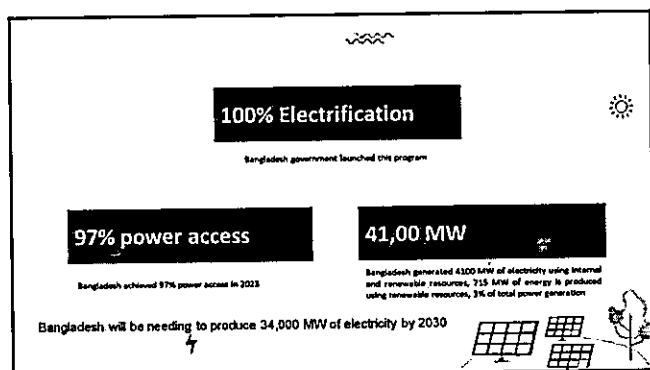
The article emphasizes the need for site-specific Environmental Impact Assessments (EIA). By using Precision Site Selection (GIS), we can place turbines away from sensitive mangrove roots and migratory paths to ensure the "Blue Economy" remains sustainable and doesn't harm local livelihoods.

ELECTRICITY DEMAND in BD

18,000MW

Peak electricity demand reaching around 18,000 MW, and daily average demand ranging between 11,000 and 15,000 MW.





World's Blue Economy :Established and Emerging Industries	
Established	Emerging
Capture Fisheries	Marine aquaculture
Seafood Processing	Deep-and-ultra-deep water oil and gas
Shipping	Offshore wind energy
Ports	Ocean renewable energy
Shipbuilding and Repair	Marine and seabed mining
Offshore oil and gas (shallow water)	Maritime safety and surveillance
Marine manufacturing and construction	Marine biotechnology
Maritime and coastal tourism	High-tech marine products and services
Marine business services	Other
Marine R&D and education	
Dredging	

Marine Renewable Energy (MRE) and Blue Economy

MRE refers to all the renewable energy resources found in the marine environment: offshore wind, currents (oceanic or tidal), swell, the temperature gradient between warm surface and cold deep waters, and the difference in salinity.

Recommendations	Recommendations ➤ The utilization of huge population by planned actions and effective training programmes ➤ More focus can be given to enlighten the youth with innovative and technological activities. ➤ Educated and trained manpower can be employed in various economic activities including entrepreneurship and overseas employment. ➤ To adopt policies to provide incentives towards rural area based economic activities.
------------------------	---

Conclusion:	The massive population will be a challenge for the developing Countries to deal with the poverty, hunger, water and energy resource management and environment degradation issues. Bangladesh have different socio-economic vulnerabilities and multifarious natural disasters. These challenges in the above slides are the great barriers for attaining the SDGs.
--------------------	--

Thank You

Questions?

Any Questions?

একটি দুর্ঘটনা সারা জীবনের কান্না

The proverb captures the horror of road accidents and their long-term effects. A moment of carelessness or speeding can take a life, causing a lifetime of grief and suffering for the family. Such accidents not only cripple or break the individual, but also their entire family.

Inviting You with Heavy Heart Feeling with sorrow & optimistic Presentation

1. Background

- ✓ Road traffic injuries are a major global health problem.
- ✓ Motorbike accidents are especially dangerous in developing countries like Dhaka.
- ✓ Rapid urbanization and traffic congestion increase risks.

Study Overview

Title: Exploring the knowledge and practices on road safety measures among motorbikers in Dhaka, Bangladesh

Author: Sadhan Kumar Das et al.

Field: Public Policy & Urban Transport Safety

2. Objective of the Study

The study aimed to:

- ✓ Assess knowledge of road safety rules
- ✓ Examine actual safety practices
- ✓ Identify gaps between knowledge and behavior

Study Overview

The study by Sadhan Kumar Das et al. (2023) on road safety among Dhaka motor bikers highlights a critical gap between knowledge and practice. While over 80% of riders knew about insurance, and many recognized safety signs, 80% failed to identify "no stopping" signs, and unsafe riding behavior was common. The findings suggest that poor practice, rather than just lack of knowledge, contributes to high-risk driving.

This study aims to explore the knowledge and practices of motorbikers on road safety measures in Bangladesh through a cross-sectional study, and mentioned some policy recommendations.

3. Methodology

- ✓ Type: Cross-sectional study
- ✓ Time: January-December 2022
- ✓ Sample: 350 motorbike riders
- ✓ Method: Face-to-face interviews
- ✓ Analysis: Statistical tests (ANOVA, t-test)

4. Key Findings

Knowledge Level

- 54.6% had good knowledge
- 16.9% had poor knowledge

Practice Level

- ✓ 50.6% followed good practices
- ✓ 23.4% followed poor practices

☞ This shows moderate knowledge but weak practice.

7. Urban Transport Context

❖ Dhaka has:

- ✓ Heavy traffic congestion
- ✓ Mixed traffic (cars, buses, rickshaws, bikes)
- ✓ Poor road discipline

☞ These increase accident risks.

5. Major Issues Identified

- Riders know rules but do not follow them
- Risky behaviors like:
 - ✓ Speeding
 - ✓ Unsafe overtaking
 - ✓ Ignoring traffic rules
 - ✓ Weak law enforcement

8. Public Policy Relevance

The study connects strongly with public policy

- ✓ Traffic law enforcement is weak
- ✓ Lack of structured driver education
- ✓ Limited awareness campaigns

6. Factors Affecting Safety

- ✓ Higher education → better knowledge & practice
- ✓ Non-smokers → safer behavior
- ✓ Social and lifestyle factors influence riding habits

9. Key Conclusion

- ✓ Overall road safety knowledge and practice are not satisfactory
- ✓ Knowing rules does not guarantee safe behavior

☒ 10. Policy Recommendations

Education

- Road safety training programs

- Awareness campaigns

Enforcement

- Strict traffic law enforcement

- Strong penalty system

Urban Planning

- Better road design

- Traffic management systems

📌 Combining education + enforcement is essential.

🗨 Simple Summary

- Many motorbike riders in Dhaka know safety rules

- But many do not follow them properly

- Government policies must focus on behavior change and enforcement

Your Thoughts

Journal Presentation

Presented by
Abu Kaisar Khan
Roll: 109

BACKGROUND

- Public-Private Partnerships (PPPs) are extensively utilised to address Infrastructure deficits in developing countries.
- The Bangladesh PPP Act of 2015 formalised private sector involvement.
- There is an expanding portfolio of PPP Infrastructure projects.

A critical question remains: Do PPPs result in inclusive development outcomes? →

Do Public-Private Partnerships (PPPs) Catalyze Inclusive Growth in Bangladesh?

Written by
Dr. Najmus Saydat
Md. Emtiazul Hassan Mojumder

National Academy for Development Administration (NADA)
31 May 2025-01 June 2025, Dhaka, Bangladesh

RESEARCH OBJECTIVES

- Assess whether PPPs improve access to public services
- Evaluate PPP contributions to inclusive growth
- Use service access as a measurable pathway to inclusiveness



TABLE OF CONTENT

- Background
- Research Objectives
- Methodology
- Key Findings
- Policy Implications
- Conclusion
- Future Research Agenda
- References

CONCEPTUAL FRAMEWORK



METHODOLOGY

- Exploratory mixed-method case study approach
- Five PPP projects across sectors: road, port, health, water, ICT
- Survey of 24 PPP professionals and sector experts
- Likert-scale assessment converted into inclusiveness scores

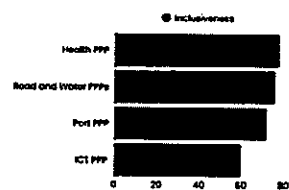
LIMITATIONS OF THE STUDY

- Small expert sample size (24 respondents)
- Perception-based assessment rather than causal impact analysis
- Service users not included in the survey
- PPP projects still in early operational stages



KEY FINDINGS

- Health PPP strongest (~78% Inclusiveness)
- Road and Water PPPs around 76%
- Port PPP about 72%
- ICT PPP lowest (~60%) due to partnership and governance challenges



FUTURE RESEARCH AGENDA

- Include service-user surveys and community perspectives
- Measure socio-economic impacts such as income and welfare
- Longitudinal evaluation of PPP project performance
- Compare PPP outcomes with traditional public procurement

POLICY IMPLICATIONS

- Integrate pro-poor design in PPP policies
- Improve project preparation and value-for-money analysis
- Strengthen institutional capacity and contract management
- Increase stakeholder and community participation



CONCLUSION

- PPPs show potential to expand access to public services
- Inclusive outcomes depend on governance and institutional quality
- Pro-poor policy design essential for equitable service delivery



Q&A

THANK YOU

Journal Article Presentation

Procurement Challenges in Public-Sector Agricultural Development Projects in Bangladesh

Source: Humanities and Social Sciences Communications, 9, 447.(2022)

<https://doi.org/10.1057/s41599-022-01468-y>

Authors:	Presented By:
Md Rakibuzaman Khan	Mamunur Rashid
Nazia Tabassum	Roll 114
Niaz Khan	Deputy Secretary
Mohammad Jahangir Alam	Ministry of Water Resource

Methodology

The researchers applied an integrated methodological framework combining:

1. Modified Delphi Method
2. Best Worst Method (BWM)
3. Interpretive Structural Modelling (ISM)
4. MICMAC analysis

Background

- The article "Procurement Challenges in Public-Sector Agricultural Development Projects in Bangladesh" investigates the key procurement-related obstacles faced during the implementation of agricultural development projects in the public sector.
- Many public projects face delays, inefficiencies, and governance challenges.
- The study investigates major procurement challenges in public-sector agricultural projects.

Key Findings of the Study

The findings of challenges grouped into three broad categories:

1. Contextual Issues
2. Project Management Issues
3. Ethical Issues

Essence of the Article

- Identify key procurement challenges in public-sector agricultural projects in Bangladesh.
- Examine the relationships among those challenges
- Rank challenges based on their importance.
- Provide insights for policymakers, practitioners and researchers

1. Contextual Issues:

- a. Political Influence
- b. Government Bureaucracy
- c. Frequent movement/ transfer of key project personnel
- d. Delay of key staff hiring
- e. Improper communication

2. Project Management Issue:

- a. Delay in project initiation
- b. Improper planning
- c. Frequent project design change/ scope creep
- d. Lack of competent procurement staff
- e. Lack of contract monitoring mechanism

3. Ethical Issues:

- a. Bias in developing procurement plan
- b. Unfairness in procurement contract and tendering
- c. Undue practice in procurement implementation

Replicability of the Study

Methodology can be applied to other sectors:

- Infrastructure development projects
- Health sector procurement
- Education development programs
- Applicable to other developing countries with similar governance structures.

Top Ranked Challenges

1. Lack of competent procurement staff (most significant)
 2. Improper procurement planning
 3. Government bureaucracy
 4. Political influence
 5. Unfairness in procurement contract and tendering.
- These challenges significantly affect project implementation

Potential for Further Study and Analysis

The article identifies several areas where further research can be conducted.

1. Expanding the Scope of Stakeholders (project beneficiaries, vendors etc)
2. Other Public Sector Organizations
2. Comparative Studies
3. Quantitative Validation
4. Policy Impact Studies

Key Takeaways

- Strengthening Human resource capacity
- Strong planning and monitoring
- Strengthen Governance and Transparency
- Minimize Political and bureaucratic influence
- Procurement reform
- Integrated Problem-Solving Approach

Conclusion

- Procurement challenges significantly influence public project performance.
- Lack of competent procurement staff and improper planning are critical barriers.
- Political influence remains the most influential structural challenge.

Addressing these issues can enhance governance and support economic development in Bangladesh.

Thank You

Sustainable Transportation System for Rajshahi City, Bangladesh

Written by:
Muhammad Akhtar Hossain
Shafiqun Naz Hla
Nishat Tabassum Prova
Department of Civil Engineering, RUET

Presented by:
Md Habibur Rahman
Roll 116

1

Key challenges

For sustainable transportation system in Rajshahi City, key challenges are:

- Inadequate road infrastructure: for bicycling, on foot and public transport;
- Ill-defined road markings: reduced marking, erroneous placement and inadequate maintenance;
- Insufficiency of traffic signs; and
- Rampant illegal parking.

4

Introduction

Rajshahi is known for its vibrant

- commercial, educational and government service city.
- Widely recognized for national learning Centre.
- Growing city, daily increases population density.

2

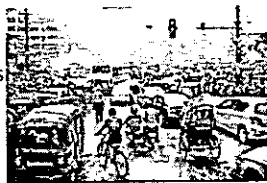
Objectives

- To use of Virtual Intelligent System Simulator (VISSIM) software (traffic light controlled intersection model) for reducing traffic congestion.
- To evaluate current state of signalized crossroads in Rajshahi city.

5

Essence of the Study

- Key Transportation system is moderate but maintenance and management procedures are insufficient.
- Congestion, disrupt traffic flow, threat for safe driving, accidents, pollution.



3

Methodology

Extensive visual and physical surveys

Data collection areas:

- Safety sign and road marking- surveys in 5 areas
- Intersection analysis- 2 Mors
- Parking Analysis- 4 intersections

6

Safety sign and Road Marking analysis

- Absence of lane marker,
- No zebra crossing
- Road crossing sign are unclear

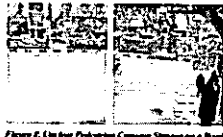


Figure 2. Unclear Pedestrian Crossing Signage on a Road

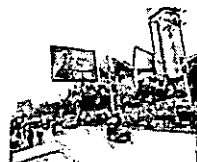


Figure 3. Road markings are faded on India, Srinagar Road, and

7

Parking Analysis

- Illegal parking reduces road width: 22 to 8 feet
- Disrupt traffic flow
- Causes congestion
- High vehicle accumulation rates

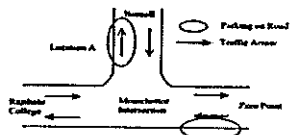


Figure 16. Location of Parking in Road Corridor

10

Intersection Analysis

- High traffic at Kadirganj & Talaimari
- Conflicts between vehicle flows
- Need improved signal systems

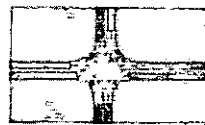


Figure 4. Conflict Area from TDSMC



Figure 5. Conflict Area from TDSMC

8

Results

- Uneven infrastructure throughout the city.
- Sign and Signals are inefficient.
- Parking mismanagement: designated and non-designated area.
- Traffic congestion increasing day by day.

11

Traffic in Passenger Car Unit (PCU) at Railgate

Item	Total Vehicle	PCU factor	In PCU
Auto Rickshaw	541	1	541
Rickshaw	215	1.5	323
Bicycle	234	0.5	117
Motorcycle	260	0.5	130
Bus	20	3	60
Truck	15	3	45
Car	102	1	102
CHS	12	1	12
Total in PCU	1399		1330

Recommendations

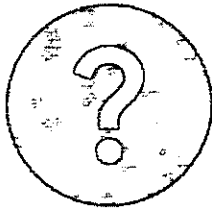
- Modern automatic count recording signals.
- Consider 'On-street parking' for future intersection design.
- Safety of Pedestrian crossing given priority.
- Improve road markings & signs
- Through investigation required for analysis of whole traffic network.
- Collaboration from different stakeholders.
- Implement comprehensive solutions.

12

Conclusion

- Sustainable transportation needed urgently
- Improves safety, mobility, environment for standard living.

13



14

Welcome to my presentation

Topic: "Achieving sustainable development goals in Bangladesh: does population density matter?"

Presenter by:
Md. Nasir Uddin
Roll : 113
156th ACAD course



Introduction :

- Bangladesh is one of the most densely populated countries in the world with a density of 1265 persons per square km.
- It has a limited land area with high development potential.
- Bangladesh is heading towards achieving the targets of the SDGs inspite of several challenges like high population, resource constrain, poverty etc.
- This presentation aims at addressing the challenges and prospect of increasing population density in achieving the SDGs.
- How the density of population might influence the achievement of SDGs will be explained?

Cont'd.....



Dhaka ranks world's sixth most populous city

From 2008 to 2022, Dhaka emerged as the world's 2nd largest city.

Introduction :

The current progress of SDGs attainment is hindered by the following factors:

- ☐ High density of population.
- ☐ Limited resource
- ☐ Lack of proper utilization of the demographic dividend
- ☐ Lack of proper redistribution of urban population.
- ☐ Lack of decentralization of economic activities from major cities.
- ☐ Lack of appropriate and precise policy measures.
- ☐ Lack of comprehensive study on quantifying how the density of population is affecting the attainment of SDGs.
- ☐ Lack of good Governance and Rules of Law



Population! Is it Resource Or Burden ?



Population Characteristics of Bangladesh:

- ☐ Bangladesh is one of the top 10 countries having a higher population density across the world.
- ☐ Inspite of taking different initiatives, the density of population is increasing steadily and is projected to be increased till 2050.
- ☐ Dhaka district, including the capital, has the highest population density.
- ☐ Bandarban district has the lowest population density.
- ☐ The districts with proximity to Dhaka and Ctg contain a high density of population.
- ☐ The big cities are already overly populated. These cities are predicted to be increased till 2031.



Demographic Dividend:

Along with the large population size and declining growth rate, Bangladesh is enjoying Demographic Dividend.

□ The demographic dividend is the economic growth potential that results from having the working age population (15 to 64 yrs) higher than the dependent population (14 years or younger and 65 years or older).

□ According to UNFPA's definition of working-age group:

- In 2011, we had 61% people who were in working age group.
- In 2021, we had 68% people who were in working age group. And
- In 2031, we will have 69% people who will be in working age group.

The youth population aged between 18 to 35 years has increased from past and in 2017 it was about 33% of the total population.

Population matters poverty and hunger:

- Feeding a huge population with small land area and very small per capita arable land of 0.049 hectares per person (WB, 2010) is undoubtedly a daunting task.
- The lands are being converted for habitation purposes for dreamers people
- Gradual deteriorations in agriculture and land and water at ~1.3% per year
- decreased rice production and overall food production that increases poverty and hunger. It effects SDG.
- The increase of population is a threat to the development pathway as well as to SDG.

Urban population and Urban-Rural Migration:

It is predicted that by 2050, 60% of the total population in the lower-middle income countries will live in urban areas (UN and DOESA, 2019). Therefore the rate of urbanization and urban population density will be increase inevitably.

- In 2011, we had 23.3% of urban population (BBS, 2011)
- In 2020, we had 39.4% of urban population (Worldometer, 2020).
- Dhaka is the 11th largest urban agglomeration in the world (UNFPA, 2015).
- Currently more than 60% of the total urban population is concentrated mainly in 4 metropolitan cities: Dhk, Ctg, Khulna and Rajshahi (GED, 2020b)

Population Impacts Health Services:

By taking different better initiatives, we have significant improvement in both infant mortality rate (about 21/1000 live births) and neonatal mortality rate (15/1000 live births) from 1972 to 2019.

- This index said that the target of 2020 has been achieved (GED, 2020b).

Due to this achievement, the population is increasing. These increased population impacts health services.

- The number of physicians is significantly lower as there are only 6.73 registered physicians and only 3.3 hospital beds per 10,000 population (DGHS, 2020)

The major pull factors for migration in these 4 cities are:

- Natural calamity (Bangladesh is known as disaster-prone country)
- Search for work
- Employment opportunities (Formal/informal).
- Better living facilities
- Better health and Education facilities.
- Administrative and Strategic location
- physiographic conditions.
- Poverty
- Illiteracy

Population Impacts Health Services:

- This gap of physicians-patients ratio will be increasing in coming days with more increase in population density.
- The healthcare facilities are concentrated mostly in urban areas than rural areas.
- Considering the demographic dividend with the predicted increase in dependent population and climate change threat, there might be prevalence of diseases in coming decades (Mondal, 2019)
- For improving health care facilities, we are planning to implement 4th HPNSP by 2030 to achieve health, population and Nutrition Sector targets and SDG 3 (GED, 2020b)

Population, Education and Employment:

- ❑ We have a substantial increase in the adult literacy rate from 53.6% in 2005 to 73.9% in 2018 (GED, 2020b)
- ❑ In the last decades, more emphasis was given on education sectors especially on female education by taking initiatives (incentives, allowance, scholarship) that reflect on a steady increase in the female literacy rate
- ❑ The youth literacy rate was higher for women (94.4%) than for men (91.5%)
- ❑ The gross enrollment rate of girls in primary and secondary education were also higher than boys. (BBS, 2019).

The Factors that hinders SDGs:

- ❑ Disparities in socio-economic context,
 - ❑ Girls fall victim to the curse of early marriage
 - ❑ Bangladesh scored the 2nd highest child marriage rate in the world.
 - ❑ Lack of financial security
 - ❑ Ensuring social safety
 - ❑ Lack of ensuring gender equality
 - ❑ Resource inequality
 - ❑ Gender inequality.
 - ❑ Globally the rich-poor disparity
- The estimates of 2018 show that the poorest 10% household population received 1.01% of the national income whereas the richest 10% population owned 38.16% of the national income (BBS, 2018). It is daunting for attaining SDGs

Population, Education and Employment:

- ❑ The Gender Parity Index (GPI) for Secondary education was 1.19 in 2019 (GED, 2020b)
- ❑ In terms of tertiary education, still the rate of participation of boys is higher than Girls.
- ❑ The unemployment rate as per 2019 estimated 4.9% with about 30% of the working-age population aged between 15-24 years is not in education, employment or training (NEET).
- ❑ It is a threat that these educated populations are not being utilized properly.
- ❑ Another concern is that, with the increase of literacy rate, the unemployment rate of educated youth people is also increasing.

Population and Civic Facilities:

- ❑ 84.6% household have access to improved sanitation facilities
- ❑ 85.17% household have access to clean drinking water; (BBS, 2019)
- ❑ Continued increase of population can be a challenge for ensuring the supply of clean drinking water and sewage system.

These above points might affect achieving the target of SDG 6.

Population, Gender and Inequality:

- ❑ There has been a visible increase in women's participation in economic activities but still there remain inequalities in terms of the employment sector and wages. (Hayes and Jones, 2015)
- ❑ Majority of the working women (both urban and rural) are employed in the informal sector than formal sector.
- ❑ In the urban areas, the highest employment sector for woman is the industrial work i.e RMG sectors.
- ❑ Until 2012, there were about 4 million women employed in RMG sector.
- ❑ In recent couple of years, it has decreased mostly due to the transformation from labour intensive to automated process (GED, 2020a)

Population, Cities and Environment:

- It has been mentioned earlier that the big cities are overly crowded with population.
- ❑ High population pressure is currently affecting the quality of life in the major cities.
- ❑ With the increasing number of migrants, there is an obvious increase in the slum population.
- ❑ The high density of population results in subsequent deterioration of the urban environment.
- ❑ The agglomeration of industries in and around the big cities produces pollutants that affects the air, water and soil quality of urban areas.

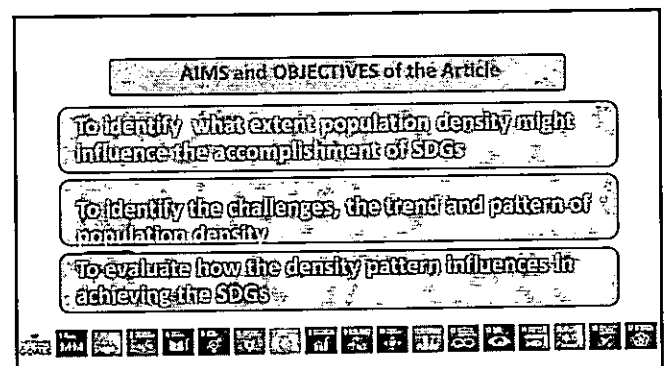
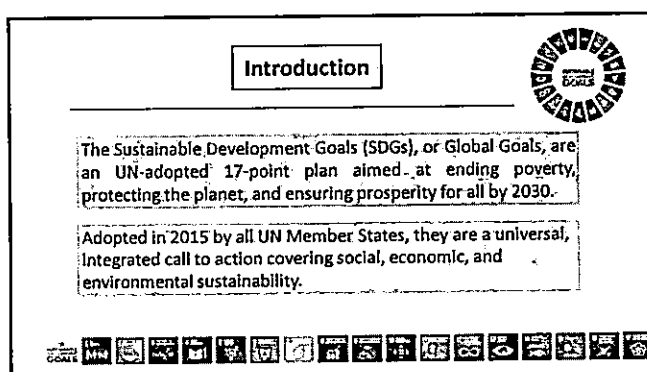
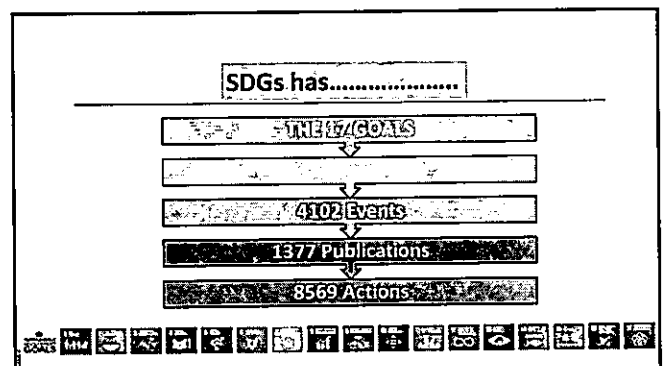
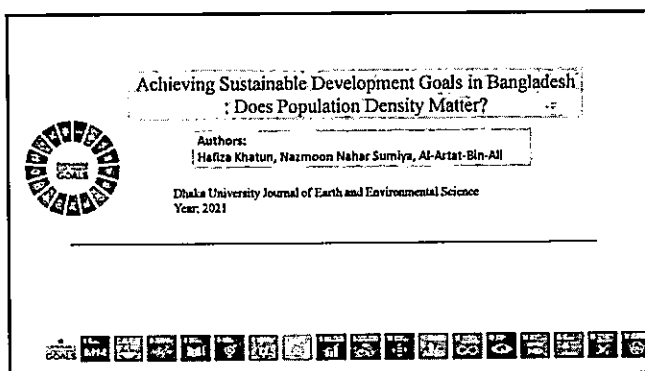
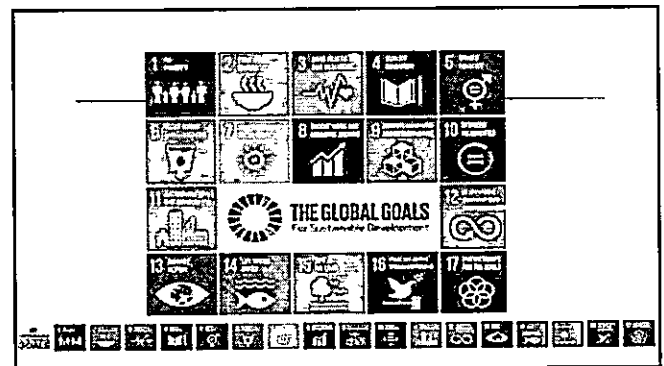
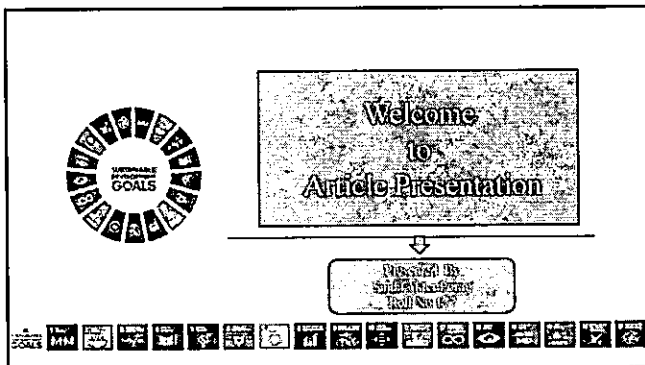
Population, Cities and Environment:	☐ The discharge of wastes and pollutants to the surrounding rivers and waterbodies in urban areas is polluting the water and also the groundwater aquifers ultimately affecting the water ecosystem adversely. ☐ All these pollutions are affecting the marine ecosystem by degrading the species and their habitats. ☐ These environment pollution are great threats for SDG 11 and SDG 14.
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Thank You

Questions & Answers

Population, Innovation and Development	Labour market both in home and abroad is an important pillar of the current development process. In such context, to attain the SDG 9, there is no alternative of trained and skilled manpower. ☐ The advantages of having a high % of the working population, there is much potential to utilize these resources in innovative works. ☐ There is a predicted skill gap in IT sectors, constructions, and engineering sectors, healthcare, leather goods etc. Therefore training up people is essential and this could be attained by incorporating more people in vocational education.
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Conclusion:	The massive population will be a challenge for the developing Countries to deal with the poverty, hunger, water and energy resource management and environment degradation issues. Bangladesh have different socio-economic vulnerabilities and multifarious natural disasters. These challenges in the above slides are the great barriers for attaining the SDGs.
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Materials and Methods

Research Design : Exploratory Research Design

Quantitative research design

Data source



Population characteristics of Bangladesh

Population Density:

- ✓ One of 10 countries in the world having higher population density
- ✓ 149.8 million (Census 2011)
- ✓ 1239 person/sqkm (2018) and 1265 person/sqkm (2020)
- ✓ Density will increase upto 2050

Replicability

- > The method used in this article is replicable in future research by using updated census data of 2022
- > Future researchers can enhance replicability beyond national to district level and it may be used in other developing nations.

Population characteristics of Bangladesh

02. Demographic Dividend

- ✓ Increase young population than dependent
- According to UNFPA: % of Young people (age range: 15-64)

2011-2019	55%
2021-2029	57%
2031-2039	58%

- ✓ Due to increase life expectancy (57.98 in 1990 & 72.72 in 2020) number of aged population ↑

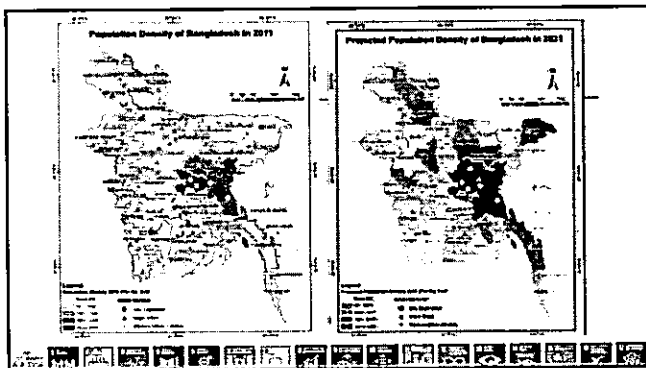
Findings And Discussion

- Population characteristics of Bangladesh
- Sustainable Development Goals in Bangladesh

Population characteristics of Bangladesh

03. Urban population and Urban rural migration

- ✓ 60% live in Urban in 2050 (UN-2019)
- ✓ 60% of Urban concentrated in 4 metro city [Dhaka District, including the Capital, had the highest population density (8,229 persons per km²) followed by Narayanganj district (4,308 persons per km²) which had half of the density of Dhaka.]
- ✓ On the other hand, the lowest density of population was in Bandarban (87 persons per km²) followed by Rangamati (97 persons per km²) districts
- ✓ For Employment & other living facilities. Less affected by hazards
- ✓ Highest concentration in Dhaka followed by surrounding cities.



Population and Health

- Reducing infant, neonatal, and maternal mortality rate from 1972 to 2019
- Despite improvement healthcare facilities remain inadequate due to growing population
- Shortage of physicians and hospital bed and may worsen in future.

Sustainable Development Goals in Bangladesh

Population, Poverty and Hunger
 Population and Health
 Population, Education and employment
 Population, Gender and inequality
 Population and Core facilities
 Population, Cities and Environment
 Population, Innovation and Development
 Population, Partnership and Peace

Population , Education and employment

- Adult literacy increased significantly (53.5% in 2005 to 73.9% in 2018), with strong improvements in female education.
- Girls outperform boys in primary and secondary education, but boys still have higher participation in tertiary education.
- Despite better education, youth unemployment remains a concern.
- Government initiatives are promoting ICT-based learning and aiming for universal access to quality education to achieve SDG
- Economic zones are planned by Govt. to create more employment opportunities.

Population, Poverty and Hunger

- Feeding of a huge population with small land area (0.049 h /person) is undoubtedly a challenge.
- Decline 1.3% arable land / year
- Due to Increase productivity extreme poor are declining
- Initiation of Social safety net program of Gov. led to poverty alleviation
- Regardless Gov. effort increase of population is a threat to development

Population , Gender and inequality

- Though women's participation increase in economic activities but till it is inequal.
- Women's employment majority in informal sector and due transformation to automation in RMG sector women labor has decreased.
- A significant wage gap between men and women
- Bd ranked 141 out of 153 that indicate low level of gender equality
- Second highest child marriage rate globally. 74% of women aged 20-49 married before 18

Population and Civic facilities

- Most households have access to sanitation (84.6%), clean drinking water (85.17%), and electricity (92.23%), but safely managed water access is much lower (47.9%).
- Renewable energy use is very low (only 3.25%), despite high electricity access.
- Rapid population growth and urbanization create major challenges in ensuring sustainable water, sanitation, and clean energy, affecting SDGs.



Population, Partnership and Peace

- Bangladesh uses partnerships, especially Public-Private Partnerships, to support development projects.
- Many big projects are carried out with international cooperation, which helps economic growth.
- Bangladesh also contributes to global peace by participating in United Nations peacekeeping missions.



Population, Cities and Environment

- Dhaka will be the 6th largest megalopolis of the world by 2030
- High density population results in deterioration of the urban environment like river water, air, soil.
- Affected environment is a concern to keep pace with fulfilment of SDG.
- Climate change might stimulate displacement people from coastal districts.
- It will create extra pressure on cities.



Key Findings

- Feeding of a huge population is undoubtedly a challenge.
- Despite improvement healthcare facilities remain inadequate due to growing population
- Despite better education, youth unemployment remains a concern,
- women's participation increase in economic activities but till it is unequal huge wages gap between men and women.
- Rapid population growth and urbanization create major challenges in ensuring sustainable water, sanitation, and clean energy, affecting SDGs
- High density population results in deterioration of the urban environment like river water, air, soil.
- Labor market is important pillar at home and abroad but there is huge skill gap in different sectors!



Population, Innovation and Development

- Labor market is important pillar at home and abroad but there is huge skill gap in different sectors.
- To attain SDG, trained and skilled man power is the only option.
- Training up people and incorporate more people in vocational education.



Challenges of High Population Density

- Pressure on:
- Food supply
 - Housing
 - Health services
 - Employment
 - Environment

- Causes:
- Poverty

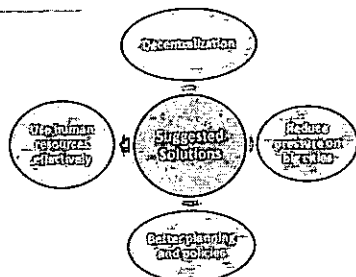
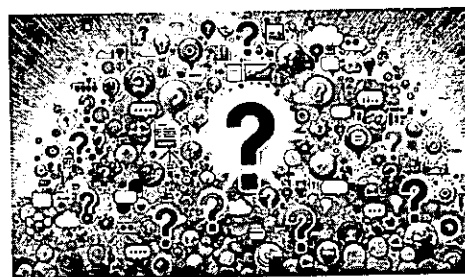
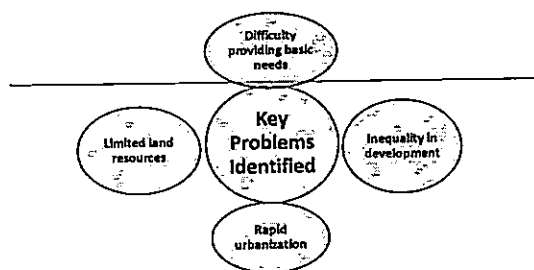


Opportunities (Positive Side)

Large population make large workforce
Youth population can create: Economic growth
Called Demographic Dividend

Conclusion

Population density: Both challenge and opportunity
Proper management is key
With good policies, Bangladesh can achieve SDGs



Elaborated Summary: Evaluating the Effectiveness of Whistleblower Protection – A New Index -Gedion Onyongo

Prepared and Presented by
Mohammad Atul Mondal
Roll 103
156th ACAD Course

Conceptual Framework

The research is based on the idea that effective whistleblower protection depends on three major dimensions:

1. **Legal Framework** – strength and comprehensiveness of laws
2. **Institutional Mechanisms** – presence of independent bodies and reporting systems
3. **Implementation Effectiveness** – actual enforcement and protection in practice

These dimensions collectively shape the overall effectiveness of whistleblower protection systems.

Introduction and Purpose

The research focuses on the growing importance of whistleblower protection in ensuring transparency, accountability, and good governance. Whistleblowers help uncover corruption, fraud, and misconduct in both public and private sectors. However, despite their importance, many individuals hesitate to report wrongdoing due to fear of retaliation such as job loss, harassment, or legal consequences.

To address this issue, the study aims to:

- Evaluate the effectiveness of whistleblower protection systems
- Develop a new measurement tool called the Index of Effectiveness of Whistleblower Protection (IEWP)
- Provide a comparative framework for analyzing different countries

The IEWP Index

The main contribution of the study is the development of the IEWP (Index of Effectiveness of Whistleblower Protection) Index, a composite index designed to measure effectiveness more accurately.

Key Features of the Index:

- Combines legal and practical indicators
- Allows cross-country comparison
- Focuses on both formal rules and real outcomes

Indicators Used:

- Strength of whistleblower protection laws
- Availability of safe and anonymous reporting channels
- Protection against retaliation
- Institutional independence
- Effectiveness of enforcement mechanisms
- This makes the Index more comprehensive than previous approaches.

Background and Problem Statement

Although many countries have introduced whistleblower protection laws, their actual effectiveness varies significantly. The key problems identified in the study include:

- Existence of laws but weak enforcement mechanisms
- Lack of trust in reporting systems
- Fear of retaliation due to inadequate protection
- Absence of a standardized index to measure effectiveness across countries

Thus, the study highlights a gap between legal provisions (de jure) and practical outcomes (de facto).

Methodology

The study adopts a **comparative case study method**. It evaluates selected countries based on the IEWP Index to demonstrate differences in performance.

- Data sources include legal documents, reports, and governance indicators
- Countries are compared to highlight best practices and weaknesses

Case Study Analysis

South Korea

- Has a strong and well-developed legal framework
- Features institutions like independent anti-corruption agencies
- Provides financial rewards and strong protection mechanisms
- Shows high effectiveness due to proper implementation

Kosovo

- Has introduced whistleblower laws but they are less developed
- Enforcement mechanisms are weak
- Institutional capacity is limited
- Results in low effectiveness and low reporting rates

Policy Implications

Based on the findings, the study recommends:

- **Strengthening enforcement and monitoring mechanisms**
- **Ensuring confidentiality and anonymity of whistleblowers**
- **Establishing independent oversight bodies**
- **Increasing public awareness and accessibility of reporting systems**
- **Providing incentives and support systems for whistleblowers**

Major Findings

The study presents several important findings:

- **Legal provisions alone are not enough**
- **The quality of implementation is the most important factor**
- **Countries with independent institutions and strong enforcement perform better**
- **Weak systems lead to underreporting and lack of trust**
- **Cultural and political factors also influence effectiveness**

Conclusion

The study concludes that the IEWP Index is a **valuable tool** for evaluating whistleblower protection systems globally. It emphasizes that:

- **Effective protection requires both strong legal frameworks and proper implementation**
- **Many countries still lag behind in practical enforcement**
- **Future research can further refine the index and expand its application**

Critical Analysis

The research critically examines the limitations of existing systems:

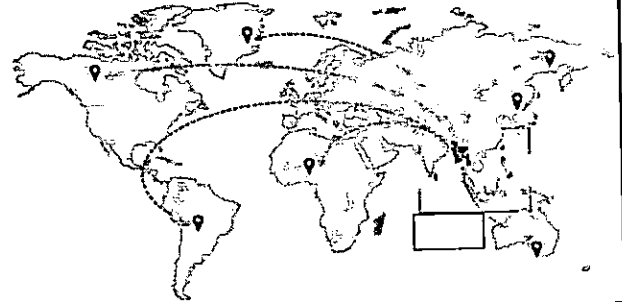
- **Significant gap between law and actual practice**
- **Political interference undermines protection mechanisms**
- **Lack of awareness among citizens about their rights**
- **Inadequate training and resources for implementing agencies**

These challenges reduce the overall effectiveness of whistleblower protection policies.

Q & A

International Investment in Bangladesh: Opportunities and Challenges'

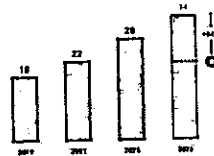
WHY NOT BANGLADESH



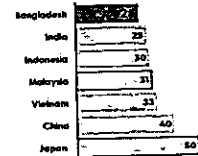
Bangladesh 2.0 Gateway to Growth Case Study: South Korea

CONSUMER BOOM

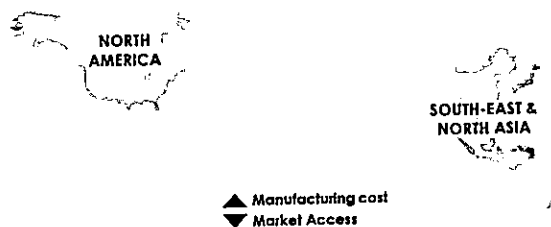
Middle & Affluent Class (Mn)
grew 2X



2/3rd of population
less than 30 year old



SOUTH KOREA MAJOR BUSINESS DESTINATIONS

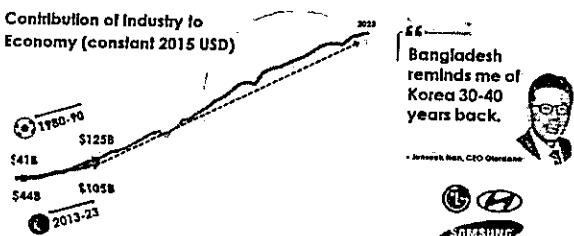


COMPETITIVE INPUT FACTORS

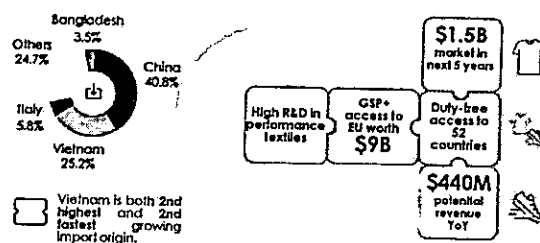
	🏠	🌐	🌟	ALSO MORE COST-EFFECTIVE THAN:
Labor MONTHLY MINIMUM WAGE	1517	114	273	🏠
Land PER SQ. METER/YEAR	2.20	1.90	1.81	🏠
Gas PER CUBIC METER	0.64	0.24	2.90	🏠
Electricity PER KILOWATT-HOUR	0.114	0.113	0.25	🏠
Water PER 1000 LITERS	0.92	0.38	0.074	🏠

AN UNCANNY SIMILARITY

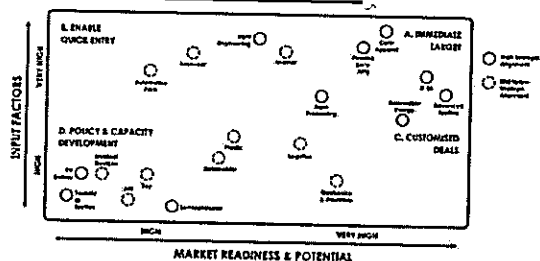
Contribution of Industry to Economy (constant 2015 USD)



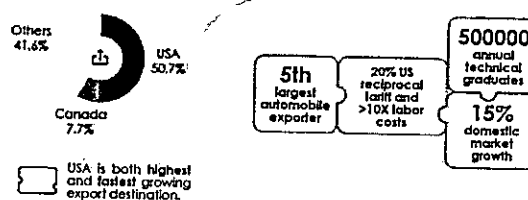
PRIORITY SECTOR 01: TEXTILE & FOOTWEAR



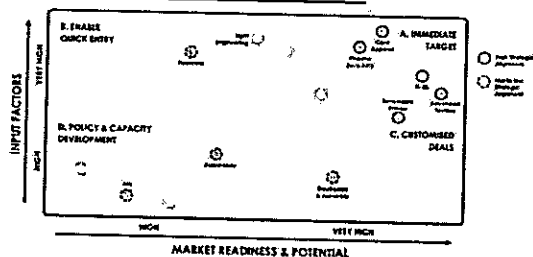
SECTOR PRIORITISATION



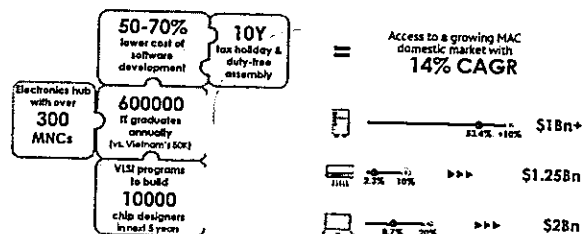
PRIORITY SECTOR 02: AUTOMOBILE & AUTOMOTIVE



SECTOR PRIORITISATION

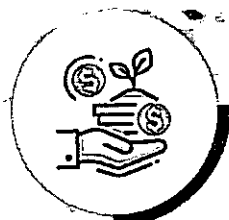


PRIORITY SECTOR 03: IT & ELECTRONICS



Thank You

Mobilising External Finance



AJOM Sahel
Additional Secretary
Economic Relations Division

Development Cooperation



- Development cooperation is a mechanism for supporting and complementing the efforts of developing countries. It has been a key element of Cold War geopolitics since World War II. The US was initially hesitant to provide development aid, but later intervened to counter the Soviet Union.
- Under-Secretary of State Douglas Dillon aimed "to create a club of Western donors to mobilise and coordinate Western aid." The Development Assistance Group (DAG) was established in March 1960 as an independent body with members from Europe and the US. It later became the Development Assistance Committee (DAC) after joining the OECD in late 1961.
- These objectives inspired the UN MDGs and, more recently, the Sustainable Development Goals (SDGs).

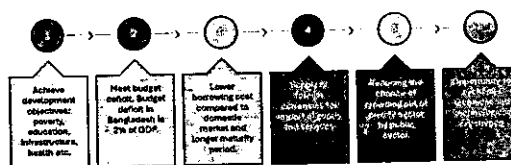
Economic Relations Division (ERD) | Legal and Policy Frames



- Allocation of Business among Different Ministries and Division
- Public Money and Budget Management Act, 2009
- Public Debt Act, 2022
- Medium-Term Debt Management Strategy for FY2025-26 to FY 2027-28

04 May 2024

Rationale: Mobilising Official Development Assistance



04 May 2024

Economic Relations Division (ERD) | Mandates



- Mobilisation & negotiation of official development assistance (ODA) (e.g., grants and loans)
- Coordination with all DPs
- Scrutiny of proposals for ODA
- Management of external debt – debt profiling, budgeting, debt servicing and debt reporting
- Coordination, review and monitoring of ODA utilization
- Represents Bangladesh in all bilateral and multilateral development organizations

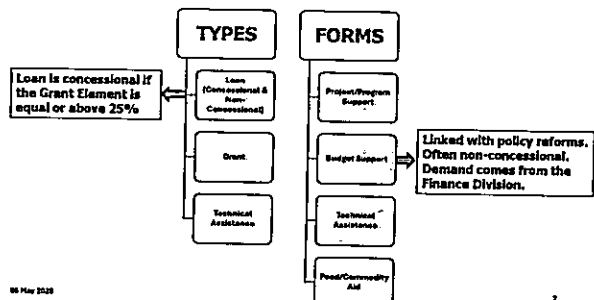
04 May 2024

ODA Sources

- Multilateral: Grant, Soft loan and High-cost non-concessional loan. World Bank, ADB, AIIB, NDB, UfI, IMF etc.
- Bilateral: Grant, Soft loan and High-cost non-concessional loan. (Japan, India, China, Korea etc.)
- Philanthropic Grant: Gates Foundation, Ford Foundation etc.
- Suppliers or Buyers Credit
- Commercial Sources: Different types and organisations involved
 - Export Credit Agency (ECA)
 - Engineering, Procurement, and Construction (EPC) Contractor
- Sovereign Bond: High Cost, Low Maturity Loan

ERD doesn't deal with concessional loan, ECA, Export Credit Agency, EPC, PPP loan and trade credit lines.

External Resource Mobilization: Modalities



06 May 2026

7

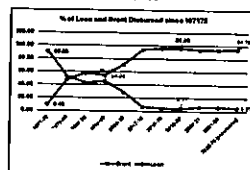
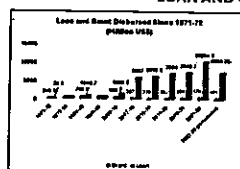
External Resource Mobilization: Key Stages (Contd.)

- 
- If DP agrees to finance LM starts preparing DPP, often with close collaboration with the DP
 - Planning Commission reviews DPP. Parallely, ERD continue negotiation with DP on the financing terms
 - DPP approved by the Planning Commission, and ERD completes negotiation with DP
 - Planning Commission approves DPP. Parallely, the financing agreement is approved by the boards of the respective DP.

06 May 2026

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LOAN AND GRANTS IN BANGLADESH



- Since 1971/72, Bangladesh got commitment of US\$ 171.457 billion. Of which, US\$ 121.36 billion is disbursed.
- Amount and percentage of grants are decreasing over the time.
- Rate of interest is increasing, loan repayment period is declining, and rest of borrowing is increasing.
- About 94.73% of the foreign assistance was loan during 2022-23.
- The total disbursement in 2022-23 is US\$ 9.26 billion.

8

External Resource Mobilization: Key Stages (Contd.)

- 
- Financing Agreement signed, loan effectiveness conditions fulfilled, and the project kicks off
 - ERD continues repayment according to amortization schedule
 - ERD keeps track of the project implementation and DP's disbursement
 - ERD also address any changes like restructuring, cancellation, re-purposing, etc.

06 May 2026

11

External Resource Mobilization: Key Stages

- 
- Ministries identify the projects and prepare Preliminary Development Project Proformas (PDPPs).
 - Feasibility Study completed and PDPP forwarded to the Planning Commission for preliminary approval, and approved PDPP come to ERD.
 - ERD's Fund Searching Committee (FSC) scrutinizes documents and identifies potential DPs
 - Official financing request sent to the relevant DPs

06 May 2026

9

Some New Initiatives in Foreign Financing

- Starting procurement process before signing financial agreement
- Multi-currency financing option
- Retroactive financing
- Reducing time of DP's multi-staged tender evaluation and concurrence
- Project preparation facility (financing and experts)

06 May 2026

12

Challenges: Project Preparation



- Lack of proper feasibility studies (FS); often a mismatch between FS and DPP
- Over-dependence on DPs in designing projects
- Communicating with DPs bypassing ERD
- Lack of intense and intimate engagement of ministries
- Overestimation of project cost
- Intentionally breaking down procurement in small packages
- Restrictive and discriminatory tender documents through specification and country of origin; especially for bilateral DPs
- Land acquisition and utility shifting issues not sufficiently considered before project's inception
- Lack of capacity in designing climate projects

08 May 2026

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Recommendations



- Project prioritisation needs to be done more carefully to make the best use of costly foreign financing
- Ensure rigorous feasibility studies and well-prepared DPPs to avoid implementation bottlenecks, cost and time overruns, etc.
- Undertake feasibility studies with the GoB fund instead of DP's grants/loans
- Reduce dependence on DPs in project selection and preparation of DPP

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Challenges: Project Implementation



- Delay in appointing PDs and other PIU staff
- Persons involved in project preparation are not often appointed as PD or PIU staff
- Frequent changes of project officials
- Undue demand placed on PDs
- No additional incentives for PDs and other project officials
- Delay in land acquisition, utility shifting, road-cutting, etc., due to insufficient prior consultation with the relevant stakeholder agencies
- Delay in procurement
- Not keeping sufficient GOB allocation for CD/VAT in DPP
- Frequent variation and cost escalation due to not considering projects' scope prudently during DPP preparation

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Recommendations (Contd.)



- Appoint Project Management Consultants (PMC) with the GoB fund instead of the DP fund to avoid conflicts of interest
- Appointing the right persons as PD and PIU staff with full confidence, cooperation and support of ministries and divisions
- Adhering to project readiness criteria before loan signing (DPP approval, PIU set-up, land acquisition, resettlement, utility shifting, SLA with FD, tender processing, etc.)
- Strengthen the capacity of project personnel and recognise their additional implementation efforts through appropriate incentives
- Introduce a clear accountability framework that ensures individual responsibility for shortcomings in project implementation

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Challenges: Project Financing

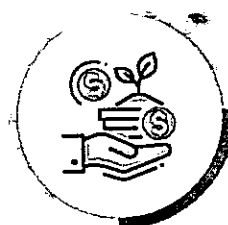


- Concessional loans are becoming increasingly scarce.
- For WB, ERD has to take less than the country allocation if it opts for fixed interest rate concessional loans.
- Other traditional DPs like ADB and Japan are pushing for higher interest-rate (non-concessional) loans
- Projects are often not prioritised vis-à-vis fund constraints
- Delayed project implementation incurring additional commitment charge
- Not signing SLAs with FD in time, causing a delay in loan effectiveness and incurring commitment fees.
- In case of co-financing, not signing the DP-wise financing agreement as per the implementation sequence to reduce commitment fees

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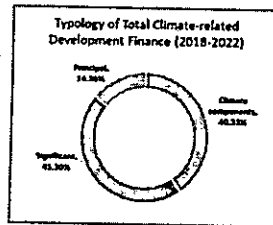
Climate Finance: A Case Study



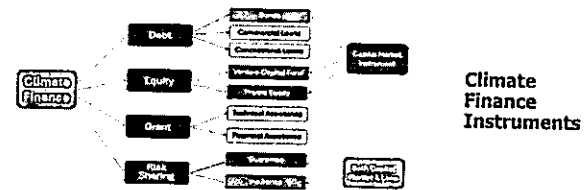
AKM Sohail
Additional Secretary
Economic Relations
Division

Climate Finance?

1. Climate Finance is a big debate and a big question mark.
2. There is no universally agreed-upon definition of climate finance.
3. Of course, UNFCCC gives an operational definition of it: "Climate finance refers to local, national or transnational financing—drawn from public, private and alternative sources of financing—that seeks to support mitigation and adaptation actions that will address climate change." [Source: <https://unfccc.int/topics/introduction-to-climate-finance>]



OECD Climate Finance Report 2024



Climate finance vis-à-vis ODA: An unresolved debate

1. Commitment: Developed countries "shall provide new and additional financial resources" and transfer technologies to support developing countries' climate actions. [Article 4, Paragraph 3 of the UNFCCC, 1992]
2. Official Development Assistance (ODA): "Official development assistance (ODA) is government aid that promotes and specifically targets the economic development and welfare of developing countries" [OECD, 2023].

Note: ODA is being calculated as climate financing by including an environmental component in the financing package, thus perpetrating greenwashing



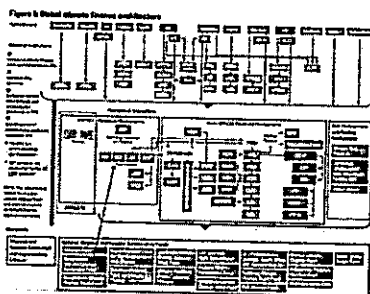
Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity

GENDER-RESPONSIVE COASTAL ADAPTATION (GCA) PROJECT

Project Duration: 01/01/2019 – 30/06/2026
Development Partners: Green Climate Fund (GCF)
Sponsoring Ministry: Ministry of Women and Children Affairs (MoWCA)
Accounting Entity: United Nations Development Programme (UNDP)
Total Budget: USD 32.98 million (GCF 24.98 million and GoB 8 million USD)
Component and Responsible Parties: Livelihood Department of Women Affairs (OWA), Water Department of Public Health Engineering (DHE) and Coastal Division MoWCA

International Climate Finance Architecture

1. UNFCCC Mechanisms: LDC, GCF, AF, GEF (LDCF: Least Developed Countries Fund and SCCC: Special Climate Change Fund)
2. Non-UNFCCC Financing Mechanisms:
 1. UN Agencies, e.g., UNDP, UNEP, FAO
 2. MDBs, e.g., WB, ADB, IDB
3. Bilateral, e.g., JICA, USAID, FCDO, AFD
4. Philanthropies, e.g., Bill and Melinda Gates Foundation, Open Earth Foundation, and BMW Foundation



Source: Climate Fund Update, 2024

Project Summary:

The Gender-responsive Coastal Adaptation (GCA) Project, implemented by UNDP Bangladesh with support from the Green Climate Fund (GCF) and the Government of Bangladesh, aims to enhance the resilience of vulnerable coastal communities, particularly women, to the adverse impacts of climate change in the southwestern coastal districts of Khulna and Satkhira. The project is designed to address the challenges of salinity intrusion, water scarcity, and livelihood insecurity caused by climate-induced stresses.

Objective:
To support the Government of Bangladesh (GoB) in strengthening the adaptive capacities of coastal communities, especially women, to cope with the impacts of climate change-induced salinity on their livelihoods and water security

Alignment with National and Policy Context

Ranked 1st among the most climate-vulnerable countries globally

Coastal zones exposed to cyclones, storm surges, flooding, and salinity intrusion

Women face higher climate risks due to limited asset ownership and livelihood options

Alignment with

GCFADP
National Adaptation Plan

Gender Equality and Women's Empowerment

Climate Resilient and Gender Inclusive

Alignment with GCF Investment Criteria

Impact Potential:
Reduced vulnerability of coastal populations

Paradigm Shift:
Gender equality as a driver of resilience

Sustainable Development:
Livelihoods, food security, disaster control

Need of Recipient:
Targets high-risk, resource-constrained areas

Country Ownership:
Strong NDA leadership

Efficiency: Leveraged UNDP systems and national partners

Concept Identification

- Identified adaptation gap in gender-responsive coastal resilience
- Existing interventions largely infrastructure-focused and gender-blind
- Conceptual shift toward:
 - Livelihood resilience
 - Women's leadership and economic empowerment
 - Community-based adaptation solutions

Proposal Development

- Defined climate problem statement using hazard-exposure-vulnerability framework
- Gender positioned as a core adaptation strategy, not a co-benefit
- Preliminary results logic and theory of change developed
- Early consultation with government, local institutions, and civil society

NDA (ERD) Review

- Strategic alignment with national priorities
- Climate relevance and adaptation additionality
- Institutional capacity of AE

No Objection Letter (NOL)

- NDA issued No Objection Letter, confirming country ownership
- Enabled submission to GCF Secretariat

GCF Board Approval Decision

Proposal approved based on:

- Strong climate rationale and adaptation logic
- Clear paradigm shift narrative
- Robust country ownership through NDA

Recognized as a flagship gender-responsive adaptation project

Key Components

- Safe Drinking Water Solutions:** Installation of rainwater harvesting systems (RWHS) and community-based water supply facilities to ensure reliable access to safe freshwater.
- Climate Resilient Gender-Responsive Livelihood:** Introduction and scaling up of sustainable livelihood options such as crab farming, aquaponics, hydroponics, sesame cultivation, homestead gardening, plant nurseries, and feed processing, enabling women to participate actively in income-generating activities.
- Institutional Strengthening and Capacity Building:** Building the capacity of local institutions, community-based groups (e.g., Women Livelihood Groups, Water Management Committees, Social Audit Committees), and government ministries and line departments to ensure effective governance, maintenance, and sustainability of interventions



Implementation Approach and Areas

The GCA project adopts a community-driven and gender-inclusive implementation approach. It engages local government institutions, responsible partner NGOs, and community-based organizations to co-design, implement, and monitor interventions. The project emphasizes capacity building, participatory planning, and knowledge sharing to ensure long-term ownership and sustainability. A robust monitoring, evaluation, and learning framework guides progress tracking and documentation of lessons learned for scaling up and policy integration.



Results Framework – Objectives and Outcomes

Impact Objective:

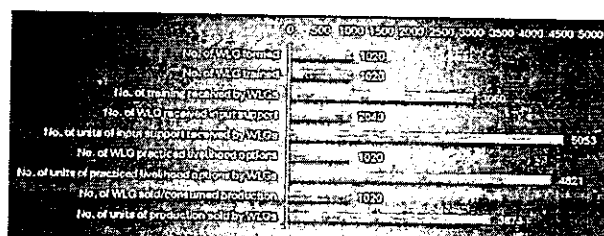
- Reduced climate vulnerability of coastal communities

Outcomes:

- Increased adaptive capacity of women and households
- Strengthened local institutions for climate-resilient planning
- Improved access to climate-resilient livelihoods

Output 1: Climate-resilient Livelihoods

Activity 1.1 Enterprise- and community-based implementation of climate-resilient livelihoods for women



Key GCF Aligned Indicators

% of beneficiary households with increased adaptive capacity

Number of women adopting climate-resilient livelihoods

Reduction in climate-related livelihood losses

Number of local institutions integrating gender-responsive adaptation

Activity 1.2 Strengthened climate-resilient value-chains and market linkages for alternative, resilient livelihoods.

- 1000 Women trained in 1000 households
- 2000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households

Activity 1.3 Community-based monitoring and last-mile dissemination of EWs for climate-risk informed, adaptive management of resilient livelihoods.

- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households
- 1000 Women trained in 1000 households

Achievements to Date

- Improved adaptive capacity of thousands of coastal women
- Diversified climate-resilient livelihood options
- Enhanced women's leadership in local adaptation planning
- Generated evidence for gender-responsive adaptation

Output 2: Climate-resilient drinking water solutions

Activity 2.1 Participatory, site-specific mapping, beneficiary selection, and mobilization of community-based management structures for climate-resilient drinking water solutions

- 667 (out of 658) community consultation meetings organized for site of community institution, pond and 10 HH based RWHS
- 60 water management committees formed and merged into 10 water user groups (WUGs) (Water User Group) formed for household based RWHS

Activity 2.2 Implementation of climate-resilient drinking water solutions (at HH, community, and institutional scales).

S/N	Type	Target	Constructed	Handover	Remaining
1	HH based RWHS	13308	13308	13308	0
2	Community based RWHS	121	111	82	10
3	Institution based RWHS	23	17	14	6
4	Pond based Ultra Filtration System	25	23	21	2
5	10 HH based RWHS*	658	0	0	658*
6	HH based RWHS (3000 litre capacity)	2000	0	0	2000
Total		16135	13460	13425	2675

Activity 2.3 Community-based, climate-risk informed Operation & Maintenance (O&M) and management of the resilient drinking water solutions

1. FP069: O&M plan developed when design and construction was ongoing
2. GCA/DPHE: O&M plan developed when O&M started after GCA work
3. DPHE: O&M plan developed when O&M started after GCA work
4. Project: O&M plan developed when O&M started after GCA work
5. Project: O&M plan developed when O&M started after GCA work
6. Project: O&M plan developed when O&M started after GCA work
7. Project: O&M plan developed when O&M started after GCA work

Strategic Lessons for ERD / NDA

- Early NDA engagement improves proposal quality
- Climate rationale must drive design and results
- Gender integration works best when central to adaptation logic
- Adaptive management is essential during implementation

Output 3: Strengthening Institutional Capacity

Activity 3.1 Strengthen MoWCA's technical and coordination capacities for design and implementation of gender-responsive, climate-resilient coastal livelihoods.

- FP069: Gender-responsive coastal livelihoods (GCL) project developed

Activity 3.2 Strengthen DPHE capacities for climate-risk informed management of drinking water solutions across the Southwest coast.

- Water options (NAR/DPHE) project developed
- Capacity building of DPHE staff

Activity 3.3. Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

- JICA competition reported with a link to the GCL project
- Project documents, web-based stories and photo stories were published
- GCL strategy developed and GCA web portal launched
- GCL competition and project learning workshop conducted

Conclusion and Way Forward

- FP069: Gender-responsive Coastal Adaptation (GCA) PROJECT is a strong reference model for future GCF projects
- Demonstrates NDA's value as coordinator, gatekeeper, and steward
- Lessons can inform pipeline development, readiness, and AE engagement
- Positions Bangladesh as a leader in gender-responsive climate finance

Implementation Challenges

- Coordination complexity across multiple stakeholders
- Operational and external disruptions
- Need to recalibrate timelines and delivery mechanisms

NDA Role in Project Resumption

- Facilitated dialogue between AE and government counterparts
- Supported revised implementation plan
- Ensured continued alignment with national priorities
- Strengthened monitoring and reporting arrangements

Thank you!

THIS SESSION WILL COVER :

Public Procurement Management

Khan Md Ferdausur Rahman, MCIPS
 Retd. DCAG (Grade-1)
 Chairperson, Review Panel, BPPA.
 Sr. Financial Management Consultant,
 RIVER- World Bank project.

Key Features of Procurement Strategy

"Procurement strategy" means the strategies and methods adopted in the processing of procurement and implementing a contract based on (a) analysis of project concept, operating environment, stakeholder, market and alternative, (b) sustainability, (c) risk management, etc., with the aim of ensuring best value for money in the procurement process.

9(a) of Public Procurement Ordinance 2025

Basic Thinking

- Provides basis for the selection of procurement of a particular object
 - Procurement method
 - Contract type for procurement
- Proper choice of delivery and payment system reduces

Delivery System Matters

Steps in Procurement Cycle

Steps:

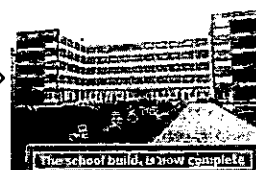
1. Needs Assessment
2. Annual Procurement Plan
3. Specification/ToR
4. Official Cost Estimate
5. Tender/Proposal Document preparation
6. Committee Formation and Advertisement



Establishing Strategy

Right Requirements

Strategy Builds on:
 Right Object
 Right Quality
 Right Quantity
 Right Time
 Right Place
 Right Value for Money



Ultimate Output

Steps in Procurement Cycle

Steps:

7. Submission of Tender/Proposal
8. Opening
9. Evaluation
10. Approval
11. Notification of Award
12. Contract Award
13. Contract Administration & Management
 Acceptance, Payment, Warranty/Defects Liability
 Period, Termination, LD etc.

Splitting/ Assembling Packages

Item

A single article or unit in a list with an identified quantity ... 1,2,3 etc

Lot

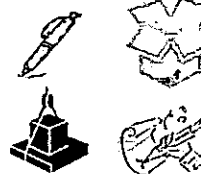
A multiple number of items grouped together;
 Any number of items can form a lot

Package

- A multiple number of Lots grouped together
- Number of lots: As PE's judgment

Contract

Agreement through which the Item/Lot/Package is purchased



CFCC AND OBSTRUCTIVE PRACTICES



- ✓ Corrupt practice means offering, giving or promising to give, receiving, or soliciting either directly or indirectly, to any officer or employee of the Procuring Entity or other public or private authority or individual
- ✓ Fraudulent practice means the misrepresentation or omission of facts.
- ✓ Collusive practice means a scheme or arrangement between two or more persons, with or without the knowledge of the PE
- ✓ Coercive practice means harming or threatening to harm, directly or indirectly, persons or their property to influence a decision to be taken in the Procurement proceeding or the execution of a Contract.
- ✓ Obstructive practice means deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation (PPR 2025).

KEY ISSUES

- **Classified by category** such as Goods, Works, Intellectual and Professional Services and Physical Services
- **Separate** for Development Project and Operational Budget
- **Total Procurement Plan** for the entire project period in the **Formats prescribed** by the Government from time to time for DPP or TPP
- **Standard format for APP** refer to Schedule V (Part B to E)

Step 1: Procurement Needs Assessment

Procurement Needs Assessment The researcher conceptualized that procurement planning entails the assessment of procurement needs and this involved identification of needs, determination of scope of goods, works or services required, procurement strategies or methods to be deployed and setting of timeframes and accountability for the full procurement process.

Need Assessment :

- Fix up Total Demand
 - Making Inventory
- Quantity to be purchased equal to total demand minus stock available

Feasibility study means "being possible". It is the study of the possibility of something rolling into action and achieving its target. It is an assessment of the practicality of a proposed plan.

ELEMENTS OF PROCUREMENT REPARATION

Procurement Planning Strategic Procurement Planning considers:

- Market Research and Analysis
- Capacity Assessment of PE
- Risks Assessment and Mitigation
- **Decide about Contract Packages**
- What (like Items, lots, values, capacity)
- How (ICT, NCT)
- When (Each Step, Each Package)
- Who (to do, to review)



Step 2: Annual Procurement plan (APP)

Preparation of PP shall be mandatory for all PE's

- At the beginning of each financial year
- Quarterly update
- Shall be published (notice board, website, bulletin)
- Posted on BPPA Website (for procurement above certain value)
- Good market knowledge is essential; if you don't know what is available, you cannot formulate a good procurement request

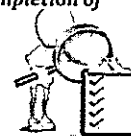
Act [Section-11]
Rule [Rule 25 & 26]

Refer to TPP for
Development
projects

ANNUAL PROCUREMENT PLAN

Step 2: Procurement Planning

- *Select lot/package*
- *Method & Type*
- *Estimate cost*
- *Decide approving authority*
- *Decide time frame from IFT to Contract*
- *Decide total time of delivery/ completion of contract*
- *Approve procurement plan*



Steps in Procurement Cycle

Main Purpose: Rule 38

Step 3: Specifications/ToR

Allowing potential suppliers/contractors/ consultants to decide and price their offer

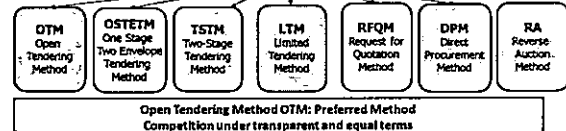


- Clear, unambiguous standard descriptions compliant with PE requirements
- Preparation in a non-restrictive manner so that a fair and open competition is possible
- Equal opportunity to all suppliers
- Opportunity for alternate design
- Enable evaluation against defined criteria

Procurement Methods: Goods & Works

Distinct Methods

Goods & Related Services Works & Physical Services



Open Tendering Method OTM: Preferred Method
Competition under transparent and equal terms

Taking into account the thresholds and conditions

Compliance with the conditions specified in the Rules

Rule 78, 79 of PPR 2025

Steps in Procurement Cycle

Step 4: Official Cost Estimate

- Present Market related information like Transport cost, Overhead, Profit, Insurance cost, VAT, TDS are important for rate fixup
- A 3 to 5-member committee will prepare the specifications and the OCE
- If the OCE is higher than the estimated cost, the HOPE will approve, if not higher, officer authorized by HOPE or AA (if AA below HOPE) will approve
- Opening committee will open OCE (Other than LTM, National, Works-) and make a note in the Tender Opening Sheet

OTM: Key Aspects

- Invite Eligible Tenderers through public advertisement
- Sell Tender Documents
- make them available on web-site
- Allow minimum time for submission of Tender
- (Urgent National Need: GoB may reduce time)
- Open Tendering Method may be performed:
 - With or without Pre-qualification
 - In case of Pre-qualification held, only Pre-qualified applicants are invited to submit a tender

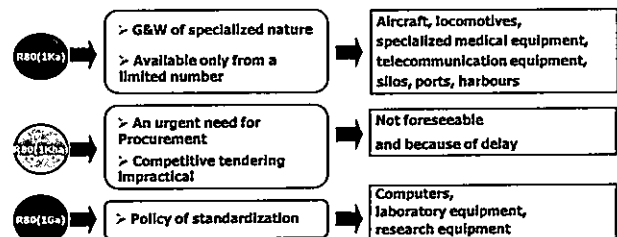
Rule 78 of PPR 2025

Steps in Procurement Cycle

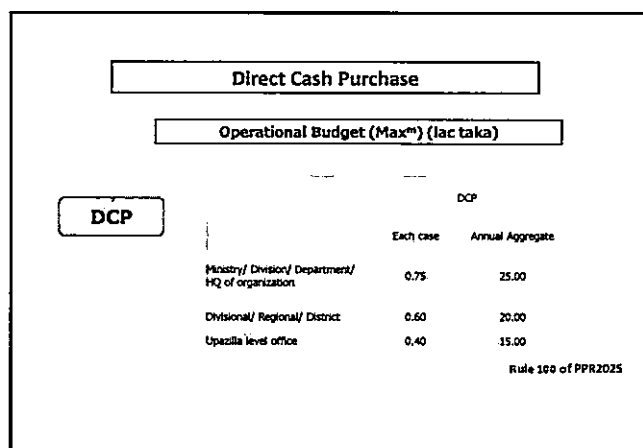
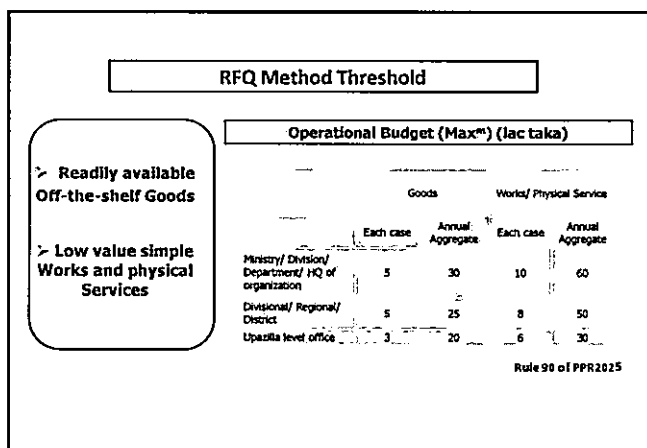
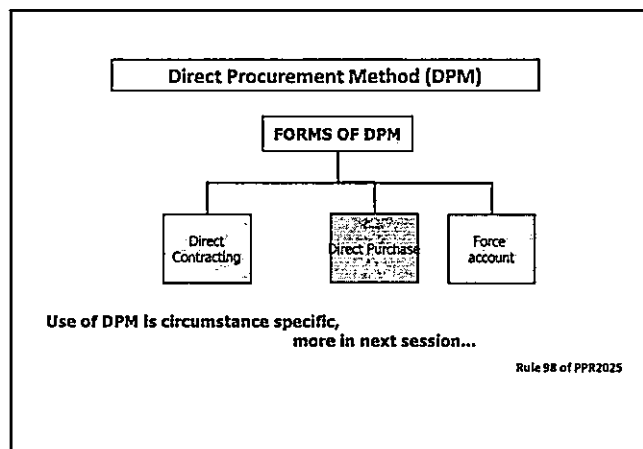
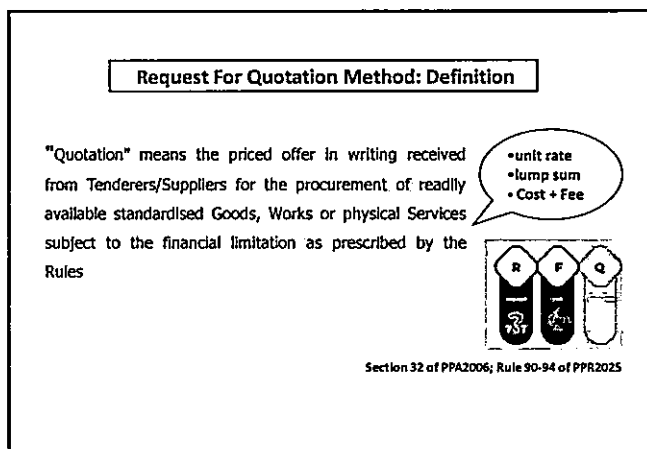
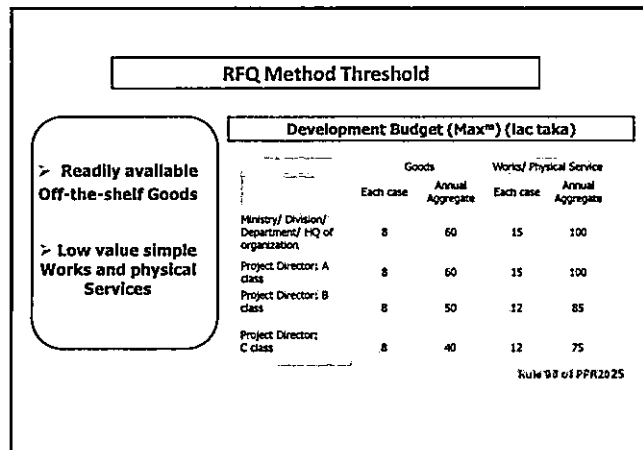
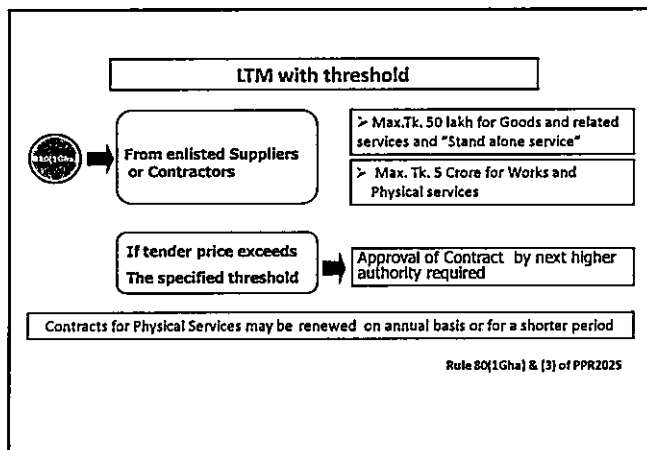
Step 4: Sample of rate analysis of official cost estimate

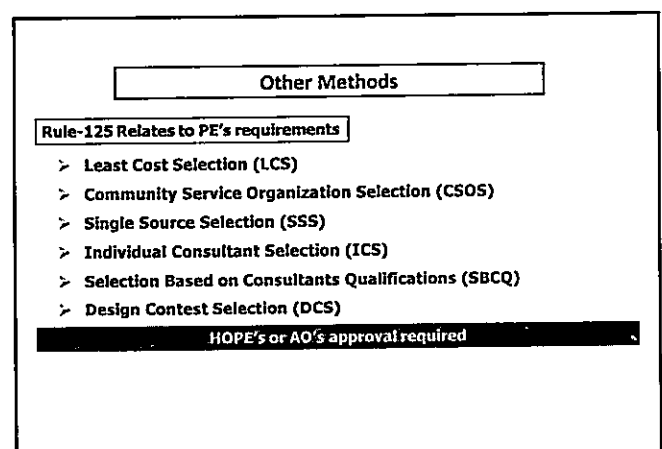
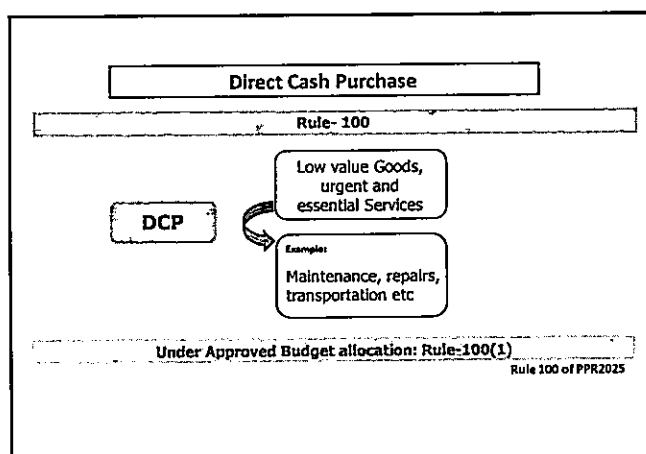
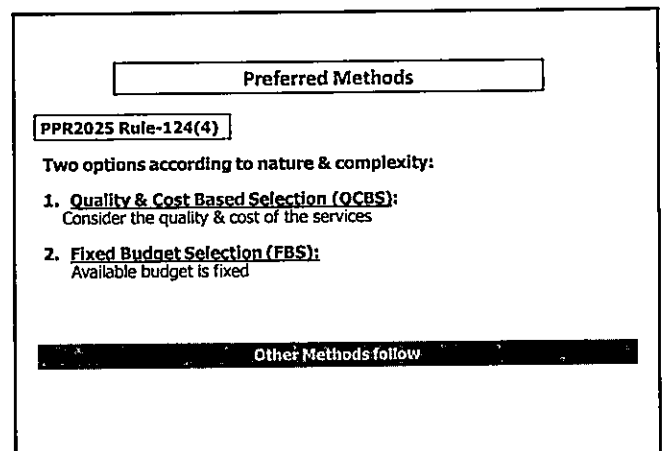
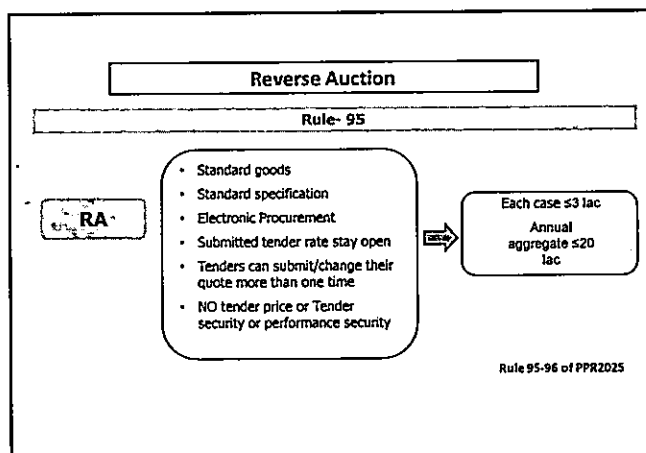
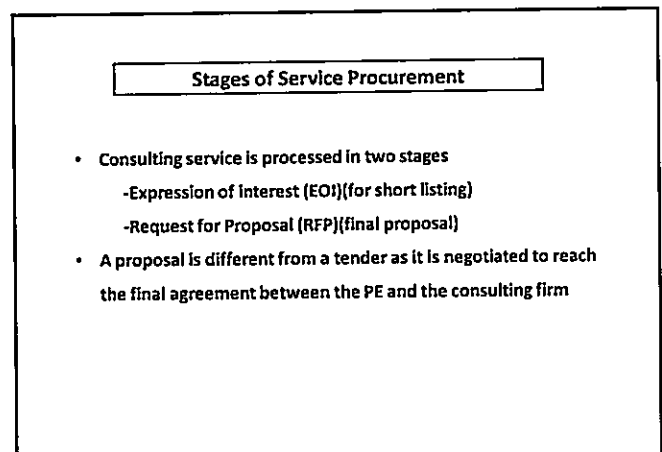
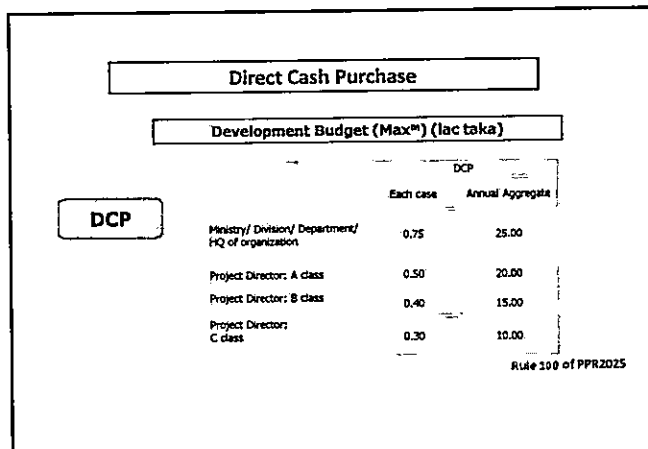
First class brick work (1:4) in foundation and plinth			
Considering, unit of work 100 CR			
a). Bricks	1100 nos	② Tk	4000.00 per % 0 nos
b). Sand (F.M 1:5) inc. wastage	32.00 CR	② Tk	950.00 per % 1% CR
c). Cement	8.50 bag	② Tk	305.00 per bag
d). Head Mason	0.10 nos	② Tk	180.00 each
e). Mason	1.00 nos	② Tk	150.00 each
f). Skilled labour	1.00 nos	② Tk	120.00 each
g). Ordinary labour	1.50 nos	② Tk	100.00 each
h). Curing (7 days)	1.75 nos	② Tk	100.00 each
i). Local carriage, storage & sundries			30.00
		Total	7732.30
	Contractor's profit	10.00 %	773.23
	Overhead Expense	3.50 %	270.63
	VAT	4.50 %	347.95
		Grand total	9124.11
	So, Rate per CR		91.24
	So, Rate per Cum		3222.19
	1 Say, Rate per cubic metre		3222.00

LTM without threshold



Rule 80 of PPR 2025





Steps in Procurement Cycle

Step 5: Tender/Proposal Document Preparation

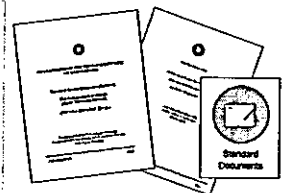
- ☐ Instruction to tenderer for tendering process
- ☐ Details information for tenderer (TDS)
- ☐ Description of tender and contract terms (GCC & PCC)
- ☐ Required standard forms
- ☐ BOQ for works and schedule of requirements for goods
- ☐ Detailed description of the essential technical and performance characteristics of Goods/ Works & ToR for services
- ☐ Drawings



Standard Procurement Related Documents

STDs, SRFPs, SPQDs etc.

- ☐ Standard Procurement Related Documents are models for your Tender/Proposal Documents
- ☐ Mandatory use [Rule 4(1)]
- ☐ Available on CPTU/ BPPA web-site
- ☐ Shall be completed with information specific for the individual procurement



Standard Documents listed in Schedule I

Section-5, PPA-2006; Rule-4, PPR-2025; Schedule-I

CONTENTS

PPR 2025

ITT - 8

Tender Document



LAYOUT

- Section 1 Instructions to Tenderers (ITT)
- Section 2 Tender Data Sheet (TDS)
- Section 3 General Conditions of Contract (GCC)
- Section 4 Particular Conditions of Contract (PCC)
- Section 5 Tender and Contract Forms
- Section 6 Bill of Quantities
- Section 7 General Specifications
- Section 8 Particular Specifications
- Section 9 Environmental and social specifications
- Section 10 Drawings

Steps in Procurement Cycle

Step 6: Committee formation & IFT



Public Procurement Committees

Act [Section- 6 & 7] Rules [Rule- 9, 10, 11, 14, 15, 16, 17 & 18]

STANDARD DOCUMENTS

PE follows STD/SRFP

Rule 4

Encourage eligible, qualified Tenderers/ Applicants to participate

Provide equal opportunities and clear evaluation criteria



Steps in Procurement Cycle

Step 6: Committee formation & IFT

PUBLIC PROCUREMENT COMMITTEE

1. Specification and Estimation Committee (Rule 9)
2. Tender/Proposal Opening Committee (TOC/POC) (Rule 10)
3. Tender/Proposal Evaluation Committee (TEC/PEC) (Rule 11)
4. Technical Sub-committee(TSC) (Rule 11)
5. Enlistment Committee (Rule 14)
6. Variation Assessment Committee (Rule 15)
7. Technical Inspection and Acceptance Committee (TIAC) (Rule 16)
8. Contract Termination Review Committee (CTRC) (Rule 17)
9. Debarment Review Committee (Rule 18)

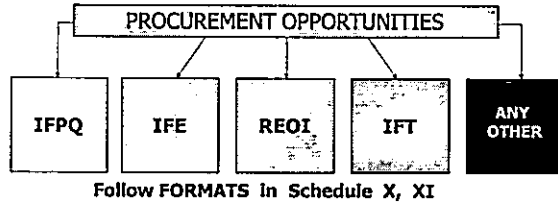


Steps in Procurement Cycle

Committee formation & IFT

ADVERTISEMENT OF INVITATIONS Rule - 110

All invitations, where the procurement is open to competition, shall be publicly advertised



STEP 9: TENDER EVALUATION (Rule 118)

- Preliminary examination:
 - ✓ Eligibility, completeness, Tender Security
 - ✓ Tender validity period-not complied, eliminated
 - ✓ TEC may seek clarification, not changes in Price or substance
- Technical examination, adequacy, authenticity and acceptability, technical compliance- responsiveness
- Evaluation against criteria
- Financial evaluation & price comparison and assessment of comparability to OCE
- Post-qualification

Steps in Procurement Cycle

STEP 7: TENDER PREPARATION/SUBMISSION

Tenderers' activities:

- May seek clarification of Procurement Documents and attend Pre-tender Meeting(if held), Site visit
- May withdraw, substitute or modify tender before deadline
- Tender forms completed and signed
- Tender security posted
- Tender submission right time, right place



PROCUREMENT CYCLE

Approval (Rule 122)

Evaluation report approved by Approving Authority (AA)
AA determined by DoFP

Issue NoA (Rule 123)



PE/Successful-Tenderer activities:

- Notification of award (NOA) within 7WD but before expiry of tender validity date from receiving of approval whichever is earlier.
- Acceptance from successful tenderer within 7 wd
- Performance security posted (within set deadline)

Step 12: Signing of contract by both parties (Rule 123)

Step 13: Execution following contract terms (Rule 50, 51, 52, 53, 54, 55, 56, 57, 58 & 59.)

STEP 8: TENDER OPENING (Rule 117)

- Tenders shall be opened at the time and place specified in the Invitation for Tender (IFT) in presence of the interested Tenderers or their authorized representatives
- Persons not associated with the Tender are not allowed to attend the opening of Tenders
- Tender opening shall not be delayed on the plea of absence of Tenderers or his or her representatives, as the presence of Tenderers or their authorized representatives is optional
- Information be read out to all present and recorded in TOS



RISK IN PROCUREMENT

Each Procurement Step might be connected with risk



Identification of risk factors

Analysis of probability of risk occurring and likely consequences

Action Plan for Allocation & Mitigation of risk:

- Avoiding, eliminating, reducing
- Accepting the risk
- Transfer (insurance, security)

RISK ANALYSIS



We will go through the Steps
in the
Procurement Cycle
and discuss
some Risk Factors

IDENTIFICATION OF RISKS (CONT.)

Steps

Committee
Formation

Submission of
tender and
Opening

Risks

- > Targeted members/ not qualified
- > Conflict of interest
- > Failure to adequately address enquiries from tenderers
- > Time not maintained
- > Associated with threats, association as collusion
- > Not all information read allowed
- > Withdrawal application opened
- > Document not signed

IDENTIFICATION OF RISKS

Steps

Identification
of needs,
Procurement
Planning

Official Cost
Estimate,
Spec/BOQ
TOR

Risks

- > Under-/overstatement of needs
- > Misinterpretation of user needs
- > Insufficient funding
- > Not published
- > Method not accurate, Package manipulated
- > Locked/Restricted/Partial/Biased Spec/BOQ/TOR
- > Disclosure of confidential Information
- > Inflated/Disclosed/ Not appropriately prepared Official Cost Estimate
- > Insufficient knowledge of market



IDENTIFICATION OF RISKS (CONT.)

Steps

Evaluation

NOA, Approval

Risks

- > Targeted/ Delayed
- > CFCCO
- > Information Disclosed
- > International non-compliance
- > Member change
- > Delayed
- > Not as per format
- > Not published
- > Rejection without showing reason
- > Not published

IDENTIFICATION OF RISKS (CONT.)

Steps

Selection of
Procurement
Method

Tender Document
Preparation,
Advertisement and

Risks

- > Lack of offers from suitable tenderers
- > Selecting inappropriate procurement method
- > No response from qualified tenderers
- > Terms and conditions unacceptable to tenderers
- > Providing inadequate information to tenderers
- > Confusing tenderers by providing inconsistent information
- > Minimized publicity, manipulated publicity
- > Claims of unfair dealings
- > Biased criteria

IDENTIFICATION OF RISKS (CONT.)

Steps

Contract Award

Contract execution

Risks

- > Unwillingness of the tenderer to accept the award
- > Delays in delivery as per the contract.
- > Collusive variation
- > Amendment for personal interest
- > Compromise on quality
- > Delayed and contract not followed

Module:2

Policy & Planning

Bangladesh's Current Growth Trajectory

Strategies, Opportunities, Challenges, and Lessons from Southeast Asia

Presented by
Dr Fahmida Khatun
 Executive Director
 Centre for Policy Dialogue (CPD)

Dhaka 12 March 2026



1. Introduction

Changes over time

- > Over the last five decades, Bangladesh economy, underpinned by resource constraints and low per capita land availability, has experienced discernible changes in its production structures and related variables.
- > In the late 70s, Bangladesh experienced around 3 percent growth rate on average. It has gained momentum since 1990s.
- > The potential of the economy of Bangladesh is widely recognised.
- > In 2007, Faaland and Parkinson wrote an article titled "Bangladesh: the Test Case for Development Revisited" where they expressed-

"At this point, with three decades and more of experience of limited and chequered progress sustained development in Bangladesh appears to be within reach though far from assured."



Dhaka 12 March 2026 Bangladesh's Current Growth Trajectory

4

Contents

1. Introduction
2. Progress, Challenges and Macroeconomic Overview
3. Fiscal Discipline and Public Debt Sustainability
4. Banking Sector Stability
5. External Sector Performance
6. Comparative Economic Trends
7. Lessons from the Southeast Asian Economy
8. The Way Forward

Dhaka 12 March 2026 Bangladesh's Current Growth Trajectory

5

1. Introduction

- **Strong Growth Momentum:** Bangladesh, a least developed country, has observed one of the fastest growth trajectories in South Asia, with GDP expanding from about USD 102 billion in 2009 to over USD 460 billion by 2025, driven by RMG sector, remittances, and domestic consumption.
- **LDC Graduation:** The country is also preparing to graduate from LDC status in November 2026, a transition that presents both opportunities for global integration and risks related to the withdrawal of preferential benefits.
- ▲ **Emerging Macroeconomic Pressures:** Despite the growth, the economy has faced significant instability in recent years, marked by rising inflation, subdued private investment, monetary sector vulnerabilities, and political uncertainty during the transition period.
- **Structural Transformation Challenge:** To sustain this higher growth, Bangladesh must require export diversification, productivity improvements, deeper integration to global value chains, and social sector development.
- **Learning from Southeast Asia:** The development experiences of countries such as South Korea, Singapore, Japan, China, and even Vietnam provide valuable examples on industrial policy, export diversification, institutional reforms, good governance, and social sector development to ensure inclusive and sustainable growth.

Dhaka 12 March 2026 Bangladesh's Current Growth Trajectory

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1. Introduction

At the outset of the journey

- > At the time of its independence in 1971, Bangladesh inherited a shattered economy with high poverty and few resources.
- > A number of pessimisms worked against the country
 - ◆ Large population and high population growth
 - ◆ High level of poverty
 - ◆ Hit by a devastating war
 - ◆ No strategic importance
- > Just Faaland and J.R Parkinson (1976) in their famous book titled "Bangladesh: The Test Case for Development" concluded -
"If development could be made successful in Bangladesh, there can be little doubt that it could be made to succeed anywhere else. It is in this sense that Bangladesh is the test case for development."



Dhaka 12 March 2026 Bangladesh's Current Growth Trajectory

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2. Progress, Challenges and Macroeconomic Overview

Dhaka 12 March 2026 Bangladesh's Current Growth Trajectory

6

2.1 Bangladesh's Progress: Snapshot



RMG Sector

Ready-Made Garments transformed Bangladesh into second-largest RMG exporter globally after China



International Remittances

Millions of workers abroad provide stable foreign exchange supporting household consumption and investment



Social Indicators

Significant progress in life expectancy, maternal health, female education, and workforce participation



Infrastructure Investment

Infrastructure like Padma Bridge, Dhaka Metro Rail, and new power facilities improving connectivity and reducing costs

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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2.4 Macroeconomic Situation: Real GDP Growth

- Real GDP growth declined from 4.32% in FY2024 to 3.49% in FY2025.
- GDP growth was 4.50% in Q1 FY2026, up from 2.58% in Q1 FY2025, indicating a recovery in economic activity following the stagnation observed in the previous quarter.

Figure 2a1 Real GDP Growth (FY14-FY24)

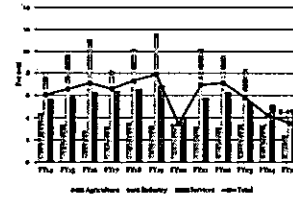
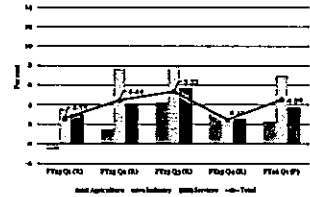


Figure 2b1 Real GDP Growth (FY23 Q1 - FY26 Q1)



Source: Author's Illustration based on data from Bangladesh Bureau of Statistics (BBS).
Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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2.2 Critical Challenges for Bangladesh

Limited Export Diversification

Export basket highly concentrated in ready-made garments (RMG), making economy vulnerable to global demand fluctuations and trade policy changes

Financial Sector Volatility

High level of non-performing loans (NPLs) in banking system undermines confidence and reduces credit availability for productive investments

Post LDC Graduation Challenges

Loss of International trade preferences and concessional financing facilities

Governance Challenges

Bureaucratic inefficiency, corruption, and lack of monitoring increases business costs and discourages foreign investment

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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2.5 Macroeconomic Situation: Trends in Inflation

- Inflationary pressure eased in January 26, with headline inflation declining to 8.66% from 9.7% in June FY24, driven by a slowdown in food prices, with food inflation falling to 7.79% during this period.

Figure 2a1 Inflation trends (FY14-FY24)

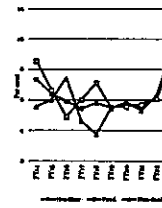


Figure 2b1 Inflation trends (FY23)

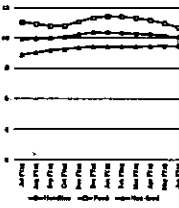
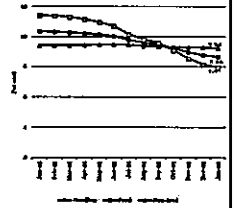


Figure 2c1 Inflation trends (Jan'23 - Jan'26)



Charted (12 March 2026): Bangladesh's Current Growth Trajectory

Source: Author's Illustration based on data from Bangladesh Bureau of Statistics (BBS).
Charted (12 March 2026): Bangladesh's Current Growth Trajectory

2.3 Critical Challenges for Bangladesh (Contd.)

Low Revenue Collection

Reduced revenue mobilization growth leads to higher fiscal deficits, increased public debt, reduced public investment

Poor ADP Implementation

Poor ADP implementation leads to underutilized funds, delayed development projects, and slower economic growth

Less allocation on social sector

Low allocation in health and education reduces human capital development, and hampers long-term economic growth

Lower Investment

Very low FDI and private investment limit capital inflows, reduce job creation, and slow economic growth

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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2.6 Macroeconomic Situation: Growth of Wage Rate Indices

- Wage growth remained stagnant at 8.12% in January 2026, exerting downward pressure on household purchasing power.

Figure 2a1 Growth of WRI (FY14-FY24)

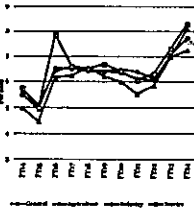


Figure 2b1 Growth of WRI (FY23)

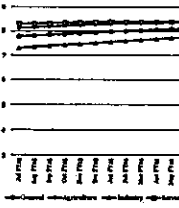
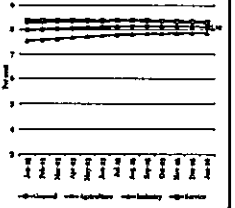


Figure 2c1 Growth of WRI (Jan'23 - Jan'26)



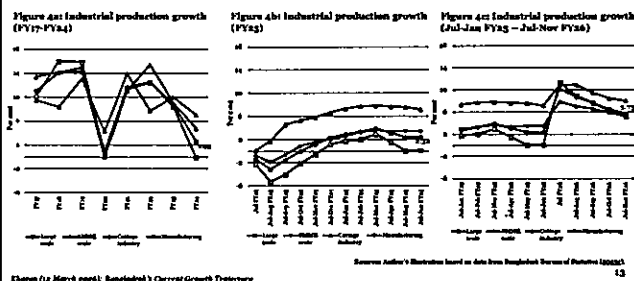
Charted (12 March 2026): Bangladesh's Current Growth Trajectory

Source: Author's Illustration based on data from Bangladesh Bureau of Statistics (BBS).
Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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2.7 Macroeconomic Situation: Industrial Production Growth

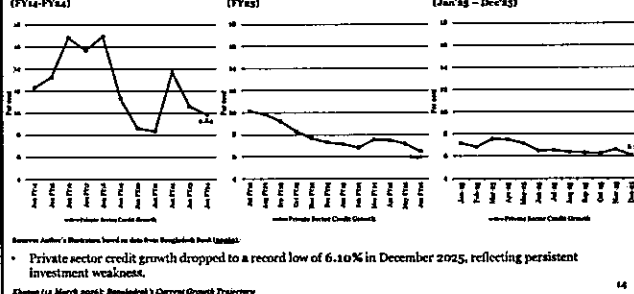
- Manufacturing industries recorded a positive but slow growth in recent months.



3. Fiscal Discipline and Public Debt Sustainability

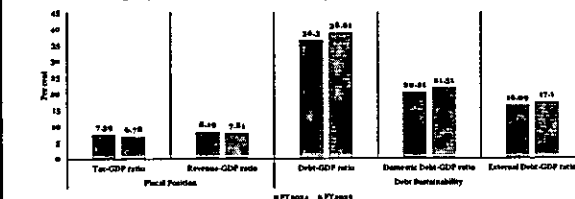
2.8 Macroeconomic Situation: Private Sector Credit Growth

- Private sector credit growth dropped to a record low of 6.10% in December 2025, reflecting persistent investment weakness.



3. Fiscal Discipline and Public Debt Sustainability

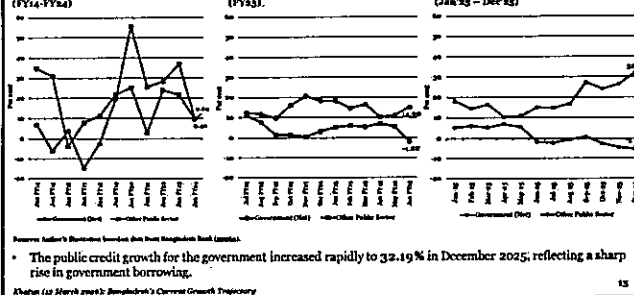
Figure 7: Revenue & Debt to GDP ratio Comparison between FY24 and FY25



- The tax-to-GDP and revenue-to-GDP ratios fell to 6.78% and 7.81%, respectively, in FY25 compared to the previous fiscal year, suggesting weak revenue mobilisation.
- Total debt-to-GDP increased to 38.61% in FY25 driven by rises in both domestic and external debt, reflecting greater reliance on borrowing and rising medium-term sustainability pressures.

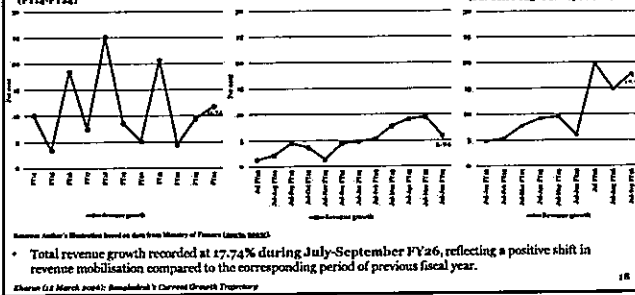
2.9 Macroeconomic Situation: Public Sector Credit Growth

- The public credit growth for the government increased rapidly to 32.19% in December 2025, reflecting a sharp rise in government borrowing.

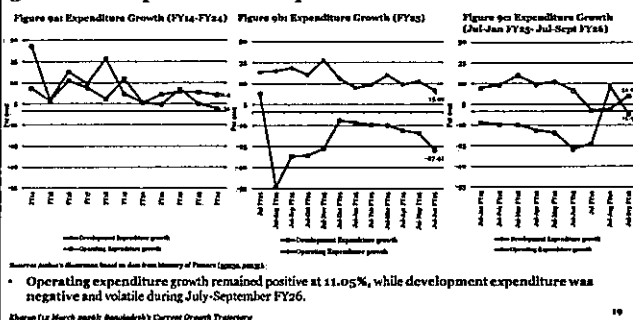


3. Fiscal Discipline: Total Revenue Growth

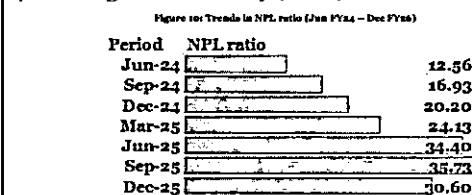
- Total revenue growth recorded at 17.74% during July-September FY26, reflecting a positive shift in revenue mobilisation compared to the corresponding period of previous fiscal year.



3. Fiscal Discipline: Public Expenditure Growth



4. Banking Sector Stability (Cont.)



- Source: Author's illustration based on data from Bangladesh Bank (2025).
- The NPL ratio increased from 12.56% in June 2024 to 35.73% in September 2025, primarily due to the adoption of internationally aligned loan classification standards that brought previously unrecorded or under-classified loans into the NPL category, rather than a sudden deterioration in asset quality.
 - In December 2025, the NPL ratio declined to 30.60%, largely due to an extensive loan rescheduling drive conducted under more relaxed central bank policies.

4. Banking Sector Stability

Chart (12 March 2026): Bangladesh's Current Growth Trajectory

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5. External Sector Performance

Chart (12 March 2026): Bangladesh's Current Growth Trajectory

23

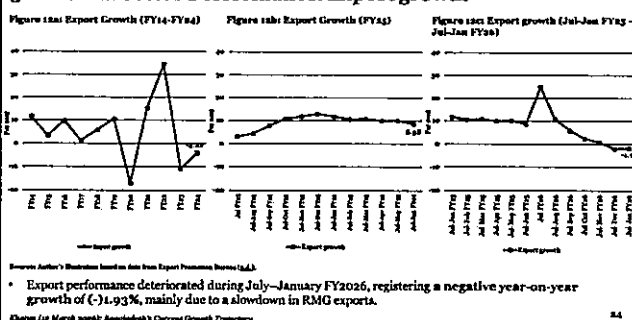
4. Banking Sector Stability

Indicator	Unit	June 2024	January 2026	Source
Advance deposit ratio	Per cent	80.2 (As of Jun FY24)	78.3 (As of Sept FY24)	Bangladesh Bank
Liquidity coverage ratio	Per cent	157.9 (As of Jun FY24)	185.3 (As of Sept FY24)	Bangladesh Bank
Broad money growth	Per cent	7.7 (Jun FY24)	9.6 (Dec FY24)	Bangladesh Bank
Reserve money growth	Per cent	7.8 (Jun FY24)	9.2 (Dec FY24)	Bangladesh Bank
Interest rate spread (banks)	Per cent	6.0 (Jun FY24)	5.7 (Dec FY24)	Bangladesh Bank

Chart (12 March 2026): Bangladesh's Current Growth Trajectory

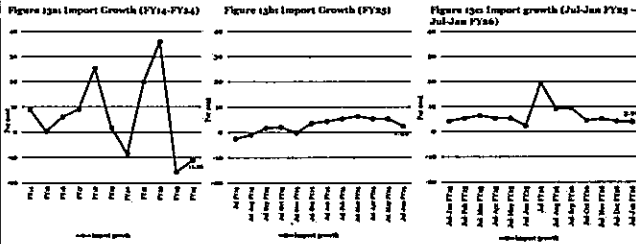
21

5. External Sector Performance: Export growth



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5. External Sector Performance: Import growth

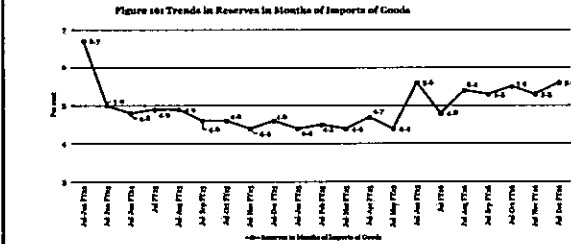


Source: Author's Illustration based on data from Bangladesh Bank (2024).
 • Import payments continued to rise during July-January FY2026, with a year-on-year growth of 3.91%, driven primarily by higher imports of intermediate goods.

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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5. External Sector Performance: Reserves in Months of Imports

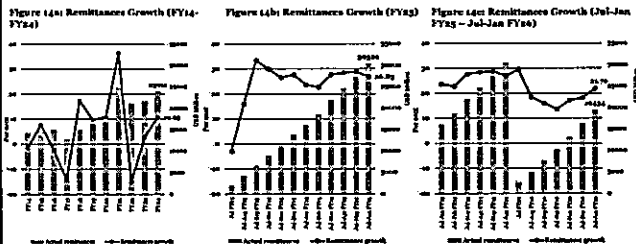


Source: Author's Illustration based on data from Bangladesh Bank (2026).
 • Foreign reserves provided 5.6 months of import cover as of December FY26, indicating an improved external position.
 • As of 26 February 2026, gross reserves reached USD30.36 billion

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

34

5. External Sector Performance: Wage Earner's Remittance



Source: Author's Illustration based on data from Bangladesh Bank (2026).
 Note: Data for actual remittance is provided on the right vertical axis.
 • Remittance inflows stood at USD 19.43 billion during July-January FY2026, a 21.76% year-on-year increase, playing an important role in stabilising the balance of payments.

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

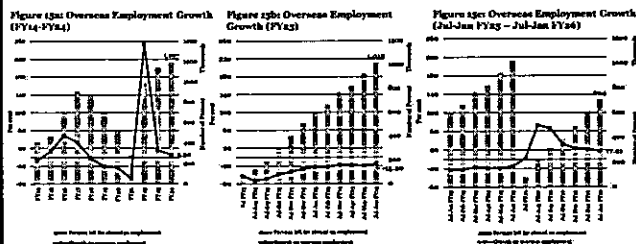
35

6. Comparative Economic Trends

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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5. External Sector Performance: Overseas Employment Growth



Source: Author's Illustration based on data from Bangladesh Bank (2026).
 Note: Data for number of persons is provided on the right vertical axis.
 • Overseas employment increased by 17.21% during July-January FY2026, likely leading to a further boost in remittance inflows.

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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6. Comparative Economic Trends

The "Asian Miracle"

Over the past five decades, Southeast Asian economies have achieved remarkable economic transformation, transitioning from low-income agrarian societies to industrialised, globally competitive nations.

Key Focus Areas

This presentation covers economic growth patterns, structural transformation, poverty reduction strategies, and institutional development across Bangladesh and Southeast Asian economies.

01
 Historical Similarities
 Shared development conditions in the 1970s

03
 Current Challenges
 Structural transformation challenge and preparing for LDC graduation in 2026

02
 Policy Divergence
 Different strategic choices leading to varied outcomes

04
 Future Vision
 Achieving high-income status

Charted (12 March 2026): Bangladesh's Current Growth Trajectory

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6.1 The 1970s Starting Point

A Shared Baseline of Development

- Following independence in 1971, Bangladesh faced severe economic challenges, including infrastructure destruction, food shortages, and institutional instability.
- The income levels of these countries were relatively similar at that time, creating a shared baseline for comparison.

\$125 \$304 \$119 \$1071 \$239

Bangladesh GDP per capita (1971) South Korea GDP per capita (1971) China GDP per capita (1971) Singapore GDP per capita (1971) Viet Nam GDP per capita (1985)

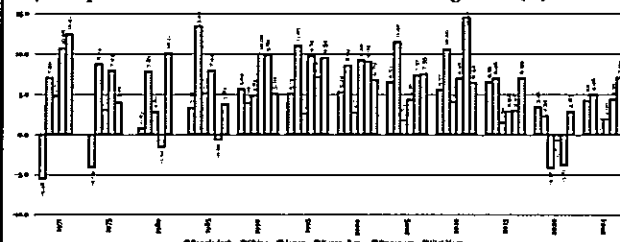
Source: Author's compilation based on data from World Bank (2024).

- All these economies began with low-income levels and weak or underdeveloped industrial bases, requiring massive rebuilding and strong strategies to industrialise.
- They suffered from widespread poverty and lacked technological skills, making massive investments in education, training, and technology transfer essential for development.

Chart 11.1 March 2026: Bangladesh's Current Growth Trajectory

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6.4 Comparative Economic Trends: Annual GDP growth (%)



Source: Author's illustration based on data from World Bank (2024).

- GDP growth in Bangladesh was highly volatile during the 1970s but gradually stabilised over time, whereas Southeast Asian economies experienced sustained periods of faster and higher economic growth, particularly during their rapid industrialisation phases.

Chart 11.2 March 2026: Bangladesh's Current Growth Trajectory

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6.2 Visualising the "Great Divergence"

- From the 1980s onward, East and Southeast Asian economies experienced extremely rapid economic growth driven by export-oriented industrialisation and technological upgrading.
- While Bangladesh's structural transformation progressed at a slower pace, GDP per capita increased about 20 times from 1971 to 2024.

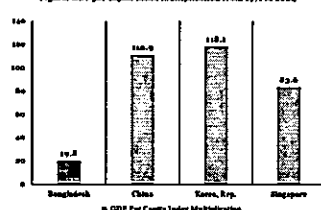
South Korea
USD 1,744 (1980) → USD 35,000+ (2024)

Singapore
USD 4,018 (1980) → USD 90,000+ (2024)

China
USD 195 (1980) → USD 12,000+ (2024)

Bangladesh
USD 206 (1980) → USD 399 (2024)

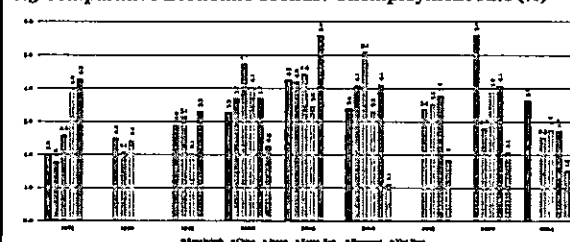
Figure 6.2 GDP per capita index multiplication from 1971 to 2024



Source: Author's illustration based on data from World Bank (2024).

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6.5 Comparative Economic Trends: Unemployment rate (%)



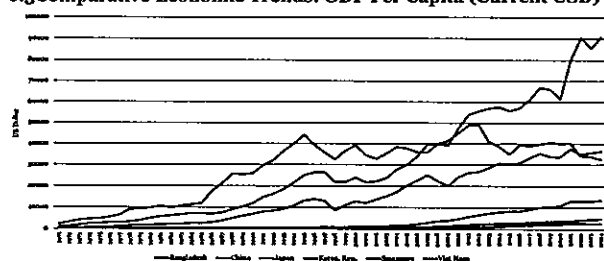
Source: Author's illustration based on data from World Bank (2024).

- Bangladesh showed a balanced trend in unemployment over time, while other Asian economies experience more fluctuations but generally maintain moderate unemployment levels, indicating different labour market dynamics across different economies.

Chart 11.3 March 2026: Bangladesh's Current Growth Trajectory

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6.3 Comparative Economic Trends: GDP Per Capita (Current USD)



Source: Author's illustration based on data from World Bank (2024).

- In the 1970s, the GDP per capita of Bangladesh and Southeast Asian countries was relatively similar, but over the following decades Southeast Asian countries experienced much faster economic growth.

Chart 11.4 March 2026: Bangladesh's Current Growth Trajectory

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6.6 Comparative Economic Trends: Poverty and Inequality

Table 6.1 Poverty rate of Bangladesh and other East and Southeast Asian Countries

Country	1991	1998	2005	2010	2016	2020	2023
Bangladesh	56.6		40	31.5	24.3		18.7
China			30.8	17.3	4.5	0	
Japan				0.0	0.1	1.5	
Korea, Rep.			1.3	0.4	0.1		
Viet Nam			58.1	30.7	9.3	4.8	4.3

Source: Author's illustration based on data from World Bank (2024).

Table 6.2 Gini index of Bangladesh and other East and Southeast Asian Countries

Country	1981	1985	2008	2010	2016	2020	2023
Bangladesh		25.9		32.1	32.4		30.9
China	28.2		43	43.7	38.5	37.1	36
Japan			34.4	31.5	31.8	31.3	
Korea, Rep.			32.3	32	35.3	31.7	
Viet Nam			35.5	39.3	35.3	36.8	36.1

Source: Author's illustration based on data from World Bank (2024).

Chart 11.5 March 2026: Bangladesh's Current Growth Trajectory

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7. Lessons from the Southeast Asian Economy

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

37

5.3 Japan – Foundations of Industrial Transformation

Programme / Reform	Objective	Time Period	Outcomes
Meiji Industrial Revolution	Rapid modernisation through industrialisation, infrastructure, and adoption of Western technology	1868–1912	Japan's industrial output expanded rapidly; by the early 20th century it became Asia's first modern industrial power
Universal Primary Education System	Achieve nationwide literacy and build human capital to support industrial development	Late 19th century onward	High school enrolment exceeded 90% by after the 1980s for both girls and boys
Post-War Industrial Policy (MITI)	Coordinate industrial upgrading (promoting heavy industry), technology imports, and export promotion	1950s–1980s	Japan became the world's largest car manufacturer in 1981 and became a global leader in automobiles and electronics
Export-Led Manufacturing Strategy	Expand high-value manufacturing exports	1960s–1980s	Manufactured exports grew dramatically; Japan became the world's second-largest economy by the late 1980s

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

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5.1 South Korea – State-Led Industrialisation

Programme/Reform	Objective	Time Period	Outcomes
Land Reform Programme	Abolish the semi-feudal land-tenure system and achieve socio-economic equity by transferring land ownership to create incentives for higher agricultural productivity	Late 1940s–1950s	Improved rural incomes, greatly increasing rural social equality and created domestic demand for industrial goods
Universal Primary Education Expansion	Build a highly educated workforce for industrial development	1950s–1970s	Primary school enrolment reached 96% by 1959 and nearly eradicated illiteracy
Export-Oriented Industrialisation	Stimulate manufacturing exports and global competitiveness, shifting from import substitution to promoting manufactured exports	1960s–1980s	Exports increased from less than \$120 million in 1962 to over \$70 billion by 1990
Saemaul Undong (New Village Movement)	Modernise rural areas and reduce rural poverty	1970s	Rural infrastructure improved and rural household income significantly

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

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5.4 China – Reform and Opening Up

Programme / Reform	Objective	Time Period	Data-Driven Outcomes
Household Responsibility System	Increase agricultural productivity through market incentives	Late 1970s–1980s	Agricultural output increased significantly, improving rural incomes
Special Economic Zones (SEZs)	Attract FDI and boost exports, and foster innovation	From 1978	Cities like Shenzhen, Zhuhai, Shantou, and Xiamen transformed from small towns into global manufacturing hubs
Export-Oriented Manufacturing Strategy	Integrate China into global supply chains	1990s–2000s	China became the world's largest exporter and manufacturing centre
Infrastructure-Led Development	Build transport and logistics infrastructure to support growth	1990s–present	Massive investments reduced logistics costs and accelerated industrial expansion

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

41

5.2 Singapore – FDI-Driven Development Model

Programme / Reform	Objective	Time Period	Outcomes
Economic Development Board (EDB)	Attract foreign direct investment (FDI) and promote industrial development	From 1961	Singapore became one of the largest FDI recipients in Asia relative to GDP
Export-Oriented Industrialisation	Build export manufacturing and global trade integration by inviting multinational corporations (MNCs) through tax incentives and fostering a stable environment	1960s–1980s	Exports increased dramatically, and rapid employment generation
Human Capital & Skills Development Strategy	Align education and skills with industry demand	1970s–present	Workforce productivity rose sharply, supporting the shift toward high-tech industries
Global Financial Hub Strategy	Develop advanced services and finance sector	1980s–present	Singapore now ranks among the top global financial centres with a GDP per capita above \$90,000

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

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5.5 Vietnam – Doi Moi Economic Reforms

Programme / Reform	Objective	Time Period	Data-Driven Outcomes
Doi Moi ("Renovation") Reforms	Transition from a centrally planned economy to a market-oriented system	Introduced in 1986	Vietnam achieved average GDP growth of about 7% for years, becoming one of the fastest-growing economies in Asia
Agricultural Liberalisation	Transitioning from state-run collective farming to household-based production	Late 1980s–1990s	Vietnam became one of the world's largest rice exporters
Trade Liberalisation and Global Integration	Expand exports and attract foreign investment	1990s–2000s	Vietnam joined the WTO in 2007; exports grew rapidly, especially textiles
FDI-Led Manufacturing Development	Develop export-oriented manufacturing industries	2000s–present	Major global firms invested in Vietnam, making it a key electronics manufacturing hub

Chart 12 March 2002: Bangladesh's Current Growth Trajectory

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6. The Way Forward

- Strengthen governance and independent anti-corruption institutions with strong legal authority, enforcement capacity, and long-term planning.
- Expand and effectively operationalise Special Economic Zones (SEZs) to attract foreign direct investment (FDI) and integrate into global value chains.
- Invest adequately in human capital development through universal quality education, technical training, and skills development.
- Improve agricultural productivity and rural infrastructure by promoting community-based rural development, better irrigation, and modern farming practices.
- Accelerate export diversification by expanding into higher value-added manufacturing and specialised products beyond the RMG sector.
- Increase productivity across agriculture, manufacturing, and services through technology adoption, skills development, and improved management practices.
- Digitise government services and procurement systems to reduce discretionary power and increase transparency in licensing, taxation, and public procurement processes.

Chart 12: March 2024: Bangladesh's Current Growth Trajectory

43

Thank You



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Chart 12: March 2024: Bangladesh's Current Growth Trajectory

44

Budget Making Process under MTBF

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

GOVERNMENT BUDGETING The roads to reach a nations' Dreams



What We Will Discuss...

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

Government Budget: What It Is

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

The Budget has **3** broad financial dimensions:

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

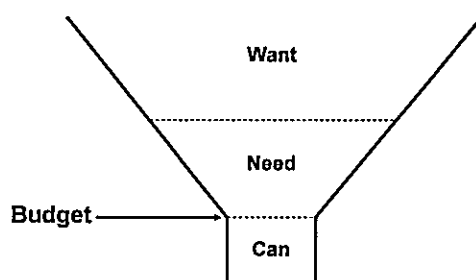
Learning Objectives

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

Government Budget: How it deals?

- The Budget is a policy (political?) statement of the government
 - to fulfill various commitments!
- It has a medium-term implications
 - It influences the economic environment for all businesses
- Budget needs to strike a balance between
 - Economic growth and financial sustainability
 - Investment for growth (building roads, bridges) and social equity (allowances for the poor and the vulnerable)
 - Infrastructure and human resources development

A Budget Helps...



Shortcomings of Traditional Budget

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

Legal Mandate for Government Budgeting Under MTBF in Bangladesh

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

Reform journey for MTBF in Bangladesh...

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

What is an MTBF?

A budgeting approach that

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

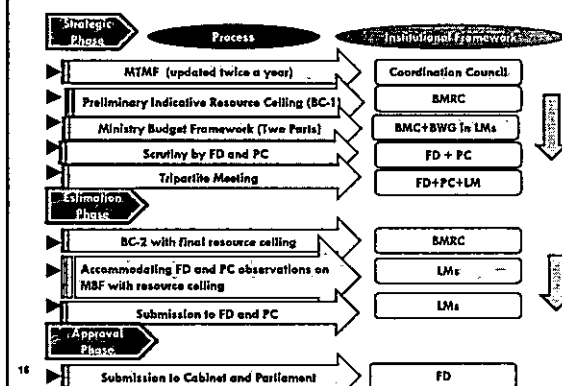
MTBF Coverage

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

Key Elements of MTBF

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

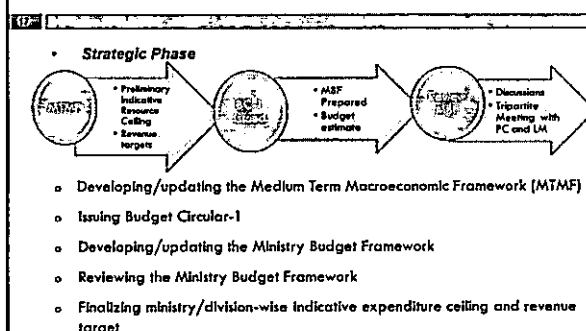
The Phases in Budget Making Process under MTBF



Key Elements of MTBF

3. Ministry-level budget frameworks and operational spending plans that link strategic objectives to budget priorities and output targets [MBF]
4. Resource ceilings that allow ministries to prioritize their budget plans against realistic medium-term spending limits [BC-1]
5. Streamline procedures for timely and efficient execution of ministry budgets

Budget Preparation Process under MTBF

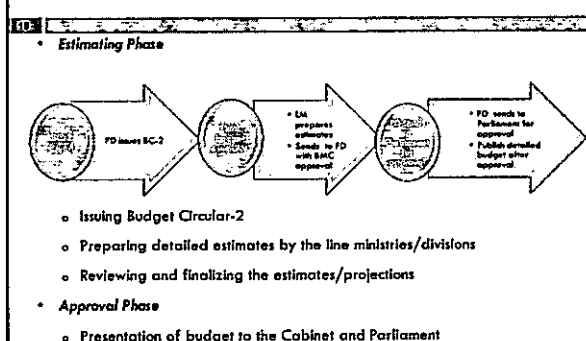


Budget Preparation Process under MTBF

Budget preparation process in Bangladesh is completed in three phases

- o Strategic Phase
- o Estimating Phase
- o Budget Approval Phase

Budget Preparation Process under MTBF



Strategic Phase: Developing/Updating MTMF

30.2

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

STRATEGIC PHASE: DEVELOPING/UPDATING MBF: COMPOSITION OF MBF

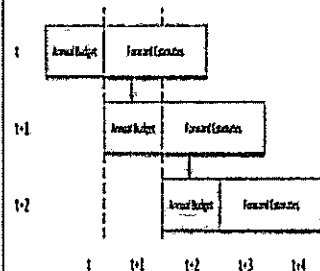
MBF-Part A (to be prepared by Ministry/ Division/Other Institution)	MBF-Part B (to be prepared by Department/ Agency)
Section-1: Mission Statement and Major Functions of the Ministry/Division Section-2: Medium Term Strategic Objectives and Activities Section-3: Poverty, Gender and Climate reporting Section-4.1: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

* Auto generated from IAS++

Strategic Phase: Issuing Budget Circular -1

30.3

* MTMF has two projections, the indicative of three-year expenditure estimates within the ceilings provided by the Finance Division each year, the 'MBF' group has to roll forward of the previous MTBF estimate by one year and the addition of a new outer year. As shown in the figure, the MTBF and annual budget estimates are prepared separately for the annual budget estimates for the year of the MTBF.



Strategic Phase: Review and Finalizing MBF

30.4

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

Strategic Phase: Developing/Updating MBF

30.5

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

Strategic Phase: Review and Finalizing MBF

30.6

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

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

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

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

Estimating Phase: Preparing Estimates...

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

Estimating Phase : Budget Circular-2

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

Approval Phase: Budget Approval

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

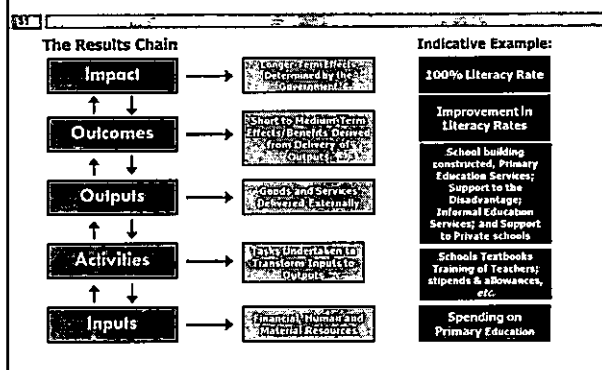
Estimating Phase: Preparing Estimates

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

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SOME EXAMPLES FOCUSING ON KEY PERFORMANCE INFORMATION UNDER MTBF

Key Performance Information Under MTBF



Strategic Phase: Example: Ministry of primary and Mass Education

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

Indicator	Related Strategic Objective	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets				
							2017-18	2018-19	2019-20	2020-21	2021-22
1	2	3	4	5	6	7	8	9	10	11	12
1. Gross Enrolment Rate	1	%	102.12	111.7	110.5	114.23	110.5	111.0	111.0	111.0	111.0
2. Net Enrolment Rate	1	%	98.2	97.39	98.15	97.85	98.59	98.70	98.8	98.8	98.8
3. Attendance Rate	1.2	%	85.00	88.6	88.59	88.0	89.00	90.0	90.0	90.0	90.0
4. Completion Rate	1.2	%	65.5	61.2	65.00	61.4	69.59	90.59	90.59	90.59	90.59
5. Rate of graduation from Class 5 to Grade 6	1.2	%	95.5	95.13	98.73	97.59	98.0	98.0	98.0	98.0	98.0
6. Teacher-Student Ratio	1.2	Ratio	1.30	1.31	1.30	1.35	1.35	1.33	1.33	1.33	1.35
7. Literacy Rate (15+ years)	3	%	74.9	72.9	72.9	74.9	73	74	74	74	75

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

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

Example: Medium-Term Strategic Objectives and Key Activities

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

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

Government Budget 2025-26

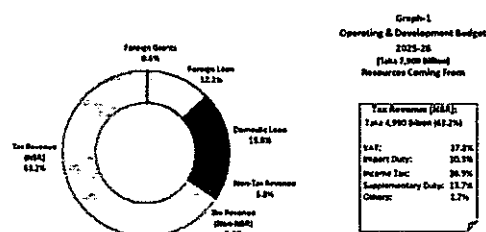
Revenue and Grants	5,64
Tax revenues	5,18
Non-tax revenues	46
Grants	--
Expenditure and Net Lending	7,90
Operating expenditure	5,60
Development expenditure	2,30
Net Lending	--
Overall Balance (Surplus/Deficit)	(2,26)
Financing	
Foreign (net)	1,01
Domestic (net)	1,25
Borrowing from Fin Institutions	1,04
Borrowing from other sources	21

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

Activities	Output Indicator	Related Strategic Objectives	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets			
				2017-18		2018-19	2019-20	2020-21	2021-22		
				5	6	7	8	9	10	11	12
1. Construction, reconstruction, and extension of classrooms and routine repair and maintenance of schools	Additional classrooms constructed Rehabilitation, repair and maintenance works completed for classrooms	1	Number (thousands)	7.00	8.8	7.50	10.0	10.00	12.0	18.0	
				10.5	21.0	8.00	30.0	42.0	42.0	42.0	
2. Construction of wash-blocks and installation of tube wells in Schools	Toilets constructed Tube wells installed	1	Number (thousands)	3.0	0.0	3.50	2.8	14.50	14.50	15.0	
				5.00	0.0	4.0	6.00	6.00	3.75	3.75	
3. Stipend program for poor students	Students covered under stipend Scheme	1	Number (lac)	115.0	130	115.00	140.0	140.0	140.0	140.0	

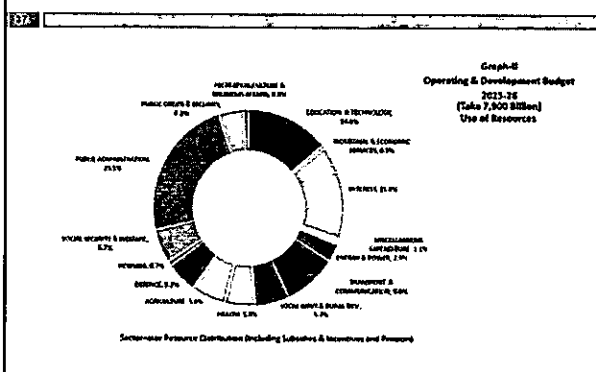
Source: Adapted from Medium-Term Budget Framework 2019-20 to 2021-22, Ministry of Primary and Mass Education

Analysis of National Budget



Sources of Resources

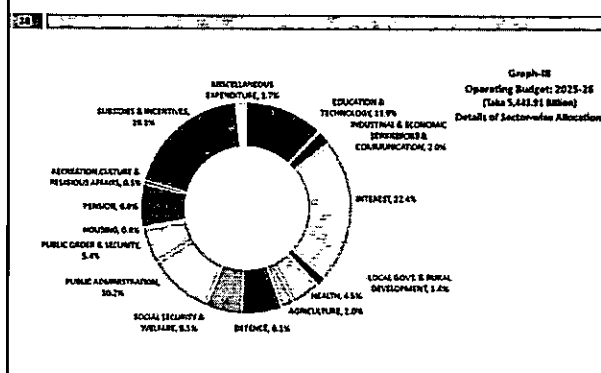
Analysis of National Budget



Some Terminologies in Budgeting

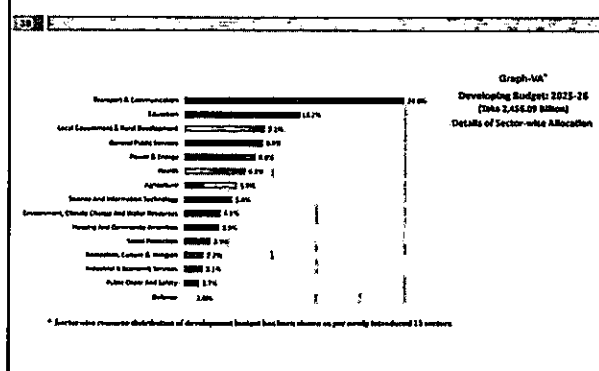
- Budget, Revised Budget, Supplementary budget;
- Operating budget and development budget; ADP
- Recurrent Expenditure and Capital Expenditure
- Budget Variances
- Reappropriation /Estarc*
- Traditional budget
- MTBF budgeting—Result-oriented budget

Analysis of National Budget



Thank you

Analysis of National Budget



EXTERNAL SECTOR OF BANGLADESH

Critical Analysis, Trend Projection & Future Outlook

Balance of Payments • Current Account • Capital Account • FDI • External Debt • Exchange Rate • Forex Reserves
MPATC, 05 March 2026

Prepared for Policy Discussion & Document Support

Key Elements of the External Sector:

- Exports of Goods and Services
 - Sale of domestically produced goods (e.g., manufactured products, agricultural goods) to foreign countries.
- Services exports (e.g., tourism, financial services, software exports).
- Imports of Goods and Services
 - Purchases of foreign-made goods (e.g., oil, electronics, machinery).
- Services imports (e.g., foreign travel, consulting services).
- Balance of Trade (Trade Balance)
 - The difference between a country's exports and imports of goods.
 - A trade surplus occurs when exports > imports; a trade deficit happens when imports > exports.

External Sector of the Economy

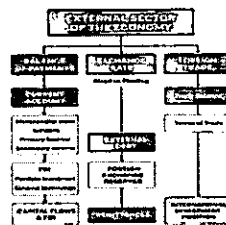
Part of a country's economic activity that involves transactions with foreign entities etc.
Nation's economic interactions with the rest of the world

Trade
Financial flows
Investments.

Key Elements of the External Sector:

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

Key Elements of the External Sector:



Key Elements of the External Sector:

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

Capital and Financial Account:

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



Balance of Payments

Critical Analysis & Trend Projection

Key Elements of the External Sector:

Foreign Exchange Reserves:

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

Exchange Rate System:

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

Remittances:

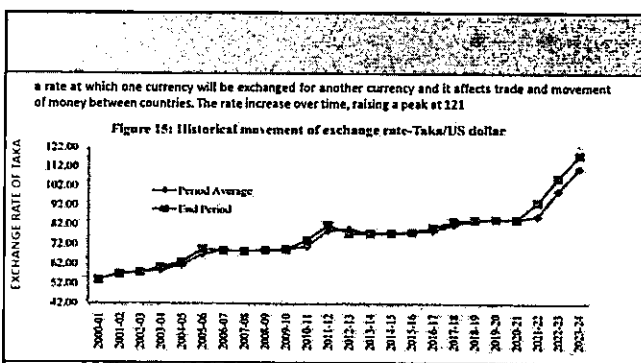
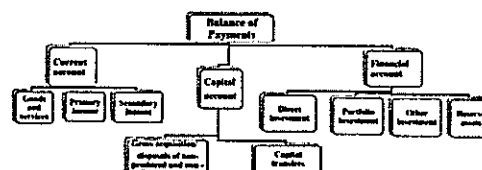
Money sent by migrant workers back to their home country, contributing to household income and GDP.

Balance of Payments

As defined by IMF

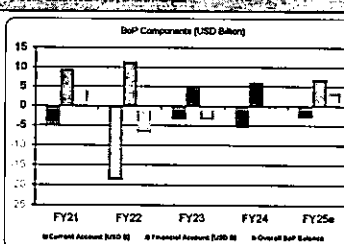
Balance of Payments is a statistical statement for a given period showing:

- Transactions in goods, services and income with rest of the world;
- grouped in three major categories: 1) Current account, 2) Capital account and 3) Financial account.

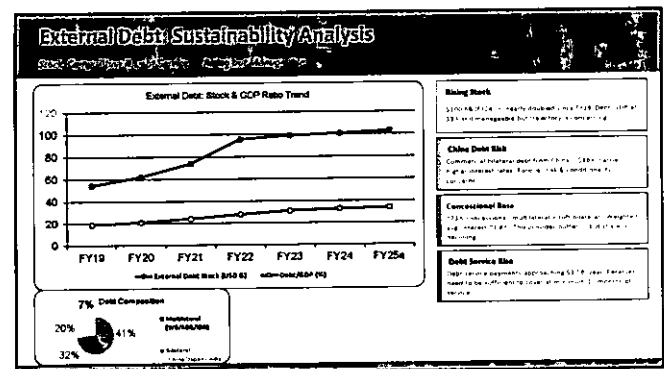
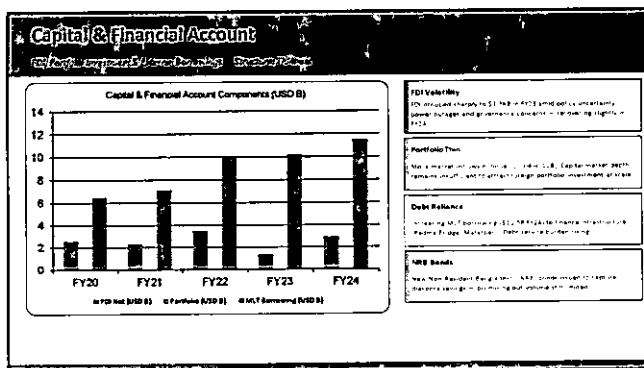
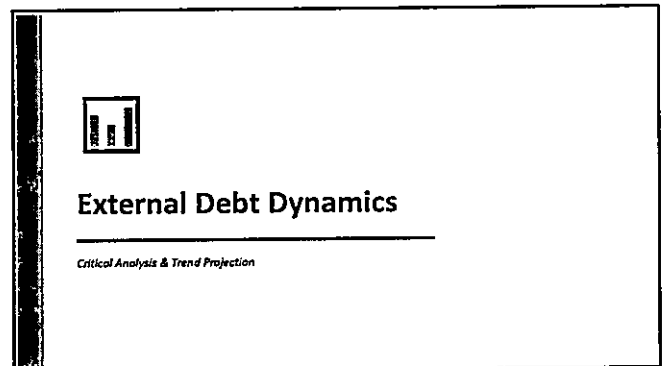
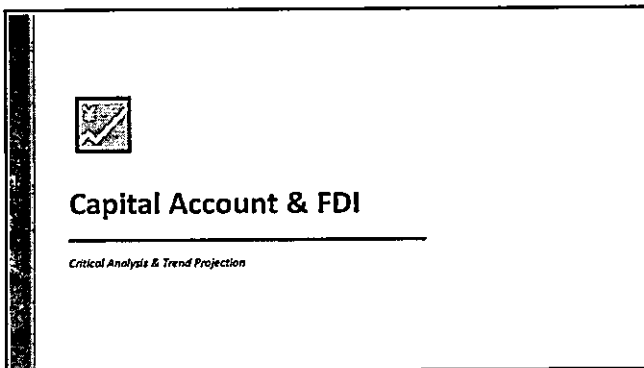
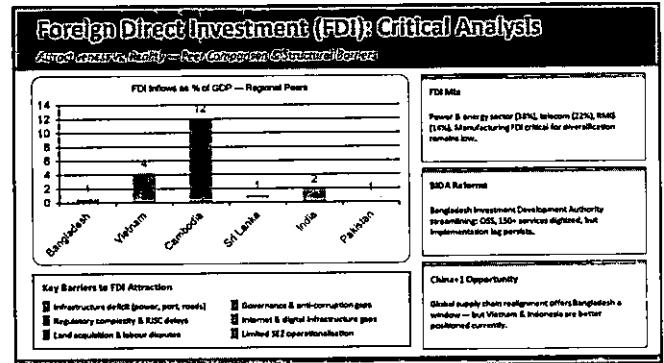
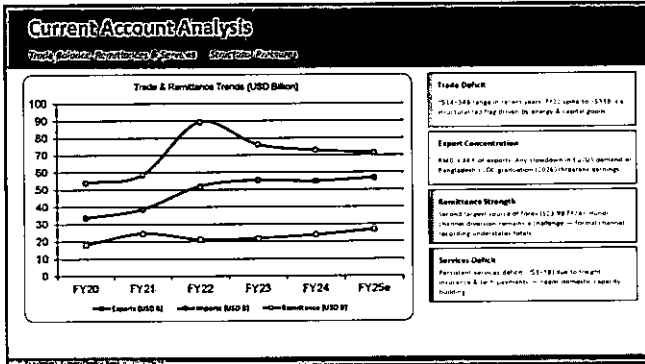


Balance of Payments: Overall Position

FY 2021-22 (FY 2020-21)



- ▲ FY22 Shock
 - BOP Current Account (CA) FY22 shock due to post-Covid impact on exports and commodities price up the post-Covid recovery.
- ▼ Structural Recovery
 - FY22 CA shock is expected to be temporary impact on exports and commodities price up the post-Covid recovery.
- ▼ FY23 Turnaround
 - Estimated surplus in FY23 shock by the recovery in exports and commodities price up the post-Covid recovery.
- ▲ Structural Concerns
 - Post-Covid shock impact on exports and commodities price up the post-Covid recovery.





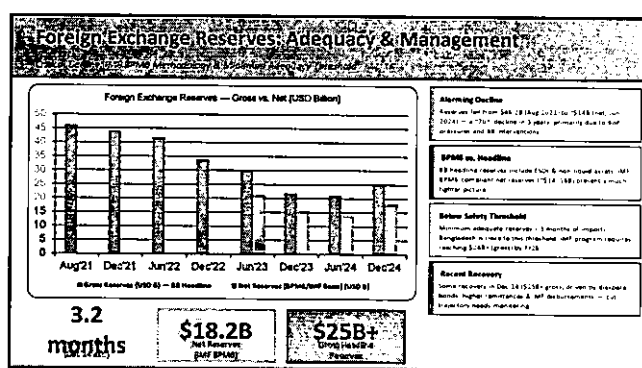
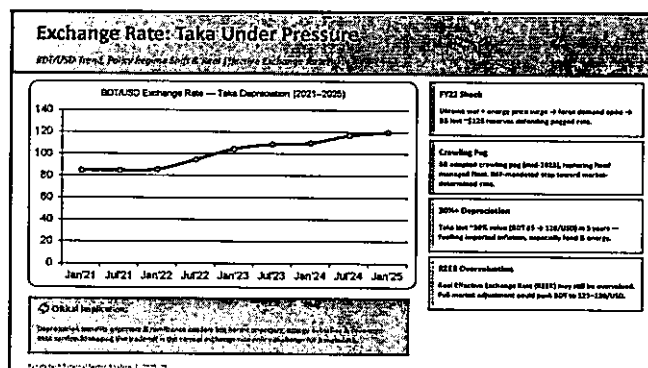
Exchange Rate Dynamics

Critical Analysis & Trend Projection



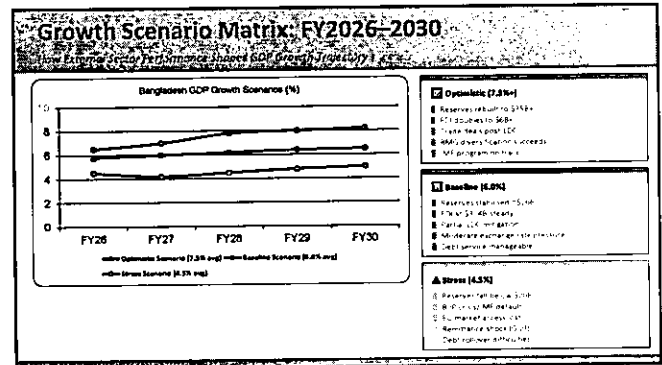
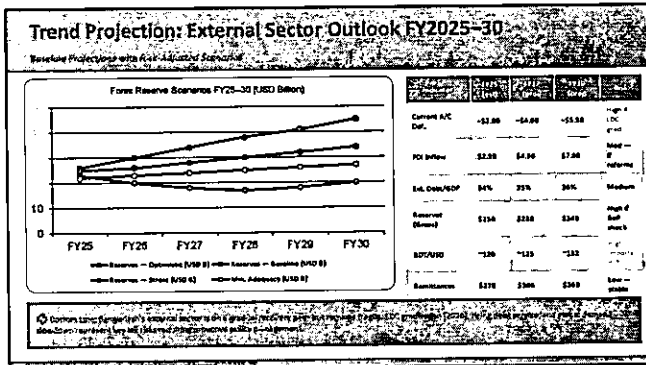
Foreign Exchange Reserves

Critical Analysis & Trend Projection



Cross rates as on 04 March 2026			
Currency	Buying/Low Rate	Selling/High Rate	
EUR	142.0502	142.1218	
GBP	163.3461	163.4474	
AUD	86.0277	86.0977	
JPY	0.7754	0.7758	
CAD	89.4152	89.4568	
SEK	13.1676	13.2365	
SGD	95.7270	95.7955	
CNH	17.6776	17.6901	
INR	1.3286	1.3295	

Period	Foreign Exchange Reserves (Gross)	Foreign Exchange Reserves (Net per SPAM)
2021-2026		
January	33180.5	28680.8
December	33189.8	28589.2
November	31093.4	26395.8
October	32335.2	27577.7
September	31426.8	26603.7
August	31166.2	26173.7
July	29799.8	24779.1
2024-2025		
June	31772.0	26740.0
May	25798.2	20530.9
April	27426.1	22525.5



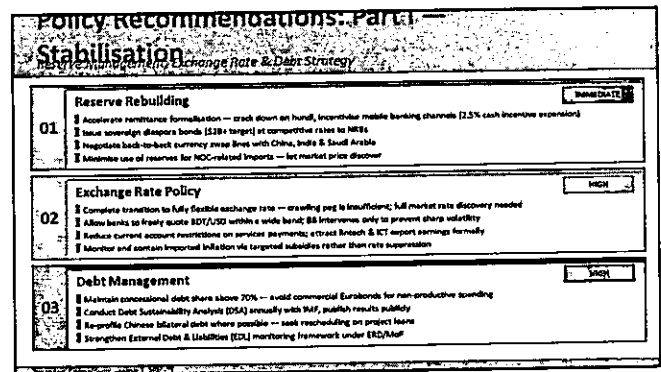
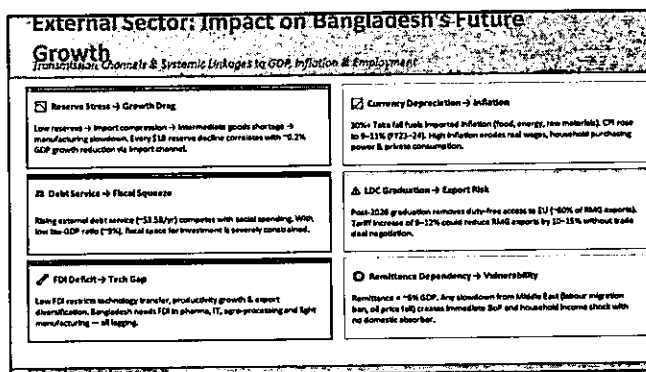
Impact on Future Economic Growth

Critical Analysis & Trend Projection



Mitigation Strategies & Policy Actions

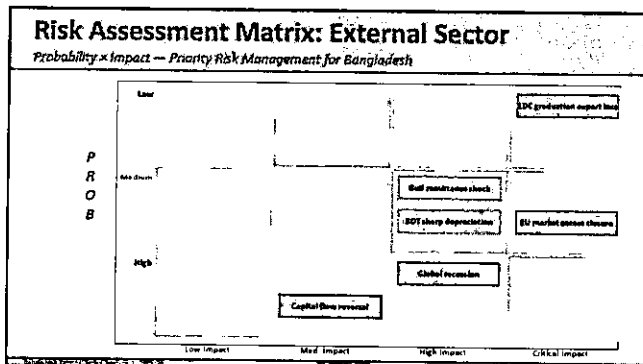
Critical Analysis & Trend Projection



Policy Recommendations: Part II — Structural Reform	
FDI Attraction, Export Diversification & Current Account Improvement	
04	FDI Attraction Strategy - Operationalize all 100 SEZs & EPZs with underutilized power, one-stop services & 15-year tax holiday - Target China's shift: Send trade missions, offer 0% corporate tax for 10 years in priority sectors - Streamline BIDA registration to 7 days (from current 3-4 months); adopt Singapore-style efficiency - Introduce investment protection treaties with 20+ key FDI source countries; expedite arbitration framework
05	Export Diversification - Establish \$500M Export Diversification Fund for pharma, ICT, leather, light engineering & agro-processing - Pursue EU EPA+ status pre-LDC graduation; secure bilateral FTAs with India, ASEAN & UK - Invest in product upgrading: Bangladesh produces low-value RMG — shift to BMGF, activewear, technical textiles - Develop ICT/ITES export corridor — target \$1B software exports by 2030 vs current \$1.8B
06	Current Account & Remittance - Increase remittance incentives to 5% (from 2.5%), implement blockchain-based instant transfer corridors - Formalize handi-hundi channel by offering competitive rates through mobile money (bKash/Nagad) - Reduce services deficit by developing domestic shipping registry and insurance capacity - Implement national logistics master plan to cut import cost — currently \$1,500/tonne vs. Vietnam \$400

KEY TAKEAWAYS & CALL TO ACTION	
Bangladesh's External Sector: At a Critical Crossroads	
Reserves Fragile Net reserves near minimum adequacy — rebuilding is the #1 priority	FDI & Diversification Bangladesh must urgently exploit China+1 opportunity and build new export pillars
Exchange Rate Complete market liberalization to accelerate delay is costly	LDC Transition 2026 graduation demands proactive trade deal strategy now — not after
Debt Trajectory Rising but manageable — concessional focus & DSA discipline critical	Institutional Capacity Cross-ministry coordination (MoF, BE, BIDA, ERD) is the implementation bottleneck

Institutional Strengthening & Governance Actions			
Building Resilience: MoF, BE, BIDA, ERD & Ministry of Commerce Roles			
1	Ministry of Finance Global External Coordination - Finalize consolidated External Sector Report annually - Reduce IMF visitor & assumption-driven reviews; include - Tighten RSD financing — not discretionary substitutes for external force	2	Bangladesh Bank Monetary & Exchange Rate Authority - Complete FX market liberalization by FY25 - Build FX reserves by IMF-mandated \$2B+ net - Strengthen macro-prudential oversight of capital flows
	ERD / MoC External Debt Management - Annual DSA publication & parliamentary reporting - Regulate rechanneling for high-cost imports - Establish coverage debt management office (DMO) structure		BIDA / BCI FDI Promotion & Facilitation - Launch OIG processing time to 7 days - Digital investor tracking dashboard - Resolve land acquisition disputes under fast-track mechanism
5	Ministry of Commerce Trade Policy & Market Access - Lead EPA+ negotiations with EU - Finalize FTA roadmap with India, ASEAN, UK, GCC - Implement Trade Facilitation Agreement fully by FY25	6	Ministry of Exports Remittance Administration - Launch biometric B2B remittance drive ahead 5% remittance incentives with mobile delivery - Invest in skill development for BSM & FDI labor migration

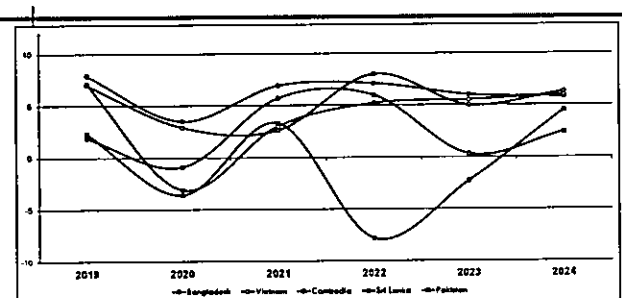


Investment Climate &

FDI in Bangladesh: A tool for Growth of Bangladesh Economy

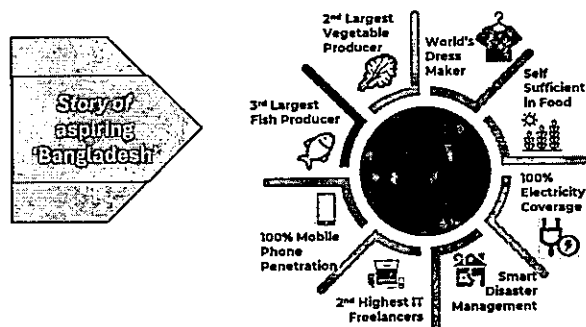
Opportunities, Challenges & the Path to Vision 2041
Training Session | Bangladesh Public Administration Training Centre (BPATC) | 2026

GDP Growth Comparison: Bangladesh vs Peer Countries (2019-2024)

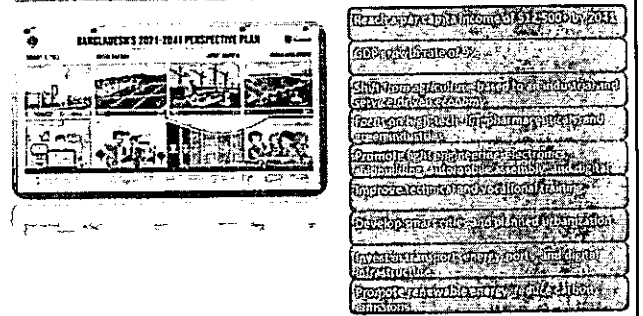


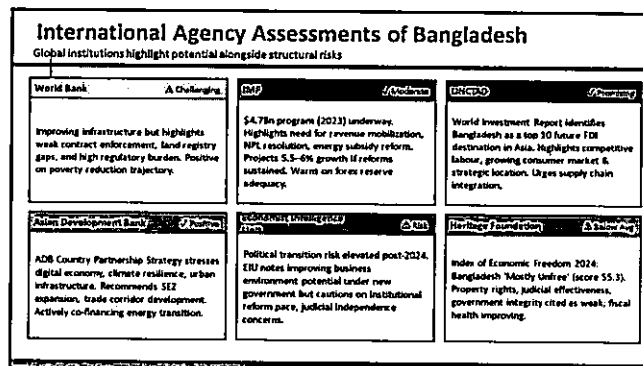
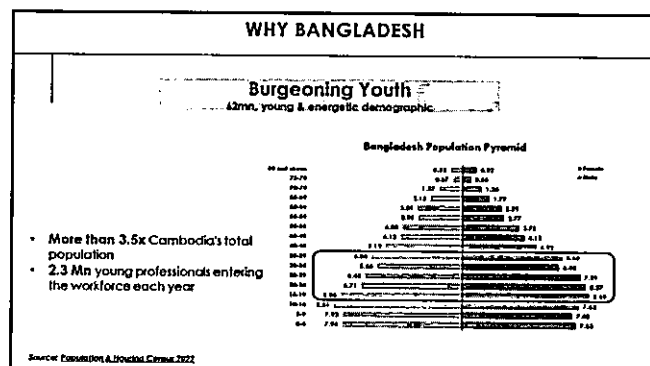
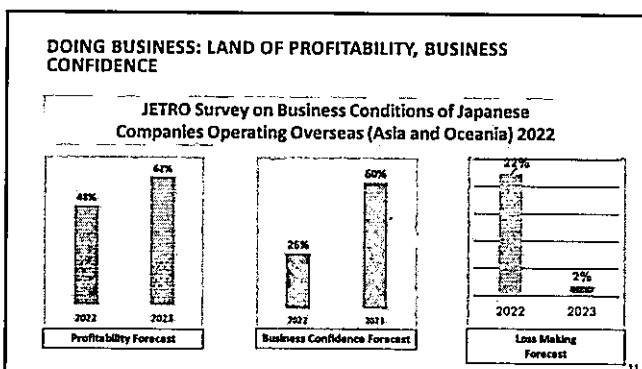
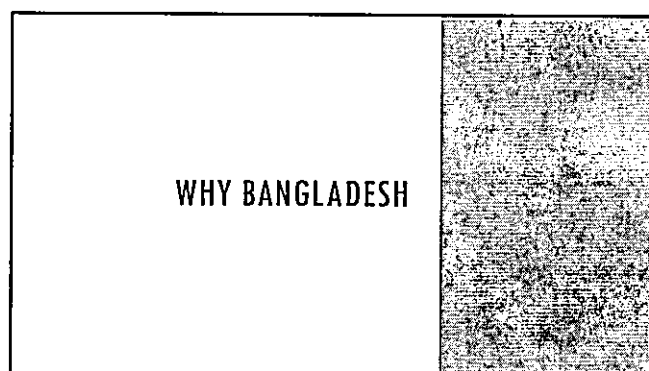
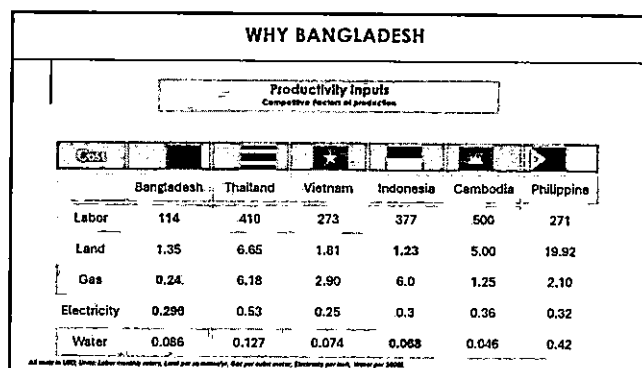
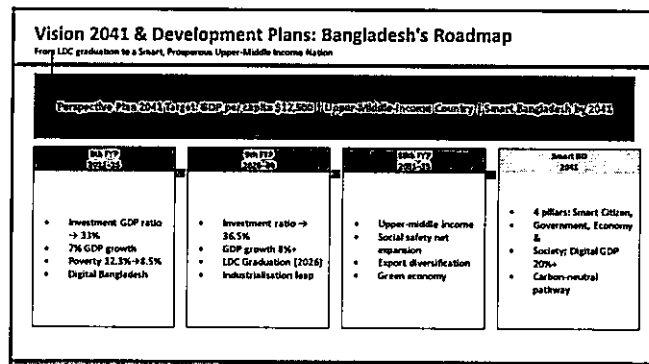
PERFORMANCE OF BANGLADESH

TARGETS OF BANGLADESH



The growth journey of Bangladesh : Perspective Plan 2021-2041





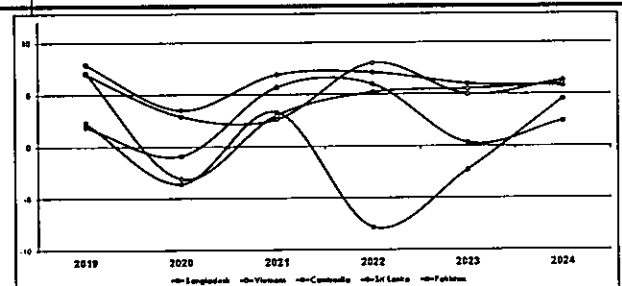
Investment Climate &

FDI in Bangladesh: A tool for Growth of Bangladesh Economy

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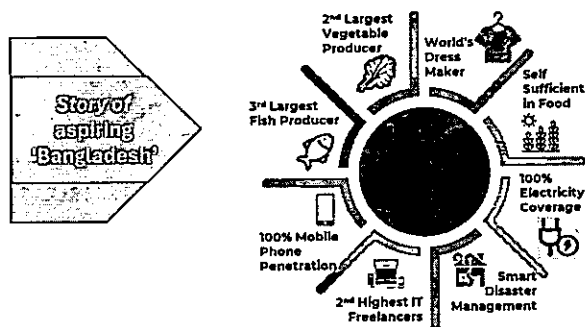
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GDP Growth Comparison: Bangladesh vs Peer Countries (2019-2024)

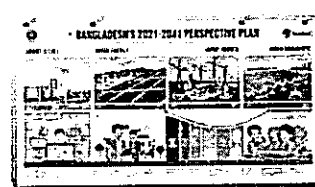


PERFORMANCE OF BANGLADESH

TARGETS OF BANGLADESH



The growth journey of Bangladesh: Perspective Plan 2021-2041



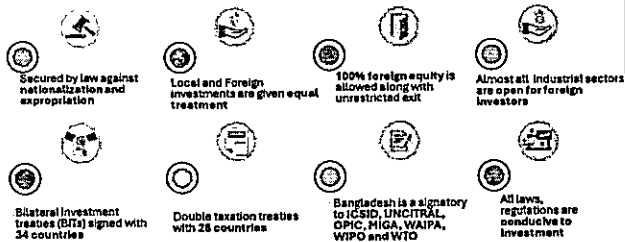
- Reach a GDP income of \$12,000 by 2041
- GDP growth rate of 7%
- Still have a high target in industrial and services sectors
- Complete high-tech, high-end services, and manufacturing
- Complete high-end services, high-end manufacturing, and high-end services
- Improve standard of living and quality of life
- Develop sustainable and green infrastructure
- Develop a strong, smart, and resilient infrastructure
- Promote entrepreneurship and innovation

Index of Economic Freedom 2024:
Bangladesh 'Mostly Unfree' (score 55.3).
Property rights, judicial effectiveness,
government integrity cited as weak; fiscal
health improves.

INVESTMENT CLIMATE

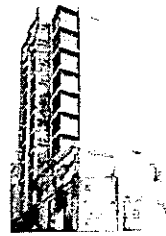
INVESTMENT PROMOTION AGENCIES

Investment Climate: Conducive Policies - for Private Sector Led Growth



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FUNCTIONS AT BIDA



Facilitate private investment from Foreign Direct Investment as well as Domestic Investment in Bangladesh

- Investment Promotions
- Investment Facilitation
 - Pre-investment consultations
 - Registration of industrial projects
 - Permission for branch/branch/rep office
 - Visa Recommendations and Work Permits
 - Import permits for capital machineries and raw materials
 - Approval of foreign loans and suppliers credits
- Investment Aftercare
- Policy Advocacy Activities
- Improvement of Investment Ecosystem

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Bangladesh follows liberal regime for promoting Private & Foreign Investment

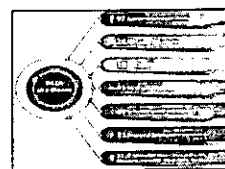
Diverse Sectoral Opportunities			
Energy & Infrastructure	Power	Economic Zones	Oil and gas
		Ports and Logistics	Transport Infrastructure
ICT & Electronics	ICT and IT Enabled Services	Computer software & ICT	Electronics
Textile & Clothing	Home Textiles	Ready-made garments industry	High value added BSM
	Textiles Industry		
Agribusiness & Food Processing	Agro-based/processing	Arts & Arts goods	Integrated shrimp cultivation
	Flower cultivation	Commercial plantation	Food and Horticulture
	Furniture & Handicrafts	Edible and SRM industry	
Pharma & Chemicals	Pharmaceuticals	Textile dye & chemicals	Basic chemicals
	Herbal medicines		
Healthcare	Health care	Medical equipment	
Others	Plastics & Ceramics	Light engineering incl. automobiles	Tourism
	Leather & leather goods	Cosmetics and toiletries	Jewelry and diamond cutting polishing
	Footwear		

Reserved Sectors for Government:

• Arms & ammunition • Nuclear Power • Security printing and printing of identification and banknotes • Banknotes and currency within the boundary of reserved sector

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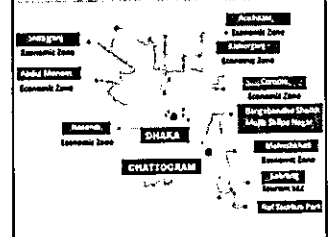
ECONOMIC ZONES OF BANGLADESH



Source: BIDA Annual Report, 2022-23

- 100 Economic Zones planned
- Country specific allocation
- DDPZ is the Flagship Economic Zone
- 1 Special Zone for Japanese investors
- Special and additional incentives for investors

Location of 10 Operational Zones



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EXPORT PROCESSING ZONES OF BANGLADESH



9 Zones : Established

3 Zones: Upcoming

- 432 Companies in operation
- 104 Implementation

38 countries Already Invested in the EPZs of Bangladesh

- Total Investment: \$7.8 Bn
- Total Export: \$108.9 Bn



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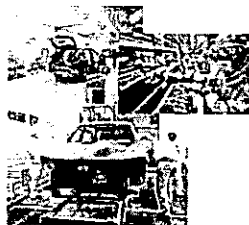
Investment Policy Framework & Incentives

The broader FDI policy & regulatory framework include, among others, the following:

Business Stage	Policy & Regulation
General	• Bangladesh Industrial Policy (as undertaken from time to time)
Business start-up	• The Companies Act, 1994 • Securities and Exchange Commission Act, 1993
Protection	• The Foreign Private Investment (Promotion & Protection) Act, 1980
Industrial Zones	• Bangladesh Export Processing Zones Authority Act, 1980 (for EPZ) • Bangladesh Private Export Processing Zones Authority Act, 1986 • Bangladesh Economic Zones Act, 2010 (for Economic Zones)
Facilitation	• The Bangladesh Investment Development Authority Act, 2016
Corporate / Personal Taxation and Incentives	• Income Tax Act 2023 and related rules and SROs • National Budget • The Finance Act/BSI
International Trade (Export & Import)	• Bangladesh Export Policy (as undertaken from time to time) • Bangladesh Import Order (as undertaken from time to time)
Sectoral	• Bangladesh Energy Regulatory Commission Act, 2003 (BERC) • Bangladesh Telecommunication Regulatory Commission Act, 2001 (BTRC) • The National Drug Policy, 2008 • PPP Policy and Guidelines 2010
Foreign Exchange	• Bangladesh Foreign Exchange Guidelines (drawn from time to time)

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HI-TECH PARKS OF BANGLADESH



HIGH TECH Parks

- Ready land and space for setting up new industries
- Infrastructure and other facilities
- Mix of nature with technology

Target
114 Parks

32 Parks
operational

190
Companies

Noble with smart phones
Hyundai with hybrid vehicle
has their presence

SOFTWARE TECHNOLOGY PARKS

- Rentable ready office spaces for IT/ITES companies
- Co-working facilities for startups
- Software firms, e-commerce companies, BPO's are currently operating

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INVESTORS

REGULATIONS

EXISTING MAJOR INVESTORS

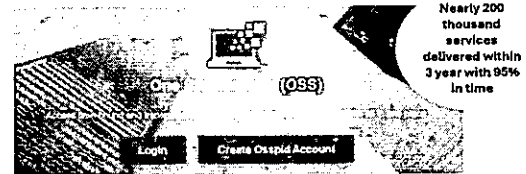


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EXISTING MAJOR INVESTORS



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CLIENTS SUPPORT : ONE STOP SERVICE (OSS)
24X7, REALTIME, E-PAYMENT ENABLED ONLINE G2B SERVICES

- BIDA hosts Country's online One Stop Service (OSS)
- 146 time-bound investor services from 40 agencies are available currently
- All investor services will be integrated

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FACILITATIONS

SECTORAL OPPORTUNITIES

INCENTIVES FOR INVESTING IN BANGLADESH

FISCAL INCENTIVES

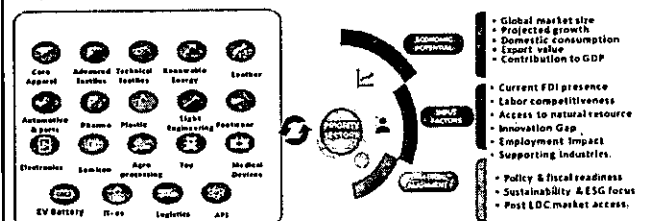
- Reduced corporate tax in thrust sectors and also in the export-oriented industries.
- Tax holiday for specific industries in the selected locations.
- Reduced or no customs duty on import of Capital Machinery.
- Reduced duty for import of raw materials for industrial use
- Tax credit in the income at the home country based on Double Taxation Avoidance Treaty
- Reduced tax on the linkage industries of the textile sectors

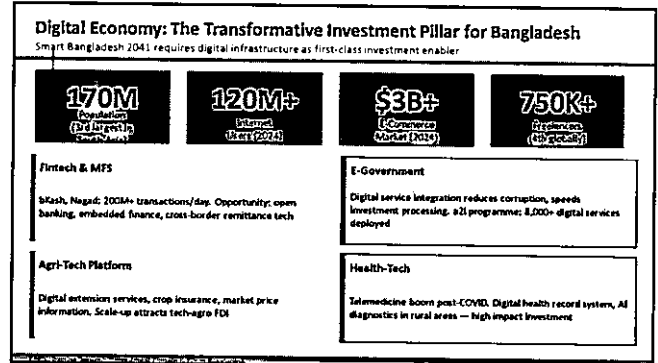
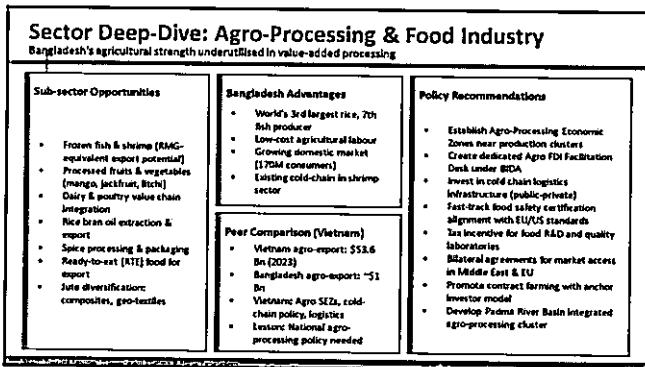
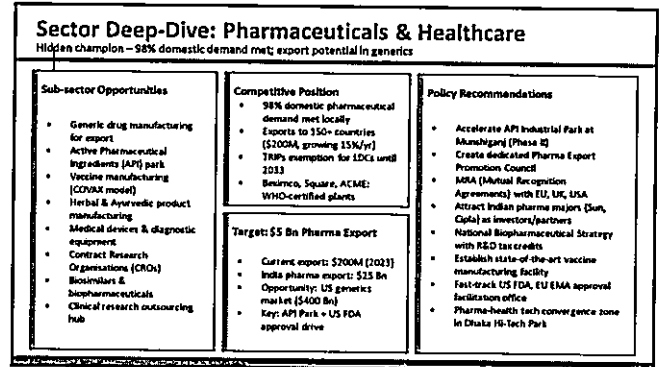
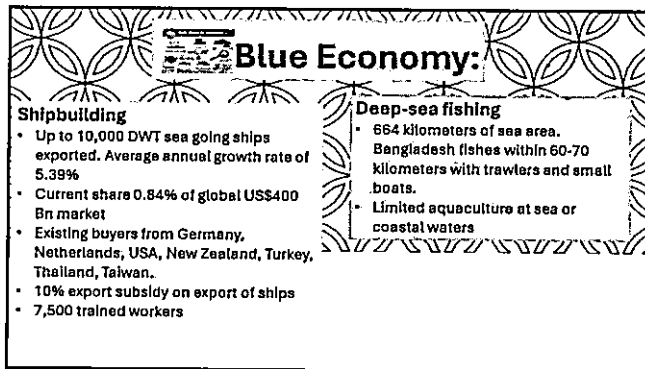
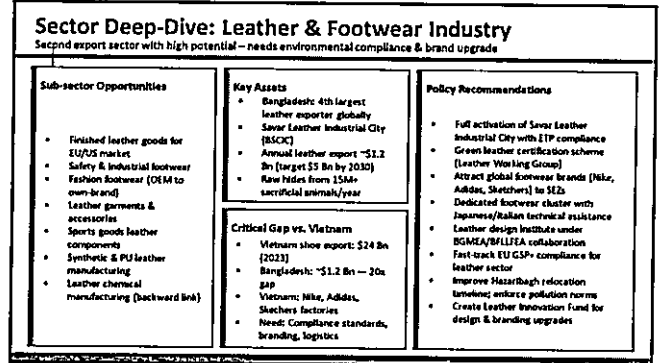
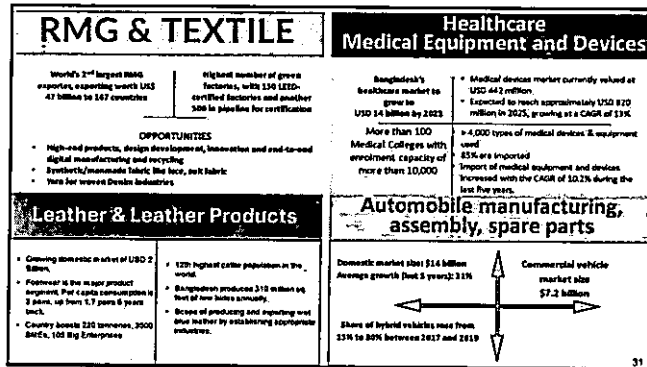
NON-FISCAL INCENTIVES

- Repatriation of dividend without any govt intervention
- Cash incentives on sale is extended to some industries based on the export.

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PRIORITY SECTORS





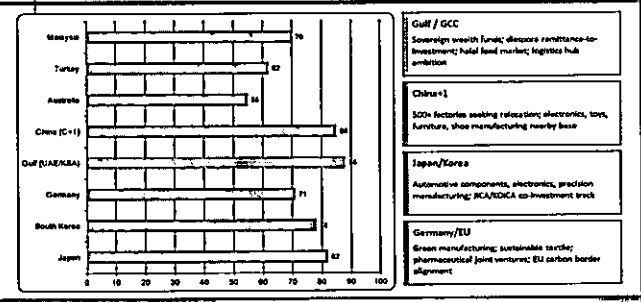
Sector Deep-Dive: ICT & Digital Services

Fastest-growing sector; Smart Bangladesh 2041 anchor; BPO/ITES export scaling up

Sub-sector Opportunities	Current Position	Policy Recommendations
- Business Process Outsourcing (BPO) - Software development & IT services export - Fintech & mobile financial services - AI, ML & data analytics services - Cybersecurity services & products - IoT & smart manufacturing services - E-commerce & digital marketplace - Animation, gaming & creative tech - Agri-tech & health-tech platforms	- IT exports: \$1.4 Bn (FY2023-24) 700+ IT companies; 300K+ ICT professionals 28 Hi-Tech Parks & Software Tech Parks - Target: \$5 Bn IT export by 2025 (revised: 2028) Peer Comparison: - India IT export: \$245 Bn (2024) - Vietnam IT export: \$7.5 Bn (2023) - Philippines BPO: \$30 Bn (2023) - Bangladesh gap: Infrastructure, talent pipeline	- National AI Strategy with dedicated R&D fund (\$100M) - Accelerate submarine cable connectivity (SEA-ME-WE 6) - Establish Bangladesh Digital Business District in Dhaka - Attract global tech firms (Google, Microsoft, Oracle) via Hi-Tech Parks - ICT talent pipeline: 500K skilled graduates by 2030 plan - Cyber security law harmonisation with international standards - E-commerce regulation enabling cross-border digital trade - Startup Ecosystem Fund: Seed, Series A co-investment vehicle - Preferential tax rate (5%) for digital services exports

Target New FDI Source Markets for Bangladesh

Untapped investor markets aligned with global supply chain shifts



Other High-Potential Investment Sectors

Beyond traditional sectors – emerging opportunities aligned with Vision 2041

Blue Economy	Renewable Energy	Light Engineering	Tourism & Creative
- Marine fisheries industrialisation - Offshore wind energy (Bay of Bengal) - Seabed mineral exploration - Maritime logistics & shipbuilding - Marine biotechnology - Eco-tourism: Sundarbans	- Solar: 4,000 MW potential by 2030 - Wind power (coastal & offshore) - Green hydrogen production - Waste-to-energy plants - Battery storage manufacturing - Energy efficiency services	- Electronic components assembly - Bicycle & auto-parts manufacturing - Industrial tools & equipment - Plastic & polymer products - Recycling technology investment - EV component manufacturing	- Medical & wellness tourism - Cultural heritage tourism - Eco-tourism: Sundarbans, Cox's Bazar - Film & animation industry - MICE (meetings, incentives) - Fashion & lifestyle industry

Input Availability & Backward Linkage Development

Addressing raw material gaps to enhance value addition and job generation

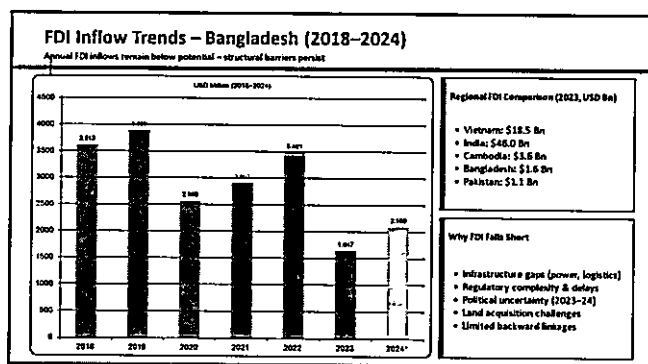
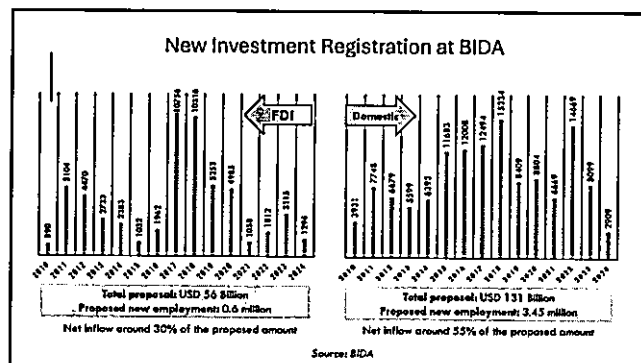
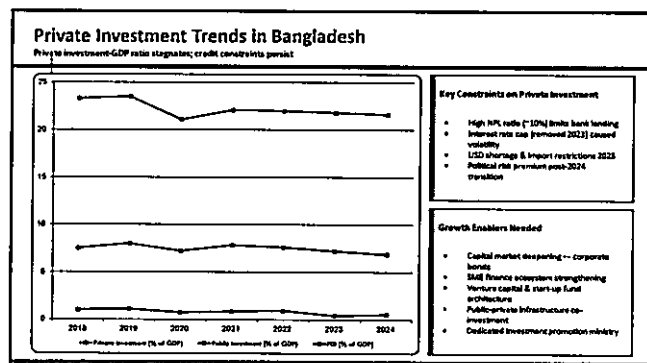
Input/Resource	Affected Sector	Current Gap	Recommended Initiative
Cotton & Yarn	RMG	95% import dependent	Promote MMF (man-made fibre) transition; invest in synthetic yarn industry
Chemicals & Dyes	Textile/Lesher	80% imported from India/China	Establish Petrochemical/Specialty Chemical SEZ; attract BASF, Dow
API (Pharma)	Pharmaceuticals	~90% active ingredients imported	Accelerate API Park incentives; API manufacturing FDI
Electronic Components	ICT/AI/ML Eng.	Near 100% import dependent	Electronics assembly SEZ; attract Taiwanese/Korean component makers
Capital Machinery	All manufacturing	Largely imported; high duties	Domestic capital goods manufacturing policy; local supplier development
Skilled Labour	All sectors	TVET mismatch; low productivity	Industry-aligned TVET; dual education system (German model)

Diversifying Investment Sources

Learning from Vietnam, Singapore & Ireland – how they attracted diverse FDI

Malaysia FDI Inflow Surge	Ireland Strategic Tech FDI	Singapore GPI & Fund Incomes	ASEAN/Global Digital/Health Attractable Themes
- Proactive outreach to manufacturers relocating from China - Dedicated industrial clusters near Chinese border - Fast-track 3-month joint FDI promotion offices in Tokyo, Seoul, Singapore	- IDA Ireland: 240 staff, 12 global offices - R&D tax credit: 25%, IP box regime - Talent Pass: English, EU access, universities - Personalised C-suite investor outreach	- Global Investor Programme: P4 for investment - EDR: economic development board – single point - Value chain investment mapping tool - Regional HQ incentives with 5% corporate tax	- Establish BPO design office in Tokyo, Dubai, Seoul, LAUNCH - Launch 'Invest in Bangladesh' dedicated investor portal - China+1 tech hubs for RMC-adaptive sectors - Soft diaspora investment mobilisation program

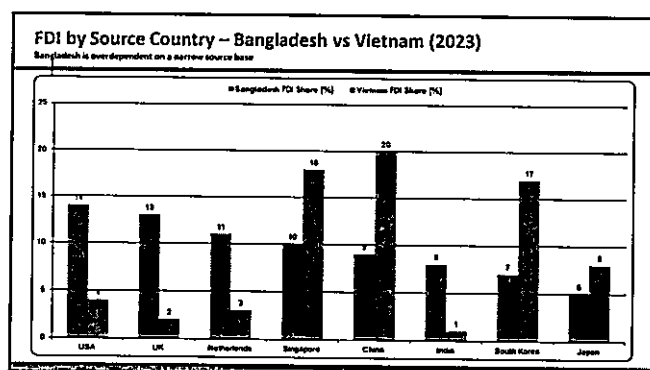
FDI PERFORMANCE



Existing Vs. Required Investment

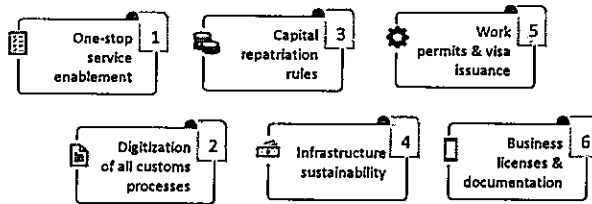
FY	GDP (Billion \$)	Total Private Investment (Billion \$)		Existing	Required*
		Total	Domestic		
2022-23	404.75	95.68	3.25	92.43	Existing
			8.63	114.95	Required*
			(1.95% of GDP)	(25.32% of GDP)	
2023-24	481		2.95**		Existing
			12.06	128.96	Required*
			(2.50% of GDP)	(26.08% of GDP)	
2024-25	513		15.39	140.31	Existing
			(3.0% of GDP)	(27.35% of GDP)	Required*

* Assuming 10% share of GDP FDI
** Based on 2022-23



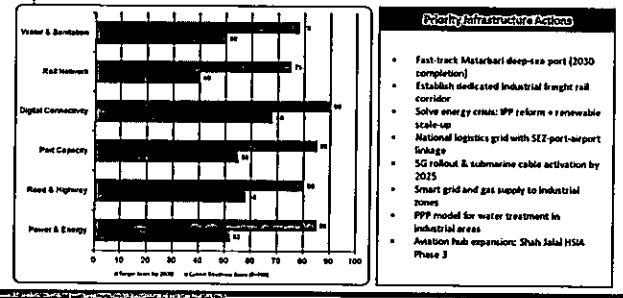
CHALLENGES

DRIVING REFORMS TO SET THE COURSE RIGHT



Infrastructure Readiness: A Critical Investment Enabler

Power, logistics, connectivity & digital infrastructure gaps and investment requirements



Investment Climate under Government's Vision

Election commitments & policy direction relevant to investment promotion

Rule of Law & Anti-Corruption	Market Economy & Private Sector	Democratic Governance	Energy & Infrastructure
- Independent judiciary & contract enforcement - ACC empowerment & asset disclosure - Zero tolerance on bureaucratic corruption - Transparent public procurement (e-GP)	- Roll back state monopolies & SOE dominance - Level playing field for private entrepreneurs - Reduce trade barriers; ASEAN FTA pursuit - Mega industrial zone development (private-led)	- Press freedom → Investor confidence signal - Decentralisation: municipal investment zones - Parliamentary oversight of development projects - Digital transparency in land & permits	- Resolve electricity pricing & reliability crisis - LNG import diversification - National logistics master plan - Matarbari deep sea port fast-tracking

Trade Policy & Market Access: Post-LDC Graduation Strategy

LDC graduation 2026 – Bangladesh must negotiate preferential market access proactively

LDC Graduation Impact (2026)	Opportunities Post-Graduation	Target Trade Agreements by 2030
- Loss of EU EBA duty-free access (~€7 bn trade) - GSP+ application: 37 conventions, compliance needed - UE OCTs: Transitional period under negotiation - US GSP: Bangladesh currently not a beneficiary - Estimated tariff cost: \$2.2 bn/year if no dual-mode	- Signal of economic maturity → Investment magnet - CEPA, Comprehensive Economic Partnership window - India CEPA: Duty-free access to \$3.5T market - China FTA: Under study; could attract Chinese FDI - BCP: Observer status → full membership pathway	- EU-Bangladesh CEPA (priority #1) - UK-Bangladesh Enhanced Trade Partnership - India-Bangladesh CEPA (TPP + NTB reduction) - China Free Trade Agreement study 2025 - ASEAN FTA observer → associate status

Key Policy Priorities (2026-2030)

- Harmonize product standards with EU/US/WHO norms (FDA, CE, ISO 9001)
- Accreditation of Bangladesh Standards & Testing Institute (BSTI) internationally
- Electronic Certificates of Origin and digital customs integration
- Reduce average customs clearance time: 7 days → 2 days
- Mutual Recognition Agreements for pharma, food, textiles with key partners

Special Economic Zones & Industrial Clusters: Status Overview

BEZA, BEPZA, Hi-Tech Parks – the backbone of Bangladesh's investment infrastructure

Zone/Cluster	Location	Status	Key Sectors	Anchor Investors
Dhaka EPZ	Dhaka	Operational	RMG, Light Eng.	Hamam, PPI
Chittagong EPZ	Chittagong	Operational	Textile, Electronics	Samsung, ID Partners
Coxs Bazar EPZ	Coxs Bazar	Operational	RMG, Agro-processing	Various Korean cos.
Songkhadhi SEZ	Ahmednagar, Ctg	Developing	Heavy Industry, Jute	Japan Int'l Corp.
Sylhet SEZ	Sylhet	Proposed/Planning	Agro, ICT, Tourism	Dispersed Investors
Matarbari Industrial Zone	Cox's Bazar	Developing	Energy, Port logistics	JICA, BIC
Jessore Software Tech Park	Dhaka Div.	Operational	ICT, Software	Tata, local firms
NSOC Leather Ind. City	Sonai, Dhaka	Operational (partial)	Leather & Footwear	B&L, local exporters
Karnaphuli Tunnel SEZ	S.Chonggram	Planned	Auto, Electronics	TBD

Human Capital: Skills Development for Investment Attraction

The talent pipeline is the foundation of sustainable FDI growth

Current Skills Gaps	Successful Models to Adopt	Recommended Actions
- TVEF enrollment: 14% of secondary students (Vietnam: 30%) - Industry-academia misalignment: graduates unfit for industry - Low female STEM participation (20% in tech sector) - English proficiency: significant barrier in BPO sector - Mid-level management shortage in manufacturing - Lack of internationally certified welders, electricians - Software engineering supply: 50K/year, demand 150K	- Germany Dual System: Industry-apprenticeship model - Singapore SkillsFuture: lifelong learning credits - South Korea K-STAR: technical co-operation - Vietnam: Vocational Law (2014) industry partnership - India: NSDC – National Skills Development Corp. model - Japan: NCA technical training placement programs - Ireland: IDA talent partnership with universities	- National Skills Development Authority (NSDA) empowerment - Industry Skills Councils in 10 priority sectors - Dual education pilot: 50 German-model TVEF institutions - English for Business: mandatory in all technical colleges - ICT skills: 1 million digital literacy target per year - Dispersed talent attraction: 'Return to Build' programme - University-Industry Research Chairs in manufacturing - BMET reforms: skills certification before emigration

Financial Sector Reform: Enabling Investment Financing

Banking sector fragility and shallow capital markets constrain private investment

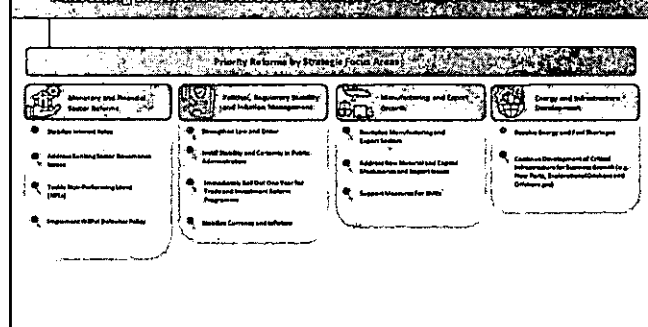
Indicator	Current Status	Target (2025)	Policy Recommendation
High NPL Ratio	~18% (DBS)	Below 12%, India 8%	Asset Management Company (AMC) provision; insolvency bank consolidation
Interest Rate Volatility	Cap removed 2023; rate rose to 12%	Vietnam 5.5%; India 3.3%	Independent monetary policy framework; SMART rate formula reform
Capital Market Depth	Market cap/GDP: 14%	India 82% Vietnam 35%	Corporate bond market; REIT securitization; DSE/CE
Insurance Penetration	0.4% of GDP	India 4.4% Vietnam 2%	Mandatory industrial insurance; insurance market reform
Islamic Finance	~75% of banking (underutilized)	Malaysia 30% of market	Islamic capital market regulatory sub-fund for infrastructure

Green & Sustainable Investment: A New Competitive Frontier

Increasingly required by global investors; climate risk is investment risk

Bangladesh's Green Assets	Emerging Green Sectors	Policy Recommendations
- World's largest # of LEED-certified garment factories (200+) - BCMA: 40% industry moving to green certification - Solar home systems; 4M+ installations - Natural advantages: rivers, delta, mangroves (Sunderbans) - NDC commitment: 15% emissions cut by 2030 - Bangladesh Climate Change Strategy & Action Plan (BCCSAP) - First emerging market to issue sovereign green bond (proposed)	- Green hydrogen production for export - Offshore wind: Bay of Bengal potential - Green steel & eco-industrial parks - Mangrove-based blue carbon credits - E-waste recycling industrial cluster - Sustainable agriculture & organic food - Climate-resilient infrastructure (adaptation FDI) - Carbon credit marketplace development	- Bangladesh Sustainable Finance Policy (BS circular 2021) full implementation - EU Carbon Border Adjustment Mechanism (CBAM) preparation strategy - Green bond regulation framework (SEC) - National Green Economy Action Plan with investor incentives - Mandate ESG reporting for listed companies by 2026 - Attract Impact Investors & climate funds (GCF, ADB Climate) - Eco-industrial park standard for all new SEZs - Carbon market legislation and registry establishment

Addressing the Critical Bottlenecks Hindering Bangladesh's Economic Growth

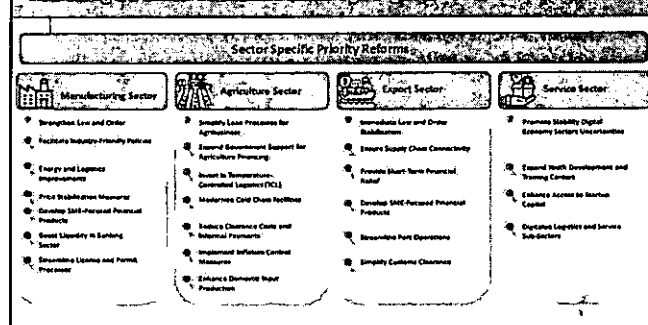


The Role of Civil Bureaucracy in Attracting & Retaining Investment

Bangladesh's public servants are frontline investment ambassadors — key responsibilities

Policy Design	Prediction	Compliance Oversight
Evidence-based investment policy formulation; benchmark regulations vs global best practice; translate political vision into achievable regulatory instruments	Act as interlocutor between investors and government; resolve inter-ministerial coordination failures; expedite approvals without compromising due process	Ensure investor obligations (environmental, labour, tax) are met; protect Bangladesh's reputation as a reliable investment destination
Land & Resource Management	Investor Relations	Data & Intelligence
Fair, transparent and timely allocation of land and utilities in SEZs; eliminate scope for rent-seeking in resource allocation	Proactive engagement with existing investors to resolve concerns; grievance redressal mechanism implementation; follow-up on BIDA commitments	Maintain sectoral investment databases; produce annual Bangladesh Investment Outlook; share intelligence with BIDA and sector ministries

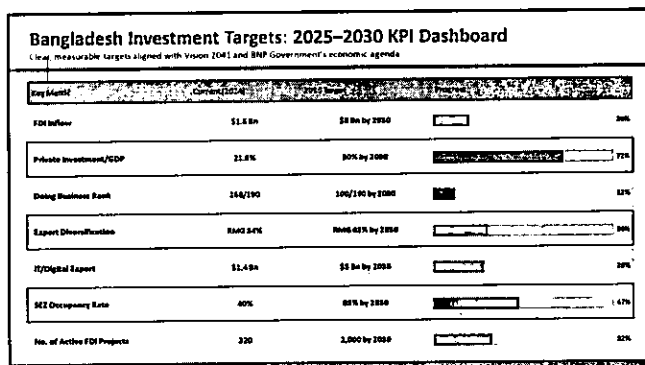
Addressing the Critical Bottlenecks Hindering Bangladesh's Economic Growth Cont.



Institutional Governance: Building Investor Trust

Institutional quality is the most durable competitive advantage in investment attraction

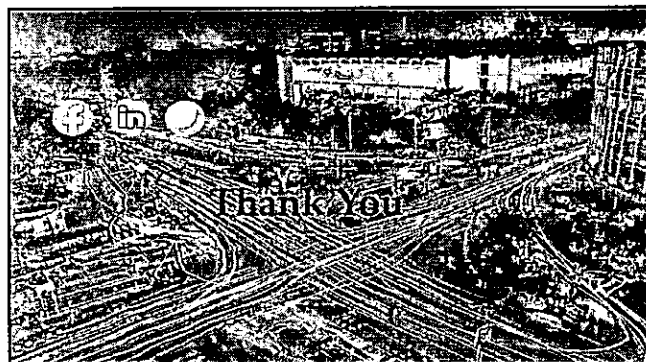
Transparency & Anti-Corruption OGPAC principles adoption; public procurement e-GP regulatory; mandatory asset disclosures for investment regulators; UNCAC full compliance; corporate governance code for SOEs	Rule of Law & Contracts Commercial court reform; 6-month contract dispute resolution target; independent judiciary guarantee for investors; international arbitration recognition; IP courts establishment	Regulatory Quality Regulatory Impact Assessment (RIA) for all new investment laws; sunset clauses; stakeholder consultation mandates; regulatory sandbox for fintech and digital economy	Investor Grievance Mechanism BIDA ombudsman; annual Investor Council meetings with PM/Finance Minister; 30-day grievance resolution SLA; transparency in dispute outcome published online
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Conclusion: Bangladesh at a Crossroads

The right reforms now will determine whether Bangladesh reaches its \$12,500 per capita Vision 2041 goal

1. **Bangladesh has a genuine competitive window**
Young population, competitive costs, strategic location — but this window is time-limited as Vietnam, India and others compete aggressively for the same investment.
2. **Regulatory reform is the highest-ROI investment**
Every position gained in Doing Business rankings correlates with measurable FDI inflow increases. Reform is not optional — it is the investment.
3. **Diversification is existential**
Over-reliance on RMG and a narrow investor base makes Bangladesh vulnerable. Pharma, ICT, agro-processing and green economy are the next pillars.
4. **Civil servants are the investment champions**
Policy design and facilitation quality at the district and ministry level directly determines whether Bangladesh converts investor interest into committed capital.
5. **BNP's governance agenda aligns with investor needs**
Rule of law, anti-corruption, market economy principles — these are exactly what institutional investors require. Deliver on these and investment will follow.



Perspective Plan of Bangladesh: Implementation Strategy and Challenge

Abdul Baki
abaki_23@yahoo.com

Introduction: Long-Term Planning in Bangladesh

- Bangladesh has adopted long-term development planning to become a developed country by 2041.
- The Second Perspective Plan (2021–2041) provides the strategic roadmap.
- It builds on the success of:
 - MDGs
 - SDGs
 - Vision 2021
- The plan focuses on inclusive growth, structural transformation and technological advancement.
- Key ambitions:
 - Transition from lower-middle income to developed economy by 2041.

Outline of Discussion

- Introduction
- Goals, Pillars and Priorities of the Perspective Plan 2021–2041
- Implementation Strategy
- Financing Plan
- Challenges
- Conclusion

Evolution of Long-Term Planning in Bangladesh

- Bangladesh has followed a planning tradition since Independence.
- Key milestones include:

Period	Planning Framework	Main Objective
1972–1990	Early Five-Year Plans	Reconstruction and poverty reduction
2010–2021	Perspective Plan of Bangladesh 2010–2021	Achieving middle-income status
2021–2041	Perspective Plan of Bangladesh 2021–2041	Achieving developed country status

- The first perspective plan successfully contributed to Bangladesh's graduation to lower middle-income status and helped achieve strong economic growth.

Three Guiding Questions

-  How do national visions translate into results on the ground?
-  Are our institutions ready to deliver Vision 2041?
-  How can government agencies work together more effectively?

Vision and Goals of the Perspective Plan 2021–41

- The Perspective Plan aims to:
 - Eliminate extreme poverty
 - Build a high-income economy
 - Achieve sustainable and inclusive development
 - Transform Bangladesh into a knowledge-based economy
- Targets include:
 - GDP growth around 9–9.9% by 2041
 - Poverty rate below 3% by 2041
 - Higher human development indicators

Key Pillars of the Perspective Plan

- Four Institutional pillars:
 - Governance
 - Democratization
 - Decentralization
 - Capacity building

Implementation Framework of the Perspective Plan

- The implementation structure involves several institutional mechanisms.
- Role of the Planning Commission
- The Bangladesh Planning Commission plays the central role in translating long-term strategies into operational policies.
- Key responsibilities include:
 - Policy formulation
 - Monitoring development programs
 - Coordinating sectoral ministries

Strategic Development Priorities

- Key priority sectors include:
 - Human resource development
 - Infrastructure development
 - Energy security
 - Digital transformation
 - Industrial development
 - Agricultural modernization
 - Social protection expansion

Implementation Strategy

1. Institutional and Governance Reform

- Strengthening the institutional foundation for implementation
- Good Governance and Rule of Law
 - Strengthening public institutions, transparency, and accountability mechanisms.
- Decentralization of Development
 - Empowering local governments for efficient service delivery and regional development.
- Capacity Building in Public Administration
 - Improving planning, project management, and policy implementation skills.
- Improved Coordination
 - Better coordination among ministries, agencies, and private sector stakeholders.

Implementation Framework

	The Perspective Plan is implemented through:
	Five-Year Plans
	Key Institutions:

Annual Development Program (ADP)
Sectoral strategies
Public-private partnerships

Planning Commission
Line ministries
Local government institutions

Implementation Strategy

2. Macroeconomic and Investment Strategy

- Maintaining Macroeconomic Stability
 - Stable inflation, sustainable fiscal deficit, and prudent monetary policy.
- Mobilizing Investment
 - Raising investment to around 45–47% of GDP by 2041.
- Domestic Resource Mobilization
 - Tax-to-GDP ratio: Increase from 10% to 21.5% by 2041.
- Private Sector & FDI
 - FDI target: Increase from ~1.5% of GDP to 3–4% of GDP.
 - Promote ease of doing business, special economic zones, and high-tech industries.
- Strategic Use of ODA
 - Gradually reduce dependency on ODA while maintaining sustainable debt-to-GDP ratio (~30–35%).
 - Use concessional loans selectively for priority development projects.
- Objective: Ensuring sustained high economic growth, around 9–10% GDP growth and high-income status by 2041.

Implementation Strategy

3. Structural Transformation and Human Capital Development

- Moving toward a knowledge-based and innovation-driven economy
- Industrialization and Export Diversification
 - Expanding manufacturing and high-value exports.
- Human Capital Development
 - Investment in quality education, technical skills, and health systems.
- Digital Economy and Innovation
 - Leveraging the Fourth Industrial Revolution technologies (AI, big data, automation).
- Harnessing the Demographic Dividend
 - Creating productive employment for the growing working-age population.
- Goal: Transform Bangladesh into a knowledge-based, innovation-driven economy.

Key Implementation Challenges of Perspective Plan 2021-2041

1. Institutional and Governance Challenges
 - Weak inter-ministerial coordination and bureaucratic fragmentation
 - Delays in project approval and implementation processes
 - Limited capacity in planning, monitoring, and evaluation
2. Financing and Resource Mobilization
 - Low tax-GDP ratio and limited domestic resource mobilization
 - Large infrastructure financing requirements
 - Need for greater private investment and Foreign Direct Investment (FDI)

Implementation Strategy

4. Infrastructure, Sustainability, and Inclusive Growth

- Creating enabling conditions for long-term development
- Infrastructure Development
 - Expanding transport, energy, and digital infrastructure.
- Urbanization Management
 - Developing smart cities and balanced regional development.
- Climate Resilience
 - Integrating climate adaptation and environmental sustainability into planning.
- Inclusive Development
 - Reducing poverty, inequality, and expanding social protection.
- Target: Reduce poverty to below 3% and ensure sustainable growth by 2041.

Key Implementation Challenge

3. Structural Transformation Constraints
 - Heavy dependence on RMG exports and limited export diversification
 - Skill gaps in the labor force for a technology-driven economy
 - Slow adoption of innovation and advanced technologies
4. External and Environmental Risks
 - Vulnerability to climate change and natural disasters
 - Global economic volatility and trade uncertainties
 - Challenges in managing rapid urbanization
- Conclusion: Successful implementation of Vision 2041 requires stronger governance, effective coordination, enhanced resource mobilization, and adaptive policy responses.

Financing Strategy

Funding sources:

- Government revenue
- Foreign Direct Investment
- Development partners
- Public Private Partnerships
- Domestic capital markets

The plan aims to increase:

- Investment to 46.8% of GDP by 2041
- Tax-GDP ratio to 21.85%

Economic and Global Challenges

- External risks
 - Loss of trade preferences after LDC graduation
 - Global market competition
 - Technological disruption
- Bangladesh may lose some trade benefits after LDC graduation, potentially reducing exports if competitiveness is not improved.

Policy Recommendations

- To ensure successful implementation:
 - Strengthen governance and accountability
 - Improve public sector capacity
 - Mobilize domestic resources
 - Expand PPP and private investment
 - Invest heavily in education and skills
 - Strengthen climate resilience
 - Promote innovation-driven industries

Conclusion

- The Perspective Plan of Bangladesh 2021–2041 represents the country's long-term roadmap toward becoming a developed nation.
- The success of the plan depends largely on effective implementation, strong institutions, and capable public administration.
- Mid-level bureaucrats are vital in turning national strategies into real outcomes. Through better coordination, stronger governance, and innovative practices, they can help achieve the vision of a prosperous Bangladesh by 2041.

Thank You
abaki_23@yahoo.com

Research for Governance and Policy Analysis

DR. MD. ZOHURUL ISLAM
MDS (R&C)
BPATC
zohur68@gmail.com
CELL: 01716458964

Proposal stage (format)

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

Module: 5-Research for Governance and Policy Analysis

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

Full Report

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

Introduction

•Any policy/ordinance

[A policy has a number of stages such as: problem identification; setting objectives/agenda; decision-making; implementation; and evaluation]

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

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

Title

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

Setting Objective ...

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

Text formatting

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

Research Questions

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

SCHEDULE FOR SUBMISSION

- ▶ CMT OR MD WILL DECIDE
- ▶ PRESENTATION [FINAL]

Literature Review and References

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

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

Islam, MZ. (2024) 'Enhancing post-training evaluation of animal performance agreement training: A fusion of hOGCA and artificial neural network approach' *Proc CHSE 19(6)*, e0305918.
<https://doi.org/10.1371/journal>

[illegible]

Category	1:00000000 S.M		
1. Building 2. Furniture 3. Equipment 4. Storage 5. Storage 6. Storage 7. Storage	1.00000000 S.M	USID project progress report USID quantity and quality Report USID Project Completion Report	No fiscal (above 50 cm) Outputs will not be affected by later mission USID Project Completion Report Price variations within bank \$500
1. Building 2. Furniture 3. Equipment 4. Storage 5. Storage 6. Storage 7. Storage	1.00000000 S.M	USID monthly, quarterly and yearly report USID inventory, quantity and quality report Project office records Financial documents	None does not occur Active support from bank Intermittent Fund is available on time

Logical Framework

Md Shamimul Haque
Additional Secretary
Ministry of Industries

National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

0

Key points about LFA application

- ☑ LFA is a methodology to systematic and logical thinking
- ☑ The process (who is involved and how) is as important as the product
- ☑ LFA tools should be applied as part of an iterative process – not as a set formula
- ☑ The Log frame matrix (the product of the analysis) must be open to review and revision

3

Objectives of this session:

The participants will...

- Understand the structure of the Log Frame
- Learn how to formulate the Log Frame
- Learn how to appraise the Log Frame

1

The Logframe matrix

	Narrative Summary	Objectively Verifiable Indicators	Sources of verification	Important Assumptions
Goal				
purpose				
Output				
Input				
				Pre-conditions

4

Understanding the structure of Log Frame

LFA is a tool for clarifying and presenting a project's essence in one matrix

2

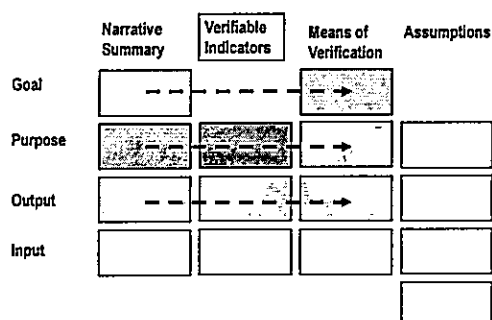
Vertical logic

	Project Description	Verifiable Indicators	Sources of verification	Assumptions
Goal				
Purpose				
Output				
Input				
				Pre-conditions

« For each level of the intervention logic, if results are delivered and assumptions/pre-conditions hold true, then ... »

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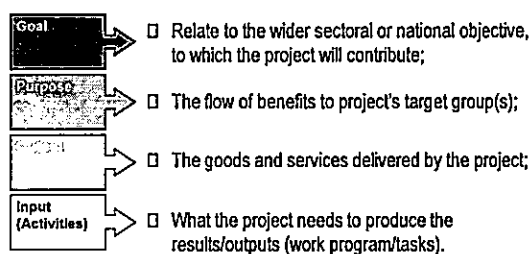
Horizontal Logic



Horizontal relations of Log Frame

Topics	Definitions	Checkpoints
Narrative Summary	Summarises the hierarchy of results in the project hypothesis	➤ Is it expressed in a plain sentence, without logical relations within itself?
Objectively Verifiable Indicators (OVIs)	Measures a particular dimension or characteristic of the Narrative Summary in subject, and is the basis for observing progress	➤ Are they quantifiable? ➤ Are they measurable? ➤ Do they measure what the Narrative Summary aims? ➤ Do they cover all aspects of the Narrative Summary?
Means of Verification (MOV)	Specifies where the OVI data will come from.	➤ (for Purpose & Outputs) Are they verifiable within the project scope?

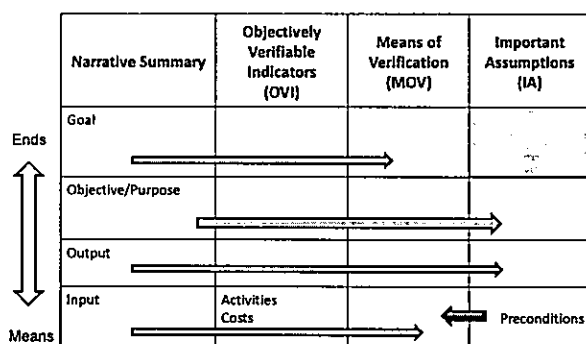
Levels of the project description



Indicators

- An indicator is a unit of measurement
 - E.g. kilometres of road, population number, Sq metres
- An indicator tells us something about changes in a system
 - e.g. Financial indicators (stock markets up/down)
- An indicator helps to quantify and simplify phenomena and helps us understand complex realities
 - E.g. Blue Flag for bathing water quality
- An indicator is not a Target!

Structure of Log Frame



Describing Indicators

- Indicators help to define:
- Q Quality
- Q Quantity
- T Time
- P Place

Characteristics of a good indicator

The Objectively Verifiable Indicators (OVI) should be:

- ▶ **Specific** : including (where appropriate) clear targets;
- ▶ **Measurable** : in terms of quality and/or quantity;
- ▶ **Available** : at an acceptable cost;
- ▶ **Relevant** : to what they are supposed to measure (horizontal logic);
- ▶ **Timely** : produced in due time to be useful for project management.

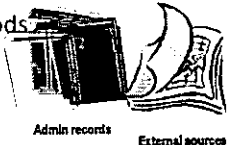
12

Vertical Relations of the Log Frame (at formulation)

Topic	Definitions	Checkpoints
Project Goal (Overall Goal)	Indirect results of the project, expected to be reached 2 to 3 years after the project is completed	➤ Are they achievable <i>after</i> project completion as its outcomes? ➤ Aren't they too ambitious? ➤ Too much to say it is contributed from the project?
Project Purpose	Direct results of the project, expected to be achieved at the time of completion	➤ Is it the achievable point at the completion of the project?
Outputs	Important divided components to achieve the project	➤ Are they divided into critical components? ➤ Are they not duplicated with each other?

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Sources of Verification (I)

- The logical framework requires that one spells out how the indicators will be collected :
 - How/through which methods
 - By whom?
 - When/how often?
- 
- Activities, resources and costs required to collect this information must be included in the project design
 - Project managers should focus on verifying the delivery of results and their contribution to the purpose

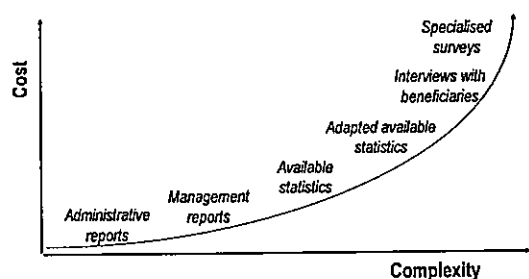
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Defining an Objective:

- ▶ **Define objective:** Educational status improved
- ▶ **Specify quality:** Number of graduates completing degree courses increased
- ▶ **Specify quantity:** Number of graduates completing degree courses increased from 500 to 1000
- ▶ **Specify timeframe:** Number of graduates completing degree courses increased from 500 to 1000 per year by the year 2027
- ▶ **Specify Place:** Number of graduates from Dhaka Technical College completing technical degree courses increased from 500 to 1000 per year by the year 2027

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Sources of Verification (II)



14

Note!

- ▶ Indicators require good data, based on *monitoring*
- ▶ Indicators are not targets!
- ▶ Indicators can help to reduce uncertainty, but not eliminate it
- ▶ Sets of indicators develop over time
- ▶ Indicators can help influence behaviour.
- ▶ Indicators must be able to take into account different locations, people, cultures and institutions
- ▶ Different people from different places have different values

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Criteria for Indicator Selection

An indicator :

- ▶ should provide a representative picture;
- ▶ should be simple, easy to interpret and able to show trends over time;
- ▶ must be responsive to changes;
- ▶ can provide a basis for sectoral, regional, national and international comparisons;
- ▶ must have a comparative baseline or benchmark value against to assess the significance of the values.

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Inputs, Activities and Costs (for appraisal)

Topics	Appraisal Checkpoints
Inputs	➤ Cost comparison of Manpower with other projects of similar nature ➤ Quantity/volume for material, equipment, machinery ➤ Link to activities → link to Outputs
Activities	➤ Input-Activity-outputs alignment ➤ Technical aspects to conduct activities ➤ Plan of Operation (activity schedule)
Costs	➤ Comparison of cost estimations with standard pricing (if available) and other projects of similar nature

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Vertical Relations of the Log Frame

Topics	Appraisal Checkpoints
Project Goal (Overall Goal)	➤ Is the Project Goal <i>reasonable</i> under the SSP Sector Outcomes and Sector Intermediate Outcomes? ➤ Is the Project Goal <i>achievable</i> under given circumstances (including important assumptions)?
Objective/ Purpose	➤ Is the Project Purpose <i>reasonable</i> under the Project Goal (including its logical distance)? ➤ Is the Project Purpose <i>achievable</i> under the responsibility of the Ministry / Division? ➤ Is the Project Purpose <i>achievable</i> under given circumstances (including the achievement levels of Outputs and their important assumptions)?
Outputs	➤ Are the Outputs <i>independently measurable</i>? ➤ What is the <i>logical distance</i> between the Outputs combined and the Project Purpose? ➤ Are there any <i>space</i> between the achievement of each Output and the achievement of the Project Purpose? If so, who will be responsible of the space?

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Important Assumptions & Preconditions

Topics	Definitions	Checkpoints
Important Assumptions	Critical factors uncontrollable by the project, that could affect the achievement of the planned results and have implications for the project's hypothesis	➤ In positive form (ie...will not occur) ➤ As specific as possible ➤ To what extent the project will be affected? ➤ Specific borderline between controllable and uncontrollable factor.
Pre-conditions	Important assumptions that has to be considered before the project starts its implementation	➤ Is it critical? How will it affect the project, to what extent?

22

Inputs, Activities and Costs (at formulation)

Topics	Definitions	Checkpoints
Inputs	Resources required to materialise the activities of the project	➤ Manpower formulation ➤ Adequate material, equipment, machinery ➤ Technical expertise
Activities	Interventions aimed to produce the Outputs of the project.	➤ Alignment of activities and work ➤ Technical aspects to conduct activities ➤ Timing of Inputs required
Costs	Estimation of costs by input and/or activity	➤ Consistency with the various cost estimations attached in the DPP



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Important Assumptions & Preconditions commonly raised topics and improvement (1)

Factor Nature	Contents
Frequently seen but needs improvement	Natural disasters do not occur.
Guidelines	Specific description of type of disaster (i.e. rainfall, flood, earthquake, temperature) and to what extent the Infrastructure (or partially) can tolerate by design, and how often it may occur by record. The conditions during implementation and after its completion changes.
Suggestions	➤ Rainfall over xxx mm/hour (recorded 50 years ago) will not occur during the construction of dam spillway. ➤ Flooding does not reach above the designed capacity of xxx cm water level during operation (recorded every 30 years).

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Important Assumptions & Preconditions commonly raised topics and improvement (2)

Factor: Politics	Contents
Frequently seen but needs improvement	The government policy will not change. The political situation will remain stable. There are no political unrest.
Guidelines	By the time the project is formulated, the project should be aligned to a certain development policy document (i.e. sector development plan, SSP). Therefore, the project should be controllable in a sense that the government will back up the project once it is approved. The political situation stability issue (including unrest) applies not only to the project in subject but all other projects, hence it is too general and to point out.
Suggestions	Advisable to avoid including political factors as important assumptions. Rather consider possibilities of local residents actively opposing the development made by the project.

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Important Assumptions & Preconditions commonly raised topics and improvement (5)

Factor: People	Contents
Frequently seen but needs improvement	Less consideration on target groups, direct beneficiaries, indirect beneficiaries, negatively affected groups (or potentials) and silent groups.
Guidelines	Peoples' reception of the project is worth consideration as important assumptions. Both direct/indirect, positively/negatively affected groups may be analysed, and if important considered as assumption. Assumptions at implementation level and after completion
Suggestions	[pre-conditions] Resettlement of the project site is conducted smoothly by (month/year).

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Important Assumptions & Preconditions commonly raised topics and improvement (3)

Factor: Process	Contents
Frequently seen but needs improvement	[as preconditions] The DPP process is not delayed. Government procedures are not delayed
Guidelines	Many factors may have liabilities for delay, of which may include controllable factors. The DPP process may be predictable at the project formulation by checking the priority of the project. Delay may be somewhat controllable by changing activity plans. Preconditions are external factors that may occur before the project is implemented after it is approved, therefore DPP procedures are not preconditions to be exact.
Suggestions	[preconditions] The government procedures are completed and ready for implementation by (month/year).

25

Important Assumptions & Preconditions commonly raised topics and improvement (6)

Factor: others	Contents
Guidelines	Other projects that may affect the achievement of the project and/or its outcomes may be considered. If it is an important factor (especially in terms of Project Purpose achievement), it is worth considering to include them in the important assumptions at the Output level. However, they must be specific in order to understand the specific affect to the project.
Suggestions	Completion and stable supply of electricity through the xxx power generation project is realised by (month/year), for usage of transmission network completed by the project.

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Important Assumptions & Preconditions commonly raised topics and improvement (4)

Factor: Budget	Contents
Frequently seen but needs improvement	[as preconditions] The Government provides sufficient budget for the project. The Government continues to provide sufficient budget for the project. The Government secures operations costs after completion.
Guidelines	Budget liability can be uncontrollable, but may be predictable at the ministry / division level by comparing the priorities within the budget framework. If the project is considered as high priority within the sector, it may not be necessary to include in the important assumptions. Operations costs are compiled by the project as part of sustainability assurance, therefore cannot be important assumptions until specific costs are identified.
Suggestions	The Government provides sufficient budget as originally planned for the sector in subject.

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Important Assumptions & Preconditions (for appraisal)

Topics	Appraisal Checkpoints
Important Assumptions	- Are they really important? - Are they really uncontrollable? If partially controllable, must be segregated. - Are they specific enough to monitor its affect? - Is the assumption in the correct logic level? Does the scale of the assumption match to those of both upper and lower logic levels?
Pre-conditions	- Are they really important and uncontrollable? - Are they really preconditions or upper level important assumptions? - Do they really have possibility of affecting the project before it is implemented?

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Problem analysis

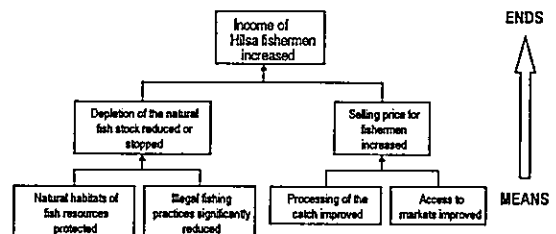


- collect relevant background information
- ensure lessons learned from previous similar projects
- identify key stakeholders and ensure the 'right' people participation
- prepare a problem tree which provides a simplified but robust version of reality

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Analysis of Objectives

To convert the problems into positive achievements through means/ends relationships



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Problem analysis

- Why? The problem tree establishes *cause and effect* to ensure that *root* problems are identified and then addressed.
- Main steps are:
- Identify one or two (initial) major problem(s) affecting the target group(s)
- Identify related problems/constraints
- Analyse and identify cause and effect relationships
- Check the logic
- Draft the problem tree diagram

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Strategy analysis

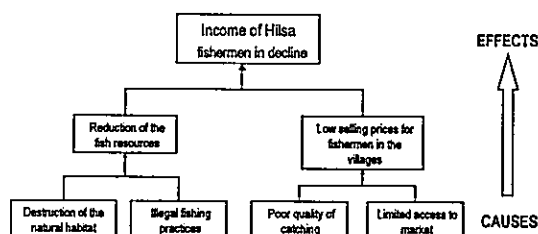


It aims to:

- Analyse the identified (potential) objectives in relation to a set of 'feasibility' criteria;
- Select an appropriate strategy for project implementation

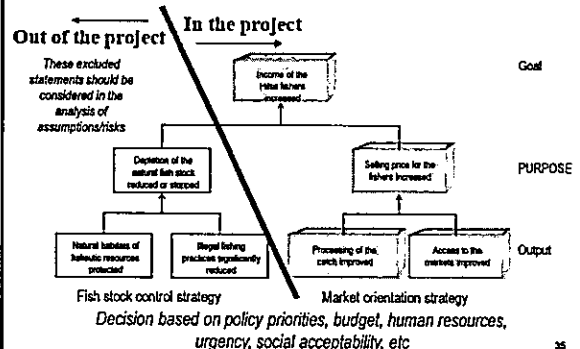
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Problem tree helps to establish the cause/effect relation

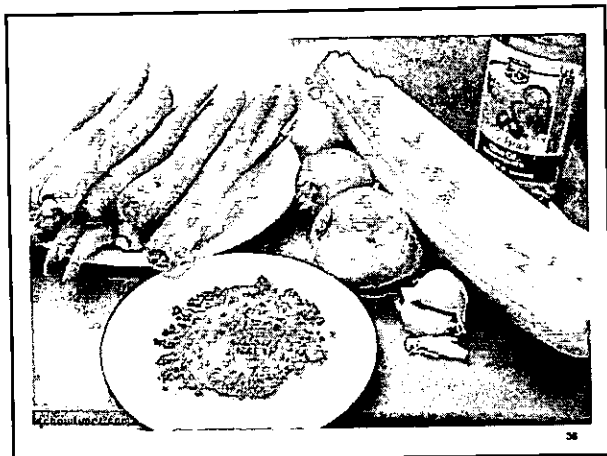


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Strategy analysis



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Logical Framework- Soup

- **Inputs**
ingredients used for the soup (carrots, broth, celery, spices)
- **Process**
the act of making the soup
- **Outputs**
the finished soup
- **Outcome**
the satisfaction (physical and mental) of eating a good soup
- **Impact**
Improved nutritional status

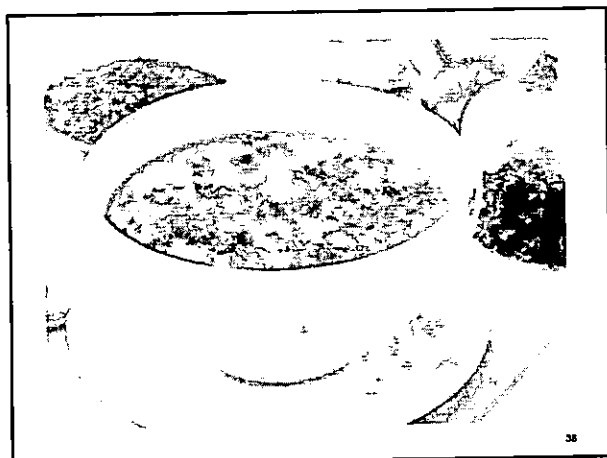
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LFA Example (Soup)

	NS	OVI	MOV	TA
Goal	improved nutritional status	300 kilo cal per person		
Purpose	having soup	having good soup 40 person by time		
Output	finished soup	Ready soup 20 litre by time		
Input	ingredients used for the soup (egg, chicken, corn, porn, water, spices)	Egg-5 cost ... tk Chicken-4 cost ... tk Porn-1 kg ... tk Water- 20 liter costtk Spices ~ 500 gm cost tk		

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156th ACAD Training Course

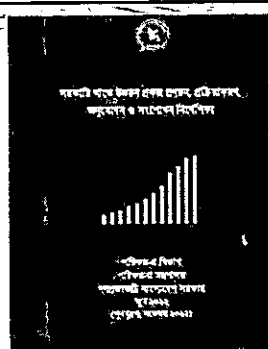
Session Topics: Project Appraisal

Presented by
Abu Sayed Md. Kamruzzaman, ndc
Executive Director (Additional Secretary)
Borish Multi-purpose Development Authority (BMDA), Bangladesh
 Cell : 01711-192900, e-mail: kzaman050870@gmail.com

Date : 15th March 2026
 Organized by : BPATC

Objective of the Appraisal

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

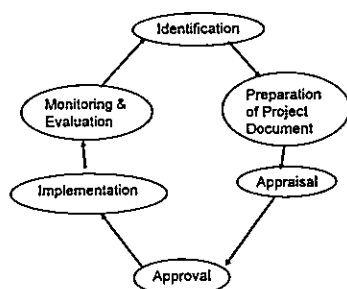


Criteria for appraisal

Major criteria for appraisal

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

Project Cycle



Major criteria for appraisal (Contd.)

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

Project Implementation Tasks

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

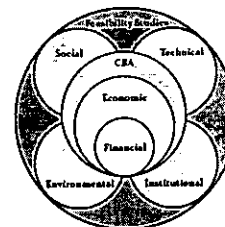
What is CBA

Clarity of Project Objectives:

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

Feasibility and Sustainability

4. Technical assessment
5. Institutional assessment
6. Social-cultural assessment
7. Environmental and social impact assessment (ESIA)
8. Financial assessment
9. Economic assessment
10. Risk and sensitivity
11. Sensitivity analysis
11. Risk management



MAF & SAF

- Ministry Assessment Format (MAF)
- Sector Appraisal Format (SAF)

Financial and Economic Analysis

This is the heart of the feasibility study report. Here you will do all the financial analysis and report the various performance indicators. The information of this section should be organized under following heads:

Supply, Demand and Projected Absorption Pricing Strategy
Estimated Required Investment (land cost, development cost, financing cost etc.)
Project IRR
IRR and Funding Strategy
Various Financial Performance Indicators
Scenario Analysis
Sensitivity Analysis

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

Discount Factor

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

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

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

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

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

Some Important Terms in preparing project documents

Net Present Value (NPV)

- NPV is the present value of all benefits, discounted at the appropriate discount rate, minus the present value of all costs, discounted at the same rate. So,
- $NPV = \text{Initial Investment Costs} + \text{sum of present values of costs and benefits for each period within the investment horizon}$. Obviously, one can calculate NPV of benefits and NPV of cost separately and then subtract them.
- $NPV = \text{Present Value of Benefit} - \text{Present Value of Cost}$
 When, $NPV > 0$; the project is acceptable
 $NPV < 0$; the project is rejected
 $NPV = 0$; Ambiguous

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Some Important Terms in preparing project documents

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

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

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Some important Terms in preparing project documents

Benefit-cost Ratio (BCR)

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

Present value of benefit

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

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

When,

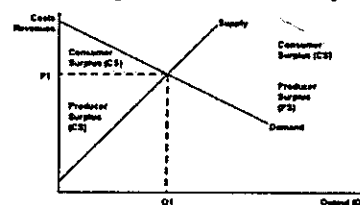
$BCR > 1$; the project is acceptable

$BCR = 1$; Ambiguous

$BCR < 1$; the project is rejected.

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Showing allocative efficiency



Some important Terms in preparing project documents

Internal Rate of Return (IRR)

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

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

- When,

LRD = Lower rate of discount at which NPV is positive

HRD = Higher rate of discount at which NPV is negative

NPV_{LRD} = Net present value at LRD

NPV_{HRD} = Net present value at HRD

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Major differences between Financial & economic Analyses

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

Why financial price & Economic price differ

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

Identifying benefits of network sector projects

Power sector

Economic benefit	Valuation method(s)	Counterfactual
Revenue and diversification of energy supply to meet increasing demand	Willingness to pay (WTP) for increased energy demand	Subscribers and others and their willingness to meet increased demand
Increasing of security and reliability of energy supply	WTP for increased security and reliability of supply (e.g. value of lost load in electricity)	Business as usual, or The increased options and their alternative to increase security and reliability of energy supply
Reduction of energy costs for substitution of the energy source	Variation in economic costs of the substituted supply + producer surplus + consumer surplus for electricity	Business as usual, the same energy source or electricity production mix as before to be used
Market integration	Cost savings Increased socioeconomic welfare (consumer surplus + producer surplus + consumer surplus for electricity)	Business as usual
Increased energy efficiency	Variation in economic costs of the energy source/supply	Business as usual
Reduction of GHG emissions	Shadow price of GHG emissions	Business as usual
Reduction of air pollutant emissions	Shadow price of air pollutants	Business as usual

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

	Threshold rate
Financial	Cost of Capital
Economic	Social Discount Rate

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

Identifying benefits of network sector projects (II/III)

Economic benefit	Valuation method	Counterfactual
Decrease of efficiency for consumption	Variation in economic costs of the energy source/supply	Business as usual
Increase of comfort	Variation in economic costs of the energy source/supply	Economic energy cost sustained to maintain a thermal comfort temperature through the network the project technology/system of energy production
Reduction of GHG emissions	Shadow price of GHG emissions	Business as usual
Reduction of air pollutant emissions	Shadow price of air pollutants	Business as usual

How to do Economic Cost-Benefit Analysis (ECBA) & practical steps starting with the EA-DCF table

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

Identifying benefits of network sector projects

Transport sector

Effect	Valuation method
Travel time savings	- Travel preferences - Revealed preferences (wider purpose household business surveys) - Cost savings approach
Vehicle Operating Costs Savings	Market value
Operating costs of services	Market value
Accident savings	- Market preferences - Revealed preferences (wider purpose household business surveys) - Human capital approach
Variation in fuel consumption	- WTP/GS compensation - Include price method
Variation in air pollution	Shadow price of air pollutants
Variation in GHG emissions	Shadow price of GHG emissions

Social discount rate

$$r = R + \frac{1}{2} \pi g - \frac{1}{2} \pi g^2 + \gamma \pi^2$$

Exercise
Estimate of the SDR for Bangladesh

An example from another country

Step 1: Apply Discounted Cashflow Analysis and Calculate the NPV, IRR and SCF

Step 2: Apply Discounted Cashflow Analysis and Calculate the NPV, IRR and SCF

Standard conversion factor

Two formula's for calculating the SCF

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

SCF = 1/SEB

The SCF for Bangladesh = 0.87234

Question for the participants

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

The standard conversion factors

The full formula generally used to estimate the SCF is:

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

where:

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

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

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

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

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

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Overall Goal (OG)	This degree to which the project is relevant to the development objectives.			This degree to which the project is relevant to the development objectives.	
Project Purpose (PP)	This degree to which the project is relevant to the development objectives.	This degree to which the project is relevant to the development objectives.		This degree to which the project is relevant to the development objectives.	
Output (OP)		This degree to which the project is relevant to the development objectives.	This degree to which the project is relevant to the development objectives.		
Input (IP)			This degree to which the project is relevant to the development objectives.		

EXAMPLE: APPLICATION OF THE SCF

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

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

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

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

International trade related data and main national accounts for aggregates are provided both by Eurostat and national statistics authorities. Hence, in this example:

M = EUR 25,000 million

X = EUR 20,000 million

T_M = EUR 500 million

$$SCF = \frac{25,000 + 20,000}{25,000 + 20,000 + 500} = 0.909$$

The SCF formula leads to the following result:

The variables in the SCF formula generally do not undergo significant variations on a yearly basis. For this reason the SCF could be either computed for a 30-year value, or as an average of a number of years.

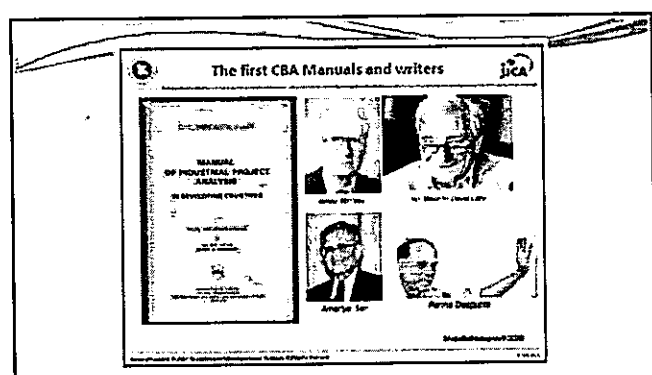
Source: DGREGIO (2014)

The decision-making framework

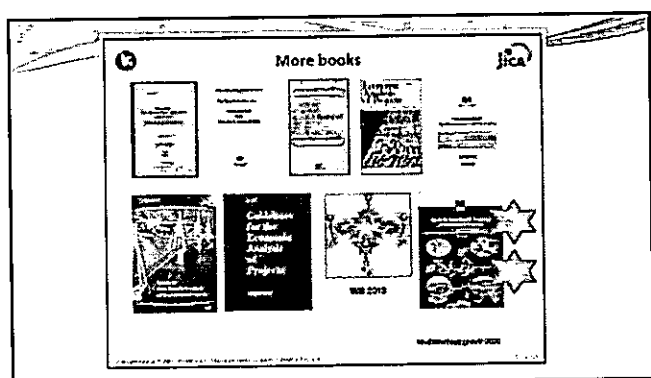
Decision making framework for public funding of development projects

CBA Decision rules		
CBA outcomes	EUR < SDR ENPV < 0; EBCR < 1	EUR > SDR ENPV > 0 EBCR > 1
EUR < FDR ENPV < 0 FBCR < 1	NO GO	GO and finance the gap
EUR > FDR ENPV > 0 FBCR > 1	GO & Tax or internalise the welfare costs	GO but no subsidies

EUR = Economic Internal Rate of Return
FDR = Financial Rate of Return on Investment
FBCR = Financial Discount Rate
SDR = Social Discount Rate



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



Exercise on CBA

- Simple Exercise

.. 7 ..

156th ACAD Training Course

Session Topics: Project Proposal Development in Reference with Ministry Assessment Format (MAF) & Sector Appraisal Format (SAF)

Presented by

Abu Sayed Md. Kamruzzaman, ndc

Executive Director (Additional Secretary)

Berisal Multipurpose Development Authority (BMDA), Bangladesh

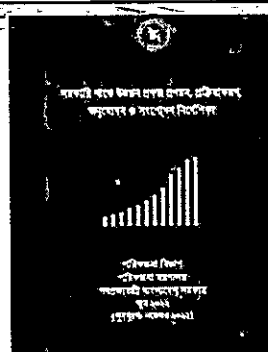
Cell : 01711-192900, e-mail: kzaman050870@gmail.com

Date : 15th March 2026

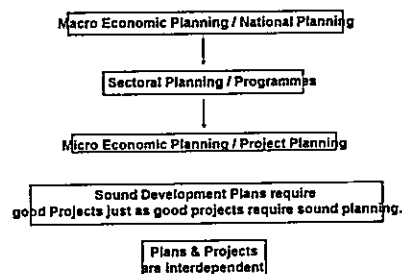
Organized by : BPATC

Planning

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



Functional Classification of Planning



The topics can be divided into following subtopics

- Planning
- Project Concept
- Project Lifecycle
- Concept of Development
- Concept of MAF & SAF
- Project Proposal Development (DPP/TAPP/TPP/ FSP)
- Project Approval Process
- Project Management
- Project Appraisal

Why do we plan ?

Both of our resources and time are limited.

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

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

Constitutional Basis for Planning

The Article 15 of the Bangladesh Constitution states about

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

What is a Project?

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

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

Contd..

Process of Project Management:

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

Project

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

Importance of Project Management

Why Project Management: Its Importance

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

Project Management

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

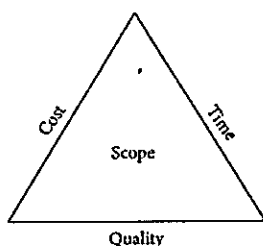
Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. (APM)

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

Importance of Project Management

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

Project Iron Triangle



Gross Domestic Product (GDP)

$$Y = C + I + G + X - M$$

Where, Y = GDP

C = Consumption

I = Investment

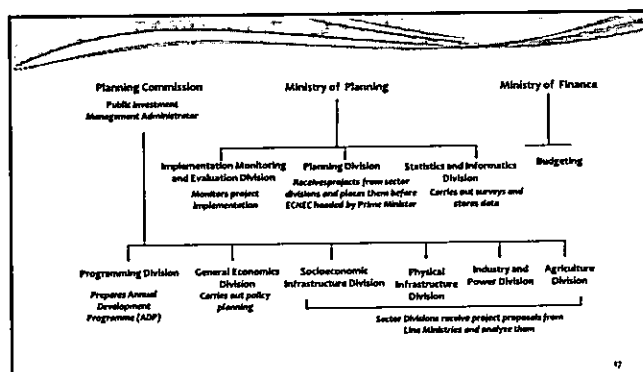
G = Government Expenditure

X = Export

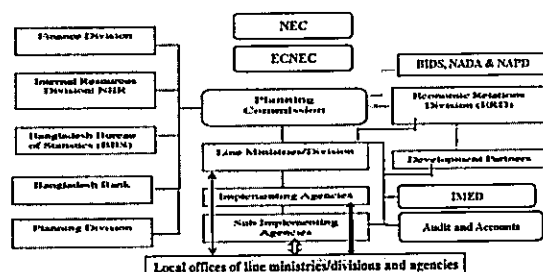
M = Import

Development

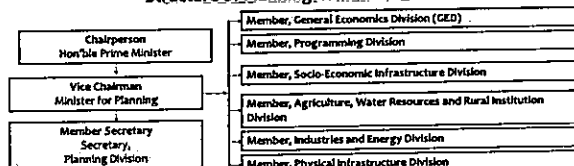
- Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.
- Development is a multidimensional undertaking to achieve a higher quality of life for all people. Economic development, social development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



Development Administration in Bangladesh



Structure of Planning Commission



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

Role of the Planning Commission

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

7 19

Planning Commission Works Through Two High Powered Bodies:

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

22

Programming Division

Functions

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

General Economics Division

Functions

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

Other Divisions

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

20

National Economic Council (NEC)

□ Composition

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

□ Officials required to assist NEC

- Cabinet Secretary
- Governor, Bangladesh Bank
- All Members of Planning Commission
- Secretaries of concerned Ministries/Divisions

□ Planning Division provides secretarial support

□ Functions

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

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Other Divisions

Functions

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

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Executive Committee of National Economic Council (ECNEC)

Ref: Notification of 15 January, 2019 (as Example)

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

□ Officials required to assist ECNEC

- Cabinet secretary
- Principal secretary/secretary, office of the Prime Minister
- Secretaries, Planning, Finance, SID, ERD & IMED
- All members of the planning Commission & concerned secretaries

24

Functions of ECNEC

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

25

Classification of Public Sector Projects

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

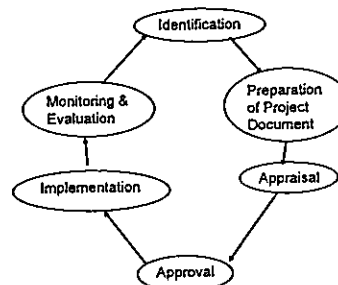
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OVERVIEW OF PLANNING PROCESS



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Project Cycle

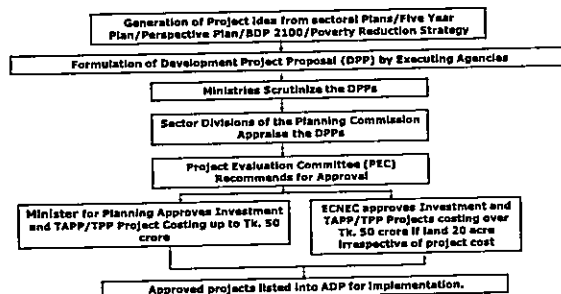


Types of projects

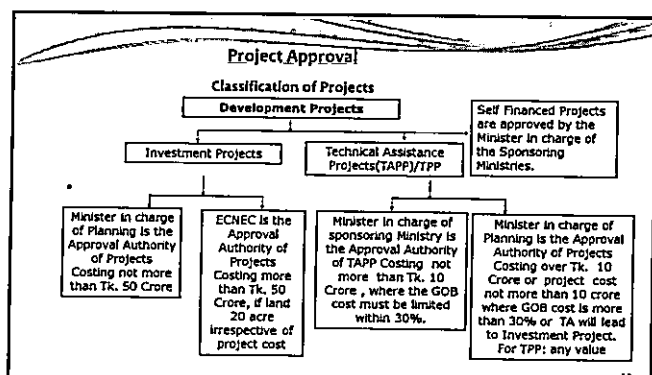
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 - consultancies,
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Project Processing at a Glance



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MAF & SAF

- Ministry Assessment Format (MAF)
- Sector Appraisal Format (SAF)

MAF & SAF

- MAF Manual
- SAF Manual



Ministry of -----
Government of the People's Republic of Bangladesh

Feasibility Study for -- (Name of the Project/Projects)

----- (Month) 20--

Executive Summary

Summarise the key findings of the Feasibility Study and recommendations.

Project Feasibility Study Report

Section 1: Basic Information

1.	Name of the Project	:	
2.	(a) Sponsoring Ministry/Division (b) Implementing Agency	:	
3.	Project Objectives (Project to be taken based on the study)	:	
4.	Estimated Project Cost (Taka in Crore)	:	
5.	Sector & Sub-Sector	:	
6.	Project Category (Based on Environment Conservation Rules 1997)	:	
7.	Project Geographic Location (a) Countrywide (b) Division (c) District (d) Upazila (e) Others (City Corporation/Pourashva)	:	
8.	Project Duration	:	

Section 2: Introduction

Describe the following:

- (a) Project Background: Rationale and genesis (Mention the sources of information through reviewing the relevant documents);
- (b) Objectives of the feasibility study;
- (c) Approach and methodology of the feasibility study; and
- (d) Organization of the feasibility study.

Section 3: Market/Demand Analysis

This section assesses the need for public investments and involves the elements listed below:

- (a) **Problem Statement:** Provide an explicit definition of the problem to be addressed, identify the likely causes (both direct and indirect) of the problem and give a brief insight of the likely consequences if no intervention in public sector is made.
- (b) **Relevance of the Project Idea:** Justify the need for the proposed project by linking the project(s) goals, outcomes and outputs to Global/National Development Plans/Policies and Sector Strategic objectives.
- (c) **Proposed Project Interventions:** Describe the interventions (project inputs & outputs) that need to be undertaken by the government through the proposed project to address the problem, describe the interventions undertaken earlier to solve this problem by this organization or other organizations (if any).

- (d) **Stakeholders:** Identify the key stakeholders that are likely to be associated with the project interventions.
- (e) **Demand Analysis:** Identify the need for public investments by assessing:
 - (i) Current demand (based on statistics provided by service providers/regulators/ ministries/national & regional statistical offices for the various types of users);
 - (ii) Future demand (based on reliable demand forecasting models) in both the scenarios with and without the project; and
 - (iii) Various constraints to meet the demand including government regulations, technological developments etc.
- (f) **SWOT Analysis:** Identify the Strengths, Weaknesses, Opportunities and Threats to the project.

Section 4: Technical/Technological & Engineering analysis

A summary of the proposed project shall be presented with the following headings:

- (a) **Location:** description of the location of the project including a geographical illustration (map and/or geo-coordinates) with justification. Availability of land is a key aspect; evidence should be provided that the land is owned (or can be accessed) by the organization, which has the full title to use it, or has to be purchased (or rented) through acquisition/requisition process. Identify the issues of disaster risks (existing and future) in the proposed location including project site on hazard map.
- (b) **Technical design:** description of the main components, technology adopted, design, standards and specifications. Key output indicators should be defined as the key physical quantities produced (e.g. meters, sq. meters, kilometers, numbers, manmonths, etc.), should be provided. If the project is in disaster prone areas and has the probability of climate change impact, disaster and climate change risks related information should be integrated in technical design in order to address the impact of hazards on the project.
- (c) **Output plan:** description of the output and the expected utilization rate. These elements describe the service provision from the supply side in the context of the forecasted demand.
- (d) **Costs estimates:** estimation of the financial needs for project design, implementation and operations, componentwise cost estimates should be provided based on evidence.
- (e) **Implementation timeline:** a realistic project timeline along with the implementation schedule should be provided, (for example, a Gantt Chart with the work plan).

Section 5: Environmental Sustainability, Climate Resilience and Disaster Risk Analysis

5.1 Environmental, Climate Change and Disaster Risk Analysis

Describe and specify the economic effects/impacts of environmental, disaster and climate change effects/impacts and possible compensations for ecological damages. Key issues to be addressed:

- (a) What are the likely environmental, disasters and climate change impacts or risks from the project (any impact of project to increase the existing disaster and climate change related risks and/or contribute to create new risks)?
- (b) What counter measures are taken to reduce these impacts?
- (c) What is the cost for reducing/mitigating the negative impacts?
- (d) Are there alternative ways of delivering the required services or goods without incurring these environmental costs? What are the costs of these alternatives?
- (e) What types of assessments are required for the project (e.g. EIA/DIA)?
- (f) Are there any resettlements issues to be addressed? If yes, provide resettlement modality in brief.

5.2 Assessment of Disaster Resilience of the Project

This section assesses the resilience and address about uncertainties. Key indicators need to be discussed:

- (a) Contingency Plan for Emergency Disaster Management: Describe the evacuation plan if required, institutional arrangement for shutting down of utility services, and general procedures to be followed by individuals during disasters (Fire, Earthquake, Flood, Cyclone etc.);
- (b) Business Continuity Plan: Outline the key response and recovery priorities. This plan will detail out how different utility services will be rendered to support the overall Emergency Management Plan;
- (c) Time of Recovery: Required time for rehabilitation after a disaster; and
- (d) Reporting of residual risks: Reporting of remaining risks after recognition and put in place adequate risk reduction measures.

Section 6: Cost-Benefit Analysis

6.1 Financial Analysis

Describe the components of costs and benefits at market prices including option analysis.

- (a) Identify the components of cost & benefit;
- (b) Transfer them in monetary value;
- (c) Construct cash flow;
- (d) Identify the Key Assumptions considered in exercises; then
- (e) Compute the following indicators and interpret the results:
 - (i) Financial Net Present Value (FNPV)
 - (ii) Financial Benefit Cost Ratio (FBCR)
 - (iii) Financial Internal Rate of Return (FIRR)

6.2 Economic Analysis

Economic adjustments from financial data using standard conversion factor; after that costs and benefits are appraised from the point of view of the entire economy.

- (a) Identify the direct, indirect and associated cost and benefit components;
- (b) Adjust them where necessary;
- (c) Convert the value of cost and benefit components into economic price by using Standard Conversion Factor (SCF) determined by the Government;
- (d) Construct the cash flow;
- (e) Mention the Assumption;
- (f) Compute the following indicators and interpret the results:
 - (i) Economic Net Present Value (ENPV)
 - (ii) Economic Benefit Cost Ratio (EBCR)
 - (iii) Economic Internal Rate of Return (EIRR)

Section 7: Human Resources and Administrative Support Analysis (During Implementation and Post Implementation of the project)

Point out the functional structure and institutional capacity of the Agency (in terms of both Technical & Financial) required for implementation and operational stages of the project(s), sources of the workforce & financing are needed to be identified. Key issues to be addressed:

- (a) What types of managerial and skilled workforces are needed for the project? Specify the manpower requirements by category are reconciled with availabilities during project timeline.
- (b) Does the project entity have ability to provide the managerial and skilled workforces needed for implementation of the project? If not, provide suggestions specifically.
- (c) Is the project entity able to manage the project properly organized and its management adequately equipped to handle the Project (including post implementation stage)?
- (d) Is the project entity capable of continuing the project outputs (Operational Phase)? Illustrate the requirement of resources (HR & Financial Package)
- (e) Is timing of project consistent with organizational capacity (in terms of quantity and other)?

Section 8: Institutional and Legal Analysis

Illustrate the legal restrictions (if any) that may obstruct or impede the project during its implementation and functional stage of the project outputs, key issues are:

- (a) Does the project match with the legal boundary (allocation of business or mandate) of the project entity?
- (b) Are the capabilities and facilities being properly utilized?
- (c) Is there any need for adjustment (reforms) in the policy and/or institutional setup?
- (d) What adjustments may be required before the project is implemented?
- (e) Do the institutions have suitable skills and capacity in line with the project requirements?

- (f) Are there incentives or penalties in place to ensure the project delivery on time and within the budget?
- (g) Are there any critical governance issues that may affect implementation? If yes, state briefly.
- (h) Are any challenges related to cross-cutting issues to be addressed? If yes, a mitigation strategy would be suggested.

Section 9: Risk (Uncertainty) and Sensitivity Analysis

The flow of costs and benefits throughout the project life is uncertain. Given that uncertainty, considerations have to be given to the costs that risks imply. The objective of this module is to simulate various scenarios and generate guidance on how to reduce the risk exposure through relevant contractual clauses. The questions that need to be answered are:

- (a) What are the major risks that may affect project?
- (b) How will the project be affected if the risk event materialized?
- (c) What are the possible mitigation measures needed?
- (d) How sensitive are the assumptions used in the financial and economic models in an environment that differs significantly?
- (e) What are the risks, legal and regulatory obligations that could increase costs or decrease the benefits?

Section 10: Alternative/Options Analysis

Option Analysis with recommendations & justifications.

Section 11: Recommendation and Conclusion

Illustrate the solutions specifically to overcome the critical issues that may hinder the project implementation and that would be supported by different sections of analysis.

Section 12: Annexes

Attach detailed technical and engineering designs, plant prototypes designs etc. Financial & Economic models and any supporting documents.

156th ACAD Training Course

Session Topics: Project Proposal Development in Reference with Ministry Assessment Format (MAF) & Sector Appraisal Format (SAF)

Presented by

Abu Sayed Md. Kamruzzaman, ndc

Executive Director (Additional Secretary)

Bangladesh Multipurpose Development Authority (BMDA), Boghata

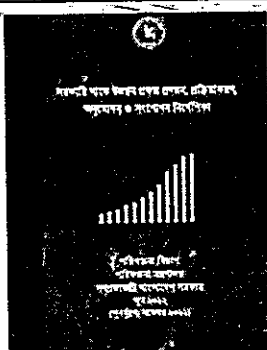
Cell : 01711-192900, e-mail: kzaman050870@gmail.com

Date : 15th March 2026

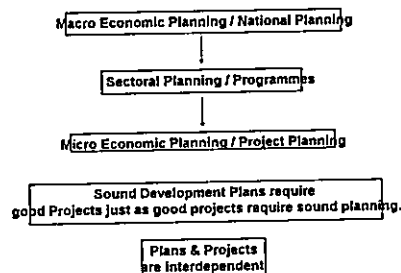
Organized by : BPATC

Planning

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



Functional Classification of Planning



The topics can be divided into following subtopics

- Planning
- Project Concept
- Project Lifecycle
- Concept of Development
- Concept of MAF & SAF
- Project Proposal Development (DPP/TAPP/TPP/FSP)
- Project Approval Process
- Project Management
- Project Appraisal

Why do we plan ?

Both of our resources and time are limited.

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

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

Constitutional Basis for Planning

The Article 15 of the Bangladesh Constitution states about

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

What is a Project?

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

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

Contd..

Process of Project Management:

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

Project

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

Importance of Project Management

Why Project Management: Its Importance

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

Project Management

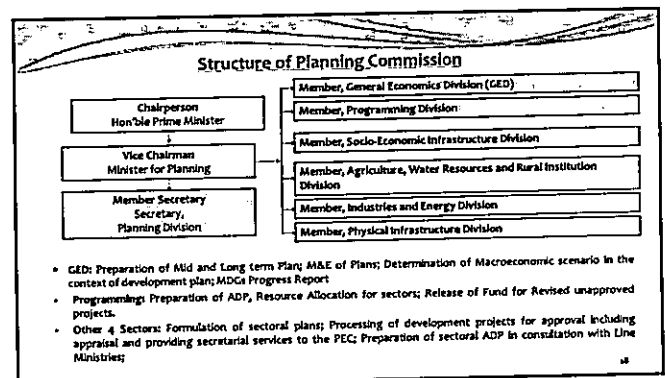
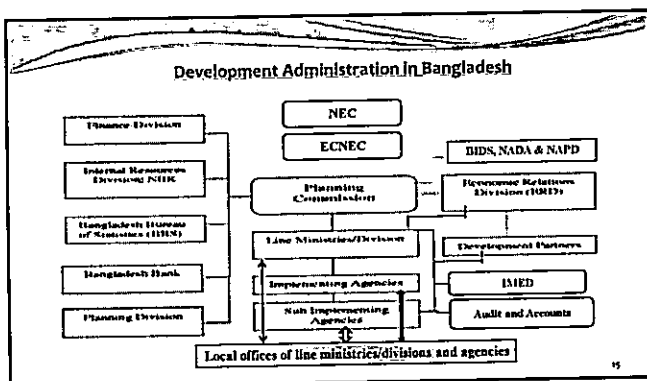
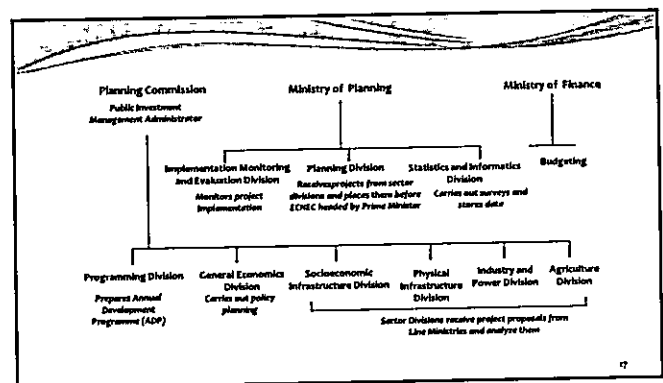
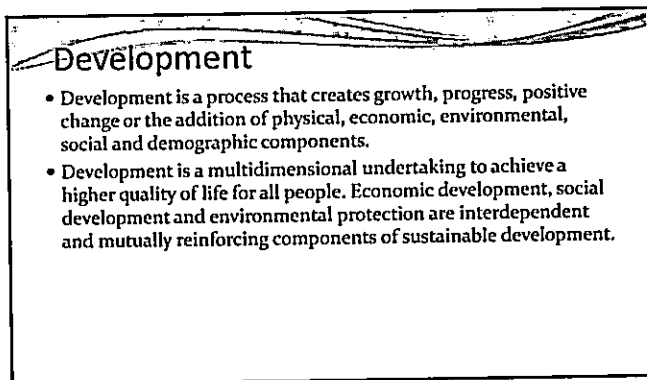
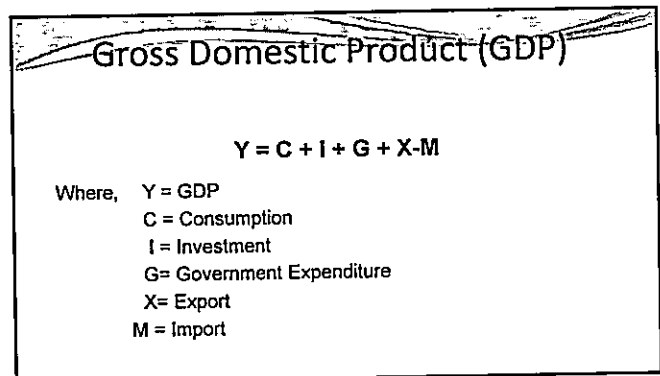
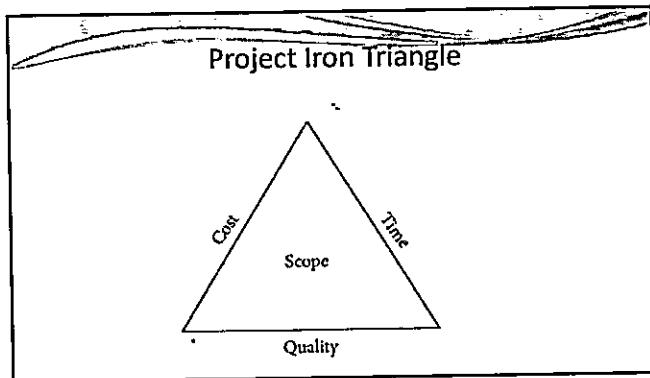
Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (PMBOK)

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

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

Importance of Project Management

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



Role of the Planning Commission

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

7 19

Planning Commission Works Through Two High Powered Bodies:

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

22

Programming Division

Functions

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

General Economics Division

Functions

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

Other Divisions

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

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National Economic Council (NEC)

□ Composition

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

□ Officials required to assist NEC

- Cabinet Secretary
- Governor, Bangladesh Bank
- All Members of Planning Commission
- Secretaries of concerned Ministries/Divisions

□ Planning Division provides secretarial support

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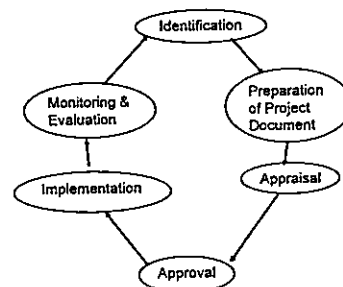
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OVERVIEW OF PLANNING PROCESS



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Project Cycle

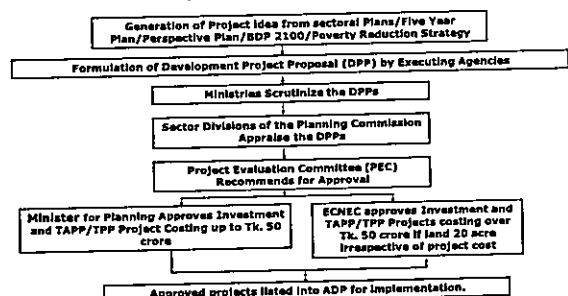


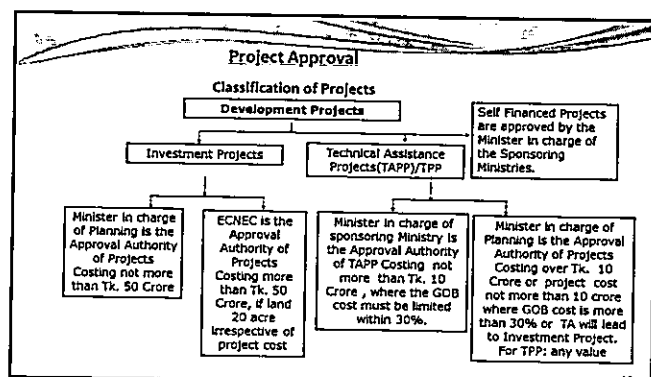
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Project Processing at a Glance





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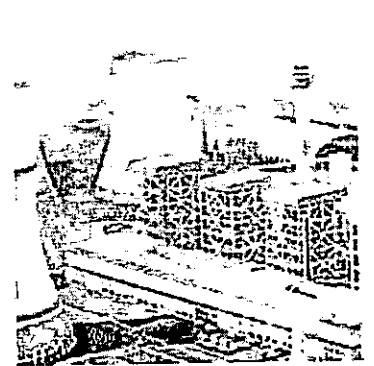
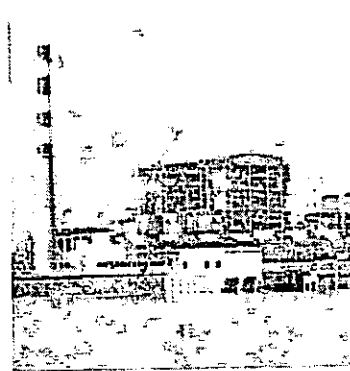
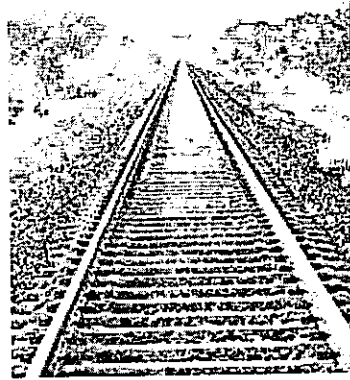
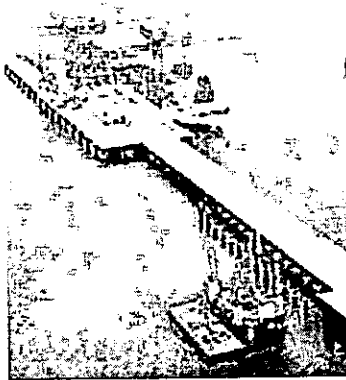
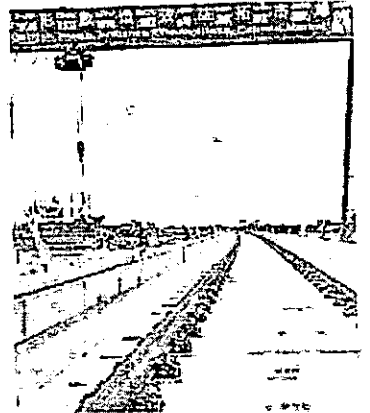
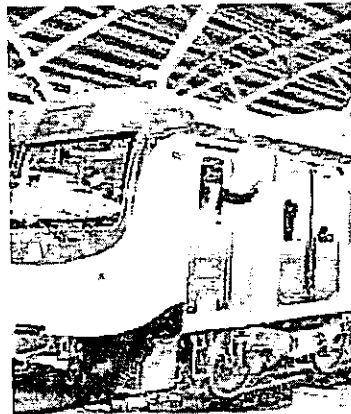
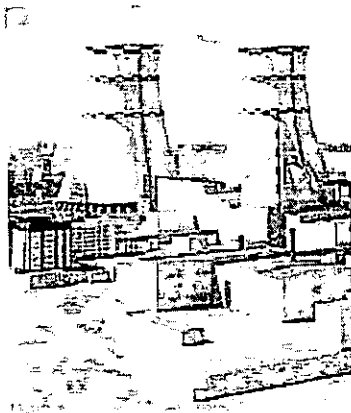
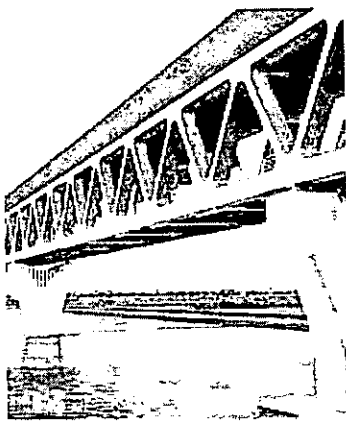
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MAF & SAF

- Ministry Assessment Format (MAF)
- Sector Appraisal Format (SAF)

MAF & SAF

- MAF Manual
- SAF Manual



Critical Aspects of Complex and Big/Mega Projects Management

Dr. Md. Mustafizur Rahman

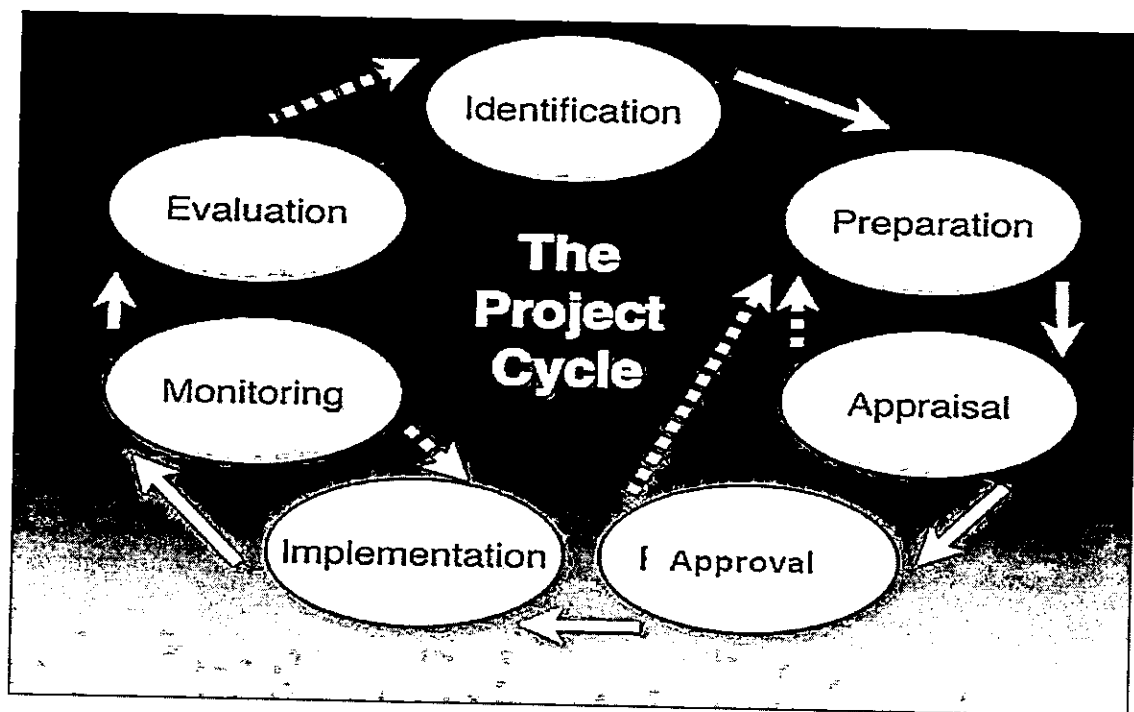
*Ex-Member(Secretary)
Bangladesh Planning Commission*

Project Planning

Definition of Project

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- Projects are taken for creating new resources (i.e. to solve a particular problem) and not for operating organizations regular functions (i.e. organizations recurrent functions).

Project Planning : Project Cycle



4

Module:3

Economic

Management

Importance of Project Planning

- Success of development planning heavily depends on appropriately design of its implementation tools (project. programme, action plan).
- The project could not bring expected benefits to the targeted people if it is not implemented within the given time. Rather it incurs cost over run and time over run.
- A good plan with appropriate implementation tools (project) is imperative for a developing country like Bangladesh.

What is a megaproject?

"Mega" comes from the Greek word "megas". It means great, large, tall, and mighty.

"Megaprojects are **large-scale, complex ventures that generally cost \$1 billion or more**, take Long periods to develop and build, and involve multiple public and private stakeholders."

Its definition extends beyond the meaning of a traditional project because megaprojects are **transformational and impact millions of people**.

Characteristic of megaprojects

- **Cost:** Megaprojects typically cost more than \$1 billion.
- **Time:** Megaprojects can take many years to develop and build.
- **Complexity:** Megaprojects are more complex than other projects in terms of design and technology.
- **Stakeholders:** Megaprojects involve many public and private stakeholders.
- **Impact:** Megaprojects can have a **significant impact on the economy, environment, and society**. It impacts millions of people and often economically or geographically **transforms an area**.

Management of a megaproject

- Megaprojects **require different types of management** due to their size and complexity.
- Megaproject managers typically have experience working with **complex or long-term operations and managing multiple types of teams**.
- Management within a project of this size may also require **multiple leaders for different departments and phases**.

Challenges of megaprojects

- Cost overruns
- Reconciling the interests of different stakeholders
- Managing a large budget
- Adapting to changing needs
- Schedule overruns
- Ensuring the availability of resources

Examples of megaprojects

- High-speed railway systems
- Interstate highway systems
- Canals
- Airports
- Seaports
- Dams
- Offshore oil extraction
- The International Space Station
- Tunnels
- Power Plants
- Wastewater treatment plants
- Nuclear power plants

Some Examples of Mega Projects

Projects	Cost (USD)
Padma Bridge	3.6 billion
Padma Rail Link	4.63 billion
Karnaphully Tunnel	1.2 billion
Dhaka Elevated Expressway	1.61 billion
Chattagram-Coxsazar Rail Link	2.13 billion
MRT Line-6	2.8 billion
Third Terminal of HSIA	2.5 billion
Ruppur Nuclear Power Plant	13.5 billion
Pyra Thermal Power Plant	2.48 billion
Matarbari Deep Sea Port	2.49 billion

How Is a Megaproject Different From Other Projects?

- It is not only high costs that make projects "mega". Typically, they involve **many stakeholders**, and are **significantly more complex** than other projects in technology and design.
- Megaprojects need a **dedicated approach to project management** to be delivered successfully.
- Furthermore, **megaprojects are not only large, but they are also constantly growing**.

Benefits and Drawbacks of Megaprojects

Benefits

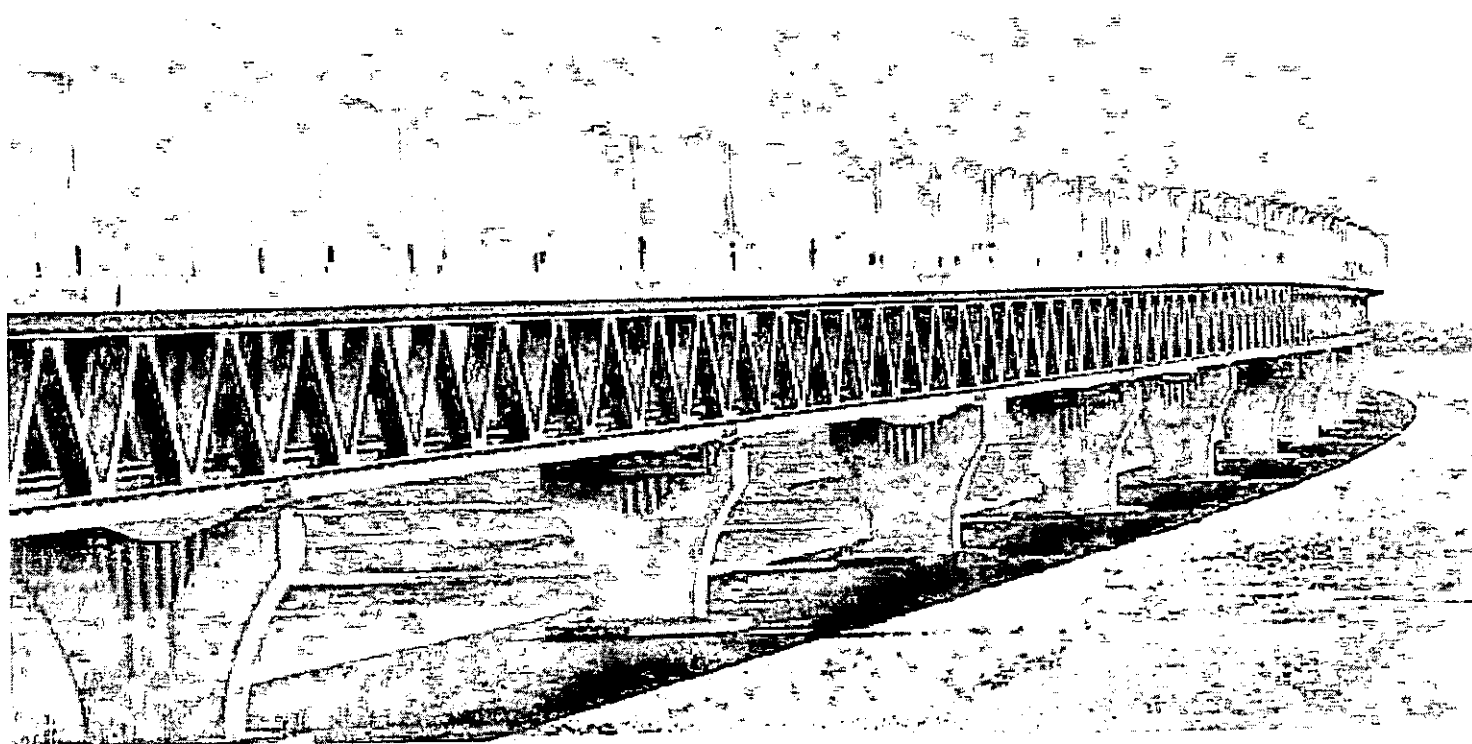
- The extensive construction, employment opportunities, and increased economic activity **contribute to local and national economic growth.**
- Megaprojects often result in the development of transportation networks, energy facilities, and technological hubs, **enhancing overall connectivity and accessibility.**
- Infrastructure and technological capabilities contribute to **attracting international investments** and fostering a competitive economic environment.
- This leads to extensive job creation across various sectors, providing **employment opportunities for diverse skill sets.**

Drawbacks:

- Unforeseen challenges, changes in scope, and inflation can contribute to **significant cost overruns**, straining financial resources.
- Permitting issues, regulatory hurdles, and unexpected technical challenges can **extend project timelines**.
- Construction activities, resource extraction, and changes to natural landscapes may lead to **ecological disruption, requiring meticulous environmental management**.
- Megaprojects often **necessitate the relocation of communities** or disruption of existing neighborhoods.
- Navigating complex stakeholder relationships is challenging, especially when **numerous stakeholders are involved**.
- **Changes in political landscapes, international relations, or diplomatic tensions** can impact project continuity and success.

1. Padma Multipurpose Bridge Project

(a socio-economic development project on the river Padma)



Padma Multipurpose Bridge:

Initial Cost	:10,161.75 Crore
Actual Cost	:Tk30,193.39 crore
Estimated project period	: July,2009-June,2014
Actual Project Period	: July 2009-June 2023
Main Bridge Length	: 6.15km 18.10 m wide, 41 spans
Construction Start	: November 2014
Completion	: June 2023
Contractor	: The China Major Bridge Engineering Company,
Revision	: Four times

Some important information on Padma Multipurpose Bridge:

- The construction of 'Padma Multipurpose Bridge', on the river Padma, was supposed to start in 2011 under the design of **AECOM**.
- The original project was planned by the former caretaker government in 2007. At that time Padma bridge project worth 10,161.00 crore taka was passed in ECNEC.
- Later, the Awami League government connected the railways and on January 11, 2011 revised the cost of the bridge. Then the cost was estimated at 20,507.00 crore taka.

- A team of international and national consultants was formed under the leadership of AECOM to complete the design of the Bridge.
- Professor Dr. Jamilur Reza Chowdhury was appointed chairman of the 11-member expert panel.
- The panel provided advice to project officers, design consultants and development partners on the design and implementation of the bridge.
- The government has given a loan of Tk 29,893 crore for the construction of the bridge. The bridge authority will pay with 1 percent interest within 35 years.

The main components of the Padma Bridge

- (1) Main Bridge
- (2) River Training
- (3) Road connecting and service areas
- (4) Rehabilitation
- (5) Land aquisition

Main bridge

In the original project, formulated in 2007, the cost of building a 5.58-km bridge was estimated at Tk3,663.45 crore.

In the first amendment, the length of the bridge was increased to 6.15km and the cost was estimated at Tk8,361 crore.

However, after several rounds of tenders, the China Major Bridge Company made a proposal to build the bridge at Tk12,133.39 crore.

As a result, the expenditure has increased by Tk8,469.94 crore.

River training

Some Tk2,612.7 crore was allocated for 16km of river training for the project. Later on the expenditure in this component has been estimated at Tk9,400.00 crore, raising the cost by Tk6,788.30 crore or 3.5 times the original allocation.

Connecting roads and service areas

Initially Tk360.23 crore was allocated for the construction of 12-km connecting roads, toll plazas and service areas, which has been raised to Tk1,903.68 crore. The amount of cost increased Tk1,543.45 crore or 5.28 times the original estimate.

Rehabilitation

Rehabilitation expenditure originally estimated at Tk306.05 crore. Later on it increased to Tk1,515 crore, witnessing an increased by Tk1,208.95 crore or around 4 times.

Land acquisition

Tk 528 crore was initially allocated for the acquisition of 918 hectares of land under the project. Subsequently, the area of land to be acquired was increased to 1,530.54 hectares and the estimated expenditure was raised to Tk1,298.73 crore. The increase in expenditure in this component has been Tk770.73 crore.

COST HIKE IN PADMA BRIDGE PROJECT



Project approved
in 2007 at
TK10,161.75CR

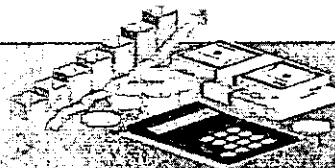


COST INCREASES TO

1st revision in 2011
TK20,507.20CR

2nd revision in 2016
TK28,793.39CR

Special revision in 2018
TK30,193.39CR



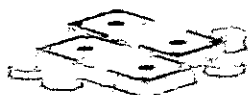
Total increase in cost
TK20,031.64CR



19713%
of the original
estimate



COST HIKE IN PADMA BRIDGE PROJECT



COST OF MAIN BRIDGE

Original estimate
TK3663.45CR

Final estimate
TK12,133.39CR



RIVER TRAINING

Total area
16KM

Original estimate
TK2,612.7CR

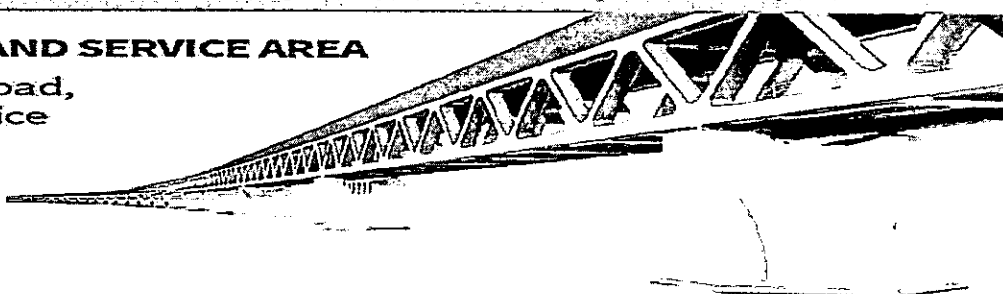
Final estimate
TK9,400CR

CONNECTING ROAD AND SERVICE AREA

12KM connecting road,
toll plazas and service
area

Original estimate
TK360.23CR

Final estimate
TK1,903.68CR



LAND ACQUISITION AND REHABILITATION

Initial estimate
TK834.05CR

Final estimate
TK2,813.73CR



Impacts of the Padma Bridge Project

- The project will **directly benefit more than 30 million people** in a total area of about 44,000 sq km or 29 per cent of the total area of Bangladesh.
- The project is considered as **a very important infrastructure for the country's transport network and regional economic development.**
- The bridge has **rail, gas, power lines and optical fiber cable** expansion facilities.
- **The country's GDP will increase up to 1.2 percent.**

HOW THE PADMA BRIDGE WILL BOOST THE ECONOMY

(B)



Dhaka's communication with 21 southern districts will be reduced by 2 to 4 hours



The direct connectivity with the capital will help expand trade and commerce, and ease supply of raw materials and industrialization.



New Industries will be set up in the 21 districts



Economic zones, high-tech parks



Agribusiness will greatly improve



Farmers will get better prices, so production will increase



GDP to increase 1.3%; PM said on Wednesday, poverty 4%



The southern part of the country will get connected to the Trans-Asian Highway (N-8) and the Trans-Asian Railway

Bangladesh will have international connectivity with India, Bhutan and Nepal

Mongla and Payra seaports will be operational



Tourism industry will boom



Transport sector will grow massively



Last but not the least is decentralization as pressure on Dhaka likely to reduce

TA Project Processing

- › Executing Agency prepare project document in TPP Format and send it to administrative ministry
- › Planning Wing/Branch of Ministry examine the TPP
- › If total cost up to 10 crore and proportion of GOB within 30% of project cost, have to place it to DSPEC meeting
- › Respective Minister approves TPP with recommendations of DSPEC

6
1

Special project Evaluation Committee (SPEC)

- › Concerned Member, Plan.Com.— *Chairman*
- › Representative of concerned Ministry/Division
- › Representative of Programming, PC
- › Division Chief of concerned sector division of PC
- › Representative of M/O Establishment
- › Representative of Finance Division
- › Representative of IMED
- › Representative of Economic Relations Division
- › Representative of M/O Science & Technology
- › Representative of NBR
- › Representative of GED
- › Head of the Executing agency

6
4

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	-	Chairperson
02.	Representative of concerned Wing of the Plan. Com.	-	Member
03.	Representative of concerned Ministry/Division	-	Member
04.	Representative of Economic Relations Division (ERD)	-	Member
05.	Representative of concerned Sector/sub-sector of IMED	-	Member
06.	Representative of M/O. Establishment	-	Member
07.	Representative of Finance Division	-	Member
08.	Representative of National Board of Revenue (NBR)	-	Member
09.	Representative of GED	-	Member
10.	Representative of SICT	-	Member
11.	Representative of Programming Division	-	Member
12.	Representative of ECNEC Wing of Plan Div	-	Member
13.	Head of the concerned Executive Agency	-	Member

6
2

Revision of TA Project

- › Two times project revision allowed
 - › No post facto approval
 - › If need 3rd revision— Prior permission from Planning Minister for processing
- 1st Revision:**
- Prepare in RTPP format.
 - Ministry approve Revised Project cost up to 25% increase/decrease or up to BDT 20 crore (which is less) with the recommendation of DSPEC

6
5

TA Project Processing (con.)

- › Ministry send the TPP cost above 10 crore or GOB contribution above 30% to Planning Commission (PC)
- › PC place it in SPEC meeting
- › SPEC headed by Member
- › Planning Minister approves TA Project upto 50 crore with the recommendation of SPEC.
- › Above 50 crore ECNEC approves

6
3

Revision of TA Project (con.)

- › If cost increase/decrease above 25% or above 20 crore, Planning Minister approve
- 2nd Revision:**
- › Planning Minister approve it irrespective of cost
 - › Any revision with time extension need the recommendation of ERD if have foreign aid

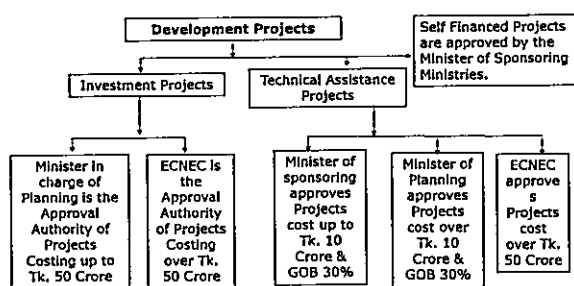
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Time Extension of TA Project without cost

- › Respective Minister extend project duration up to 1 year with the recommendation of ERD
- › For more than one year or 2nd time extension Planning Commission member approve with the recommendation of ERD
- › 3rd time extension by Planning Minister

67

Project Approval



68

THANK YOU

Module:4

E-Governance

DEVELOPMENT PROJECT PROPOSAL (DPP)

PART-A

Project Summary

1. **Project Title** :
- 2.1 Sponsoring Ministry/Division :
- 2.2 Implementing Agency (ies) :
- 2.3 **Concerned Division of Planning Commission** :
3. **Objectives and Targets (of Beneficiaries) of the Project** :
(Please specify in quantity and/or in percentage and write in bullet form)
4. **Project Implementation Period**
 - (i) Date of Commencement :
 - (ii) Date of Completion :
- 5.1 **Estimated Cost of the Project (Taka in lac)**
 - Total :
 - GOB :
 - (JDCF/DRGA-CF or any other Debt Cancellation)
 - Project Aid (PA) :
 - Own Fund : -
 - Others : -
- 5.2 **Exchange Rate(s) with Date** :
(Source: Bangladesh Bank)

6. Mode of Financing

6.1 Mode of Financing with Source

(Taka in Lac)

Source Mode	GOB (FE)	PA (RPA)	Own Fund (FE)	Others (Specify)	PA Source
(1)	(2)	(3)	(4)	(5)	(6)
Investment					
Loan/Credit					
Equity					
Grant					
Others (Specify)					
Total					

6.2 Year wise Estimated Cost:

(Taka in Lac)

Financial Year	GOB (FE)	Project Aid (PA)		Own Fund (FE)	Others (Specify)	Total
		Reimbursable PA(RPA)	Direct PA (DPA)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)=(2)+(3)+(4)+(5)+(6)
Total						

6.3 Financing Plan of the proposed project considering MTBF ceiling and allocation required for ongoing projects in ADP: Annexure VII

7.1 Location of the Project:

Sl. No.	Division	District	City Corporation/ Pouroshova/ Upazila
(1)	(2)	(3)	(4)

(Attach map, where necessary)

7.2 Justification of selecting the project area:

8. Location wise Cost Breakdown: Annexure I

9. Estimated Cost Summary (Taka in Lac):

Economic Code	Economic code wise Item Description	Unit	Quantity	Total Cost*	GOB (FE)	Project Aid				Own Fund (FE)	Others	% of Total Project Cost
						RPA		DPA				
						Through GOB	Special Account **	Through PD	Through DP			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
(a) Revenue:												
	Laptop operation/repair											
	Road maintenance	km	1									
Sub Total (Revenue):												
(b) Capital :												
6778899	Laptop	no	30	45	45							
	Road	km	100									
Sub Total (Capital):												
Total Cost (Revenue & Capital)												
(c) Physical Contingency:												
(d) Price Contingency:												
Grand Total (a + b + c + d)												

* Column 6=(7+8+9+10+11+12+13)

** DOSA, CONTASA, SAFE, Imprest, etc.

10. Logical Frame:

(i) Planned date of project commencement :

(ii) Planned date of project completion :

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Goal			
Objective/ Purpose			
Output			
Input			

11. Project Management:

11.1 Proposed Project Management Setup (*As per Annexure-II*)

11.2 Implementation Arrangement

12. Financial and Procurement Plan:

12.1 Procurement Plan [*As per Annexure -III(a), III(b) & III(c)*]

12.2 Year wise Financial and Physical Target Plan (*As per Annexure-IV*)

13. After completion, whether the output of the project needs to be transferred to the revenue budget:

13.1 If yes, briefly narrate the institutional arrangement and technical & financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

13.2 If not, briefly narrate the institutional arrangement and financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

***Signature of the Officer(s) Responsible for the
Preparation of the DPP with Seal and Date***

PART B

Project Details

14. Background Information:

- 14.1 Background with Problem Statement
- 14.2 Linkages (to Other Projects & Institutions)
- 14.3 Poverty Situation

15. Project Description:

- 15.1 Objectives
- 15.2 Outcomes
- 15.3 Outputs
- 15.4 Activities

16. Population Statistics

- 16.1 Population Coverage
- 16.2 Population disaggregated data by women, senior citizens, children, physically & mentally challenged etc.

- 17. Whether any pre-appraisal/feasibility study/pre-investment study was done before formulation of this project? If so, attach summary of findings & recommendations. (If not, mention the causes)**

18. Financial & Economic Analysis, (Attach Calculation Sheet):

18.1 Net Present Value (NPV), *considering 12% discount rate*

(i) Financial

(ii) Economic

18.2 Benefit-Cost Ratio (BCR), *considering 12% discount rate*

(i) Financial

(ii) Economic

18.3 Internal Rate of Return (IRR)

(i) Financial

(ii) Economic

19. Lessons Learnt from Similar Nature of Project(s):

19.1 Indicate which issues lead to make project successful

19.2 Indicate which issues did not work well.

20. Basis of Item wise Cost Estimate and Date:

Sl. No.	Major Items	Unit	Unit Cost	Basis	Source	Date
(1)	(2)	(3)	(4)	(5)	(6)	(7)

21. Comparative Cost of Major Items of Similar Other Projects:

Sl. No.	Major Items	Unit	Unit Cost of the Item (<i>Taka in Lac</i>)			Remarks
			Proposed Project	Similar Ongoing Project (*)	Similar Completed Project (**)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)

* Name of the similar ongoing projects

** Name of the similar completed projects

22. **Detailed Annual Phasing of Cost** (*As per Annexure –V(a) & V(b)*)
23. **Technical Specification/Design of Major Items** (*To be attached*)
24. **Amortization Schedule for repayment of loan taken from Government**
(*As per Annexure -VI*)
25. **The effect/impact, adaptation and specific mitigation measures thereof, if any, on:**
- 25.1 other projects/existing installations
 - 25.2 environmental sustainability like land, water, air, bio-diversity, ecosystem services (*If the project is 'Red Category' attach the EIA document*)
 - 25.3 disaster management, climate change
 - 25.4 gender, women, children, person with special needs, excluded groups etc.
 - 25.5 employments
 - 25.6 poverty situation
 - 25.7 organizational arrangement/setup
 - 25.8 institutional productivity
 - 25.9 regional disparities
 - 25.10 populations
26. **Environmental Clearance:**
- 26.1 Environmental impact wise project category (Red/Orange/Green)
 - 26.2 Whether environmental clearance under the Environmental Conservation Act, 1995 (Revised 2010) has been obtained? (*If yes, attach the certificate. If not, mention the cause*)

27. Specific linkage with (i) Bangladesh Delta Plan 2100, (ii) Perspective Plan 2021-2041, (iii) Five Year Plan, (iv) SDG targets and (v) Ministry/Sector Priority (*Mention the pages with clauses of respective document/ attach the relevant pages of those document*)

28.1 Contribution of the Project in achieving the Vision, Mission of the Ministry/Division and Implementing Agency

28.2 Alignment with the *Allocation of Business* of the Sponsoring Ministry/Division.

29. Whether private sector/local government or NGO's participation is considered? (*If yes, describe how they will be involved*)

30. Major Terms and Conditions of Foreign Financing:

31. Involvement of Compensation, Rehabilitation/Resettlement issues (*Indicate the magnitude and cost, if applicable:*)

32. Risk Analysis and Mitigation Measures (*Identify risks during implementation & operation*):

33. Other Important Issues (*Technical or others*):

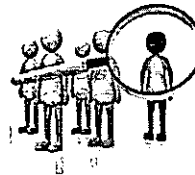
33.1 Sustainability of the Project Benefits with Exit Plan

34. Others, If any.

*Signature of the Head of the
Executing Agency with Seal and Date*

*Signature of the Sr.
Secretary/Secretary of the Sponsoring
Ministry/Division with Seal and Date*

PROJECT STAKEHOLDER ANALYSIS



STAKEHOLDER MANAGEMENT

Stakeholder identification, prioritization and engagement should be reviewed and updated at least

- The project moves through different phases in its life cycle,
- Current stakeholders are no longer involved or new stakeholders become members of the project,
- There are significant changes in the organization or the wider stakeholder community.



STAKEHOLDER

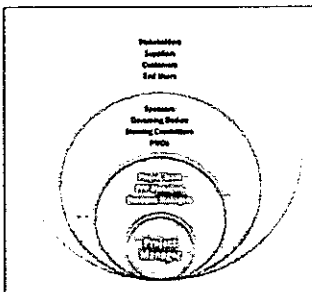
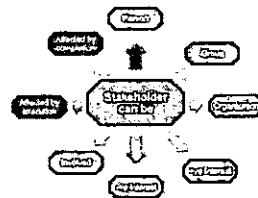
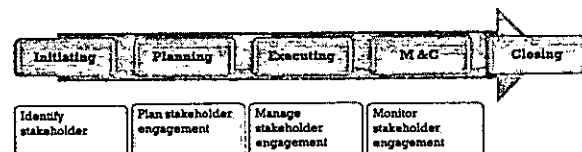


Figure 3-4 illustrates examples of Project Stakeholders

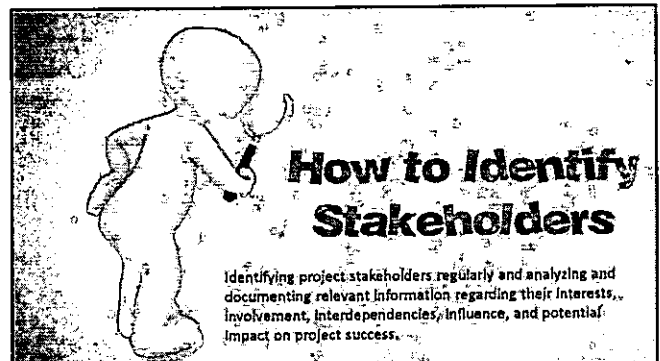


PROJECT STAKEHOLDER MANAGEMENT

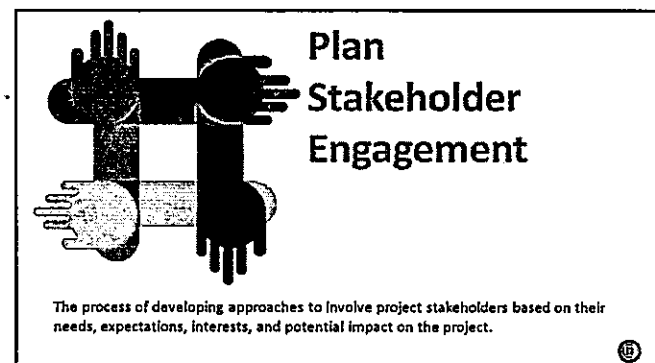
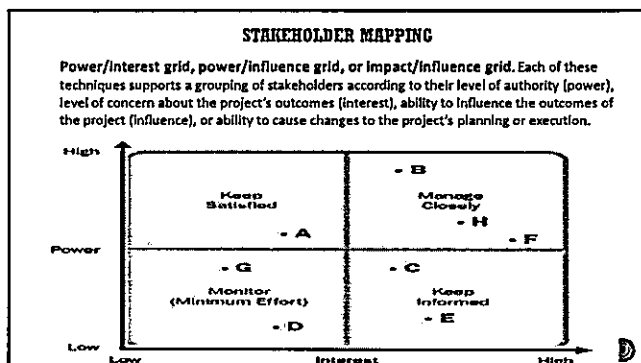
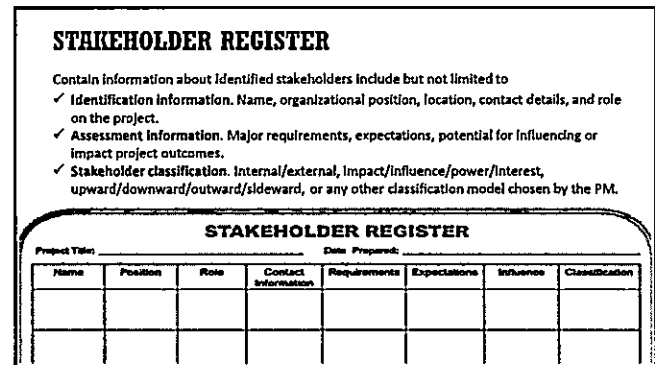
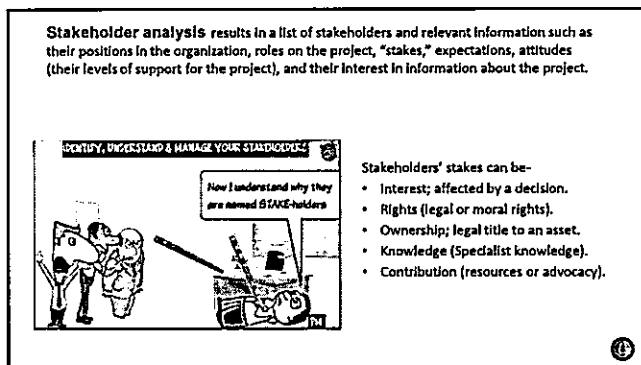
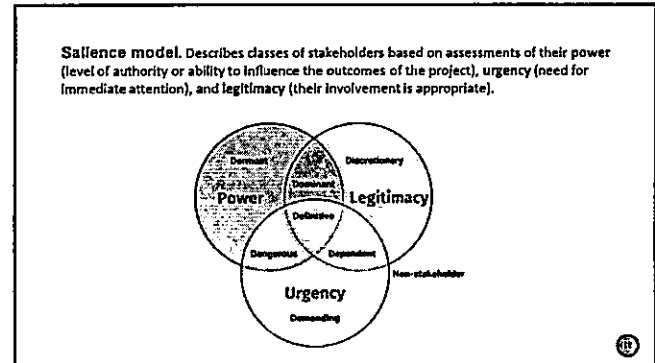
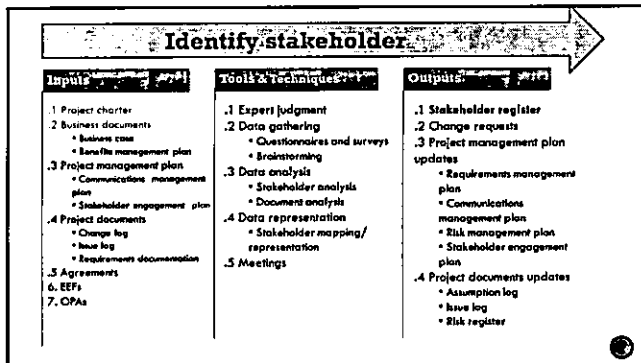


STAKEHOLDER MANAGEMENT

- Identify, prioritize and engage the people, groups, or organizations that could impact or be impacted by the project, an appropriate way can mean the difference between project success and failure.
- Analyze stakeholder expectations and their impact on the project.
- Develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.
- Implementing continuous communications with stakeholders to understand needs and expectations
- Focusing on stakeholder satisfaction as a key project objective.



Identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.



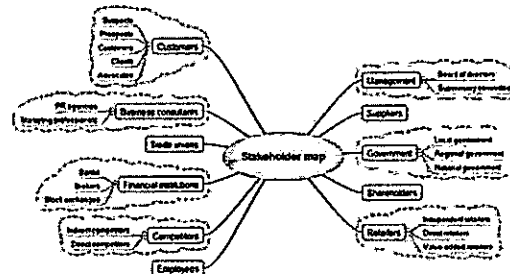
Stakeholder Engagement Plan

i The first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified. The stakeholder engagement plan is then updated regularly when-

- ✓ Start of a new phase of the project;
- ✓ Changes to the organization structure or within the industry;
- ✓ When new individuals or groups become stakeholders and current stakeholders are no longer part of the stakeholder community and
- ✓ Outputs of other project process areas require a review of stakeholder engagement strategies.

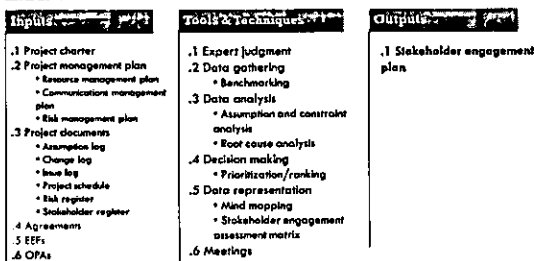
27

Mind mapping Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.



28

Plan Stakeholder Engagement



29



An effective plan that recognizes the diverse information needs of the project's stakeholders is developed early in the project life cycle and is reviewed and updated regularly.

30

STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

A stakeholder engagement assessment matrix supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery.

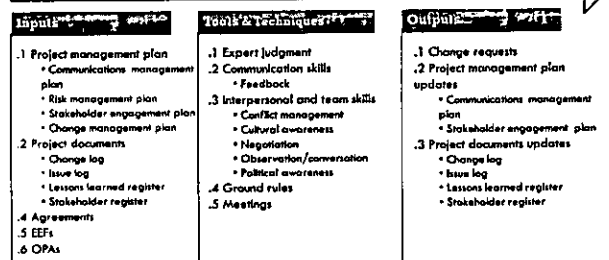
The engagement level of stakeholders can be classified as follows:

- o **Unaware.** Unaware of the project and potential impacts.
- o **Resistant.** Aware of the project/potential impacts but resistant/unsupportive of the work or outcomes of the project.
- o **Neutral.** Aware of the project, but neither supportive nor unsupportive.
- o **Supportive.** Aware of the project/potential impacts and supportive of its outcomes.
- o **Leading.** Aware of the project/potential impacts and actively engaged in ensuring that the project is a success.

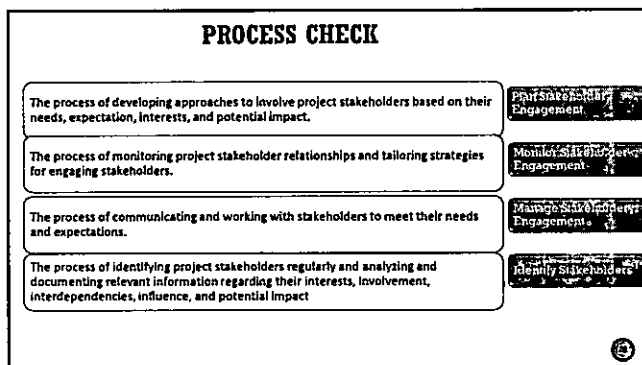
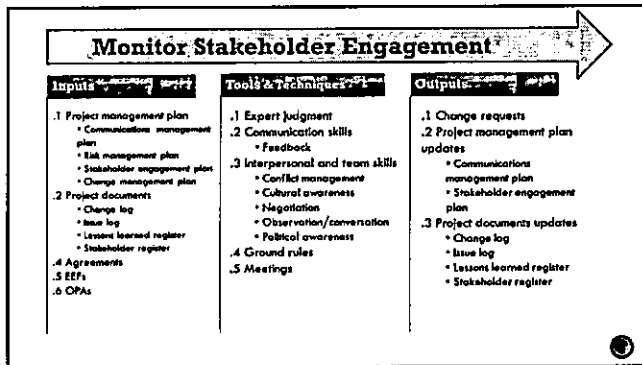
Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D-C	

31

Manage Stakeholder Engagement



32





Sustainability and Transfer of Project

Md Shaimul Haque
Additional Secretary
Ministry of Industries

National Trainer (PP, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)



Environment

- Environment includes water, air, land, and physical properties and their inter relationship which exists among and between them and human beings, other living creatures, plants and micro-organisms.

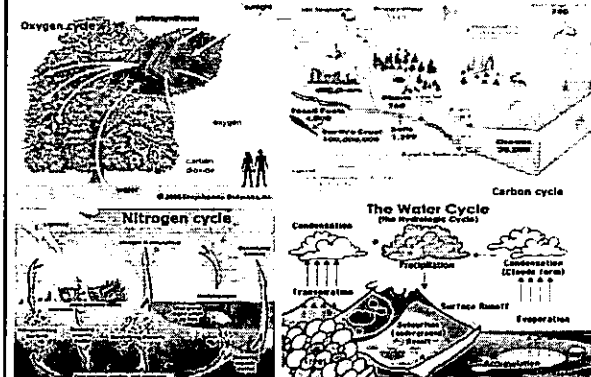


Out Line of the Presentation

- Sustainable Development : definition, Strategy, basic principles
- Pillars of sustainable development
- Challenges for Bangladesh
- Sustainability and Projects
- Project Transfer



Major cycles for existence of living organisms in the earth



Development

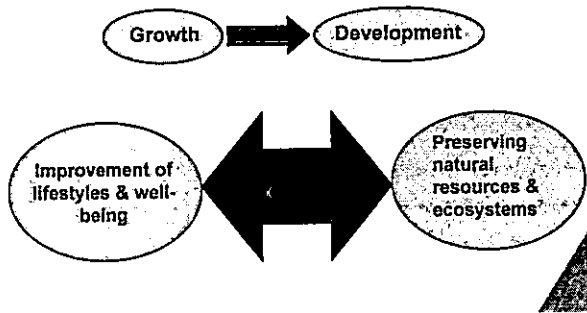
- Generally Development is the gradual growth of a situation that becomes more advanced and stronger than previous one.
- Development is intended to bring a positive change for human being and its surroundings.
- Development may take place by bringing about a change in policy, projects and legislation.



Environment and Development

- Environment is where we live, and Development is what we all attempting to improve a lot within that habitat.
- We are to strike a balance between the environment and development.
- Development must continue without compromising with environment.
- Development progress both nationally and internationally must be people centered, equitably distributed and environmentally and socially sustainable.

Sustainable Development



Strategy of Sustainable Development

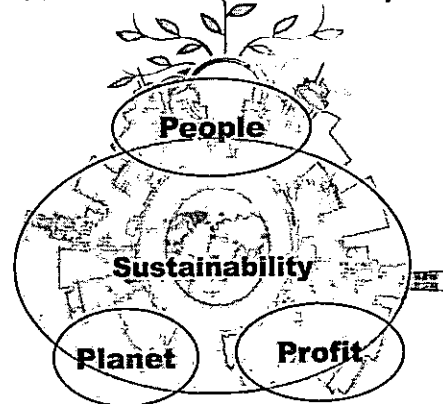
1. Move toward international equity
2. Build supportive international economic environment
3. Conserve and reasonably use and improve the natural resources
4. Integrate environment concerns into the development plans and policies



Sustainable Development

- 1972: United Nations Conference on Human Development (UNCHD), Stockholm, Sweden.
- The Concept of sustainable development was first created and discussed here.
- 1987: The United Nations World Commission on Environment and Development (WCED) or the "Brundtland Commission".
- They published a report "Our Common Future" that highlighted the need for sustainable development. They also defined the term "sustainable development".

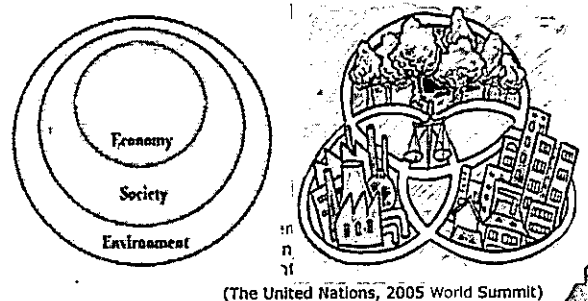
Pillars of sustainable development



Sustainable Development

- Sustainable development is development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
- In other words, a better quality of life for everyone, now and for generations.
- Concept of sustainable development includes preserving the environment for other species as well as for people.

Pillars of sustainable development



Sustainable Development

- World forests areas declining
- Vital functions and services of forests are:
 - play a key role in releasing O₂ into the atmosphere while storing CO₂
 - Home to 80% of the terrestrial biodiversity
 - 1.6 billion people worldwide depend on forests for their livelihoods, e.g.
 - Subsistence for goods
 - Cash income
 - Indirect social and environmental benefits
- Sustainable development ties together concern for the carrying capacity of natural systems with the social challenges facing humanity.



A paddy field

Symptoms of Crisis

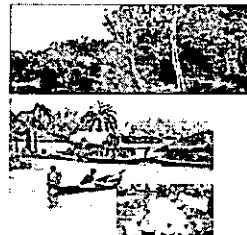
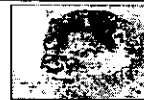
- Global trade decreased—first time in 27 years
- Unemployment increased
- GDP declined;
- More than 100 million people will fall into poverty

More pressure on ecological resources

Sustainable Development is an integrative framework

- The recognition of ecological limits
- The urgency of overcoming the “survival problem”
- The social necessity of equity

Symptoms of Crisis



Multiple Crises and Sustainable Development

Multiple Crises

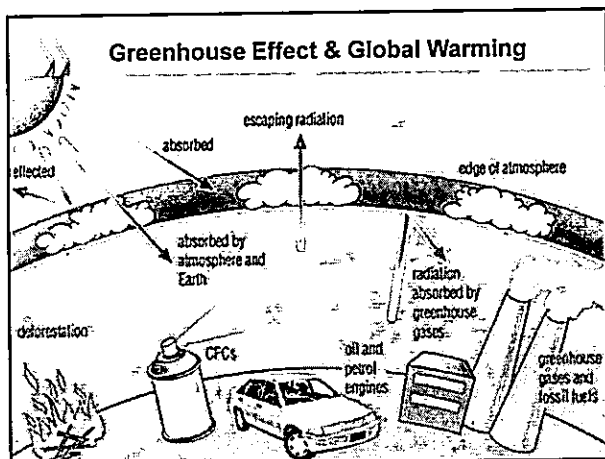
- Global warming
- Food Security Crisis
- Energy Price Volatility
- Economic and
- Financial Crisis



Greenhouse Effect & Global Warming

- An increase in the **concentration of greenhouse gases** leads to an increase in the **magnitude of the greenhouse effect**.
 - This results in global warming
- Global warming refers to a rise in the temperature of the surface of the earth



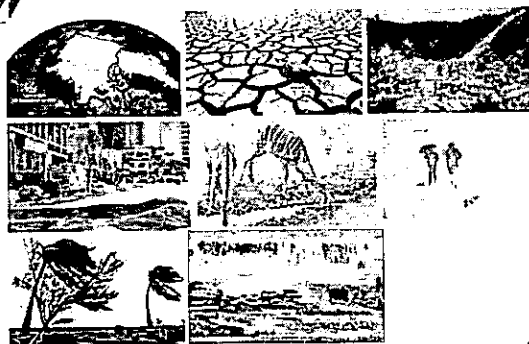


Climate change Impacts: IPCC projections

- Average temperature changed
- Frequency and intensity of natural disasters increased
- Salinity intrusion
- Decline of precipitation resulted droughts
- Extinction of plant and animal species-loss of biodiversity
- A range of health problems including hypertension and miscarriage among pregnant women, skin diseases, acute respiratory infection and diarrhoeal diseases has potential links with high salinity
- Sea-level rise by one meter in the current century, likely to:
 - one third of the country's land under threat of salt water inundation
 - loss of livelihoods of 40 million people
 - 20 million might need relocation by 2050



Impacts of Global Warming



Climate change & disaster impacts

Crops, business, fish, ponds, rural houses, live stocks/poultry, fishing boats



Bangladesh: Emerging Challenges

- Climate change and disaster impacts
- Global food crisis/uncertainties of global food market
- Inadequate aid response even after shocks



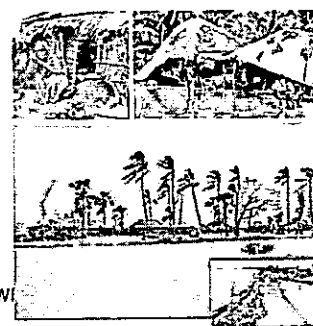
Damages from 2009 Cyclone (Aila)

Affected areas 11

Districts; 64 Upazila;
194 Union (full); 334
Union (partial)

- Total Death: 190
- Family Affected: 7,75,915
- Houses: 5,87,803
- Crops: 3,05,698 acres;
- Roads (km) 1033.75 (full)
5410 (partial)
- Embankments-213 km
(full);1128 km (partial)

Source: MOFDM, MOFL & MOW
(2009)



Sustainability principles

1. Reduce dependence upon fossil fuels, underground metals, and minerals
2. Reduce dependence upon synthetic chemicals and other unnatural substances
3. Reduce encroachment upon nature
4. Meet human needs fairly & efficiently



Old and new approaches to human use of the atmosphere

Concept of Project

- **Vision: Imagination**
A country free of poverty
- **Mission: Operation**
Actions will be taken to eradicate poverty with appropriate planning

Project

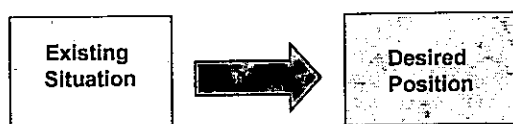
➤ Concept of project is not new. Has been in use for hundreds of years.

- Pyramids
- Great Wall
- Taj Mahal
- Panama Canal etc

A project can create

- A product that can be either component of another item or an item in itself,
- A service or a capability to perform a service,
- An improvement in the existing product or service lines;
- A result, such as an outcome or document.

Problem



Characteristics of Project

- Specific objectives
- Clear beginning and end
- Temporary
- Unique output
- Specific schedule
- Specific cost



Types of Project

According to Nature of project

- Development Project
- Technical Assistance Project
- Feasibility Study Project



Types of Project

According to Source of Funding

- ❖ GOB Funded Project
- ❖ Foreign Assistance Project
- ❖ Own Funded Project
- * JDCF Project (GOB Nature)



Development Project

Projects having mainly investment components such as construction of power station, industry, building, road, highway, culvert and bridge, air port, sea port, embankment etc which usually have physical existence.

- Can include Goods, Works and Services
- having or not having TA components
- Is included the main part of ADP.



Used Format

Investment Project

- Development Project Proforma (DPP)
- Revised Development Project Proforma (RDPP)

Technical Assistance Project

- Technical Assistance Project Proforma (TAPP)
- Revised Technical Assistance Project Proforma (RTAPP)

Technical Assistance Project

- Technical Project Proforma (TPP)
- Revised Technical Project Proforma (RTPP)



Technical Assistant Project

Improvement of institutional capacity, transfer of technology and development of human resources through -

- consultancy
- local/foreign training/fellowship/study
- supply of equipments, goods, transports etc
- services

TA Does not include works



Project Initiation

- Understanding and analysis of existing situation
- Analysis should include Strengths and Weakness, Opportunities and Threats (SWOT) of system and resources.

Activities of this stage:

- Study national plan
- SDGs
- National goal
- Sectoral priorities
- Project ranking in relation to priorities
- Define broad goal
- Select the project

» Organizations Involved In Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

» Investment Project Processing (con.)

- Related documents (NPV, BCR, IRR Calculation Sheet) should be attached in DPP (if applicable)
- Ministry sends 20 copies of DPP to Planning Commission for approval
- Necessary steps should be taken for land acquisition (if necessary)

» Investment Project Processing

- Consider National Strategic Policy such as Five Year Plan/Perspective Plan, Sustainable Development Goals(SDGs), Sectoral Priority etc.
- Resource of MTBF, Duplication of project, Regional disparity, Climate change, Environment, Gender etc.
- Implementation period should be within 3 years except special project

» Divisions of Planning Commission

6 Divisions –

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

» Investment Project Processing

- For project of Roads and Highways consider Project Appraisal Framework(PAF)
- Executing Agency prepare project document in DPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the DPP and place it to the Project Scrutiny Committee headed by secretary.

» Investment Project Processing (con.)

For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate

After receiving DPP from Ministry, Sector-Division of Planning Commission complete appraisal

After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting

PEC is headed by member of Planning Commission



Project Evaluation Committee (PEC)

01 Member, concerned Sector Division of the Plan. Com.	Chairperson
02 Chief, concerned Sector Division of the Plan. Com.	Member
03 Representative of Programming Division, Plan Com.	Member
04 Representative of General Economics Division, Plan Com.	Member
05 Representative of concerned Sector of IMED	Member
06 Representative of ECNEC Wing of Planning Division	Member
07 Representative of the sponsoring Ministry/Division	Member
08 Representative of Finance Division	Member
09 Representative of Economic Relations Division (If aid)	Member
10 Representative of M/o. Public Administration	Member
11 Representative of M/o. Environment and Forest	Member
12 Representative of M/o. Woman and Children Affairs	Member
13 Head of the concerned Executive Agency	Member



Investment Project Processing (con)

- If project cost up to 50 crore, Hon'ble Planning Minister approves it
- If project cost above 50 crore, ECNEC approves it



Project Evaluation Committee (PEC)

Terms of Reference:

- Appraisal of acceptability of Development projects
- Examination of Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest in the DPP necessary amendment/ modification / alterations if necessary
- Formulate recommendations for approval by the competent authority



Revision of Investment Project

Why Revision

- If planned objectives are not achievable and needs some adjustment;
- If design needs to change;
- If total cost or implementation period of project increase/decrease;
- If have to include new items, change in personnel, vehicle and mode of finance etc



Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
 - Honorable Planning Minister or
 - ECNEC



Revision of Investment Project

- Two times revision allowed
- No post facto approval

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approve Revised Project whether cost increase/decrease (from original cost) up to 15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

1st Revision of Investment Project (con.)

- If project cost increase/decrease 15%- 25% (from original cost) or in amount BDT 50 crore (which is less) Planning Minister approves
- If project cost change above 25% but total project cost remains within BDT 75 crore, Planning Minister approves
- All other cases ECNEC approves

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SPP Linked with SDG



Ensure sustainable consumption and production patterns



Sustainable Procurement

... the process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves "value for money on a whole life basis" in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing, and if possible avoiding, damage to the environment.

Sustainable procurement is the act of adopting social, economic and environmental factors alongside the typical price and quality considerations into the organizations handling of procurement processes and procedures. (CIPS, UK)



SPP Linked with SDG

Target 12.7

Promote public procurement practices that are sustainable in accordance with national policies and priorities

Indicator 12.7.1

Number of countries implementing sustainable public procurement policies and action plans



Why Public procurement is relevant to Sustainable Development

The role of governments:

1. Regulate markets
2. Actively participate in the market as purchasers
3. Use taxpayers money (conformity with community norms)
4. Enable and encourage competitiveness/innovation
5. Produce social, ethical, and environmental outcomes, directly and indirectly.

SUSTAINABLE PUBLIC PROCUREMENT (SPP)

Properly applied, SPP is an effective mechanism to further the economic, social, and environmental development, i.e. to achieve policy goals.



Implementation Requirements

- > Preparation of SPP Policy
- > Preparation of SPP Action Plan
- > Preparation of SPP Implementation Road map



Thank You

SESSION M1_8A

**Three-weeks Basic Training
on
Public Procurement Management**

Procurement Planning and Cost Estimate

Bangladesh Public Procurement Authority (BPPA)
Implementation Monitoring and Evaluation Division
Ministry of Planning, Bangladesh

Further Approach to Procurement Planning

In order to stimulate thinking, to create options and to assist planning, consider the following questions:

- What is to be done?
- When it is to be done?
- How it is to be done?
- Who is to do it?
- What resources are required?
- Who should know about it?

SW1H

If you plan, you will be in control of the situation, rather than having the situation in control of you.

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Presentation Outline

Session M1-8A Slide No. 2/24

01 Objective and Future Scope of PP	02 Benefits of PP
03 Procurement Plan as per PPA and PPR	04 Considerations determining Method & Package
05 Types of Procurement Plan	06 Different Aspects of Procurement Plan
07 Cost Estimate	

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Benefits of Procurement Planning

Session M1-8A Slide No. 3/24

Careful & detailed procurement planning is essential for quality project execution

- Speeds up the procurement process & reduces project implementation delays
- Reduces possibility of error & reduces subsequent work
- Contributes to enhanced project quality & efficiency

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Objective of Procurement Planning

Session M1-8A Slide No. 4/24

- Provides overview
 - Budget
 - Time
 - Methods
 - Market
- Clears up need of assistance (specifications, contract conditions etc.)
- Allows bundling (of similar needs) or splitting (into lots)
- Plans for Procurement Committees
- Prepares for Contract Administration

objective planning

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Regulation of Procurement Planning

Session M1-8A Slide No. 5/24

Procurement Planning is regulated by:
(1) Public Procurement Act 2006; (2) Public Procurement Rules 2025

- Frequency
- Approval
- Publication
- Splitting into packages/lots
- Nature and size of the Procurement
- Source of funding
- Limits and conditions
- Forms

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Strategic Approach of Procurement Planning Session 01-04 Slide No. 2/24

Section 11, PPA-2006

- Preparation of Procurement Plan shall be mandatory for all Procuring Entity's (PE)
- Procurement Planning should aim at attracting maximum competition for the benefits of the PE
- Good market knowledge is essential; If you don't know what is available, you cannot formulate a good procurement request.
- Rule-24 emphasizes knowledge of the local market, local supply/works capacity and capacity of the national industry and quality of its product for the purpose of Procurement Planning.

Rule 24 & 25 PPR2025

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Goods: Determination of Methods & Package Session 01-04 Slide No. 12/24

PE takes into account the following when determining the method & consolidating of Goods packages:

a) type of goods	g) capacity of the national industry and quality of its products
b) estimated cost	h) market conditions and expected competition
c) availability in the local market	i) urgency of the Procurement
d) quality, sources and brand of the Goods available in the local market	j) capacity of beneficiary stores and proposed terms of delivery and schedule, and
e) price levels	k) risks related to supply in the local and international markets
f) capacity of local Suppliers to supply the required quantities	

Rule 24(3) PPR2025

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Strategic Approach of Procurement Planning Session 01-04 Slide No. 9/24

To achieve value for money in procurement approach, a Contract Management Plan has to be identified in Procurement Planning Stage and

To materialise that Plan PE should monitor at-least the following:

- Risks and opportunities are identified and managed effectively
- Contract is completed on time and within budget
- Contract meets initial objectives

MISSION STRATEGIC PLANNING organization outcomes goals

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Considerations determining Method & Package Session 01-04 Slide No. 12/24

PE takes into account the following when determining the method of Procurement and consolidating of Goods packages

Framework Contracts may be used for repetitive supply

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Strategic Approach of Procurement Planning Session 01-04 Slide No. 9/24

To achieve value for money in procurement approach, a Contract Management Plan has to be identified in Procurement Planning Stage and

To materialise that Plan PE should monitor at-least the following:

- Risks and opportunities are identified and managed effectively
- Contract is completed on time and within budget
- Contract meets initial objectives

MISSION STRATEGIC PLANNING organization outcomes goals

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Considerations determining Method Session 01-04 Slide No. 13/24

PE considers the following in determining the method of Procurement for Works

Rule 24(7) PPR2025

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Procurement Planning Session 11-04 Slide No.13/24

PE considers the following in determining the method of Procurement for Intellectual & Professional Services

Rule 124 PPR2025

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Key Issues Session 11-04 Slide No.14/24

- Separate Annual Procurement Plan (APP) for Goods, Works and Services
- Separate APP for Development Project and Revenue Budget
- Total Procurement Plan for the entire project period under Development Project or Programme as per Schedule-5, Part-a.
- PE updates the Total Procurement Plan (TPP) and cost estimate for the Development Project or Programme on an annual basis and in a rational manner keeping into consideration, among other things, the expected flow of funds
- PE prepares the Annual Procurement Plan (APP) for Revenue Budget at the beginning of each FY
- The updated APP and the APP require approval of HOPE or AO

Rule 25 PPR2025

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Splitting Procurement Object Session 11-04 Slide No.15/24

Four key terms

Item
A single article or unit in a list with an identified quantity ... 1,2,3 etc.

Lot
A multiple number of Items grouped together Any number of Items can form a lot

Package

- A multiple number of Lots grouped together
- Usually No package can have more than 5 lots (**Cross discount**)

Contract
Agreement through which the Item/Lot/Package is purchased

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Key Issues Session 11-04 Slide No.17/24

PE shall, as per its own need, update the Procurement Plan on a quarterly basis to accommodate delays, re-tendering and other unforeseen changes or constraints,

Rule 26 PPR2025

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Splitting Procurement Object Session 11-04 Slide No.16/24

Package/ Lot Options

Consider the following Procurement object as an example:
Office equipment consisting of different items, namely 10 PCs, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs

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Key Issues Session 11-04 Slide No.18/24

PE keeps BPPA informed the TPP, updated APP under Development Project and APP under Revenue Budget above the thresholds specified in Schedule II (Goods & Works: 10 million Tk. and above, Physical & Consultancy Services: 5 million Tk. and above) To be published on BPPA website regularly

TPP= Total Procurement Plan
APP= Annual Procurement Plan

Rule 110(2) PPR2025

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Key Issues

At the beginning of each financial year, the PE shall publish the approved and updated APP for the Development Project or Programme and approved APP for Revenue Budget through EGP Portal

TPP= Total Procurement Plan
APP= Annual Procurement Plan

Rule 25(14) PPR2025

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Items in the Format of Procurement Plan

Opening of Tender/Proposal:
[Tender Submission time for OTM/OSTETM – National Rule 78(4)]

Indicative Dates		
Submission of Tender	Opening of Tender	Completion of Contract
OTM	OSTETM	OTM
Upto Tk. 10 million – Minimum 10 days	Upto Tk. 10 million – Minimum 10 days	Upto Tk. 10 million – Minimum 10 days
Tk. 10-50 million – Minimum 14 days	Tk. 10-50 million – Minimum 14 days	Tk. 10-50 million – Minimum 14 days
Tk. 50-300 million – Minimum 21 days	Tk. 50-300 million – Minimum 21 days	Tk. 50-300 million – Minimum 21 days
Above 300 million – Minimum 28 days	Above 300 million – Minimum 28 days	Above 300 million – Minimum 28 days
Catastrophe (Emergency) – Minimum 7 days	Catastrophe (Emergency) – Minimum 7 days	Catastrophe (Emergency) – Minimum 7 days
Re-Tender Up to Tk. 10 million – 07 days	Re-Tender Up to Tk. 10 million – 07 days	Re-Tender Up to Tk. 10 million – 07 days
Other Cases – 14 days	Other Cases – 14 days	Other Cases – 14 days
Catastrophe (Emergency) – Minimum 5 days	Catastrophe (Emergency) – Minimum 5 days	Catastrophe (Emergency) – Minimum 5 days

RFQ: Minimum 3-7 days Rule 92 (4)
LTM: Minimum 14 days Rule 80 (5)
TSTM: Minimum 42 days for 1st stage and 21 days for 2nd Stage Rule 83 (5) & 85(3)

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Formats Used in Procurement Planning

Part A: Total Procurement Plan for Development Project/Programme
Part B: Annual Procurement Plan for Development & Revenue Budget
Part C: Annual Procurement Plan (Goods)
Part D: Annual Procurement Plan (Works)
Part E: Annual Procurement Plan (Service)

Schedule Rule 25(13) PPR2025

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Items in the Format of Procurement Plan

Opening of Tender/Proposal:
[Tender Submission time for LTM – Rule 81(5)]

- ✓ Economic Operators (Aero plane, Rail Engine, Ports, Contraceptive, etc.) having special characteristics and capacity - Minimum 14 days.
- ✓ Emergency when OTM (ICT/NCT) is not feasible- Minimum 07 days.
- ✓ Policy of Standardization (if there is)- Minimum 14 days.
- ✓ Enlisted supplier/ Contractor- Minimum 10 days (Emergency: 05 days)
- ✓ Procurement under the specific circular of the Ministry of Industry: 14 days
- ✓ Re-Tender: It may reduce in 07 days (Emergency: 05 days)

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Items in the Format of Procurement Plan

- Package Number
- Description of Procurement Item
- Unit & Quantity
- Procurement Method & Type
- Contract Approving Authority
- Source of Funds
- Estimated Cost In Tk. million

Time Code for Process:

- ✓ Planned Dates
- ✓ Planned Dates
- ✓ Actual Dates

Pre-Qualification (Works)

Invite/Advertise/Request for Tender Quotation

Advertise EOI

Issue RFP (Service)

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Items in the Format of Procurement Plan

- Evaluation of Tender/Proposal (2 Weeks to 4 Weeks)
- Approval of Award (1 week to 6 weeks)
- Notification of Award (Within the 7 days of Tender Approval)
- Signing of Contract (Within the 28 days of NOA)
- Completion of Contract
- Total Time

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Total Procurement Plan

Session: 015-04
 Study No. 252/04

(Answer me YES/NO)

Total Procurement Plan for TA Project

Ministry/Division
Agency
Procurement Category with Code
Project/Program with Code

Total
 4,148
 PK
 One Bids

Project No.	Description of Project or Job (GPO 2000) (Word)	Unit	Quantity	Estimated Method & Price	Source Category	Number of Pkgs.	Est. of Unit Cost (Lak)	No. of Estimated Bids	Number of Contract	Estimated Cost
										(Lak)
01	Office Furniture	pc	100	1000	1	100	1000	10	1000	100000
02	Construction of small offices, computerizing 2 floors & 2 rooms	sqm	1000	100000	1	1000	100000	10	100000	10000000
03	Computerizing the tax return software designing	pc	100	10000	1	100	10000	10	10000	1000000
Total 3 and all kinds										

[illegible][illegible][illegible]

	Annual Procurement Plan	Session: HJ-30 Date: 06/27/20
ANNUAL PROCUREMENT PLAN FOR FINANCIAL YEAR 2020-2021		
Name: Ministry of Education and Higher Education Design: Ministry Secretary Address: Ministry of Education and Higher Education, Dhaka Contact: 02-9550100	Design: Ministry Secretary	
		
Date: 06/27/20		



Vital Point for Annual Procurement Plan

Session 02-04
Date 04/09/24



- ✓ Preparation of Cost Estimates considering Life Cycle Cost
- ✓ Selection of Procurement Method

Bangladesh Public Procurement Authority (BPPA)

Three weeks training on Public Procurement Management

Preparation of Cost Estimate

According to Public Procurement Rules, the Procuring Entity has to prepare the cost estimate in **two situations**:

1. Estimated cost (EC) in Procurement plan
2. Official cost estimate (OCE) before advertisement

At the beginning of each financial year a PE shall update the Total Procurement Plan and the estimated cost on annual basis, in a rational manner having regard to, among other things, the expected flow of funds.

Session 11-04
Slide No. 23/24

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Consideration for Official Cost Estimate

- Transport cost
- Overhead
- Profit
- Risks
- Geographical Location
- Complexity
- Backwardness
- Distance from district headquarter
- Value added tax (VAT)
- Advance Income Tax (AIT)
- Other factors

Rule 25(9) PPR2025

Session 11-04
Slide No. 24/24

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Official Cost Estimate

PE shall prepare the **official cost estimate (OCE)** for the Procurement **before** finalisation of the Tender or Proposal documents or before invitation of the Tender or Proposal by 3 members committee (including a member from other PE). In preparation of the official cost estimate following matter mandatorily considered.

Rule 25(09) PPR2025

Session 11-04
Slide No. 25/24

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Official Cost Estimate

If the Official Cost Estimate is **higher** than the Estimated Cost in the Procurement Plan of the Development Project or the overall Programme, it shall be **approved** by the **Head of the Procurement Entity**; if not higher, it shall be approved by an officer authorized by HOPE or Approving Authority (where Approving Authority is below HOPE).

The Official Cost Estimate shall be kept sealed and shall be handed over to the Tender opening committee immediately before the Tender opening committee. The Opening committee declares the official estimated cost in the TOC meeting and noted to the Tender opening sheet.

Rule 25(10) PPR2025

Session 11-04
Slide No. 26/24

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

SESSION M2_4

**Three-weeks Basic Training
on
Public Procurement Management**

Topic: Technical Specification

Bangladesh Public Procurement Authority (BPPA)
Implementation Monitoring and Evaluation Division
Ministry of Planning, Bangladesh

Information in Specifications

Rule - 29 PE shall provide following information:

- ✓ Name or description of the Goods, Works or Services to be procured;
- ✓ Required performance Standards and life span;
- ✓ Quality of Goods, Works or Services;
- ✓ Safety Standards and limits;
- ✓ Symbols, terminology to be used in packaging, marking and labelling;
- ✓ Processes and methods to be used in the production of goods, where applicable;
- ✓ Test procedure, if any, for conformity assessment.

See Section 7: Technical Specification

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Presentation Outline

01 Purpose & Aim in Writing Specifications	02 Information in Specifications
03 Trade Mark Precaution	04 Types of Technical Specifications
05 Performance Based Specifications	06 Writing Specifications
07 Elements of Specifications	08 Road Roller Specification
09 Environmental Specifications	10 Social and Other Factors

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Information in Specifications

PPR2025 Rule - 38 Specifications should be:

- ✓ Expressed in terms of performance or output requirements rather than specifications directly linked to design or descriptive characteristics, which usually tend to limit competition R-38(2)(a)
- ✓ Prepare the specifications in close cooperation with the concerned user or beneficiary and follow, among others, the Standards approved or published by - ISO, IEC, & the Bangladesh Standards & Testing Institute (BSTI) or any other national or international institute R-38(5)

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Purposes & Aims in Writing Specifications

Main Purposes • To provide clear unambiguous and standard descriptions • To enable evaluation against defined criteria • To promote wider competition	Aims in Writing Specifications ✓ Provide enough information for suppliers to decide cost ✓ Permit evaluation against stated criteria ✓ State acceptance requirements (tests etc.) ✓ Contain only essential features required ✓ Provide equal opportunity to all suppliers ✓ Provide opportunity for alternate technology where appropriate ✓ Comply with legal and Entity requirements
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Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Trade Mark Precaution

PPR2025 Rule - 38

- ✓ No reference to a particular trade mark or trade name, patent, design or type, specific country of origin, producer or service supplier R-38(3)
- ✓ If a PE does not have adequate technical expertise for preparing TS to make it fully understandable to Tenderers, it can make a reference to a particular brand, but in such case shall add the words, "or similar or equivalent" R-38(4)

TRADEMARK

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Types of Technical Specifications

Session 12-4
Slide No. 7/18

Design Based Specifications

- Lays down the detailed designed drawings, material specifications, bill of quantities, etc.
- Used for civil works, and expensive unique plant and equipment including installation.

Performance Based specifications

- Lays down capacity and performance for a specific purpose.
- Used for defining the output of mass produced capital goods; such as highway maintenance equipment, generators, transformers, etc.

Physical Property Based Specifications

- Used for metals, commodities, hardware, pipes, cables, rails.

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Writing Specifications

Session 12-4
Slide No. 10/18

DO

- Use simple language
- Define terms/acronyms
- Must be easily readable
- Must have logical structure
- Short paragraphs
- Attractive layout
- Systematic Numbering
- Ensure good grammar
- Readable by non-specialist

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Performance Based Specifications

Session 12-4
Slide No. 8/18

- Description of Work
- Output required (in amount of quantity)
- Quality and Performance Standards
- Measurement of Performance
- Ancillary Services Required

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Writing Specifications

Session 12-4
Slide No. 11/18

DO NOT

- Use complicated language (jargon/undefined terms)
- Be vague
- Be too exact
- Over specify
- Use Trade or Brand names
- Use unnecessary standards
- Conflict with other documents
- Provide unnecessary information

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Writing Specifications

Session 12-4
Slide No. 12/18

Continuous liaison between User, Specification Writer (Expert), Procurement Staff (PE) and the Market Place.

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Elements of Specifications

Session 12-4
Slide No. 13/18

Characterised By

- Function
- Purpose
- Technical Aspects

Need

Performance

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

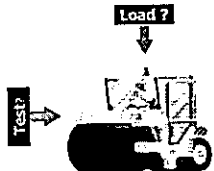
Road Roller Specification Session: H2-4 Slide No. 12/18

Performance Aspects?

Static Linear Pressure:
Average static linear load should be

i) **Front Roll**
With Ballast: 310 N/cm² (minimum)

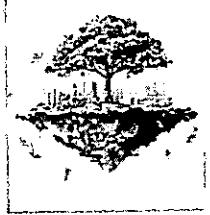
ii) **Rear Roll**
With Ballast: 410 N/cm² (minimum)

Test? 

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Environmental Requirement Session: H2-4 Slide No. 13/18

- ✓ Environmentally friendly equipment and Specifications
- ✓ Minimum pollution in use or disposal
- ✓ Energy efficiency and future demands
- ✓ Support equipment and future availability
- ✓ Third party support and development



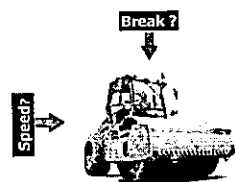
Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Road Roller Specification Session: H2-4 Slide No. 14/18

Functional Aspects?

Travel Speed:
i) More than two speed transmission (forward & reverse)
ii) Upper Limit of Travel Speed : 14 km/hr (minimum)

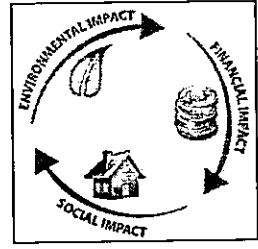
Brake System:
Service Brake: Hydrostatic
Parking Brake: Hydro-mechanical emergency stop device.

Speed? 

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Social and Other Factors Session: H2-4 Slide No. 17/18

- Public acceptability
- Employment effects and Labour generation
- Life Span costs and commitments
- Information sources
- Public Image
- Political implications



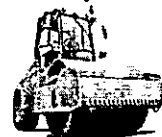
Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Road Roller Specification Session: H2-4 Slide No. 15/18

Technical Aspects?

Engine:
Rated Power: The engine should be capable to produce minimum 60 kw at its constant operating speed of 2400 rpm (minimum).

Scraper: Scraper must be fitted for each roller drum on both sides.

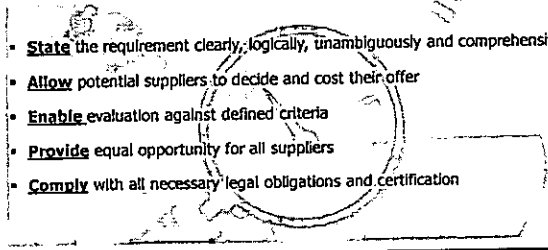
Element Material Manufacture Fixture Standards 

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Good Specifications Session: H2-4 Slide No. 16/18

Major Elements

- **State** the requirement clearly, logically, unambiguously and comprehensively
- **Allow** potential suppliers to decide and cost their offer
- **Enable** evaluation against defined criteria
- **Provide** equal opportunity for all suppliers
- **Comply** with all necessary legal obligations and certification



Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

SESSION M1_8A

Three-weeks Basic Training
on
Public Procurement Management
Procurement Planning and Cost Estimate

Bangladesh Public Procurement Authority (BPPA)
Implementation Monitoring and Evaluation Division
Ministry of Planning, Bangladesh

Further Approach to Procurement Planning

In order to stimulate thinking, to create options and to assist planning, consider the following questions:

- What is to be done?
- When it is to be done?
- How it is to be done?
- Who is to do it?
- What resources are required?
- Who should know about it?

5W1H

If you plan, you will be in control of the situation, rather than having the situation in control of you

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Presentation Outline

01 Objective and Future Scope of PP	02 Benefits of PP
03 Procurement Plan as per PPA and PPR	04 Considerations determining Method & Package
05 Types of Procurement Plan	06 Different Aspects of Procurement Plan
07 Cost Estimate	

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Benefits of Procurement Planning

Careful & detailed procurement planning is essential for quality project execution

- Speeds up the procurement process & reduces project implementation delays
- Reduces possibility of error & reduces subsequent work
- Contributes to enhanced project quality & efficiency

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Objective of Procurement Planning

- Provides overview
 - Budget
 - Time
 - Methods
 - Market
- Clears up need of assistance (specifications, contract conditions etc.)
- Allows bundling (of similar needs) or splitting (into lots)
- Plans for Procurement Committees
- Prepares for Contract Administration

objective

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Regulation of Procurement Planning

Procurement Planning is regulated by:

(1) Public Procurement Act 2006; (2) Public Procurement Rules 2025

- Frequency
- Approval
- Publication
- Splitting into packages/lots
- Nature and size of the Procurement
- Source of funding
- Limits and conditions
- Forms

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Strategic Approach of Procurement Planning Session: P1-04 Slide No.2/34

Section 11, PPA-2006

- Preparation of Procurement Plan shall be mandatory for all Procuring Entity's (PE)
- Procurement Planning should aim at attracting maximum competition for the benefits of the PE
- Good market knowledge is essential; If you don't know what is available, you cannot formulate a good procurement request.
- Rule-24 emphasizes knowledge of the local market, local supply/works capacity and capacity of the national industry and quality of its product for the purpose of Procurement Planning.

Rule 24 & 25 PPR2025

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Goods: Determination of Methods & Package Session: P1-04 Slide No.3/34

PE takes into account the following when determining the method & consolidating of Goods packages:

a) type of goods	g) capacity of the national industry and quality of its products
b) estimated cost	h) market conditions and expected competition
c) availability in the local market	i) urgency of the Procurement
d) quality, sources and brand of the Goods available in the local market	j) capacity of beneficiary stores and proposed terms of delivery and schedule, and
e) price levels	k) risks related to supply in the local and International markets
f) capacity of local Suppliers to supply the required quantities	

Rule 24(3) PPR2025

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Strategic Approach of Procurement Planning Session: P1-04 Slide No.3/34

To achieve value for money in procurement approach, a Contract Management Plan has to be identified In Procurement Planning Stage and

To materialise that Plan PE should monitor at-least the following:

- Risks and opportunities are identified and managed effectively
- Contract is completed on time and within budget
- Contract meets initial objectives

Strategic Planning

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Considerations determining Method & Package Session: P1-04 Slide No.11/34

PE takes into account the following when determining the method of Procurement and consolidating of Goods packages

Framework Contracts may be used for repetitive supply

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Strategic Approach of Procurement Planning Session: P1-04 Slide No.3/34

To achieve value for money in procurement approach, a Contract Management Plan has to be identified In Procurement Planning Stage and

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Strategic Planning

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Considerations determining Method Session: P1-04 Slide No.11/34

PE considers the following in determining the method of Procurement for Works

Rule 24(7) PPR2025

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Procurement Planning Session 11-14 Slide No.12/24

PE considers the following in determining the method of Procurement for Intellectual & Professional Services

Rule 124 PPR2025

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Key Issues Session 11-14 Slide No.13/24

- **Separate Annual Procurement Plan (APP)** for Goods, Works and Services
- **Separate APP** for Development Project and Revenue Budget
- Total Procurement Plan for the entire project period under Development Project or Programme as per Schedule-5, Part-a.
- PE **updates** the Total Procurement Plan (TPP) and cost estimate for the Development Project or Programme on an annual basis and in a rational manner keeping into consideration, among other things, the expected flow of funds
- PE **prepares** the Annual Procurement Plan (APP) for Revenue Budget at the beginning of each FY
- The updated APP and the APP **require approval** of HOPE or AO

Rule 25 PPR2025

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Splitting Procurement Object Session 11-14 Slide No.14/24

Four key terms

Item
A single article or unit in a list with an identified quantity ... 1,2,3 etc.

Lot
A multiple number of items grouped together Any number of items can form a lot

Package

- A multiple number of Lots grouped together
- Usually No package can have more than 5 lots (**Cross discount**)

Contract
Agreement through which the Item/Lot/Package is purchased

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Key Issues Session 11-14 Slide No.15/24

PE shall, as per its own need, update the Procurement Plan on a quarterly basis to accommodate delays, re-tendering and other unforeseen changes or constraints,

Rule 26 PPR2025

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Splitting Procurement Object Session 11-14 Slide No.16/24

Package/ Lot Options

Consider the following Procurement object as an example:
Office equipment consisting of different items, namely 10 PCs, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs

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Key Issues Session 11-14 Slide No.17/24

PE keeps BPPA informed the TPP, updated APP under Development Project and APP under Revenue Budget above the thresholds specified in Schedule II (Goods & Works: 10 million Tk. and above, Physical & Consultancy Services: 5 million Tk. and above) To be published on BPPA website regularly

TPP= Total Procurement Plan
APP= Annual Procurement Plan

Rule 110(2) PPR2025

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Key Issues

At the beginning of each financial year, the PE shall publish the approved and updated APP for the Development Project or Programme and approved APP for Revenue Budget through EGP Portal

TPP= Total Procurement Plan
APP= Annual Procurement Plan

Rule 25(14) PPR2025

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Items in the Format of Procurement Plan

Opening of Tender/Proposal:
[Tender Submission time for OTM/OSTETM - National Rule 78(4)]

Amount of Tender	Minimum of 10th	Minimum of 15th
Upto Tk. 10 million	10 days	15 days
Tk. 10-50 million	14 days	21 days
Tk. 50-300 million	21 days	28 days
Above 300 million	28 days	35 days

- ✓ Upto Tk. 10 million – Minimum 10 days
- ✓ Tk. 10-50 million – Minimum 14 days
- ✓ Tk. 50-300 million – Minimum 21 days
- ✓ Above 300 million – Minimum 28 days
- ✓ Catastrophe (Emergency) Minimum 7 days
- ✓ Re-Tender Up to Tk. 10 million - 07 days
- ✓ Other Cases – 14 days
- ✓ Catastrophe (Emergency) – Minimum 5 days

RFQ: Minimum 3-7 days Rule 92 (4)
LTM: Minimum 14 days Rule 80 (5)
TSTM: Minimum 42 days for 1st stage and 21 days for 2nd Stage Rule 83 (5) & 85(3)

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Formats Used in Procurement Planning

Part A: Total Procurement Plan for Development Project/Programme
Part B: Annual Procurement Plan for Development & Revenue Budget
Part C: Annual Procurement Plan (Goods)
Part D: Annual Procurement Plan (Works)
Part E: Annual Procurement Plan (Service)

Schedule V Rule 25(13) PPR2025

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Items in the Format of Procurement Plan

Opening of Tender/Proposal:
[Tender Submission time for LTM – Rule 81(5)]

- ✓ Economic Operators (Aero plane, Rail Engine, Ports, Contraceptive, etc.) having special characteristics and capacity - Minimum 14 days.
- ✓ Emergency when OTM (ICT/NCT) is not feasible- Minimum 07 days.
- ✓ Policy of Standardization (if there is)- Minimum 14 days.
- ✓ Enlisted supplier/ Contractor- Minimum 10 days (Emergency: 05 days)
- ✓ Procurement under the specific circular of the Ministry of Industry: 14 days
- ✓ Re-Tender: It may reduce in 07 days (Emergency: 05 days)

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Items in the Format of Procurement Plan

- Package Number
- Description of Procurement Item
- Unit & Quantity
- Procurement Method & Type
- Contract Approving Authority
- Source of Funds
- Estimated Cost In Tk. million

- Time Code for Process:
 - ✓ Planned Dates
 - ✓ Planned Days
 - ✓ Actual Dates
- Pre-Qualification (Works)
- Invite/Advertise/Request for Tender Quotation
- Advertise EOI
- Issue RFP (Service)

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Items in the Format of Procurement Plan

- Evaluation of Tender/Proposal (2 Weeks to 4 Weeks)
- Approval of Award (1 week to 6 weeks)
- Notification of Award (Within the 7 days of Tender Approval)
- Signing of Contract (Within the 28 days of NOA)
- Completion of Contract
- Total Time

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Vital Point for Annual Procurement Plan

Seminar #01-03
 Slide No.20/20



- ✓ Preparation of Cost Estimates considering Life Cycle Cost
- ✓ Selection of Procurement Method

Singapore Public Procurement Authority (SPPA)

Three weeks training on Public Procurement Management

Preparation of Cost Estimate

According to Public Procurement Rules, the Procuring Entity has to prepare the cost estimate in **two situations**:

1. Estimated cost (EC) in Procurement plan
2. Official cost estimate (OCE) before advertisement

At the beginning of each financial year a PE shall update the Total Procurement Plan and the estimated cost on annual basis, in a rational manner having regard to, among other things, the expected flow of funds.

Session 01-04
Slide No. 32/34

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Consideration for Official Cost Estimate

- Transport cost
- Overhead
- Profit
- Risks
- Geographical Location
- Complexity
- Backwardness
- Distance from district headquarter
- Value added tax (VAT)
- Advance Income Tax (AIT)
- Other factors

Rule 25(9) PPR2025

Session 01-04
Slide No. 34/34

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Official Cost Estimate

PE shall prepare the **official cost estimate (OCE)** for the Procurement **before** finalisation of the Tender or Proposal documents or before invitation of the Tender or Proposal by 3 members committee (including a member from other PE). In preparation of the official cost estimate following matter mandatorily considered.

Rule 25(09) PPR2025

Session 01-04
Slide No. 32/34

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

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Rule 25(10) PPR2025

Session 01-04
Slide No. 33/34

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

SESSION M2_4


Three-weeks Basic Training
on
Public Procurement Management
 Topic: Technical Specification
 Bangladesh Public Procurement Authority (BPPA)
 Implementation Monitoring and Evaluation Division
 Ministry of Planning, Bangladesh

Session M2-4
Slide No. 4/10

Information in Specifications

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See Section 7: Technical Specification


 Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Session M2-4
Slide No. 5/10

Presentation Outline

01 Purpose & Aim in Writing Specifications	02 Information in Specifications
03 Trade Mark Precaution	04 Types of Technical Specifications
05 Performance Based Specifications	06 Writing Specifications
07 Elements of Specifications	08 Road Roller Specification
09 Environmental Specifications	10 Social and Other Factors

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Session M2-4
Slide No. 5/10

Information in Specifications

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 Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Session M2-4
Slide No. 6/10

Purposes & Aims in Writing Specifications

Main Purposes	Aims in Writing Specifications
• To provide clear unambiguous and standard descriptions	✓ Provide enough Information for suppliers to decide cost
• To enable evaluation against defined criteria	✓ Permit evaluation against stated criteria
• To promote wider competition	✓ State acceptance requirements (tests etc.)
	✓ Contain only essential features required
	✓ Provide equal opportunity to all suppliers
	✓ Provide opportunity for alternate technology where appropriate
	✓ Comply with legal and Entity requirements

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Session M2-4
Slide No. 6/10

Trade Mark Precaution

PPR2025 Rule - 38

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 Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Types of Technical Specifications

Session H2-4
Slide No. 7/18

Design Based Specifications

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- Lays down capacity and performance for a specific purpose.
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Physical Property Based Specifications

- Used for metals, commodities, hardware, pipes, cables, rails.

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

Writing Specifications

Session H2-4
Slide No. 10/18

DO

- Use simple language
- Define terms/acronyms
- Must be easily readable
- Must have logical structure
- Short paragraphs
- Attractive layout
- Systematic Numbering
- Ensure good grammar
- Readable by non-specialist

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

Performance Based Specifications

Session H2-4
Slide No. 8/18

- Description of Work
- Output required (in amount of quantity)
- Quality and Performance Standards
- Measurement of Performance
- Ancillary Services Required

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

Writing Specifications

Session H2-4
Slide No. 11/18

DO NOT

- Use complicated language (jargon/undefined terms)
- Be vague
- Be too exact
- Over specify
- Use Trade or Brand names
- Use unnecessary standards
- Conflict with other documents
- Provide unnecessary information

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

Writing Specifications

Session H2-4
Slide No. 9/18

Continuous liaison between User, Specification Writer (Expert), Procurement Staff (PE) and the Market Place.

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

Elements of Specifications

Session H2-4
Slide No. 12/18

Characterised By

- Function
- Purpose
- Technical Aspects

Need

Performance

Bangladesh Public Procurement Authority (BPPA)
Three weeks training on Public Procurement Management

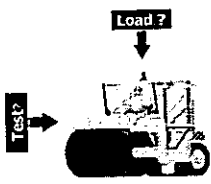
Road Roller Specification Standard M2-6 Slide No.33/18

Performance Aspects?

Static Linear Pressure:
Average static linear load should be

i) **Front Roll**
With Ballast: 310 N/cm² (minimum)

ii) **Rear Roll**
With Ballast: 410 N/cm² (minimum)

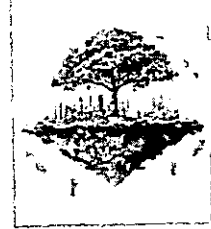
Test? 

Load?

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Environmental Requirement Standard M2-6 Slide No.34/18

- ✓ Environmentally friendly equipment and Specifications
- ✓ Minimum pollution in use or disposal
- ✓ Energy efficiency and future demands
- ✓ Support equipment and future availability
- ✓ Third party support and development



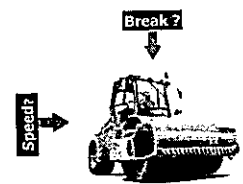
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Road Roller Specification Standard M2-6 Slide No.35/18

Functional Aspects?

Travel Speed:
i) More than two speed transmission (forward & reverse)
ii) Upper Limit of Travel Speed : 14 km/hr (minimum)

Brake System:
Service Brake: Hydrostatic
Parking Brake: Hydro-mechanical emergency stop device.

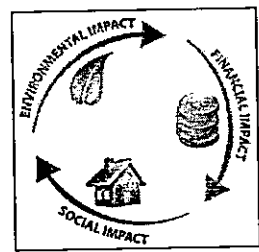
Speed? 

Break?

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Social and Other Factors Standard M2-6 Slide No.37/18

- Public acceptability
- Employment effects and Labour generation
- Life Span costs and commitments
- Information sources
- Public Image
- Political implications



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Road Roller Specification Standard M2-6 Slide No.38/18

Technical Aspects?

Engine:
Rated Power: The engine should be capable to produce minimum 60 kw at its constant operating speed of 2400 rpm (minimum).

Scraper: Scraper must be fitted for each roller drum on both sides.

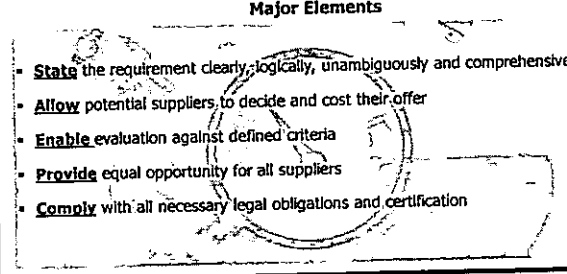
Element Material Manufacture Fixture Standards 

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Good Specifications Standard M2-6 Slide No.39/18

Major Elements

- **State** the requirement clearly, logically, unambiguously and comprehensively
- **Allow** potential suppliers to decide and cost their offer
- **Enable** evaluation against defined criteria
- **Provide** equal opportunity for all suppliers
- **Comply** with all necessary legal obligations and certification



Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Session: M1-3
Slide No 1/31

Steps in Procurement: Goods & Works (National & International)

S. M. Moin Uddin Ahmed
CEO (Secretary), BPPA

BPPA MED Three week training on Public Procurement Management EDCB

Session: M1-3
Slide No 4/31

Step 1: Procurement Needs Assessment

Procurement Needs Assessment The researcher conceptualized that procurement planning entails the assessment of procurement needs and this involved identification of needs, determination of scope of goods, works or services required, procurement strategies or methods to be deployed and setting of timeframes and accountability for the full procurement process.

Need Assessment (Goods):

- Fix up Total Demand
- Making Inventory
- Quantity to be purchased equal to total demand minus stock available

Feasibility study (Works) means "being possible". It is the study of the possibility of something rolling into action and achieving its target. It is an assessment of the practicality of a proposed plan.

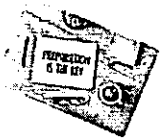
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Session: M1-3
Slide No 2/31

Steps in Procurement Cycle

Steps:

1. Needs Assessment
2. Annual Procurement Plan
3. Specification/ToR/BoQ
4. Official Cost Estimate
5. Tender/Proposal Document preparation
6. Committee Formation and Advertisement



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Session: M1-3
Slide No 3/31

Step 2: Annual Procurement plan (APP)

Preparation of PP shall be mandatory for all PE's

- At the beginning of each financial year
- Quarterly update
- Shall be published (notice board, website, bulletin)
- Posted on BPPA Website (for procurement above certain value)
- Good market knowledge is essential; if you don't know what is available, you cannot formulate a good procurement request

Act [Section-11]
Rule [Rule 25 & 26]

Refer to TPP for Development projects

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Session: M1-3
Slide No 3/31

Steps in Procurement Cycle

Steps:

7. Submission of Tender/Proposal
8. Opening
9. Evaluation
10. Approval
11. Notification of Award
12. Contract Award
13. Contract Administration & Management
Acceptance, Payment, Warranty/Defects Liability Period, Termination, LD etc.

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Session: M1-3
Slide No 4/31

BENEFITS OF PROCUREMENT PLANNING

Careful & detailed procurement planning is essential for quality project execution

- Speeds up the procurement process & reduces project implementation delays
- Reduces possibility of errors & reduces subsequent work
- Contributes to enhanced project quality & efficiency

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Step 2: Annual Procurement plan (APP)

Session: M1-3
Slide No 7/31

KEY ISSUES

- Classified by category such as Goods, Works, Physical services and Intellectual and Professional Services
- Separate for Development Project and Operational Budget
- Total Procurement Plan for the entire project period in the Formats prescribed by the Government from time to time for DPP or TPP
- Standard format for APP refer to Schedule V (Part B to E)

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Steps in Procurement Cycle

Session: M1-3
Slide No 10/31

Main Purpose: Rule 38

Step 3: Specifications/Tor/BoQ

Allowing potential suppliers/contractors/ consultants to decide and price their offer



- Clear, unambiguous standard descriptions compliant with PE requirements
- Preparation in a non-restrictive manner so that a fair and open competition is possible
- Equal opportunity to all suppliers
- Opportunity for alternate design
- Enable evaluation against defined criteria

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ESCB

ELEMENTS OF PROCUREMENT REPARATION

Session: M1-3
Slide No 8/31

Strategic Procurement Planning considers:

- Market Research and Analysis
- Capacity Assessment of PE
- Risks Assessment and Mitigation
- Decide about Contract Packages
- What (like items, lots, values, capacity)
- How (ICT, NCT)
- When (Each Step, Each Package)
- Who (to do, to review)



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Steps in Procurement Cycle

Session: M1-3
Slide No 11/31

Step 4: Official Cost Estimate

- Present Market related information like Transport cost, Overhead, Profit, Insurance cost, VAT, TDS are important for rate fixup
- A 3 to 5-member committee will prepare the specifications and the OCE
- If the OCE is higher than the estimated cost, the HOPE will approve, if not higher, officer authorized by HOPE or AA (if AA below HOPE) will approve
- Opening committee will open OCE (Other than LTM, National, Works) and make a note in the Tender Opening Sheet

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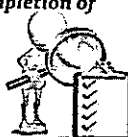
ESCB

ANNUAL PROCUREMENT PLAN

Session: M1-3
Slide No 9/31

Step 2: Procurement Planning

- Select lot/package
- Method & Type
- Estimate cost
- Decide approving authority
- Decide time frame from IFT to Contract
- Decide total time of delivery/ completion of contract
- Approval of procurement plan



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ESCB

Steps in Procurement Cycle

Session: M1-3
Slide No 12/31

Step 4: Sample of rate analysis of official cost estimate

First class brick work (1:4) in foundation and plinth				
Considering unit of work 100 CB				
a) Bricks	1100 nos	@ Tk	4000.00 per 1000 nos	= Tk 4400.00
b) Sand (P.M. 1.5) live. wastage	32.00 CB	@ Tk	900.00 per 100 CB	= Tk 288.00
c) Cement	6.50 bags	@ Tk	365.00 per bag	= Tk 2372.50
d) Head Mason	0.10 nos	@ Tk	180.00 each	= Tk 18.00
e) Mason	1.00 nos	@ Tk	150.00 each	= Tk 150.00
f) Skilled labour	1.00 nos	@ Tk	120.00 each	= Tk 120.00
g) Ordinary labour	1.50 nos	@ Tk	100.00 each	= Tk 150.00
h) Curing (3 days)	1.75 nos	@ Tk	100.00 each	= Tk 175.00
i) Local cartage, storage & sundries			1.50	= Tk 30.00
			Total	= Tk 7732.50
			Contractor's profit	= 10.00 % = Tk 773.25
			Overhead Expense	= 3.50 % = Tk 270.63
			VAT	= 4.50 % = Tk 347.95
			Grand total	= Tk 9124.33
			So, Rate per CB	= Tk 91.24
			So, Rate per Cum	= Tk 3222.18
			Rate per cubic metre	= Tk 3222.00

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Steps in Procurement Cycle Session: M1-3 Slide No. 13/31

Step 5: Tender/Proposal Document Preparation

- Instruction to tenderer for tendering process
- Details information for tenderer (TDS)
 - Description of tender and contract terms (GCC & PCC)
 - Required standard forms
 - BOQ for works and schedule of requirements for goods
 - Detailed description of the essential technical and performance characteristics of Goods/ Works & ToR for services
 - Drawings

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Standard Tender Document Session: M2-1 Slide No. 16/16

PE is responsible for the preparation and issuing of the Tender Document

- Section 1 Instructions to Tenderers (ITT) - No change by PE
- Section 2 Tender Data Sheet (TDS) - Information and data added by PE
- Section 3 General Conditions of Contract (GCC) - No change by PE
- Section 4 Particular Conditions of Contract (PCC) - Information and data added by PE

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STANDARD DOCUMENTS Session: M2-1 Slide No. 14/14

PE follows STD/SRFP Rule 4

Encourage eligible, qualified Tenderers/ Applicants to participate

Provide equal opportunities and clear evaluation criteria

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CONTENTS Session: M2-1 Slide No. 17/16

PPR 2025 ITT - 8

Tender Document

PW 3

LAYOUT

Section 1 Instructions to Tenderers (ITT)

Section 2 Tender Data Sheet (TDS)

Section 3 General Conditions of Contract (GCC)

Section 4 Particular Conditions of Contract (PCC)

Section 5 Tender and Contract Forms

Section 6 Bill of Quantities

Section 7 General Specifications

Section 8 Particular Specifications

Section 9 Environmental and social specifications

Section 10 Drawings

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S. TENDER DOCUMENT TO TENDER DOCUMENT Session: M2-1 Slide No. 15/16

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Standard Tender Document (National) For Procurement of Works [Open Tendering Method] (for values above BDT 3 Crore) (without pre-qualification)

Bangladesh Public Procurement Authority Implementation Monitoring and Evaluation Division Ministry of Planning

September 2022 PW3

→

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Tender Document (National) For Construction of staff quarter [Open Tendering Method] (without pre-qualification)

Public Works Department Ministry of Works

Dec. 2022 PW3

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Steps in Procurement Cycle Session: M1-3 Slide No. 18/31

Step 6: Committee formation & IFT



Public Procurement Committees

Act [Section- 6 & 7] Rules [Rule- 9, 10, 11, 14, 15, 16, 17 & 18]

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Steps in Procurement Cycle Session: M1-3 Slide No 19/31

Step 6: Committee formation & IFT

PUBLIC PROCUREMENT COMMITTEE

1. Specification and Estimation Committee (Rule 9)
2. Tender/Proposal Opening Committee (TOC/POC) (Rule 10)
3. Tender/Proposal Evaluation Committee (TEC/PEC) (Rule 11)
4. Technical Sub-committee(TSC) (Rule 11)
5. Enlistment Committee (Rule 14)
6. Variation Assessment Committee (Rule 15)
7. Technical Inspection and Acceptance Committee (TIAC) (Rule 16)
8. Contract Termination Review Committee (CTRC) (Rule 17)
9. Debarment Review Committee (Rule 18)



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STEP 8: TENDER OPENING (Rule 117) Session: M1-3 Slide No 22/31

- Tenders shall be opened at the time and place specified in the Invitation for Tender (IFT) in presence of the interested Tenderers or their authorized representatives
- Persons not associated with the Tender are not allowed to attend the opening of Tenders
- Tender opening shall not be delayed on the plea of absence of Tenderers or his or her representatives, as the presence of Tenderers or their authorized representatives is optional
- Information be read out to all present and recorded in TOS



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Steps in Procurement Cycle Session: M1-3 Slide No 20/31

Step 6: Committee formation & IFT

ADVERTISEMENT OF INVITATIONS Rule - 110

All invitations, where the procurement is open to competition, shall be publicly advertised

PROCUREMENT OPPORTUNITIES

IFPQ

IFE

REOI

IFT

ANY OTHER

Follow FORMATS in Schedule X, XI

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STEP 9: TENDER EVALUATION (Rule 118) Session: M1-3 Slide No 23/31

- Preliminary examination:
 - ✓ Eligibility, completeness, Tender Security
 - ✓ Tender validity period-not complied, eliminated
 - ✓ TEC may seek clarification, not changes in Price or substance
- Technical examination, adequacy, authenticity and acceptability, technical compliance- responsiveness
- Evaluation against criteria
- Financial evaluation & price comparison and assessment of comparability to OCE
- Post-qualification

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Steps in Procurement Cycle Session: M1-3 Slide No 24/31

STEP 7: TENDER PREPARATION/SUBMISSION

Tenderers' activities:

- May seek clarification of Procurement Documents and attend Pre-tender Meeting(if held), Site visit
- May withdraw, substitute or modify tender before deadline
- Tender forms completed and signed
- Tender security posted
- Tender submission right time, right place



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PROCUREMENT CYCLE Session: M1-3 Slide No 24/31

Step 10: Approval (Rule 122)

Evaluation report approved by Approving Authority (AA)
AA determined by DoFP

Step 11: Issue NoA (Rule 123)

PE/Successful-Tenderer activities:

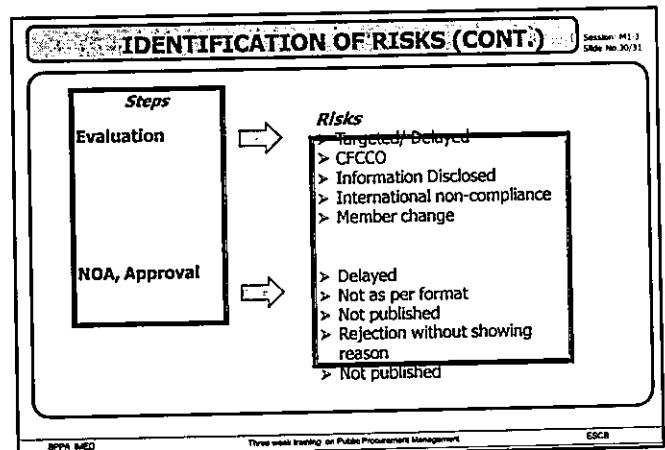
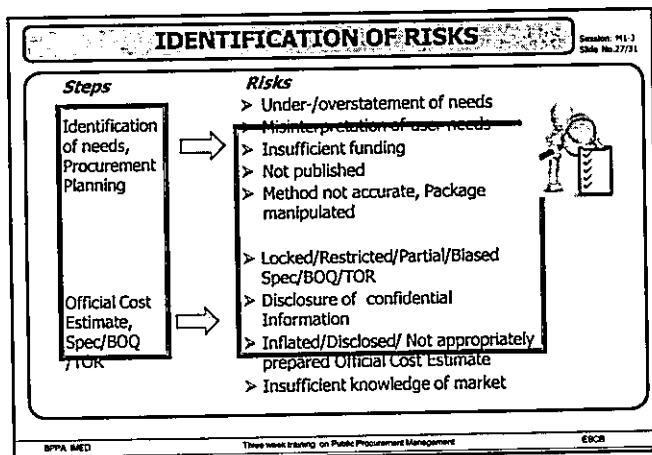
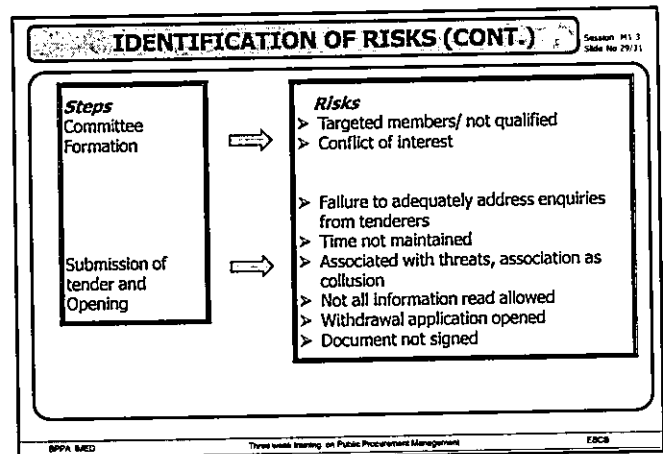
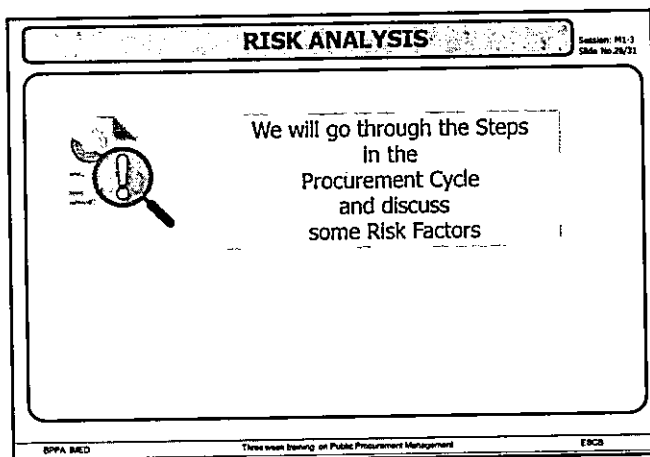
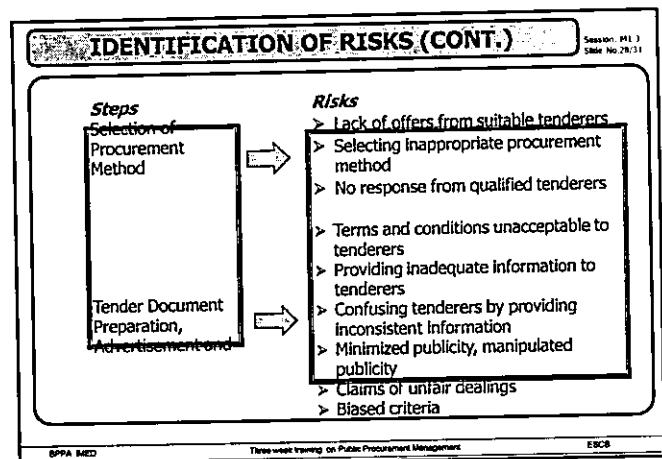
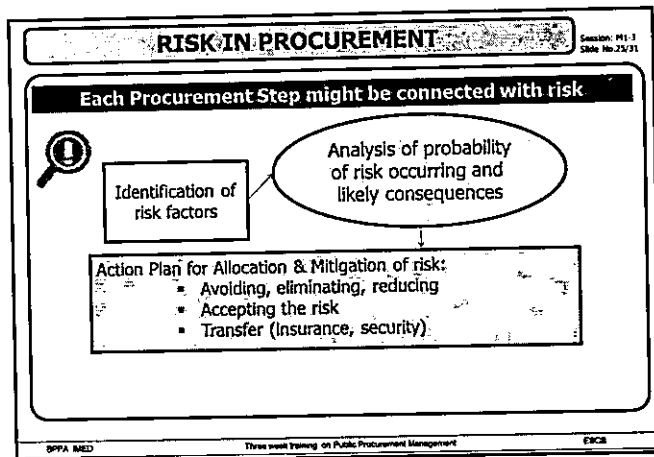
- Notification of award (NOA) within 7WD but before expiry of tender validity date from receiving of approval whichever is earlier.
- Performance security posted (within set deadline)

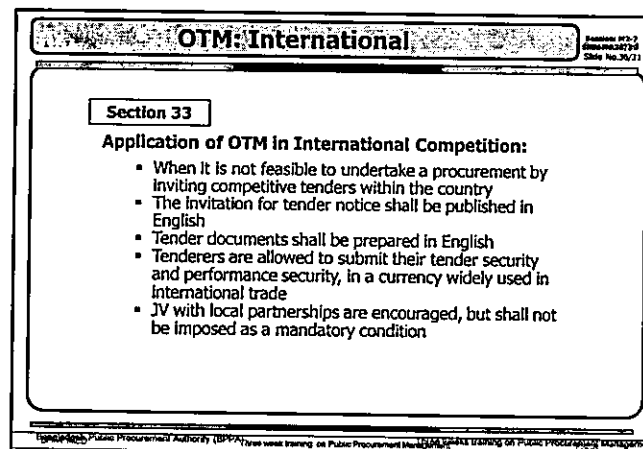
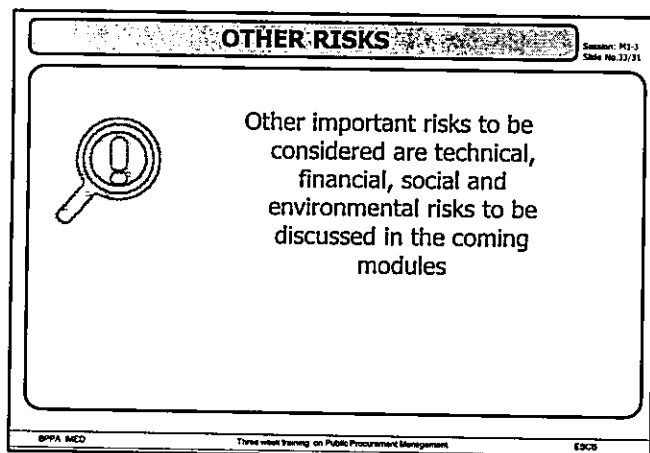
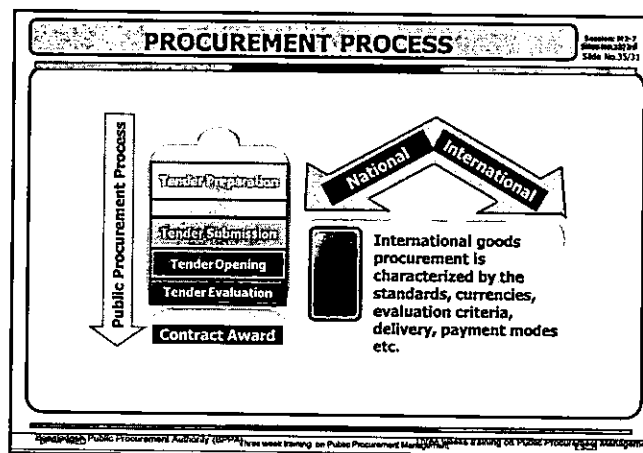
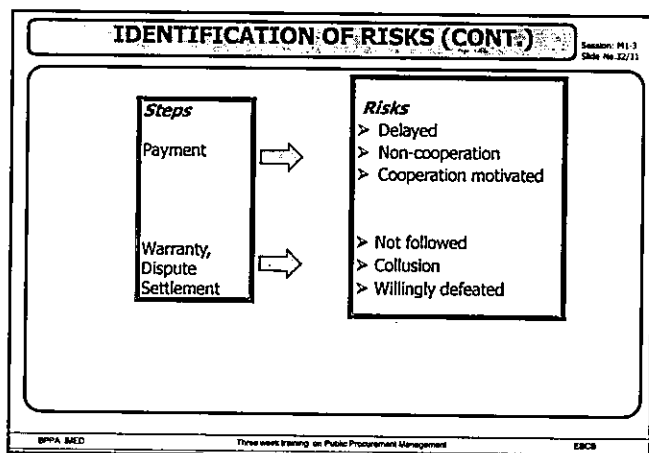
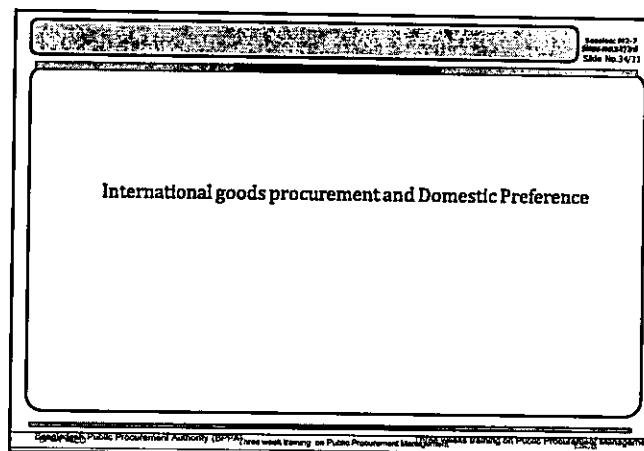
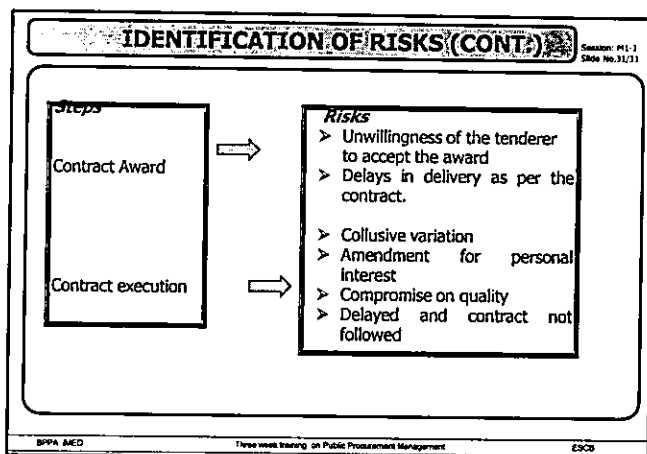
Step 12: Signing of contract by both parties (Rule 123)

Step 13: Execution following contract terms (Rule 30, 31, 32, 33, 34, 35, 36, 37, 38 & 39,)



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OTM: International (contd.)

Section 102-2
Annex 207/06
Date No. 17/71

Rule - 102

Conditions and Procedures:

- Time for submission shall be sufficient to allow the invitation to reach all potential Tenderers and to enable them to prepare and submit Tenders;
- Technical specifications shall be based upon international standards;
- Where the Bangladesh standard is thought to be unique, the words "or equivalent" shall be added to allow wider competition;
- The currency/currencies allowed to quote Tender Price, TS or PS shall be mentioned in TD and accordingly the contract and payment shall be made in the in the quoted currency/ currencies;
- INCOTERMS shall be used, where applicable

OTM (International): Domestic Preference

Section 102-2
Annex 207/06
Date No. 17/71

Rule - 102

Conditions and Procedures:

TD must include **Domestic Preference** to provide local manufacturers, suppliers and contractors with a price advantage over their international competitors for the purpose of promoting domestic products or industries. :

- ☐ Max 15% of Delivered Price for Goods
- ☐ Max 7.5% of Contract Price for Works

For relaxation of Domestic Preference, recommendation from Cabinet Committee of Economic Affairs (CCEA) is required [Section 33(c)(vii)]

Domestic Preference (contd.)

Section 102-2
Annex 207/06
Date No. 17/71

Domestic preference shall be a factor in Tender Evaluation, unless otherwise specified in the TDS. Tenders will be classified in one of two groups.

B
Tenders offering Goods manufactured outside Bangladesh that have been already imported

A
Goods manufactured in Bangladesh, Labour, raw materials; and components from within the Bangladesh account for more than thirty (30) percent of the EXW price

B
Tenders offering Goods manufactured outside Bangladesh that will be imported

Will get domestic preference

ITT 51, 54 PG4, Act 33, Rule 102 (1)(e), (2)

Module:5

**Artificial Intelligence
(AI) in Governance**

Procurement of Intellectual and Professional Services

Expression of Interest and Shortlisting

Bangladesh Public Procurement Authority (BPPA)
Implementation Monitoring and Evaluation Division
Ministry of Planning, Bangladesh

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 **Short-listing** Session No-2
Slide No-4/18

Basic Consideration

SHORT-LISTING

>Why Short-listing?

- Time saving and less-expensive for PE to invite and evaluate
- Limited competition among qualified consultants that are capable & can be trusted to deliver the required services at the desired level of quality
- It increases the chance of selecting the best consultant

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 **Intellectual and Professional Service** Session No-2
Slide No-2/14

Methods:

- > Quality and Cost Based Selection(Rule 124(2)(A))
- > Fixed Budget Selection
- > Least Cost Selection
- > Community Service Organization Selection
- > Individual Consultant Selection;
- > Single Source Selection;
- > Selection Based on Consultant Qualifications;
- > Design Contest Selection; normally no EOI.

Exception: Physical Services

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 **Applicability of EOI** Session No-2
Slide No-3/14

Methods to follow EOI

- > Quality and Cost Based Selection
- > Fixed Budget Selection
- > Least Cost Selection
- > Community Service Organization Selection
- > Individual Consultant Selection; **not necessarily always EOI required Rule- 133(10)**
- > Selection Based on Consultant Qualifications; **EOI from Database Rule- 129(3)[Up to BDT 50 lac, result publish based on ranking]**
- > Design Contest Selection; normally no EOI, in case of difficulty invite EOI by wide advertisement Rule- 132(3)

Exception: Single Source Selection

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 **Request for Expression of Interest (REOI)** Session No-2
Slide No-4/14

Basic Consideration

>Why Request for Expression of Interest (REOI)?

For background information about the Interested Applicants
(parallel to pre-qualification)

REOI

EOI will lead to short-listing

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 **Advertisement & Submission** Session No-2
Slide No-4/14

PPR2025 Rule-110(2)(a)

PROCUREMENT OPPORTUNITIES

IFPQ IFE **REOI** IFI Any Other

Request for EOI

Submission Time limit Schedule II, Rule 135(2)
Minimum 14 days for National Procurement
Minimum 21 days for International Procurement

Format of REOI advertisement is in Schedule 16 (Part-A & B)

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Advertisement: Choosing Newspaper Session No-2 Slide No.2/14

PPR2025 Rule-110

- > National Level Newspapers of wide daily circulation commonly known & ubiquitously accepted; at least one Bangla & one English newspapers
- > Ensure publication in each copy of every edition of the day if more than ONE edition on that particular day
- > All invitations must be posted in the PE's website, if any
- > Subsequent changes or amendments relating to Request for EOI must be re-advertised preferably in the same newspapers & websites
- > For International Procurement-English Newspapers or Publications of Wide International Circulation, or in www.dgmarket.com or www.devbusiness.com

Posting in BPPA's website: for Services of Tk. 50 Lacs and above

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Opening of EOIs Session No-2 Slide No.10/14

PPR2025 Rule-136

- > May be submitted by courier, mail, fax or e-mail
- > **No public opening**
- > Immediately after the deadline of submission
- > PE invites a meeting of the POC
- > POC opens EOIs
- > POC sends EOIs to PE

POC's task: to open & record the name of Applicants & any other pertinent details

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Contents of REOI Session No-2 Slide No.3/14

PPR2025 Rule-135(3)

Main Features

- > Name & address of PE
- > Scope of work
- > Requirements concerning experience, resources, professional staff & delivery capacity that indicate Applicants' qualifications for the assignment
- > Place & deadline for submission of EOI
- > Any other details concerning the assignment

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Short Listing Process Session No-2 Slide No.11/14

PPR2025 Rule-137

Evaluation

- > PEC reviews and assesses the EOIs received to prepare a short-list
- > **Qualification scale (not marking)** of Excellent, Very Good, Good & Poor based on:
 - brochures summarizing Applicants' facilities & areas of expertise
 - descriptions of similar assignments
 - experience in similar operating environments & conditions
 - Appropriate experience, professional qualifications, adequate resources, managerial strength & financial capacity

PEC prepares a short-list of not <4 and >7

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Submission of EOI Session No-2 Slide No.12/14

PPR2025 Rule-135(4)(5)(6)

- > EOI shall be submitted by the due date & time & to the place specified in the advertisement
- > Multiple Dropping is not permissible
- > JVCA:

The request for EOI may mention that the formation of JVCA is encouraged, but cannot make it mandatory

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Short Listing Process Session No-2 Slide No.13/14

PPR2025 Rule-137

- > If short-list is < 4, the PEC shall review and verify:

• The format of REOI
 • The requirements of PE
 • Properly advertised

 → If OK, then PEC can recommend for approval of the HOPE
- > For greater competition, with the direction of HOPE, the assignment may be amended appropriately and re-advertised for wider publicity as per Rule 137(8)

PE shall not practice this re-advertisement as a routine matter

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Short Listing Process Session No-2 Slide No.12/14

PPR2025 Rule-138

Approval of Short-listing & debriefing

➤ After approval of the EOI by the HOPE or AO, all Applicants shall be informed whether or not they have been short-listed



(4) not include more than 2 firms from the same country & at least 1 firm from a developing country (International)

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SUBMISSION OF PROPOSAL Session No-2 Slide No.13/14

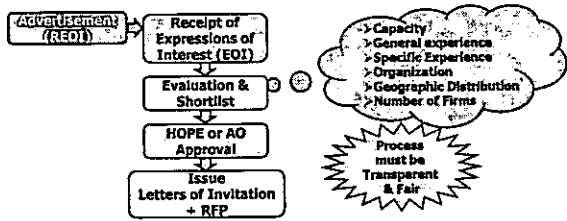
PPR2025 Rule- 140

Consultants consider the following when submitting Proposals:

- A short-listed firm is not allowed to form a joint venture with a firm that has not been short-listed without the approval of the Procuring Entity
- A short-listed Applicant shall not participate in more than one Proposal
- The majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it
- The *curricula vitae* shall be signed by the individual Consultants & dated. Ensure accuracy and commitment of key staff submitted with the proposals
- A key professional shall not be proposed by more than one Firm, except for a nominated sub-consultant

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Short Listing Process Session No-2 Slide No.13/14



Use format for LOI in SRFP

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Opening Session No-2 Slide No.17/14

PPR2025 Rule- 140 Methodology

- PE convenes the meeting of the Proposal Opening Committee (POC)
- Only Technical Proposal shall be opened first
- The Financial Proposals shall be kept closed in the safe custody of the HOPE until such time as the evaluation of technical Proposals has been completed
- A minutes of proposal opening shall be drawn by POC
- POC sends the Technical Proposals and the record of opening in a *closed envelope* through PE to the Proposal Evaluation Committee for evaluation

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Proposals Session No-2 Slide No.18/14

Submission by Consultants
Opening by POC
Evaluation By PEC



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MAIN STAGES Session No-2 Slide No.18/14

QCBS



Technical Proposal Evaluation
↓
Financial Proposal Evaluation
↓
Combining Scores

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BROAD PRINCIPLES: QCBS

Evaluation in two steps

- First quality & then cost
- No access to Financial Proposals until Technical Proposals evaluated by PEC & approved by HOPE, AO or AA (if below HOPE)
- PEC works continuously on each evaluation
- PEC members evaluate themselves only; no delegation

No FP before TP approval

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TECHNICAL PROPOSAL

5- General Criteria for Evaluation

- Specific experience
- Adequacy of the proposed Methodology & Work plan
- Key Staff's Qualification and Competence
- Transfer of knowledge i.e. Training, if any
- National participation; in case of International Procurement

May have sub-criteria

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EVALUATION BY SET CRITERIA

- Evaluate Technical Proposals in accordance with criteria set in RFP following provisions in the Act, 2006 & Rules, 2025
- Even Single Proposal duly received may be sent to PEC for evaluation
- Financial Proposal of even SINGLE technically qualified Applicant may be evaluated with approval of HOPE, AO or AA (if below HOPE)

May be single proposal or single technically qualified proposal

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GOOD PRACTICE OF GRADING

Traditional Scoring

POOR = 40%

SATISFACTORY = 70%

GOOD = 90%

EXCELLENT = 100%

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SCORING IN EVALUATION

- Each PEC member separately evaluates & scores &, then averaged
- Non-compliance with the mandatory requirement of TOR shall result in rejection of proposal
- Major difference in scores between PEC members are dealt with by PEC Chairperson

2 1 3

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TYPICAL TECHNICAL QUALITY EVALUATION

An Example

Criteria	Sub-criteria	Score	Weight	Weighted Score
Experience 6 Points	Technical Approach & Methodology 20 points	75	20 x 75 %	14.0
	Work Plan 18 points	90	18 x 90 %	14.4
	Organization & Staffing 12 points	40	12 x 40 %	4.8
	Staff Quality 30 Points			
Transfer of Knowledge 8 Points				
Local Participation 8 Points				
Total Score of Methodology				33.2

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SAMPLE STAFF EVALUATION Session No-2 Slide No.26/14

General qualifications

- General education and training
- Length of experience
- Positions held
- Time with Firm
- Experience in developing countries (If Int'l)

Adequacy for the assignment

- Specific education and training
- Experience in the specific sector/ field/subject

Intl. Procurement

- Experience in region
- Actual work experience in Bangladesh
- Knowledge of Bangla
- Local and Regional Culture
- Government organization

Interviews with Team Leader or Key Staff, if critical

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FINANCIAL PROPOSALS Session No-2 Slide No.28/14

Elements of Financial Proposals

- Financial proposal submission forms
- Summary of cost against staff remuneration, reimbursable expenses and taxes
- Breakdown of cost against staff remuneration, reimbursables, taxes/duties under the applicable law
- Taxes - Consultant is responsible for applicable taxes on amounts payable by the Client

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RESULTS OF TECHNICAL EVALUATION Session No-2 Slide No.29/14

Organizing the results

- Ranking of the technical quality of the responsive and complete proposals
- List proposals which have secured the minimum technical score
- List proposals which will be considered for Financial Evaluation
- List Applicants who will be invited to the public opening of the Financial Proposals upon approval by HOPE, AO or AA (If below HOPE)

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FINANCIAL PROPOSALS Session No-2 Slide No.30/14

PPR2025 Rule - 142

- Upon approval of the technical Evaluation Report by HOPE, AO or AA, the Consultants who attained at least the minimum technical score shall be invited to a public opening of their Financial Proposals (allow at least one week from notification)
- PEC shall announce the technical score for each Proposal which has achieved the minimum technical score, together with its respective price, at the public opening

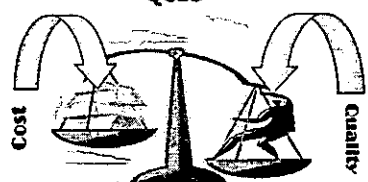
Minutes of public opening should be prepared & issued

- The Financial Proposal shall be checked to verify that it is arithmetically correct and any errors in calculation shall be notified to the Consultant
- Activities and items described in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items, if pricing of activities was required

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EVALUATION OF PROPOSALS Session No-2 Slide No.37/14

QCBS



Quality is the prime factor

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CORRECTION ASPECTS IN EVALUATION Session No-2 Slide No.38/14

- Where an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, PEC shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal

Example: If a Technical Proposal indicates the presence of the Team Leader at the assignment site for 12 months and the Financial Proposal indicates only 8 months, an adjustment should be calculated by adding the corresponding amount of staff remuneration to the proposed amount.

- Reimbursable items priced by the Consultant shall be reviewed both for arithmetical errors and content and if it is determined that an item has been included that is not required by the Consultant, it shall be omitted from the Proposal and not considered in the financial evaluation.

Example: The Consultant has priced office rent while the RFP indicates that the PE will provide it.

In the case of Lump-Sum Contract; no corrections shall be applied to the Financial Proposal

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Standard No-2
SMA No.32/14

QUALITY & COST

Step forward

QUALITY
(TECHNICAL SCORE)

AND

COST
(FINANCIAL SCORE)

Next Combined Scores

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Standard No-2
SMA No.32/14

SCORING THE FINANCIAL PROPOSAL

PPR2025 Rule- 143 Financial Score

The financial score of each Proposal shall be determined in a manner so as to ensure that the Financial Proposal with the lowest evaluated cost is given one hundred (100) points & other Proposals pro-rata points, reduced by the same percentage that the cost of their Proposal is higher than that of the lowest cost Proposal.

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Standard No-2
SMA No.32/14

COMBINING FINANCIAL & TECHNICAL SCORES

- ✓ Depends on the Method for Procurement
- ✓ Factors weighted and scores combined in accordance with method specified in the RFP

Proposal achieving highest total score invited for negotiations; if this fails second highest invited

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Standard No-2
SMA No.32/14

DETERMINATION OF FINANCIAL SCORE

Generic Formulae

- ✓ F_m = Lowest priced Proposal
- ✓ F = Price of Proposal under evaluation

$$\text{Financial Score} = \frac{100 \times F_m}{F}$$

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Standard No-2
SMA No.32/14

SCORING THE TECHNICAL PROPOSAL

PPR2025 Rule - 143 Technical Score

If a Technical Proposal achieved ninety (90) points and the weighting applied to this was eighty percent (80%), then by applying this weighting the technical score of the proposal would be ninety times eighty percent equals seventy-two ($90 \times 80\% = 72$).

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Standard No-2
SMA No.32/14

DETERMINATION OF FINANCIAL SCORE(CONT.)

An Example

If the lowest cost Financial Proposal is Taka one million, then the financial points awarded to it would be maximum one hundred (100) and the resulting financial scores would then be:

Proposal	Cost (Tk. Crores)	Points	Weight	Score
Lowest FP	1.00	100	20%	20.00
Next HFP	1.20	$100 \times 1/1.2 = 83.30$	20%	16.67
Next HFP	1.50	$100 \times 1/1.5 = 66.67$	20%	13.33

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CPD Session 36-3
Date: 06.30/14

HOW TO COMBINE SCORES ?

Rule - 143 Technical & Financial Scores

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

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CPD Session 36-3
Date: 06.30/14

EXERCISE

SEIP Project (Skills for Employment Investment Program), Finance Division, Ministry of Finance needs a consulting firm for processing their different types of procurement activities. They advertised for this selection (National) following Quality & Cost Based Selection (QCBS) method. After the EOI closing date and time 10 consulting firms submitted Applications out of which 6 firms were short-listed. 5 firms out of the 6 submitted Proposals (Technical and Financial). 4 firms passed in the technical evaluation. After opening the Financial Proposal the 4 firms' technical score and the Financial Proposal are given below in the Tabular Form:

Consulting firm	A	B	C	D
Technical Score (max 100)	90	87	89	82
Price in Million Tk.	66	60	62	64

Technical Score weightage is 80% and Financial Score weightage is 20%

PROVIDE RANKING AND WHO WILL BE INVITED?

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CPD Session 36-3
Date: 06.30/14

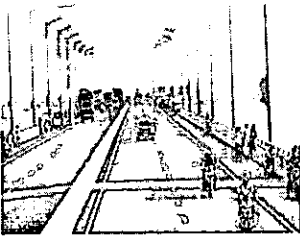
SOLUTION OF THE EXERCISE

Consulting firm	Technical Score (max 100)	Weighting 80%	Price in Million Tk.	Financial Score (max 100)	Weighting 20%	Combined Score
A	90	72	66	90.91	18.18	90.18 [2 nd]
B	87	69.6	60	100	20	89.60 [3 rd]
C	89	71.2	62	96.77	19.35	90.55 [1 st]
D	82	65.6	64	93.75	18.75	84.35 [4 th]

Consultant C will be awarded

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Welcome to the Electronic Government Procurement (e-GP) System



Facilitated By
Md. Masud Ahmed
Deputy Director, BPATC
Email: mahmedbpate@gmail.com

What Does we Procure?

1. Goods
2. Works
3. Services

Presentation Outline

- ☐ Basics, Goals, and Principles Public Procurement
- ☐ About the e-GP System
- ☐ Terms of e-GP
- ☐ e-GP Requirements
- ☐ TEC Formation in e-GP
- ☐ Present Statistics of the e-GP System
- ☐ Advantages of e-GP
- ☐ Limitations e-GP System

Join by Web: <https://pd22.com/masudahmed6230> Join by Text: Send masudahmed6230 to 37307



WHAT ARE THE GUIDING DOCUMENTS FOR PUBLIC PROCUREMENT

PPA-2006 AND PPR-2008 (A)

PPA-2006 AND PPR-2008, DoFP (B)

GOVERNMENT OF BANGLADESH

What Does Procurement Mean?

Procurement means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means

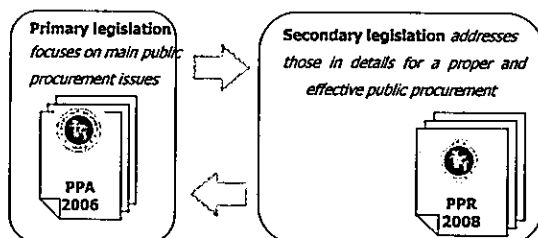
Public Procurement is Procurement using
Public Funds

Guiding Documents PPA & PPR

PPA 2006 and PPR 2025

PPA 2006 & PPR 2025

Guiding principle in designing PPA & PPR



Main Goals & Principles of Procurement

11. Mandatory negotiations in case of consultancy services (Section 60)
12. Contract award (Section 21-23 & 51-53)
 - Approval of successful tenderer
 - Notification of award to successful tenderer - NOA
 - NOA shall be published
 - Signing of contract
 - Notifying un-successful tenderers
13. Contracts shall be administered and managed according to PPR
14. Records of procurement shall be maintained

Main Goals & Principles of Procurement

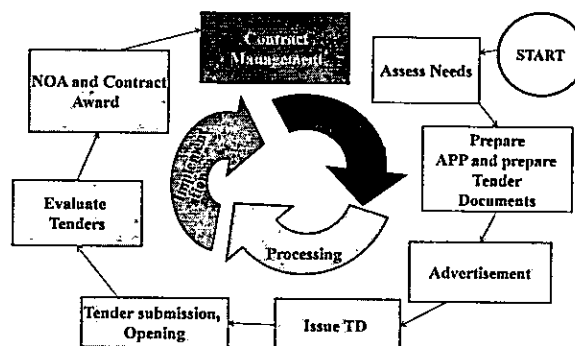
(1) Competition (Section 13)

- Access to information for all
- Objective terms
- Clear criteria for qualification and evaluation
- Minimum time limits for submission of tenders
- Non-discrimination

How to ensure competition?

Goals & Principles elaborated in Rules (PPR 2008)

Procurement Cycle



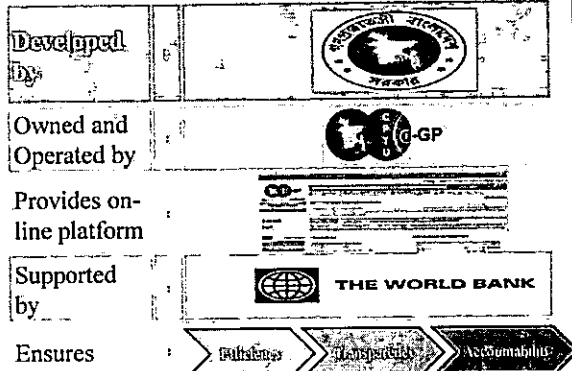
Main Goals & Principles of Procurement

2. Most Preferred Methods
3. Maintain standard of documents
4. Precise specification or TOR
5. Maintain integrity
6. Transparency
7. Accountability
8. Evaluation of tenders in compliance with pre-disclosed criteria (Section 48)
9. No negotiations in open tendering procedures as the main rule (Section 49)

e-GP System & Its Vision

- Web based system which encompasses the total procurement cycle and records the all-procurement activities & provide tender opportunities to all potential tenderers from Bangladesh and abroad.
- The vision is to enhance the efficiency, Accountability and transparency in public procurement through the implementation of a comprehensive e-GP solution to be used by all government organisations in the country.

About e-GP System



e-GP Requirements

- Users Registration
- Should have email address, which will be used for login to e-GP Portal
- Need to be sincere about giving password, when login; if user gives 3 times wrong password then that user id will be blocked.
- PC with Internet Connection
- Need certified browsers of Mozilla Firefox, Google Chrome and Internet explorer

Terms of e-GP

- PE-Procuring Entity
- HOPE-Head of Procuring Entity
- AU-Authorized User
- AO-Authorized Officer
- TEC-Tender Evaluation Committee
- TOC-Tender Opening Committee
- NOA-Notification of Award
- PA-Procuring Agency
- APP-Annual Procurement Plan

e-GP Admin

Three types of Admin in e-GP System

1. System Admin:

CPTU, IMED control every things of e-GP System

2. Organization Admin:

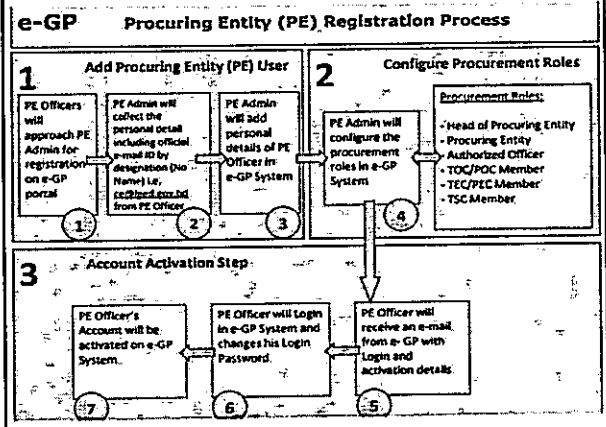
Computer Section of BPATC, Creation of PE Offices and Designations

3. PE Admin:

Every PE Office has PE Admin for user creation and user activities selection

Basis of e-GP

- According to section 65(2) of Public Procurement Act, 2006 the Govt. of Bangladesh introduced a guideline named "Bangladesh e-Government Procurement Guidelines-2025 (Revised)".
- In the section 128 of Public Procurement Rules, 2025 also suggested to use e-GP System.
- "Bangladesh e-Government Procurement Guidelines" published in the Bangladesh Gazette on 1st February, 2011.



Steeps in e-GP

1. Office Registration and Organization Admin Creation by CPTU
2. PE Office, Designation and User Creation
3. APP Creation and Approval by HOPE
4. APP Publishing and Tender Creation
5. TEC Formation and Approval by HOPE
6. TOC Formation and Approval by HOPE

TEC Formation in e-GP

- TEC is consisted with maximum three members.
- Two members must be selected from PE Office.
- Another member from other PE Office.
- Even TEC may be consisted with only two members from PE Office.

Steeps in e-GP.....

7. Documents Creation (TDS, Technical Specification, Required Papers, etc)
8. Notice Preparation and HOPE Approval for publishing the Tender
9. Notice, Tender will live in e-GP
10. Bidder will see notice, buy documents and submit Tender through online
11. Due time opened by TOC
12. Evaluation by TEC

TEC Formation in e-GP

	TEC	
	Manual Tender	E-GP System
Member Required	5-7	3
	At least 2 member from outside the Org./PE	2 members from PE office, 1 Other PE

Steeps in e-GP.....

13. Evaluation approval by HOPE
14. NOA Issuing by PE
15. Bidder will accept NOA
16. Contract Award to Bidder
17. Releasing Tender Security
18. Releasing Performance Security after warranty period

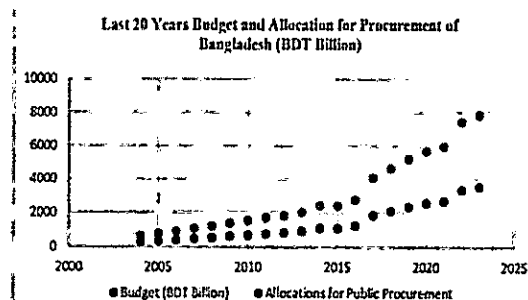


Figure 1: Yearly Budget and Approximate Allocation for Public Procurement;
Source: Author's Compilation using Bangladesh Budget Reports Data

Table 1: Number of Tenders Invited by Using e-GP System Over the Periods of Last 10 Years; Source: Author's Compilation using CPTU's Data

FY	No. of Tender Invited	No. of bidders Registered	Value of Tender (in crore Tk.)
FY 12-13	295	14	24
FY 13-14	1067	498	496
FY 14-15	9238	8436	5704
FY 15-16	15559	26102	20352
FY 16-17	22186	57935	48412
FY 17-18	33792	102958	91071
FY 18-19	46144	190131	869
FY 19-20	55648	247779	23362
FY 20-21	74516	400106	410163
FY 21-22	99109	600892	608681

Impacts of e GP

Item Name	2011-12	2018-19
Publication of procurement notices	-	100 %
Publication of information of contract award	-	100 %
Procurement lead time	95 days	43
Timely Tender Awarded	10%	90%
Share of rejected bids decreased	8%	3%
Average number of Bidders	4	22
Procurement Accomplished Electronically	-	65%
Improved market access and bidding environment compared to manual bidding		

Present Statistics of e-GP System

c-Tender/e-Proposals : 7,77,059

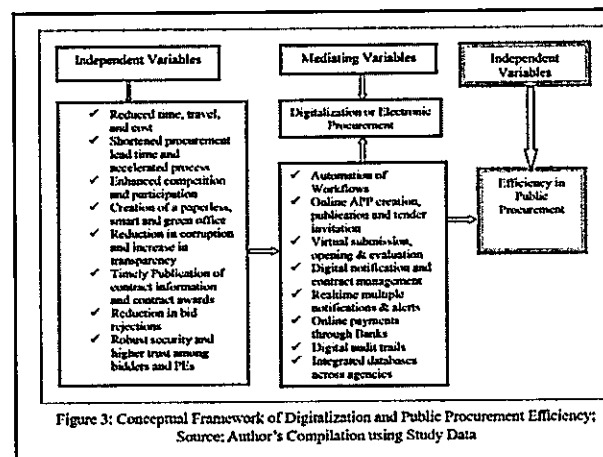
Amount : Tk 610,000 crore

Registered govt. Agencies) 1478

Registered Banks & Branches 54 & 8K+

Registered Development Partners 16

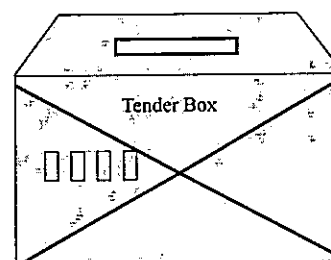
"Bangladesh spends approximately over \$10 billion annually on public procurement, comprising about 80% of its annual development program and 45% of total budget. Therefore, only about 1% savings of waste in procurement can build over 2000 more primary schools or 1500 km additional rural roads." CPTU



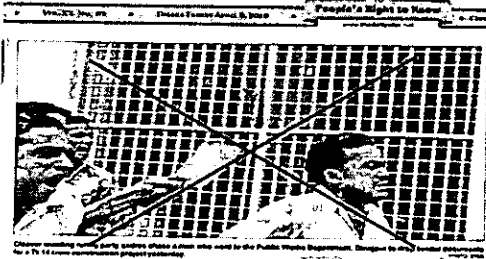
e GP Status of BPATC FY-17-18

SL	Item Name	Status
01	No. of PE Office	1
02	Tender Invited	12
03	Contract Awarded	11
04	Under Preparation and Live Tender	00 & 00
05	Estimated Budget of contract awarded tender	5.01 Crore
06	Real Cost of contract awarded tender	4.29 Crore
07	Wastage minimized/Savings from Estimated Budget(5-6)	72.00 Lac
08	Savings in %	14.37%

Advantages of e-GP

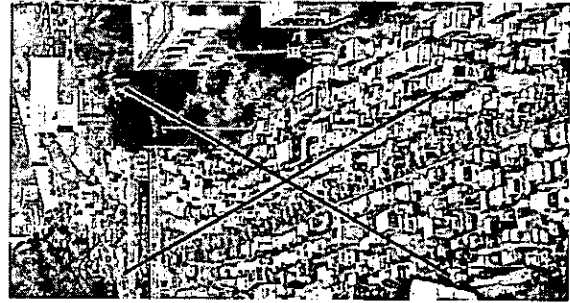


Advantages of e-GP.....



www.eprocure.gov.bd

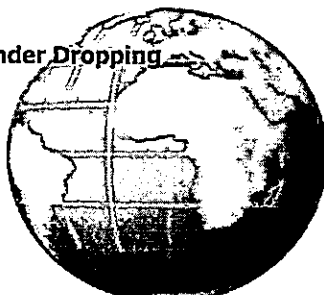
Advantages of e-GP...



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Advantages of e-GP...

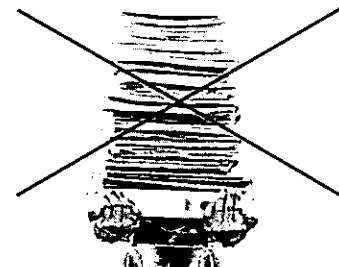
Tender can be submitted from anywhere of the world



ই-টেন্ডারিং এ
যে-বসেই
দরপত্র জমা
দেওয়া যায়

e-Tender Box

Advantages of e-GP...



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User Alert System in e-GP



Email Alerts go to the registered email address

eGP System Mail Box

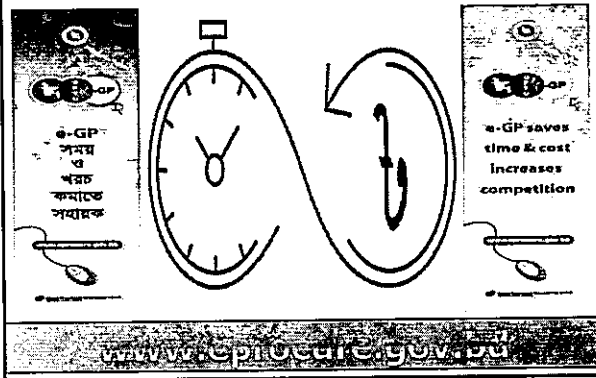
WWW.eprocure.gov.bd

Advantages of e-GP...



www.eprocure.gov.bd

Advantages of e-GP....



Limitations

- Language
- Training
- Repetitive
- Lack of technical know-how
- Staff dependence (PEs)
- Post Procurement Review

Advantages of e-GP...

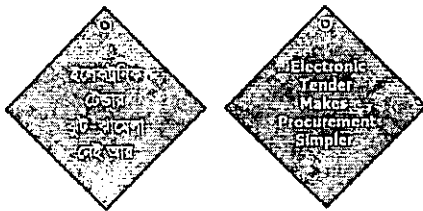


Table 2: Number of Visits Requires at Different Stages of Procurement by the Bidders to PE's Offices/Banks

Procurement Systems	Purpose of Visits						Total Visits
	To Purchase Documents	To Issue Tender Security (Bank)	To Submit Documents or Attend Tender Opening	To Accept Notification of Award (NoA)	To Issue Performance Security (Bank)	To Sign Contract	
Manual	1	1	1/11	1	1	1	6-7
e-GP	All these stages can be performed electronically						0

Thank You

Issues in International Relations Global Diplomacy and Negotiations

M. Humayun Kabir
Former Ambassador/Secretary
BPATC, ACAD 155
18 December 2025

Current challenges

- **Political:** Political challenges encompass issues such as political transition and uncertainty, leadership changes, change in direction of relationship can significantly impact the challenges of diplomacy. Sovereignty disputes, territorial conflicts, ideological differences can also complicate the situation.
- Leadership changes can lead to shifts in foreign policy priorities, influencing bilateral and multilateral engagements. Current Bangladesh situation exemplifies it and the role of partners are important areas to focus on.
- Diplomats must navigate the delicate balance between national interests and global cooperation, trying to resolve conflicts while promoting stability.

Preview

- Backdrop
- Current challenges
- Diplomacy and Negotiation
- Challenges
- Way forward

Security

- Security challenges in diplomacy cover a wide range of issues, from military conflicts and terrorism to weapons proliferation and cybersecurity threats.
- In this digital era, cybersecurity challenges further highlight the need for diplomacy to address evolving security threats.
- Diplomats often struggle with the sensitive task of finding peaceful solutions to ongoing conflicts and the proliferation of weapons of mass destruction poses a serious concern to the nation's development and harmony.

Backdrop

- Diplomacy is the primary means by which countries interact in its international relations, resolve conflicts, and establish mutually beneficial relationships.
- It is essential to remember that the unlike the implementation of domestic policy and practices, the practice of diplomacy is far from straightforward. It is filled with challenges and obstacles that diplomats and statesmen must navigate skillfully to achieve their goals. Reason: We control our domestic space, while we have no control over the external domain and yet must protect and promote our interest!
- We shall try to study the multifaceted challenges of international relations which diplomacy seeks to address, categorizing them into several key areas and uncovering potential solutions.

Economic Challenges

- Economic challenges in diplomacy often revolve around the complex interactions of people interests, trade imbalances, investment, technology transfer and economic disparities and debt, among nations.
- Negotiating trade agreements, tariff adjustment, and managing the impact of economic sanctions require diplomats to balance domestic economic priorities with the cooperation of the international community. Tariff deal with US and EPA negotiation with Japan, for example.
- Economic crises and disparities can lead to tensions, affecting diplomatic relations. Addressing these economic concerns through fair trade agreements, currency stability measures, and economic aid programs is crucial for fostering international collaboration and ensuring that economic considerations do not delay the activity of diplomatic solutions to global challenges.

Human Rights

- **Human Rights:** Intervention debates, refugee crises, minority rights. This issue has gained salience in the context of massive violations of human rights in Bangladesh and in other parts of the world, such as Gaza. Resolution of the Rohingya issue through the repatriation only necessitates the finest diplomatic efforts.
- **Environmental Concerns:** Climate change, pollution, sustainable development are some of the concerns dominating the global discussions. Even, the trade and investment decisions would be closely linked with these issues. The graduation of Bangladesh in 2026 will draw a sharp focus on these issues.

7

Diplomacy and Negotiation

10

Migration

- Migration is a serious issue for many countries in the world. In the West migration is a necessary evil, while for many countries in the developing world migration is a lifeline for the economy and livelihoods of many millions.
- Supporting the balance of payment to large extent depends on the safe and steady flow of remittance in many developing countries and LDCs.
- Migration is also linked with transfer of knowledge and technology in a globalized economy. Many developing countries from access to education, knowledge and finance to support their economic progress and prosperity.

8

Why diplomacy?

- Advancing the national interests vs. global good, complicated by bureaucracy, violence, and differing national goals, require skilled diplomacy to build trust, overcome barriers, and find peaceful resolutions.
- Key challenges include ensuring tangible outcomes from talks (Gaza ceasefire), managing complex multi-party talks (Ukraine-Russia war), overcoming negotiator biases, and adapting to rapid political shifts.

9

11

Culture

- **Culture:** Cultural and Ideological challenges in diplomacy arise from differences in values, beliefs, and perspectives between nations. These differences can lead to misunderstandings, miscommunications or even deep-seated conflicts in diplomatic negotiations.
- Diplomats must navigate cultural sensitivities and religious divides, finding common ground and diversity. Ideological clashes, whether political, religious, or philosophical, can create diplomatic obstacles.
- **Ideological Issues:** Ideological clashes pose significant challenges to diplomacy, as contradicting political, economic, and social ideologies can create deep-seated divisions among nations. These clashes often lead to conflicts over values, governance systems, and foreign policy approaches. Iran and US relations is a relevant example in this case.

12

Strategic value of diplomacy in International relations

- **Crisis Management and Humanitarian Assistance:** In times of crises, such as natural disasters or humanitarian emergencies, diplomacy enables the swift coordination of aid and assistance from the international community. Diplomats work collaboratively to address urgent needs and provide relief to affected populations.
- **Conflict Resolution and Peacekeeping:** Diplomacy serves as a crucial instrument in resolving conflicts and preventing escalation into armed confrontations. Through dialogue and negotiations, diplomats seek common ground and work towards peaceful solutions, averting the potential catastrophic consequences of war.
- **Negotiating International Treaties and Agreements:** Diplomacy plays a pivotal role in crafting international treaties and agreements that address pressing global issues. These legal instruments establish norms and regulations, laying the groundwork for cooperation and coordinated actions.

13

Strategic value of diplomacy in international relations-II

- **Promoting Cooperation and Collaboration:** Diplomacy facilitates international cooperation and collaboration on a myriad of issues, including trade, security, environmental protection, and public health. Diplomatic efforts result in the formation of treaties, agreements, and alliances that promote mutual interests and shared goals among nations.
- **Cultural Understanding and Soft Power:** Diplomacy involves cultural exchanges, educational programs, and public diplomacy initiatives that foster cross cultural understanding. By embracing cultural diversity, diplomats wield soft power, influencing global perceptions and strengthening relationships between countries.
- **Maintaining Peace and Stability:** Through diplomatic channels, countries build relationships based on trust and cooperation, contributing to global peace and stability. Diplomatic efforts aim to prevent conflicts and build frameworks for resolving disputes through peaceful means.

15

Three pillars for success in negotiation

- A successful negotiation process stands on three main pillars: trust, respect, and willingness to cooperate.
- Firstly, trust-building is a crucial procedure in international relations discipline, because, without confidence in a mutually positive relationship, states cannot be open to negotiations.
- Secondly, a respectful attitude in an international environment entails true consideration towards the other country's interests, culture, and aspirations.
- Thirdly, and most importantly in a political context, the parties' willingness to cooperate and achieve common goals determines the subsequent outcome of the relationship.

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Challenges in Diplomacy and Negotiations

- **Power equation:** Balancing powerful states with smaller nations, managing hegemony.
- **Cultural Barriers:** Misunderstandings, varying communication styles, etiquette differences.
- **Bureaucracy and Timing:** Slowing down processes, conflicting domestic priorities.
- **Information Gaps:** Lack of transparency, differing intelligence, propaganda.
- **Violence as Alternative:** Threat of conflict overshadowing peaceful talks.
- **Negotiator Factors:** Personalities, biases, lack of trust, differing objectives (national interest vs. global good).

17

Drivers

- The recipe of an efficacious dialogue between nations consists in discovering their interests (reasons behind their positions), because only in this way can they create common value between themselves and agree on something advantageous for both.
- Search for a common ground remains as one of the main drivers of any negotiation, and a creative sense of mutuality of interest is the key to success.
- The negotiation process is all about strategic thinking and deliberation, as it allows parties to become fully aware of their respective wishes, but also points on which they would be ready to step back when it is required.
- Appropriate level of skills can make a significant difference in the outcome of a negotiation. Critical realism can be helpful.

17

Negotiation

- Negotiation has emerged as the foreign policy tool of choice within the broader context of "complex interdependence," whether the issue is about human rights, economic development, and scientific, cultural, and educational exchanges, or organized crime, migration, disease, and pollution.
- The expanding role of international negotiation has been magnified by changes in the international system, including the emergence of issue-specific negotiation "subsystems," regionalism, and international regimes.
- In addition to sovereign states, other actors involved in international negotiation and diplomacy include international governmental organizations/regional governmental organizations, nongovernmental organizations, multinational corporations, regional and substate actors, and even private individuals.

18

Challenges and Way forward

19

Challenges

- Limited awareness: One of the challenges is limited awareness about the diplomatic domain, which is complex and multilayered, and hence needs sophisticated approach and action to deal with.
- No strategic perspective: We are more transactional, and less strategic in outlook. One example: No FTA so far as we stand of the eve of graduation. Is our
- Modest skills: Our skills level on negotiation is very limited. Our best familiarity is with negotiating with Donors, which is practically no negotiation in that sense.
- Little coordination: Any negotiation has to be covered under two layers- national interests and diplomatic awareness. A whole of government approach is a must, which is simply absent.

19

Way forward

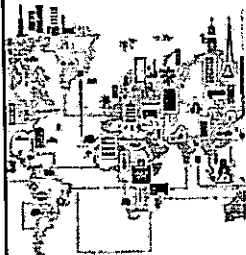
- Critical Thinking: Developing critical thinking to view life from multiple dimensions and perspectives and develop solutions would be helpful.
- Conflict resolution skills: Learning conflict management/resolution and peace building skills, including use of technology suitably to is a must to build peaceful society domestically and pursue national objectives outside.
- Coordination: National coordination from the policy making level to all layers of governance would be required to articulate, present and negotiate to advance national objectives.

20

- Any question, or comment?

Thank you!

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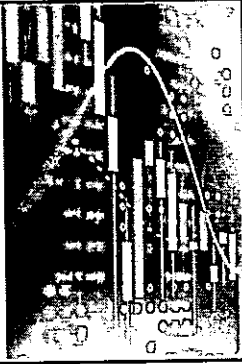


International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance

Navigating the Shifting Landscape of Global Development Finance

156th Advanced Course on Administration and Development (ACAD)
Bangladesh Public Administration Training Center
Saver, Bangladesh
April 12, 2025

Professor Shahab Enam Khan, PhD
Department of International Relations and
Bangladesh Center for Indo-Pacific Affairs, Jahangirnagar University
Bangladesh University of Professionals



Understanding Institutional Architecture

The web of multilateral organisations, bilateral agreements, norms, and financing mechanisms governing how development resources flow from donors to recipients. The post-1944 Bretton Woods system—the World Bank, IMF, and UN agencies—established the architecture that endured for seven decades.

Today, this architecture is fragmenting. The AIIB, NDB, IsDB, and BRICS+ offer parallel pathways with different conditionalities. For Bangladesh, knowing which door to knock on—and with what leverage—is now sovereign strategy.

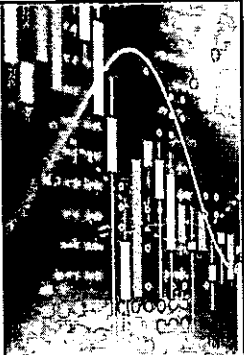


The End of Business as Usual

- The architecture of international development is undergoing its most profound transformation since the Bretton Woods system in 1944.
- Traditional models built on stable Western donor leadership and predictable aid flows are rapidly giving way to **multipolarity**—where development finance becomes a strategic instrument of national interest.
- For Bangladesh, standing at the threshold of LDC graduation in November 2026, these shifts carry existential significance.
- The convergence of declining Western aid commitments, rising geopolitical competition, and supply chain weaponization creates unprecedented challenges but also new opportunities for strategic adaptation.

The Central Message

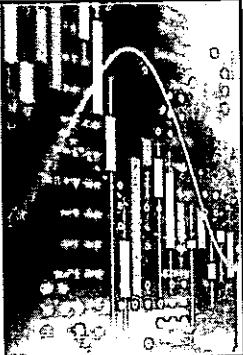
The Era of Passive Aid Reception Is Over Survival in the transactional domain requires new skills, new institutions, and a fundamentally new mindset among civil servants.	Navigate Unprecedented Complexity Multiple competing institutional frameworks offer alternative pathways requiring sophisticated strategic analysis and negotiation capacity.	Strategic Adaptation Is Essential States capable of understanding and leveraging new dynamics will thrive; those clinging to old models will be left behind.
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What is International Development?

International development refers to the organized effort—through aid, trade, investment, and technical cooperation—to improve economic growth, reduce poverty, and strengthen governance in lower-income countries. Shaped by the post-1945 Bretton Woods consensus, it evolved from colonial-era "civilising missions" to rights-based frameworks, the MDGs, and the 2030 Agenda.

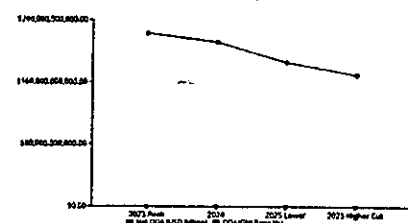
Today, development is no longer the exclusive domain of Western donors. South-South cooperation, private capital, sovereign wealth funds, and geopolitical competition have transformed the landscape—making negotiation capacity as critical as need.



The Decline of Traditional Assistance: A Historic Reversal

The OECD has documented a historic reversal in Official Development Assistance that should alarm every developing nation. After reaching a peak of USD 223 billion in 2023, net ODA from Development Assistance Committee (DAC) countries fell by 7.1 percent in real terms in 2024, with projections showing an additional 9 to 17 percent decline in 2025.

Official Development Assistance: Unprecedented Decline



□ The first decline after five consecutive years of growth, with continued decreases projected through 2027.

The US Case: Dismantling of USAID

Paradigm Shift

Trump administration's 2025 National Security Strategy fundamentally reoriented American foreign assistance from development cooperation to transactional leverage.

Institutional Dismantling

Over 5,000 contracts terminated, remaining functions transferred to State Department—ending USAID's independent mandate for development work.

Human Cost

Studies in The Lancet project roughly 14 million additional deaths by 2030, including 4.5 million children under five.

Geographic Distribution of ODA Cuts

Most Vulnerable Regions

Least Developed Countries: Bilateral ODA could fall by 13-25% in 2025

Sub-Saharan Africa: Facing projected 16-28% decline in development assistance

Health Sector: Up to 60% drop from 2022 peak—devastating post-pandemic

Migration: The 2025-26 Joint Response Plan (JRP) for the Rohingya crisis required roughly US\$34.5 million, as of April 2025, there was a gap of over US\$178 million just for priority lifesaving needs. The World Food Programme (WFP) warned that, without new funding, monthly food rations per refugee would be halved (from around US\$12.50 to US\$6).

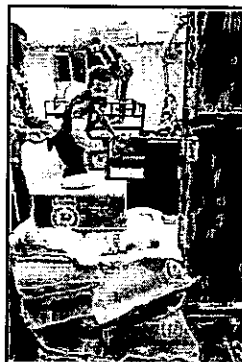
These cuts disproportionately impact the most vulnerable populations, reversing decades of progress in health, education, and poverty reduction.



ID 34473

The Paradigm Shift: From Aid to Investment

The decline in traditional aid occurs alongside a fundamental reconceptualization of development finance. The emerging paradigm emphasizes investment over grants, commercial terms over concessionary finance, and bilateral deals over multilateral frameworks.



Major Donor ODA Reductions (2024-2027)

Country	2024 ODA (USD Billion)	Announced Cuts by 2027
United States	63.3	~85% (USAID dismantled)
Germany	32.4	-9.2 billion vs 2023
United Kingdom	18.0	-2.2 billion planned
France	15.4	-2.6 billion planned
Japan	16.8	Stable (modest increase)

Source: OECD DAC, National Budget Documents, 2024-2025

The New Architecture of Development Finance

Dimension	Traditional Model (1990s-2020s)	Emerging Model (2020s onwards)
Primary Instrument	Concessional grants and soft loans	Investment finance, PPPs, sovereign loans
Conditionality	Governance reform, human rights, democracy	Economic terms, resource access, strategic alignment
Primary Actors	World Bank, IMF, bilateral donors	AIB, NDB, sovereign wealth funds, private capital
Focus Sectors	Social services, poverty reduction, governance	Infrastructure, technology, supply chain integration
Decision Speed	Slow (18-24 months typical)	Fast (months for major projects)
Risk Allocation	Donor bears significant risk	Recipient bears more risk; debt accumulation

Global FDI Patterns: Mixed Performance

Global Foreign Direct Investment reached USD 1.4 trillion in 2024, representing an 11% increase. However, this masks significant disparities:

- FDI to developing countries declined for the second consecutive year (down 2%)
- Greenfield project announcements fell 7% to USD 1.3 trillion
- International project finance collapsed by 31% due to high interest rates
- De-dollarization is another challenge



ALTERNATIVES

The Rise of Alternative Institutions

The BRICS+ grouping—now comprising 10 members including Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Iran, UAE, and Indonesia—represents a formidable challenge to Western-dominated financial architecture with 46% of the world's population and 27% of global GDP.

RCEP + ASEAN 10 + China, Japan, South Korea, Australia, New Zealand
Notably absent: India withdrew in 2019.



Record Military Spending vs. Declining Aid

A severe crisis in humanitarian funding exists alongside unprecedented military expenditure, representing one of the starkest trade-offs facing global development today.

\$2.7T

Global Military Spending 2024
Highest level ever recorded, steepest annual rise in three decades

34-45%

Aid Funding Cuts
Projected public funding contraction by end of 2025

311M

People in Need
Estimated humanitarian need as of August 2024

13X

Military vs. Development
Military budget equals 13 times OECD development assistance

Alternative Development Finance Institutions

Asian Infrastructure Investment Bank (AIIB)

Faster approval processes, infrastructure focus, local currency lending reducing exchange rate risk for borrowers.

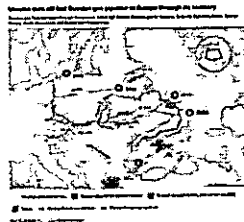
New Development Bank (NDB)

Less prescriptive conditionality, greater focus on infrastructure, viable alternative to World Bank financing.

Islamic Development Bank

Islamic-compliant financing, a growing portfolio in infrastructure and social development across member states.

The Iran Crisis: Disruption to Global Assistance Architecture



Cascading Impacts on Development Finance

- Energy price shocks accelerate ODA decline
- Strait of Hormuz disruption threatens BD energy imports
- Defence spending surge crowds out development aid
- Multilateral credibility weakened by great-power bypass

The US-Iran conflict compounds existing aid retrenchment, compresses Bangladesh's fiscal margins, and forces urgent diversification of both energy sourcing and development finance partnerships.

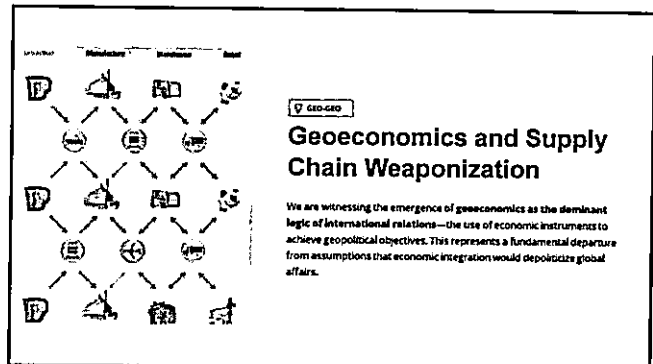
Bretton Woods vs New Institutions

Dimension	Bretton Woods (IMF/WS)	New Institutions (AIIB/NDB/etc.)
Origin	1944 US-led	2010s Emerging economies-led
Core Role	Stability & development finance	Infrastructure & growth financing
Governance	Western dominance	Shared emerging economy leadership
Conditionality	High	Low/negotiated
Orientation	Social + macroeconomic	Infrastructure + trade
Political Logic	Liberal internationalism	Transactional multipolarity
Speed	Slow	Faster
Risk	Austerity backlash	Debt geopolitics linkage

BRICS+ vs G7: Comparative Power Analysis

Indicator	BRICS+ (10 members)	G7
Share of World Population	46%	10%
Share of Global GDP (PPP)	35.6%	30.7%
Share of Global Trade	~25%	~35%
Intra-bloc Trade (2022)	USD 614.8 billion	~USD 4.5 trillion
Average Tariff (intra-bloc)	8.4%	1.1% (OECD ex-US)

Source: IMF WEO, BRICS Joint Statistical Publication 2025

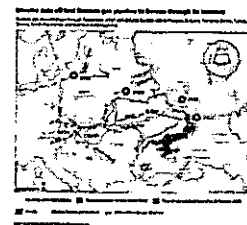


Regional Trading Blocs: Stark Performance Gaps

Bloc	Members	Combined GDP	Intra-Regional Trade (%)	Trade Volume (est.)
RCEP	15	~30% of world	~50%	USD 3.37 trillion
ASEAN	10	USD 3.9 trillion	21-25%	USD 3.6 trillion (total)
BRICS+	10	27% of world	~7-10%	USD 614.8 billion
BIMSTEC (BD)	7	USD 5.2 trillion	6-7%	USD 53.5 billion
SAARC (BD)	8	USD 4.47 trillion	5%	USD 23 billion

The message is unambiguous: SAARC's intra-regional trade of just 5% reflects decades of political dysfunction. Bangladesh cannot rely on regional proximity alone.

Case Study 1: Ukraine and Energy Weaponization



Weaponized Economic Instruments

- Energy supplies cut off to pressure European nations
- Financial systems weaponized through SWIFT exclusions
- Grain exports blocked, creating global food crisis
- Mineral wealth including rare earths now factor in negotiations

European nations accelerated energy diversification, defence spending, and supply chain reconfiguration in response.

Strategic Implications for Bangladesh



Multi-Framework Engagement Essential

Cannot depend on SAARC or BIMSTEC alone—must develop capacity to engage across RCEP, BRICS institutions, and bilateral arrangements.

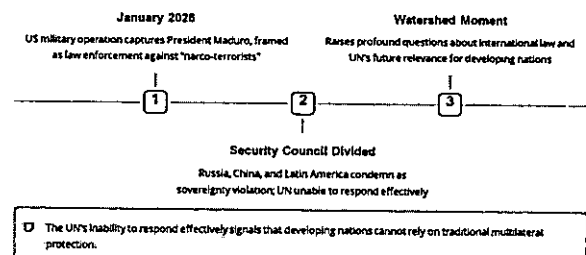
Diversify Beyond South Asia

Pursue FTA negotiations with Japan, China, South Korea; explore RCEP engagement opportunities despite current non-membership.

Build Institutional Capacity

Strengthen negotiating capabilities to engage effectively with diverse institutional frameworks and financing mechanisms.

Case Study 2: Venezuela—The Multilateral Crisis



Case Study 3: Rare Earth Dominance

China's dominance over rare earth supply chains—controlling 80% of mining and over 90% of global refining capacity—represents the clearest example of weaponized interdependence.

Following Trump administration's "Liberation Day" tariffs, China restricted exports of critical minerals, demonstrating strategic leverage embedded in seemingly technical supply chains.

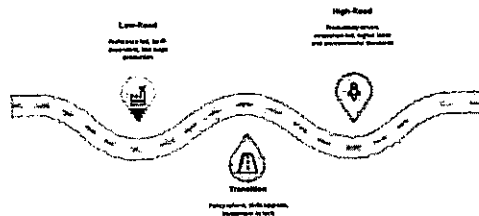
India is communicating with Afghanistan and Myanmar for rare earth materials denoting new geopolitical realities



Essential Civil Service Capabilities

Capability Domain	Required Skills and Knowledge
Trade Negotiation	Rules of origin analysis, non-tariff barrier identification, WTO dispute settlement, FTA negotiation protocols, economic modelling
Investment Finance	PPP structuring, project finance evaluation, debt sustainability analysis, risk allocation, blended finance instruments
Geoeconomic Analysis	Supply chain mapping, strategic dependency assessment, sanctions navigation, great power competition dynamics
Regulatory Compliance	ESG standards, labour conventions, environmental protocols, international certification requirements
Digital Governance	Data sovereignty frameworks, AI policy and transition, digital infrastructure planning, cybersecurity regulation
Strategic Communication	Diplomatic protocol, stakeholder management, crisis communication, narrative positioning

The Strategic Imperative: Low-Road to High-Road



Bangladesh's Smooth Transition Strategy (STS), adopted in February 2023, identifies this need. However, implementation requires unprecedented coordination across government, transformation in civil service capabilities, and sustained political consensus.

Critical Institutional Reforms

01 ERD and Finance Ministry Upgrade Strengthen capacity to evaluate complex financing instruments, manage multiple donor relationships, negotiate from informed strength	02 Debt Management Office Enhancement Develop sophisticated debt sustainability analysis, early warning systems for debt distress, frameworks for PPP contingent liabilities	03 Trade Negotiation Capacity Establish dedicated teams for FTA negotiations with India, China, Japan, South Korea; whole-of-government coordination mechanisms; Defense Pact as needed; join RCEP, ASEAN SDR, GDI
04 Geoeconomic Intelligence Unit Create analytical capacity for monitoring global supply chain shifts, assessing strategic dependencies, early warning of trade policy changes	05 Digital and AI Strategy Implementation Develop national AI governance framework, data protection regulations, digital infrastructure investment plans	

REFERENCE

Skills and Institutional Capacities for the Transactional Domain

The transition from aid-based to investment-based development finance requires a fundamental transformation in the capabilities of Bangladesh's civil service. This section identifies critical competencies and institutional reforms needed for effective navigation of the emerging global order.

Bangladesh's Playbook: Negotiating & Managing Declining Aid

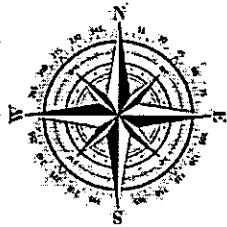
- Leverage Alliance Polarity Strategically**
 Negotiate extended transition periods for trade preferences and concessional finance. Look into trading blocs beyond geo-proximity (e.g., BD-CN-PAK-ARY, RCEP and so on)
- Play Donors Against Each Other—Wisely**
 Use competitive positioning between Western, Chinese, Japanese, and Gulf finance to extract better terms. Engage all, align with balance—transactional multipolarity demands sophisticated multi-track negotiation across rival institutional frameworks.
- Build a Sovereign Aid Management Architecture**
 Restructure ERD into a strategic negotiation hub with dedicated FTA, debt management, and geoeconomic intelligence units. Civil servants must transition from aid administrators to investment negotiators.

CONCLUSION

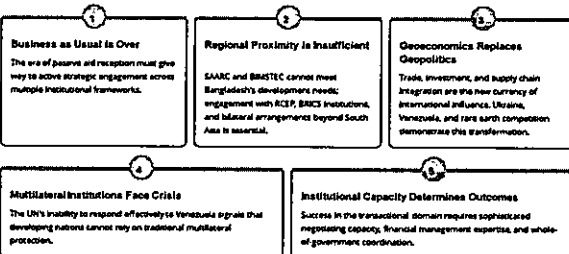
Navigating the New World Order

The international development landscape of 2026 bears little resemblance to the system that prevailed even a decade ago.

The decline of traditional ODA, the rise of alternative institutions, weaponization of supply chains, and emergence of transactional multipolarity demand fundamental reorientation of how developing nations engage with the global economy.



Key Lessons from This Analysis



The Time for Adaptation is Now

For Civil Servants
Develop new competencies in trade negotiation, investment finance, geoeconomics, analysis, and digital governance.

For Institutions
Unleash fundamental reforms in CMO, Finance Ministry, debt management, and create new geoeconomic intelligence capacity.

For Bangladeshis
Leverage opportunities among major powers and alternative institutions—or risk debt traps and strategic dependence.

The international domain rewards those who are prepared. The real decisional dilemma: whether Bangladesh can successfully navigate this transformation from aid recipient to strategic actor—then pursue acceptance to active engagement.

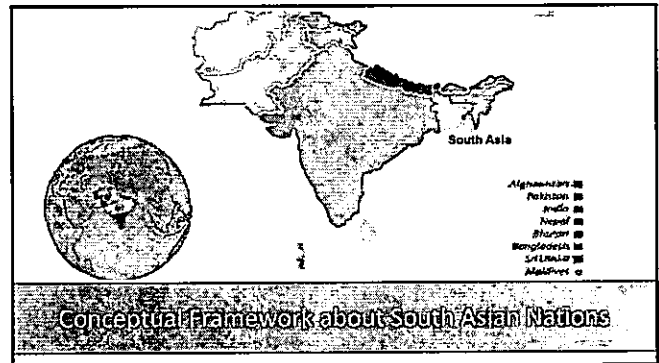


Regional Trade Scenario in South Asia and Lessons for Bangladesh

156th Advanced Course for
Administration and Development

12 April 2026
BPTAC, Savar

MD. HAFIZUR RAHMAN
Former Director General, WTO Cell
Ministry of Commerce
hafiz_rahman@yahoo.com



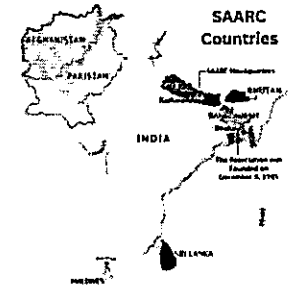
Agenda Setting

- Conceptual Framework: South Asian Countries
- Partnering In the Region
- Geo-political Dimension in the Region

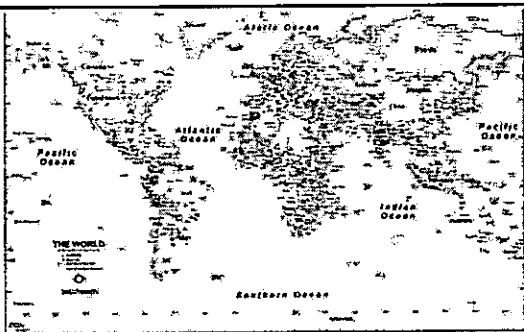
Lessons for Bangladesh:

- Possibilities of Partnering in the Region
- Benefits and challenges of partnering

1. Afghanistan
2. Bangladesh
3. Bhutan
4. India
5. Maldives
6. Nepal
7. Pakistan
8. Sri Lanka



Where do we trade?



South Asian countries share some common
features due to their shared history, culture,
geography, and socioeconomic conditions:

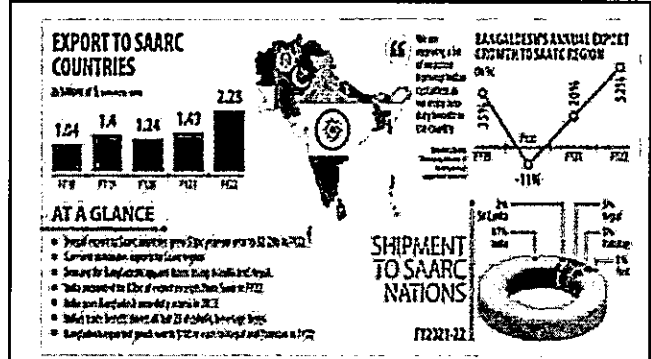


Commonalities

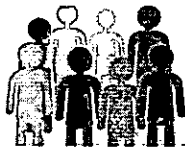
- Large population (2 billion)
- Cultural diversity
- Agriculture-based economies
- Rapid urbanization
- Socioeconomic challenges
- Political instability
- High vulnerability to natural disasters
- Strategic location

GDP Sizes

GDP Trend

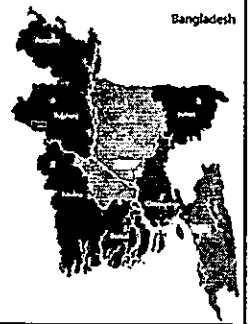


Population Sizes



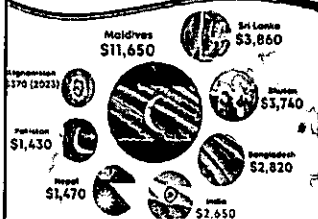
Country	Estimated Population (2024)
India	1,450,935,791
Pakistan	216,565,318
Bangladesh	173,562,364
Afghanistan	38,041,754
Nepal	28,608,710
Sri Lanka	21,323,733
Bhutan	791,524
Maldives	527,799

Bangladesh in International Trade



GNI Per Capita of Countries

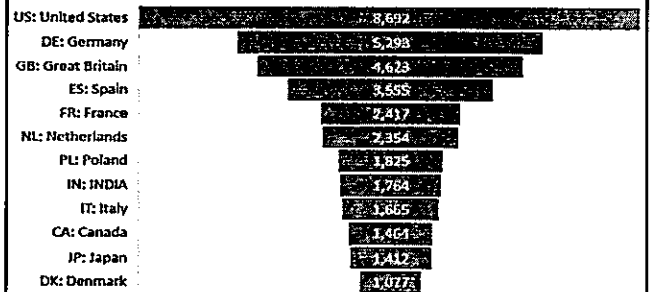
GNI per capita is the average income earned per person in a country, calculated by dividing the total Gross National Income (GNI) by the population.



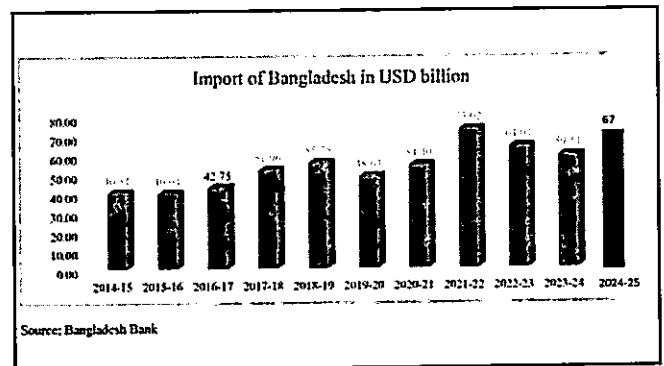
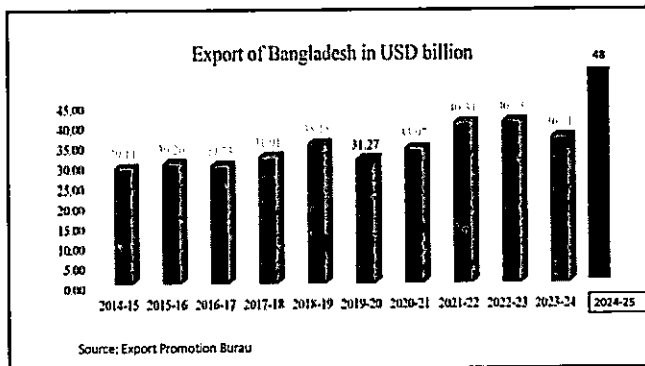
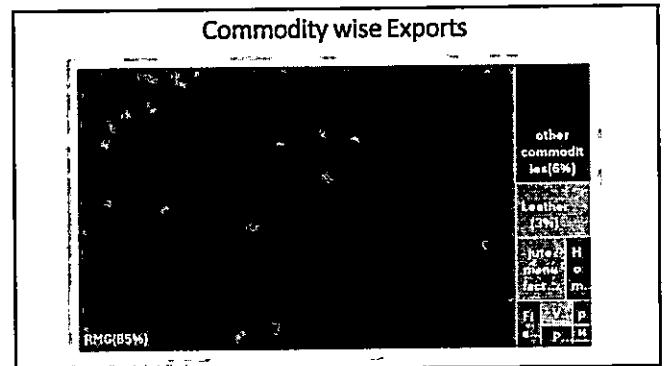
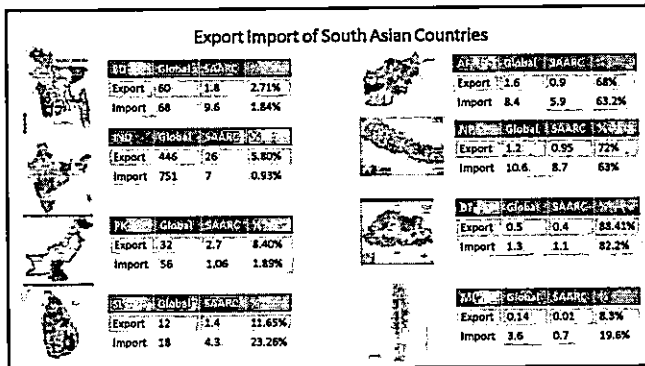
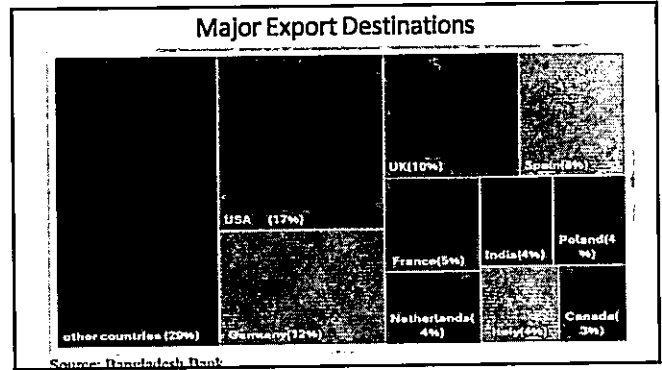
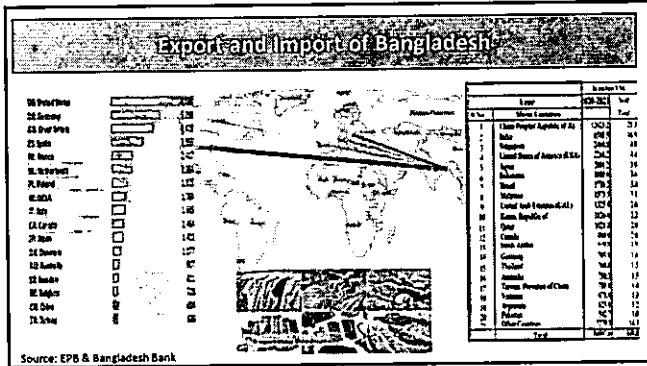
GDP of South Asian Countries

GDP in 2025 (US\$ Billion)		
Countries	Nominal GDP	PPP GDP
India	3750	13120
Bangladesh	448	1400
Pakistan	340	1500
Sri Lanka	75	320
Nepal	41.3	150
Afghanistan	34	67
Maldives	6.9	24.7
Bhutan	2.8	2.3

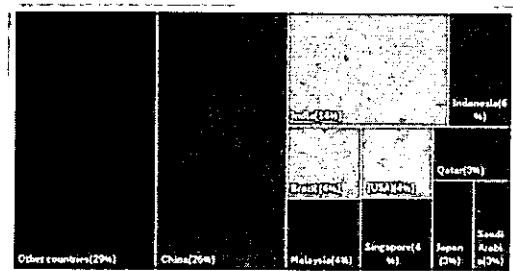
Export to the World



Source: EPB, Export Data 2024-25 in Million US\$



Import Sources



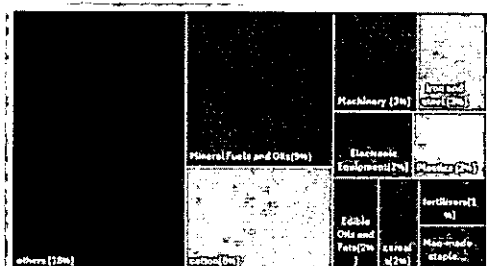
Source: Bangladesh Bank

LDC-Specific Preference Schemes (GSP and DFQF)

Preference granting Member	Duty-free tariff line coverage (and major exclusions) ^a	Export in 2019
Japan (2018)	97.8% (fish and crustaceans, footwear, milling products, cereal products, sugar)	1.5 Billion
New Zealand	100%	0.112 Billion
Norway	100%	
Russian Federation	61.4% (transport vehicles, machinery and mechanical appliances, beverages, iron and steel products, electrical machinery, meat products, articles of wood)	0.983 Billion
Switzerland	100%	0.616 Billion
United States of America (2018)	82.4% (apparel and clothing, cotton, fibres, footwear, dairy and other animal products)	6.9 Billion

Source: Based on WTO Secretariat Note WT/COMTRADE/RS2.

Commodity wise Import



Source: Bangladesh Bank

LDC-specific Preference Schemes

Preference granting Member	Duty-free tariff line coverage (and major exclusions) ^a	Export in 2024
Armenia (2016)	43.9% (electrical machinery, chemicals, iron and steel products, alcoholic beverages)	16.2 Million
Chile (2018)	99.5% (cereals, sugar, milling products)	143 Million
China (2017)	96.6% (chemicals, transport vehicles, machinery and mechanical appliances, electrical machinery, paper)	1.03 Billion
India (2016)	94.1% (plastics, coffee and tea, alcoholic beverages, tobacco, food residues)	1.2 Billion
Kazakhstan	62.9% (vehicles, machinery, beverages, articles of iron and steel)	34.6 Million
Korea, Republic of	89.9% (fish and crustaceans, mineral fuels, oil seeds and oleaginous fruits, wood products, vegetables)	370 Million

Source: Based on WTO Secretariat Note WT/COMTRADE/RS2.

LDC-Specific Preference Schemes (GSP and DFQF)

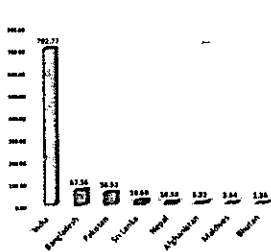
Preference granting Member	Duty-free tariff line coverage (and major exclusions)	Export in 2024
Australia	100%	0.784 Billion
Canada	98.5% (dairy and other animal products, meat, meat preparations, cereal products)	1.5 Billion
European Union	99.8% (arms and ammunition)	21.54 Billion
Iceland (2018)	91.8% (meat, food preparations, vegetables, dairy and other animal products, plants and trees)	0.012 Billion

LDC-specific Preference Schemes

Preference granting Member	Duty-free tariff line coverage (and major exclusions) ^a	Export in 2024
Montenegro	93.9% (fish and crustaceans, alcoholic beverages, meat and dairy products)	
Chinese Taipei	30.8% (machinery and mechanical appliances, chemicals, electrical machinery, fish and crustaceans, plastics)	
Tajikistan (2017)	3.7% (Duty-free access includes machinery, glass products, petroleum products)	
Thailand (2017)	71.0% (transport vehicles, electrical machinery, machinery and mechanical appliances, iron and steel products, apparel and clothing)	
Turkey (2016)	80.5% (iron and steel products, fish and crustaceans, food preparations, meat, oil seeds and oleaginous fruits)	

Source: Based on WTO Secretariat Note WT/COMTRADE/RS2.

SAARC Countries Imports (US\$ Billion)



World	24116.68	%
SAARC Aggregation	867.18	3.60
India	702.77	2.92
Bangladesh	67.56	0.28
Pakistan	56.52	0.23
Sri Lanka	18.60	0.08
Nepal	10.38	0.04
Afghanistan	6.32	0.01
Maldives	3.64	0.02
Bhutan	1.38	0.01

Why such low trade ?

1. High Intra-Regional Trade Costs

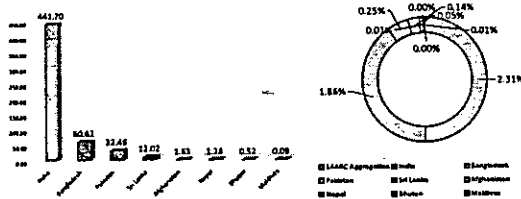
- Intra-SAARC trade costs: 114% of the value of goods
- Intra-ASEAN trade costs are around 76%

- Trade with the U.S. costs only 109%, despite the geographic distance
- It is cheaper to trade with Brazil (22 times farther) than with Pakistan

In contrast, intra-ASEAN trade costs are lower offering better economic integration through lower logistical costs and higher trust.



SAARC Countries' Export (US\$ Billion)



Why such low trade?

2. Geopolitical Rivalries and Trust Deficit

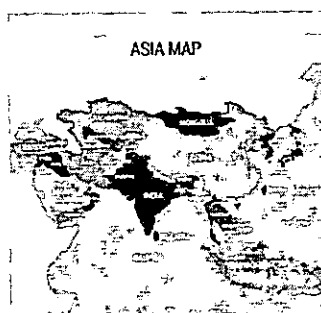
- India-Pakistan hostilities are the biggest roadblock, with unresolved issues like Kashmir and terrorism derailing SAARC cooperation.
- Frequent diplomatic boycotts have paralyzed SAARC summits (none held since 2014)
- Recent development between Bangladesh-India trade tensions

Intra-Regional Trade

EU	: ~45%
ASEAN	: ~22%
USMCA	: ~25%
SAARC	: ~5%

The UNESCAP South Asia Gravity Model
Highlights huge Untapped Trade Potentials

Bangladesh	: 93%
Maldives	: 88%
Pakistan	: 86%
Afghanistan	: 83%
Nepal	: 76%



Why such low trade?

3. Non-Tariff Barriers (NTBs) and Red Tape

1. Customs inefficiencies, lack of standard harmonization, and non-transparent regulations increase costs and delays.
2. NTBs are used as geopolitical tools to stifle trade, especially in agriculture, pharmaceuticals, and consumer goods.

Why such low trade?

4. Inadequate Physical and Digital Infrastructure

- Border infrastructure remains poor, especially for landlocked countries like Nepal, Bhutan, and Afghanistan.
- Regional railways, roads, and electronic data Interchange (EDI) systems are underdeveloped or poorly coordinated.

Why such low trade?

7. Protectionist Mindsets and Political Populism

- a. Nationalistic policies, import bans, and 'self-reliance' narratives hinder regional trade.
- b. Political leaders often use anti-neighbour rhetoric for domestic electoral gain.
- c. Comparison with Other Regional Blocs South Asia lags due to a lack of political consensus, infrastructure, and enforceable frameworks.

Why such low trade?

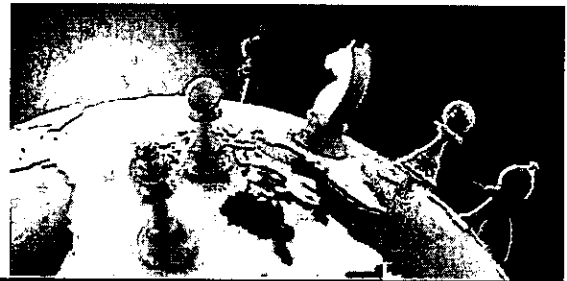
5. Weak Institutional Mechanisms

SAFTA has no binding enforcement or dispute resolution mechanisms

The SAARC Development Fund is underfunded and underutilized

SARSO Lacks Harmonization

Geopolitical Situation of the Region



Why such low trade?

6. Absence of Regional Value Chains

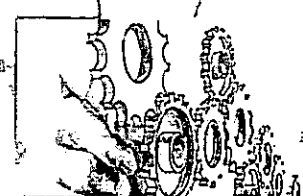
Unlike ASEAN or East Asia, South Asia lacks industrial or service-oriented cross-border supply chains.

Most countries export to Western markets instead of building regional interdependence.

Geo-political Situation: The Aftermath of WWII

Major trends shaping the Geopolitical Dynamics:-

1. Globalization
2. Cold War
3. South-South cooperation (SSC)
4. Globalization and Globalization 2.0
5. Rise of China and India
6. Trade Wars
7. Political Instability
8. Climate Change and Environment
9. Digitalization
10. Brexit
11. COVID-19 Pandemic
12. Geopolitical Shifts
13. Ukraine War, Middle East conflict



Globalization

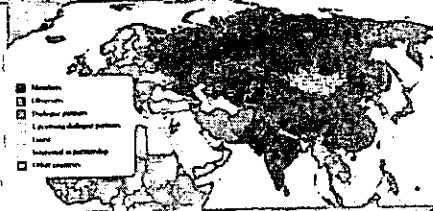
- ### 5. Slowbalization

Confronting Regionalism

Country	Accession started	Accession open
☒ China		
☒ Germany		
☒ Kazakhstan		15 June 2004
☒ Russia		
☒ Uzbekistan		
☒ Tajikistan		
☒ Turkmenistan	15 June 2003	6 June 2002
☒ Pakistan		

Standing invitation

☒ China	17 September 2002	No report till Apr 2002
☒ Germany	7 September 2002	TBA



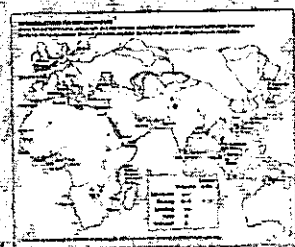
91-0816

- The grouping has risen and fallen in prominence over the years, but gained new traction following deadly border clashes between India and China. In 2020, and a recent surge in Australian diplomatic and commercial confrontations with Beijing, following the remarkable rise of the China



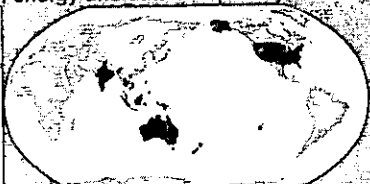
Confronting Regionalism

**Silk Road Economic Belt
21st Century Maritime Silk Road
Infrastructure building initiative
US\$ 150 Billion
Funded by:
Asian Infrastructure Investment Bank**



Confronting Regionalisms

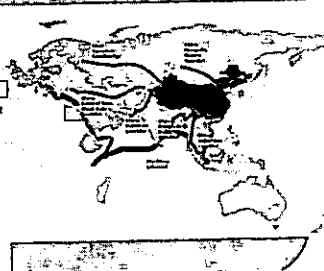
-  Australia
-  Brunei
-  Fiji
-  India (party opted out on the trade pillar)
-  Indonesia
-  Japan
-  South Korea
-  Malaysia
-  New Zealand
-  Philippines
-  Singapore
-  Thailand
-  United States
-  Vietnam

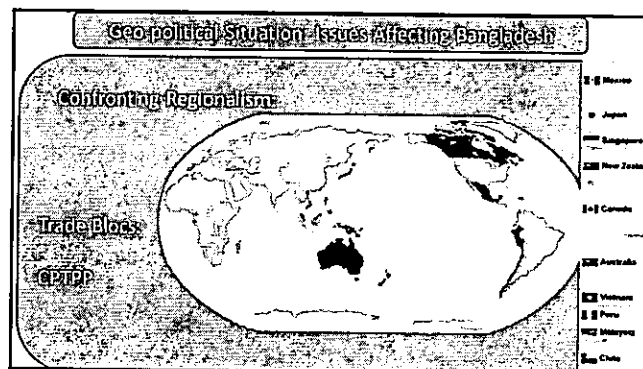
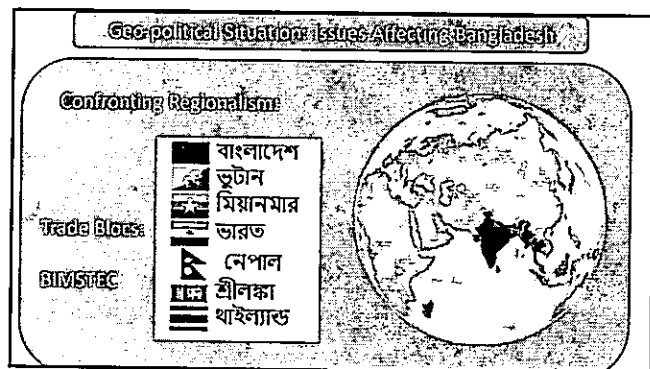
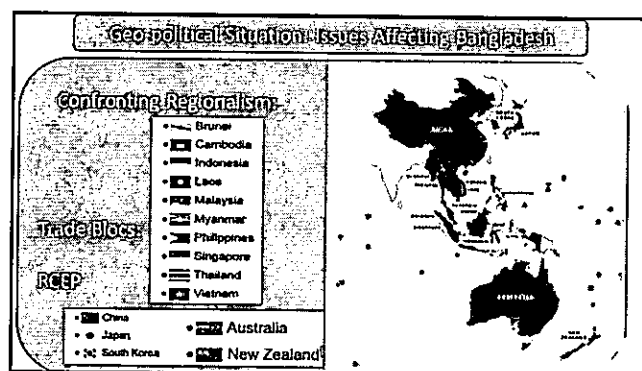
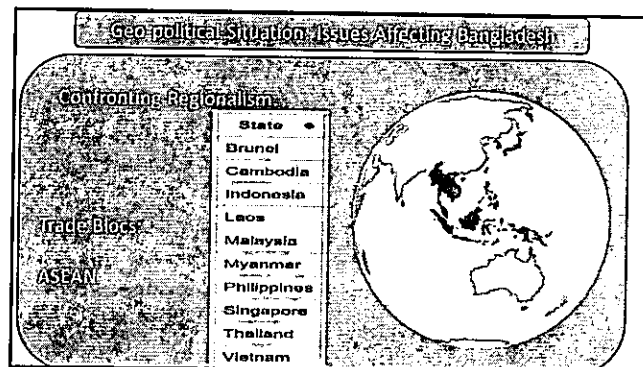
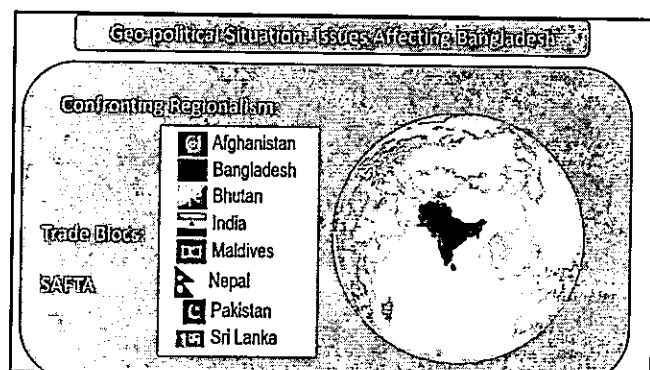


writing the new rules for the 21st century economy" - Joe Biden

Confronting Regionalism: Belt and Road Initiative (BRI)

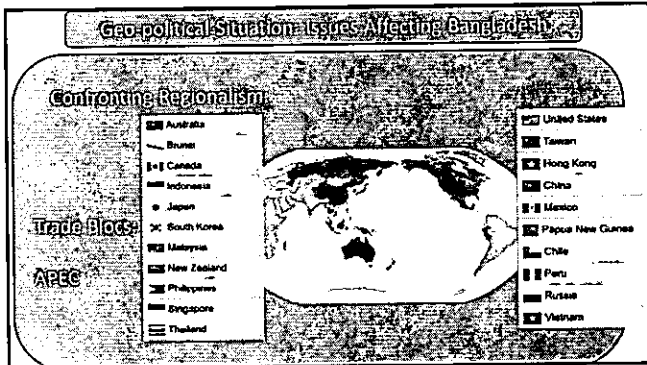
BRI investments by country in billion \$			
Construction	Investment	Construction	Investment
Pakistan	31.9	Singapore	24.3
Algeria	23.2	Malaysia	14.1
Bangladesh	17.5	Russian Federation	10.4
Indonesia	16.8	Indonesia	9.4
Malaysia	15.8	South Korea	8.1
Egypt	15.3	Israel	7.9
UAE	14.7	Pakistan	7.8





Module:6

Research for Governance



Globalization

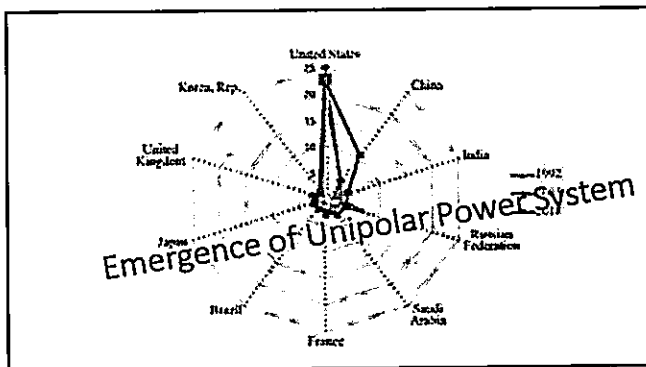
Led to a Non-polar International System

numerous centers with meaningful power

Cold War

Announcement of Truman Doctrine on 12 March 1947 to the dissolution of the Soviet Union on 26 December 1991

US-China Trade War
 US Reciprocal Tariffs
 Ukraine War
 Middle East War
 COVID -19 Pandemic and
 Slowbalization



Middle East War

Ukraine War



- Significant changes have occurred in the global political and economic structure under the COVID-19 pandemic and geopolitical tensions.
- Countries have imposed sanctions on each other in the name of political and economic security.
- The global supply chain, industrial chain, and value chain system built up in the past decades has been dealt a heavy blow.

Rise of Right Wings

Nationalist movement are in the upfront in many countries

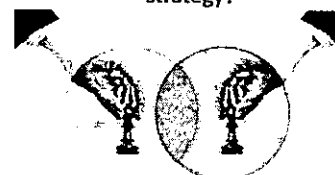


Global supplies & reserves: A concentrated market



At this moment ...

What should be the appropriate negotiating strategy?



Non-Alignments are in Extreme Pressure

Big powers are in a competition to attract countries to be their allies

What to do?

Revive or Reform SAARC?

- Re-energise SAARC with new institutional mechanisms for trade dispute resolution, investment promotion, and logistics support
- Explore alternative forums like BIMSTEC, BBIN, and India-Bangladesh bilateral corridors if SAARC remains gridlocked.

What to do?

Build Conflict-Neutral Trade Corridors

Keep trade and humanitarian exchanges insulated from geopolitical tensions

Expand border haats, integrated check-posts (ICPs), and multimodal logistics parks

What to do?

Promote Regional Value Chains

Focus on labour-intensive industries:

- Textiles (India-Bangladesh)
- Agro-products (India-Nepal)
- Tourism circuits (India-Bhutan-Sri Lanka)

Enable investment pooling and joint R&D

What to do?

Reduce Non-Tariff Barriers

Harmonise sanitary and phytosanitary (SPS) standards

Establish mutual recognition agreements (MRAs) on conformity assessments, licensing, and e-documentation

What to do?

Liberalize Service Trade

Open markets for education, medical tourism, IT, and BPO services

Create regional visa schemes for students, researchers, and professionals

What to do?

Invest in Cross-Border Infrastructure

Develop rail-road links, coastal shipping networks, and inland waterways (e.g., India-Bangladesh protocol route)

Expand digital connectivity to enable smoother e-commerce and fintech transactions

What to do?

Involve the Private Sector and Civil Society

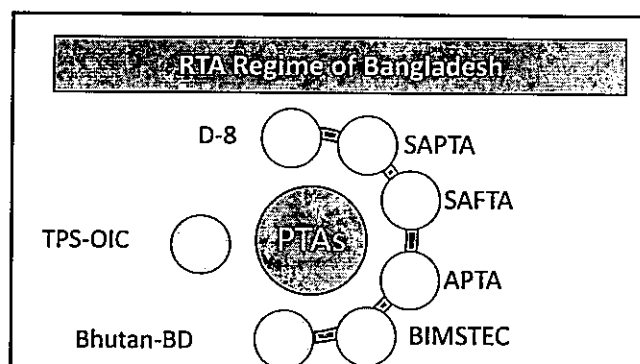
Set up the South Asian Business Council with cross-border chambers of commerce.

Promote academic exchanges, cultural festivals, and youth summits to build soft power and trust.

What to do?

From Mutual Suspicion to Mutual Prosperity

- South Asia's persistent economic under-integration is a classic case of geopolitics defeating geo-economics.
- Despite clear economic incentives, regional trade remains hostage to mistrust, unresolved conflicts, and institutional weakness.
- While other regions have used economic integration as a pathway to peace and prosperity, South Asia continues to squander its potential through political inertia.
- The solution lies not in more declarations, but in smaller, trust-building economic actions: harmonizing rules, investing in infrastructure, and building people-to-people trust. Trade must no longer be viewed as a political tool, but as a stabilizing force that builds long-term peace and prosperity.



Negotiation Strategy for Regional Alignment

Our constitution gives the right answer-

"Friendship to all, malice to none"

- Pressure should be absorbed patiently and tactfully though difficult
- Better not to show any inclination

Targeted PTAs of Bangladesh

1. EPA with Japan
2. CEPA with India
3. CEPA with China
4. PTA with Nepal
5. PTA with Sri Lanka
6. FTA with Malaysia
7. EPA with Singapore
8. FTA with ASEAN
9. FTA with MERCUSOR
10. FTA with Eurasian Economic Union
11. Entering into CEPA

Within the odds, Bangladesh has been progressing ahead...

Bangladesh: Challenges of RTA Negotiation

Asymmetry
 Limited export diversification
 Weak negotiating capacity
 Sensitive sectors
 Political economy considerations
 Competition from other countries
 Complex Tax and Tariff Regimes
 Private sector pressure
 Anti Export Bias in the Trade Regime

Way forward

- Developed a RTA policy guidelines
- Identified potential countries and blocks
- Develop negotiation capacity
- Develop research capacity
- Conduct research extensively
- Attempt to diversify products
- Sensitize private sector
- Enhance coordination among the agencies
- Reduce Anti-export bias
- Rationalize Tariff Structure

**"Shared Prosperity Reduces
Rivalry"**

Thank You

welcome



THE ART OF SPEAKING

Dr. AFNI, Amir Hussain, JS

TECHNIQUES FOR ENHANCING PROFESSIONAL ENGLISH

Learning Outcome

At the end of the session, the participants will be able to-

1. Identify the basic qualities of a good speaker;
2. Identify how we can speak artistically and
3. Practise speaking publicly

5

THE TONE SCALE

Sl.	Tone	Text
1	Text Language	Thx 4 yr bd.
2	Informal	Got your note and liked it.
3	Chatty	Thanks for your note. I've read it with interest.
4	Formal yet friendly	Thank you for your letter and the comments you make.
5	Official	I have received your letter and noted the matters you raise.
6	Officialese	Receipt is acknowledged of your recent communication, whose contents have been noted.
7	Legalese	Acknowledgement is hereby made of your communication (hereinafter the letter) by the undersigned who has apprehended its matter.
8	19 th Century	Your esteemed favour to hand of the fourth ultimo; the contents of same have been duly appraised.
9	Ceremonial	Let it be hereafter promulgated that said missive has been gazetted and cognizance raised pursuant to its substance.
10	Biblical	I receiveth unto me thy epistle, and its wisdom escapeth me not.

The Importance of Pause

Can we speak?

Let's eat, Harry.

Let's eat Harry.

CAN WE SPEAK?

■ She ate a half-fried chicken.

□ She ate a half fried chicken.

CAN WE SPEAK?

John, the milkman is standing at the door.

John, the milkman, is standing at the door.

CAN WE SPEAK?

□ I left him convinced he was a fool.

□ I left him, convinced he was a fool.

CAN WE SPEAK?

Everyone, I know, has a problem.

Everyone I know has a problem.

CAN WE SPEAK?

□ The play ended, happily.

□ The play ended happily.

CAN WE SPEAK?

- A clever dog knows it's master.
- A clever dog knows its master.

STRESS

Two types of stress

Primary stress

E.g.-Co,munication

Secondary stress

E.g.-Communi'cation

The Importance of Stress

STRESS

Content words are usually stressed and the structure words are not usually stressed.

Some words are strongly stressed and some are weakly stressed.

Words like conduct, present, import, convert

'Present=Noun,

Pre'sent=Verb

STRESS

John hasn't come.

John hasn't come.

John hasn't come.

STRESS

Loudness

Length

Pitch

Quality

The Importance of Intonation

Phonetic symbol

INTONATION

Express speaker's feeling, e.g.-
Feeling of certainty
Hesitance,
Anger,
Happiness
Gratefulness
Kindness,
Firmness &
Directness etc.

ENGLISH PURE VOWELS

- | | |
|---------------------------|----------------------------|
| 1. /i:/ as in bee /bi:/ | 7. /ɔ:/ as in ball /bɔ:l/ |
| 2. /ɪ/ as in sit /sɪt/ | 8. /ʊ/ as in book /bʊk/ |
| 3. /e/ as in hen /hen/ | 9. /u:/ as in soon /su:n/ |
| 4. /æ/ as in hat /hæt/ | 10. /ʌ/ as in but /bʌt/ |
| 5. /ɑ:/ as in cart /kɑ:t/ | 11. /ɜ:/ as in girl /gɜ:l/ |
| 6. /ɒ/ as in hot /hɒt/ | 12. /ə/ as in ago /ə/ |

ENGLISH DIPHTHONGS

- | | |
|----------------------------|----------------------------|
| 13. /eɪ/ as in day /deɪ/ | 17. /ɔɪ/ as in boy /bɔɪ/ |
| 14. /ɔɪ/ as in nose /nəʊz/ | 18. /ɪə/ as in here /hɪə/ |
| 15. /aɪ/ as in time /taɪm/ | 19. /ʊə/ as in there /ðeə/ |
| 16. /aʊ/ as in cow /kaʊ/ | 20. /pəʊ/ as in poor /pəʊ/ |

PRONUNCIATION

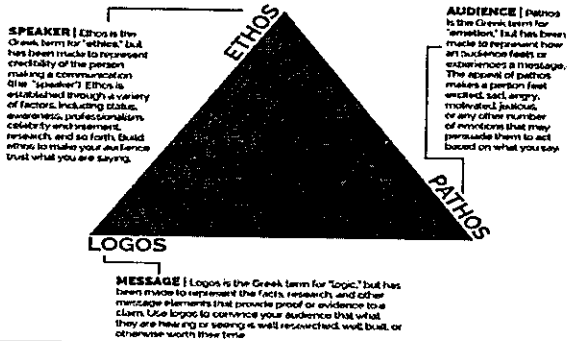
Do we mispronounce words?

If so, then why?

ENGLISH CONSONANTS

- | | |
|-----------------------|----------------------------|
| /p/ as in pen /pen/ | /t/ as in the /ði/ |
| /b/ as in bat /bæt/ | /ʃ/ as in pleasure /pleʒə/ |
| /t/ as in ten /ten/ | /h/ as in hat /hæt/ |
| /d/ as in desk /desk/ | /tʃ/ as in chair /tʃeə/ |
| /k/ as in cat /kæt/ | /dʒ/ as in judge /dʒʌdʒ/ |
| /g/ as in go /ɡoʊ/ | /m/ as in may /meɪ/ |
| /l/ as in let /let/ | /n/ as in no /noʊ/ |
| /v/ as in van /væn/ | /ŋ/ as in sing /sɪŋ/ |
| /θ/ as in thin /θɪn/ | /f/ as in take /teɪk/ |
| /ð/ as in then /ðen/ | /r/ as in red /red/ |
| /s/ as in see /si:/ | /w/ as in we /weɪ/ |
| /z/ as in zoo /zu:/ | /j/ as in yes /jes/ |

THE RHETORICAL TRIANGLE AN OVERVIEW OF THE THREE RHETORICAL APPEALS



WRITING THEORY

A
B
C
THEORY OF WRITING

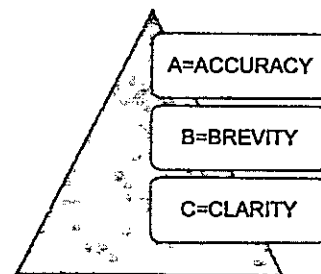
PAUL GRICE'S CP AND MAXIMS

Key Takeaways

Grice expanded his cooperative principle with the four following maxims, which he believed anyone wishing to engage in meaningful, powerful presentation must follow:

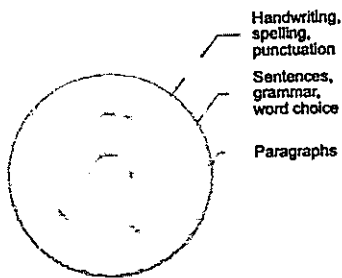
Maxim of Quantity
Maxim of Quality
Maxim of Manner
Maxim of Relation

ABC THEORY OF WRITING



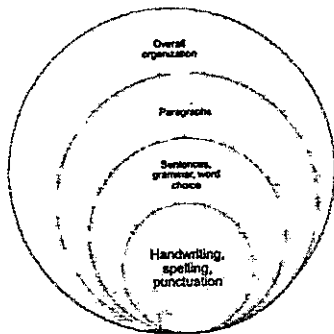
The Art of Writing

ACCURACY

LEVELS OF ACCURACY**THE USE OF MNEMONICS (MEMORY AID)**

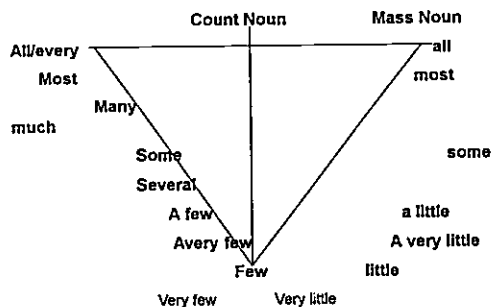
Every name is called a noun,
 As field and fountain, street and town;
 In place of noun the pronoun stands,
 As he and she can clap their hands;
 The adjective describes a thing,
 As magic wand or bridal ring;
 The verb means action something done,
 To read and write to jump and run;

6 May 2026

LEVELS OF ACCURACY**MNEMONICS (60)**

How things are done adverbs tell
 As quickly, slowly, badly, well
 The Preposition shows relation
 As in the street or at the station
 Conjunctions join in many ways,
 Sentences, words or phrase and phrase
 The interjection cries out, hark!
 I need an exclamation mark.

6 May 2026

CONTINUED**Mnemonics (Memory Aid)**

A rat in the house might
 eat Tom's ice cream.

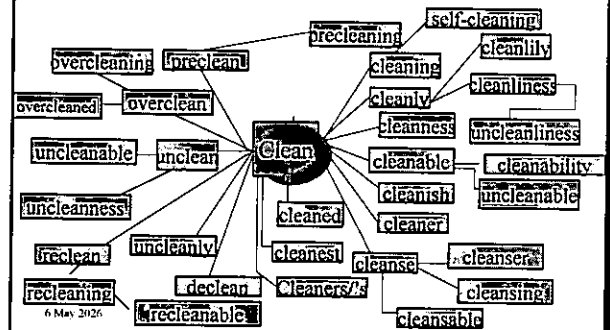
[Take the first letter of all
 the words.]

Mat he mat ICS

[Just combine the words]

6 May 2026

DERIVATIVES



Accuracy: Word

- ☐ Only he promised to read the first chapter of the book.
- ☐ He only promised to read the first chapter of the book.
- ☐ He promised only to read the first chapter of the book.
- ☐ He promised to read only the first chapter of the book.
- ☐ He promised to read the first chapter of the book only.

TYPES OF LIARS

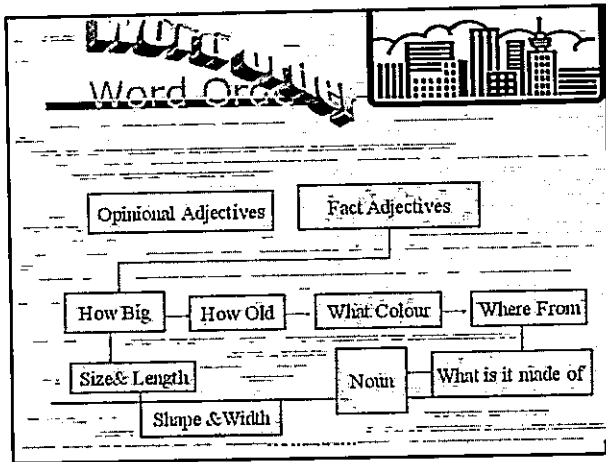
- A Notorious Liar
- A Consummate Liar
- An Egregious Liar
- A Pathological Liar
- A Chronic Liar
- A Glib Liar
- An Incurable Liar
- An Inveterate Liar
- A Congenital Liar
- An Unconscionable Liar

6 May 2026

RULE OF PROXIMITY

Look at the sentence below. What does it mean?

I went to my village home to sell a piece of land along with my wife .



Grammar- Necessary or not?

IF THE SINGULAR IS THIS
AND THE PLURAL IS THESE
WHY NOT THE PLURAL OF KISS
SHOULD BE WRITTEN KESE
-anonymous



	Great Celestosity	Suggest dignity	Suggest strength	Good quality	Well proportioned	Sexual Attraction	Suggest lightness	Causing pleasure	Arouse Interest	Suggest femininity	Suggest smallness	Worthy of love	Close to heart	Pleasant	Impassive
Beautiful	+	+													
Lovely	+		+												
Charming	+				+	+									
Pretty	+						+								
Attractive	+						+								
Good Looking	+														
Handsome	+														

NEOLOGISM IN ENGLISH (COINED AFTER EIGHTIES)

- Girlpower
- Adultscant
- Dimania
- Faxable
- Eco-friendly
- Teleworking
- Fatwa

8 May 2026

	W o m a n	M a n	C h i l d	D o g	F i r	F l o w e r	V e h i c l e	H o u s e	P e t a n t	D r e s s	P r o p o s a l
Beautiful	+	+	+	+	+	+	+	+	+	+	+
Lovely	+	+	+	+	+	+	+	+	+	+	+
Pretty	+	+	+	+	+	+	+	+	+	+	+
Charming	+	+	+	+	+	+	+	+	+	+	+
Attractive	+	+	+	+	+	+	+	+	+	+	+
Good-looking	+	+	+	+	+	+	+	+	+	+	+
Handsome	+	+	+	+	+	+	+	+	+	+	+

NEOLOGISM IN ENGLISH

- Acharya
- Agarbatti
- Ahimsa
- Allah
- Aman
- Ameer/Amir
- Amrita

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NEOLOGISM (CONT.)

- Asana
- As(h)ram
- Atma
- Atta
- Ascha
- Aus
- Avatar
- Ayah
- Ayurveda
- Baboo

NEOLOGISM (CONT.)

- Chamcha
- Chamar
- Chapati
- Charka
- Chatta
- Chitty
- Chittack
- Chokidar

NEOLOGISM (CONT.)

- Baba
- Backsheesh/ backshish/ baksheesh, buckshish/ backshish
- Badmash/budmash/ budmush
- Bael
- Bahadur
- Bander
- Bandh

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NEOLOGISM (CONT.)

- Chutney
- Cutcha
- Cutcherdy
- Dak
- Dak-bungalow
- Dakoi/Dacolt
- Dakoi/Dacoi

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NEOLOGISM (CONT.)

- Bigha
- Bismillah
- Brahman
- Bundook
- Bustee
- Cabobs
- Cha-cha
- Chador
- Calpa

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NEOLOGISM (CONT.)

- Dala
- Dekko
- Dervish
- Dewani
- Dhal
- Dharma
- Dobhash

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- Dharna
- Dhanla
- Eblish
- Eka
- Ekka
- Ganja

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NEOLOGISM (CONT.)

- Inam
- Darshan
- Kurta
- Lota
- Malik
- Maldan

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NEOLOGISM (CONT.)

- Ghee
- Gherao
- Goonda
- Gooool/Guru
- House Husband
- Haj

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NEOLOGISM (CONT.)

- Mahatma
- Maharaja
- Maharani
- Ma
- Namaskar
- Nazzar
- Paramatma
- Pucca
- Romal

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NEOLOGISM (CONT.)

- Hat
- Hookum
- Isabgul
- Izzat
- Jheel
- Karkhana
- Kaji, Kazi
- Kanungo

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NEOLOGISM (CONT.)

- Rooty
- Sadhu
- Sahib
- Sakti
- Shaltan
- Shamiana
- Shola

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NEOLOGISM (CONT.)

- Soojee
- Sraddha
- Sultan
- Sultana
- Sundari
- Sunni
- Sura

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NEOLOGISM (CONT.)

- Taj
- Taka
- Taluk
- Yug(a)
- Zamindar/Zemindar/Zemindari
- Zillah
- Zoolum

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NEOLOGISM (CONT.)

- Swami
- Sircar/sirkar
- Sirdar
- Sufi
- Tabla
- Tahsil/Tehsil

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BLENDED WORDS

- Compfusion-computer induced confusion
- Edutainment
- Infotainment
- Hi-tech
- Banjolina
- Sleepaholic
- Workaholic
- Chocaholic-

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NEOLOGISM (CONT.)

- Tantra
- Tasar
- Tat
- Thana
- Ticca
- Tola
- Tulwar

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BLENDED WORDS (CONT.)

- Bombay+Hollywood=
- Ben Affleck +Jennifer Lopez=
- Stalker+Paparazzi=
- Spontaneous+safe=
- Simple+technology=
- Compact+spacious=
- Joseph Luft +Harry Ingham=

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BLENDED WORDS (CONT.)



- Brunch- Breakfast+ Lunch
- Camcorder- Camera+ Recorder
- Eurocrat- European +Bureaucrat
- Eurovision- European +Television
- Motel- Motor + Hotel
- Oxbridge- Oxford +Cambridge

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SMS TEXTRY

" 'M (T-T) if pos snd 500/9. jorury.TTYL":the impact of txtspeak on communication, language, and mode of expression

ISHUNLAMURLOOKIN4NAKIVERYULTAPALTAODDODVUTMESSA
GESOAMIDECISIONTAKEKORLAMJEIWILLSENDUEKTAMESSAG
EKINTUCHINTAKOREFOUNDOUTJEODVUTKICHUWRITEKORTE
DISABLEHOCHHII

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BLENDED WORDS (CONT.)



- Smog- Smoke +Fog
- Telecast- Television +Broadcast
- Tunch- Tea+Lunch
- Blot- Black +Spot
- Bit- Binary+ Digit

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SMS TEXTRY

Length:

Abbreviation: Title

- a) Shortenings: Mon, uni, bro, lec, poss
- b) Contractions: abt, gd, thx, wknd, yr,
- c) Acronyms: asap
- d) Initialisms: OMG, BNDT,GNSD, TTFN,KISS,ADKSO
- e) The slash: "/" "s/l" for something

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BLENDED WORDS (CONT.)

- Slender- Slight +Tender
- Comtech-Computer +Technology
- Cotea- Coffee + Tea
- Pixel-Picture+ element
- Digicam-Digital+Camera

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SMS TEXTRY

Phonic: AD c u l8r. I'l b @hol.

- a) Phonological approximation-b(be), c (see), u(you)
sum(some), cum(come), wana(wanna)
- b) "galz" for girls, plz for please
- c) Onomatopoeic: Mmm for Let me think
- d) Letter/number homophones-l12, conCs10c, cm4tbl

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SMS TEXTRY

Non-standard Orthograpghy-night (nyt), phone (fone), phobia (fobia)

Syntactic appropriation: HI m8 wht u doin 2nite

Code switching: Joruri

The minimizing of space between words

...I hv2go2ju2mrw.c me der

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INITIALISMS

ASAP

BTW

FAQ

FYI

IMHO

SMS TEXTRY

Punctuation: Tomrw I hav exm on d whole corse of anthro I did neva obsev d day bt I cn mek it if u Insist im avlebl

Capitalization: I WANT U C ME NOW. IS DAT CLEAR?

All credit goes to YOU who gev birth 2 a new man in me.

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INITIALISMS



LOL

TIA

TTFN

KISS

ADKSO

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SMS TEXTRY

Emotive approximation: Sooooooo exciting.

Hi!!!!, cya afta loooooong tym.

Emoticon:

The face- {^ _ ^}

Graphics:

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INITIALISMS

2 Day ----today

2 Moro----tomorrow

2 Nite-----tonight

ATB-----all the best

B4-----before

BBL-----be back later

CUL8R---see you later

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INITIALISMS

F2F-----face to face
 FWIF----for what it's worth
 GR8----great
 HAND---have a nice day
 ILU-----I love you
 KIT-----keep in touch
 MSG----message

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Lotta-lot off lots of
 Also lotsa
 Gonna-going to
 Gotta-got to
 Wanna-want to
 Howdy

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INITIALISMS

MYOB---mind your own business
 NO1----- no one
 PCM---- please call me
 PLS=== please
 SOM1--- someone
 SPK=== speak
 THX===thanks

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EMOTICONS

☺ ----happy (a 'smiley')
 ☹-----unhappy
 ;-)-winking
 :-D---laughing
 :-Q---I don't understand
 :'-(---Crying

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INITIALISMS

WAN2=== want to
 WKND===weekend
 X===== kiss
 XLNT=====excellent
 XOXO=== hugs and kisses
 YR=====your/you're

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EMOTICONS

:-1 -----bored
 :-*-----kiss
 :-o-----surprised
 :-x-----my leaps are sealed
 (I won't tell anyone)

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Gender Specific	Gender-Neutral
Chairwoman, chairman	Chairperson, Chair
Man-made	Synthetic, Artificial
Manpower	Personnel
Man, Mankind	People
Postman	Mail-carrier
Salesman	Sales executive
Waiter, Waitress	Server

PARALLELISM

Johnny is young, enthusiastic and she has talent.

Mr. Nabi contributed a great deal to Bangladeshi art: painting, teaching and as a lecturer.

My roommate is miserly, sloppy and a bore.

Poor	Better
A civil servant uses his good judgement.	
The ladies enjoyed the shopping trip.	
Bob took his wife and children to a movie.	
A principal and his staff need to establish good communication.	

NOUN PLAGUE/NOUN ADDICTION

The committee made a decision to hold a meeting in March.

We should make selection of speakers appropriately.

Let me give a brief introduction of Dr. Kadir.

He gave me a comprehensive briefing.

PARALLELISM

I went to new market to buy a shirt, to visit my friends and for gossiping.

Professor William enjoys teaching and to write.

I came, saw, and I had conquered.

USE FORMAL ENGLISH

Academic English is formal. It avoids slang and colloquialisms, such as these:

The writer is out of order when he suggests...

The new plans were just the stuff.

'These findings need to be taken with a pinch of salt.'
The argument was a bit over the top.

BREVITY

Use concrete language

Creature-animal-mammal-cat-persian cat-grey persian
cat

Abstract-----
concret

Most abstract	My pet
	My dog
	My puppy
	My eight-week-old puppy
	My eight-week-old black puppy

Most concrete My eight-week-old black labrador
puppy

MAINTAINING BREVITY

•Better avoid long sentences if possible.

•Sentences of more than two typewritten line is too long.

•Better use simple and complex structure simultaneously.

COMMUNICATION IN BRIEF

When an ordinary person wants to give someone an orange, he or she would merely say, "I give you this orange." But when a lawyer does it, the words are something like this: "Know all persons by these present that I hereby give, grant, bargain, sell, release, convey, transfer, and quitclaim all my right, title, interest, benefit, and use whatever in, of, and concerning this chattel, otherwise known as an orange, or Citrus orantium,

CONTINUED

together with all the appurtenances thereto concerning this of skin, pulp, pip, rind, seeds, and juice, to have and to hold the said orange together with its skin, pulp, pip, rind, seeds and juice of his own use and behoof, to himself and his heirs, in fee simple forever, free from all liens, encumbrances, easements, limitations, restraints, or conditions whatsoever,

CONTINUED

in support thereof; but no examination of witnesses nor any trial or hearing shall be required except in the discretion on the officer making the removal; and copies of charges, notice of hearing answer, reasons for removal, and of the order of removal shall be made a part of the records of the proper department or office, as shall also the reasons for reduction in rank or compensation; and the copies of the same shall be furnished to

CONTINUED

any and all prior deeds, transfers or other documents whatsoever, now or anywhere made, to the contrary notwithstanding, with full power to bite, cut, suck, or otherwise eat the said orange or to give away the same, with or without its skin, pulp, pip, rind, seeds, or juice.

CONTINUED

the person affected upon request, and the Civil Service Commission also shall, upon request, be furnished copies of the same: Provided, however, that membership in any society, association, club, or other form of organization of postal employees not affiliated with any outside organization imposing an obligation or duty upon them to engage in any strike, or proposing to assist them in any strike, against the United States, having for its

COMMUNICATION IN BRIEF

A Marathon Sentence (308 Words) from U.S Government Regulations

That no person in the classified civil service of the United States shall be removed there from except for such cause as will promote the efficiency of said service and for reasons given in writing, and the person whose removal is sought shall have notice of the same and of any charges preferred against him, and be furnished with a copy thereof, and also be allowed a reasonable time of personally answering the same in writing; and affidavits

CONTINUED

objects, among other things, improvements in the condition of labor of its members, including hours of labor and compensation therefore and leave of absence, by any person or groups of persons in said postal service, or the presenting by any such person or groups of persons of any grievance of grievances to the Congress or any Member thereof shall not constitute or be cause for reduction in rank or compensation or removal of such person or groups of persons from said service.

SENTENCE LENGTH

<u>Sentence Length</u>	<u>Comprehension Rate</u>
• 8 words	100%
• 15 words	90%
• 19 words	80%
• 28 words	50%

Simplicity (Clarity)

- Choose a simple word rather than a difficult one
- A familiar word to a rare one
- Never be impressed by a bombasting word.

CLARITY**Simplicity of the language**

- | | |
|------------------------|------------------------------|
| • <u>Less familiar</u> | • <u>Simple alternatives</u> |
| Ascertain | Find out |
| Conceptualize | See |
| Encompass | Include |
| Hypothesize | Guess |
| Monitor | Check |
| Operational | Working |
| Option | Choice |

Fog Index= (ASL+NLW) X 0.4

- = (20+ 1) X 0.4
- = 21 X 0.4
- 8.4

Cont.Less Familiar

- Perpetuate
- Perplexing
- Reciprocate
- Stipulate
- Terminate
- Utilize

Simple Alternatives

- Continue
- Troubling
- Return
- Require
- End
- Use

রাজনীতিবিদদের বক্তৃতা ভোগালজির প্রকৃষ্ট উদাহরণ হতে পারে। এ ধরনের বক্তৃতার একটি সুন্দর উদাহরণ দিয়েছেন পরিমল রায়। বক্তৃতাটি নিম্নরূপ:

মনে আপনারা এমিক থেকে এই করতে থাকুন। আর আমরা এমিক থেকে এই করতে থাকি। আপনারা যদি এটুকু করেন, তাহলে আমাদের কাছ থেকে আমাদের এতে একটি অভিকারের সাহায্য হবে। মনে, বাংলাদেশের যে অবস্থা, বৃহত্তে পেরেছেন। এখন যদি আমরা এটা না করি তাহলে—মানে, এদের ব্যাপারটি তো বুঝতে পারছেন? এরা দেবে না। কিন্তু হবে না বললেই তো আমরা এ করতে পারি না। আমাদের কেড়ে নিতে হবে।

ওপরের আলোচনা থেকে প্রতীয়মান হয় যে অজ্ঞানতা হচ্ছে ভোগালজির একটি বড় কারণ। কোথাও কোথাও এই অজ্ঞানতা স্পষ্ট (যেমন পৃথিতে নাথের সঙ্গে হাজার গুলিয়ে ফেলা)। আবার কোথাও কোথাও ভোগালজি অজ্ঞাতকে ঢেকে দেয়। এ ধরনের ভোগালজির একটি প্রকৃষ্ট উদাহরণ রয়েছে দ্বীকনাথ ঠাকুরের 'হিং টিং হুট' কবিতায়: গৌড়ীয় পণ্ডিত হিং টিং হুট শব্দগুলির নিম্নরূপ ব্যাখ্যা দেন:

এখানে ব্যাক্ত অনেক আছে, কিন্তু কথ কিছু নেই। দূর নোকেবা বলে যে
এ ধরনের বক্তৃতা অনেকই দ্বীকনাথ গান লিখছেন:
অনেক কথা যাও যে বোল কোনা কথা না বলি।
কোথার কথা কোথার আশা মিছেই উল্লসি।

...নিতান্ত সরল অর্থ, অতি পরিচ্ছন্ন—
বহু পুরাতন ভাব, নব আবিষ্কার;
গ্রন্থকেব ত্রিনয়ন ত্রিকাল ত্রিগুণ
শক্তিরূপে ব্যক্তিরূপে দ্বিগুণ বিগুণ।
বিকর্তন আবর্তন সম্বর্তন আদি
জীবশক্তি শিবশক্তি করে বিসম্বাদী।
আকর্ষণ বিকর্ষণ পুরুষ প্রকৃতি

শুধু নার্শনিক কারণে নয়, বাস্তব চরিত্রেই অস্পষ্টতার দিকে বোঁক রয়েছে:
মধ্যযুগের পুঁথিকাররা লিখেছেন, 'লাখে লাখে সৈন্য মরে কাতারে কাতার,
একুনে ওয়ার হইল চরিশ হাজার'। এখানে কবি লাখ আর হাজারের তফাতই
বোঝেন না। তাই বক্তব্যের অসামঞ্জস্যতা নিয়ে তাঁর মাথাব্যথা নেই:

আগব চৌধুর বলে আকৃতি বিকৃতি।
কুশাগ্রে প্রবহমান জীবাত্মবিদ্যুৎ
ধারণা পরমা শক্তি মেথায় উদ্ভূত।
ত্রয়ী শক্তি ত্রিস্বরূপে প্রপঞ্চে প্রকট,
সংক্ষেপে বলিতে গেলে— হিং টিং হুট।

কৃষ্ণজীবীরা মর্যাদা অর্জনের জন্য কোন ধরনের গণসম্মতি প্রয়োজন, সে সম্পর্কে নানা মত রয়েছে। পল জনসন (১৯৮৮) ১৩ জন কৃষ্ণজীবী নিয়ে Intellectuals নামে একটি বই লিখেছেন। এই বইয়ের নির্দেশে কৃষ্ণজীবীদের নিম্নোক্ত গুণাবলি বিশেষ দৃষ্টি আকর্ষণ করে: মানবস্বার্থ, পরিবারের প্রতি ঔদাসীন্য, নম্রতাম, স্নানোৎসাহ, প্রভাবগা, কৃতজ্ঞতা, নিষ্ঠুরতা ও অসহিষ্ণুতা। তবে বাংলাদেশে কৃষ্ণজীবী হওয়ার জন্য এত সব বদ ধর্মিগতের প্রয়োজন নেই। বাংলাদেশে কৃষ্ণজীবী হওয়ার জন্য দুটি গুণই যথেষ্ট। প্রথমত, বাংলাদেশে কৃষ্ণজীবী হতে হবে অভাবগ্রাস্ত হতে হবে। তেনমার্কের রাজপুত্র যাত্রা যেমন *হ্যামলেট* নাটক সঙ্গব ন্যা, তেমনি অভাবগ্রাস্ত না হয়ে বাংলাদেশে কৃষ্ণজীবীর শিরোপা অর্জন অসম্ভব। দ্বিতীয়ত, বাংলাদেশে কৃষ্ণজীবী হতে হবে 'জগৎপরিভ্রমণ' পরমর্শিতা অর্জন করতে হবে। জগৎপরিভ্রমণ অসম্ভবতাই শাঙ্করাচার্য মনীষার নীতি দৃষ্টি লাভ করে

আবার কোনো কোনো কবিতায় সব শব্দের অর্থ আছে, কিন্তু সামগ্রিকভাবে কবিতাটির কোনো অর্থ নেই। সুকুমার বায় বাংলায় এ ধরনের কবিতা লিখেছেন। যেমন ধরুন, নিচের কবিতাটি:

ওনেহো কি ব'লে গেলাম সীতানাথ বাপো?
আকাশের গায়ে নরকি টক টক গরু?
টক টক থাকে নাকো হাঁসে পড়ে কুই—
তখন দেখেছি চেটে' একেবারে নিঠি।

এখানে প্রত্যেকটি শব্দের অর্থ আছে। কিন্তু পুরো কবিতাটি রেক্কা চল। আকাশের কি গরু আছে? কারও পক্ষে সে গরু চাটা কি সম্ভব? কবিতাটি যে অর্থহীন তা কাউকে বলে দেওয়ার প্রয়োজন পড়ে না। অথবা নিচের কবিতাটি উপভোগ করলেও কেউ এর অর্থ বুঝতে পারবে না:

মনি-গো মনি শব্দে যদি
নিম গাছতে হাঙ্গের শিম
হাঙ্গের মাথা ব্যাঙের হাতা
কম্পের হাসের হাসের দিন।

দাঁড়া করে বসে হয়, "Economics is the painful elaborations of the obvious" (অর্থনীতি হচ্ছে সোচ্চার বিশেষের সেনমান্যকর সম্প্রসারণ) অনেক অর্থনীতিবিদের নিজেদের নামই প্রমাণ করে, অর্থনীতিবিদেরা যেভাবে সব বিষয়ের বিশ্লেষণ করতে চান তার আশে প্রয়োজন আছে কি না। এ সম্পর্কে অর্থনীতিবিদগণ কয়েকটি বক্তব্য একটি সুন্দর ছন্দা লিখেছেন যা নিচে উদ্ধৃত হলো:

If you do some acrobatics
With a little mathematics
It will take you far along
If your idea's not defensible
do not make it comprehensible
your folks will find you out,
and your work will draw attention
if you fail to mention
what the whole thing is about.

You must talk of GNP*
And of elasticity
Of rates of substitution
And undetermined solution
And oligonoposy

সুকুমার বায়ের কবিতায় কোনো অস্পষ্টতা নেই। বায়ের পাঠককে কখন বলে দিতে হবে না যে তাঁর বক্তব্য স্ট্রট বরং স্ট্রট বলেই আশ্চর্যের তা আঙুলে ইচ্ছা করে:

যে সব লোকে শব্দ লোবে
তাদের ধরে ধাঁচার রোবে

ইংরেজি ননসেন্স কবিতা উদ্ধৃত হলো। প্রথম উদ্ধৃতিটি নেওয়া হয়েছে লুই ক্যাপ্রলের একটি কবিতা থেকে:

Twat brillling and slithy toves
Did gyre and gimble in the wabe
All mimsy were the borogoves
And mome raths outragbe.

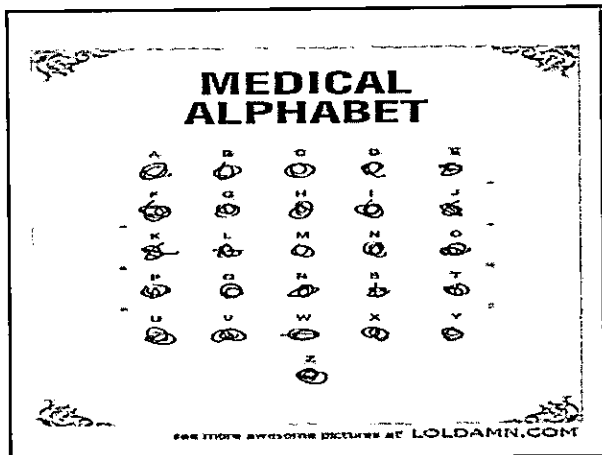
দ্বিতীয় উদাহরণটি নেওয়া হয়েছে স্পাইক নিলিগানের কবিতা থেকে:

On the Ning Nang Nong
Where the cows go bong!
And the monkeys all say Boo!
There's a Nong Nang Ning.

এ দুটি কবিতায় কিছু অর্থপূর্ণ শব্দ থাকলেও অধিকাংশ শব্দ অর্থহীন তাই এসব কবিতাকে আপাতদৃষ্টিতে অর্থপূর্ণ মনে হলেও আসলে এরা অর্থহীন। নেহাত ধনি দুটির জন্য কিছু অর্থহীন শব্দ একত্র করা হয়েছে।

কানের কাছে নানান সূত্র
নামতা পোনা একশো উড়ে
সামনে রেখে মূর্খির বাতা—
হিসাব কষায় একশ পাতা।

'আবোলতাবোল' কবিতায় অর্থ না থাকলেও শব্দের মূলধুরি রয়েছে। বক্তব্য না থাকলেও শব্দের মূর্খনা সামান্যের দৈর্ঘ্য এবং অনন্বিত করে। 'ননসেন্স' রচনা হচ্ছে নির্মল ভোগেন্সি। এখানে বক্তব্য আলো-জাঁধারের অস্পষ্টতা আছে, তবে কোনো ফেরেবাবি নেই।

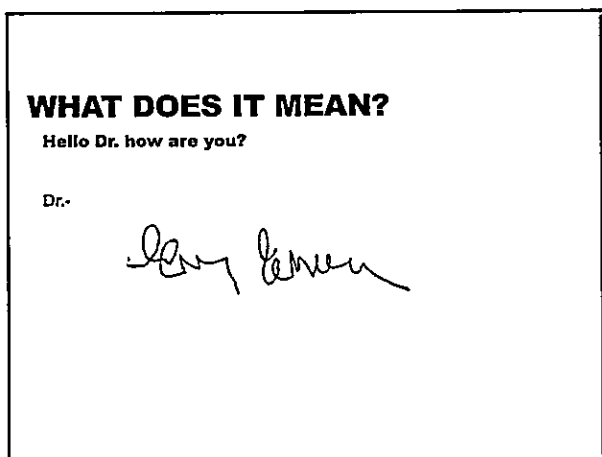


ALLITERATION

Definition

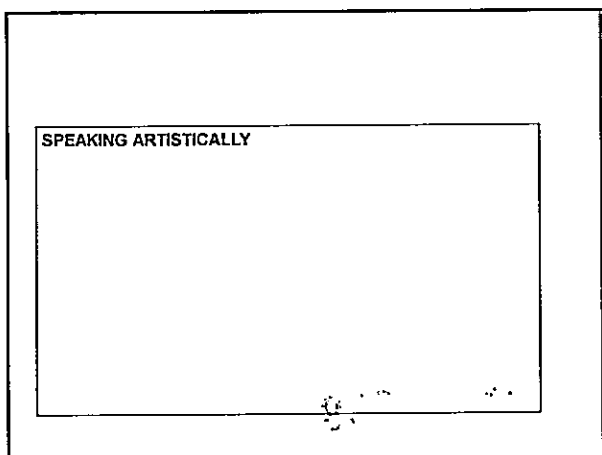


It is a figure in which the same sound, letter or syllable is repeated in a sequence of nearby words.



FEATURES

1. There is a repetition.
2. It is either about a sound, or a letter, or a syllable used in words.
3. This recurrence takes place in a sequence of nearby words.



EXAMPLES

দিক ইফেক্ট

KwjKvZvi KvjxNv†Ui KvjxPib
Kg©Kv†ii Kwbô Kন্যা KvKwj
Kg©Kvi Kcvj Kzন্টিZ Kwiqv
Kwnj, 'Kvjy KvKv, Kvjy KvKv,
KvK †Kb Kv Kv K†i?'

EXAMPLES

Alone, alone, all, all alone
 Alone on a wide, wide sea.

She sells seashells on the seashore
 The shells she sells are seashells, I am sure
 For if she sells seashells on the seashore
 Then I am sure she sells seashore shells.

EXAMPLES

- He is regularly irregular.
- They have a plentiful lack of wit.
- Hasten slowly.

EXAMPLES

- To whom I respect always, all ways.
- I am ready already.
- From that time to this time...
- Think again, think ahead, think across
- Those teachers had character, charisma, commitment and courage. Those who are criticizing them have got greed, gesticulations, grievances and grudges.

PUN

This is a figure which
 'rests on a duplicity of
 sense under unity of
 sound.'

OXY MORON**Definition**

It is a figure in which
 contradictory words are
 set side by side for raising
 a striking effect in the
 language.

EXAMPLES

✓Singapore is a fine city.

✓If a woman loses her husband, she pines
 for a second.

✓Although he is a scientist, his knowledge
 on sound is not sound.

✓In a game of cards, a good deal depends
 on good playing, and good playing
 depends on a good deal.

CHIASMUS

✓ Definition

▪It is a figure in which generally a contrast between ideas is expressed through the inversion of the order of words or phrases when they are repeated or subsequently referred to in a sentence.

শ্রী: কখনো আমাকে ছেড়ে যাবে?

স্বামী: কখনোই না।

শ্রী: আমি কি তোমাকে পুরোপুরি বিশ্বাস করতে পারি?

স্বামী: হমম

শ্রী: ও সুইচ বার্ট

ILLUSTRATIONS

▪Fair is foul and foul is fair.

▪Beauty is truth, truth beauty.

Thank You!

স্বামী ও শ্রীর মধ্যে কথোপকথন

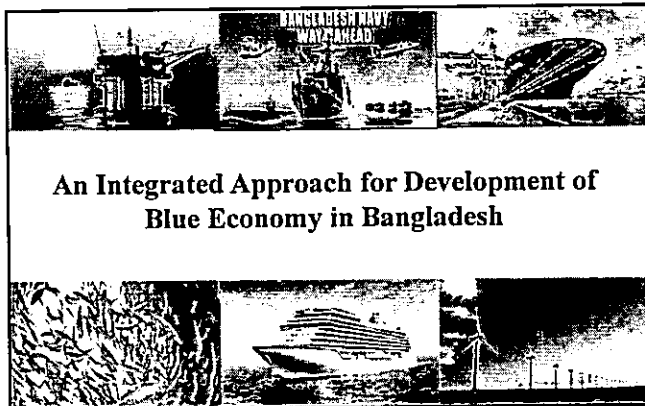
স্বামী: ওহ শেষ পর্যন্ত আমার স্মৃতি সফল হলো...

শ্রী: আমি যদি তোমাকে ছেড়ে চলে যাই?

স্বামী: না এই কথাটা আর ভুলেও মুখে আনবে না।

শ্রী: তুমি কি আমাকে ভালবাস?

স্বামী: অবশ্যই কোন সন্দেহ নেই।



CONCEPT OF BLUE ECONOMY

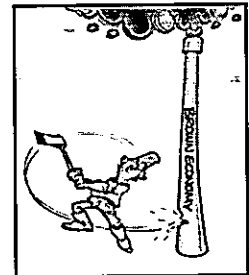
- Brown Economy
- Green Economy
- Blue Economy
- Golden Economy

INTRODUCTION

- Blue Economy: Sustainable use of ocean resources for economic growth, livelihoods, and ecosystem
- Bangladesh like other maritime nation is profoundly depends on its extensive maritime possessions; which comprises coastal areas, territorial sea, EEZ etc
- Bangladesh has 710 km coastline and 118,813 sq. km EEZ post-2012/2014 maritime boundary resolutions
- Bangladesh cannot be blamed for its location in Bengal delta. Like any other nation, it has the natural right to have access to benefit from its sea resources
- To safeguard the maritime destiny, a successful implementation of Blue Economy planning and management deemed necessary. GoB need to redraw the countries conceptual map for development both land and maritime sectors

CONCEPT OF BLUE ECONOMY

'Brown Economy', also called 'black economy', i.e. economic growth that depends only on petrochemicals like coal, petroleum and natural gas

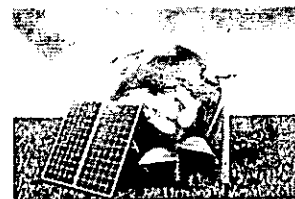


SCOPE

- Concept of Blue Economy
- Blue Economy vis a vis Concept for Sustainable Ocean Governance
- Bay of Bengal : Charting a New Course for Bangladesh
- Ocean-based economic activities/Opportunities in Bangladesh
- Activities of "Blue Economy Cell" in Bangladesh
- Integrated Approach for priority sector of Blue Economy
- Challenges/ Limitations
- Way Forward

CONCEPT OF BLUE ECONOMY

'Green economy', UNEP since 2008, defined as an economy that seeks to reduce environmental risks and ecological scarcities, and promote sustainable development without degrading the environment



CONCEPT OF BLUE ECONOMY

'Blue Economy', or marine economy, is an emerging concept; it is designed to develop marine ocean resource, service industries, directly or indirectly related to it.



BLUE ECONOMY: CONCEPT FOR SUSTAINABLE OCEAN GOVERNANCE



- At the United Nations Conference on Sustainable Development (UNCSD) held in Rio de Janeiro in 2012, blue economy viewed as ocean economy which aims at the "improvement of human well-being and social equity, reducing environmental risks and ecological scarcities.
- Outcome of document titled the "The Future We Want" highlights ocean's contribution to growth, stating; "We stress the importance of the conservation and sustainable use of the oceans and seas and of their resources for sustainable development."

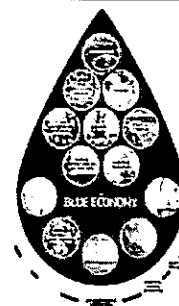
CONCEPT OF BLUE ECONOMY

'Golden Economy' or 'Sunshine Economy' conveys a sustainable economy that chooses non-fossil energy (based on wind, solar, water, biomass, geothermal etc.) as basic energy supply



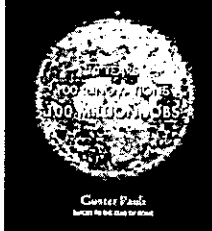
BLUE ECONOMY

According to European Commission, "All economic activities related to oceans, seas and coasts. It covers a wide range of interlinked established and emerging sectors."



BLUE ECONOMY: CONCEPT FOR SUSTAINABLE OCEAN GOVERNANCE

THE BLUE ECONOMY



- The Blue Economy conceptualizes oceans and seas as "Development Spaces" integrates conservation, sustainable use of living resources, energy production and maritime transport.
- Gunter Pauli's book, describes "The Blue Economy: 10 years, 100 innovations, 100 million jobs" (2010)

OCEAN-BASED ECONOMIC ACTIVITIES AND SUSTAINABLE OCEAN GOVERNANCE

- Oceans cover 72% of the surface
- Oceans are generating oxygen, absorbing carbon dioxide
- Oceans provide food and livelihoods
- Means of transport for more than 80% of global trade
- Constitutes global tourism industry
- Submarine cables carry 90 percent of the electronic traffic
- Sea also offers vast potential for renewable "blue energy"

Module:7

Project Management and Financing

Public Policy Making

RizwanKhair

What do you understand
by Public Policy??

What is 'Policy'?

- A definite course or method of action selected (by government, institution, group or individual) from among alternatives and in the light of given conditions to guide and, usually, to determine present and future decisions.
- A specific decision or set of decisions designed to carry out such a course of action.

What is 'Policy'

- ▶ Such a specific decision or set of decisions together with the related actions designed to implement them.
- ▶ Policy is: (1) Basic principles by which a government is guided; (2) Declared objectives which a government seeks to achieve and preserve in the interest of national community.
- ▶ **Public Policy is what ever government chooses to do or not to do (Dye)**
- ▶ Simon (2007) *sees it as what government ought or ought not do, and does or does not do*

4

More Definitions of Public Policy

...the study of what governments do, why they do it, and what difference does it make (Thomas Dye)

.. The sum of government activities, whether acting directly or through agents, as it has an influence on the lives of citizens (Guy Peters)

More Definitions of Public Policy

...the combination of basic decisions, commitments, and actions made by those who hold or affect government positions of authority.

Larry N. Gerston

Why do Governments make Public Policies

The purpose of public policy is to fashion strategies for solving public problems/ tackling an issue/ reach certain goals/ objectives.

Public Policy Environments

Levels of Government

Levels of Government
.National

.State/ division

.Local

[County, City, Town/Village]

Public institutions are the vehicles through which public policies are formulated and carried out.

Constants of Public Policy

- . Issues that appear on the public agenda
- . Actors who present, interpret, and respond to those issues
- . Resources affected by those issues
- . Institutions that deal with issues
- . Levels of government that address issues

- Publicness, generally meant to protect interests of the public
- In line with the Constitution
- Increasingly reflects international norms, practices and policy regimes
- **Reflects the political commitment of the party in power**
- Goal oriented/ purposive
- Reactive or Proactive

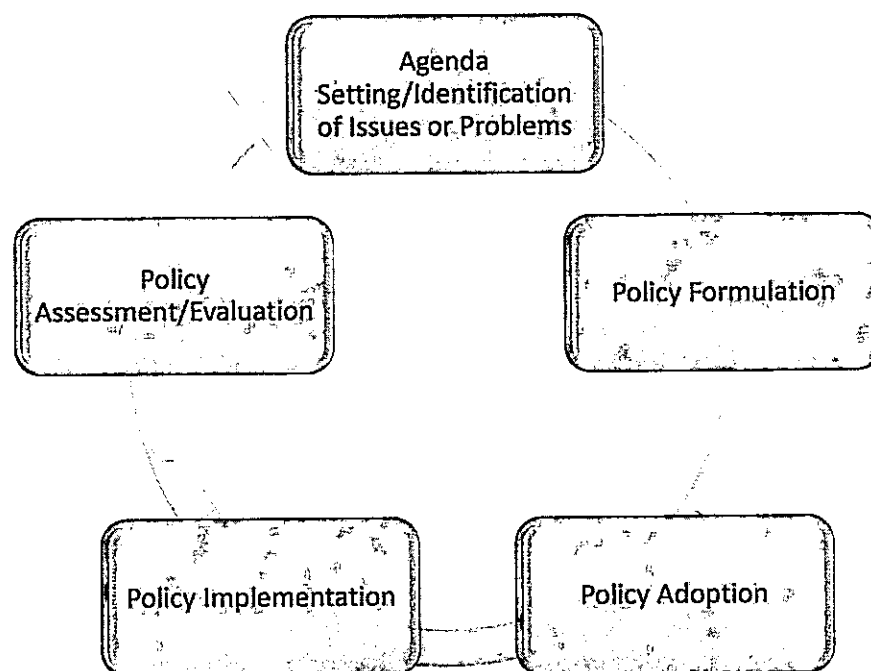
Who are the players in public policy making?

Public policy issues gain their status when they reach the eyes and ears of government actors.

The process is initiated by:

- . Individuals
- . Interest Groups
- . Media
- Government

Stages of Policy Process



POLICY Stages

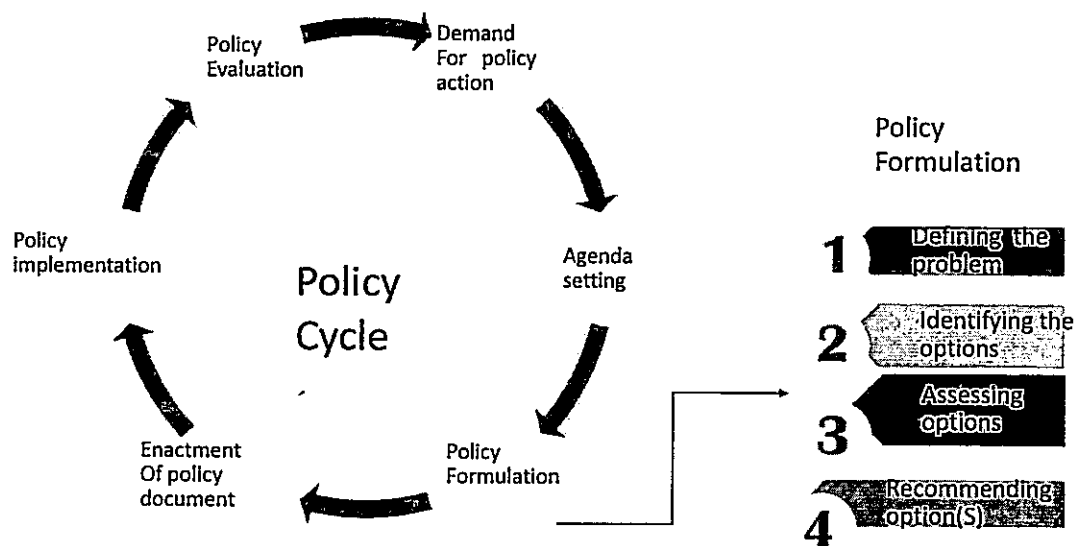
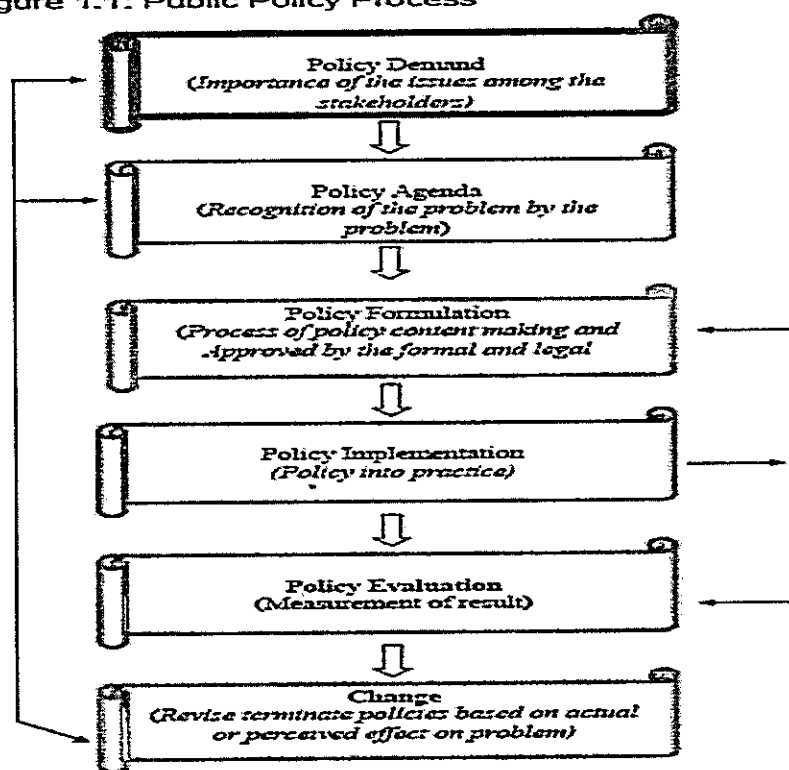


Figure 1.1: Public Policy Process



Public policy making process

- Agenda Setting is the process by which problems and alternative solutions come to the attention of members of the public and governmental officials
- Problem identification

Problem : A condition where there is a gap between the existing and expected level. "Conditions become defined as problems when we think that we should do something about them...the problem doesn't get worse". (Kingdon, 1984)

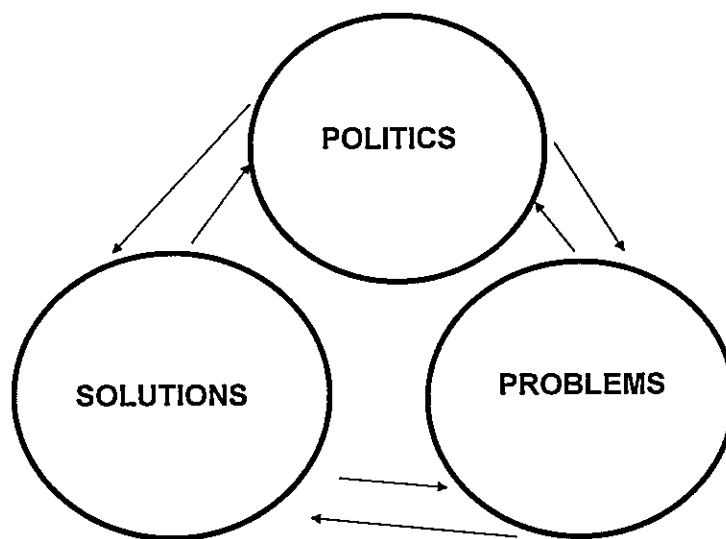
Public policy making process

- Identification of policy alternatives- the formulation of various alternatives to resolve the problem.
- Policy adoption- deciding which proposed alternative will be used to handle the problem.
- Implementation- what is done to carry into effect or apply adopted policies.
 - Evaluation - activities intended to determine what a policy is accomplishing, whether it is achieving its goals, and whether it has other consequences.

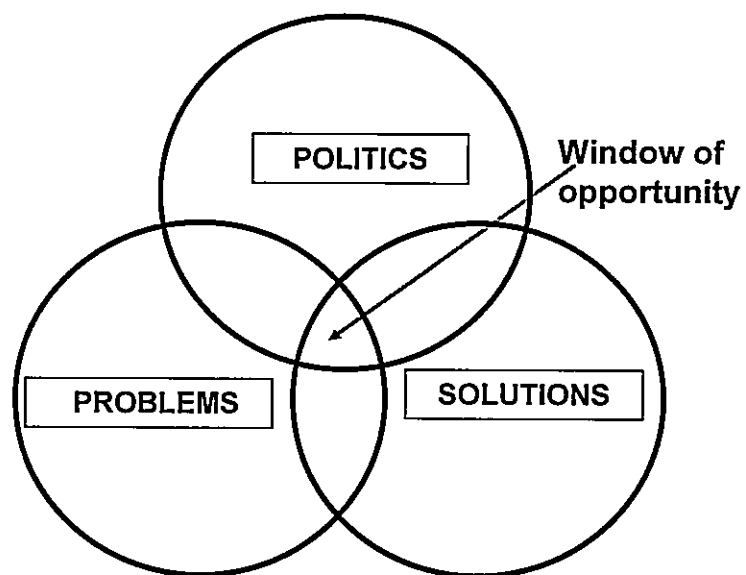
Assumptions about Policy Making

- Policy makers practice rational decision making
- Prioritise goals and objectives
- Examine all alternative solutions
- Choose alternatives that maximise policy goals

However Policymaking is **Not** Simple & Linear in Process



Policies happen when a Window of Opportunity opens for solutions to problems/issues



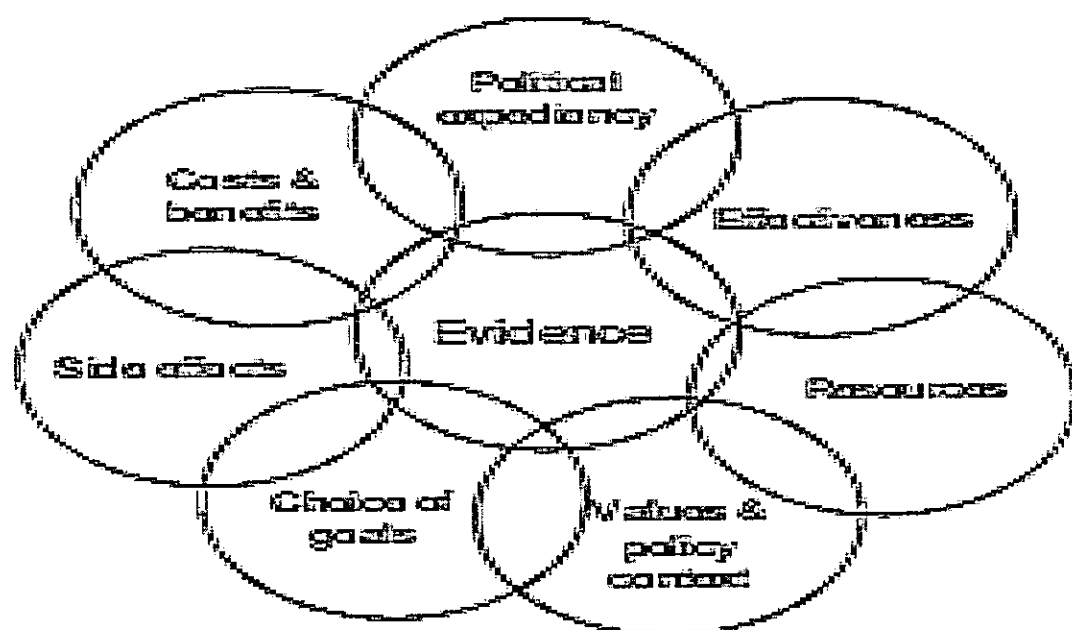


Figure 11.1: Factors influencing policy making

Factor that affect Policy Formulation

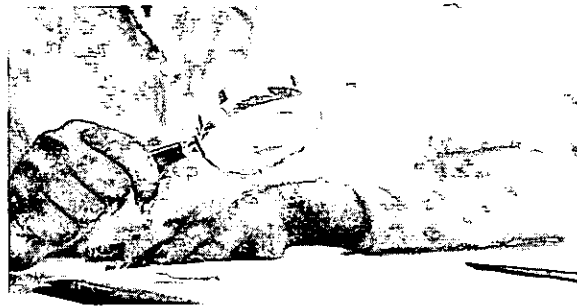
- ☐ *Inadequate understanding/clarity of the "demand side" and also "prediction of the outcomes".*
- ☐ *Inadequate or no assessment of the nature of the political economy.*
- ☐ *Weak/ inappropriate assessment of social/cultural implications.*
- ☐ *Inadequate assessment of the governance dimensions of policy- capacity/ preparedness, uncertainties, resources, assessment of the role and expectation of the potential beneficiaries and also the victims.*
- ☐ *Legal analysis of Constitutional framework, review of existing / and International conventions/protocol/ and ratification) play a critical role in both formulation and implementation.*

Things to keep in mind about the policy making process...

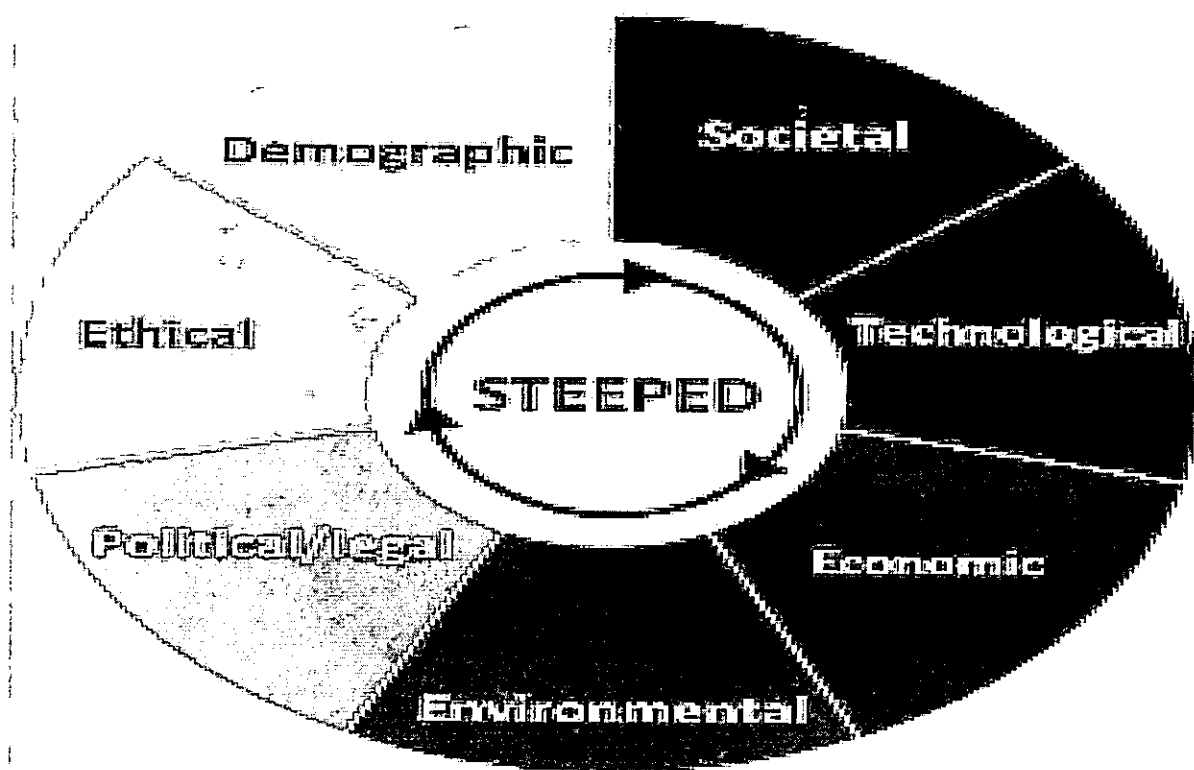
- Public policies are **constantly changing**- reshaped, modified, changed, rejected for new policies.
- Public policy must be inferred from **actions and behavior** of many government agencies and officials involved **over time**.
- Policy is **a process**, not something that can be determined by a single event or decision.
- Policy is **complex, takes place on multiple levels**- national, state, local.
- There will be **winners and losers** in the policy making process.

Rationale for Evidence Based Policy Making

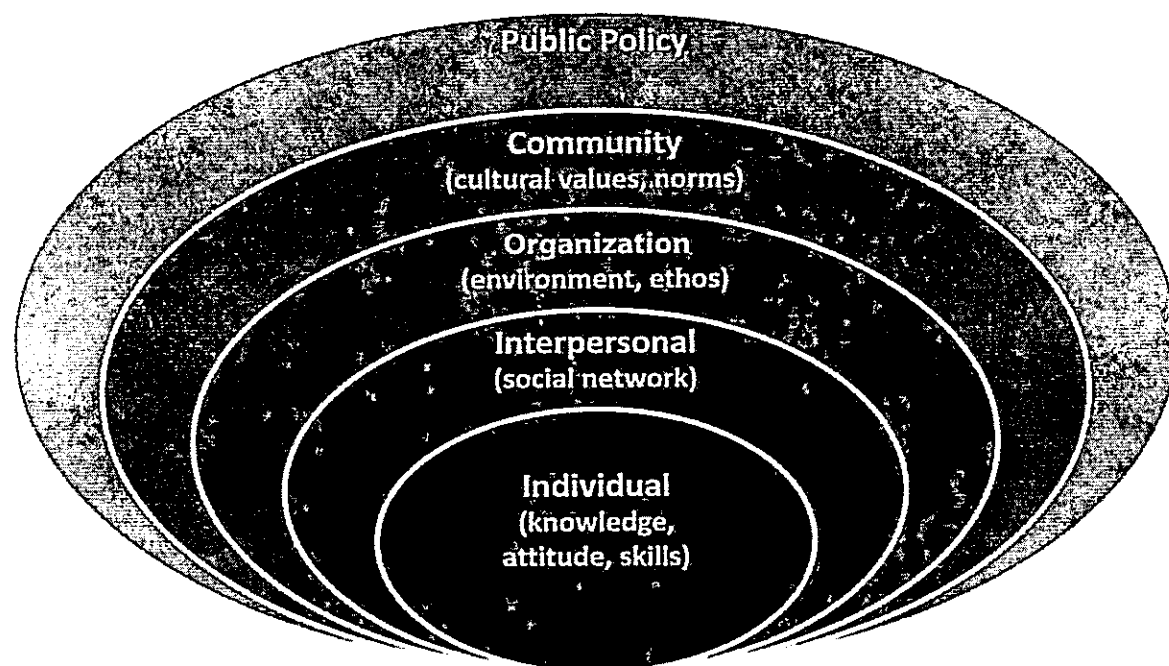
What is evidence?



“the available body of facts or information indicating whether a belief is true or valid”



Social Ecological Model



- Evidence Based Policy is a set of methods which informs the policy process, rather than aiming to directly affect the eventual goals of the policy. It advocates a more rational, rigorous and systematic approach. The pursuit of Evidence Based Policy making is based on the premise that policy decisions should be better informed by available evidence and should include rational analysis. This is because policy which is based on systematic evidence is seen to produce better outcomes. The approach has also come to incorporate evidence-based practices.

Why Do we need evidence??

To:

- Confirm what we think we know
- Enrich our understanding
- Explain complex issues
- Challenge received wisdom
- Scope opportunities for change

WHY??

- Constructing a line of argument against which to assess policy's needs for evidence & analysis:
- Why is this issue important?
- Why are things changing, for better or for worse?
- Why does Government need to intervene?
- Why do we need a policy on this issue?
- Then summarise into...Why does Government need to develop a policy on this issue?

2 Policy definition and evaluation: a framework

The design of political intervention is clearly a strategic field at least for three reasons

- SCIENTIFIC SUPPORT FOR DECISIONAL PROCESSES 
 - Make more adequate choices
 - Rationalize interventions, programs and actions

- CONTROL (Monitoring) 
 - On effective implementation of the programmed targets
 - On impact of the implemented programs

- GUARANTEE FUNCTION 
 - transparency with references to users
 - safeguards of society's interests

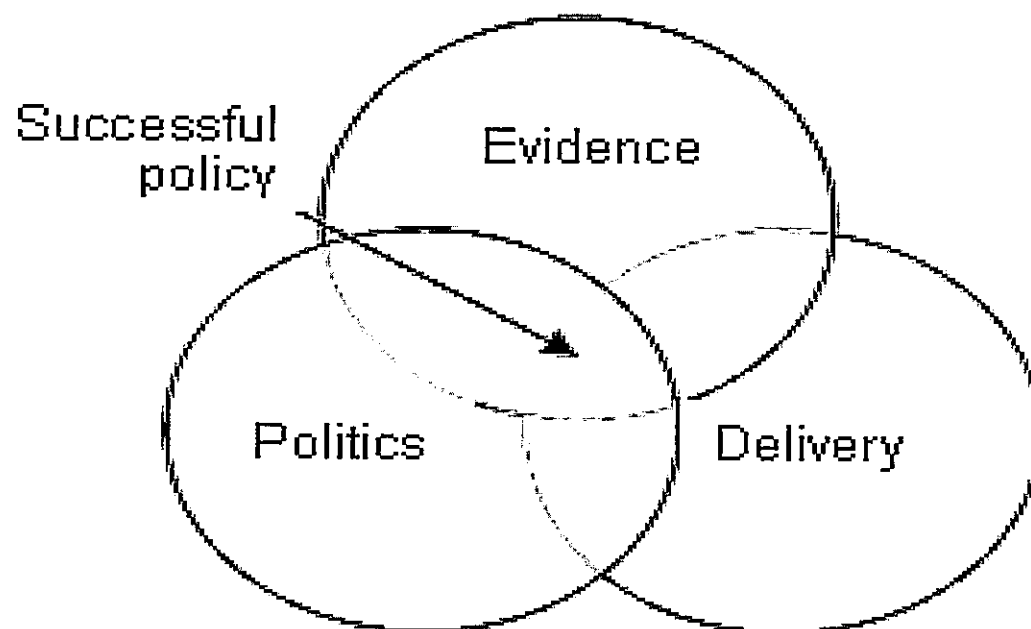
❖ To specify how *policy intervention design and the ensuing impact evaluation* should be organized, we can refer to the **simplified framework** illustrated in the following sketch

Principles of Evidence-Based Policymaking

- 1. Build and compile rigorous evidence about what works, including costs and benefits.
- 2. Monitor program delivery and use impact evaluation to measure program effectiveness.
- 3. Use rigorous evidence to improve programs, scale what works, and redirect funds away from consistently ineffective programs.
- 4. Encourage innovation and test new approaches

Lack of Evidence in Policy making results in :

- Poor quality public services;
- Little or no benefit delivered or not sustainable in the long term;
- Sections of society excluded from benefits;
- Users' expectations not met;
- Adverse social or environmental consequences; and/or
- Adverse effects on economic development/ competitiveness

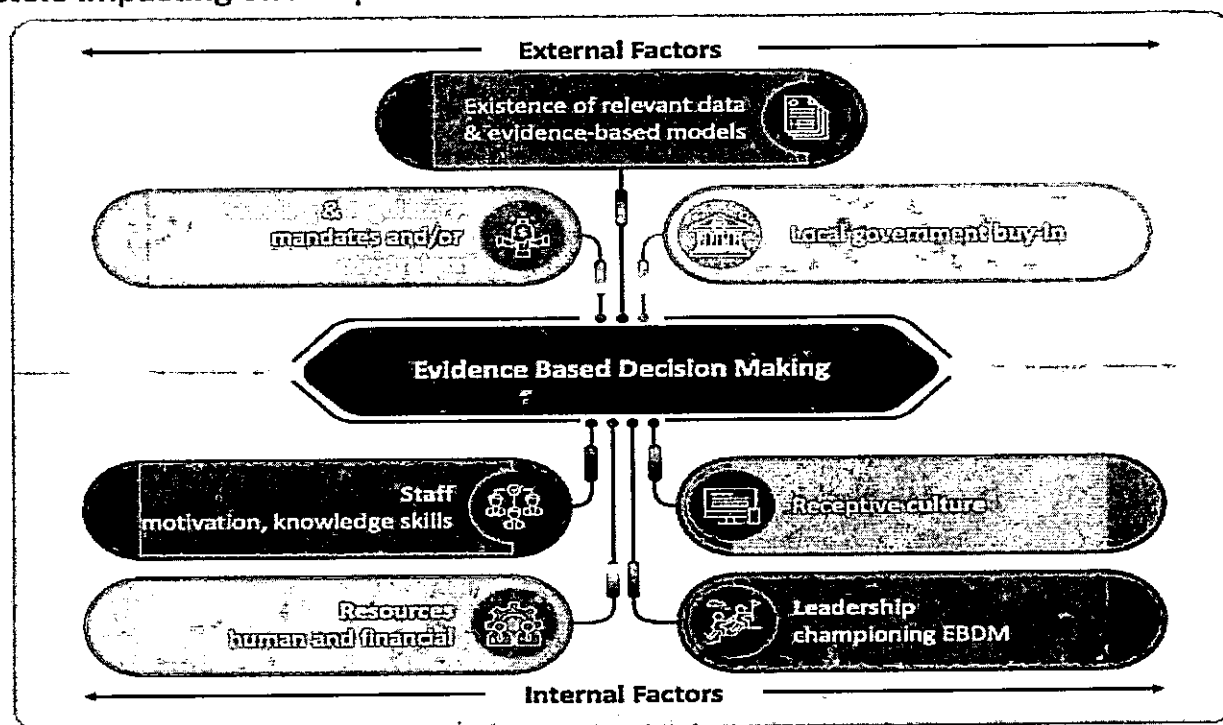


Module:8

**Procurement
Management**

EVIDENCE BASED DECISION MAKING

Factors Impacting on Adoption



Policy Scenario in Bangladesh

- Is usually top down
- Closed system with little participation (slowly changing)
- Used to donor driven (now changing)
- Mostly too ambitious
- Tendency for policy reversal with regime change

A few Constitutional Provisions having direct public implications in Bangladesh.

Art 9 # Promotion on local government institution

Art 10 # Participation of women in national life.

Art 13 # Principles of ownership .

Art 14 # Emancipation of peasants and workers.

Art 15 # Provision of basic necessities.

Art 16 # Rural Development and Agricultural revolution

Art 17 # Free and compulsory education.

FUNDAMENTAL PRINCIPLES OF STATE POLICY

- 8. Fundamental principles (Nationalism)
- 9. Nationalism
- 10. Socialism and freedom from exploitation
- 11. Democracy and human rights
- 12. Secularism and freedom of religion
- 13. Principles of ownership
- 14. Emancipation of peasants and workers
- 15. Provision of basic necessities
- 16. Rural development and agricultural revolution

- 17. Free and compulsory education
- 18. Public health and morality /Protection and improvement of environment and biodiversity
- 19. Equality of opportunity
- 20. Work as a right and duty
- 21. Duties of citizens and of public servants
- 22. Separation of Judiciary from the executive
- 23. National culture / The culture of tribes, minor races, ethnic sects and communities
- 24. National monuments, etc.
- 25. Promotion of international peace, security and solidarity

Policy making Bodies in Bangladesh

a. Cabinet:

The ultimate authority of approving a policy and **“no important policy decision shall be taken except with the approval of the cabinet”** [Clause 4(ii) of the Rules of Business]

Following policy-related issues must be cleared by the cabinet:

- i. All cases related to legislation, including promulgation of ordinances;
- ii. Cases involving vital political, economic and administrative policies; and
- iii. Proposals relating to change of any existing policy or cabinet decision.

Policy making Bodies in Bangladesh

b. Ministry:

The major responsibility of the ministry is "policy formulation, planning and evaluation of execution of plan" [Clause 4(ix) of the Rules of Business].

Finance Ministry should be consulted on all economic and financial matters [Article 14(4) of the Rules of Business].

Obligatory Consultation with
Ministry of Law, Justice and Parliamentary Affairs

Supplementary Consultation
Ministry of Environment/Ministry of Women and Children Affairs
Inter ministerial Consultations

c Secretaries Committees:

Secretaries Committee for Administrative Development

Other Bodies related with Policy making in Bangladesh

National Economic Council (NEC): The NEC is the highest authority to approve major economic policies and development strategies

Planning Commission (PC): The Planning Commission is involved in the formulation of macro economic plans and policies of the government. (FYP and ADP) /Sectoral policies

Parliamentary Committee (PC): According to the constitutional provision (Art. no. 76), the Jatiya Sangshad constitutes Standing Committees. (PAC, COE, etc). Ministerial Standing committee for parliamentary oversight of policy and management of ministerial activities.

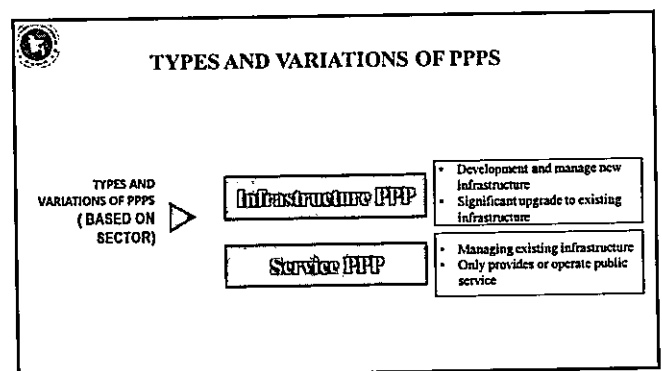
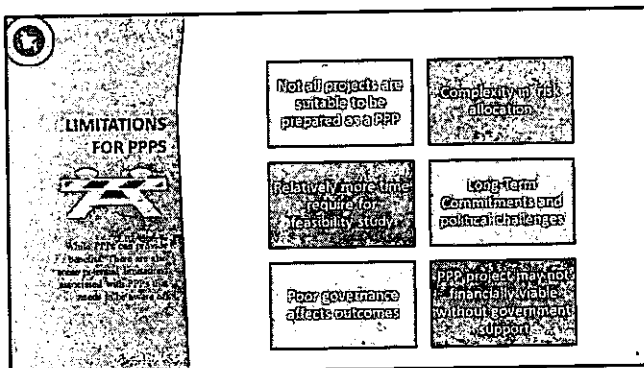
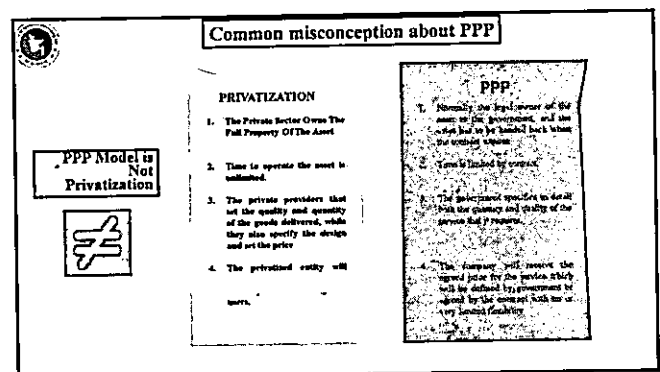
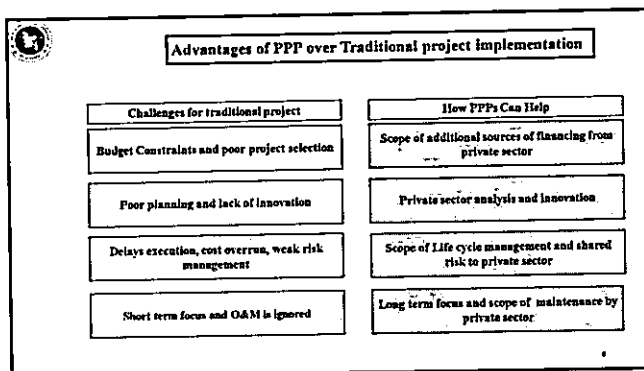
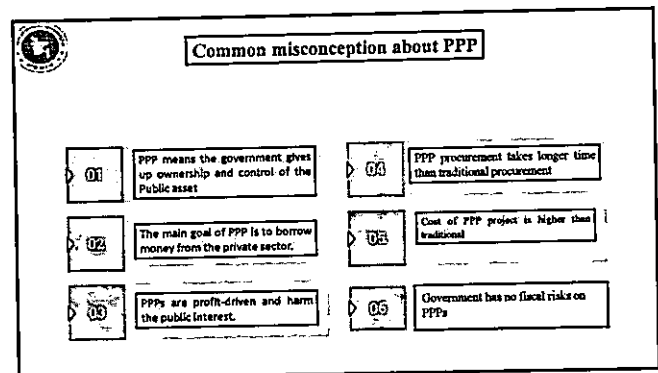
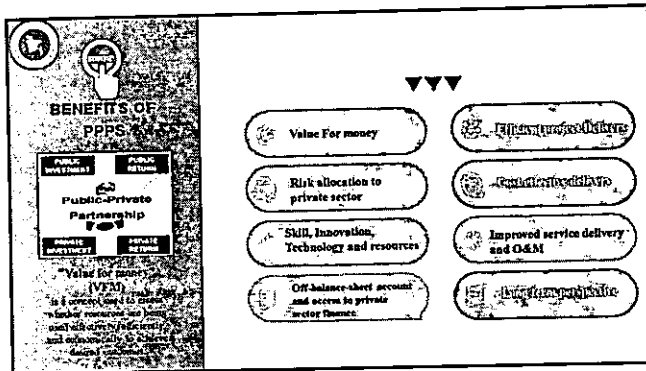
- Development Partners (Donors): Donors have played a significant role in the development plan formulation and management in Bangladesh. This has reduced in recent times.
- CSOs/ NGOs/ Thinktanks: In recent times these organisations play a role in policy formulation and implementation.

**Coalition Building is crucial in
effective & evidence based
policy making**

Links together individuals from

—Government

- Academic Community
- Business
- NGOs and advocacy groups

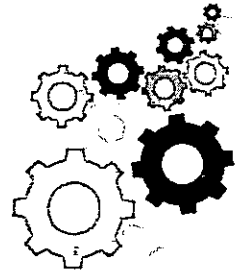


Public-Private Partnerships in Bangladesh: Opportunities and policy challenges

Dr. Md. Mushfiqur Rahman
Secretary(PRL)

CONCEPT, DEFINITION & APPLICATION OF

PPP



PRESENTATION OUTLINE



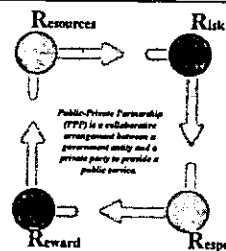
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|----|---------------------------------|----|-------------------------------------|
| 01 | Introduction to PPP | 04 | Opportunities for PPP in Bangladesh |
| 02 | Types of PPP | 05 | Challenges for PPP in Bangladesh |
| 03 | Policy and Regulatory Framework | 06 | Question/Answer |

OUTLINE



CONCEPT AND DEFINITION OF PPP

No universal definition



- PPP is a
- written long-term contract between contracting authority and private party;
 - where private parties provides public works or services on behalf of contracting authority taking appropriate risk allocation and
 - private party receives payment for services based on performance.

A Method of Procurement

Source: 3.17. The Bangladesh Public-Private Partnership Act, 2015

Session Objectives

01

Understand the PPP framework and its relevance in Bangladesh

02

Identify key opportunities for PPPs in Bangladesh

03

Recognize major challenges in PPP implementation

04

Understand the importance of PPP in Bangladesh

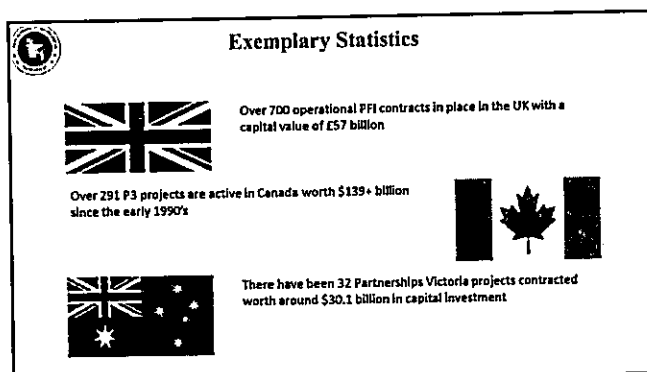
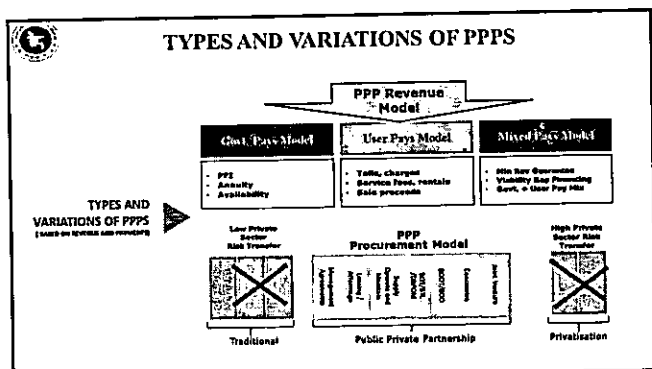
Features of Public-Private Partnerships



Key Features of a PPP

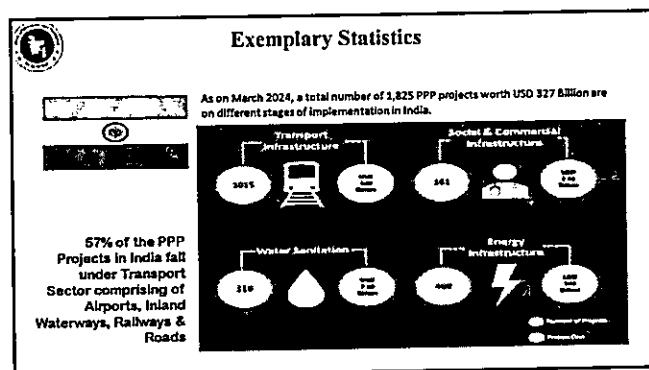
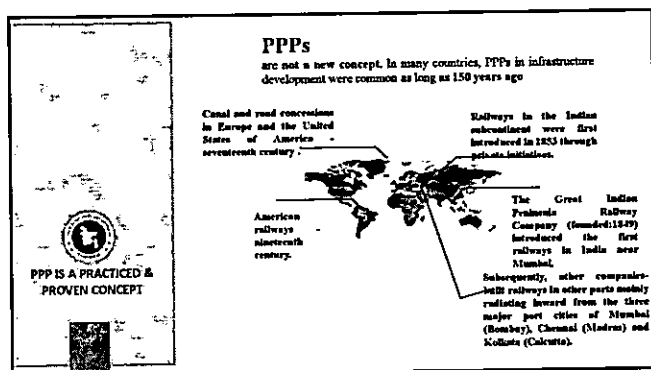
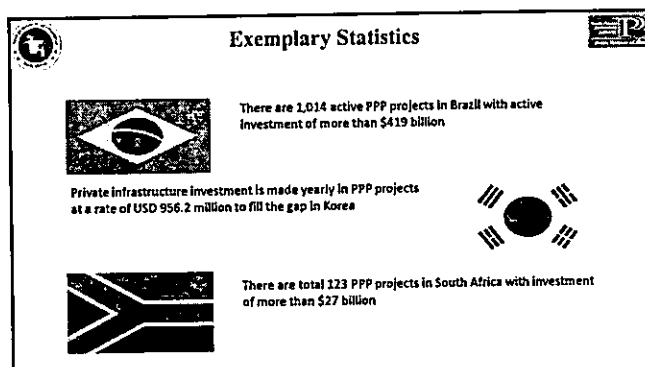


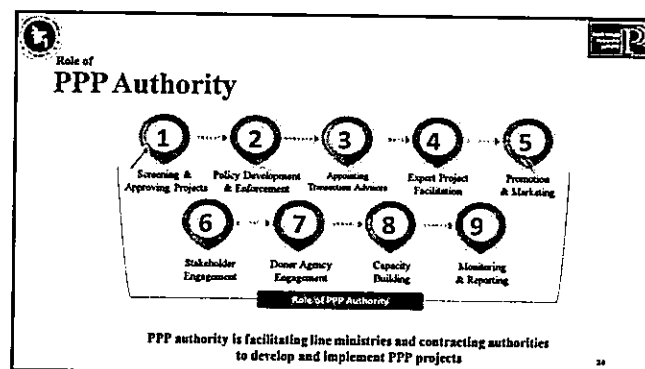
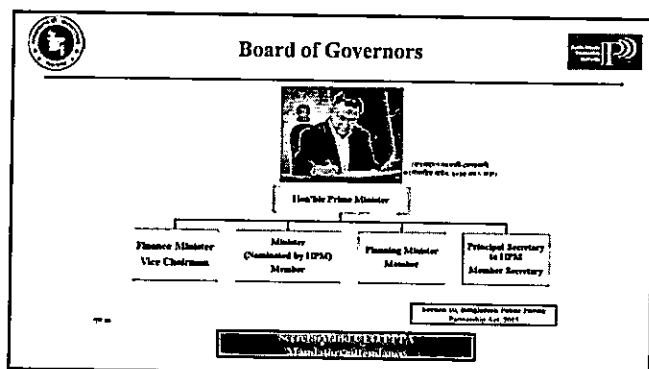
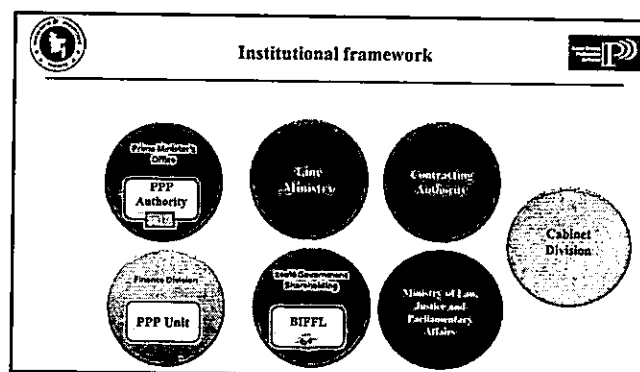
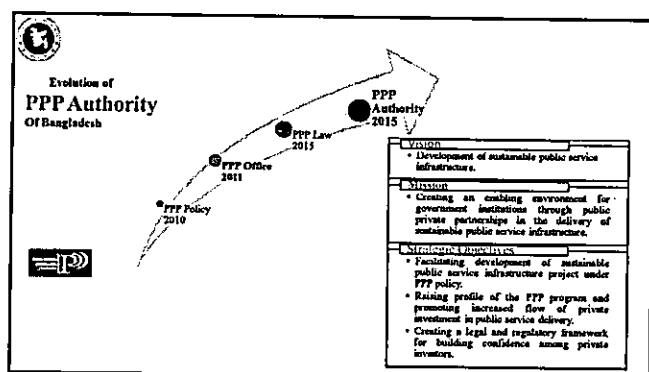
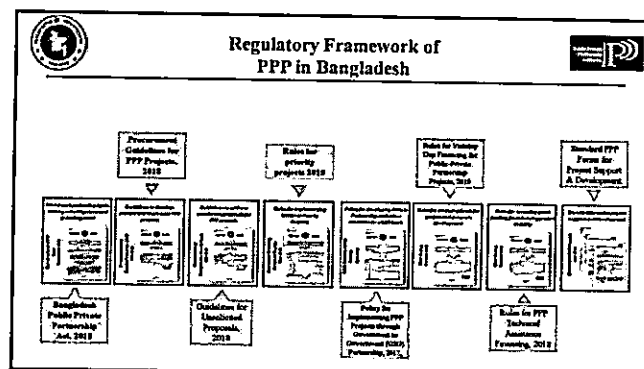
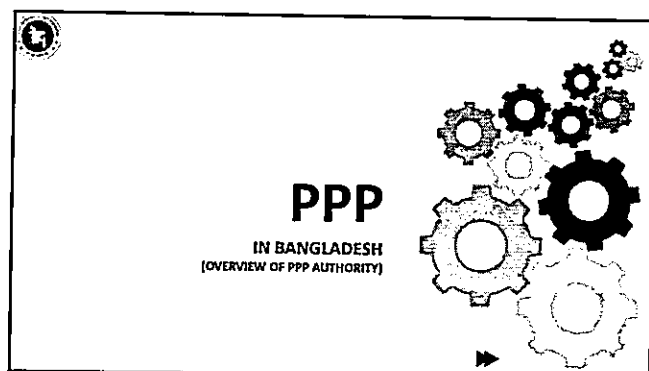
UNDERSTANDING
PUBLIC-PRIVATE
PARTNERSHIPS

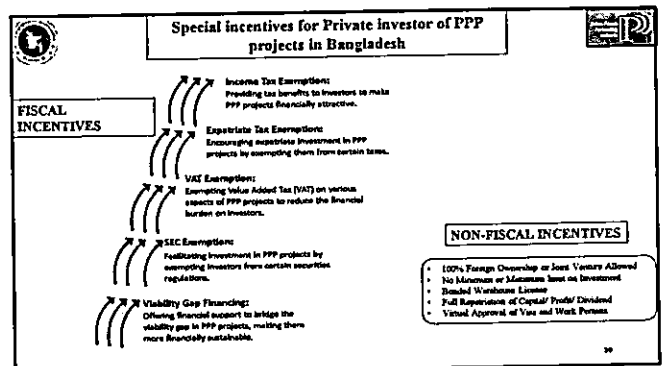
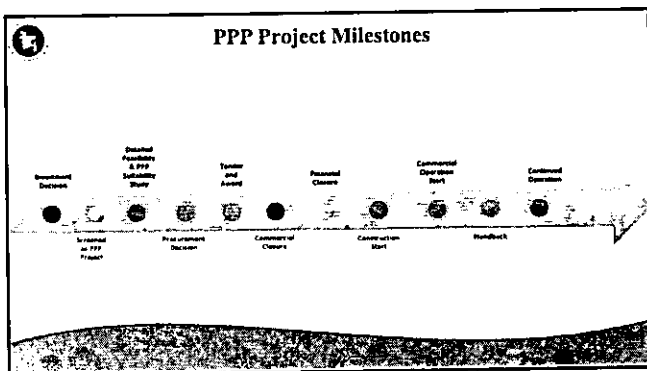
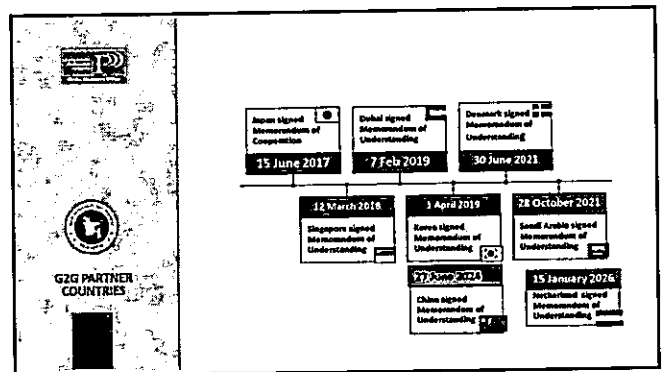
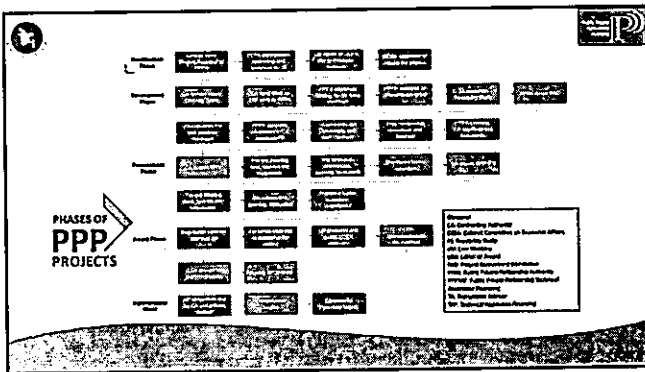
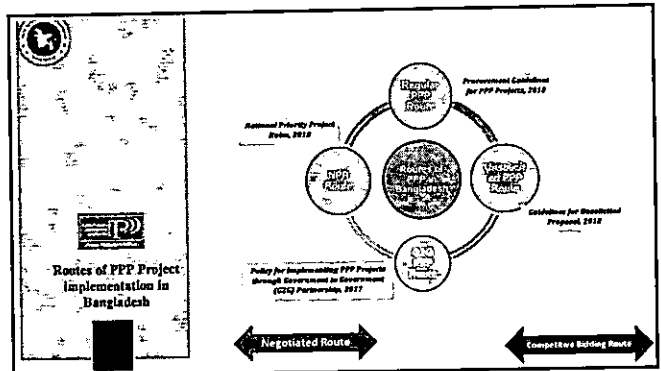
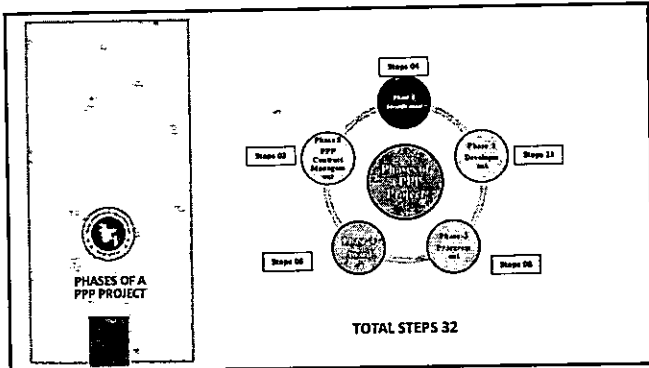


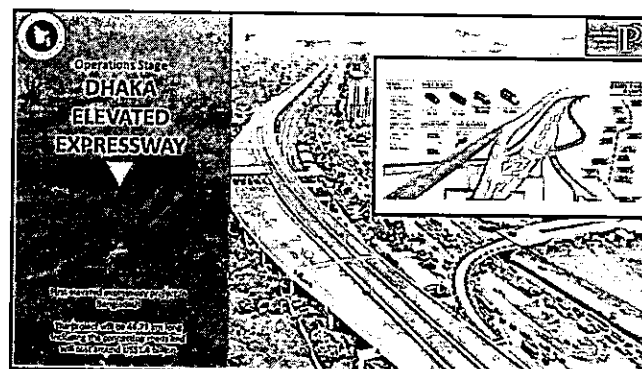
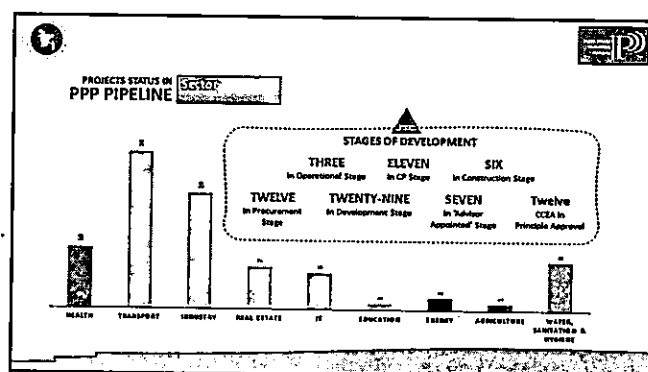
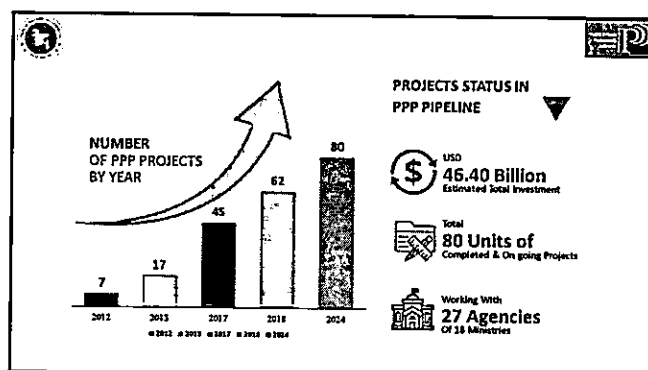
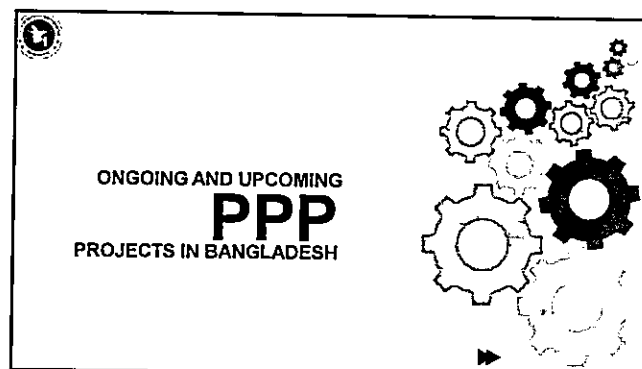
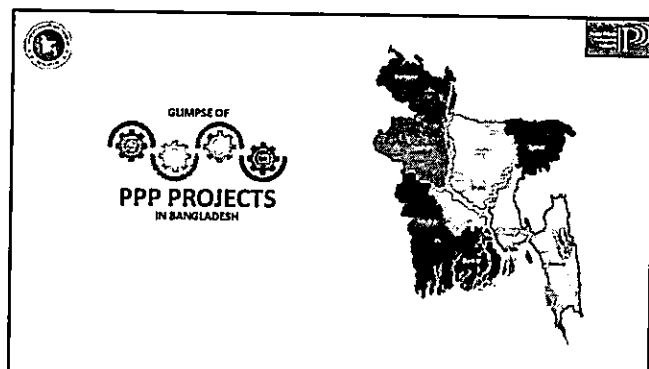
Models and Variations of PPP (Based on project delivery)

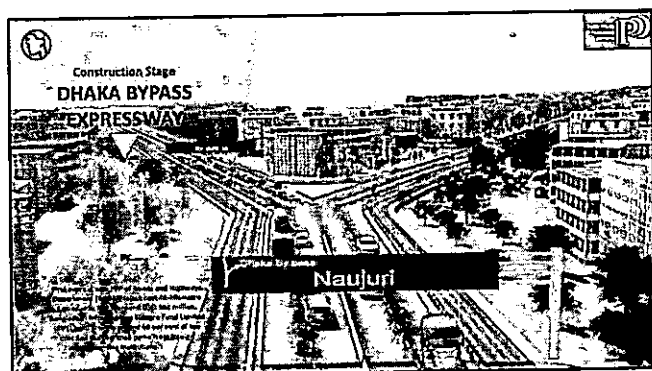
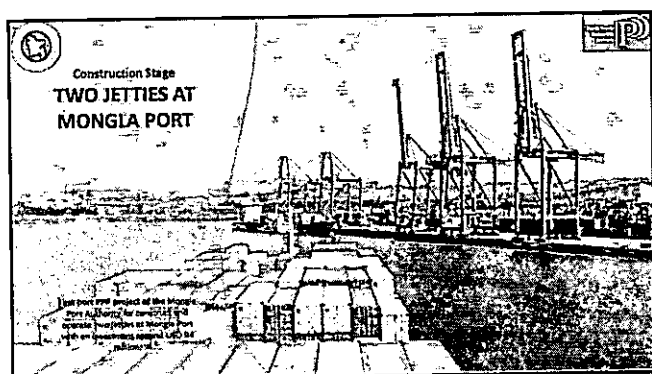
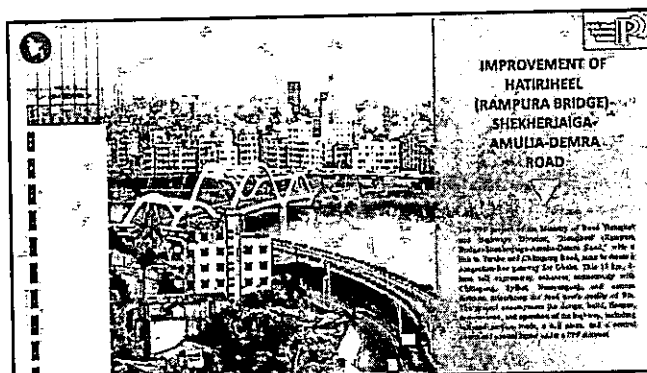
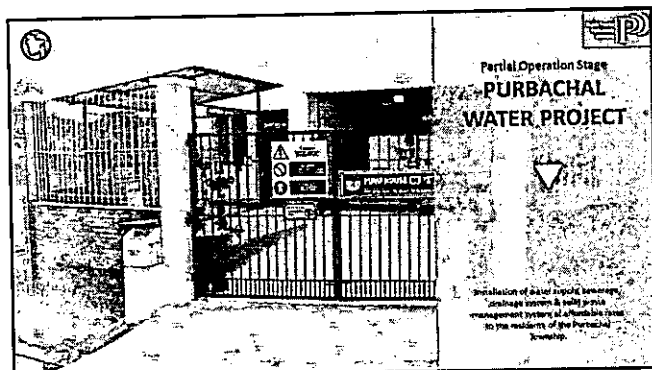
BOT: Build Operate and Transfer
BOO: Build-Own-Operate
DBFO: Design, Build, Finance and Operate
BOOT: Build-Own-Operate-Transfer
O&M: Operation and maintenance contract
BOOT: Build-own-operate-transfer
DBFM: Design-build-finance-maintain
DBFMO: Design-build-finance-maintain-operate
BOLT: Build-Operate-Lease-Transfer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

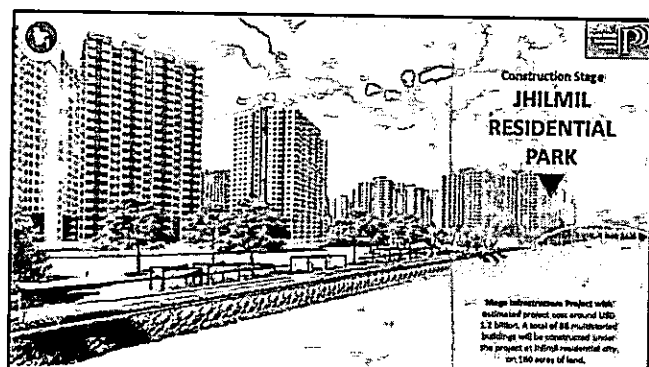












LALDIA TERMINAL PPP AT A GLANCE

INVESTMENT & OWNERSHIP

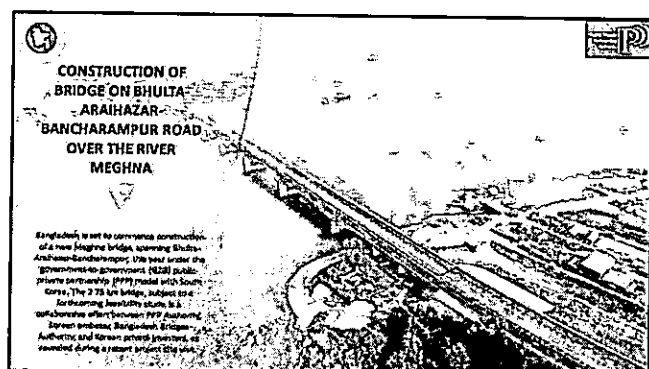
- \$550m investment by APM Terminals with 30-year concession
- Design, finance, build, operate for 30 years
- CPA retains ownership

OPERATIONAL BENEFITS

- 800,000+ TEUs/year
- 41% increase over current capacity
- Commissioning year 2030
- Direct global connectivity
- Reduced freight cost, larger vessels

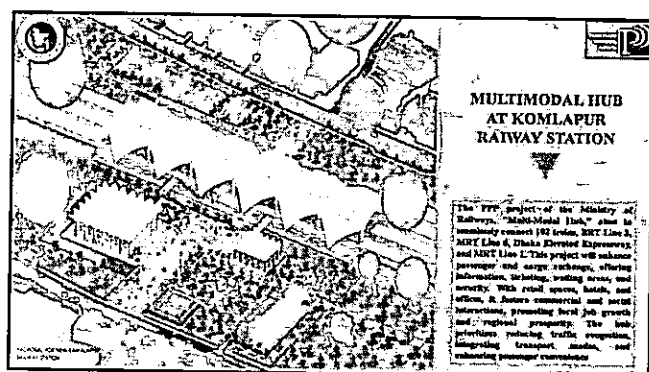
ENVIRONMENTAL BENEFITS

- 500-700 direct formal jobs
- Several thousand indirect jobs
- Construction, trucking, warehousing, logistics
- Boost to local SMEs & inland exports
- Stable foreign currency income



**PPP AND ITS IMPORTANCE
FOR THE DEVELOPMENT
OF BANGLADESH**

People's Republic of Bangladesh



Why PPP is crucial for Bangladesh?

Infrastructure gap

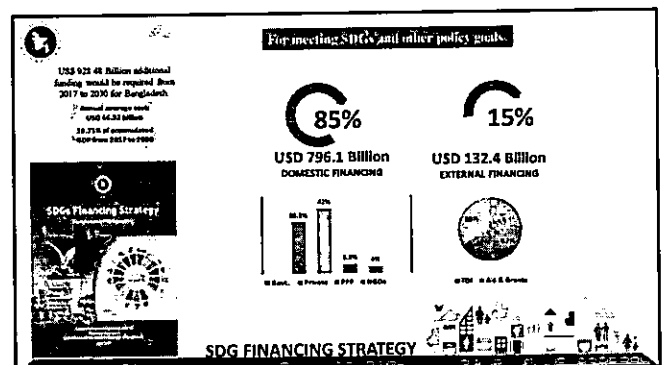
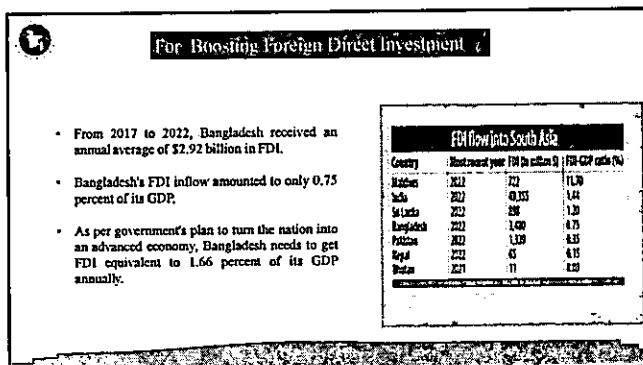
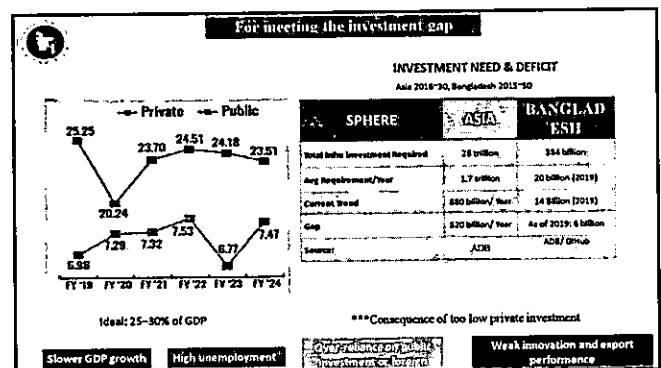
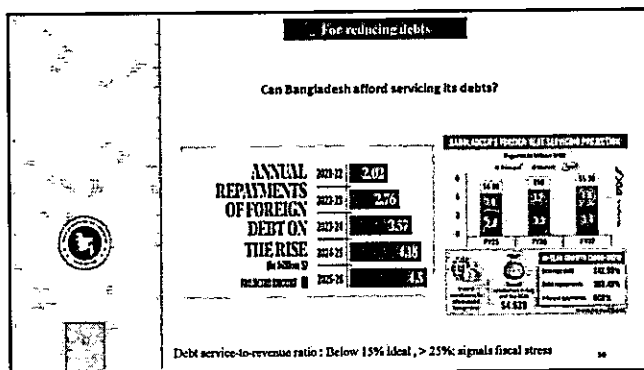
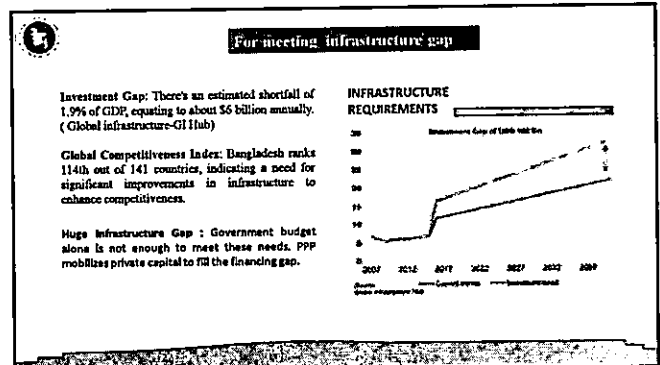
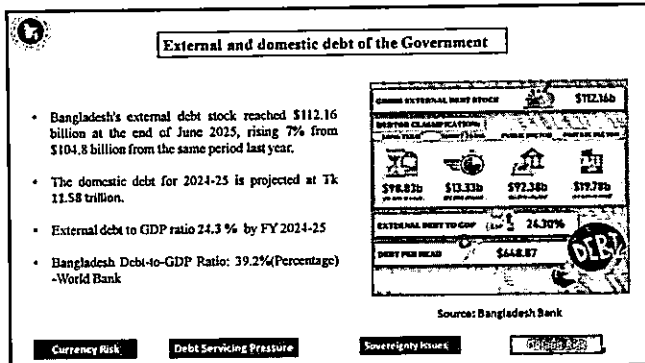
Investment gap

Limited public budget

PPP is an alternative project financing approach

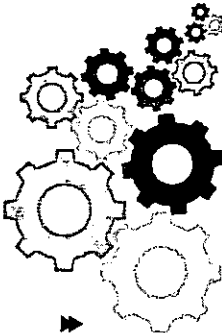
10 Global Competitiveness Index (Bangladesh ranks 114th out of 141 countries)

External Finance Gap: Almost \$4 billion annually, at least \$2 billion on average

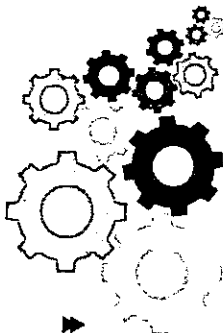




Opportunities for Public Private Partnership in Bangladesh




CHALLENGES & WAY FORWARD




Opportunities for Public Private Partnership in Bangladesh

- TRANSPORT INFRASTRUCTURE**
 - Transport (Roads, Highways, Bridges)
 - Major expressways, bridges, and bridges
 - Ports and Shipping and development of inland container depots
 - Railways: Upgrading railway lines, stations, and rolling stock
 - ICT Infrastructure: Fiber optics expansion, data centers, and smart utility systems
- ENERGY INFRASTRUCTURE**
 - Renewable energy (Solar, wind) power plants
 - Transmission and Distribution: Modernization of electricity grids and smart metering
 - Oil and Gas: LNG terminal developments, gas distribution, and exploration services
- WATER INFRASTRUCTURE**
 - Affordable housing and satellite towns
 - Smart Cities and
 - Urban Transport: Metro rail systems, bus rapid transit (BRT), and transport hubs
- HEALTHCARE INFRASTRUCTURE**
 - Upgrading government health facilities and building new hospitals, especially in underserved areas
 - Medical Equipment and Services: Diagnostic centers, telemedicine, and ambulance services
 - Education Infrastructure: Technical colleges, universities, and vocational training institutes



Challenges For PPP Program In Bangladesh

Lack of Coordination Among Agencies	Limited Institutional Capacity	Limited Access to Long-Term Financing	Ambiguous Risk Allocation
Inadequate Dispute Resolution Mechanisms	Delays in Land Acquisition	Lack of Skilled Professionals	Policy Shifts with Political Changes
Inadequate Stakeholder Engagement	Common Misconception About PPP		



Opportunities for Public Private Partnership in Bangladesh

- WATER AND SANITATION**
 - Urban and industrial water supply through treatment and distribution plants
 - Sewerage and Solid Waste Management: Waste-to-energy projects, recycling, and landfill management systems
 - CBT
- TOURISM AND CULTURAL HERITAGE**
 - Revenue and Eco-tourism: Development in areas like Cox's Bazar, Bandarban, and Chittagong Hill Tracts
 - Cultural Sites and Heritage Management: Upgrading facilities and services for heritage tourism
- AGRI-PROCESSING AND FOOD PROCESSING**
 - Agri-Processing Zones: Cold storage, food parks, and logistics infrastructure
 - Irrigation and Mechanization: Infrastructure for modernizing agriculture
 - Livestock: Vaccine production and distribution, Processing, preservation and marketing of livestock products, slaughter house management
- HOSPITAL EQUIPMENT, INFRASTRUCTURE AND SERVICES**
 - Development and management of SHs with full infrastructure (power, water, transport) Cluster development for garments, pharmaceuticals, IT, etc.



Way Forward

Leadership, coordination, and policy reform are the keys to success

You are the drivers of change!

1. Effective regulatory environment	3. Awareness build up	6. Provide training for public officials on PPP
2. Introduce long-term financing facilities for PPP projects	4. Empower the PPP Authority	7. High level of political commitment
5. Enhance access to finance	8. Incentive to private sector	9. Creating an investment enabling environment

Module:9

**Development
Partnerships and
Negotiations**

PPP Process Framework - You are the EXPERT!

Dr. Md. Mushfiqur Rahman
Secretary (PRL)

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!

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!

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 PFR during procurement in PPP project.

☐ 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!

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

PPP Process Framework: You are the EXPERT!

16. In a PPP project, the private party always earns its full revenue from the users.

☐ A. True
☒ B. False

17. PPP Authority provides support to the implementing agency for the feasibility study of a PPP project.

☐ A. True
☒ B. False

18. PPP contract signed between PPP authority and private party.

☐ A. True
☒ B. False

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PPP Process Framework: You are the EXPERT!

25. There are 4 routes of PPP Project Implementation in Bangladesh.

☐ A. True
☒ B. False

26. In PPP Life-Cycle Cost Management of a project is possible.

☐ A. True
☒ B. False

27. Govt. lose total control over the asset under PTPs.

☐ A. True
☒ B. False

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PPP Process Framework: You are the EXPERT!

19. The main motive of the public sector is to earn profits from their business operations.

☐ A. True
☒ B. False

20. Health care, education, transport sector are the example of public sector.

☐ A. True
☒ B. False

21. In traditional procurement process Public sector bears all risk of undertaking project.

☐ A. True
☒ B. False

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PPP Process Framework: You are the EXPERT!

28. Normally, Independent Consultant in PPP project is appointed by public party.

☐ A. True
☒ B. False

29. Condition Precedents in the PTP agreement that have to be met only by both the private and public party.

☐ A. True
☒ B. False

30. Unsolicited Proposal that is submitted by the private sector having received a request from the public sector.

☐ A. True
☒ B. False

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PPP Process Framework: You are the EXPERT!

22. All projects are suitable to be prepared as a PPP.

☐ A. True
☒ B. False

23. In PPP the Private Sector Owns the full ownership of the Asset.

☐ A. True
☒ B. False

24. Public Private Partnership Authority is the owner of the PPP project.

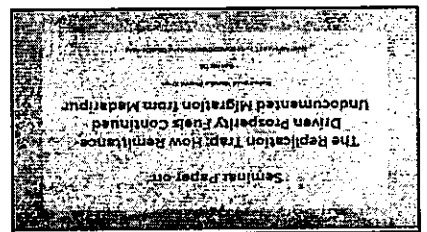
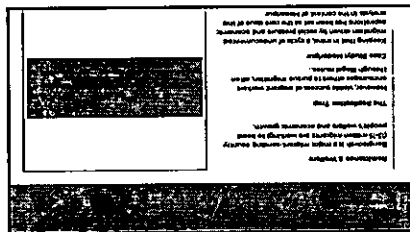
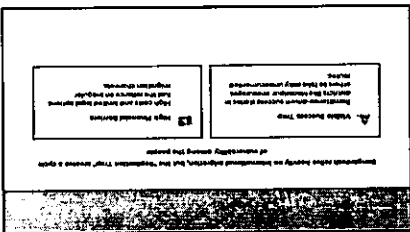
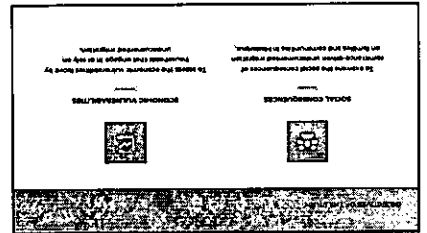
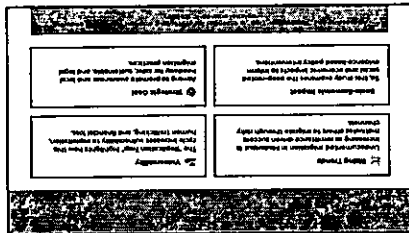
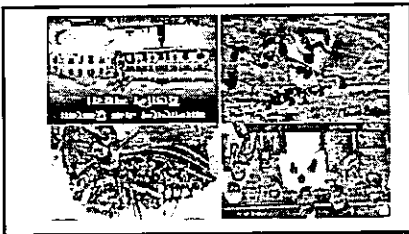
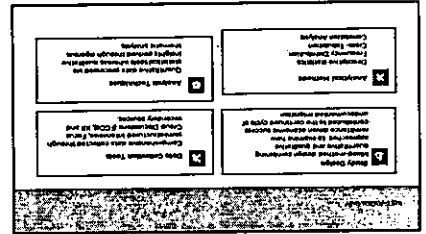
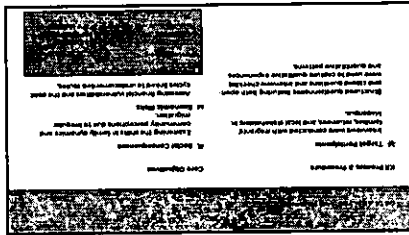
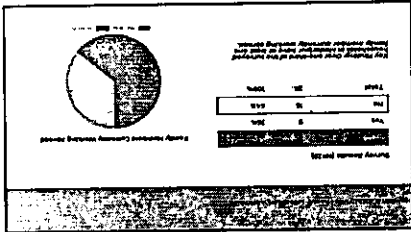
☐ A. True
☒ B. False

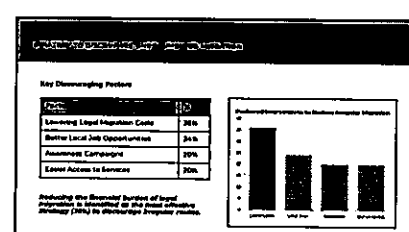
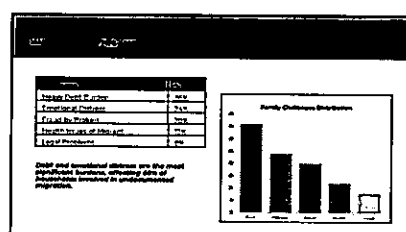
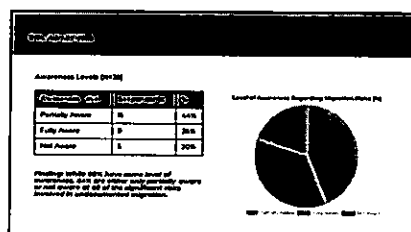
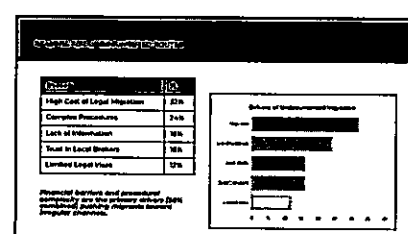
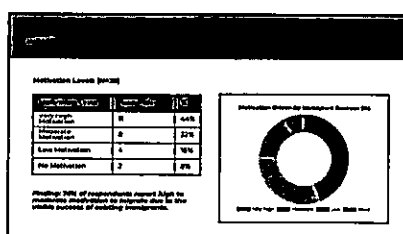
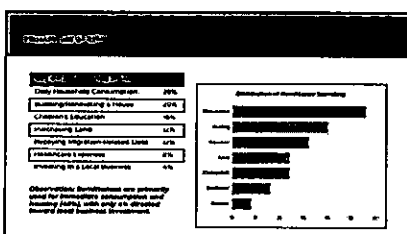
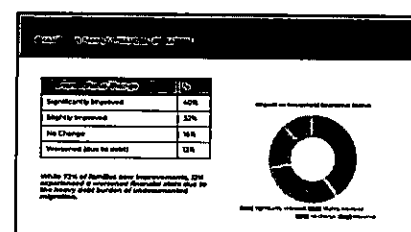
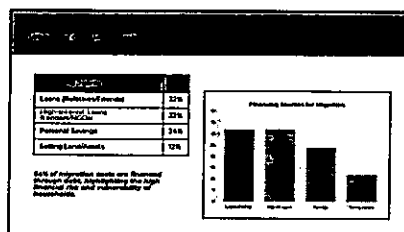
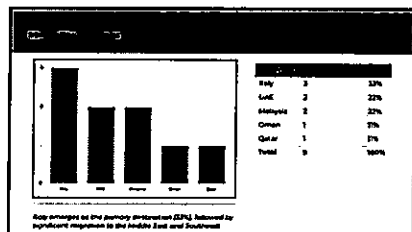
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THANKS

**BANGLADESH IS GROWING,
BE A PART OF IT**

PPP Authority (Private Initiative's Office)
1st Floor, 1000 Ashrafi Avenue, Dhaka
and 1-119 Bangladesh Sher-e-Bangla Road
Dhaka 1215, Bangladesh
Tel: +880 2111 2441, Email: info@ppp.gov.bd





POLICY RECOMMENDATION METRICS (1/1)				
Policy Area	Key Issue	Recommendation	Responsible Agency	Timeline
Safe Migration	High unemployment	Promote legal migration	MOE, BME I	Short-medium
Migration Cost	High legal migration cost	Low cost legal migration	MOE, PICRAM A	Medium
Assessment	Limited information	High quality assessment	MOE, MOE, MOE	Short
Employment	Lack of jobs	MOE, MOE, MOE	MOE, MOE, MOE	Medium-Long
Safe Development	Safe open	MOE, MOE, MOE	MOE, MOE, MOE	Medium
Convergence	Convergence	MOE, MOE, MOE	MOE, MOE, MOE	Long

POLICY RECOMMENDATION METRICS (1/1)				
Policy Area	Key Issue	Recommendation	Responsible Agency	Timeline
Finance	High unemployment	Promote legal migration	MOE, BME I	Short-medium
Social Support	High legal migration cost	Low cost legal migration	MOE, PICRAM A	Medium
Assessment	Limited information	High quality assessment	MOE, MOE, MOE	Short
Employment	Lack of jobs	MOE, MOE, MOE	MOE, MOE, MOE	Medium-Long
Safe Development	Safe open	MOE, MOE, MOE	MOE, MOE, MOE	Medium
Convergence	Convergence	MOE, MOE, MOE	MOE, MOE, MOE	Long

CONCLUSIONS

The Republic of Moldova's current migration policy is largely reactive, focusing on border control and managing irregular migration. A more proactive, human rights-based approach is needed to address the root causes of migration and to ensure that migration is a safe and dignified process. This requires a multi-stakeholder approach involving the government, civil society, and the private sector.

Key Recommendations:

- Strengthen legal migration channels and attract investment programs to create long-term opportunities.
- Improve the skills and employability of the workforce to reduce the need for irregular migration.
- Enhance the protection of the rights of migrants and refugees, particularly in the area of labor rights and social security.

Breaking the cycle of irregular migration requires a multi-stakeholder approach focusing on legal opportunities, investment, and local economic development.

KEY CHALLENGES		
Policy Area	Key Issue	Recommendation
Safe Migration	High unemployment	Promote legal migration
Migration Cost	High legal migration cost	Low cost legal migration
Assessment	Limited information	High quality assessment
Employment	Lack of jobs	MOE, MOE, MOE
Safe Development	Safe open	MOE, MOE, MOE
Convergence	Convergence	MOE, MOE, MOE

THANK YOU

Andrii D. Danylo

2025-2026 period of the 10th National Development Strategy

Welcome to Presentation

Seminar Paper Presentation on Skill Development for Income Generation: A Dhaka District Case Study

Mohammad Abu Sayed Mollah
Roll-126
156th ACAD, BPATC

Outline

- Introduction
- Problem Statement
- Objectives of the Study
- Research Questions
- Rationale of the Study
- Methodology
- Data Collection (KII)
- Findings (Section Overview)
- Key Findings Analysis
- Conclusion
- Recommendations

Introduction

- Since independence, Bangladesh has implemented various initiatives to reduce rural poverty, with the Rural Development and Cooperatives Division (RDCD) playing a key role.
- Under RDCD, the Bangladesh Rural Development Board (BRDB) launched the Dhaka District Integrated Rural Poverty Alleviation Project to improve livelihoods through skill training and microcredit support.
- Targeting 18,600 beneficiaries, the project promotes income generation, small enterprises, and sustainable rural development.

Problem Statement

- The Bangladesh Rural Development Board (BRDB) implements the Dhaka District Integrated Rural Poverty Alleviation Project to address rural poverty and unemployment.
- Despite Dhaka's economic importance, many rural residents face low income, limited skills, and lack of financial access.
- The project provides skill development training and microcredit support, enabling beneficiaries to engage in income-generating activities, self-employment, and small businesses, thereby improving livelihoods and reducing poverty.

Objectives of the Study

- To identify the types of skill training provided through RDCD's project;
- To measure the increase in beneficiaries' monthly income after training; and
- To identify the number of trained beneficiaries employed in local and international job markets.

Research Questions

- What types of skill development training are provided to the beneficiaries?
- How does skill training contribute to income-generating activities?
- To what extent has beneficiaries' monthly income increased after receiving training?
- How many trained beneficiaries have secured employment in local or international job markets?

Rationale of the study:

- The Rural Development and Cooperatives Division (RDCCD) aims to reduce rural poverty through skill development training and income generation. This study evaluates the effectiveness of such training under the Dhaka District Integrated Rural Poverty Alleviation Project in enhancing skills and improving livelihoods, providing insights to strengthen future policies for sustainable rural development.

Methodology

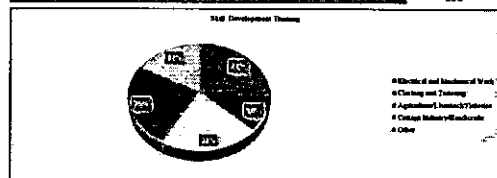
This study used a descriptive and analytical design with both qualitative and quantitative approaches. Conducted in rural Dhaka, it sampled 25–30 beneficiaries of BRDB training programmes. Data were collected through surveys, interviews, and reports, and analyzed using statistics and content analysis. The study evaluated impacts on income, employment, and livelihoods, providing insights to improve policies and enhance rural poverty reduction programmes.

Data Collection & Procedure of KII:

- The study had three objectives: Identifying training types, measuring income changes, and assessing employment outcomes of beneficiaries. Data were collected through primary and secondary sources, including Key Informant Interviews with project officials and trainers. Using structured checklists with open and closed questions, the study gathered both qualitative and quantitative insights on training effectiveness, income improvement, and employment opportunities in local and international labor markets.

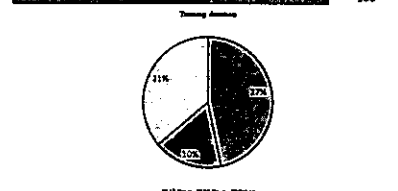
Findings: Undertake skill development training

Which type of skill development training did you receive?	Percent (%)
Electrical and Mechanical Work	27%
Clothing and Tailoring	10%
Agriculture/Livestock/Fisheries	21%
Cottage Industry/Handicrafts	25%
Other	17%
Total	100



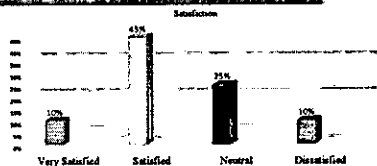
Findings: Training duration

What was the duration of your training?	Percent (%)
15 Days	27%
30 Days	10%
Other	21%
Total	100



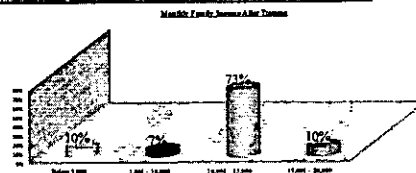
Findings: Satisfied with the quality of the training

How satisfied were you with the quality of the training?	Percent (%)
Very Satisfied	10%
Satisfied	43%
Neutral	25%
Dissatisfied	10%
Total	100



Findings: Monthly Family Income After Training

What is your average monthly household income after the training? (in 60T)	Percent (%)
Below 5,000	10%
5,001-10,000	7%
10,001-15,000	73%
15,001-20,000	10%
Total	100



Findings: Personal monthly income increase after proficiency

How much has your personal monthly income increased since the training? (in 60T)	Percent (%)
Increased by 1,000-3,000 60T	10%
Increased by 3,001-5,000 60T	7%
Increased by more than 5,000 60T	73%
Total	100

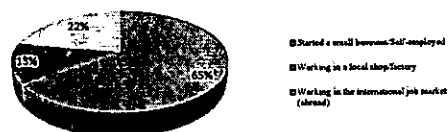
Increase in personal monthly income



Findings: Using skills

How are you currently utilizing the skills you learned?	Percent (%)
Started a small business/self-employed	65%
Working in a local shop/factory	13%
Working in the international job market (abroad)	22%
Total	100

Using skills



Findings: Time to secure a job after training

If employed/self-employed, how long after the training did you secure work? (in months)	Percent (%)
Within 1 month	10%
1-3 months	65%
3-6 months	20%
More than 6 months	5%
Total	100

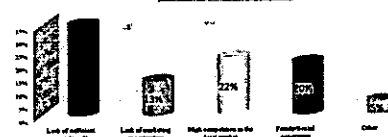
Job Secured After Training



Findings: Main challenges while starting an activity

What are the most challenges you are facing while starting an activity? (in 60T)	Percent (%)
Lack of sufficient capital/credit	33%
Lack of marketing opportunities	13%
High competition in the local market	22%
Family/social responsibilities	20%
Other	10%
Total	100

Main challenges while starting an activity



Findings: Support needed to make training more effective

What further support do you think is needed to make such training more effective?	Percent (%)
Longer training duration	39%
More advanced technical equipment	11%
Job placement assistance	45%
Other	5%
Total	100



Recommendations:

- Align training programs with current labor market demands.
- Upgrade training facilities with modern tools and equipment.
- Ensure qualified and experienced trainers for skill programs.
- Increase access to training in rural and underserved areas.
- Provide financial support or microcredit for self-employment.
- Introduce entrepreneurship development modules in training.
- Establish strong linkage between training centers and industries.
- Offer post-training support such as mentorship and guidance.
- Promote public-private partnerships in skill development initiatives.
- Ensure gender-inclusive policies to encourage women's participation.
- Conduct regular monitoring and evaluation of training programs.
- Create job placement services for trained individuals.
- Raise awareness about available training opportunities.
- Encourage use of digital skills and ICT-based training.
- Develop long-term policy frameworks for sustainable skill development.

Conclusion

The study shows that skill development training improves employability, income, and livelihoods in rural Dhaka, with many beneficiaries achieving self-employment or jobs. However, challenges such as inadequate facilities, skill-market mismatch, limited finance, and weak post-training support persist. Gender barriers also limit women's participation. Addressing these issues through better training quality, market alignment, and inclusive support is essential for sustainable income generation.

Thank you

Q&A

Module 8: Research for Governance Bangladesh Public Administration Training Centre

Evaluating the Impact of Online Tax Return Filing (e-Return) on Administrative Efficiency: A Case Study of Taxes Zone-8, Dhaka

Redwan Ahmed
Roll ID: 156 ACAD



E-RETURN IMPACT, TAXES ZONE-8, DHAKA STUDY



Why This Study Matters

Efficient tax administration supports fiscal stability and national development. Bangladesh is transitioning toward digital tax administration through initiatives like e-Return. Existing studies focus mainly on tax officials, overlooking internal office efficiency. This study examines staff workload, processing time, and workflow within Taxes Zone-8, Dhaka. Findings aim to inform policy and digital governance reforms.

Page 2 of 13

E-RETURN IMPACT, TAXES ZONE-8, DHAKA STUDY

Study Objectives & Research Questions

General Objective: Evaluate the impact of e-Return on administrative efficiency in Taxes Zone-8, Dhaka. This study aims to understand how online tax return filing has transformed internal office operations and workflow.

01 Specific Objectives - Examine whether e-Return reduces return processing time compared to traditional manual filing methods. - Assess the impact on staff workload and task distribution across different roles.	02 Research Questions - Has online tax return filing reduced processing time for tax officials? - How has e-Return affected workload distribution and administrative procedures within the tax office?
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Page 3 of 13

E-RETURN IMPACT, TAXES ZONE-8, DHAKA STUDY

Research Methodology

This study employed a descriptive-analytical case study design to evaluate the impact of e-Return on administrative efficiency. The research was conducted at Taxes Zone-8, Dhaka, a high-volume tax zone selected for its significant processing activity and experienced staff.

01 Study Population A population of 17 tax officials participated, including Deputy Commissioners, Assistant Commissioners, JAI Inspectors, and Clerical Staff. Purpose: Identifying targeted experienced personnel with direct e-Return involvement.	02 Quantitative Methods Quantitative data was collected through structured surveys using 5-point Likert scales measuring processing time, workload changes, and system efficiency perceptions.
03 Qualitative Methods Qualitative data was gathered through open-ended questions exploring staff perceptions, workflow experiences, and implementation challenges in detail.	04 Data Analysis Data analysis combined descriptive and inferential statistics for quantitative responses with thematic coding of qualitative open-ended responses to identify patterns.

Page 4 of 13

E-RETURN IMPACT, TAXES ZONE-8, DHAKA STUDY

Methodological Limitations

This study acknowledges several methodological constraints that should be considered when interpreting the findings. Transparency about these limitations ensures appropriate application of results and guides future research directions.

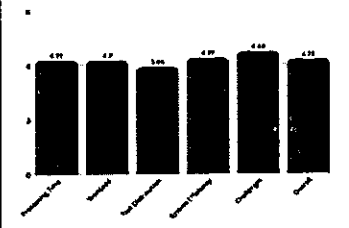
01 Sample Size Constraints The sample of 17 respondents from a single tax zone limits statistical power and generalizability to other zones or contexts across Bangladesh.
02 Sampling & Measurement Limitations Purposive sampling targeting experienced staff may introduce selection bias, and reliance on perceptions rather than objective operational metrics affects measurement validity.
03 Data Collection Challenges Retrospective assessment risks recall bias, while the hybrid manual-digital transitional period may skew results. Lack of direct operational data (exact processing times, error rates) limits quantitative precision.

Page 5 of 13

E-RETURN IMPACT, TAXES ZONE-8, DHAKA STUDY

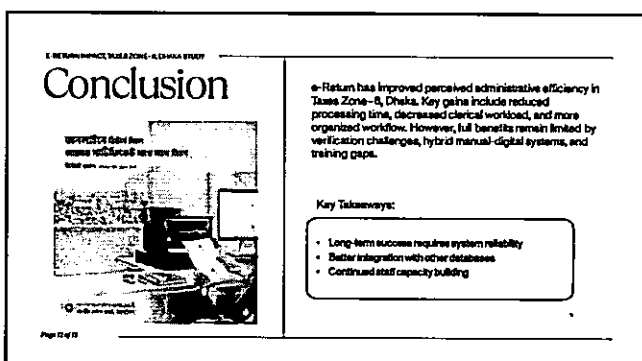
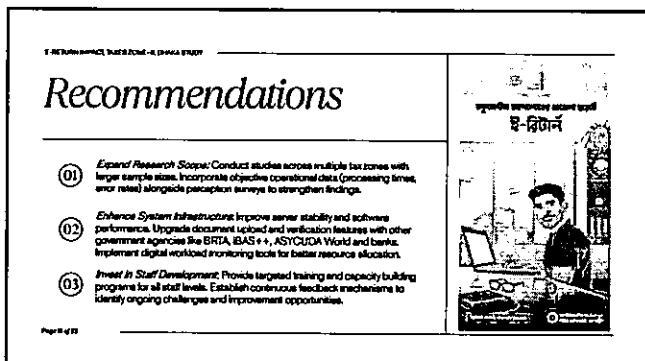
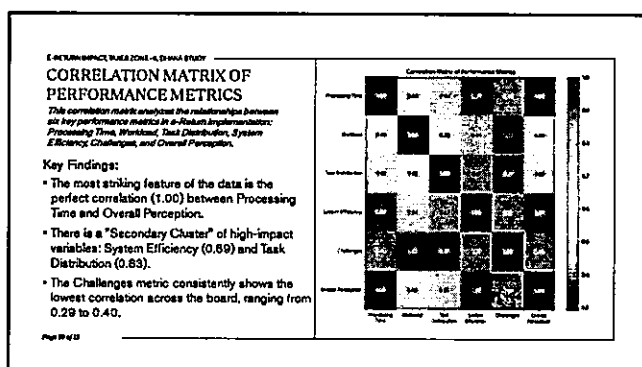
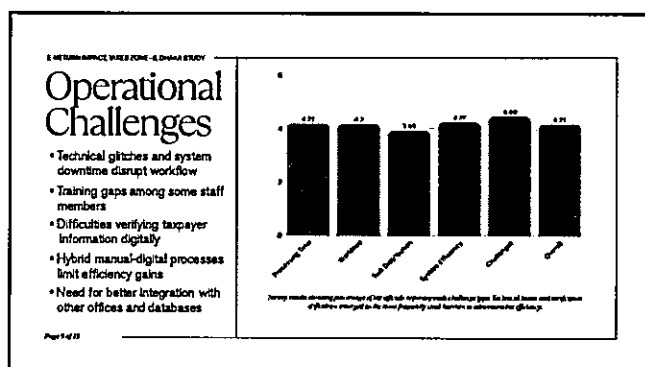
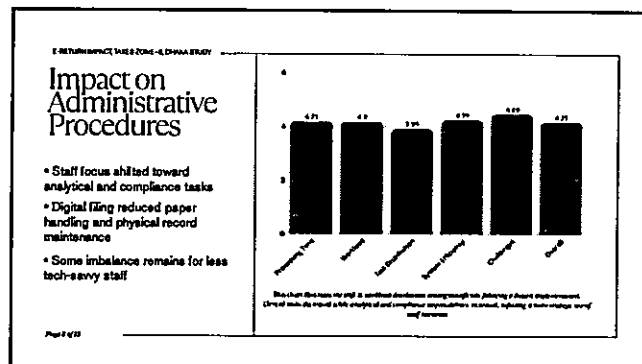
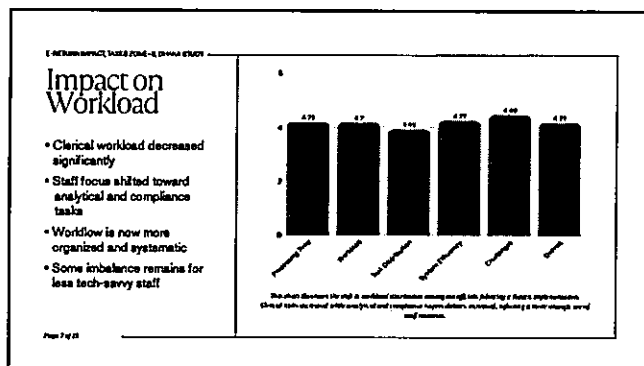
Impact on Processing Time

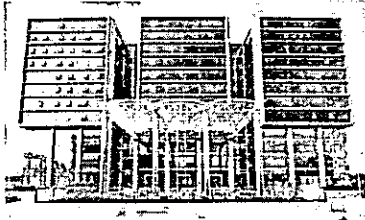
- e-Return has significantly reduced perceived processing time at Taxes Zone-8.
- Automation eliminated much of the manual data entry and paperwork that previously slowed operations.
- However, verification remains the main bottleneck due to hybrid manual checks still required in the current system.



The chart illustrates the reduction in perceived processing time when using e-Return compared to manual filing. The y-axis represents 'Perceived Processing Time (Hours)' from 0 to 6. The x-axis compares 'Manual Filing' and 'e-Return'. The bars for 'Manual Filing' are significantly higher (around 5.5 hours) than the bars for 'e-Return' (around 1.5 hours). Error bars are shown for each bar.

Page 6 of 13





Thank
You

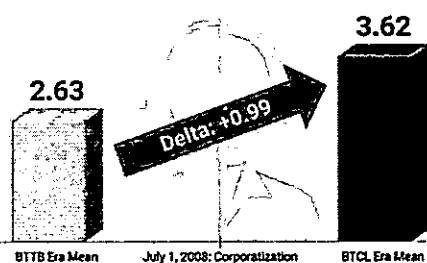
Questions & Discussion
Welcome

Module:10

Communication

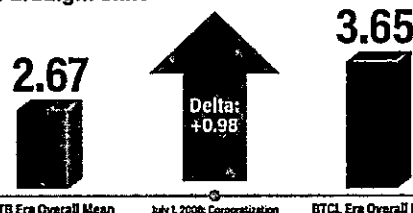
Competency

Remote Assistance Shifted from Inaccessible to Reliable



Help line services experienced consistent improvement, moving remote public support from a historically frustrating bottleneck to a functioning, reliable customer touchpoint.

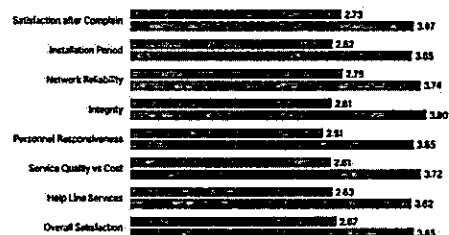
The Holistic Verdict (Overall Service) Confirms an Upward Paradigm Shift



This final aggregate metric summarizes the user sentiment: an undeniable, holistic shift from "poor/fair" baseline performance to a sustained "fair/good" operational standard.

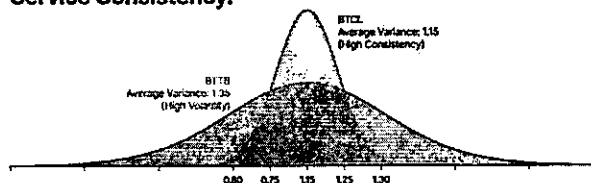
A Systemic Upgrade Across All Measured Key Performance Indicators

Shift Matrix



The average baseline shifted entirely from "Poor-to-Fair" (2.5-2.7) under the bureaucratic board to "Fair-to-Good" (3.6-3.8) under the corporate structure.

Beyond the Average: Achieving Predictable Service Consistency.



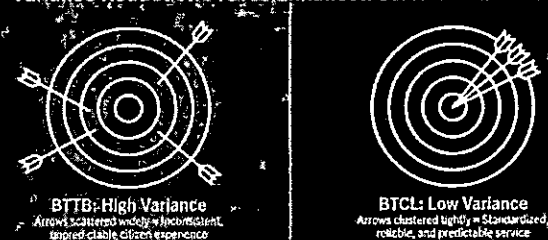
While average scores capture the most attention, the reduction in Variance and Standard Deviation is the true operational victory. BTCL drastically reduced service volatility, meaning customers experienced far fewer drastically poor interactions compared to the state-board era.

Statistical Validation Leaves No Room for Anomaly

Service Metric	BTB Variance	Independent T-Stat	P-Value
Customer Satisfaction	-1.50	-6.68	P < 0.001
Installation Period/Fault Repair Time	1.47	-6.22	P < 0.001
Network Reliability	-1.28	-5.98	P < 0.001
Integrity & Transparency	-1.62	-6.84	P < 0.001
Customer Friendly Personnel	1.38	-7.07	P < 0.001
Service Quality vs Cost	1.18	-7.35	P < 0.001
Help Line Services	1.30	-6.19	P < 0.001
Overall Satisfaction	1.16	-6.50	P < 0.001

For all 8 indicators, $p < 0.001$. There is less than a 0.1% probability these improvements were a fluke. The corporatization definitively caused a statistical paradigm shift in performance.

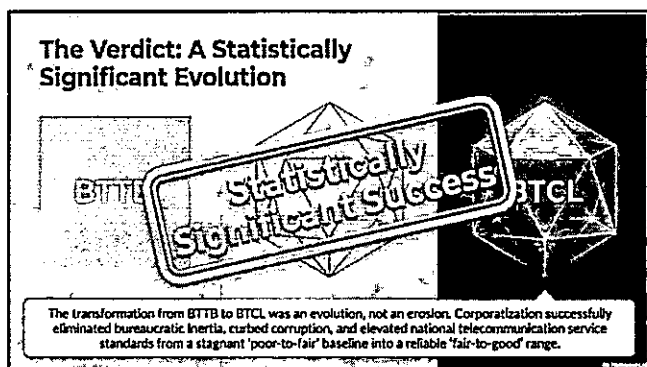
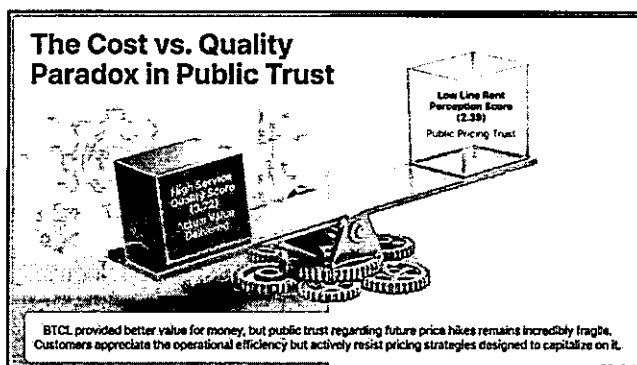
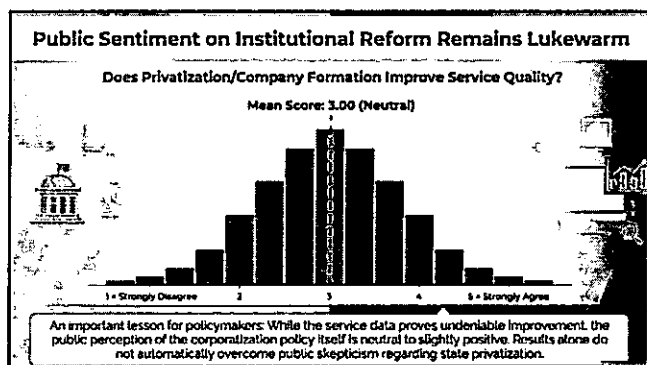
Variance Reduction Proves Enhanced Service Consistency



BTB: High Variance
Arrows scattered widely = Inconsistent, unpredictable citizen experience

BTCL: Low Variance
Arrows clustered tightly = Standardized, reliable, and predictable service

BTCL's variance and standard deviation are consistently lower than BTB's. This means BTCL isn't just delivering better service; it is delivering predictable, reliable service that standardizes the citizen experience.

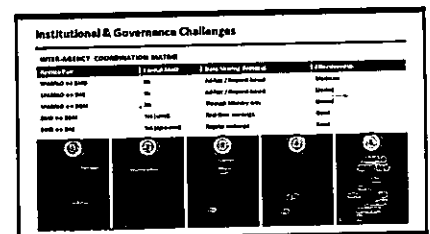
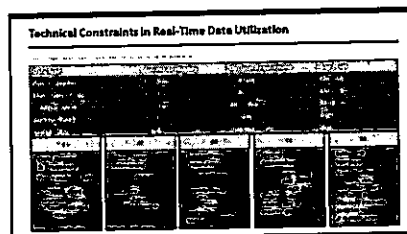
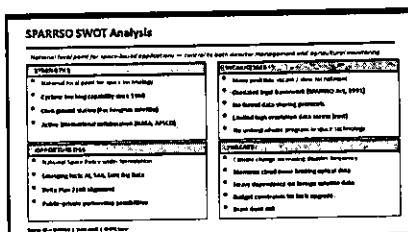
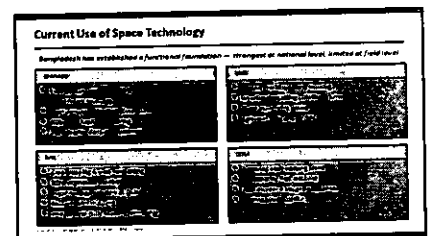
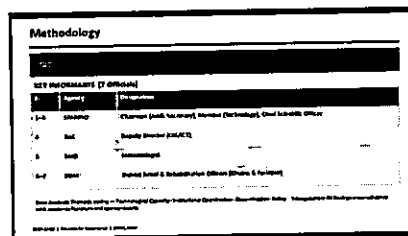
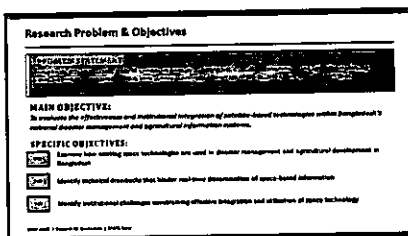
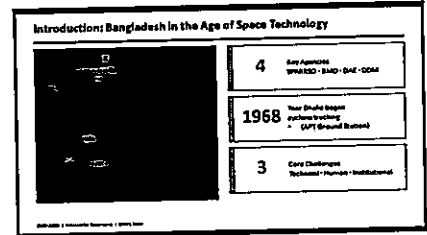
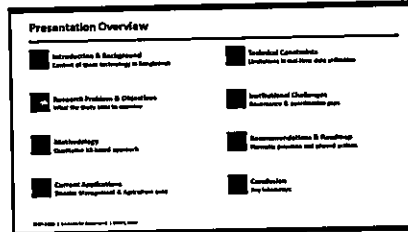
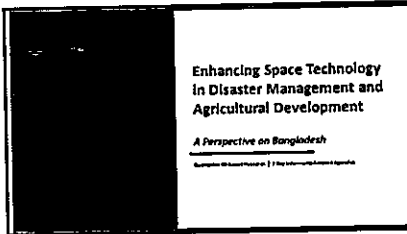


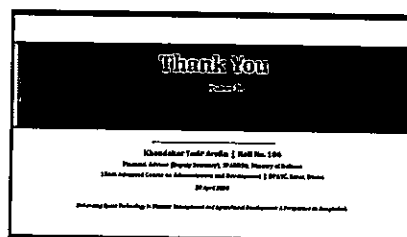
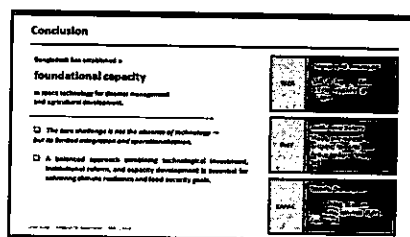
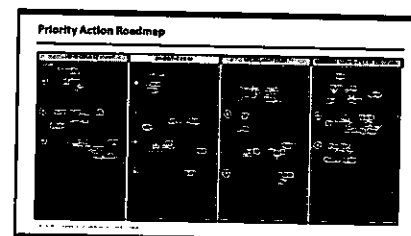
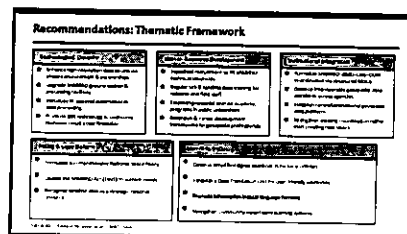
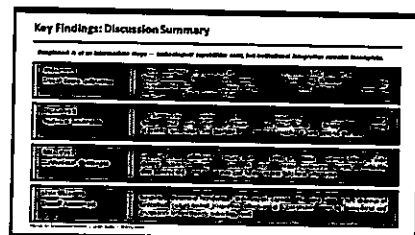
POLICY RECOMMENDATION METRICS

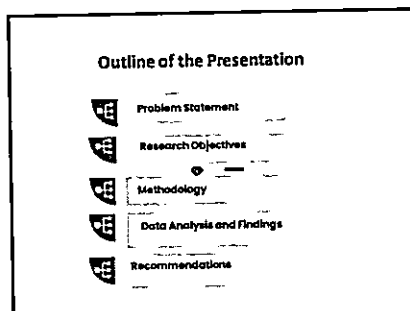
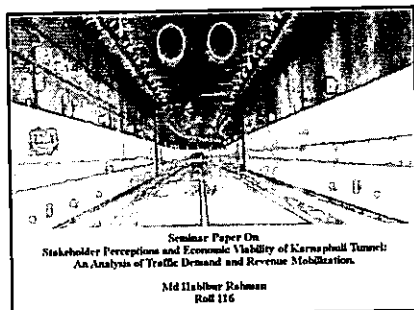
- Customer feedback shall be periodically like this study.
- Privatization: privatization can be applied to other govt organization, in this way those organization will be self-sustained. No need to mobilize government budget.
- Tech innovation: continuous tech innovation needed modernization of telecom facility needed to compete with the private sector.
- Board restructuring: move away from a board dominated by bureaucrats. Instead, include telecom experts, technology professionals, and financial specialists to facilitate commercial decision-making.
- Reduce ministerial interference: to function effectively as a public limited company, the role of the ministry should be limited to only policy guidance.

THANKYOU

Question & Answer

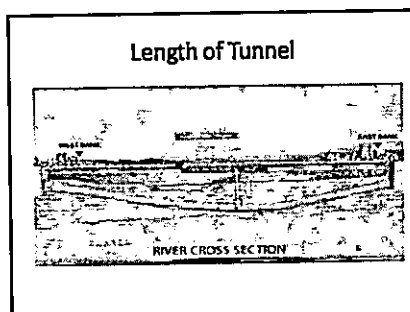
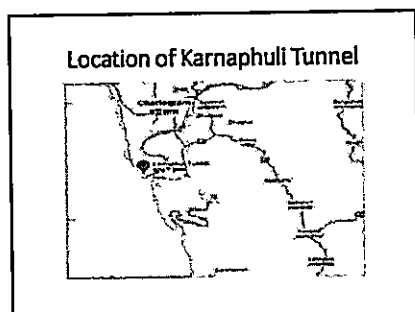






Problem Statement

	Investigation : On 28 October 2023.
	Total Actual Cost : BOT BOT 10,255.76 crore GoB- BOT 4,192.46 crore PA- BOT 6,063.32 crore
	Contribution to GDP : Estimated 0.344%
	Length : 3.32 km long road tunnel including approach road, bridges Total length is 8.39 km
	Type : Twin tube dual line Tunnel followed by the model of the Nanjing Yangtze River Tunnel, China.



Problem Statement

Karnaphuli Tunnel-

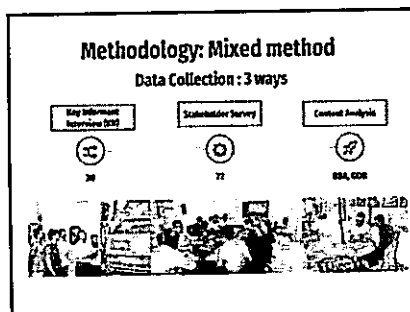
- Landmark infrastructure project and the first underwater road tunnel in South Asia.
- Expected to enhance connectivity with highways, major economic and industrial zones, support the operations of Chittagong Port, develop new township and contribute to regional economic development.
- Estimated Daily Traffic Flow ~ 28,305 (2025), Current- 4,186 (15%)
- Daily Expenses- 37 lac, Earning is only 11 lac (loss of 26 lac)
- Due to its high cost termed as "White Elephant"
- Lower-than-expected traffic demand and limited toll revenue raises gap in financial viability.

Research Objectives

Main objective of the study is to assess the traffic demand and financial sustainability of the Karnaphuli Tunnel by analyzing stakeholder perspectives and identifying strategies to enhance revenue mobilization.

Specific Objectives are:

- To evaluate traffic demand at the Karnaphuli Tunnel from the perspectives of key stakeholders; and
- To examine the challenges and potential strategies for enhancing revenue mobilization and financial sustainability.



Methodology

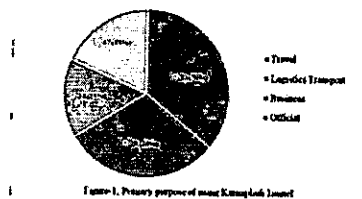
- Total 92 respondents: 20 KIIs and 72 survey
- Secondary source:
- Published studies, feasibility reports, PCR reports, impact assessment and industry analyses on toll, revenue, traffic trends and types of transport
- Key stakeholders include:
- Project manpower, operation and maintenance (O&M) personnel, District and Upazila Administration, transport operators, drivers, journalists and representatives from the local community such as businessman, Union Parishad Chairman and teachers, passengers, drivers, transport operators, local businessmen, government employees, residents, tourists and teachers

Data Analysis and Findings

Stakeholder perceptions:

- High toll charges (Thrice) relative to other routes,
- Lack of proper road connectivity,
- Less development of industrial and economic areas on the Anwara side,
- "It's a long-term, ambitious project and therefore its benefits cannot be realized in a short period".
- Termed as "Birth of a premature Baby".

Purpose of using Tunnel



Limitation of Tunnel Operation

- Pedestrians, Slow-Moving Vehicles, Motor Cycle, Non-Motorized Vehicles, Over Height/Overloaded Vehicle, Vehicles loaded with dangerous goods are not allowed to commute through the Tunnel.

Daily Average Traffic Volume

Daily Traffic (Average)	Traffic Flow
January 2026	4,486
February 2026	3,370
March 2026	3,488

Toll collection of BBA Mega infrastructures.

Sl.	Infrastructure	Traffic Volume (DA/M)	Toll Collection (Taka/M)
1	Dhaka Elevated Expressway	67,737	\$7.58
2	Padma Bridge	19,072	258.66
3	Jamuna Bridge	25,795	244.30
4	Mukerpur Bridge	9,586	6.04
5	Kanyashil Tunnel	3,671	11.02

Source: BBA, 1 April, 2026

Toll Rate of Bridge and Tunnel

Serial	Vehicle Category	Toll Rate (Taka)	Remarks
1	Car	75.00	200.00
2	Jeep	100.00	200.00
3	Pickup	100.00	200.00
4	Motorcycle	50.00	200.00
5	Mini Bus (11 seats or less)	50.00	200.00
6	Bus (12 seats or more)	125.00	400.00
7	Bus (12 seats)	125.00	400.00
8	Truck (up to 5 tons)	100.00	400.00
9	Truck (5.01 to 8 tons)	200.00	400.00
10	Truck (8.01 to 11 tons)	300.00	400.00
11	Truck/Trailer (11 tons)	750.00	800.00
12	Truck/Trailer (11 tons)	750.00	1000.00
13	Truck/Trailer (more than 11 tons)	750.00	1000.00 + 200 per additional ton

Findings

- Infrastructure and Connectivity Constraints:
 - Anwara-Gasbaria link road to Chattogram-Cox'sbazar Highways, 18.58 km long
 - Anwara-Banskhali-Chakaria (ABC) Road, 58.2 km long
 - Congestion at key nodes such as Chatur-Choumuhani Bazar
 - Improvements of upazila roads.
- Fee Sensitivity: Wrecker fee 4,000 BDT
- Reduce Tunnel O&M Costs : Daily expenses reduced from 37 lac to 22 lac BDT.
- Measures: Rationalization of O&M Workforce, Reduction of Utility Costs, Controlled Procurement, Suspension of Payments for Non-Essential BOQ Items.

Industrial and Economic Activities:

- CUFL, KAFCO is running.
- KEPZ: Covers 2,492 acres, hosts over 48 industrial units



- CEIZ : Covers 800 acres, Started since 2016
- Plan 200 Chinese companies



KDDL: Partial Operation

- 1 out of 6 Jetties
- Agreement between CPA And KDDL required.



Marine Academy Jetty:

- Two jetties remain underutilized.



Socioeconomic Impact:

- It creates Positive social impact.
- Land prices become threefold
- Creates employment opportunities
- Increase mobility and Increase commercial activity
- Living standard higher

Tourism Potential:

- Parki sea Beach, Cox'sbazar and Bandarban

Initiative of "One City, Two Town" model Inspired by Shanghai

Recommendations

1. Toll rationalization and cost optimization.
2. Accelerated Infrastructure and connectivity development.
3. Industry and economic zone development.
4. Integration of CPA with KDDL
5. Improvement of Public Transport and Accessibility
6. Tourism Development and Promotion
7. Stakeholder Engagement and Public Awareness
8. Strategic urban and regional development.

Conclusion

The tunnel's long-term viability depends on synchronized infrastructure and economic development with significant traffic growth anticipated.



Projected traffic volume- 28305 (2025)

• The traffic volume was projected based on the following initiatives:

- (a) Construct a connecting road from Anwara to Gasbaria to link with the Chattogram-Cox's Bazar highway.
- (b) Develop a housing project near the Anwara end of the connecting road.
- (c) Extend the operations and facilities of Chattogram Port Authority (CPA) to the southern part of the tunnel.
- (d) Expand the operation of Korean Export Processing Zone (KEPZ).
- (e) Implement the Chinese Economic and Industrial Zone (CEIZ).
- (f) Promote tourism through the development of Parki Sea Beach.
- (g) Reduce traffic congestion in Chattogram City by redirecting long-distance vehicles through the tunnel.
- (h) Widen the Anwara-Banskhali-Tokong-Lidnori-Chakaria (ABC) road.
- (i) Establishment of deep-sea port on Sonadia Island.

LOAN CYCLING IN MICROFINANCE

Examining the Practice of Borrowing from Multiple NGOs to Repay Existing Loans in Bangladesh

Mohammad Atul Mondal
Roll No: 103
156th ACAD Course, BPATC



INTRODUCTION

• Microfinance is a key tool for poverty alleviation and financial inclusion in Bangladesh.

- Major players include Grameen Bank, BRAC, and ASA.
- Recent growth has introduced the challenge of 'loan cycling'—using new loans to pay off old ones.

RESEARCH PROBLEM & OBJECTIVES

Problem: Borrowers depend on new loans for repayment rather than productive investment, leading to a cycle of debt.

- **Objective 1:** Analyze the causes, prevalence, and socio-economic challenges of loan cycling.
- **Objective 2:** Evaluate institutional gaps and propose policy recommendations.

RESEARCH METHODOLOGY

- **Approach:** Quantitative and analytical research design.
- **Data Sources:** Primary data (Questionnaire N=25) and secondary data (Academic/Policy documents).
- **Analysis:** Descriptive statistics and bivariate analysis.

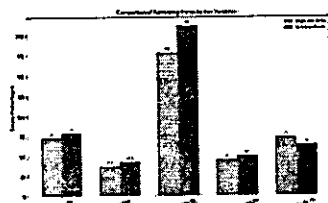
PARTICIPANT PROFILE (THE RESPONDENTS)

- **Sample:** 25 microfinance borrowers in Bangladesh.
- **Demographics:** Average age 40.3 years; 76% are female.
- **Economic Status:** Mean monthly income approx. BDT 24,230.
- **Education:** 88% have at least a primary education.

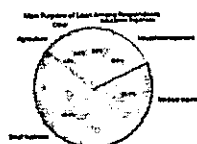
PREVALENCE OF MULTIPLE BORROWING

- **Key Finding:** 56% (14/25) of respondents take simultaneous loans from >1 NGO.
- **Average Usage:** 1.5 NGOs per borrower (max 3).
- **Frequency:** Respondents borrow an average of 2 times per year.

COMPARISON OF BORROWING STATUS BY KEY VARIABLES



PURPOSE OF LOANS VS. REALITY



• **Reality:** New loans serve as a temporary debt management strategy rather than for economic growth.

REPAYMENT CHALLENGES

- **Difficulty:** 68% of respondents reported struggling to meet installments.
- **Status:** 40% on-time, 32% stopped repayment entirely.
- **Impact:** Over half reported significantly increased debt pressure.

CAUSES OF LOAN CYCLING

- **Socio-Economic:** Low/unstable income and unexpected expenses (medical/education).
- **Behavioral:** Limited financial literacy and social pressure in group systems.
- **Institutional:** Lack of cross-NGO information sharing.

INSTITUTIONAL AND REGULATORY GAPS

- **Independence:** NGOs operate in silos without verifying existing debt obligations.
- **Awareness:** Only 24% of clients think NGOs should share data.
- **Oversight:** MRA systems are insufficient for real-time monitoring of debt burdens.

POLICY RECOMMENDATION MATRIX

Policy Area	Recommended Action	Stakeholders Involved	Expected Impact
Information Sharing	Establish a Centralized Credit Information System (similar to the CIB) for MFIs.	MKA, All Microfinance Institutions (MFIs)	Enable verification of outstanding loans to prevent excessive borrowing.
Credit Assessment	Implement rigorous pre-disbursement evaluations of income and repayment capacity.	All Microfinance Institutions (MFIs)	Minimize risk of over-indebtedness and identify early repayment issues.
Financial Literacy	Provide mandatory training on budgeting, savings, and responsible borrowing.	MFIs, Development Partners	Empower borrowers to make informed decisions and reduce reliance on loan cycles.

POLICY RECOMMENDATION MATRIX-*cont*

Policy Area	Recommended Action	Stakeholders Involved	Expected Impact
Product Design	Introduce flexible repayment schedules and grace periods for income-generating projects.	MFIs, NGO Management	Alleviate repayment pressure and reduce the need for "bridge" loans.
Regulatory Oversight	Strengthen supervision with mandatory credit checks and limits on active concurrent loans.	Microcredit Regulatory Authority (MRA)	Protect vulnerable borrowers and ensure long-term sector sustainability.
Poverty Alleviation	Expand social protection programs and emergency assistance for	Government, NGOs	Lower the need for multiple microloans during household financial crises.

CONCLUSION

- Loan cycling risks the sustainability of microfinance programs.
- It can trap vulnerable people in debt spirals, undermining poverty reduction goals.
- Improved coordination and regulation are vital for true financial inclusion.

Q & A

Welcome to Presentation

Seminar Paper Presentation on

"Environmental Drivers of the Decline in Jute Production in Bangladesh: Challenges and Sustainable Policy Responses

Dider-E-Alam Mohammad Maksud Chowdhury

Roll no. 105

156th Advanced Course on Administration and Development

Introduction

- Jute, Bangladesh's "golden fiber," faces declining production due to climate change, including erratic rainfall, flooding, and rising temperatures that reduce yields.
- Additionally, competition from synthetic alternatives weakens market demand. Limited adoption of climate-resilient practices further increases vulnerability.
- To sustain the sector, integrated policies are needed, including climate-adaptive research, sustainable production methods, eco-labeling, and farmer support to enhance resilience and global competitiveness.

Problem Statement

The decline of Bangladesh's jute sector is driven by environmental challenges, including water pollution from traditional retting, climate change impacts like floods, droughts, and salinity, and inefficient outdated technologies. These factors harm ecosystems, reduce yields, and threaten livelihoods. Weak environmental policies and poor regulation further hinder sustainable practices, creating long-term ecological and socio-economic risks for the country's "golden fiber" industry.

Objectives of the study

- To examine the impact of climate change and environmental degradation on jute production in Bangladesh.
- To identify key environmental factors (soil fertility loss, water scarcity, flooding) contributing to declining jute yield.
- To propose sustainable environmental policy measures to restore and increase jute production.

Research Question

- What environmental factors are contributing to the decline of jute production in Bangladesh?
- How does climate variability affect jute cultivation and yield?
- What environmental challenges are faced by jute farmers?
- What sustainable policy responses can support environmentally resilient jute production?

Justification of the Study

This study is important as jute, an eco-friendly "golden fiber," supports soil health, carbon absorption, and biodegradable production. Its decline due to climate change and environmental degradation increases reliance on plastics. Limited research on environmental causes justifies examining these challenges to develop sustainable policies for environmentally resilient jute production in Bangladesh.

Methodology

- This study used a mixed-methods design combining quantitative and qualitative approaches to analyze environmental challenges affecting jute production. Stratified purposive sampling selected 25-30 participants across stakeholder groups, ensuring diverse perspectives and data saturation. Data were collected through semi-structured interviews, field observations, and secondary sources. Analysis included thematic, statistical, and comparative techniques, with triangulation applied to enhance validity, reliability, and provide comprehensive, policy-relevant insights.

Data Analysis and Findings

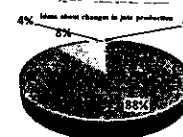
Data Collection & Procedure of KII

This study aimed to assess the impact of climate change and environmental degradation on jute production in Bangladesh, identify key environmental factors behind declining yields, and propose sustainable policy measures. Both primary and secondary data were used, including Key Informant Interviews with agricultural professionals and farmers. Findings highlighted soil fertility loss, water scarcity, and flooding as major issues. Data were collected between 29-31 March 2026 using a structured checklist, ensuring clear, reliable, and relevant responses aligned with the research objectives.

Data Analysis

Perception of Changes in Jute Production Over the Last Decade

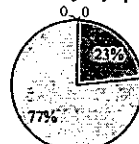
Response Category	Number of Respondents	Percentage (%)
Yes	22	88%
No	2	8%
Don't Know	1	4%
Total	25	100%



Nature of Change in Jute Production (Among "Yes" Respondents)

Type of Change	Number of Respondents	Percentage (%)
Positive	5	23%
Negative	17	77%
Total	22	100%

The nature of changes in jute production

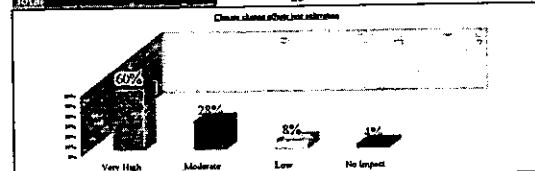


The main reasons for the decline in jute production

- The decline in jute production in Bangladesh is driven by environmental, economic, and institutional factors. Climate change causes irregular rainfall, floods, and droughts, affecting cultivation. Soil fertility loss, water scarcity, and waterlogging further reduce yields. Economic issues, such as low profitability and high production costs, push farmers toward alternative crops. Additionally, weak policy support, limited technology access, and poor extension services hinder the development of the jute sector, leading to its continuous decline.

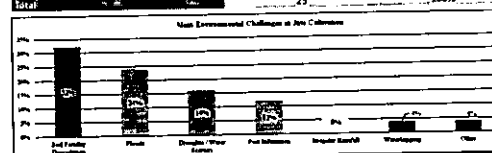
Perceived Impact of Climate Change on Jute Cultivation

Impact Level	Number of Respondents	Percentage (%)
Very High	15	60%
Moderate	7	28%
Low	2	8%
No Impact	1	4%
Total	25	100%



Main Environmental Challenges in Jute Cultivation

Environmental Challenge	Number of Respondents	Percentage (%)
Soil Fertility Degradation	8	32%
Floods	6	24%
Droughts / Water Scarcity	4	16%
Pest Infestation	3	12%
Irregular Rainfall	2	8%
Waterlogging	1	4%
Other	1	4%
Total	25	100%



Impact on local communities' livelihoods

- Environmental issues such as salinity, flooding, irregular rainfall, and rising temperatures negatively affect the livelihoods of jute farmers and local communities. These problems reduce yield and quality, lowering income and increasing financial insecurity. Many farmers shift to other crops, causing job loss and economic instability. Higher production costs further weaken rural socio-economic conditions and threaten sustainable livelihoods.

Government steps to increase jute production and address environmental challenges

- To boost jute production and tackle environmental challenges, the government should promote climate-resilient jute varieties, improve water management, and provide financial support like subsidies and crop insurance. Strengthening extension services, ensuring fair market prices, and improving supply chains are essential. Additionally, promoting eco-friendly policies and raising awareness of jute's benefits can enhance demand and sustainability.

Challenges of the study:

Sr.	Challenge	Description
1.	Data Availability	Limited access to long-term, reliable environmental and agricultural data.
2.	Climate Variability	Difficulty in isolating specific climate factors (rainfall, temperature) affecting jute production.
3.	Regional Variations	Environmental impacts differ across regions, making generalization challenging.
4.	Soil Data Limitations	Inadequate soil quality and fertility data across jute-growing areas.
5.	Farmer-Level Information	Lack of primary data from farmers on local environmental changes.
6.	Technological Constraints	Limited use of modern tools (GIS, remote sensing) in analysis.
7.	Policy Data Gaps	Insufficient documentation of past and existing agricultural policies.
8.	Time Constraints	Limited time for comprehensive field surveys and data collection.
9.	Resource Limitations	Financial and logistical constraints affecting in-depth research.

Conclusion

- Jute production in Bangladesh is declining due to climate change, irregular rainfall, soil degradation, natural disasters, and land loss. Weak policy support worsens the situation. However, adopting climate-resilient varieties, improving soil and water management, and strengthening policies and extension services can revive the sector and ensure sustainable production and long-term economic benefits.

Recommendations

- ✓ Develop climate-efficient jute varieties.
- ✓ Improve irrigation and water management systems.
- ✓ Promote soil fertility restoration practices.
- ✓ Increase government support and subsidies for jute farmers.
- ✓ Enhance climate forecasting and early warning systems.
- ✓ Encourage sustainable land use planning.
- ✓ Reduce soil degradation through eco-friendly farming.
- ✓ Expand farmer training and awareness programs.
- ✓ Support research on jute and environmental adaptation.
- ✓ Promote crop diversification alongside jute cultivation.
- ✓ Strengthen riverbank protection and erosion control measures.
- ✓ Ensure effective implementation of agricultural policies.

Thank You

Q&A

Module:11

Fitness and Well-being

Welcome to Research Paper Presentation on

"Socio-Economic Effects of Cooperatives Among Members. A Case Study on Gangachara Upazila of Rangpur"

**Presented by
Mohammad Abul Bashar
Roll-112,156th ACAD**

Study Overview

- ▶ The study "Socio-Economic Effects of Cooperatives among Members: A Case Study on Gangachara Upozila of Rangpur" provides a detailed and grounded analysis of how cooperative societies influence rural livelihoods in Bangladesh.
- ▶ It successfully demonstrates that cooperatives function as grassroots institutions for economic empowerment and social transformation, especially in vulnerable and disaster-prone areas like Gangachara Upazila in Rangpur.
- ▶ Many previously poor households have transitioned toward greater financial stability through access to low-interest loans, training and income-generating activities

Problem Statements

This research's main target was to find out and assess the socio economic effects of cooperatives among members of 40 cooperative societies in Gangachara Upazila in Rangpur, which are financially supported by Government. By analyzing the data, the study aimed to identify potential gaps and challenges that may raise during policy implementation and provide recommendations for improvement of cooperatives.

Significance

- > The study is important for policymakers, researchers, and development practitioners.
- > It highlights how cooperatives can contribute to poverty reduction, inclusive growth, and sustainable rural development

Objectives of the Study

The objectives of this research are

- ▶ To find out the social effects of cooperatives among the members.
- ▶ To assess economic effects of cooperatives among the members.
- ▶ To determine the problems and prospects of the cooperatives.

Methodolog of Research

- ▶ Quantitative research approach
 - ▶ Survey of 40 cooperative members
 - ▶ Tools: questionnaire and interviews
 - ▶ Data sources:
 - Primary: Questionnaire, interviews
 - Secondary: Journals, reports
 - ▶ Descriptive statistical analysis
- The research focuses on three key areas:
- ▶ Social effects
 - ▶ Economic effects
 - ▶ Challenges and recommendations

Data Analysis

- Demographic Data
- Economic data
- Social data

Demographic Data

(1) Gender and Literature Profile

- 55% male and 45% female
- 95% literate and 5% illiterate

(2) Age Distribution Profile

- 7.5 % age 31 to 40 years
- 30% age 51 years and above
- 27.5% age 41 to 50 years
- 5% age 30 years and below

(3) Family Members Profile

- 62.5 % Respondents family members are 5 and above
- 37.5 % Respondents family members are 4 and below,

Respondents monthly income in 2021 and 2026

Monthly Income Range	Percent (%) in 2021	Percent (%) in 2026
15,000 TK & below	67.5%	25%
15,000 to 25,000 TK	25%	50%
25,000 to 35,000 TK	5%	17.5%
35,000 above TK	2.5%	7.5%
Total	100	100

Increasing Income	Percent (%)
20,000 TK & below	35
20,000 to 40,000 TK	40
40,000 to 20,000 TK	20
20,000 TK and above	5
Total	100

Main source of income profile

Main source of income	Respondents	Percent (%)
Agriculture	22	55
Cattle rearing	8	20
Business	6	15
Day Labor	1	2.5
Others	3	7.5
Total	40	100

Deposit share and savings in Cooperatives

Deposit (Share and Savings)	Respondents	Percent (%)
100 to 1,500 Taka	4	10
1501 to 2500 Taka	34	85
2501 above Taka	2	5
Total	40	100

Land ownership of respondents in 2021 to 2026

Land Ownership	Percent (%) in 2021	Percent (%) in 2026
35 to 10 (Decimals)	15	10
10 to 25 (Decimals)	20	22.5
26 to 40 (Decimals)	10	7.5
40 above (Decimals)	55	60
Total	100	100

Land ownership	Percent (%)
Increasing	45
Decreasing	5
No change	50
Total	100

Obtain loan from 2020 to 2025

Obtain loan from 2020 to 2025	Percent (%)
70,000 to 1,00,000 TK	10
1,00,001 to 2,00,000 TK	77.5
2,00,000 TK above	12.5
Total	100

Use of loan	Percent (%)
Productive Purpose	95
Mixed	5
Consumptive	0
Total	100

Social Information

- 72.5% live in Semi-Pucca, 22.5% in Cottage and 5% in Building
- 100% children attend school
- 100% have access to electricity, safe water and hygienic sanitation

The success story of Mr. Saheb Ali:

- When Mr. Saheb Ali received 70,000 tk loan for cow rearing in 2019, he was very poor and had a small dilapidated hut. But in 2026, his house is Semi Pucca, his monthly net income is over 20,000 tk. He has four friesian cows which market value is about 5,00,000 tk and has a grocery shop. His cows' shed is Semi-Pucca. He has improved his livings conditions taking loan through cooperatives.

The success story of Mst. Hosne Ara Maya:

- When Mrs. Hosne Ara Maya received 70,000 tk loan for cow rearing in 2019, her family was very poor. They had a small dilapidated hut and her husband was a day labour. But in 2026, their house is Semi Pucca and their monthly net income is over 30,000 tk. They have five Friesian cows which market value is about 4,75,000 tk. Her husband has a grocery shop. Their cows' shed is Semi-Pucca. She has empowered her and improved her livings conditions taking loan through cooperatives.

Key Findings

- Cooperatives significantly increase income and reduce poverty
- Promote savings and productive investment.
- Generate employment and support rural economies.
- Enhance social empowerment and community bonding.
- Women gain economic independence and decision-making power
- Savings are irregular.
- Societies depend heavily on government support.
- Lack of insurance increases risk.
- Management committee are often inactive.

Challenges are faced by cooperatives

Despite benefits, cooperative faces several challenges

- Limited capital and funding.
- Weak management and leadership.
- Lack of training and awareness.
- Political interference and lack of transparency.
- Natural disasters (floods and river erosion).
- Lack of insurance facilities.
- Highly dependence on government support
- Irregular loan repayment

Recommendations

- Encourage regular savings among members to improve financial stability
- Provide training in management, leadership, and entrepreneurship.
- Assist members with planning and expanding income-generating activities.
- Involve cooperatives in government development programs.
- Introduce insurance schemes for livestock and crops to reduce risks.
- Ensure proper governance and reduce corruption
- Expand government funding, monitoring and policy support for sustainability.

Conclusion

Cooperative societies in Gangachara Upazila have become well-managed institutions that can consistently deliver long-term socio-economic benefits to their members despite existing challenges.

THANKS ALL

Q&A

Inviting You with Heavy Heart Feeling sorrow & optimistic Presentation

Title & Overview

Road Safety Crisis in Bangladesh: Safety Awareness, Behavioral Change, and Integrated Traffic Management Systems (ITMS)

Russel Monzoor,
Roll No. 102
156th ACAD Course
Deputy Secretary

Road Transport and Highway Division

Abstract

- **The Crisis:** High fatality rates despite low motorization.
- **Key Findings:** Human behavioral factors (speeding, reckless overtaking) contribute to over 85% of incidents.
 - A) Bangladesh faces high road fatalities despite low motorization.
 - B) Human behavior causes >85% accidents.
 - C) ITMS + Behavioral Nudges proposed as solution
- **The Shift:** Moving from "supply-side" infrastructure to "demand-side" management using AI, IoT, and behavioral nudges.
- **Goal:** A human-centric framework to support SDG 3.6.

Study Objectives

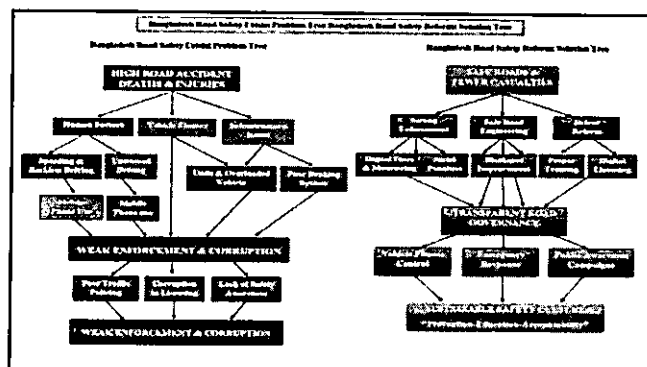
- **Evaluate ITMS Impact:** Assess how real-time feedback (VMS/mobile apps) affects driver route choices.
- **Identify Barriers:** Pinpoint psychological and socio-economic hurdles to following traffic suggestions.
- **Analyze Nudges:** Determine which "nudge" strategies effectively promote sustainable modes like public transit.
- **Policy Roadmap:** Provide recommendations for urban planners to integrate behavioral science into traffic design.

Methodology

- **Design:** Mixed-methods approach.
- **Quantitative Data:** Analysis of 2025 BRTA/Police accident reports and 2026 Eid-ul-Fitr Control Room data.
- **Qualitative Insights:** Eight Key Informant Interviews (KIIs) with stakeholders (Police, BRTA, Drivers, NGOs, stake holders & Users).
- **Tools:** Thematic coding and descriptive statistics.

Identified Common Problem

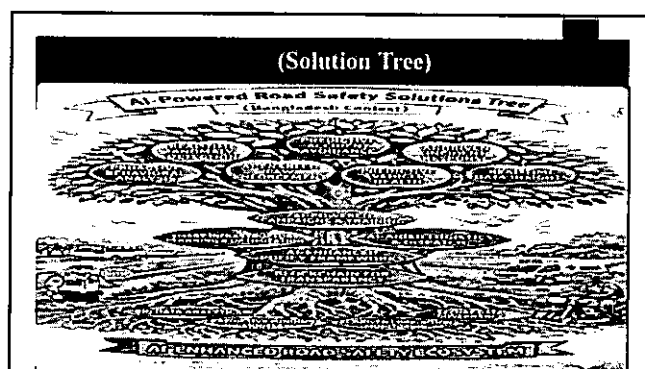
- **Core Issue:** High Road Accident Deaths & Injuries.
- **Human Factors:** Disobey Laws, Less knowledge of roads rules-regulations & systems, Disobey Sign-Signals, Speeding, mobile phone use, and untrained driving.
- **Infrastructure/Vehicle Issues:** Unfit vehicles and poor braking systems.
- **Systemic Failure:** Weak enforcement, corruption, corrupted mindset, indiscipline run.
- **Economic Impact:** Billions lost in productivity and human capital.



Probable Solutions

- **Reform Pillars:**

- ✓ Real-time traffic data systems
- ✓ Strong Enforcement: Digital fines and monitoring.
- ✓ Safe Engineering: Improving blackspots.
- ✓ Driver Reform: Digital licensing and proper training.
- ✓ Foundation: Transparent road governance and a sustainable safety culture.
- ✓ Goal: Safe Roads & Fewer Casualties



Research Gap

- **Siloed Studies:** Current research focuses either on engineering (sensors/algorithms) or psychology in isolation.
- **Contextual Vacuum:** Lack of studies on long-term habit formation in high-density, low-enforcement environments like Bangladesh.
- **Data Mismatch:** Persistent reporting gaps between BRTA and Police hinder effective localized nudging

Recommendations

- 1. Deploy ITMS nationwide on priority pilot corridors (Dhaka Metropolitan Area and national highways) with AI-driven Variable Message Signs (VMS) and mobile applications that deliver personalized behavioral nudges combining time-saving and safety messages.
- 2. Harmonize BRTA and Bangladesh Police crash databases into a single unified real-time dashboard to eliminate data discrepancies and enable evidence-based decision-making.
- 3. Scale behavioral change campaigns using the COM-B framework by introducing mandatory pre-licensure training for professional drivers, integrating road safety into the national school curriculum, and launching CSR-funded SMS nudges targeting high-risk groups.
- 4. Strengthen enforcement by linking mobile courts with ITMS cameras for automated detection and instant fines on speeding, overloading, and signal violations.
- 5. Pilot dedicated service lanes and restrictions on slow-moving vehicles on major highways to reduce mixed-traffic conflicts.

Conclusion & Opinions

The Reality: Standalone awareness and reactive enforcement are insufficient.
The Path Forward: Strategic integration of ITMS and behavioral economics (COM-B Model).

ITMS + Behavioral Change + Enforcement

Final Count Down: Transforming the transport ecosystem into a model of safety and sustainability to save thousands of lives.

Your Thoughts

*Stay Safe, Take Care
Thank You*

Welcome to Seminar Paper Presentation on Bridging the Skills-Employment Gap: The Role of Informal Sector Industry Skill Council (ISISC) in Job Placement for NSDA-certified Trainees

PRESENTED BY
P.K.M. ENAMUL KARIM
ROLL-115, 156th ACAD

Introduction

- ▶ The NSDA Act, 2018 and NSDA Rules, 2020 provides the legal base for forming Industry Skill Councils (ISCs).
- ▶ As of today, 16 sector-specific ISCs have been constituted whose functions are to place the industry demand of emerging skills, assist NSDA to develop and review competency standards, facilitate apprenticeship and job placement for the competent trainees, etc.
- ▶ The ISISC deals with a bulk number of traditional occupations which are widely unrecognized though the informal sector is the backbone of our economy employing about 85% of the labor force.
- ▶ This paper examines the role of the ISISC as the intermediary in facilitating placement of the skilled trainees.

Problem statement

- ▶ The informal labor sector lacked global recognition and quality assurance though it is very crucial for skill transfer.
- ▶ NSDA started formalizing the skills through training and certification. However, certification alone does not guarantee employment; It requires a robust placement mechanism as well.
- ▶ Despite availability of certified skilled labor force, there remains a persistent placement gap. That is why the predominant role of ISISC to convince the employers to hire the skilled trainees is very important.
- ▶ Without a clear understanding of the placement strategies of ISISC, the investment in skill development program runs the risk of remaining underutilized.

Research Objectives

- ▶ The research objectives are:
- ▶ To analyze the placement mechanisms currently applied by the ISISC for NSDA-certified trainees.
- ▶ To identify the bottlenecks in the communication channel among the ISISC, skill training providers (STPs) and employers of the informal sector.

Methodology adopted

- ▶ A mixed-methods approach was adopted utilizing quantitative metrics to measure the placement success rates and qualitative insights to identify the systematic barriers.
- ▶ Primary data was collected from structured interviews with ISISC Board members, Informal Sector Employers, STPs and the skilled trainees.
- ▶ A total of 56 respondents from four stakeholder sectors responded to the study.

Data analysis and findings

- ▶ Out of 56 respondents 17.9% are from ISISC, 37.5% from trainees, 32.1% from STPs and remaining 12.5% from employers.
- ▶ The ISISC applies multiple means to facilitate job placement which are still evolving and largely informal, fragmented and weakly institutionalized.
- ▶ The communication frequency between ISISC and STPs regarding post-training placement is not institutionalized through any formal platform.
- ▶ The major bottlenecks in establishing effective communication among the stakeholders are absence of structured stakeholder platform, outdated data on industry skill demand, employer reluctance and resource constraints of ISISC.

Data analysis and findings

- ▶ Employers reliance on referrals, gate hiring and known apprentices which indicate trust-based hiring culture of informal sector. They also consider the practical hands-on experience and willingness of the workers to accept lower starting wages the most.
- ▶ Employer awareness of NSDA certification is not at the satisfactory level and ISISC's engagement with employers is minimal.
- ▶ Trainee outcomes are very encouraging with most trainees-respondents either employed (full time/half-time) or self-employed. Only 4.8% trainees were placed by the ISISC which quantifies the weak direct placement role of ISISC.
- ▶ The most dominant theme behind the weak role of ISISC is the severe resource constraints.

Policy Recommendations

- ▶ Develop and maintain a real-time digital database of certified trainees categorized by occupation, skill level, location and availability.
- ▶ Institutionalize quarterly employer engagement forums, roundtables and job fairs.
- ▶ Build a structured communication platform connecting stakeholders.
- ▶ Strengthen labor market intelligence through regular skill demand survey and employer trend mapping.
- ▶ Expand post-training entrepreneurship support through linkage with SME finance, mentoring and market access as the self-employment rate is high.
- ▶ Strengthen the ISISC with adequate budget from multiple-sources, like SIP registration fee, endowment fund from the government, CSR fund of the industries, ISC component of the skill enhancement projects (ASSET, SICIP), etc.

Thank You

Q&A

SEMINAR PRESENTATION

Impact of Traffic Congestion in Dhaka: A Study on Patients

Presented by: Ferdous Ahammad

Roll No: 104 | 156th ACAD

Bangladesh Public Administration Training Centre (BPATC)

Introduction & Background

Dhaka is one of the fastest-growing megacities in the world, the world, serving as the economic center of Bangladesh. However, its rapid growth has outpaced its infrastructure.

 22M+ Population in Greater Dhaka

 Less than 50% Road Network Coverage

Critical Barriers

Traffic congestion creates severe barriers for patients who require timely medical attention.

Health Risks

Prolonged exposure to air pollution from idling vehicles worsens respiratory and cardiovascular issues.

Emergency Delays

Congestion frequently delays ambulances, potentially becoming life-threatening in critical situations.

Problem Statement

Traffic congestion in Dhaka significantly delays patients reaching healthcare facilities, worsening medical conditions and creating life-threatening risks in emergencies.



Chronic Patients

Individuals with long-term illnesses who require frequent or specialized medical follow-ups.



Elderly Individuals

More vulnerable to prolonged stress and delays during travel to hospitals.



Emergency Cases

Patients requiring immediate attention where every minute counts.

"Despite the growing concern, limited research exists on the direct impact of traffic on patients' healthcare access in Dhaka."

Objectives of the Study

OBJECTIVE I



To identify how traffic congestion affects patients' access to hospitals and healthcare services in Dhaka.

OBJECTIVE II



To examine the health, psychological, and time-related impacts of traffic congestion on patients seeking medical treatment.

Methodology



Research Approach

Method: Combination of qualitative and quantitative analysis.

Explorative Study: Focused on identifying current impacts and patterns.

Field Observation: Direct measurement of traffic conditions in Dhaka.



Data Sources

Primary: Key Informant Interviews (KII) and structured surveys with patients.

Secondary: Reports from WHO, DTCL, World Bank, and academic journals.

Qualitative: Drivers, traffic police, and urban planners.



Sample & Tools

Sample Size: 40-50 respondents including patients and caregivers.

Instrument: Structured questionnaires and interview checklists.

Analysis: Frequency distribution and qualitative thematic analysis.

Data Analysis and Findings

Data Collection & Procedure of KII:

The study aimed to examine how traffic congestion in Dhaka affects patients' access to healthcare and its physical, psychological, and time-related impacts. Primary data were collected through Key Informant Interviews with patients, supported by secondary sources. Using a structured checklist, respondents shared experiences of delays, stress, and treatment challenges caused by traffic congestion, along with their suggestions for improvement.

Findings: Frequency of hospital visits for the condition

Frequency of Hospital (Clinic Visits) for your condition	Percent (%)
Once a month	37%
2-3 times a month	35%
More than 3 times a month	15%
Rarely	13%
Total	100

Frequency of Clinic Visits



Once a month 2-3 times a month More than 3 times a month Rarely

Findings: Face heavy traffic jams while traveling to clinics:

How often do you experience significant traffic congestion when traveling to a hospital/clinic in Illinois?	Percent (%)
Always	53%
Most of the time	40%
Sometimes	5%
Total	100

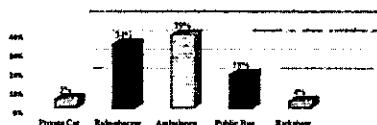
Face heavy traffic jam



Findings: Mode of transportation to reach the healthcare facility:

What mode of transportation you typically use to reach healthcare facilities?	Percent (%)
Private Car	5%
Ride-sharing service	34%
Ambulance	39%
Public Bus	18%
Bike/shower	4%
Total	100

Mode of Transportation



Findings: Increased physical discomfort during traffic jams:

During periods of traffic congestion while having far medical care, do you experience increased physical discomfort or worsening of your medical condition?	Percent (%)
Yes, frequently	63%
Yes, occasionally	35%
Total	100

Increased physical discomfort during traffic jam



Yes, frequently
Yes, occasionally

Findings: Traffic congestion has increased your transportation costs for medical treatments:

Has traffic congestion led to increased transportation costs for your medical visits, by needing to take more expensive transport options?	Percent (%)
Yes, significantly	40%
Yes, moderately	60%
Total	100

Transportation costs have increased



Yes, significantly Yes, moderately

Challenges of the Study

Limited Sample Size:
Sampling Bias
Recall Bias:
Time Constraints:
Access to Respondents:
Subjectivity of Responses:
Lack of Secondary Data:
Traffic Variability:
Health Condition Diversity:

Recommendations

Infrastructure & Traffic

Investigate dedicated emergency lanes for ambulances.
Improve road maintenance and traffic signal coordination.
Expand public transport to reduce private vehicle dependency.

Technology & Digital

Promote telemedicine for routine consultations.
Implement real-time traffic monitoring and alert systems.
Encourage use of mobile apps for route planning.

Healthcare Management

Support decentralized healthcare facilities across the city.
Encourage off-peak appointment scheduling in hospitals.
Train staff in managing delayed patient arrivals.

Policy & Awareness

Strengthen coordination between hospitals and traffic police.
Increase public awareness about traffic-related health risks.
Conduct further research on congestion-related health impacts.

Conclusion

Traffic congestion in Dheka is not just a mobility issue; it is a significant public health threat that deteriorates patient well-being and creates critical barriers to life-saving

CBPR.



Health Impact

Causes physical pain, fatigue, and respiratory distress for 43% of patients.



Psychological Toll

Leads to severe anxiety and stress due to travel uncertainty.



Economic Burden

Increases transportation costs and disrupts daily work/family life.

INTEGRATED PATIENT-CENTERED TRANSPORT POLICY IS ESSENTIAL

Thank You!

 Any Questions?

Presentation on Seminar Paper

Abu Kaisar Khan
Roll: 109

Title

Optimizing Public-Private Partnerships in Transport Sector for Broader Economic Development of Bangladesh: Challenges and Way Forward

Problem Statement

PPP Importance in transport

The transport sector has emerged as one of the most important areas for PPP implementation. Several major infrastructure projects, including expressways, highways, ports, and urban transit systems, have been developed or planned under PPP arrangements. These projects aim to improve connectivity, reduce congestion, enhance logistics efficiency, and support Bangladesh's long-term development vision, including regional connectivity initiatives.

Problem Statement

Infrastructure Gap & Implementation challenges

- Despite these advancements, the implementation of PPP projects in Bangladesh's transport sector has faced significant challenges. Regulatory complexities, lengthy approval processes, inadequate project preparation, and limited institutional capacity have slowed the development of PPP projects. In addition, issues related to transparency, risk allocation, financing constraints, and investor confidence have affected the attractiveness of PPP projects to private investors.
- These challenges limit the ability of PPPs to fully contribute to economic development and infrastructure expansion. Addressing these constraints is therefore essential for optimizing PPP performance and ensuring that transport infrastructure projects are delivered efficiently and sustainably.

Objectives

The objective of this study is to assess the effectiveness of Public-Private Partnerships (PPPs) in the transport sector of Bangladesh in contributing to economic development, and to identify the key institutional, regulatory, and financial challenges affecting their implementation. The study also aims to propose practical policy recommendations to improve PPP performance and enhance private sector participation in transport infrastructure projects.

- Assess effectiveness
- Identify challenges
- Recommend reforms

Methodology

- Survey: Primary data and Secondary data
- Interviews
- Stakeholders consultation
- FDEE case study

Data Analysis

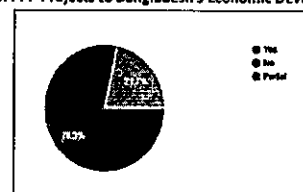
Data Analysis Techniques

- Qualitative data from interviews and secondary sources were analyzed using thematic analysis to identify key patterns and stakeholder perspectives. This approach enabled the classification of responses into meaningful themes related to PPP and challenges.
- Basic descriptive and ranking were used to highlight major issues, while data triangulation helped validate findings by integrating insights from multiple sources. This ensured a more reliable and comprehensive interpretation of PPP performance in Bangladesh.

Key Findings

Economic Impact of PPP

- Contribution of PPP Projects to Bangladesh's Economic Development



Economic Impact of PPP

- The findings indicate strong support for PPPs as drivers of economic development, with 78.3% of respondents recognizing their positive contribution. This reflects broad agreement on their role in addressing infrastructure gaps and mobilizing private investment.
- However, 21.7% view their impact as partial, highlighting challenges such as regulatory delays and capacity constraints. Overall, while PPPs are widely accepted, improved implementation and institutional reforms are needed to enhance their effectiveness.

Economic Impact

Areas of Economic Contribution

The key economic contributions shaping development priorities, based on respondents' weighted rankings:

- Infrastructure Development
- Foreign Direct Investment
- Jobs Creation
- Improved Public Service Delivery

Policy Effectiveness

- Mostly moderate-high
- Government vs Private perception gap

Government respondents show the most positive perception of PPP policy effectiveness, while the private sector is more critical, highlighting concerns over implementation and risk allocation.

Key Challenges

Slow project approval & execution

Lack of financing options for infrastructure projects

Unclear risk-sharing agreements

Weak regulatory enforcement

Institutional Barriers

Bureaucratic Inefficiency
Unclear Legal Framework
Limited Transparency in Processes
Political & Regulatory Instability
Others

Policy Recommendations

Improving financial incentives & risk-sharing mechanisms
Strengthening regulatory & legal frameworks
Promoting sustainability & green investment in PPPs
Enhancing human capital & skill development initiatives

Key Areas for Reform in Bangladesh

• Based on stakeholder feedback and international practices, several reform priorities emerge for strengthening Bangladesh's PPP framework. Key areas include developing a robust project pipeline, streamlining approval processes, and enhancing transparency to build investor confidence.

• Strengthening institutional capacity—particularly of the PPP Authority—and adopting standardized procurement practices are also critical. Improved stakeholder engagement and clearer project timelines can enhance accountability, while targeted financial incentives, including tax flexibility, can improve project bankability.

Top Risk Mitigation Measures

- Introduce Public-Private Risk Sharing Mechanisms
- Strengthen Viability Gap Funding (VGF)
- Provide Government Guarantees

Interpretation:

- These results show that financial tools are considered essential for attracting private partners.
- Stakeholders believe that shared risk responsibility, financial viability, and policy assurance from the government are key preconditions for unlocking investment.

Support for Blended Financing and Transparency

- Develop Blended Financing Instruments
- Enhance Transparency and Regulatory Reform

Interpretation:

- Stakeholders favor innovative financing solutions such as blended finance, which can reduce risk exposure and mobilize broader capital pools.
- Equally important is the need to enhance transparency and reduce regulatory uncertainty—core ingredients for investor trust and improved creditworthiness.

Regulatory and Legal Foundations

- Establish a Clear and Predictable Legal Framework
- Create Dedicated PPP Dispute Resolution Mechanism

Interpretation:

- The absence of a clear legal framework introduces ambiguity in PPP projects, which deters potential investors.
- Stakeholders recognize the need for a specialized PPP dispute resolution body or fast-track legal process, separate from conventional litigation routes, to increase efficiency and reliability in enforcement.

Political and Macroeconomic Considerations

- Improve Political and Economic Stability
- Over half the respondents agree that political and macroeconomic risks remain a major concern for private investors.
- This reinforces the idea that risk mitigation is not only about legal and financial tools but also about overall governance quality, predictable policy, and institutional maturity.

Case Study (FDEE)

Travel time ↓
Investment ↑
Challenges: land, coordination

Case Study (FDEE)

Impact Area	Quantitative Gain
Reduced travel time	HSA ↔ Farmgate reduced from >60 min to ~10 min; estimated 180,000 hours saved annually
Job creation	~2,000 direct jobs, ~10,000 indirect jobs
Skills development	Over 500 local workers trained; ~333 O&M staff positions
Trade cost reduction	Freight cost savings 15–20%; improved supply chains
Investment & financing	\$1.13–1.3 bn project cost; 27% via VGF, balance via foreign equity/loans
PPP confidence	Demonstrated capability for mega PPP projects; precedence for future investments

Key Reforms & Way Forward

Strategic Directions

Operation and Maintenance (O&M) PPPs can provide lower-risk opportunities for private sector participation and improved service delivery.

Strengthening Project Preparation and Bankability

Future PPPs should adopt a more rigorous upstream process, including pre-feasibility screening, demand forecasting, and financial structuring before tendering. Establishing a dedicated Project Development Facility (PDF) or strengthening existing mechanisms can improve project bankability and reduce transaction failures.

Key Reforms & Way Forward

Demand Risk Management in Transport PPPs

Transport PPPs in Bangladesh are highly sensitive to demand uncertainty, particularly in toll-based road projects. Introducing hybrid models such as Minimum Revenue Guarantee (MRG), annuity-based payments, or shadow tolling can help mitigate demand risks and attract private investors.

Digitalization and Data-Driven PPP Management

The integration of digital tools in PPP project management can significantly improve transparency and efficiency. Developing a centralized PPP digital platform for tracking project progress, traffic data, toll collection, and contract compliance would enhance accountability and investor confidence.

Key Reforms & Way Forward

Strengthening Contract Management and Post-Closure Governance

PPP success depends not only on procurement but also on effective contract management. Bangladesh should strengthen post-award monitoring systems, including Key Performance Indicators (KPIs), independent audits, and enforcement mechanisms.

Enhancing Local Financial Market Participation

Currently, PPP financing relies heavily on foreign investment and external funding. Developing local capital markets—through infrastructure bonds, pension funds, and insurance participation—can provide long-term financing options.

Key Reforms & Way Forward

Climate-Resilient Transport PPPs

Given Bangladesh's vulnerability to climate change, future transport PPPs should integrate climate resilience into design and financing. This includes flood-resistant infrastructure, green materials, and access to climate finance (e.g., green bonds, blended finance).

Strengthening Inter-Agency Coordination

PPP projects often suffer from fragmentation across multiple agencies. Establishing a formal coordination mechanism—such as an Inter-ministerial PPP taskforce.

Key Reforms & Way Forward

Developing a Transport PPP Pipeline Strategy

Rather than project-by-project development, Bangladesh should adopt a programmatic PPP approach for transport corridors. This includes bundling projects (e.g., expressways, logistics hubs, ICDs) to create scale, improve investor interest, and ensure network-level efficiency.

Strengthening Market Sounding and Investor Engagement

Early-stage market sounding should be institutionalized to test project viability, risk allocation, and investor appetite

Q & A

THANK YOU

Welcome to my Seminar Paper presentation

Topic: "Preparation for disaster management throughout the whole year (pre-disaster phase) and to manage the impacts of disaster (post-disaster phase).?"

Presenter by:
Md. Nasir Uddin
Roll : 113
156th ACAD course

Disaster!

- From ancient time, disaster was with us
- Disaster is with us
- Disaster will be with us

Disaster!

- From ancient time, disaster was with us



Cyclone-1970



Cyclone-1991



Sida-2007



Aila-2009

Disaster!

Disaster is with us because we are changing climate



**Nature treats us the way
we treat nature!**

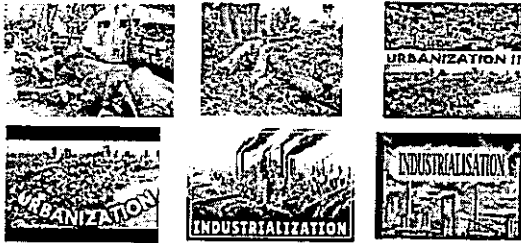
We are doing:

- Deforestation
- Unplanned urbanization
- Wetland /drainage obstruction
- Mining and slope cutting
- Greenhouse Gas Emission
- Destabilized climate partners
- Chemical/nuclear accidents
- Dam failures
- Oil spills
- Warfare and terrorism
- Arson
- Inadequate building standards

All these are manmade causes that create DISASTER

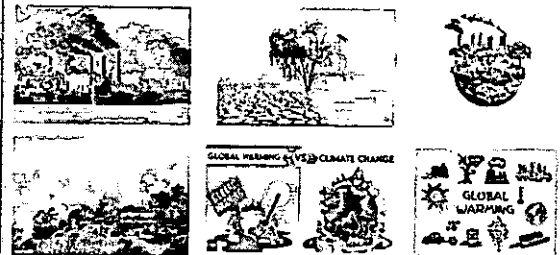
Disaster!

➤ Disaster will be with us, because



Disaster!

➤ Disaster will be with us, because



Abstract:

'Disaster management can be defined as "The organization and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of disasters". Disasters have adversely affected not only humans but also animals and all lives on earth. Disaster causes mass damage of construction or loss of economy. Disaster—whether natural or man-made—pose significant threats to human life, infrastructure and the environment. The increasing frequency and intensity of disasters due to climate change, urbanization and industrialization highlight the urgent need for effective disaster management strategies.

Key words: Disaster management, Mitigation, Preparedness, Response, Recovery, Resilience, Vulnerable, Catastrophe, Climate Change, Decade, Community Engagement, High-risk-area, Urbanization, Industrialization

Introduction :

The age of the Universe is approximately 26.7 billion years. From the very beginning of this Universe, there were different types of disasters (both man-made and natural). Bangladesh is highly vulnerable to natural disasters, due to its low-lying deltaic geography and monsoon climate. The main disasters include frequent floods, devastating tropical cyclones with storm surges, severe riverbank erosion, droughts, and increasing salinity intrusion. Other hazards include earthquakes, tornadoes, and fire incidents.

For better management of these disasters, the State also takes preparation by equipping its different bodies e.g., Ministries, divisions, agencies, subordinate offices, organizations, etc. Public servants of the state and also the mass-people must have the ability to manage all sorts of disasters by minimizing the impacts or consequences.

Background:

Bangladesh is a disaster-prone country. Almost every year. Devastating disasters come, e.g., the cyclone of-1970, 1991; Sidr 2007, Aila 2009, COVID-19, Remal 2024, etc. The impact of these disasters was so devastating. Many people, cattle, and animals were destroyed. Biodiversity was tremendously hampered; the Ecosystem was lost. Since independence in 1971, Bangladesh has tolerated nearly 200 disaster events causing more than 500,000 deaths and colossal damage to the nation.

In such an adverse situation, we must have to play a key role for saving mankind, maintaining biodiversity, and reordering the encumbered ecosystem. For doing these, we have to have a vast preparation for managing these irritations.

Problem Statement

Very often, we have no proper ability or preparation for managing a catastrophic and disastrous situation. As a result, we have to pay much. We want to set focus mainly on the preparations for the disasters so that we can manage it properly, we can respond properly. Now we can consider this in the following ways:

- The research focuses on the Bangladesh perspective, analyzing how political economy influences disaster management and sustainable development.
- Studies in this area cover disaster risk reduction, community exposure, vulnerability assessment, and long-term sustainability.
- This research brings a transformation in disaster management from orthodox response and relief practice to a more inclusive risk reduction culture.

Research Question:	i. How does Government work in the implementation of Disaster management in Bangladesh? ii. How does community exposed to disaster Vulnerability respond to the Disaster management programmes?
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Research Objectives:	If there are some objectives, the total activities of Researcher will be more easier. It can give more attention to the Readers. The main objective of this Research are as follows: To take Systematic and effective preparation for disaster management, to response for risk reduction and to recover the worst situation as early as possible. The other objectives are as follows: (a) To find-out the loop-holes of Governments Mechanism in the implementation of disaster Management. (b) To increase Community-based Disaster preparedness activities so community exposure can play vital role - i.e. maximum involvement of Community People.
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Justification of Research	Bangladesh is one of the most densely populated countries in the world. Although at present she enjoys the demographic dividend, she cannot pick its maximum opportunity. - She has to have a long Journey regarding various development issues. - For this, sustainable development is a must. - We have to increase our GDP growth as well as per capita income. Any type of disaster hinders all of these. - A developing country like Bangladesh must have to continue the sustainable development. - Disaster makes a colossal damage to the national economy, and increases poverty. Poverty leads to illiteracy and illiteracy leads to decrease the GDP and GNP. - For attaining all the above indexes, the impacts of disaster must be minimized. This research is relevant for that.
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Literature Review:	- Bangladesh has a comprehensive, pro-active disaster management system transitioning from relief-based responses to risk reduction, guided by the Disaster Management Act, 2012 and Standing Orders on Disaster (SOD). - The Sendai Framework for Disaster Risk Reduction (SFDRR 2016-2030), adopted in March 2015, calls for a transformed focus on studying and firming up legal frameworks. - Since independence, the country experienced a number of major disasters with severe intensity, like the 1991, 2007, and 2009 cyclones and 1987, 1988, 1998, 2004, and 2007 floods, in addition to many small calamities. (Department of Disaster Management, Dhaka, 2012)
---------------------------	---

Literature Review:	Key components and structures are under 3 topics - (A) Legal, Framework; (B) Institutional Structure; (C) Disaster Management Model The legal framework is encompassed of: - Disaster Management Act, 2012; - National Disaster Management Policy - National Plan for Disaster Management - Standing Orders on Disaster (SOD) Institutional Structure: - NDMC: The supreme body for policy formulation. - Inter-Ministerial Disaster Management Coordination Committee (IMDMCC): Implements NDMC decisions and coordinates across ministries. - Department of Disaster Management (DDM): Responsible for implementing policy at the field level. - National Emergency Operation Center (NEOC): Acts as the central coordination hub during disasters.
---------------------------	--

Literature Review:	Disaster Management Model in Bangladesh I. Risk Assessment: II. Risk Reduction: III. Response: Effectiveness of Disaster Management Coordination in Bangladesh: The coordination necessitates at all three stages: pre, during and post disaster, where every stage is important. The Factors hinder the coordination: - Information ambiguity - Occurrence of unpredictable events - Risk of implausible loss - High time pressure - Severe scarcity of resources. - Destruction at mass scale. - Disruption of communication and infrastructure. - Maintenance of basic service: such as electricity, water supply, transportation. - Scarcity of enough cyclone and flood shelters.
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**Research
Methodology:**

- ☐ Key Informant Interviews
- ☐ Focus Group Discussion (FGD):
- ☐ Meeting with District committee, Upazila committee, Union committee and Nation-building departments.
- ☐ Special Group Involvement:
- ☐ Secondary Data Collection:

**Data
Analysis:**

- ☐ Focus group discussion (FGD) at Barguna district. Pathorghata Upazila and Bamna Upazila had been done.
- ☐ Observations from Group -1 (all Engineers include this group)
 - ✓ To strengthen the total communication system, all connecting roads from district to Upazila, Upazila to unions and Union to village must be smooth and easygoing.
 - ✓ Extra allotment or budget allocation from the Government for the maintenance of these roads.
 - ✓ The national and regional highways, rural earthen roads, bridges and culverts to cross rivers and tidal channels must have to be built by climate-resilient reinforced cement concrete (RCC) and durable material.
 - ✓ Frequent damage from storms, surges, tidal inundation and soil erosion requires extra maintenance work.

**Data
Analysis:**

- ☐ Observations from Group -2 (DEO, DPEO, other related personnel)
 - ✓ Students of primary level, Secondary and higher secondary level are a big group of people. We are used to train the students how to take preparation for disaster all the year round, how to face disaster and how to manage disaster.
 - ✓ There are so many topics in the textbooks of primary, Secondary and higher-Secondary levels. The teachers must emphasize on this chapter so that the students can pay extra attention on those chapters.

**Data
Analysis:**

- ☐ Observations from Group -3 (DD, social welfare, DD, youth development, DD women affairs, DCO and others)

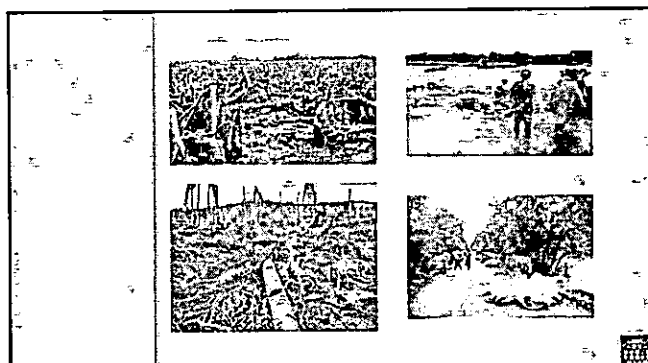
- ✓ Rural and Agriculture Cooperatives:
- ✓ Cooperative Financial Institutions (Credit Unions):
- ✓ Cooperative and Mutual Insurance Companies:
- ✓ Consumer and Marketing Cooperatives:
- ✓ Specialized Social Cooperatives:

Summary of Cooperative Contributions:

- Creating resilient livelihoods.
- Promoting savings
- Conducting drills
- Organizing volunteers' team
- Distributing foods
- Providing immediate cash aid
- Providing loans
- Rebuilding homes/farms

Module: 12

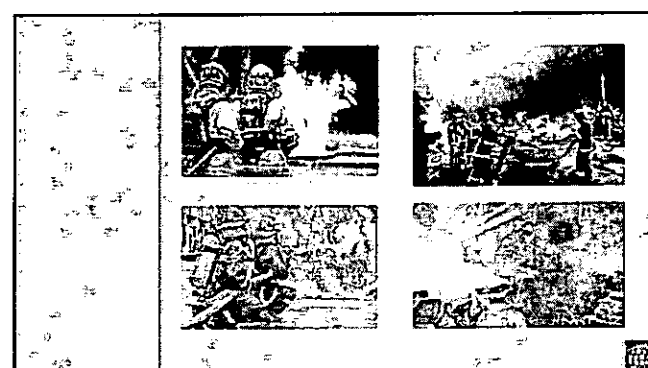
Contemporary Issues



Data Analysis:	
☐ Observations from Group -4 (DD, Agriculture, DFO, District Livestock officer and others)	
Department	Key disaster focusses areas
Agriculture	Promoting drought/flood-tolerant crops, soil erosion control, managing migratory pests (e.g. armyworm) and managing food reserves.
Livestock	Protecting animal through evacuation, providing emergency feed, treating injured animals, and managing water scarcity for herd survival.
Fisheries	Protecting aquaculture ponds, supporting fishermen in secure vessel anchoring, managing fish stocks in changing water condition and post-harvest management.

Data Analysis:	
☐ Observations from Group -5 (Environment, Forest and others)	
The directorate of Environment (DoE) and the forest department, under the Ministry of Environment, Forest and Climate Change (MoEFCC), play a critical role in disaster management, primarily focusing on risk reduction, prevention, and mitigation through ecological restoration and natural resource management. Their activities are vital for environment conservation, climate change adaptation, and reducing vulnerability to natural hazards such as cyclones, floods, and landslides.	

Data Analysis:	
☐ Observations from Group -5 (Environment, Forest and others)	
Key Roles in disaster management:	
❖ Coastal Green Belt Creation (Mitigation and protection) ❖ Afforestation and Reforestation (Risk Reduction): ❖ Eco-system-based Adaptation (Adaptation and Resilience): ❖ Control of pollution and Hazardous Waste Management: ❖ Wildlife and Biodiversity Conservation: ❖ Awareness and capacity building ❖ Environmental Impact Assessment (EIA): ❖ Monitoring and Research	



Data Analysis:	
☐ Observations from Group -6 (Fire Service and civil defence)	
Key Roles in disaster management:	
❖ Emergency Response and Rescue: ❖ Urban Search and Rescue (USAR): ❖ Medical First Aid and Ambulance Service: ❖ Building Surveillance and Safety: ❖ Developing Emergency Plans: ❖ Relief Assistance:	

Data Analysis:	☐ Observations from Group -6 (Fire Service and civil defence)	
	Year	Number of Fires
	2024	26,659
	2023	27,624
	2022	24,182
	2021	21,601
	2020	21,073
	2019	29,074
	2018	19,642
	2017	18,105
	2016	16,858
	2015	17,488

By Analyzing this table, it is found that with the passing of time, the fire incidents are increasing due to increased population, Urbanization, Industrialization.

Data Analysis:	More Focus Group Discussions (FGDs) were conducted with the following officers and other stakeholders:	
	❖	Role of Law enforcing agency
	❖	Civil Surgeon, UHFPO and other physicians
	❖	DD, Islamic Foundation and others Religious Leaders
	❖	print and electronics media
	❖	NGOs and Development Partners
	❖	Cyclone Preparedness Programme (CPP); Bangladesh Red Crescent Societies (BDRCS) and International Federation of Red Cross and Red Crescent Societies (IFRCs).
	All of the above participants shared their views, opinions, experiences in those FGDs. Finally, they presented their valuable recommendations which were incorporated in this research study.	

Recommendations:	Recommendations for preparedness and Mitigation (Before Disaster):	
	a)	Embankment Management:
	b)	Nature-based Solutions:
	c)	Infrastructure Strengthening:
	d)	Developing Local Risk Maps:
	e)	Securing Livelihoods and Assets:
	f)	Knowledge and Warning Systems:
	g)	Evacuating planning:
	h)	Drills and Training:

Recommendations:	Recommendation for Response and Action (During Disaster):	
	a)	Immediate Evacuation:
	b)	Activating volunteers:
	c)	Disseminating Early warnings:
	d)	Monitoring Infrastructure:
	e)	Communication:

Recommendations:	Recommendation for Recovery and Rehabilitation (After Disaster):	
	a)	Damage Assessment:
	b)	Immediate Repairing:
	c)	Rehabilitation of Livelihoods:
	d)	Preventing Health Hazards:
	e)	Search and Rescue:
	f)	Safe Water Access:
	g)	Documentation

CONCLUSION:	☐ Disaster is a curse for human beings as well as all the creations of Almighty. It stops and hinders all the development process. If disaster occurs frequently, sustainable development cannot be attained. Effective disaster management is crucial for minimizing the impact of disasters. It involves preparedness, mitigation, response and recovery strategies to protect lives, infrastructures and the environment. Collaboration between governments, communities and organizations is essential for building resilience. Public awareness, early warning systems and effective & efficient resource allocation play vital roles in reducing disaster risks.	
	☐ By prioritizing sustainable development and proactive measures, societies can better cope with and recover from the devastating effects of disasters.	

CONCLUSION:

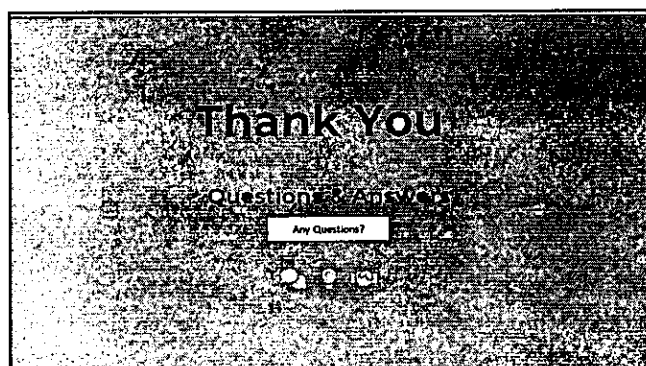
The following conclusive recommendations are found in this research study of disaster management:

- ☐ Shift from Response to Preparedness (proactive management)
- ☐ Community-Centric Approaches
- ☐ Use of Technology and Data Integration

CONCLUSION:

Some other Observations for better management of disaster Specially in Coastal Districts:

- To establish meteorological offices under BMD in all coastal districts.
- To fill-up all vacancies according to the organogram of DDM in Coastal districts.
- To increase fund allocation for disaster management in the Coastal districts.
- To increase the usage of Solar-panel electricity rather than traditional electricity.
- To activate the ward disaster management committee as well as all disaster management committees. (e.g union, upazila and district)
- To deploy sufficient manpower in CPP
- To supply sufficient equipment's e.g electric saw, life jacket, buoy, speed boat and other things.
- To deploy diver-unit in coastal districts.
- To establish much more cyclone-shelter cum primary school.
- To establish 100 years sustainable embankment in all sides of coastal districts.



Welcome to

Seminar Paper Presentation



Muhammad Humayun Kabir

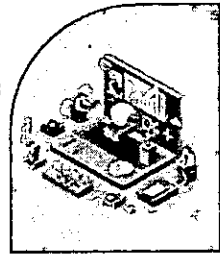
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156th ACAD

Bangladesh Public Administration Training Centre
20 April 2026

Evaluating The Impact Of Freelancing Training Programs On Youth Employment In Bangladesh

BY MUHAMMAD HUMAYUN
KABIR



INTRODUCTION

Demographic Context: Youth aged

Challenges: High youth unemployment and underemployment

Digital Transformation: Bangladesh have expanded digital integration

Government Action: The Department of Youth Development (DYD) has launched comprehensive freelancing training programs



Demographic Diddend

PROBLEM STATEMENT

➤ Sustainability

➤ Barriers to Success

➤ Curriculum Alignment

➤ Policy Gaps

RESEARCH OBJECTIVES

General Objective

Evaluate the effectiveness of DYD freelancing programs

Specific Objectives

- ❖ Assess employment and income outcomes
- ❖ Identify implementation challenges
- ❖ Analyze gender and rural-urban disparities
- ❖ Recommend strategies

METHODOLOGY



Research Design & Sample

❑ Design

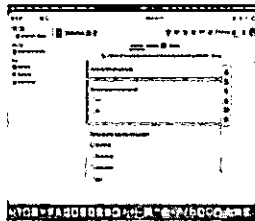
❑ Sample

Study Area & Data Sources

❑ Study Area

❑ Data Sources

DATA COLLECTION



KEY FINDINGS



- ✓ Strong Engagement and Completion
- ✓ High Participation
- ✓ Job Access



KEY FINDINGS



Economic Impact



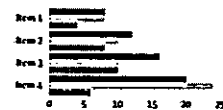
Skill Gaps



KEY FINDINGS (PART 1)

Participation & Completion

Job Access Distribution

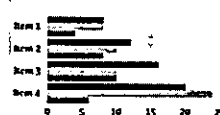


KEY FINDINGS (PART 2)

Economic Impact



Program Satisfaction



CHALLENGES IDENTIFIED

> SUSTAINABILITY CONCERNS

> INFRASTRUCTURE BARRIERS

> SOFT SKILLS GAPS

> INCLUSIVITY ISSUES



POLICY RECOMMENDATIONS



Infrastructure & Curriculum

Support & Skills

☐ Digital Hubs

☐ Financial & Legal Support

☐ Curriculum Updates

☐ Soft Skill Integration

POLICY RECOMMENDATIONS

Update Training Curriculum

Partnership with Global Platforms

Develop Mentorship & Alumni Networks

Policy Area	Key Issue	Recomm.	Responsible Agency	Timeframe	Expected Outcome
Skill Development	Lack of market-relevant skills	Update training curriculum	MoYS	Short-term	Improved employability
Digital Infrastructure	Poor internet access in rural areas	Expand high-speed internet coverage	Telecom Ministry / Private ISPs	Medium-term	Increased participation
Training Quality	Outdated training methods	Introduce certified trainers & practical-based modules	DYD	Short-term	Better skill retention
Access to Platforms	Difficulty entering global market	Partnerships with platforms like Upwork	ICT Division	Short-term	Easier onboarding for

Policy Area	Key Issue	Recomm.	Responsible Agency	Timeframe	Expected Outcome
Financial Inclusion	Payment barriers (PayPal, etc.)	Ensure international payment gateway access	Bangladesh Bank	Medium-term	Increased earnings inflow
Monitoring & Evaluation	No proper tracking of outcomes	Develop KPI-based monitoring system	IMED	Medium-term	Evidence-based policymaking
Gender	Low female participation	Provide women-focused training	MoYS/MoWC	Medium-term	Gender equality in

CONCLUSION

- Freelancing programs have significantly improved youth employability and economic conditions in Bangladesh.
- Further Steps to be taken.
- It can create massive self employment opportunity



THANKS FOR PATIENCE



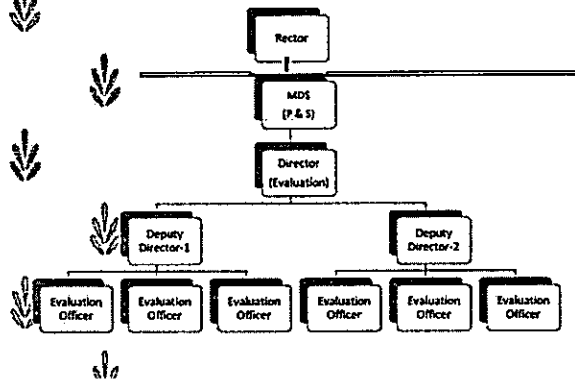
156 ACAD EVALUATION SCHEME

EVALUATION
DEPT., BPATC

OBJIVETIVES

- Orientation with the evaluation approach and system
- Information of practical aspects of ACAD evaluation
 - Helping participants become aware of the opportunities and potential challenges
 - Helping participants adopt an informed plan for the training so that the benefits could be maximized

EVALUATION DEPT



ROLES OF THE EVALUATION DEPT

- Undertaking evaluation of trainers, trainees, and overall training courses
- Preparation of Weekly, end-of-course, speaker evaluation report
- Preparation of results, and certificates
- Overall monitoring of all training activities

TRAINEE EVALUATION: KEY ISSUES

- Multi-layered evaluation: CMT; other faculties above director
- Ambit: Both academic and nonacademic matters; behavioral issues
- Performance: Individual and also the role in a group
- Trainee diary: Pen picture

PERFORMANCE ASSESSMENT

- Total assessment marks: 800
- Individual: 375
 - Group: 425
- Qualifying marks in each module: 50%

Evaluation by Evaluation Dpt.

- Total Marks: 25
- Attendance: 15
- Speaker evaluation: 10

Speaker Evaluation:

Evaluation: Question Summary

Course Type	Course	Evaluation Type
Core Course:	Advanced Course in Administration and Development	Autonomous Program
1. The speaker's content reflected the quality of the speaker's program.		0 0 0 0 0
2. The speaker's presentation reflected the quality of the speaker's program.		0 0 0 0 0
3. The speaker's presentation reflected the quality of the speaker's program.		0 0 0 0 0
4. The speaker's presentation reflected the quality of the speaker's program.		0 0 0 0 0
5. The speaker's presentation reflected the quality of the speaker's program.		0 0 0 0 0
6. Comments (Optional) - please write within 75-100 words.		0 0 0 0 0

- Re-evaluation in case any participant fails in a module (Maximum 3); but no certificate will be given if s/he fails in the re-evaluation
- Re-exam after the course (in case of failure in the re-evaluation but up to 3 modules)
- Full course again, if a participant fails in the re-exam
- Exposure visit: in case of skip, complete with next course and get certificate, with no merit position.

GRADING

Percentage of Total Number	Grade
85 and above	A+ (Outstanding)
80 - <85	A (Excellent)
70 - <80	B+ (Good)
60 - <70	B (Satisfactory)
50 - <60	C (Average)
< 50	Fail

Attendance

- At least 95% attendance in classroom sessions. Failing to ensure 95% attendance will result in dismissal from the course.
- In some cases, marks for absence will not be deducted:
 - According to the definition of family mentioned in "গণকর্মচারী আচরন বিধিমালা, ১৯৭৯", if any family member of the participant dies.
 - In the time of delivery of the participants' pregnant wife
 - In case a participant is severely sick (with the written prescription from the doctor of the centre)

- Only on emergency grounds Course Adviser may allow up to 5% absence in all activities (sessions)

Marks deduction for absence	
- 1%	10%
- 2%	20%
- 3%	30%
- 4%	40%
- 5%	50%

Show-cause and penalty

For every show cause notice 02, 1.5, 01 marks (according to the severity of) will be deducted from CMT marks

but if one gets more than 3 show-causes due to undisciplined activities, he/she will not get any place in merit position. He/she can be instantly released from the course also.

BREACH OF DISCIPLINE

- Absence in any session without prior approval of CMT
- Going out of BPATC campus/staying without approval
- Failing to:
 - abide by the rules of the Centre
 - provide satisfactory response to a show-cause notice
 - submit report/assignment within the stipulated time
 - demonstrate appropriate behavior to the female colleagues/participants
 - wear set dress code

- Cheating and copying in the exam, (in any form)
- Influencing CMT and or other faculty members by gifting or any other means

ACTION against BREACH of DISCIPLINE

Minor Punishment

- a) Rebuke
- b) Deduction of marks
- c) Release from running course
- d) Expulsion from course for 1 year

Major Punishment

- a) Expulsion from course for 2 years
- b) Expulsion from course for 3 years
- c) Permanent expulsion and recommend for starting departmental proceeding

Certificate Awarding

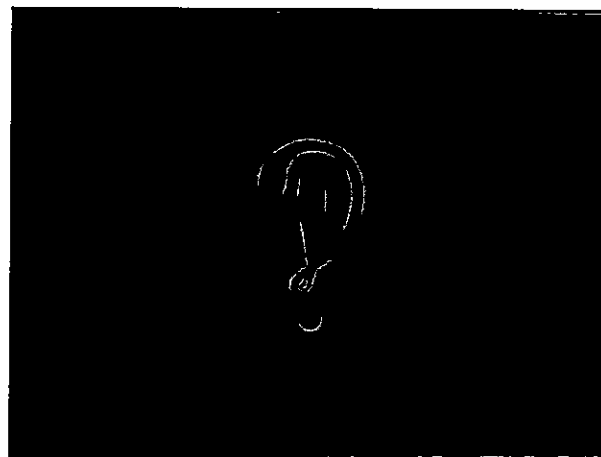
- General certificate
 - Certificate of Participation
- An individual evaluation report (including Pen Picture) will be prepared for each participant, and will be sent to the respective controlling authorities.

TRAINEES AS EVALUATORS

- Daily Evaluation of Speakers/Resource Persons
- Weekly monitoring of sessions and services
- End of Course Evaluation: At the end of the course, participants are provided with a Prescribed Form in which they, in writing, can give their comments, opinions and suggestions on different aspects of training activities.

Weekly monitoring form

Patient Name		Room		Nurse Name	
Date		Time		Signature	
1. Vital Signs					
2. Intake and Output					
3. Medication Administration					
4. Patient Assessment					
5. Nursing Interventions					
6. Patient Education					
7. Care Coordination					
8. Documentation					
9. Signatures					
10. Comments					



Debate Finale of 156th ACAD

Motion: Small Governments are Good Governments

For the Motion: Team

Against the Motion: Team

Date and Venue: 16th April 2026/207, ITC



Bangladesh Public Administration Training Centre

BPATC Library



library.bpatc.org.bd

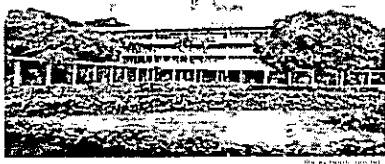
Sections of the Library

1. General Reading Room	2. Newspaper Section	3. Acquisition & Processing
4. Librarian's War Corner	5. Child Resource Center	6. Stock room
7. Poverty Reading Post	8. Reference Corner	9. Binding Section
10. Bibliography Corner	11. Journal Section	

Circulation Section (1st Floor)



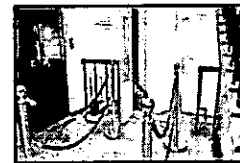
BPATC Library



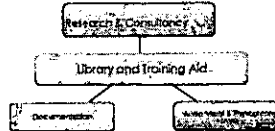
Socialization Area/Coffee Corner



RFID Technology now at BPATC Library



Library and Training Aids (LTA)



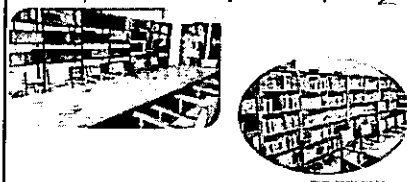
Pigeon Hole/Baggage Counter (Ground Floor)



General Reading Room (1st Floor)



Reference Section (1st Floor)



Liberation War Corner (1st Floor)

2500+ Books On Liberation war and Bangladesh.



Collections at BPATC Library

- > Hard copy text books, reference books
- > Journal, Magazines, Bulletins, Annual reports, Souvenirs etc.
- > Subscribed and Registered E-Resources (books & Journals)
- > Institutional Repository
- > Photo and Video Archives
- > Government Publications, Gazets, BPATC publications, documents etc.
- > Bound volumes of (Newspaper and Magazines)

Stack Area (1st Floor)

Child Resource Centre (1st floor-
General Reading Room)

Resources (Hardcopy)

- Hard copy books
 - > Title: 57,000+
 - > Copies: 1,20,000+
- Reference collection -135 titles of encyclopedias.
- Newspaper clippings -126 topics.
- Newspapers : 17 titles
- International Magazines – economist, time, national geographic, reader's digest etc.

Bureaucrats Corner (1st floor-Stack Area)

Journal and Magazine Section
2nd floor

- Annual reports • 33 Titles
- Journals • 52 Titles
- Magazines • 45 Titles
- Paper clippings • 120 topics

New Services at BPATC Library

- > E-Resources (books & Journals)
- > Online Repository
- > Library Website
- > Article and Book Chapters request
- > Online book requisition
- > Online Photo Archive

E-Resource

19

Subscribed : UDL & UcoB
Registered : research4life

Have access to :
E-journals : 40,000+
E-books : 30,000+

research4life



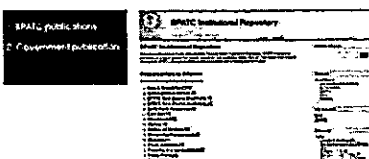



BPATC Digital Repository

22

BPATC public store
Government publication

BPATC Institutional Repository



Innovation in Reproduction Unit

25

Ground Floor

- Photocopy Service
- Duplicating Service



E-Resource subscribed through UGC Digital Library Consortium

- Emerald
- Jstor
- Wiley online books

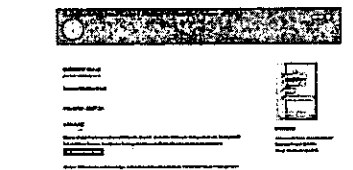
Wiley Online Library




20

BJPA Portal

23



Audio Visual Services

26



E-Resource subscribed through Library Consortium of Bangladesh/Bangladesh Academy of Science

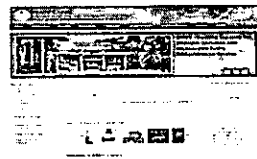
- Springer
- Cambridge University Journals
- Wiley online Journals
- Elsevierhost
- Annual Reviews
- Brill Online Journals
- De Gruyter
- Edinburgh University Press
- Project MUSE (Journals & eBooks)
- SPIE Digital Library
- University of Chicago Press
- Mary Ann Liebert

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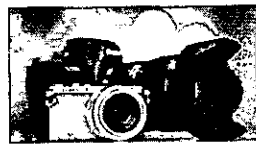
24

BPATC Library Website



Photography Service

27



Debate

Debate

Motion: Outsourcing is the best mechanism for ensuring
Public Service delivery

BPATC Computer Lab Information (6)

LAB	COMPUTER	PRINTER	SCANNER	UPS	Display (Inch)	User
Library-1	61	2	1	2	2	FTC, SFTC Participants
Library-2	61	2	1	2	2	
M. ICT-1	65	1	1	2	1	
ITC Lab	39	1	1	2	1	PPMC, SSC & ACAD
Library	10	1	1	1	-	Library User
15-Storeyed Dorm.	7	2	1	1	-	All Participants
Total:	243	09	06	10	06	

BPATC Computer Lab Facilities

- Computer Practice
- Printing (Through Network Printer)
- Internet/E-mail
- Scanning

BPATC Computer LAB



ITC Computer Lab Lab Attendants list



Md. Renajul Prodhon Rubel
Computer Lab Attendant
Phone no. 01511811985



Md. Sohel Rana
Computer Lab Attendant
Phone no. 01723-347924

Lab Time (Library Computer Lab)

Sunday to Thursday
Time: 8.00 AM – 10.00 PM

Saturday
Time: 2.00 PM – 10.00 PM

Friday: Close

ICT Service Centre (15-Storeyed Dorm.)

Saturday to Thursday
Time: 2.00 PM – 10.00 PM

Friday: Close

Briefing on ICT Services and ERP System



Dr. Md. Zohurul Islam
MDS (P&C)
Bangladesh Public Administration Training Centre



Dr. Mohammad Ziaul Islam
System Analyst
Bangladesh Public Administration Training Centre



Mohammad Saiful Islam
Programmer
Bangladesh Public Administration Training Centre



Tanjur Ahmed Joarder
Assistant System Analyst
Bangladesh Public Administration Training Centre



Mohammad Altam Hossain
Assistant Programmer
Bangladesh Public Administration Training Centre



Mohammad Masum Rahman
Assistant Programmer
Bangladesh Public Administration Training Centre

Hardware, Networking & Internet Infrastructure

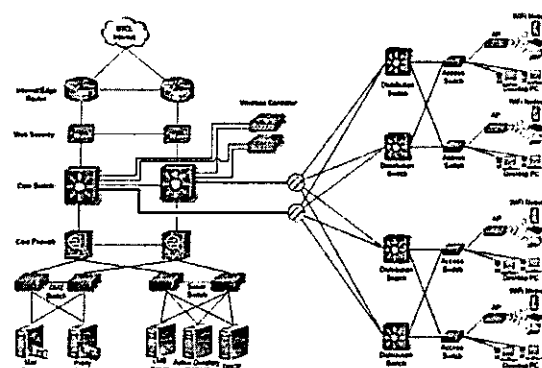
BPATC Computer Items

Item	Number	Item	Number
Desktop Computer	561	Server	14
Laptop	587	Scanner	105
Printer	156	Network Switch	56
UPS	50 Online 263 Offline	Access Point	110
Display Board	25	Kiosk	05

BPATC LAN & Internet

- All the **Office buildings** are networked & Internet-connected through the fibre backbone.
- All the **Computers and Laptops** are network & Internet-connected.
- Internet Bandwidth- 1,000 Mbps (500 Mbps from BTCL & 500 from Private Company)

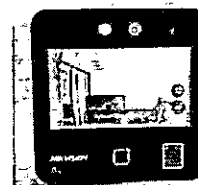
Logical Network Diagram



BPATC Wi-Fi

Wi-Fi: **ACAD_BPATC**
Password: **bpatc@acad#**

Biometric Attendance



Website of BPATC

www.bpatc.gov.bd

BPATC ERP

ERP (Enterprise Resource Planning)

Office Automation- 7 Customized Software-

- 1) Personnel Management Information System (PMIS);
- 2) Computerized Training Management System (CTMS);
- 3) Store Management System (SMS);
- 4) Accounts and Finance Management System (A&FMS);
- 5) Transport Management System (TMS);
- 6) Dormitory Management System (DMS);
- 7) Computer Equipment Management System (CEMS).
- 8) Clinic Management System (CMS);
- 9) Research Management System (RMS).

Computerized Training Management System (CTMS)

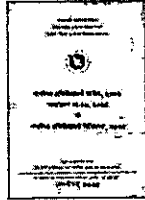
Practical Work-

- a) Log-in;
- b) Daily Schedule;
- c) Evaluation: Daily, Weekly and Course-end;
- d) Course Material download;
- e) Assignment Upload etc.

THANK YOU

Overview on PPA 2006 & PPR 2025

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343

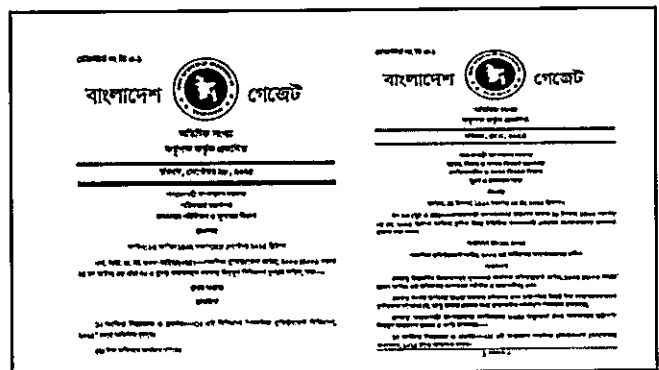


Objectives of the Session

- To give a basic knowledge regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006 (Amended 2025)
- To know about the Public Procurement Rules, 2025
- To Enhance the skill and capacity to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

Outline of the Session

- Different Aspects of Public Procurement
- Legal Documents for Public Procurement
- Important Features/Issues of Public Procurement
- Chapters, Schedules, Sections/Rules of PPA, 2006 (Amended 2025) and PPR, 2025



Different Aspects of Public Procurement

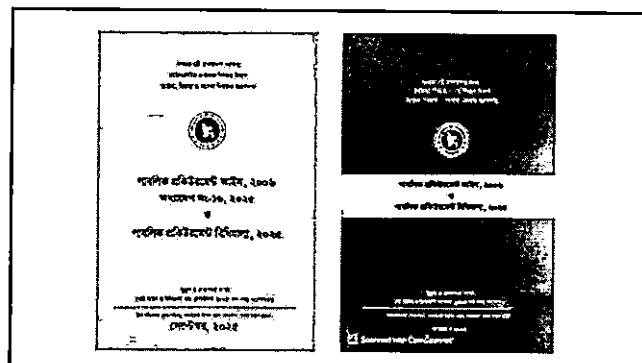
- What is Public Procurement?
- Various Terms & Abbreviations used in Public Procurement
- Principles of Public Procurement
- Types of Public Procurement
- Procurement Cycle/Steps of Public Procurement
- Different Procurement Methods for Goods, Works and Services
 - Thresholds of different procurement methods
 - Time limit for Tender Submission
 - Tender Security/Performance Security/Tender Validity
 - Different Committees for Tender/Proposal
 - e-GP (e-government Procurement)

Abbreviations related to PPA & PPR

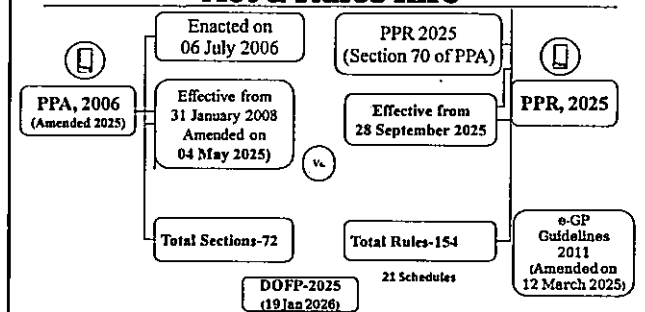
- PPA= Public Procurement Act
- PPR= Public Procurement Rules
- CPTU= Central Procurement Technical Unit
- BPPA= Bangladesh Public Procurement Authority
- CCGP= Cabinet Committee on Government Purchase
- CCEA= Cabinet Committee on Economic Affairs
- PE= Procuring Entity
- HOPE= Head of Procuring Entity
- AA= Approving Authority
- GFR= General Financial Rules
- DoFP= Delegation of Financial Power
- TS= Tender Security
- PS= Performance Security

Abbreviations related to PPA & PPR

- STD= Standard Tender Document
- REOI= Request for Expression of Interest
 - RFP= Request for Proposal
 - SLT= Significantly Low-priced Tender
 - TOC= Tender Opening Committee
 - TEC= Tender Evaluation Committee
 - TSC= Technical Sub-Committee
 - TEAC= Technical Examination and Acceptance Committee
 - NCT= National Competitive Tender
 - ICT= International Competitive Tender



Act & Rules Info



Legal Documents for Public Procurement

- Public Procurement Act, 2006 (PPA, 2006 Amended 2025)
- Public Procurement Rules, 2025 (PPR, 2025)
- Bangladesh e-GP Guidelines, 2011 (Amended 2025)
- Delegation of Financial Powers-2015 (DoFP, 2015)
- Standard Tender Documents (STDs)
[Total number of STDs/SRFP: 47]
[PG-14, PW-13, PPS-06, PS-14]
- Bangladesh Public Procurement Authority Act, 2023

Cabinet Committees

• CCGP

• (Cabinet Committee on Government Purchase)

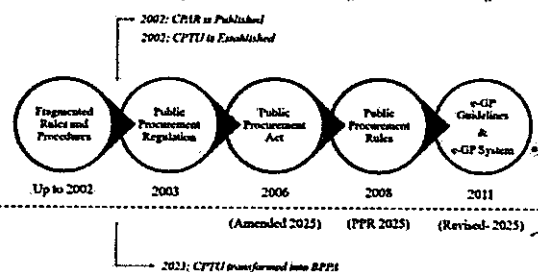
• https://www.dpp.gov.bd/upload_file/gazettes/60779_51904.pdf

• CCEA

• (Cabinet Committee on Economic Affair)

• https://www.dpp.gov.bd/upload_file/gazettes/60780_60064.pdf

Bangladesh: Evolution of Public Procurement Legal Framework & Digitization



Standard Tender Documents (STDs)

আদর্শ দরপত্র দলিলসমূহ Total-47

- ❖ For Goods- 14
- ❖ For Works-13
- ❖ For Physical Services-6
 - ❖ For Intellectual & Professional Services -14
 - ❖ For Evaluation and Others-5

<https://www.bppa.gov.bd/standard-documents/standard-tender-document.html>

Schedule I PPR, 2025

Public Procurement of 4 types

সরকারি ক্রয় ০৪ ধরনের

১. পণ্য (Goods)

২. কার্য (Works)

৩. ভৌত সেবা (Physical Services)

৪. বুদ্ধিবৃত্তিক ও পেশাগত সেবা (Intellectual & Professional Services)

Principles of Public Procurement

- Transparency
- Accountability
- Value for Money 7R (at right quantity/right quality/right price/right place/right time/right source/right process)
- Efficiency
- Morality/Ethics
- Standard of quality
- Sustainability
- Free and Fair Competition
- Equal Treatment

Promote Sustainable Public Procurement Practices-

SDG Target 12.7 : Aims to Promote Public Procurement practices that are sustainable, in accordance with national policies and priorities.

Definitions used in Public Procurement

সরকারি ক্রয়ের ক্ষেত্রে বিভিন্ন সংজ্ঞা

Public Procurement

- Public Procurement means Procurement using Public Funds.
- Procurement of goods, works or services by Public Entities/Public Authorities using public money
- Around 75% of ADP allocation spent on public procurement (approx. Tk 2 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 3.5 lakh crore)
- Major economic activities of the public sector

Public Fund

- Any funds allocated to a procuring entity under government budget (Revenue & Development),
- Grants or loan, placed at the disposal of a procuring entity through the government by the development partners (WB, ADB, JICA, USAID, CIDA etc.)

Procuring Entity-PE

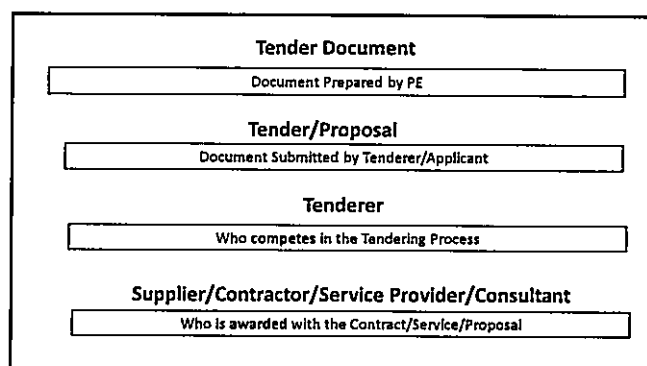
- An Official who invites tender having administrative and financial powers to undertake procurement of goods, works or services using public funds.

Head of the Procuring entity-HOPE

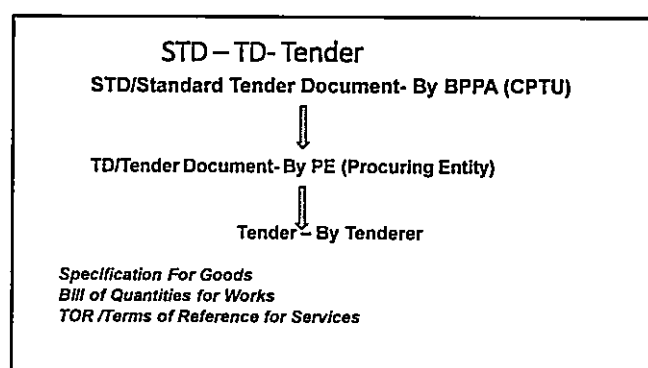
- Agency Head of PE's Organization; Secretary of a Ministry or a Division,
- DG/Chief Engineer/Div Com/DIG/Dist Judge/DC
- Head of a Government Department or Directorate, or the Chief Executive of a local government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Company Act.

Approving Authority-AA

- Who Approves Tender/Proposal as per Delegation Of Financial Powers
- approves the award of contract for the procurement of goods, works or services.

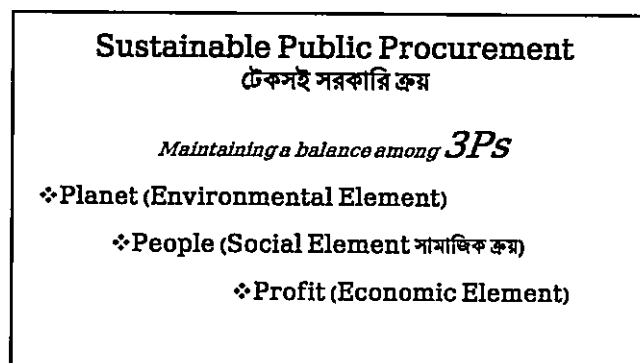
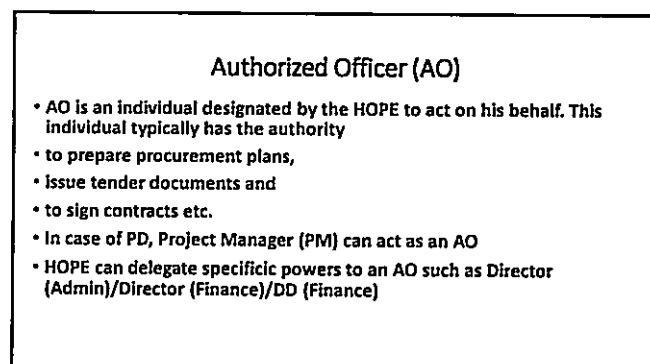


Procurement Category	Person/Firm awarded with	Common Term
Goods	Supplier	Economic Operator <i>Rule 2(7)</i>
Works	Contractor	
Physical Service	Service Provider	
Intellectual & Professional Service	Consultant	



Persons in Procurement

Tenderer	Who submits Tender/ Who competes in the Tendering Process
Applicant	In LTM, who applies for enlistment who applies for Pre-qualification tendering process who applies for EOI in case of IP service procurement
Consultant	For IP service procurement, who is awarded with the contract/proposal To Whom RFP is issued among the short-listed applicants through EOI
Supplier	Who is awarded with the Contract/Agreement for Goods
Contractor	Who is awarded with the Contract/Agreement for works



Module: 13

Learning Good Practice

নতুন বিধিমালা প্রণয়নের প্রেক্ষাপট

- পাবলিক প্রকিউরমেন্ট আইন ২০০৬ এর সংশোধনের লক্ষ্যে জারিকৃত পাবলিক প্রকিউরমেন্ট (সংশোধন) অধ্যাদেশ, ২০২৫ এর বিধানসমূহের সাথে সঙ্গতিসাধন;
- পাবলিক প্রকিউরমেন্ট বিধিমালা, ২০০৮ এর বিভিন্ন অংশে পরিলক্ষিত বিভিন্ন ত্রুটি-বিচ্ছাদিত ও অসামঞ্জস্যতা দূরীকরণ;
- ক্রয় বিধানকে যুগোপযোগী করা এবং আন্তর্জাতিক বেস্ট প্র্যাকটিসের সাথে যথাসম্ভব সমন্বয় সাধন।

What's New in PPR 2025

- Removal of the 10% (+/-) price cap for national works procurement under the Open Tendering Method (OTM);
- Mandatory use of the electronic government procurement (e-GP) system;
- Inclusion of Physical Services as a separate procurement category;
- Clarification for Contract Termination
- Wide Opportunities for Negotiation in procurement

এক নজরে পিপিআর ২০২৫ এবং পিপিআর ২০০৮

পিপিআর ২০২৫-এ বিধির সংখ্যা	১৫৪ টি
বিচার পিপিআর ২০০৮-এ বিধির সংখ্যা ছিল	১৩০ টি
বিচার পিপিআর ২০০৮-এর বিধিসমূহের মধ্যে সংশোধিত হয়	৯৮ টি
পিপিআর ২০২৫-এ সম্পূর্ণ নতুন বিধি সংযোজন	১৪ টি
পিপিআর ২০০৮-এর বিলুপ্ত বিধির সংখ্যা	০৭ টি
পিপিআর ২০২৫-এ মোট তফসিলের সংখ্যা	২১ টি
নতুন তফসিল - ০৬ টি, সংশোধন ১০ টি	

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

জাতীয়তাবাদী ক্রয় কার্যে (+/-) ১০% মূল্যসীমা বিধি অপসারণ করে আন্তর্জাতিক রীতিনীতির সাথে সামঞ্জস্যপূর্ণ বিধান প্রবর্তন করা হয়েছে।
সরকারি সকল ক্রয়কার্যে e-GP ব্যবহারের বাধ্যবাধকতার বিধান সংযোজন করা হয়েছে।
Physical Service বা জৈবসেবা ক্রয় পৃথক ক্রয় ক্যাটাগরি হিসেবে প্রতিষ্ঠা করা হয়েছে।
Reverse Auction Method বা বিপরীত নিলাম পদ্ধতি কেনাকাটা একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে।
Framework Agreement এবং Negotiation-এর ক্ষেত্র সম্প্রসারণ করা হয়েছে।
বিভিন্ন ক্রয় পদ্ধতিতে মূল্যসীমা বাড়ানো হয়েছে এবং কোথাও কোথাও দরপত্র দাখিলের সময়সীমা কমানো হয়েছে।
Debarment Review Board প্রতিষ্ঠা করা হয়েছে।

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

মূল্যায়ন/বিভাগে পৃথক Procurement Unit প্রতিষ্ঠাকার বিধান প্রবর্তন করা হয়েছে।
চুক্তি বাতিল পরিকল্পনা সম্পাদনা করা হয়েছে।
বিধির সংখ্যা বেড়ে ১৫৪টি হয়েছে, তফসিলের সংখ্যা বাড়িয়ে ২১টি করা হয়েছে।
নতুন ও নারী উদ্যোক্তাদের জন্য বিশেষ বিধান (২৫% বাজেট সংরক্ষিত) রাখা হয়েছে।
কমিটির সংখ্যা বেড়ে হয়েছে ৯টি এবং ০৩ টি কমিটির সদস্যদের সম্মানীর ব্যবস্থা করা হয়েছে।
অন্যান্য কমিটির সদস্যদের সম্মানীর হার বৃদ্ধি পেয়েছে।
Sustainable Public Procurement (SPP) প্রচলন করা হয়েছে।
3Ps- Planet, People and Profit;
Advance Procurement-এর বিধান রাখা হয়েছে।

পিপিআর ২০২৫ : ১টি অধ্যায় ১৫৪ টি বিধি

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PPA 2006 (Amended 2025)

"১৬। টেকসই ক্রয়ের ক্ষেত্রে নির্ধার্ত বিষয়ঃ—(১) সরকার টেকসই ক্রয়ের মাধ্যমে সামগ্রিক কার্যক্রম গ্রহণ করিবে।

(২) কোনো কর্মকারী ক্রয় সংক্রান্ত সলিসে ক্রয়ের আর্থিক উৎসে-প্রদান মাধ্যমে করে বা পরিবেশগত বিশেষ প্রভাব ফেলে এমন বিষয়াদি এবং প্রমিষপত্রের সত্যতা ও কবলিত সার্বভৌম প্রদান-পরিচালনা, পেশাগত স্বাস্থ্য ও নিরাপত্তা, শিশু শ্রম নিষিদ্ধকরণ, ইত্যাদি সংক্রান্ত কোনো বিধানের সঠিক অসংপতিপূর্ণ কোনো শর্ত অন্তর্ভুক্ত করিতে পারিবে না।"

"১৬। ফ্রেমওয়ার্ক এগ্রিমেণ্টঃ—(১) নির্দিষ্ট অর্থনৈতিক সময়ের ব্যবসায়িক লক্ষ্য বা সম্পাদিত্য সাধনের কার্য বা অবর্তক কোন মৌল সেবা বা সুবিধাবৃত্তিক ও পেশাগত সেবা ক্রয়ের প্রয়োজনে, ক্রয়কারী এক বা একাধিক পরিশোধন বা পরামর্শকের সহিত প্রতিযোগিতামূলক ক্রয় পদ্ধতি প্রয়োগ করিয়া ফ্রেমওয়ার্ক এগ্রিমেণ্ট সম্পাদন করিতে পারিবে এবং বিধি দ্বারা নির্ধারিত পদ্ধতিতে ক্রয়কারী সম্পাদনের আধানে ক্রয়কার্য নিয়ন্ত্রণ করিবে।

PPA, 2006
Section 2. Definitions

(1) Approving Authority (AA)	(11) Tender or Proposal
(2) Delegation Of Financial Power (DOFP)	(12) Tender Document
(3) Applicant	(13) Tenderer
(4) Opening Committee	(14) Prescribed
(5) Quotation	(15) Moral Rule
(6) Works	(16) Goods
(7) Procurement	(17) Consultant
(8) Procuring Entity (PE)	(18) Public Procurement
(9) Head of the Procuring Entity (HOPE)	(19) Administrative Authority
(10) Contractor	(20) Pre-qualification

PPA, 2006
Section 2. Definitions

(21) Framework Agreement	(30) Review Panel
(22) Advertisement	(31) In written
(23) Person	(32) Public Procurement
(24) Professional & Intellectual Services	(33) Public fund
(25) Rule	(34) Supplier
(26) Physical Services	(35) Short List
(27) Standard	(36) Related Services
(28) Evaluation Committee	(37) Services
(29) Responsive	(38) Service Provider

PPR-2025 (Rule 2) : Total Definitions- 64

শিপিআর-২০০৮ এবং শিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	শিপিআর-২০০৮	শিপিআর-২০২৫
কার্যক্রমের তারিখ	০১ জানুয়ারি ২০০৮	২৮ সেপ্টেম্বর ২০২৫
বিবরণ সংখ্যা	১০০ টি	১০৫ টি
সূচী (Schedule)	২৪ টি	২১ টি
STD	৩৭ টি	৪৭ টি
ক্রয়কার্য e-GP ব্যবহার	ক্রয়কার্য e-GP ব্যবহারের বিষয়ে বিশেষ ঘোষণা দেওয়া হয়েছিল;	সরকারী সকল ক্রয়কার্য e-GP ব্যবহারের বাধ্যবাধকতার বিধান সংযোজন করা হয়েছে;
ক্রয় কার্যের (+/-) ১০% সুদায়িত্ব	অভ্যন্তরীণ ক্রয় কার্যের (+/-) ১০% সুদায়িত্বের বিধান ছিল;	অভ্যন্তরীণ ক্রয় কার্যের (+/-) ১০% সুদায়িত্ব বিধান করা হয়েছে; আর্থনৈতিক দীর্ঘমেয়াদিভাবে সামঞ্জস্যপূর্ণ বিধান প্রবর্তন করা হয়েছে;
Physical Service	কার্য ও সেবার সাথে সংশ্লিষ্ট ছিল; টেন্ডার ওয়ার্ডে সেওয়ার্ড ছিল	Physical Service বা সেতলেরকে পৃথক ক্রয় ক্যাটাগরি হিসেবে প্রতিষ্ঠা করা হয়েছে; একটি স্থানে (একাধিক স্থানে দরপত্র থাকিলে) বিধান বাতিল করা হয়েছে;

শিপিআর-২০০৮ এবং শিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	শিপিআর-২০০৮	শিপিআর-২০২৫
ক্রয় সম্পর্কিত কর্মসূচির সংখ্যা	৬ টি	১ টি
ক্রয়কার্যের সার্বভৌম	০১ কর্মসূচির সার্বভৌম এবং সামগ্রিক স্বাস্থ্য ছিল (TOC/TEC/TSC)	০১ কর্মসূচির সার্বভৌম এবং সামগ্রিক স্বাস্থ্য ছিল (TOC/TEC/TSC/EC/OC/TEAC)
ক্রয়কার্যের কার্যক্রম	ক্রয়কার্যের কার্যক্রম ও সেবার ক্ষেত্রে প্রয়োজনীয় (OTM & LTM) এর মাধ্যমে	ক্রয়, কার্যক্রম ও সেবা এবং সুবিধাবৃত্তিক ও পেশাগত সেবা; সকল ক্ষেত্রেই প্রয়োজনীয় হবে।
Sustainable Public Procurement (SPP)	Sustainable Public Procurement নিয়মিত ছিল বা Tender Validity Period	ক্রয়কার্যের সার্বভৌম বা SPP (JPs) প্রদান করা হয়েছে (Planet, People and Profit) ক্রয়কার্যের মেয়াদ ৬০ থেকে ১৫০ দিন
ক্রয়কার্যের মেয়াদ	৬০ থেকে ১২০ দিন	৬০ থেকে ১৫০ দিন
ক্রয়কার্যের মেয়াদ পূর্ণ	পূর্ণের বিবেচনা মেয়াদ শেষ হওয়ার কমপক্ষে ১০ দিন আগে সরাসরীভাবে অনুপ্রবেশের প্রদান করতে হবে	পূর্ণের বিবেচনা মেয়াদ শেষ হওয়ার কমপক্ষে ০৭ দিন আগে সরাসরীভাবে অনুপ্রবেশের প্রদান করতে হবে
ক্রয়কার্যের মেয়াদ	১০% থেকে সর্বোচ্চ ২০%	১০% থেকে সর্বোচ্চ ২০%
অগ্রগতিগত কার্য	৫টি (CFCC)	৫টি (CFCCO)
ক্রয়কার্যের মেয়াদ	সামগ্রিক প্রকল্পের মেয়াদ ২০ সপ্তাহের মধ্যে	সামগ্রিক প্রকল্পের মেয়াদ ১ কোটি টাকার মধ্যে

শিপিআর-২০০৮ এবং শিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	শিপিআর-২০০৮	শিপিআর-২০২৫
Advance Procurement	ছিল না	Advance Procurement এর বিধান রাখা হয়েছে
পূর্ণের Procurement Unit	এ ধরনের বিধান ছিল না	সরাসরীভাবে/বিশেষ পৃথক Strategic Procurement Unit প্রতিষ্ঠা করার বিধান প্রবর্তন করা হয়েছে;
ক্রয় ও নারী উদ্যোগের জন্য বিশেষ বিধান	এ ধরনের বিধান ছিল না	ক্রয় ও নারী উদ্যোগের জন্য বিশেষ বিধান (২৫% বাজেট সংরক্ষিত) রাখা হয়েছে;
Reverse Auction Method (বিল্লিত নিলাম পদ্ধতি)	এ ধরনের পদ্ধতি ছিল না	Reverse Auction Method বা বিপরীত নিলাম পদ্ধতি কে নতুন একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে;
Debarment Review Board	Debarment Review Board ছিল না;	Debarment Review Board প্রতিষ্ঠা করা হয়েছে;

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক টিউ

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
গুণ্য টেন্ডার কোন্ডিশন Retention Money	এ ধরনের বিধান ছিল না	গুণ্য টেন্ডারের ক্ষেত্রে অনুদিত রক্ষণযোগ্য অর্থ বা Retention Money হবে ১০%
Institute of Public Procurement	এ ধরনের বিধান ছিল না	সকলমতা বৃদ্ধি অথবা পেশাপত উন্নয়নের জন্য ইনস্টিটিউট of Public Procurement গঠন করবে।

দরপত্র মূল্যায়নের নতুন ম্যাট্রিক্স

- উল্লেখযোগ্যরূপে নিম্নমূল্যের দরপত্রসমূহকে (Significantly low-priced tender বা SLT) চিহ্নিতকরণের জন্য দরপত্র মূল্যায়ন কমিটি কর্তৃক মূল্যায়ন প্রক্রিয়ায় একটি বিশেষ ম্যাট্রিক্স এর প্রচলন করা হয়েছে- যা আগে ছিল না।

$$\bar{x} = 0.5 \times \frac{1}{n} \sum_{i=1}^n x_i + 0.2 \times x_{OCE} + 0.3 \times x_{NPPI}$$

$$S_d = \sqrt{\frac{1}{n} \sum_{i=1}^n (x_i - \bar{x})^2}$$

গ্রহণযোগ্য মূল্যের নিম্নসীমা = $(\bar{x} - S_d)$

১০% মূল্যসীমা তুলে পেওয়ার পর সর্বনিম্ন দরদাতা নির্বাচনের জন্য যে নতুন ফর্মুলা প্রস্তাব করা হয়েছে, তার ৩ টি চলক (Variable)

- রেসপন্সিভ টেন্ডারারদের গড় দর
- দায়িত্ব প্রাপ্ত মূল্য বা Official Cost Estimate
- টেন্ডার খোলার পূর্ববর্তী ২৮ দিনের গড় মূল্য NPPI

Variables for SLT

- রেসপন্সিভ টেন্ডারারদের গড় দর (ভার বা ওয়েটজ ৫০% বা ০.৫)/সকল গ্রহণযোগ্য দরদাতাদের প্রত্যাবিত গড় মূল্য
- দায়িত্ব প্রাপ্ত মূল্য বা Official Cost Estimate (ওয়েটজ ২০% বা ০.২);
- টেন্ডার খোলার পূর্ববর্তী ২৮ দিনের গড় মূল্য NPPI (Nat'l Public Procurement Price Index) (ওয়েটজ ৩০% বা ০.৩)/ই-জিপি পোর্টালে সরকারি ক্রয় প্রক্রিয়ার সাম্প্রতিক (দরপত্র উন্মুক্তকরণ দিবস ও পূর্বকাল ২৭ দিনের গড়) মূল্যসূচকের ভিত্তিতে প্রাপ্ত দর
- তিনটি Variables এর ওয়েটজ এডারেল থেকে স্ট্যান্ডার্ড ডেভিয়েশন বাদ দিয়ে যে ফিগার পাওয়া যাবে, সেটিই হবে সর্বনিম্ন টেন্ডারের বেঞ্চমার্ক।

Weighted Average (ভারযুক্ত গড়)

$$\bar{x} = 0.5 \times \frac{1}{n} \sum_{i=1}^n x_i + 0.2 \times x_{OCE} + 0.3 \times x_{NPPI}$$

উপরের সমীকরণে $\bar{x}$ = ভারযুক্ত গড়, x_i = গ্রহণযোগ্য দরদাতাদের প্রত্যাবিত মূল্য, n = গ্রহণযোগ্য দরপত্রের সংখ্যা, x_{OCE} = দায়িত্ব প্রাপ্ত মূল্য এবং x_{NPPI} = ইজিপি পোর্টালে সরকারি ক্রয় প্রক্রিয়ার সাম্প্রতিক (দরপত্র উন্মুক্তকরণ দিবস ও পূর্বকাল ২৭ দিনের গড়) মূল্যসূচকের ভিত্তিতে প্রাপ্ত দর।

গ্রহণযোগ্য মূল্যের নিম্নসীমা নির্ণয়

- Weighted Average (ভারযুক্ত গড়)

$$\bar{x} = 0.5 \times \frac{1}{n} \sum_{i=1}^n x_i + 0.2 \times x_{OCE} + 0.3 \times x_{NPPI}$$

Weighted Standard Deviation

$$\text{Weighted Standard Deviation, } S_d = \sqrt{\frac{1}{n} \sum_{i=1}^n (x_i - \bar{x})^2}$$

উপরের সমীকরণে, x_i = দরদাতাদের প্রত্যাবিত মূল্য, $\bar{x}$ = ভারযুক্ত গড়, n = গ্রহণযোগ্য দরদাতাদের সংখ্যা।

গ্রহণযোগ্য মূল্যের নিম্নসীমা $\bar{x} - S_d$ (Weighted Avg. - Std Deviation)

এক নম্বরে পিপিআর, ২০২৫

অধ্যায়	শিরোনাম	বিধি
১ম অধ্যায়	প্রারম্ভিক : শিরোনাম, সংজ্ঞা	বিধি ১-৩
২য় অধ্যায়	দরপত্র বা প্রস্তাব দাখিল প্রস্তুতকরণ, কমিটি ইত্যাদি	বিধি ৪-২১
৩য় অধ্যায়	ক্রয় সংক্রান্ত নীতিসমূহ	বিধি ২২-৭৭
৪র্থ অধ্যায়	পণ্য, কার্য ও ভৌতসেবার ক্রয় পদ্ধতি এবং উহার প্রয়োগ	বিধি ৭৮-১০৯
৫ম অধ্যায়	ক্রয় প্রক্রিয়াকরণ	বিধি ১১০-১২০
৬ষ্ঠ অধ্যায়	ব্যক্তিগত এবং পেশাগত সেবা ক্রয়	বিধি ১২৪-১৪৮
৭ম অধ্যায়	পেশাগত অসদাচরণ	বিধি ১৪৯
৮ম অধ্যায়	সরকারী ক্রয়ে ইলেকট্রনিক পরিচালন পদ্ধতির ব্যবহার	বিধি ১৫০
৯ম অধ্যায়	বিবিধ	বিধি ১৫১-১৫৪

পিপিআর, ২০২৫ এর তফসিল

তফসিল-নম্বর	শিরোনাম/বিষয়
তফসিল-১	আবশ্য দাখিলসমূহের তালিকা
তফসিল-২	সময়, মূল্য, ইত্যাদি
তফসিল-৩	Procurement Processing and Approval Procedure
তফসিল-৪	Procurement Strategy Development Format
তফসিল-৫	Procurement Plan
তফসিল-৬	Procurement Processing and Approval Timetable
তফসিল-৭	CCGP-তে ক্রয় প্রস্তাব প্রেরণের নমুনা ফর্ম
তফসিল-৮	NOA (Notification of Award)
তফসিল-৯	Format for Reporting Contract Award
তফসিল-১০	Format for Public Reporting on Contract Signing

পিপিআর, ২০২৫ এর তফসিল

তফসিল-১১	Procurement Records and Documents to be Maintained by PE
তফসিল-১২	Joint Venture (JV) Sample Agreement
তফসিল-১৩	Consultant Conflicts of Interest
তফসিল-১৪	Flow Chart/Diagram of Different Methods
তফসিল-১৫	Tender Advertisement Format
তফসিল-১৬	REOI
তফসিল-১৭	Tender Submission Forms
তফসিল-১৮	বহুপরিমাণ ক্রয় কৃত্তক উদ্বোধনযোগ্য নিম্নমূল্যের দরপত্রসমূহ (Significantly low-priced tender) বিধিভঙ্গ ও দুর্ভাগ্য প্রক্রিয়া
তফসিল-১৯	General Considerations for Consultants
তফসিল-২০	The Code of Ethics for Public Procurement
তফসিল-২১	ডিবারমেন্ট রিভিউ বোর্ড (Debarment Review Board)

Important Sections of PPA, 2006

- Section 11 – APP (Annual Procurement Plan)
- Section 19 (1)- LTM Works 5% (+/-)
- Section 31 (3)- OTM Works 10% (+/-) – Rejection of Tender Amended in 2025
- Section 36 – Framework Agreement
- Section 40 – Advertisement
- Section 65 – e-GP/E-Tendering
- Section 68 – Procurement in case of Emergency Situation/Disaster (By CCEA)

Public Procurement (Amendment) Ordinance, 2025
(4 May 2025)

Major Changes :

- Removal of the 10% price cap for national works procurement under the Open Tendering Method (OTM);
- Mandatory use of the electronic government procurement (e-GP) system;
- Disclosure of ownership information of awarded contractors or suppliers;
- Inclusion of physical services as a separate procurement category;
- Bringing general work and consulting services under framework agreements;
- Development of comprehensive procurement plans for development projects in light of procurement strategies.

Bangladesh e-Government Procurement (e-GP)
Guidelines (Revised), 2025
(12 March 2025)

Automatic Tender Opening:

- The e-GP system will now automatically open tenders and proposals after the designated deadline, eliminating the need for a separate TOC or POC

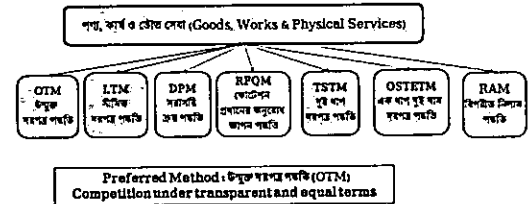
Different Procurement Methods

বিভিন্ন দরপত্র পদ্ধতি

দরপত্র পদ্ধতি: পণ্য, কার্য ও ভৌত সেবা

Procurement Method: Goods, Works and Physical Services

Rule-78, 79



Procurement Methods for Goods, Works and Physical Services

(Rule 78 to 101)

Sl.	Procurement Method	Short Form	PPR Rule
1	উন্মুক্ত দরপত্র পদ্ধতি Open Tendering Method	OTM	বিধি ৭৮
2	সীমিত দরপত্র পদ্ধতি Limited Tendering Method	LTM	বিধি ৮০-৮১
3	দুই ধাপ দরপত্র পদ্ধতি Two Stage Tendering Method	TSIM	বিধি ৮২-৮৪
4	এক ধাপ দুই ধাপ দরপত্র পদ্ধতি One Stage Two Envelope Method	OSTEM	বিধি ৮৫-৮৬
5	কোটেসন প্রণালীর অধীনস্থ জালপত্র পদ্ধতি Request for Quotation Method	RFQM	বিধি ৯০-৯৪
6	বিপরীত নিলাম পদ্ধতি Reverse Auction Method	RAM	বিধি ৯৫-৯৬
7	সরাসরি ক্রয় পদ্ধতি Direct Procurement Method	DPM	বিধি ৯৭-১০১

বিপরীত নিলামের কার্যপদ্ধতি

প্রাঙ্গলন প্রকাশ
উন্মুক্ত ক্রয় পদ্ধতি
যেখানে প্রদত্ত প্রকল্প
উন্মুক্ত হয়।

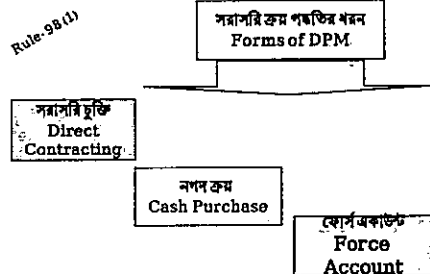
দর দৃশ্যমান
যে প্রকল্পের প্রকল্পের
প্রদত্ত দর দৃশ্যমান
করা হয়।

লাইভ বিডিং
যে প্রকল্পের প্রকল্পের
প্রদত্ত দর দৃশ্যমান
করা হয়।

সর্বনিম্ন দর জয়ী
যে প্রকল্পের প্রকল্পের
প্রদত্ত দর দৃশ্যমান
করা হয়।

সরাসরি ক্রয় পদ্ধতি (Direct Procurement Method)

Rule-98 (1)



Limited Tendering with threshold

Enlistment- [Rule 68 (3)]

This method presupposes list of approved, qualified suppliers/contractors

Enlistment means engaging or securing a Person/Undertaking for his/her service or support for a possible future contract in the procurement proceedings

Enlistment Fee- Tk 5000/= and Renewal Fee Tk 2000/=

For Women Enterprise Enlistment Fee- Tk 3000/= and

Renewal Fee Tk 1500/=

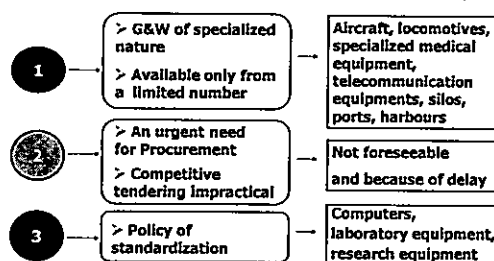
Lists

Type - examples

- Civil (Construction, Maintenance, Physical services etc.)
- Mechanical
- Electrical
- Others/Miscellaneous according to PE use

LTM: without Threshold

Rule- 80, 81



Request For Quotation (RFQ) Method

- At least 3 responsive quotations (min^m 5 quotations to be issued)
- Receiving priced offer in writing from potential Tenderers/Suppliers
- procurement of readily available low value standardised Goods, Works or physical Services
- No Tender Security
- No Performance Security/Prior experience is not mandatory
- RM (Retention Money) to be kept
- No TOC, only TEC
- No Public Advertisement, only Circular by PE's Website, Notice Board, Issuing Letter by post, E-mail/Fax
- No Contract signing for Goods, only Purchase Order
- Contract for Works and Physical Services
- Valid and Updated Trade License, Latest TIN Certificate, Vat Registration Certificate, Bank Solvency Certificate

Intellectual & Professional Services

Rule- 124 to 125



(অন্য বিবেচিত পদ্ধতি/Preferred Methods: QCBS and FBS)

Intellectual & Professional Services

Sl	Procurement Method	Short Form	PPR Rule
1	Quality and Cost Based Selection সুপার মান ও ব্যক্তিগত নির্বাচন পদ্ধতি	QCBS	বিধি ১২৬
2	Fixed Budget Selection নির্দিষ্ট বাজেটভিত্তিক নির্বাচন পদ্ধতি	FBS	বিধি ১২৭
3	Least Cost Selection (Max Tk 1 Crore) সর্বনিম্ন ব্যক্তিগত নির্বাচন পদ্ধতি	LCS	বিধি ১২৮
4	Selection Based on Consultants Qualifications পছন্দভিত্তিক সেবাসুচক নির্বাচন পদ্ধতি (Max Tk 1.5 Crore)	SBCQ	বিধি ১২৯
5	Community Service Organization Selection সামাজিক সেবাসুচক নির্বাচন পদ্ধতি	CSOS	বিধি ১৩০
6	Single Source Selection একক ভিত্তিক নির্বাচন পদ্ধতি (For Firm 30 lacs, For Individual Consultant 20 lacs)	SSS	বিধি ১৩১
7	Design Contest Selection ডিজাইন প্রতিযোগিতা নির্বাচন পদ্ধতি	DCS	বিধি ১৩২
8	Individual Consultant Selection ব্যক্তিগত পছন্দ নির্বাচন পদ্ধতি	ICS	বিধি ১৩৩

Use of Consultants

Key areas

Preparation Services
Sector studies, Master plans, Feasibility studies, Design studies etc.

Implementation Services
Tender Document, Procurement assistances, Construction supervision, Project management, Quality management

Advisory services
Policy and strategy, Institution building, Training, Technical/Operation advice

May also be unique and complex

CPD-2020 Three-Week Training on Public Procurement Management PS-1 ESC

Procurement Method	Example of services
Least Cost Selection (LCS)	audits, architectural & engineering design of non-complex works
Community Service Organization Selection (CSOS)	selection of reputable NGOs, Community Service or Voluntary Non-profit Organizations for Implementation of community development projects for low value small assignments
Single Source Selection (SSS)	
Individual Consultant Selection (ICS)	Tender Document, Procurement assistances, Construction supervision, Project management executive assessment of strategic plans, high level, short-term legal expertise, project review expert.
Selection Based on Consultants Qualifications (SBCQ)	
Design Contest Selection (DCS)	Conceptual design for monument, research centre, HQs etc.

Evaluation of REOI

Excellent (সর্বোৎকৃষ্ট)

Very Good (অতিউত্তম)

Good (উত্তম)

Poor (অনুত্তম)

Evaluation of RFP

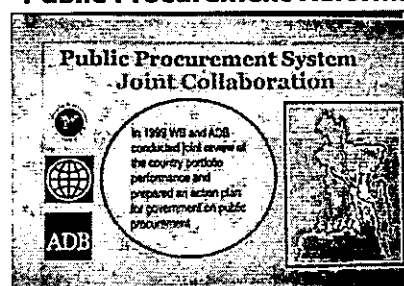
বিষয়	Weightage
Quality/Technical	80%
Cost/Financial	20%

Qualifying marks for Technical Proposal is Minimum 70%

EOI মূল্যায়নের ক্ষেত্রে বিবেচ্য বিষয়সমূহ

- সংস্থার সুযোগ-সুবিধা এবং দফতার কেন্দ্রসমূহ নির্দেশপূর্বক দাখিলকৃত প্রাশিয়ার;
- একই ধরনের সম্পাদিত কাজের বিবরণ;
- একই ধরনের কর্মপরিশেষ ও পরিস্থিতিতে পরিচালিত কাজের অভিজ্ঞতা;
- আবেদনকারী প্রতিষ্ঠানের জনবলের মধ্যে যথাযথ অভিজ্ঞতা ও পেশাগত যোগ্যতাসম্পন্ন জনবল এবং কাজ সম্পাদনে পর্যাপ্ত সম্পদের প্রাপ্যতা; এবং
- আর্থিক সংগতি ও ব্যবস্থাপনাপ্রাপ্য সামর্থ্য।

Public Procurement Reforms



Background of Public Procurement in Bangladesh

- CGFR (Compilation of General Financial Rules) issued in 1930 under British rule followed in public expenditure and procurement;
- In GFR, PWD Code i.e. Form No 2908 for Goods and Form No 2911 for Works Procurement;
- Since independence in 1971, the public procurement practices have been influenced by WB, ADB and other donors since the bulk of public procurement is externally funded.

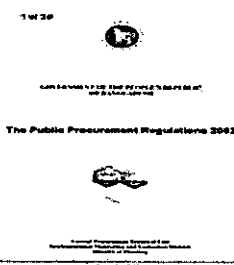
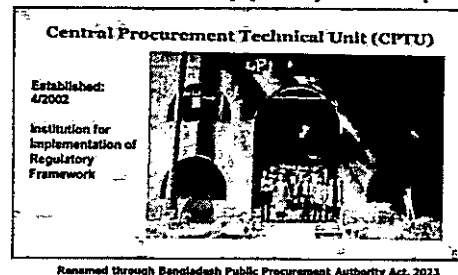
CPAR-2002 identified several deficiencies in public procurement system of Bangladesh (Country Procurement Assessment Report)

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

Main Elements of Procurement Reforms 1999-2002 World Bank (WB) and ADB Key Recommendations

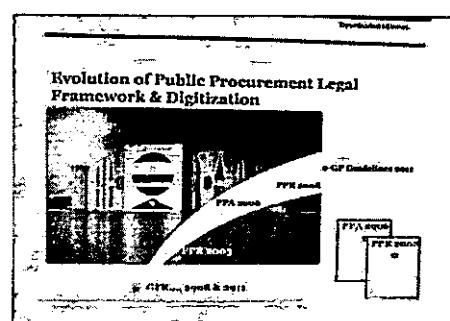
- Establishing a Public Procurement Policy Unit (i.e., CPTU)
- Creating Legal Framework (Procurement related Act, Rules etc.)
- Improving Procurement Management Capacity
- Streamlining Procurement Process & Financial Delegation
- Publishing Contract Awards
- Introducing Appeal Procedures

CPTU renamed as Bangladesh Public Procurement Authority (BPPA) on 18 Sep 2023

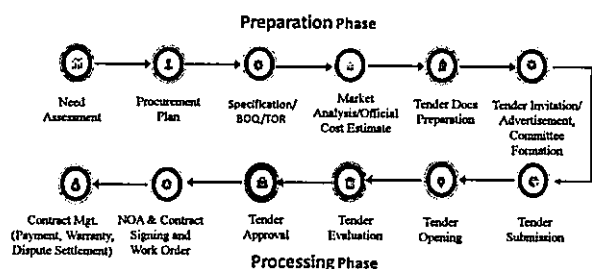


Total Regulations- 59
13 Chapters

PPA, 2006: Section 73 (3) The Public Procurement Regulations, 2003 shall remain in force until the policy under this Act are made.



Steps in Public Procurement Cycle



Annual Procurement Plan (APP)

• ICT Division

• https://ictpd.portal.gov.bd/sites/default/files/files/ictpd.portal.gov.bd/page/b4c6db70_8251_4c41_a289_76f7992856f3/ICTD%20Project%20Procurement%20Plan%202024-25.pdf

• https://ictpd.portal.gov.bd/sites/default/files/files/ictpd.portal.gov.bd/reports/a9f65ddb7b19_4245_bc4f_cfe609346c36/APP%202024-25%20101-07-20241%2011.pdf

• DC Office

• <https://file-dhaka.portal.gov.bd/uploads/a8d7caa-57f1-4154-850f-73f13def9055/67a/ae2/c98/67a2c9816d3227458792.pdf>

• Public Works Department

• https://pwd.portal.gov.bd/sites/default/files/files/pwd.portal.gov.bd/page/67052043_5708_4a29_839d_785681cf945a/2022-12-29-11-30-0610b302c6208e5dd562c2c522e41fab.pdf

Q4-14	Q4-13	Q4-12	Q4-11	Q4-10	Q4-09	Q4-08	Q4-07	Q4-06	Q4-05	Q4-04	Q4-03	Q4-02	Q4-01	Q4-00	Q3-00	Q2-00	Q1-00	Q4-99	Q3-99	Q2-99	Q1-99	Q4-98	Q3-98	Q2-98	Q1-98	Q4-97	Q3-97	Q2-97	Q1-97	Q4-96	Q3-96	Q2-96	Q1-96	Q4-95	Q3-95	Q2-95	Q1-95	Q4-94	Q3-94	Q2-94	Q1-94	Q4-93	Q3-93	Q2-93	Q1-93	Q4-92	Q3-92	Q2-92	Q1-92	Q4-91	Q3-91	Q2-91	Q1-91	Q4-90	Q3-90	Q2-90	Q1-90	Q4-89	Q3-89	Q2-89	Q1-89	Q4-88	Q3-88	Q2-88	Q1-88	Q4-87	Q3-87	Q2-87	Q1-87	Q4-86	Q3-86	Q2-86	Q1-86	Q4-85	Q3-85	Q2-85	Q1-85	Q4-84	Q3-84	Q2-84	Q1-84	Q4-83	Q3-83	Q2-83	Q1-83	Q4-82	Q3-82	Q2-82	Q1-82	Q4-81	Q3-81	Q2-81	Q1-81	Q4-80	Q3-80	Q2-80	Q1-80	Q4-79	Q3-79	Q2-79	Q1-79	Q4-78	Q3-78	Q2-78	Q1-78	Q4-77	Q3-77	Q2-77	Q1-77	Q4-76	Q3-76	Q2-76	Q1-76	Q4-75	Q3-75	Q2-75	Q1-75	Q4-74	Q3-74	Q2-74	Q1-74	Q4-73	Q3-73	Q2-73	Q1-73	Q4-72	Q3-72	Q2-72	Q1-72	Q4-71	Q3-71	Q2-71	Q1-71	Q4-70	Q3-70	Q2-70	Q1-70	Q4-69	Q3-69	Q2-69	Q1-69	Q4-68	Q3-68	Q2-68	Q1-68	Q4-67	Q3-67	Q2-67	Q1-67	Q4-66	Q3-66	Q2-66	Q1-66	Q4-65	Q3-65	Q2-65	Q1-65	Q4-64	Q3-64	Q2-64	Q1-64	Q4-63	Q3-63	Q2-63	Q1-63	Q4-62	Q3-62	Q2-62	Q1-62	Q4-61	Q3-61	Q2-61	Q1-61	Q4-60	Q3-60	Q2-60	Q1-60	Q4-59	Q3-59	Q2-59	Q1-59	Q4-58	Q3-58	Q2-58	Q1-58	Q4-57	Q3-57	Q2-57	Q1-57	Q4-56	Q3-56	Q2-56	Q1-56	Q4-55	Q3-55	Q2-55	Q1-55	Q4-54	Q3-54	Q2-54	Q1-54	Q4-53	Q3-53	Q2-53	Q1-53	Q4-52	Q3-52	Q2-52	Q1-52	Q4-51	Q3-51	Q2-51	Q1-51	Q4-50	Q3-50	Q2-50	Q1-50	Q4-49	Q3-49	Q2-49	Q1-49	Q4-48	Q3-48	Q2-48	Q1-48	Q4-47	Q3-47	Q2-47	Q1-47	Q4-46	Q3-46	Q2-46	Q1-46	Q4-45	Q3-45	Q2-45	Q1-45	Q4-44	Q3-44	Q2-44	Q1-44	Q4-43	Q3-43	Q2-43	Q1-43	Q4-42	Q3-42	Q2-42	Q1-42	Q4-41	Q3-41	Q2-41	Q1-41	Q4-40	Q3-40	Q2-40	Q1-40	Q4-39	Q3-39	Q2-39	Q1-39	Q4-38	Q3-38	Q2-38	Q1-38	Q4-37	Q3-37	Q2-37	Q1-37	Q4-36	Q3-36	Q2-36	Q1-36	Q4-35	Q3-35	Q2-35	Q1-35	Q4-34	Q3-34	Q2-34	Q1-34	Q4-33	Q3-33	Q2-33	Q1-33	Q4-32	Q3-32	Q2-32	Q1-32	Q4-31	Q3-31	Q2-31	Q1-31	Q4-30	Q3-30	Q2-30	Q1-30	Q4-29	Q3-29	Q2-29	Q1-29	Q4-28	Q3-28	Q2-28	Q1-28	Q4-27	Q3-27	Q2-27	Q1-27	Q4-26	Q3-26	Q2-26	Q1-26	Q4-25	Q3-25	Q2-25	Q1-25	Q4-24	Q3-24	Q2-24	Q1-24	Q4-23	Q3-23	Q2-23	Q1-23	Q4-22	Q3-22	Q2-22	Q1-22	Q4-21	Q3-21	Q2-21	Q1-21	Q4-20	Q3-20	Q2-20	Q1-20	Q4-19	Q3-19	Q2-19	Q1-19	Q4-18	Q3-18	Q2-18	Q1-18	Q4-17	Q3-17	Q2-17	Q1-17	Q4-16	Q3-16	Q2-16	Q1-16	Q4-15	Q3-15	Q2-15	Q1-15	Q4-14	Q3-14	Q2-14	Q1-14	Q4-13	Q3-13	Q2-13	Q1-13	Q4-12	Q3-12	Q2-12	Q1-12	Q4-11	Q3-11	Q2-11	Q1-11	Q4-10	Q3-10	Q2-10	Q1-10	Q4-09	Q3-09	Q2-09	Q1-09	Q4-08	Q3-08	Q2-08	Q1-08	Q4-07	Q3-07	Q2-07	Q1-07	Q4-06	Q3-06	Q2-06	Q1-06	Q4-05	Q3-05	Q2-05	Q1-05	Q4-04	Q3-04	Q2-04	Q1-04	Q4-03	Q3-03	Q2-03	Q1-03	Q4-02	Q3-02	Q2-02	Q1-02	Q4-01	Q3-01	Q2-01	Q1-01	Q4-00	Q3-00	Q2-00	Q1-00	Q4-99	Q3-99	Q2-99	Q1-99	Q4-98	Q3-98	Q2-98	Q1-98	Q4-97	Q3-97	Q2-97	Q1-97	Q4-96	Q3-96	Q2-96	Q1-96	Q4-95	Q3-95	Q2-95	Q1-95	Q4-94	Q3-94	Q2-94	Q1-94	Q4-93	Q3-93	Q2-93	Q1-93	Q4-92	Q3-92	Q2-92	Q1-92	Q4-91	Q3-91	Q2-91	Q1-91	Q4-90	Q3-90	Q2-90	Q1-90	Q4-89	Q3-89	Q2-89	Q1-89	Q4-88	Q3-88	Q2-88	Q1-88	Q4-87	Q3-87	Q2-87	Q1-87	Q4-86	Q3-86	Q2-86	Q1-86	Q4-85	Q3-85	Q2-85	Q1-85	Q4-84	Q3-84	Q2-84	Q1-84	Q4-83	Q3-83	Q2-83	Q1-83	Q4-82	Q3-82	Q2-82	Q1-82	Q4-81	Q3-81	Q2-81	Q1-81	Q4-80	Q3-80	Q2-80	Q1-80	Q4-79	Q3-79	Q2-79	Q1-79	Q4-78	Q3-78	Q2-78	Q1-78	Q4-77	Q3-77	Q2-77	Q1-77	Q4-76	Q3-76	Q2-76	Q1-76	Q4-75	Q3-75	Q2-75	Q1-75	Q4-74	Q3-74	Q2-74	Q1-74	Q4-73	Q3-73	Q2-73	Q1-73	Q4-72	Q3-72	Q2-72	Q1-72	Q4-71	Q3-71	Q2-71	Q1-71	Q4-70	Q3-70	Q2-70	Q1-70	Q4-69	Q3-69	Q2-69	Q1-69	Q4-68	Q3-68	Q2-68	Q1-68	Q4-67	Q3-67	Q2-67	Q1-67	Q4-66	Q3-66	Q2-66	Q1-66	Q4-65	Q3-65	Q2-65	Q1-65	Q4-64	Q3-64	Q2-64	Q1-64	Q4-63	Q3-63	Q2-63	Q1-63	Q4-62	Q3-62	Q2-62	Q1-62	Q4-61	Q3-61	Q2-61	Q1-61	Q4-60	Q3-60	Q2-60	Q1-60	Q4-59	Q3-59	Q2-59	Q1-59	Q4-58	Q3-58	Q2-58	Q1-58	Q4-57	Q3-57	Q2-57	Q1-57	Q4-56	Q3-56	Q2-56	Q1-56	Q4-55	Q3-55	Q2-55	Q1-55	Q4-54	Q3-54	Q2-54	Q1-54	Q4-53	Q3-53	Q2-53	Q1-53	Q4-52	Q3-52	Q2-52	Q1-52	Q4-51	Q3-51	Q2-51	Q1-51	Q4-50	Q3-50	Q2-50	Q1-50	Q4-49	Q3-49	Q2-49	Q1-49	Q4-48	Q3-48	Q2-48	Q1-48	Q4-47	Q3-47	Q2-47	Q1-47	Q4-46	Q3-46	Q2-46	Q1-46	Q4-45	Q3-45	Q2-45	Q1-45	Q4-44	Q3-44	Q2-44	Q1-44	Q4-43	Q3-43	Q2-43	Q1-43	Q4-42	Q3-42	Q2-42	Q1-42	Q4-41	Q3-41	Q2-41	Q1-41	Q4-40	Q3-40	Q2-40	Q1-40	Q4-39	Q3-39	Q2-39	Q1-39	Q4-38	Q3-38	Q2-38	Q1-38	Q4-37	Q3-37	Q2-37	Q1-37	Q4-36	Q3-36	Q2-36	Q1-36	Q4-35	Q3-35	Q2-35	Q1-35	Q4-34	Q3-34	Q2-34	Q1-34	Q4-33	Q3-33	Q2-33	Q1-33	Q4-32	Q3-32	Q2-32	Q1-32	Q4-31	Q3-31	Q2-31	Q1-31	Q4-30	Q3-30	Q2-30	Q1-30	Q4-29	Q3-29	Q2-29	Q1-29	Q4-28	Q3-28	Q2-28	Q1-28	Q4-27	Q3-27	Q2-27	Q1-27	Q4-26	Q3-26	Q2-26	Q1-26	Q4-25	Q3-25	Q2-25	Q1-25	Q4-24	Q3-24	Q2-24	Q1-24	Q4-23	Q3-23	Q2-23	Q1-23	Q4-22	Q3-22	Q2-22	Q1-22	Q4-21	Q3-21	Q2-21	Q1-21	Q4-20	Q3-20	Q2-20	Q1-20	Q4-19	Q3-19	Q2-19	Q1-19	Q4-18	Q3-18	Q2-18	Q1-18	Q4-17	Q3-17	Q2-17	Q1-17	Q4-16	Q3-16	Q2-16	Q1-16	Q4-15	Q3-15	Q2-15	Q1-15	Q4-14	Q3-14	Q2-14	Q1-14	Q4-13	Q3-13	Q2-13	Q1-13	Q4-12	Q3-12	Q2-12	Q1-12	Q4-11	Q3-11	Q2-11	Q1-11	Q4-10	Q3-10	Q2-10	Q1-10	Q4-09	Q3-09	Q2-09	Q1-09	Q4-08	Q3-08	Q2-08	Q1-08	Q4-07	Q3-07	Q2-07	Q1-07	Q4-06	Q3-06	Q2-06	Q1-06	Q4-05	Q3-05	Q2-05	Q1-05	Q4-04	Q3-04	Q2-04	Q1-04	Q4-03	Q3-03	Q2-03	Q1-03	Q4-02	Q3-02	Q2-02	Q1-02	Q4-01	Q3-01	Q2-01	Q1-01	Q4-00	Q3-00	Q2-00	Q1-00	Q4-99	Q3-99	Q2-99	Q1-99	Q4-98	Q3-98	Q2-98	Q1-98	Q4-97	Q3-97	Q2-97	Q1-97	Q4-96	Q3-96	Q2-96	Q1-96	Q4-95	Q3-95	Q2-95	Q1-95	Q4-94	Q3-94	Q2-94	Q1-94	Q4-93	Q3-93	Q2-93	Q1-93	Q4-92	Q3-92	Q2-92	Q1-92	Q4-91	Q3-91	Q2-91	Q1-91	Q4-90	Q3-90	Q2-90	Q1-90	Q4-89	Q3-89	Q2-89	Q1-89	Q4-88	Q3-88	Q2-88	Q1-88	Q4-87	Q3-87	Q2-87	Q1-87	Q4-86	Q3-86	Q2-86	Q1-86	Q4-85	Q3-85	Q2-85	Q1-85	Q4-84	Q3-84	Q2-84	Q1-84	Q4-83	Q3-83	Q2-83	Q1-83	Q4-82	Q3-82	Q2-82	Q1-82	Q4-81	Q3-81	Q2-81	Q1-81	Q4-80	Q3-80	Q2-80	Q1-80	Q4-79	Q3-79	Q2-79	Q1-79	Q4-78	Q3-78	Q2-78	Q1-78	Q4-77	Q3-77	Q2-77	Q1-77	Q4-76	Q3-76	Q2-76	Q1-76	Q4-75	Q3-75	Q2-75	Q1-75	Q4-74	Q3-74	Q2-74	Q1-74	Q4-73	Q3-73	Q2-73	Q1-73	Q4-72	Q3-72	Q2-72	Q1-72	Q4-71	Q3-71	Q2-71	Q1-71	Q4-70	Q3-70	Q2-70	Q1-70	Q4-69	Q3-69	Q2-69	Q1-69	Q4-68	Q3-68	Q2-68	Q1-68	Q4-67	Q3-67	Q2-67	Q1-67	Q4-66	Q3-66	Q2-66	Q1-66	Q4-65	Q3-65	Q2-65	Q1-65	Q4-64	Q3-64	Q2-64	Q1-64	Q4-63	Q3-63	Q2-63	Q1-63	Q4-62	Q3-62	Q2-62	Q1-62	Q4-61	Q3-61	Q2-61	Q1-61	Q4-60	Q3-60	Q2-60	Q1-60	Q4-59	Q3-59	Q2-59	Q1-59	Q4-58	Q3-58	Q2-58	Q1-58	Q4-57	Q3-57	Q2-57	Q1-57	Q4-56	Q3-56	Q2-56	Q1-56	Q4-55	Q3-55	Q2-55	Q1-55	Q4-54	Q3-54	Q2-54	Q1-54	Q4-53	Q3-53	Q2-53	Q1-53	Q4-52	Q3-52	Q2-52	Q1-52	Q4-51	Q3-51	Q2-51	Q1-51	Q4-50	Q3-50	Q2-50	Q1-50	Q4-49	Q3-49	Q2-49	Q1-49	Q4-48	Q3-48	Q2-48	Q1-48	Q4-47	Q3-47	Q2-47	Q1-47	Q4-46	Q3-46	Q2-46	Q1-46	Q4-45	Q3-45	Q2-45	Q1-45	Q4-44	Q3-44	Q2-44	Q1-44	Q4-43	Q3-43	Q2-43	Q1-43	Q4-42	Q3-42	Q2-42	Q1-42	Q4-41	Q3-41	Q2-41	Q1-41	Q4-40	Q3-40	Q2-40	Q1-40	Q4-39	Q3-39	Q2-39	Q1-39	Q4-38	Q3-38	Q2-38	Q1-38	Q4-37	Q3-37	Q2-37	Q1-37	Q4-36	Q3-36	Q2-36	Q1-36	Q4-35	Q3-35	Q2-35	Q1-35	Q4-34	Q3-34	Q2-34	Q1-34	Q4-33	Q3-33	Q2-33	Q1-33	Q4-32	Q3-32	Q2-32	Q1-32	Q4-31	Q3-31	Q2-31	Q1-31	Q4-30	Q3-30	Q2-30	Q1-30	Q4-29	Q3-29	Q2-29	Q1-29	Q4-28	Q3-28	Q2-28	Q1-28	Q4-27	Q3-27	Q2-27	Q1-27	Q4-26	Q3-26	Q2-26	Q1-26	Q4-25	Q3-25	Q2-25	Q1-25	Q4-24	Q3-24	Q2-24	Q1-24	Q4-23	Q3-23	Q2-23	Q1-23	Q4-22	Q3-22	Q2-22	Q1-22	Q4-21	Q3-21	Q2-21	Q1-21	Q4-20	Q3-20	Q2-20	Q1-20	Q4-19	Q3-19	Q2-19	Q1-19	Q4-18	Q3-18	Q2-18	Q1-18	Q4-17	Q3-17	Q2-17	Q1-17	Q4-16	Q3-16	Q2-16	Q1-16	Q4-15	Q3-15	Q2-15	Q1-15	Q4-14	Q3-14	Q2-14	Q1-14	Q4-13	Q3-13	Q2-13	Q1-13	Q4-12	Q3-12	Q2-12	Q1-12	Q4-11	Q3-11	Q2-11	Q1-11	Q4-10	Q3-10	Q2-10	Q1-10	Q4-09	Q3-09	Q2-09	Q1-09	Q4-08	Q3-08	Q2-08	Q1-08	Q4-07	Q3-07	Q2-07	Q1-07	Q4-06	Q3-06	Q2-06	Q1-06	Q4-05	Q3-05	Q2-05	Q1-05	Q4-04	Q3-04	Q2-04	Q1-04	Q4-03	Q3-03	Q2-03	Q1-03	Q4-02	Q3-02	Q2-02	Q1-02	Q4-01	Q3-01	Q2-01	Q1-01	Q4-00	Q3-00	Q2-00	Q1-00	Q4-99	Q3-99	Q2-99	Q1-99	Q4-98	Q3-98	Q2-98	Q1-98	Q4-97	Q3-97	Q2-97	Q1-97	Q4-96	Q3-96	Q2-96	Q1-96	Q4-95	Q3-95	Q2-95	Q1-95
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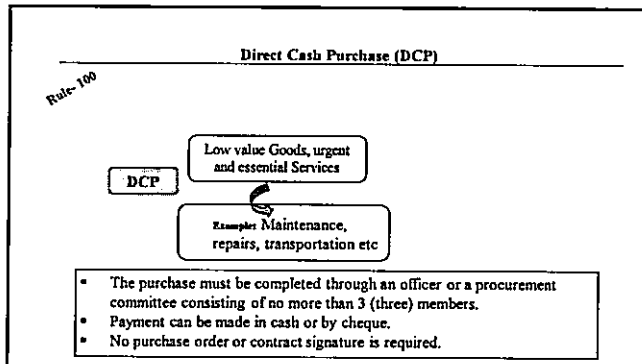
Annual Procurement Plan 2024-2025															Budget / Revenue	
of The Deputy Commissioner, Kildangan of Lady Niamh Deputy Commissioner, Kildangan																
Procurement Description	Unit	Year	Procurement Method	Contract Duration	Start Date	End Date	Procurement Status	Contract Number	Contract Value	Contract Type	Contract Status	Contract Value	Contract Type	Contract Status	Contract Value	Contract Type
General Services (e.g., security, cleaning, maintenance)	Unit	2024	Open Tender	12 months	2024-01-01	2024-12-31	Planned	01-2024-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2025	Open Tender	12 months	2025-01-01	2025-12-31	Planned	01-2025-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2026	Open Tender	12 months	2026-01-01	2026-12-31	Planned	01-2026-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2027	Open Tender	12 months	2027-01-01	2027-12-31	Planned	01-2027-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2028	Open Tender	12 months	2028-01-01	2028-12-31	Planned	01-2028-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2029	Open Tender	12 months	2029-01-01	2029-12-31	Planned	01-2029-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services
General Services (e.g., security, cleaning, maintenance)	Unit	2030	Open Tender	12 months	2030-01-01	2030-12-31	Planned	01-2030-001	10,000,000	General Services	Planned	10,000,000	General Services	Planned	10,000,000	General Services

[illegible]

Thresholds for Different Procurement Methods

বিভিন্ন পদ্ধতিগত পদ্ধতির সীমাবদ্ধতা

[illegible]



কোটেশন প্রদানের অনুরোধ আপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

পরিচালন/প্রকল্প বাজেট

পণ্য	পণ্য ক্রয়	কার্য বা ভৌত সেবা ক্রয়
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
বিভাগীয়/অঞ্চলিক/জেলা পর্যায়	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২৫ লক্ষ টাকা	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা
উপজেলা পর্যায়	প্রতি ক্ষেত্রে ৩ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২০ লক্ষ টাকা	প্রতি ক্ষেত্রে ৬ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা

কোটেশন প্রদানের অনুরোধ আপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

উন্নয়ন বাজেট

পণ্য	পণ্য ক্রয়	কার্য বা ভৌত সেবা ক্রয়
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
ক প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
খ প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৮৫ লক্ষ টাকা
গ প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৪০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৭৫ লক্ষ টাকা

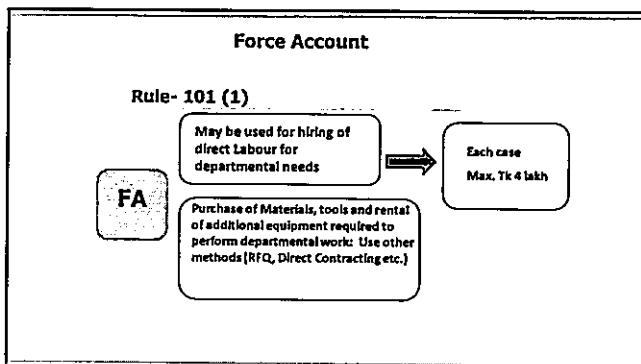
সরাসরি চুক্তি (Direct Contracting)-এর মাধ্যমে
পণ্য, কার্য ও ভৌত সেবা ক্রয় [বিধি ৯১ (১) ও]

পরিচালন/প্রকল্প বাজেট

পণ্য	প্রতি ক্ষেত্রে	বিশেষ ক্ষেত্রে মন্ত্রণালয়/HOPE এর অনুমোদিত ক্ষেত্রে
মন্ত্রণালয়/বিভাগ	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
অধিদপ্তর/সংস্থা	৫ লক্ষ টাকা	২০ লক্ষ টাকা
বিভাগীয়/অঞ্চলিক/জেলা পর্যায়	২ লক্ষ টাকা	৭ লক্ষ টাকা
উপজেলা পর্যায়	৫০ হাজার টাকা	২ লক্ষ টাকা

উন্নয়ন বাজেট

পণ্য	প্রতি ক্ষেত্রে	বিশেষ ক্ষেত্রে মন্ত্রণালয়/HOPE এর অনুমোদিত ক্ষেত্রে
মন্ত্রণালয়/বিভাগ	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
অধিদপ্তর/সংস্থা	৫ লক্ষ টাকা	২০ লক্ষ টাকা
ক প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	৩ লক্ষ টাকা	১০ লক্ষ টাকা
খ প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	২ লক্ষ টাকা	৭ লক্ষ টাকা
গ প্রোগ্রাম প্রকল্প পরিচালকের ক্ষেত্রে	১ লক্ষ টাকা	৫ লক্ষ টাকা



Threshold for LTM [Rule-80 (1)]

- Goods & Physical Services

Upto 50 lakh (each case)
- Works

Upto 5 crore (each case)

Threshold for Reverse Auction Method
বিপরীত নিলাম পদ্ধতির ক্ষেত্রে সীমাসীমা
[Rule-95 (1)]

- Each case Tk 3 lakh and
- Max^m Tk 20 lakh per year

Social Procurement

সামাজিক ক্রয় (সীমিত দরপত্র পদ্ধতিতে বার্ষিক পরিচালন বাজেটের ২৫%)
পিসিআর বিধি ৮০(১)ঘ

❖ **Micro and Small Enterprise** (অতি ক্ষুদ্র ও ক্ষুদ্র প্রতিষ্ঠান)

(দরপত্র আহ্বানের তারিখ হতে পূর্বকাল ৩ বছরের মোট ক্রয়পত্রের পরিমাণ ১ কোটি টাকা পর্যন্ত)

❖ **Women-owned Enterprise** (নারী-মালিকানাধীন প্রতিষ্ঠান)

(যে সকল একক প্রতিষ্ঠানের স্বত্বাধিকারী একজন নারী)

❖ **New Enterprise/Start-up Business** (নতুন প্রতিষ্ঠান)

(দরপত্র আহ্বানের তারিখ হতে ব্যবসা প্রতিষ্ঠানের নিবন্ধনের সময়কাল ২ বছর পর্যন্ত)

অন্যান্য সীমাসীমা (Other Threshold)

বিশেষ বাংলাদেশ মিশন- RFQ ৪০ লাখ টাকা প্রতি ক্ষেত্রে- বিধি ১০৮ (১)

আজীব্য পত্রাকারী যান-

RFQ- ২৫ লাখ টাকা প্রতি ক্ষেত্রে- বিধি ১০ (৬) (খ)

Direct Contracting- ৭৫ লাখ টাকা প্রতি ক্ষেত্রে (স্বাস্থ্য, সশস্ত্র ও অস্ত্রী সরামত) বিধি ১০৮ (৩)

- QCBS or Quality & Cost Based Selection - Unlimited
- LCS Least Cost Selection- Max^m Tk 1.5 Crore
- SSS or Single Source Selection --
 - For Firm Tk 30 lacs
 - For Individual Consultant Tk 20 lacs

দরপত্র দাখিলের সময়সীমা

Tender Submission Timeline

Tender Submission Timeline

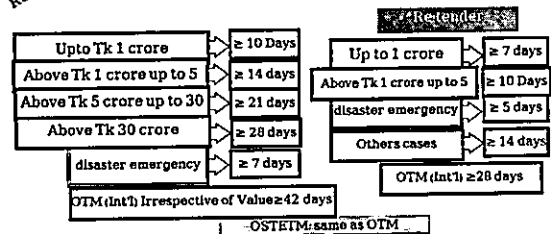
For Quality and Cost Based Selection (QCBS) Rule 92 (4) → 3 to 7 days

Reverse Auction Method (RAM) Rule 96 (5) → At least 24 hrs

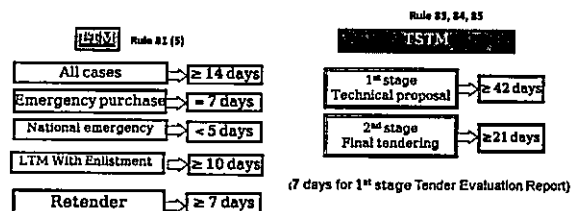
Tender Submission Timeline

OTM

Rule-78(6)



Tender Submission Timeline



For Intellectual & Professional Services

বুদ্ধিবৃত্তিক ও পেশাগত সেবা ক্রয়

EOI/RFP Submission	অভ্যন্তরীণ ক্রয়ের ক্ষেত্রে	আন্তর্জাতিক ক্রয়ের ক্ষেত্রে
EOI Submission (অগ্রদূত ব্যক্তিকরণ পর প্রদান ও দাবি)	কমপক্ষে ১৪ দিন	কমপক্ষে ২১ দিন
RFP Submission (প্রস্তাব প্রদান ও দাবি)	ন্যূনতম ২৮ দিন	ন্যূনতম ৪২ দিন

Rule 135 (2) & 139 (19)

Public Procurement Committees (Rule 9 to 18)

Sl	Name of the Committees	No of Members	PPR Rule
1	Specification and Estimate Committee (বিনির্দেশ ও প্রাকল্পন কমিটি (SEC))	3 to 5	Rule 9
2	Tender/Proposal Opening Committee (TOC/POC) দরপত্র/প্রস্তাব উন্মুক্তকরণ কমিটি	3	Rule 10
3	Tender/Proposal Evaluation Committee (TEC/PEC) দরপত্র/প্রস্তাব মূল্যায়ন কমিটি	3 and 5 to 7	Rule 11-13
4	Technical Sub-Committee (TSC) কারিগরি উপ-কমিটি	3	Rule 11 (15)
5	Enlistment Committee অপিসাভুক্তিকরণ কমিটি	At least 3	Rule 14

Public Procurement Committees (Rule 9 to 18)

Sl	Name of the Committees	No of Members	PPR Rule
6	Variation Assessment Committee ভেরিয়েশন প্রতিকল্পন কমিটি	3	Rule 15
7	Technical Examination and Acceptance Committee (TEAC) কারিগরি পরীক্ষণ ও গ্রহণ কমিটি	3	Rule 16
8	Contract Termination Review Committee (CTRC) কুক্তি বাতিল প্রস্তাব পর্যালোচনা কমিটি	3	Rule 17
9	Debarment Review Committee বারিতকরণ প্রস্তাব পর্যালোচনা কমিটি	3	Rule 18

Honorarium for Procurement Committee Members
(Rule 19)

Specification and Estimate Committee (বিনির্দেশ ও প্রাকল্পন কমিটি)

Technical Examination and Acceptance Committee (TEAC) কারিগরি পরীক্ষণ ও গ্রহণ কমিটি

Procurement Threshold	Honorarium (Every Member/meeting)	Comments
Upto Tk 10 lakh	Tk 1000/-	For SEC:
Above Tk 10 lakh up to 1 Crore	Tk 1500/-	Each case for max= 2 meetings;
Above Tk 1 Crore up to 10 Crore	Tk 3000/-	Above Tk 10 Crore max= 3 meetings
Above Tk 10 Crore	Tk 5000/-	For TEAC:
		Each case for Once

Honorarium for Procurement Committee Members
(Rule 19)

Tender/Proposal Evaluation Committee (TEC/PEC) দরপত্র/প্রস্তাব মূল্যায়ন কমিটি

Technical Sub-Committee (TSC) কারিগরি উপ-কমিটি

Procurement Threshold	Honorarium (Every Member/meeting)	Comments
Upto Tk 10 lakh	Tk 1000/-	For TEC:
Above Tk 10 lakh up to 1 Crore	Tk 2000/-	Each case for max= 3 meetings
Above Tk 1 Crore up to 10 Crore	Tk 3000/-	For TSC:
Above Tk 10 Crore	Tk 5000/-	Each case for max= 2 meetings

Honorarium for Procurement Committee Members (Rule 19)

- Tender/Proposal Opening Committee (TOC/POC) দরপত্র/প্রস্তাব উন্মুক্তকরণ কমিটি
Every Member Tk 1000/-
- Enlistment Committee (তালিকাভুক্তিকরণ কমিটি)
For LTM Every Member Tk 1500/- per meeting for max^m 2 meetings
- For International Quotation
Every Member Tk 2500/- per meeting for max^m 2 meetings
- For Evaluation of Pre-qualification Application and of EOI
Every Member Tk 1500/- per meeting for max^m 2 meetings

❖ ১. বিনির্দেশ ও প্রাক্কলন কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	৩টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	২টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	১,৫০০ টাকা	২টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	২টি

❖ ২. দরপত্র ও প্রস্তাব উন্মুক্তকরণ কমিটি

বিবরণ	সদস্যপ্রতি সম্মানি
সকল ক্ষেত্রে	থোক ১,০০০ টাকা

❖ ৩. মূল্যায়ন কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	৩টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	৩টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	২,০০০ টাকা	৩টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	৩টি

❖ ৪. কারিগরি সাব কমিটি

মূল্যায়ন কমিটির অন্য প্রযোজ্য হারে, তবে সর্বোচ্চ দুইটি সভার জন্য প্রাপ্য।

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	২টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	২টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	২,০০০ টাকা	২টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	২টি

❖ ৫. তালিকাভুক্তিকরণ কমিটি

পদ্ধতি	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
সীমিত দরপত্র পদ্ধতি (LTM)	১,৫০০ টাকা	২টি
আন্তর্জাতিক কোটেশন প্রনুরোধ পদ্ধতি	২,৫০০ টাকা	২টি

❖ ৬. কারিগরি পরীক্ষণ ও গ্রহণ কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)
১০ কোটি টাকার উর্ধ্বে	থোক ৫,০০০ টাকা
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	থোক ৩,০০০ টাকা
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	থোক ১,৫০০ টাকা
১০ লক্ষ টাকা পর্যন্ত	থোক ১,০০০ টাকা

Tender Validity, Tender Security & Performance Security

Tender Validity (Rule 28 to 30)	Tender Security (Rule 31 to 35)	Performance Security (Rule 36)
60 to 150 days (validity period starts from tender opening up to Contract Signing)	(2% to 3% of Official Cost Estimate Rounded Fixed Amount)	5% to 10% of Contract Price for Goods & Works (Maximum 25%) 3% to 5% for IP Services

(If Official Cost Estimate is 5 lacs, 3% is 15,000/-, 2% is 10,000/-;
So Tender Security can be fixed as 9,000/- or 14,000/-)

২৮(১) ও
১৩৯(১০)

দরপত্র ও প্রত্যাবের বৈধতার মেয়াদ:

▶ সাধারণত ৬০ (ষাট) হইতে ১৫০ (একশত পঞ্চাশ) দিন।

৩০ (২)

দরপত্র বা প্রত্যাবের বৈধতার মেয়াদ বৃদ্ধির অনুরোধ জ্ঞাপনের সময়:

▶ দরপত্র বা প্রত্যাবের বৈধতার মেয়াদ উত্তীর্ণের ন্যূনতম ৭ (সাত) কার্যদিবস পূর্বে।

৬০(১)

ক্রয়কারী কর্তৃক ক্রয় সংক্রান্ত রেকর্ডপত্র সংরক্ষণ কাল:

▶ কমপক্ষে ৫ (পাঁচ) বৎসর;

▶ বিশেষ ক্ষেত্রে ক্রয়কারী কার্যালয় প্রধান বা তৎকর্তৃক ক্ষমতাপ্রাপ্ত কর্মকর্তার অনুমোদন গ্রহণক্রমে ৫ (পাঁচ) বৎসরের অধিক।

Rule 31 to 35

Tender Security

Fixed amount within 2%
of Official cost estimate in
item by item tenderingFixed amount not more
than 3% of Official cost
estimate in others cases

For National

Bank Draft

Pay Order

Bank Guarantee

For International

Only in the form of Bank
Guarantee issued by an
Internationally reputable
Bank

• No Tender security for DPM, RFQM and LTM

Performance Security

PS for DTM, LTM
and Direct
ContractingSecurity Deposit
for Govt Owned
Enterprise (10%)Performance
SecurityChoice of
TendererNo PS for
RFQ and
Govt
Owned
Enterprise

Bank draft

Pay order

Bank
guarantee

Rule 36

Performance Security

Divisible Commodities	⇒ 5% of contract value
Goods	⇒ 10% of contract value
Works	⇒ 5-10% of contract value
Physical Services	⇒ 5% of contract value
Goods transportation	⇒ 5% of contract value 5% of goods value
As Security Deposit	⇒ 10% of Payable Bill
Front loading	⇒ 25% maximum of contract value
Intellectual services	⇒ 3-5% of contract value

Sell of Tender Documents

Rule- 110(2) Choosing News Paper

> Shall advertise in maximum 1 local or regional Govt. media listed newspapers for 1 day;

> when estimated cost is more than Tk 1 crore and PEs are outside Dhaka, in addition to national daily

> reduce the size of the advertisement when cost is a factor and higher the number of newspapers

> ensure publication in each copy of every edition of the day if more than ONE edition on that particular day

> No Advertisement for RFQ and DPM

Follow-up publication

110/26

ওয়েবসাইটে বিজ্ঞাপন প্রচার

BPPA(CPTU) website

Rule 110 (2)

পণ্য (GOODS)
১ কোটি বা তদুর্ধ্ব

মুক্তিবিহীন ও
পেশাগত সেবা (IF SERVICES)
৫০ লক্ষ বা তদুর্ধ্ব

কার্য (WORKS) ও জোর দেয়া
১ কোটি বা তদুর্ধ্ব

Default may lead to rejection of Tenders

Tender Approval

According to DoFP

• Ministry
• Division
• Department
• Directorate

• Corporation
• Autonomous/semi-autonomous Body

• Company

HOPE (CEO, SECY)
PD
PM
AO
MINISTER
CCGP

HOPE (CEO, SECY)
PD
PM
AO
BOARD OF DIRECTORS
MINISTER
CCGP

Under company's own administrative & financial rules

DoFP: Ministry/Division/Department/Directorate/Autonomous Body

In Crores Tk.

Revenue	Advisory Minister	CCGP	HOPE	Board of Directors	CEO
Goods	<50	>50	2	30	8
Works	100	>100	5	30	16
Services	20	>20	1	8	2

Development Budget	Advisory Minister	CCGP	HOPE	Board of Directors	CEO
Goods	100	>100	20	30	20
Works	100	>100	30	30	25
Services	30	>30	7	8	7

DoFP: Ministry/Division/Directorate/Company/Autonomous Body/

In Crores Tk.

Revenue Budget	Advisory Minister	CCGP	HOPE	Board of Directors	CEO	Divisional/Regional	District	Upazila
Goods	50	>50	2	30	8	0.50	0.30	0.15
Works	100	>100	5	30	16	1	0.50	0.20
Services	20	>20	1	8	2	0	0	0

Development Budget	Advisory Minister	CCGP	HOPE	Board of Directors	CEO	Project Director (PD)		
						A	B	C
Goods	100	>100	20	30	20	10	5	3
Works	100	>100	30	30	25	20	15	10
Services	30	>30	7	8	7	5	3	1

Splitting Procurement Object (Item, Lot & Package)

Item

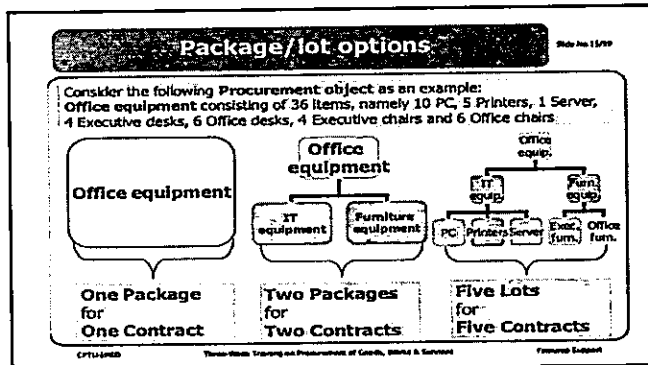
- A single article or unit in a list
- With an identified quantity 1.2.3.....etc.

Lot

- A multiple number of items grouped together.
- Any number of items can form a lot.

Package

- A multiple number of lots grouped together.
- No package can have more than 5 lots.



Forfeiture of Tender Security (PPR Rule 34)

A Tender Security shall be forfeited if the tenderer

- withdraws his Tender after the opening of Tenders but within the validity of the Tender security; or
- refuses to accept a Notification of Award; or
- fails to furnish performance security, if so required; or
- refuses to sign the Contract; or
- does not accept the correction of the Tender amount following the correction of arithmetic errors pursuant to Rule 98 (11).

Return of Tender Security (PPR Rule 35)

35. Return of Tender Securities -- (1) No Tender securities shall be returned to the Tenderers by the Tender Opening Committees (TEC) after the opening of Tenders.

(2) No Tender security shall be returned to the Tenderers before contract signing, except to those who are considered non-responsive.

(3) Tender securities of non-responsive Tenderers shall be returned immediately after the Evaluation Report has been approved by the Procuring Entity.

(4) Tender securities of the responsive Tenderers shall be returned only after the the lowest evaluated responsive Tenderer has signed the contract and submitted the performance security, even before the expiration of the validity period.

Professional Misconduct, Offences (Rule 149/Section 64)

- Corrupt practice
- means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly, to any officer or employee of a Procuring Entity or other public or private authority or individual;
- Fraudulent practice
- Misrepresentation or omission of facts in order to influence a decision in a Procurement Process;
- Collusive practice arrangement between two or more Persons, designed to arbitrarily reduce the number of Tenders submitted or fix Tender prices at artificial, noncompetitive levels, thereby denying thereby the benefits of competitive price;
- Coercive practice means harming or threatening to harm; creating obstructions in normal submission of Tenders

Professional Misconduct, Offences (Rule 149/Section 64)

- Corrupt practice (দুর্নীতিমূলক কর্ম)
- means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly, to any officer or employee of a Procuring Entity or other public or private authority or individual;
- Fraudulent practice (প্রতারণামূলক কর্ম)
- Misrepresentation or misinterpretation or Wrong Information or hiding information
- Omission of facts in order to influence a decision in a Procurement Process;
- Collusive practice (চক্রাভূমূলক বা যোগদানমূলক কর্ম)
- arrangement between two or more Persons, designed to arbitrarily reduce the number of Tenders submitted or fix Tender prices at artificial, noncompetitive levels, thereby denying thereby the benefits of competitive price;
- Coercive practice (অধ্যবসায়বিধি মূলক কর্ম)
- means harming or threatening to harm;
- creating obstructions in normal submission of Tenders

Professional Misconduct/Offences CFCCO

পেশাগত অসদাচরণ/অপরাধসমূহ (Rule 149/Section 64)

SL	Type of Offences	Examples
১	Corrupt practice (দুর্নীতিমূলক কর্ম)	means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly;
২	Fraudulent practice (প্রতারণামূলক কর্ম)	Misrepresentation or misinterpretation or Wrong Information or hiding information; Omission of facts in order to influence a decision in a Procurement Process;
৩	Collusive practice (চক্রাভূমূলক বা যোগদানমূলক কর্ম)	
৪	Coercive practice (অধ্যবসায়বিধি মূলক কর্ম)	means harming or threatening to harm; creating obstructions in normal submission of Tenders
৫	Obstructive practice (প্রতিবন্ধকতামূলক কর্ম)	

Professional Misconduct/Offences CFCCO
 পেশাগত অসদাচরণ/অপরাধসমূহ (Rule 149/Section 64)

১. দুর্নীতি (Corruption)
২. প্রতারণা (Fraudulence)
৩. চক্রান্ত বা যোগসাজশ (Collusion/Conspiracy)
৪. জবরদস্তি (Coercion)
৫. প্রতিবন্ধকতা (Obstruction)

Punishment for Professional Misconduct & Offences

- Govt Servants (Discipline & Appeal) Rules, 2018
- Penal Code, 1860
- Prevention of Corruption Act, 1947
- Anti-corruption Commission Act, 2004

Thank You





Welcome to BPATC

156th Advanced Course on
Administration and Development

Course Management Team

Dr. M Arifur Rahman
Course Adviser
01552-468235

Dr. Mohammad Rezaul Karim
Course Director
01554-339166

Md. Kamrul Hasan Sohag
Course Coordinator
01716-809703
Monirul Islam
Course Coordinator
01724-740987

Briefing session includes

1. Introduction of CMT and Participants
2. General Norms and practices followed at BPATC
3. Discussion about key segments and information (e.g., Time Management, Do's & Don'ts, Resource Persons/Mentors, Training-Kit Allowance, Committees, Evaluation, Emergency Medical Contact etc.) of the Course
4. Q&A

S/N	Activities	tentative Date
1	Paying homage to Martyrs at National Mausoleum	22 February
2	Iftar	1 st or 2 nd week of Ramadan
3	Visit to a private company	8 March 2026
4	Visit to a government agency	18 March 2026
5	Data Collection	28-31 March 2026
6	Mess Night	2-3 April 2026
7	Distributing of games and sports	19 April 2026
8	Publication Souvenir	20 April 2026
9	Guest Night	21 April 2026
10	Certificate awarding	22 April 2026
11	Foreign Exposure	To be scheduled by MOPA



Thank you