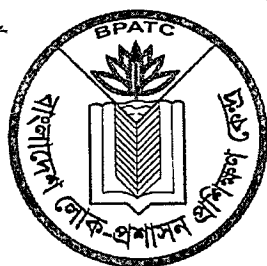


157th Advanced Course on Administration and Development (ACAD)

(26 April to 24 June 2026)

Omnibus (Volume-II)



Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

157th Advanced Course on Administration and Development (ACAD)

(26 April to 24 June 2026)

Course Management Team

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Member Directing Staff (MDS) (M&D)
BPATC

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Course Director

Mr. Mohammad Saiful Islam

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

INDEX

Sl. No	Title	Page No.
1.	Daily Schedule	01-39
2.	Module 1: Public Service and Operational Issues	40-99
3.	Module 2: Policy & Planning	100-136
4.	Module 3: Economic Management	137-154
5.	Module 4: Artificial Intelligence (AI) in Governance	155-184
6.	Module 5: Research for Governance	185-191
7.	Module 6: Project Management and Financing	192-215
8.	Module 7: Procurement Management	216-253
9.	Module 8: Development Partnership and Negotiations	254-265
10.	Module 9: Communication Competency	266-289
11.	Module 10: Fitness and Well-being	290-311
12.	Module 11: Contemporary Issues	312-336
13.	Module 12: Learning Good Practices	337-359
14.	Extension Lecture	360-366

Bangladesh Public Administration Training Centre

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 25/04/2026

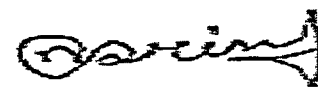
Day : Saturday

Time	Section	Code	Event	Speaker & Institution	Venue
3:30 pm -3:30 pm	A	—	Departure from Dhaka RPATC	Participants	RPATC
5:00 pm -5:00 pm	A	—	Welcome to BPATC	Participants & CMT	Lobby, 15-story Dormitory, BPATC
7:00 pm -8:00 pm	A		Course Briefing, Committee Formation	Participants & CMT	ITC-207
8:00 pm -9:00 pm	A		Dinner	Participants	ITC Cafeteria-Rongon

***Note: Please Evaluate Your Resource Person Daily**

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 26/04/2026

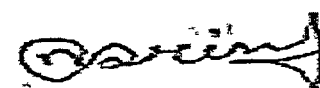
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -10:00 am	A	—	National Mausoleum Visit	Participants & CMT	National Mausoleum, Savar, Dhaka
10:00 am -10:40 am	A		Module Briefing	Module Directors	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -12:20 pm	A		Medical, Sports, Service, library, Evaluation Briefing	Medical Officer; Deputy Director (Evaluation), Deputy Director (Service), Deputy Director (Sports), Librarian	ITC-207
12:30 pm -1:15 pm	A	—	Inaugural Ceremony	Participants, Faculty & CMT	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -3:15 pm	A	—	ERP Briefing & Laptop Distribution	IT Team of BPATC	ITC-207
6:15 pm -7:15 pm	A	—	Medical Check-up	Medical Officers	BPATC Medical Centre

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(26/04/2026 - 24/06/2026)

Date: 27/04/2026

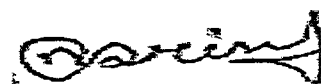
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	2.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md Mohoshin Ali (MDS)	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	1.02	Innovation for public service improvement	Dr Md Jahid Hossain Panir (MDS)	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 29/04/2026

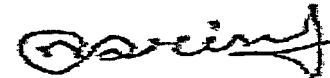
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	5.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Md. Morshed Alom, PhD (Deputy Director)	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
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 -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 30/04/2026

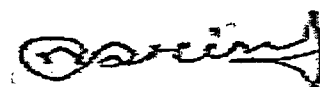
Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Mohammad Rezaul Karim PhD (Deputy Director), Dr. Rizwan Khair (Former MDS - GS), BPATC	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 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
12:15 pm -1:15 pm	A	10.01	Sedentary Life Style and Effects	Dr. Md. Mostafizur Rahman (Former Medical Officer - GS), Bangladesh Public Administration Training Centre (BPATC)	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:30 pm -2:30 pm	A	—	Departure from BPATC	—	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 03/05/2026

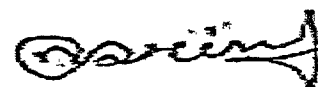
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	Md. Morshed Alom, PhD (Deputy Director)	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	Md. Morshed Alom, PhD (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -3:15 pm	A	—	Group Work--Bangladesh Before all	CMT	ITC-207
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 04/05/2026

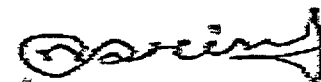
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	2.03	Preparing Policy Argument	Dr. Md Sanwar Jahan Bhuiyan (Secretary - GS), Bangladesh Public Service Commission Secretariat	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	10.03	Stress Management and Strategies for Ensuring Work-Life Balance	Prof. Dr. Sunjida Shahriah (Member Secretary, Palliative Care Society of Bangladesh & - GS), Executive Editor, Biomedical Journal and Palliative Care Journal	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -4:25 pm	A	1.05	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-207
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 05/05/2026

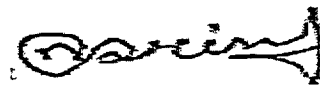
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	1.07	Steps, Compliance and Documentation Required for Audit Objection Settlement	Md. Nurul Islam (Ex. Director General - GS), BIAM Foundation	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	11.03	Harnessing the Potentials of Marine Resources (Blue Economy)	Dr. Md Shahedur Rashid (Professor - GS), Department of Geography & Environment, JU.	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -3:15 pm	A	—	Group Work—Bangladesh Before all	CMT	ITC-207
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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(26/04/2026 - 24/06/2026)

Date: 06/05/2026

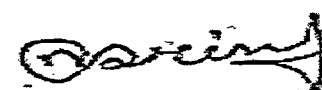
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	2.05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Md. Sayeedul Haque (Chief (retd.) - GS), Planning Division	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	10.02	Occupational Health Hazard and its Management	Ratan Kumar Das (Guest Physiotherapist - GS), Guest Physiotherapist, BPATC Medical Centre	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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Date: 07/05/2026

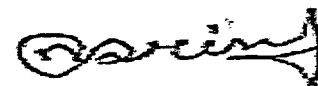
Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	11.04	National Energy Policy (NEP-2004), Bangladesh and the Future of Energy Security for Developing Countries	Jalal Ahmed (Chairman (In status of the Justice of the Appellate Division) - GS), Bangladesh Energy Regulatory Commission	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
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	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:30 pm -2:30 pm	A	—	Departure from BPATC	—	In front of Indoor Games Hall

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Date: 10/05/2026

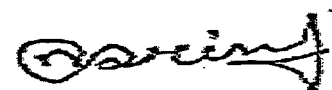
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Dr. Kazi Iqbal (Director (Research) - GS), Bangladesh Institute of Development Studies (BIDS)	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	5.01.03	Session with Consultants/ Mentors	Mehedi Masud, PhD (Director), Dr. Md. Roushon Jamal (Director), Afia Rahman Mukta (Deputy Director(C.C)), Shamim Hosen (Deputy Director), Md. Morshed Alom, PhD (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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Nasrin Akter
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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 11/05/2026

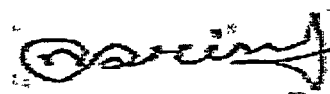
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	9.01	Emotional Intelligence	Professor Dr. Nazrul Islam (Professor - GS), Independent University Bangladesh	ITC-207
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	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
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 12/05/2026

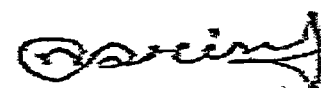
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	--	Morning PT	sports Team	In front of Indoor Games Hall
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	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	11.11	Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals	Mohammad Shamim Sohel (Additional Secretary - GS), Administration and Rules Wing, Cabinet Division	ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:00 pm -3:00 pm	A	9.04	Debate Competition: Team 1 vs Team 3 (Padma Group)	Md. Sharif Hasan, Afia Rahman Mukta, Shamim Adnan	ITC-207
3:05 pm -4:05 pm	A	9.04	Debate Competition: Team 2 vs Team 6 (Meghna Group)	Md. Sharif Hasan, Afia Rahman Mukta, Shamim Adnan	ITC-207
5:30 pm -6:30 pm	A	--	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 13/05/2026

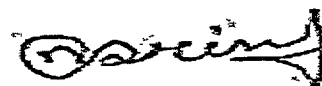
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
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	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	1.06	GPSM as a Tool for Enhancing Transparency and Accountability in Public Administration	Numeri Zaman (MDS), Shamim Adnan (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -4:25 pm	A	8.03	International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols	Dr. Farhana Iris (Director (Joint Secretary) - GS), Jatiyo Mohila Songstha	ITC-207
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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(26/04/2026 - 24/06/2026)

Date: 14/05/2026

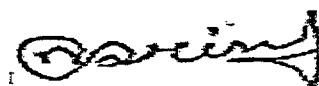
Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	--	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	11.05	Strategies for Combating Corruption in Bangladesh Public Sector	Mohammad Khaled Rahim (Secretary - GS), Anti Corruption Commission	ITC205
10:40 am -11:05 am	A	--	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	8.01	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	ITC205
1:15 pm -2:15 pm	A	--	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:00 pm -2:30 pm	A	--	Departure from BPATC	--	In front of Indoor Games Hall

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(26/04/2026 - 24/06/2026)

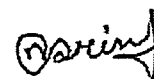
Date: 17/05/2026

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.05	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	Dr. Md. Mahmudul Hoque(GS), Deputy Secretary	ITC205
11:05 am -1:15 pm	A	9.02	Techniques for Enhancing Professional English	Dr. A F M Amir Hossain(GS), Joint Secretary, Ministry of Industries	ITC205

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(26/04/2026 - 24/06/2026)

Date: 19/05/2026

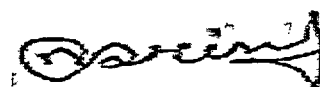
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	4.02	Digital Platform and Cyber Security	Major General Ibne Fazal Shayekhuzzaman, BSP(BAR), SGP, afwc, psc (Major General - GS), Bangladesh Army	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	4.05	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	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -4:30 pm	A	4.05	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	ITC205
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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(26/04/2026 - 24/06/2026)

Date: 20/05/2026

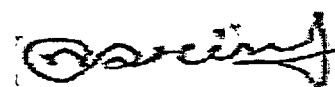
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	4.04	AI for Daily Office Work (Documentation, Communication, Presentation & Task Management etc.)	Dr Md Jahid Hossain Panir (MDS)	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	4.03	Frontier Technologies for Governance: Artificial Intelligence (AI), Internet of Things (IoT), Big Data etc.	Md. Mamunur Rashid Bhuiyan (Additional Secretary - GS), ICT Division	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:30 pm -2:30 pm	A	—	Departure from BPATC	—	In front of Indoor Games Hall

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Class Schedule

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(26/04/2026 - 24/06/2026)

Date: 01/06/2026

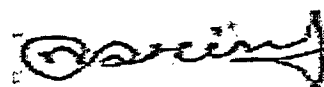
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	--	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	8.02	Simulation on International Negotiations	Shabbir Ahmad Chowdhury (Member - GS), Bangladesh Public Service Commission	ITC205
10:40 am -11:05 am	A	--	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	6.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Md Shamimul Haque (Additional Secretary - GS), Ministry of Industries	ITC205
1:15 pm -2:15 pm	A	--	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -3:15 pm	A	--	Session on Seminar paper preparation	Md. Morshed Alom, PhD	ITC-205
5:30 pm -6:30 pm	A	--	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 02/06/2026

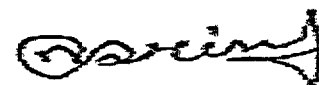
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	--	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	11.13.1	Recent Initiatives of Bangladesh Government: Family Card	Dr. Mohammad Abu Yusuf (Secretary - GS), Ministry of Social Welfare	ITC205
10:40 am -11:05 am	A	--	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	7.01	Overview on PPA 2006 and PPR 2025	Md. Rafiqul Islam (Director)	ITC205
1:15 pm -2:15 pm	A	--	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	--	Evening Exercise	sports Team	In front of Indoor Games Hall

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(26/04/2026 - 24/06/2026)

Date: 03/06/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	7.02	Annual Procurement Planning and Preparation of Technical Specification	Md. Aknur Rahman, Ph.D. (Additional Secretary - GS), APD Wing	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	7.03	Steps in Public Procurement: Goods and Works (National and International)	S.M. Moin Uddin Ahmed (CEO - GS), BPPA	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:00 pm -3:00 pm	A	9.04	Debate Competition: Team 5 vs Team 1 (Padma Group), Motion: "Climate diplomacy is now more important than trade diplomacy", Team 5 (FOR)Vs team 1 (Against)	Md. Sharif Hasan, Afia Rahman Mukta, Shamim Adnan	ITC-205
3:05 pm -4:05 pm	A	9.04	Debate Competition: Team 4 vs Team 2 (Meghna Group), Motion: "Merit-based performance evaluation should take precedence over seniority in public service promotion.", Team 4 (FOR) vs Team 2 (Against).	Md. Sharif Hasan, Afia Rahman Mukta, Shamim Adnan	ITC-205
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 04/06/2026

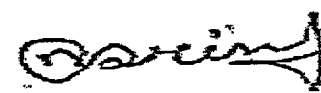
Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	5.01.04	Session with Consultants/ Mentors	Dr. Md. Roushon Jamal (Director), Md. Morshed Alom, PhD (Deputy Director), Afia Rahman Mukta (Deputy Director(C.C)), Shamim Hosen (Deputy Director), Mehedi Masud, PhD (Director)	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	8.04	Simulation on Trade Negotiations (International and Regional)	Dr. Nazneen Kawshar Chowdhury (Executive Chairperson (Secretary) - GS), National Skills Development Authority	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:30 pm -2:30 pm	A	—	Departure from BPATC	—	In front of Indoor Games Hall

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Date: 06/06/2026

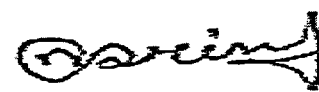
Day : Saturday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.06	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	Dr.Md. Deen Islam (Professor - GS), Department of Economics, Dhaka University, Dr. Md. Ezazul Islam (Director General - GS), Bangladesh Institute of Bank Management (BIBM), Rokeya Fahmida PhD (Director)	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	11.10	Compliance with Court Orders: Administrative and Legal Responsibilities of the Public Offices	Aneek R Haque (Additional Attorney General - GS), Law and Justice Division	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
7:15 pm -9:30 pm	A	—	Cultural Programme Rehearsal	Participants & CMT	Auditorium

***Note:Please Evaluate Your Resource Person Daily**

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 07/06/2026

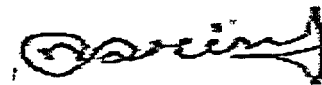
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	11.14	Competency framework for Civil Service	Dr. Mohammad Abdul Latif (Director General (Grade 1) - GS), Bangladesh Karmochary Kallyan Board (BKKB)	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	11.08	Capital Market and its Regulation: Bangladesh Context	Ms. Farzana Lalarukh (Former Professor - GS), Department of Finance, Dhaka University	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall
7:15 pm -9:15 pm	A	11.15	Nexus between the Government of Bangladesh and Development Partners: Opportunities, challenges, and way forward	SM Ebadur Rahman (Lead, Social Sector Officer and Team Leader/ Mission Leader - GS), ADB, BRM	Cadence Hall, Itc, 9th Floor

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 08/06/2026

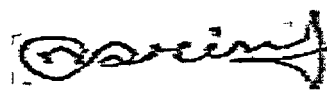
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	6.02	Project Planning, Project Need and Stakeholder Analysis	Md. Mosta Gausul Hoque,PMP (Former Consultant/ Principal Project Management Consultant - GS), Retired Secretary, GoB	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	6.03	Log Frame and Project Risk Analysis	Md. Mosta Gausul Hoque,PMP (Former Consultant/ Principal Project Management Consultant - GS), Retired Secretary, GoB	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -4:25 pm	A	6.05	Project Appraisal	Abu Sayed Md. Kamruzzaman ndc (Executive Director (Additional Secretary) - GS), Barind Mutipurpose Development Authority (BMDA), Ministry of Agriculture	ITC205
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 09/06/2026

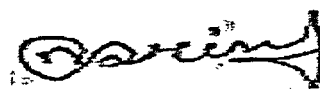
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	7.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Mohammad Shoheler Rahman Chowdhury (- GS), Former DG, BPPA	ITC-206
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	7.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	Mohammad Shoheler Rahman Chowdhury (- GS), Former DG, BPPA	ITC-206
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -4:25 pm	A	6.07	PPP in Bangladesh: Status, Opportunities, and Challenges	Dr. Md. Mushfiqur Rahman, Former CEO, PPPA (Secretary (Retd.) - GS), Secretary to GoB	ITC-206
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration Development (ACAD)

(26 April to 24 June 2026)

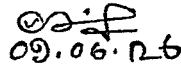
Tentative Events of Domestic Study Visit in Coxsbazar

Date: 10.06.2026

Day: Wednesday

Time	Topic/Event	Facilitator/ Resource Person	Venue
08:00	Departure from BPATC to Airport (Domestic), Dhaka	CMT/Study Tour Committee	BPATC/Dhaka
11.00	Flight to Coxsbazar	CMT/Study Tour Committee	Dhaka- Coxsbazar
12:30-13:30	Waiting/Placing Luggage	CMT/Study Tour Committee	Ocean Paradise Hotel & Resort
6:30	Reporting at hotel lobby	CMT/Study Tour Committee	Ocean Paradise Hotel & Resort
07:00	Travel from Ocean Paradise Hotel to RRRRC Office	CMT/Study Tour Committee	RRRC Office
07:30-09:30	The Rohingya Refugee Crisis and Its Long-Term Implications for Security, Sovereignty and Development in Bangladesh	Mr. Mohammed Mizanur Rahman, Refugee Relief and Repatriation Commissioner (Additional Secretary), RRRC	RRRC Office

(The schedule may be changed due to unavoidable circumstances)


09.06.26

(Nasrin Akter)

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157th Advanced Course on Administration Development (ACAD)
(26 April to 24 June 2026)

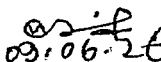
Tentative Events of Domestic Study Visit in Coxsbazar

Date: 11.06.2026

Day: Thursday

Time	Topic/Event	Facilitator/ Resource Person	Venue
09:00	Travel from Ocean Paradise Hotel to Bangladesh Oceanographic Research Institute	CMT/Study Tour Committee	BPRI Office
10:00-12:00	Visit to BORI	Resource Person From BORI	BPRI Office
12:00-13:30	Visit to Inani Beach	CMT/Study Tour Committee	Coxsbazar
13:30	Free time to explore Coxsbazar	CMT//Study Tour Committee	Coxsbazar

(The schedule may be changed due to unavoidable circumstances)


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157th Advanced Course on Administration Development (ACAD)

(26 April to 24 June 2026)

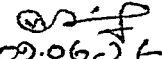
Tentative Events of Domestic Study Visit in Coxsbazar

Date: 12.06.2026

Day: Friday

Time	Topic/Event	Facilitator/ Resource Person	Venue
10:00	Travel from Ocean Paradise Hotel to Airport, Coxsbazar	CMT/Study Tour Committee	Coxsbazar
12:40	Flight to Dhaka	CMT/Study Tour Committee	Coxsbazar-Dhaka
13:50	Travel from Airport (Domestic), Dhaka to BPATC	CMT/Study Tour Committee	Dhaka

(The schedule may be changed due to unavoidable circumstances)


09.06.26

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 14/06/2026

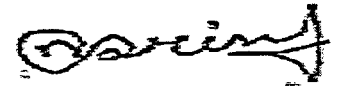
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	7.07	Practical Exercise on Managing e-GP	Sonia Nowrin (Project Director - GS), GDRIDP, LGED	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	7.07	Practical Exercise on Managing e-GP	Sonia Nowrin (Project Director - GS), GDRIDP, LGED	ITC Mini Auditorium
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall
7:15 pm -9:25 pm	A	11.12	Bangladesh Before All	Mahdi Amin (Advisor to the Prime Minister - GS), Prime Ministers Office (PMO)	Auditorium

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 15/06/2026

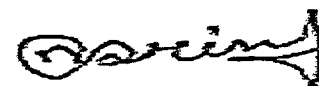
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	6.06	Critical Aspects2 of Complex and Big Projects Management	Md. Faruque Hossain (Former Executive Chairman/ Secretary (retd.) - GS), NSDA	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	7.08	Contract Management (National and International)	Md. Faruque Hossain (Former Executive Chairman/ Secretary (retd.) - GS), NSDA	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall
7:15 pm -9:25 pm	A	6.04	Project Proposal Development in Reference with MAF & SAF	Md Shamimul Haque (Additional Secretary - GS), Ministry of Industries	ITC205

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157th Advanced Course on Administration and Development (ACAD)

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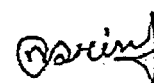
Date: 16/06/2026

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
10:00 am -2:00 pm	A	4.06	Use of AI Tools in Governance (Visit to IT Consultants PLC)	Kazi Saifuddin Munir, PhD(GS), Managing Director & CEO, IT Consultants PLC. (ITC PLC.), CMT (Course Management Team)(GS), CMT (Course Management Team), BPATC, Savar	It Consultants PLC, Evergreen Plaza (Level-3) 260/B, Tejgaon I/A, Dhaka 1208

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 17/06/2026

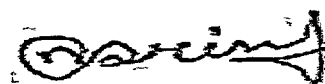
Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	8.06	Regional Trade Scenario in South Asia and Lessons for Bangladesh	Md. Hafizur Rahman (Former DG, WTO Cell - GS), Former Administrator, FBCCI	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	9.05	Individual Presentation (Journal Article)	Md. Rafiqul Islam (Director)	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:15 pm -3:15 pm	A	9.05	Individual Presentation (Journal Article)	Dr. Md. Roushon Jamal (Director)	ITC205
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 18/06/2026

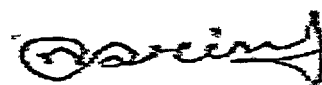
Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:50 am -6:50 am	A	—	Morning PT	sports Team	In front of Indoor Games Hall
8:30 am -10:40 am	A	6.11	External Financing for Development Projects Project Visit	A K M Sohel (Additional Secretary - GS), Additional Secretary, ERD	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	—	Training Needs Assessment for ACAD	PPR Team, BPATC	ITC-205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:30 pm -2:30 pm	A	—	Departure from BPATC	—	In front of Indoor Games Hall

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157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 21/06/2026

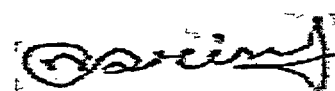
Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.02.06	Seminar Paper Presentation	Dr. Md. Zohurul Islam (MDS), Dr. Md. Moniruzzaman (Professor - GS), Bangladesh Institute of Governance and Management (BIGM)	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	5.02.06	Seminar Paper Presentation	Dr. Md. Moniruzzaman (Professor - GS), Bangladesh Institute of Governance and Management (BIGM), Dr. Md. Zohurul Islam (MDS)	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
5:30 pm -6:30 pm	A	—	Evening Exercise	sports Team	In front of Indoor Games Hall
7:15 pm -9:30 pm	A	—	Cultural Programme Rehearsal	Participants & CMT	Auditorium

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Nasrin Akter
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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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Class Schedule

157th Advanced Course on Administration and Development (ACAD)

(26/04/2026 - 24/06/2026)

Date: 22/06/2026

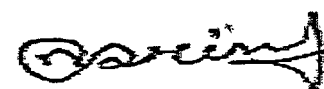
Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	7.09	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	Mohammed Humayun Kabir (Additional Secretary - GS), Cabinet Division	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	4.01	E-Governance: Digital Service Delivery, Citizen Connectivity and Readiness	Dr Md Jahid Hossain Panir (MDS)	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
2:45 pm -3:50 pm	A	—	Friendly Volleyball match	sports Team, Faculty, Participants	Indoor Games Hall

***Note:Please Evaluate Your Resource Person Daily**

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Date: 23/06/2026

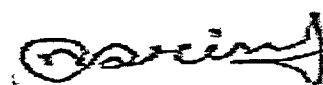
Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.10	Monitoring and Evaluation of Projects and the role of IMED	Shirajun Noor Chowdhury (Secretary - GS), IMED	ITC205
10:40 am -11:05 am	A	—	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:05 am -1:15 pm	A	11.02	Climate Change and Disaster: Global Targets and National Action Agenda	Professor Ainun Nishat (Professor Emeritus - GS), BRAC University 66 Mohakhali, Dhaka 1212	ITC205
1:15 pm -2:15 pm	A	—	Lunch and Prayer Break	Ad (Dormitory)	ITC Cafeteria-Rongon
7:00 pm -9:00 pm	A	—	Cultural Programme and Guest Night	Participants, Faculty & CMT	Auditorium

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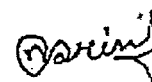
Date: 24/06/2026

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A	--	Course End Evaluation	Evaluation Department	ITC-205
9:40 am -10:40 am	A	9.04	Debate Competition: Team 2 vs Team 3 , Motion: "Local Government control is the only viable path to achieving quality primary education..", Team 2(FOR) vs Team 3 (Against).	Professor Dr. S. M. Shameem Reza, Md. Sharif Hasan, Afia Rahman Mukta, Shamim Adnan	ITC-205
10:40 am -11:05 am	A	--	Health Break	Ad (Dormitory)	ITC Cafeteria-Rongon
11:30 am -12:00 pm	A	--	Laptop Return	IT Team of BPATC	ITC-205
1:00 pm -2:00 pm	A	--	Certificate of Participation awarding Ceremony	Participants, Faculty & CMT	ITC-206
3:00 pm -3:00 pm	A	--	Departure from BPATC	--	In front of Indoor Games Hall

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01767818179

Module:1

Public Service and Operational Issues



সরকারি কর্মসম্পাদন পরিবীক্ষণ পদ্ধতি

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

অর্থবছর: ২০২৬-২৭

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সূচিপত্র

সেকশন ১: ভিশন, মিশন এবং ৩ বছর মেয়াদি পরিকল্পনা.....	
সেকশন ১: বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি) এর ৩ বছর মেয়াদি পরিকল্পনার ছক (৩-year plan table of BPATC).....	
সেকশন ২: (বিবেচ্য অর্থবছরের কর্মসম্পাদন পরিকল্পনা) (Performance plan for the fiscal year in question).....	
সেকশন ৩: (বিপিএটিসি'র কৌশলগত বিষয় সংক্রান্ত প্রতিবেদন).....	
সংযোজনী ১: শব্দসংক্ষেপ.....	
সংযোজনী ২: বিস্তারিত পরিকল্পনা (Detailed plan).....	
সংযোজনী ৩: কর্মসম্পাদন ও প্রমাণক (Performance and proof).....	
সংযোজনী ৪: অন্য অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল কার্যক্রমসমূহ (Activities related/Dependent to other offices).....	

সেকশন ১

ভিশন, মিশন এবং ৩ বছর মেয়াদি পরিকল্পনা

১.১ ভিশন:

বিপিএটিসিকে জনস্বার্থে নিবেদিত, দেশপ্রেমিক, দক্ষ ও পেশাদার মানবসম্পদ গড়ে তোলার অনন্য কেন্দ্র (Centre of Excellence) হিসেবে প্রতিষ্ঠা।

১.২ মিশন:

দেশপ্রেমিক, দক্ষ ও পেশাদার মানবসম্পদ গড়ে তোলার লক্ষ্যে গুণগত মানসম্পন্ন প্রশিক্ষণ প্রদান, গবেষণা পরিচালনা, জ্ঞান ও অভিজ্ঞতা বিনিময়ের নিমিত্ত দেশি-বিদেশি খ্যাতিসম্পন্ন প্রতিষ্ঠানের সাথে কার্যকর অংশীদারত্ব স্থাপন এবং জ্ঞানচর্চার সংস্কৃতিকে উৎসাহ প্রদান।

সেকশন ১

বিপিএটিসি'র ৩ বছর মেয়াদি পরিকল্পনার ছক (3-year plan table of BPATC)

ক্রমিক	পরিকল্পনা	বছরভিত্তিক লক্ষ্যমাত্রা		
		১ম বছর (২০২৬-২৭)	২য় বছর (২০২৭-২৮)	৩য় বছর (২০২৮-২৯)
০১	প্রজাতন্ত্রের কর্মে নিয়োজিত নবীন বিসিএস ক্যাডার, এবং ক্যাডার বহির্ভূত কর্মকর্তাদের পেশাজীবনে প্রবেশের বিনিয়াদ গঠন	১.১ বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বিনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন	বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বিনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন	বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বিনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন
		১.২ ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৩টি বিশেষ বিনিয়াদি/মৌলিক প্রশিক্ষণ কোর্স (SFTC) আয়োজন	ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৪টি বিশেষ বিনিয়াদি/মৌলিক প্রশিক্ষণ কোর্স (SFTC) আয়োজন	ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৫টি বিশেষ বিনিয়াদি প্রশিক্ষণ/মৌলিক কোর্স (SFTC) আয়োজন
০২	সরকারের উপসচিব/সমপর্যায়, যুগ্ম সচিব/সমপর্যায়, অতিরিক্ত সচিব/সমপর্যায়ের, কর্মকর্তাদের পেশাগত ও নীতি প্রণয়ন, নির্ধারণ, বিশ্লেষণ দক্ষতা উন্নয়ন	২.১ উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন	উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৪টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন	উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৪টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন
		২.২ যুগ্মসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন	যুগ্মসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৪টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন	যুগ্মসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৪টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন
		২.৩ অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০১টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন	অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০২টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন	অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০২টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন
০৩	প্রশিক্ষণ প্রতিষ্ঠানের প্রশিক্ষক, সরকারী প্রতিষ্ঠানের কর্মকর্তাদের জন্য স্বল্প মেয়াদি প্রশিক্ষণ এবং ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজনের মাধ্যমে মানবসম্পদের উন্নয়ন	৩.১ ০১টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন	০২টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন	০৩টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন
		৩.২ সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ০৬টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন	সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ০৮টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন	সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ১০টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন

০৪	বিপিএটিসি/আরপিএটিসি'র প্রশিক্ষণ পরিধি সম্প্রসারণ	৪.১ যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০২টি পঁচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০৩ টি পঁচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০৪ টি পঁচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন
		৪.২ আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন।	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের দুইটি প্রশিক্ষণ আয়োজন।
০৫	বিপিএটিসি'র অনলাইন পরিষেবার (মূল্যায়ন/আইটি/প্রশিক্ষক) প্রসার	৫.১ ০২ টি বিশেষ বুনিয়াদি প্রশিক্ষণ কোর্সের নম্বরপত্র ও সনদ ইআরপি (ERP)/অনলাইনে প্রদান	০১ টি কোর কোর্সের নম্বরপত্র/সনদ ইআরপি (ERP)/অনলাইনে প্রদান	০২ টি কোর কোর্সের নম্বরপত্র/সনদ ইআরপি (ERP)/অনলাইনে প্রদান
		৫.২ পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো প্রস্তুত	পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো হালনাগাদকরণ	পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো বাস্তবায়ন
		৫.৩ ১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (৫০%)	১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (৯০%)	১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (১০০%)
		৫.৪ ৩০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ	৫০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ	১০০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ
		৫.৫ অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত ২টি প্রশিক্ষণ আয়োজন এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক সংক্ষিপ্ত প্রশিক্ষণ কোর্সের পাঠক্রম তৈরি	অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক ২টি করে সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক ২টি করে সংক্ষিপ্ত প্রশিক্ষণ আয়োজন
		৫.৬ বিপিএটিসি'র নিজস্ব ১০-২০ গ্রেডভুক্ত ৫০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘণ্টার প্রশিক্ষণ আয়োজন	বিপিএটিসি'র নিজস্ব ১০-২০ গ্রেডভুক্ত ৬০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘণ্টার প্রশিক্ষণ আয়োজন	বিপিএটিসি'র নিজস্ব ১০-২০ গ্রেডভুক্ত ৭০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘণ্টার প্রশিক্ষণ আয়োজন

০৬	কেন্দ্রের আন্তর্জাতিক কর্মসূচির প্রসার	৬.১ দক্ষিণ এশিয়ার জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভারুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	বিশ্বের বিভিন্ন দেশের জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভারুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	দক্ষিণ এশিয়ার/বিশ্বের বিভিন্ন দেশের জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে কেন্দ্রে ০১ টি ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন
০৭	কেন্দ্রের সেবামান অক্ষুণ্ণ রাখতে শূন্য পদসমূহে নিয়োগ/পদায়ন	৭.১ ২০২৬ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন	২০২৭ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন	২০২৮ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন
০৮	বিপিএটিসি/আরপিএটিসি'র প্রাতিষ্ঠানিক সক্ষমতার উন্নয়ন	৮.১ কেন্দ্রে শিশু দিবসীয় চালুকরণ (৩০টি শিশুর সুবিধা উপযোগী করে)	শিশু দিবসীয় উন্নীতকরণ (৪০টি শিশুর সুবিধা উপযোগী করে)	শিশু দিবসীয় আধুনিকীকরণ
		৮.২ কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান ও খসড়া ডিপিপি (DPP) প্রণয়ন	কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান অনুযায়ী প্রণীত ডিপিপি (DPP) চূড়ান্তকরণ	চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী কার্যক্রম শুরু
		৮.৩ প্রস্তাবিত ০৪টি আরপিএটিসি'র খসড়া ডিপিপি (DPP) প্রণয়ন	প্রস্তাবিত ০৪টি আরপিএটিসি'র প্রণীত খসড়া ডিপিপি (DPP) চূড়ান্তকরণ	প্রস্তাবিত ০৪টি আরপিএটিসি'র চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী কার্যক্রম শুরু
		৮.৪ আরপিএটিসি, রাজশাহী'র বহুতল (১৫ তলা) ভবন নির্মাণের খসড়া ডিপিপি (DPP) প্রণয়ন	আরপিএটিসি, রাজশাহী'র বহুতল (১৫ তলা) ভবন নির্মাণের প্রণীত ডিপিপি (DPP) চূড়ান্তকরণ	আরপিএটিসি, রাজশাহী'র চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী বহুতল (১৫ তলা) ভবন নির্মাণের কার্যক্রম শুরু
০৯	নিয়মিত গবেষণা, প্রকাশনাসমূহের মাধ্যমে প্রশিক্ষণ, গবেষণা ও উপদেশনা মানের উন্নয়ন উদ্যোগ	৯.১ বিপিএটিসি'র উপদেশনা নীতিমালা প্রণয়ন	উপদেশনা নীতিমালা অনুযায়ী কার্যক্রম আরম্ভকরণ	উপদেশনা প্রদান কার্যক্রম জোরদারকরণ
		৯.২ BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ	BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ	BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ
		৯.৩ বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৭-২০২৮) এবং বিপিএটিসি'র (২০২৫-২৬) এর বার্ষিক প্রতিবেদন প্রকাশ	বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৮-২০২৯) এবং বিপিএটিসি'র (২০২৬-২৭) এর বার্ষিক প্রতিবেদন প্রকাশ	বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৯-২০৩০) এবং বিপিএটিসি'র (২০২৭-২৮) এর বার্ষিক প্রতিবেদন প্রকাশ

		৯.৪ সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান
		৯.৫ TNA বিষয়ক গাইডলাইন প্রণয়ন এবং প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা প্রণয়ন	TNA গাইডলাইন, প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা চূড়ান্তকরণ এবং ফ্যাকাল্টি ডেভেলপমেন্ট নীতিমালা ও মডিউল পরিচালনা নীতিমালা প্রণয়ন	ফ্যাকাল্টি ডেভেলপমেন্ট, মডিউল পরিচালনা নীতিমালা চূড়ান্তকরণ এবং কর্মসম্পাদন পরিমাপ নীতিমালা ও আন্ত-বিভাগ/অনুবিভাগ পরামর্শক নিয়োগ নীতিমালা প্রণয়ন
১০	আরপিএটিসি, ঢাকার প্রশিক্ষণের সার্বিক মান উন্নয়ন	১০.১ মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ফিডব্যাক ও প্রশিক্ষক পূলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ২৫% বাস্তবায়ন	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ফিডব্যাক ও প্রশিক্ষক পূলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ৫০% বাস্তবায়ন	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ফিডব্যাক ও প্রশিক্ষক পূলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ৭৫% বাস্তবায়ন
১১	আরপিএটিসি, চট্টগ্রামের প্রশিক্ষণ ব্যবস্থাপনার মান উন্নয়ন	১১.১ মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ৫০% প্রশিক্ষার্থীদের ডিজিটাল হাজিরা চালুকরণ	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ১০০% প্রশিক্ষার্থীদের ডিজিটাল হাজিরা চালুকরণ	৩ মৌলিক প্রশিক্ষণ কোর্সের কোর্স হ্যান্ডআউট ইআরপিএর মাধ্যমে প্রশিক্ষার্থীদের প্রদান
১২	আরপিএটিসি, খুলনা কর্তৃক জিপিএমএস শীর্ষক প্রশিক্ষণের প্রসার	১২.১ খুলনা বিভাগের ৯ম ও তদুর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০১টি প্রশিক্ষণ আয়োজন	বরিশাল বিভাগের ৯ম ও তদুর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০১টি প্রশিক্ষণ আয়োজন	খুলনা, বরিশাল বিভাগের ৯ম ও তদুর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০২টি প্রশিক্ষণ আয়োজন
১৩	আরপিএটিসি, রাজশাহী'র সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজনের মাধ্যমে সেবামান উন্নয়ন	১৩.১ আরপিএটিসি, রাজশাহী'র অংশীজনদের নিয়ে একটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন	আরপিএটিসি, রাজশাহী'র অংশীজনদের নিয়ে একটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন	আরপিএটিসি, রাজশাহী'র অংশীজনদের নিয়ে দুইটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন

সেকশন ২

(বিবেচ্য অর্থবছরের কর্মসম্পাদন পরিকল্পনা) (Performance plan for the fiscal year in question)

কর্মসম্পাদন ক্ষেত্র	বিপিএটিসি'র পরিকল্পনার ক্রমিক	কার্যক্রম (ফলাফল নির্দেশক)	পরিমাপের একক	নির্দেশকের মান	প্রকৃত অর্জন (বিগত বছরের)	লক্ষ্যমাত্রা (২০২৬-২৭ বছরের)
[১] সেবা প্রদান [মান-২৩]	০১	[১] বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বুনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন	সংখ্যা	৪	-	০২
	০১	[২] ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৩টি বিশেষ বুনিয়াদি/মৌলিক প্রশিক্ষণ কোর্স (SFTC) আয়োজন	সংখ্যা	৩	-	০৩
	০২	[৩] উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন	সংখ্যা	৪	-	০৩
	০২	[৪] যুগ্মসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন	সংখ্যা	৪	-	০৩
	০২	[৫] অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০১টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন	সংখ্যা	২	-	০১
	০৩	[৬] ০১টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন	সংখ্যা	২	-	০১
	০৩	[৭] সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ০৬টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন	সংখ্যা	৪	-	০৬
[২] নীতি ও সংস্কার কার্যক্রম [মান-১১]	০৯	[৮] বিপিএটিসি'র উপদেশনা নীতিমালা প্রণয়ন	তারিখ	২	-	১৫ জুন ২০২৭
	০৯	[৯] সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে সভা/সেমিনারের মাধ্যমে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	সংখ্যা	২	-	০১ টি
	০৯	[১০] TNA বিষয়ক গাইডলাইন প্রণয়ন এবং	তারিখ	৩	-	১৫ জুন ২০২৭

		প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা প্রণয়ন				
	১০	[১১] মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ফিডব্যাক ও প্রশিক্ষক পূলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ২৫% বাস্তবায়ন	%	২	-	১০০%
	১৩	[১২] আরপিএটিসি (RPATC), রাজশাহী'র অংশীজনদের নিয়ে একটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন	সংখ্যা	২	-	০১
[৩] প্রাতিষ্ঠানিক সক্ষমতা ও দক্ষতা [মান-২৭]	০৪	[১৩] যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০২টি পৌচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	সংখ্যা	৩	-	০২
	০৪	[১৪] আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন	সংখ্যা	২	-	০১
	০৫	[১৫] ০২ টি বিশেষ বুনিয়াদি প্রশিক্ষণ কোর্সের নম্বরপত্র ও সনদ ইআরপি (ERP)/অনলাইনে প্রদান	সংখ্যা	২	-	০২
	০৫	[১৬] পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো প্রস্তুত	%	৩	-	১০০%
	০৫	[১৭] অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত ২টি প্রশিক্ষণ আয়োজন এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক সংক্ষিপ্ত প্রশিক্ষণ কোর্সের পাঠক্রম তৈরি	সংখ্যা	৩	-	২+১=৩
	০৫	[১৮] বিপিএটিসি'র নিজস্ব ১০-২০ প্রেডিক্ট ৫০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘণ্টার প্রশিক্ষণ আয়োজন	%	৩	-	১০০%
	০৬	[১৯] দক্ষিণ এশিয়ার জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভার্সুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	সংখ্যা	৩	-	০১
	০৭	[২০] ২০২৬ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন	%	৩	-	১০০%

	০৯	[২১] BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ	সংখ্যা	৩	-	২+১+৪=৭
	০৯	[২২] বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৭-২০২৮) এবং বিপিএটিসি'র (২০২৫-২৬) এর বার্ষিক প্রতিবেদন প্রকাশ	সংখ্যা	২	-	২+১=৩
[৪] উন্নয়ন সংশ্লিষ্ট ও অন্যান্য কার্যক্রম [মান-১৯]	০৫	[২৩] ১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (৫০%)	%	২	-	১০০%
	০৫	[২৪] ৩০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ	%	২	-	১০০%
	০৮	[২৫] কেন্দ্রে শিশু দিবায় চালুকরণ (৩০টি শিশুর সুবিধা উপযোগী করে)	%	২	-	১০০%
	০৮	[২৬] কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান ও খসড়া ডিপিপি (DPP) প্রণয়ন	তারিখ	৩	-	২৫ জুন ২০২৭
	০৮	[২৭] প্রস্তাবিত ০৪টি আরপিএটিসি'র খসড়া ডিপিপি (DPP) প্রণয়ন	তারিখ	৩	-	২৫ জুন ২০২৭
	০৮	[২৮] আরপিএটিসি, রাজশাহী'র বহতল (১৫ তলা) ভবন নির্মাণের খসড়া ডিপিপি (DPP) প্রণয়ন	তারিখ	৩	-	২০ জুন ২০২৭
	১১	[২৯] মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ৫০% প্রশিক্ষার্থীদের ডিজিটাল হাজিরা চালুকরণ	%	২	-	১০০%
	১২	[৩০] খুলনা বিভাগের ৯ম ও তদুর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০১টি প্রশিক্ষণ আয়োজন	সংখ্যা	২	-	০১

সেকশন ৩

(বিপিএটিসি'র কৌশলগত বিষয়-সংক্রান্ত প্রতিবেদন)

১.১ (২০০০ হতে ২২০০ শব্দের মধ্যে)

সংযোজনী ১

শব্দসংক্ষেপ

ক্রমিক নম্বর	শব্দসংক্ষেপ (Acronyms)	বিবরণ
১	ACAD	Advanced Course on Administration and Development
২	BJPA	Bangladesh Journal of Public Administration
৩	DPP	Development Project Proposal
৪	ERP	Enterprise Resource Planning
৫	FTC	Foundation Training Course
৬	GPMS	Governance Performance Monitoring System
৭	PPMC	Policy Planning and Management Course
৮	PMIS	Personnel Management Information System
৯	TNA	Training Need Assessment
১০	TOT	Training of Trainers
১১	RPATC	Regional Public Administration Training Centre
১২	SFTC	Special Foundation Training Course
১৩	SSC	Senior Staff Course

সংযোজনী ২

বিস্তারিত পরিকল্পনা (Detailed Plan)

পরিকল্পনার ক্রমিক	পরিকল্পনার কার্যক্রম	১ম বছর (২৬-২৭)	২য় বছর (২৭-২৮)	৩য় বছর (২৮- ২৯)
০৪	বিপিএটিসি/আরপিএটিসি'র প্রশিক্ষণ পরিধি সম্প্রসারণ	৪.১ যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০২টি পৌচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০৩ টি পৌচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০৪ টি পৌচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন
		৪.২ আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন।	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের দুইটি প্রশিক্ষণ আয়োজন।
০৬	কেন্দ্রের আন্তর্জাতিক কর্মসূচির প্রসার	৬.১ দক্ষিণ এশিয়ার জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভার্চুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	বিশ্বের বিভিন্ন দেশের জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভার্চুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	দক্ষিণ এশিয়ার/বিশ্বের বিভিন্ন দেশের জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে কেন্দ্রে ০১ টি ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন
০৮	বিপিএটিসি/আরপিএটিসি'র প্রাতিষ্ঠানিক সক্ষমতার উন্নয়ন	৮.২ কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান ও খসড়া ডিপিপি (DPP) প্রণয়ন	কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান অনুযায়ী প্রণীত ডিপিপি (DPP) চূড়ান্তকরণ	চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী কার্যক্রম শুরু
		৮.৩ প্রস্তাবিত ০৪টি আরপিএটিসি'র খসড়া ডিপিপি (DPP) প্রণয়ন	প্রস্তাবিত ০৪টি আরপিএটিসি'র প্রণীত খসড়া ডিপিপি (DPP)	প্রস্তাবিত ০৪টি আরপিএটিসি'র চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী

			চূড়ান্তকরণ	কার্যক্রম শুরু
		৮.৪ আরপিএটিসি, রাজশাহী'র বহতল (১৫ তলা) ভবন নির্মাণের খসড়া ডিপিপি (DPP) প্রণয়ন	আরপিএটিসি, রাজশাহী'র বহতল (১৫ তলা) ভবন নির্মাণের প্রণীত ডিপিপি (DPP) চূড়ান্তকরণ	আরপিএটিসি, রাজশাহী'র চূড়ান্তকৃত ডিপিপি (DPP) অনুযায়ী বহতল (১৫ তলা) ভবন নির্মাণের কার্যক্রম শুরু
০৯	নিয়মিত গবেষণা, প্রকাশনাসমূহের মাধ্যমে প্রশিক্ষণ, গবেষণা ও উপদেশনা মানের উন্নয়ন উদ্যোগ	৯.১ বিপিএটিসি'র উপদেশনা নীতিমালা প্রণয়ন	উপদেশনা নীতিমালা অনুযায়ী কার্যক্রম আরম্ভকরণ	উপদেশনা প্রদান কার্যক্রম জোরদারকরণ
		৯.৪ সমন্বয়যোগ্য গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	সমন্বয়যোগ্য গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	সমন্বয়যোগ্য গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান
		৯.৫ TNA বিষয়ক গাইডলাইন প্রণয়ন এবং প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা প্রণয়ন	TNA গাইডলাইন, প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা চূড়ান্তকরণ এবং ফ্যাকাল্টি ডেভেলপমেন্ট নীতিমালা ও মডিউল পরিচালনা নীতিমালা প্রণয়ন	ফ্যাকাল্টি ডেভেলপমেন্ট, মডিউল পরিচালনা নীতিমালা চূড়ান্তকরণ এবং কর্মসম্পাদন পরিমাপ নীতিমালা ও আন্ত-বিভাগ/অনুবিভাগ পরামর্শক নিয়োগ নীতিমালা প্রণয়ন

সংযোজনী ৩

কর্মসম্পাদন ও প্রমাণক (Performance and Proof)

ক্রমিক নং	কার্যক্রম (ফল নির্দেশক)	লক্ষ্যমাত্রা অর্জনের প্রমাণক
১	বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বুনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
২	ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৩টি বিশেষ বুনিয়াদি/মৌলিক প্রশিক্ষণ কোর্স (SFTC) আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
৩	উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
৪	মুখ্যসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
৫	অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০১টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
৬	০১টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন	কোর্স কারিকুলাম, প্রশিক্ষণার্থীর অবমুক্তি আদেশ
৭	সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ০৬টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন	অংশগ্রহণকারীর মনোনয়ন আদেশ, সম্মানী রশিদ, হাজিরা, কতিপয় স্থিরচিত্র
৮	বিপিএটিসি'র উপদেশনা নীতিমালা প্রণয়ন	অনুমোদিত নীতিমালা, ওয়েবসাইটের স্ক্রিনশট
৯	সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	অবহিতকরণ সভার হাজিরা, সম্মানী রশিদ, কতিপয় স্থিরচিত্র
১০	TNA বিষয়ক গাইডলাইন প্রণয়ন এবং প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা প্রণয়ন	অনুমোদিত নীতিমালা, ওয়েবসাইটের স্ক্রিনশট
১১	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষণার্থীদের ফিডব্যাক ও প্রশিক্ষক পুলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ২৫% বাস্তবায়ন	ওয়ার্কশপ প্রতিবেদন, সুপারিশ বাস্তবায়ন সংশ্লিষ্ট প্রত্যয়ন
১২	আরপিএটিসি (RPATC), রাজশাহী'র অংশীজনদের নিয়ে একটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন	সভার প্রতিবেদন/কার্যবিবরণী, হাজিরা ও কতিপয় স্থিরচিত্র
১৩	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০২টি পাঁচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	প্রশিক্ষণ কারিকুলাম, প্রশিক্ষণার্থীদের হাজিরা, অবমুক্তি আদেশ, কতিপয় স্থিরচিত্র
১৪	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন	প্রশিক্ষণ কারিকুলাম, প্রশিক্ষণার্থীদের হাজিরা, অবমুক্তি আদেশ, কতিপয় স্থিরচিত্র
১৫	০২ টি বিশেষ বুনিয়াদি প্রশিক্ষণ কোর্সের নম্বরপত্র ও সনদ ইআরপি(ERP)/অনলাইনে প্রদান	ইআরপি/অনলাইনে প্রদানকৃত নম্বরপত্র/সনদের নমুনা, প্রত্যয়নকৃত প্রতিবেদন
১৬	পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো প্রস্তুত	প্রত্যয়নকৃত প্রতিবেদন ও ডেটাবেজ সংশ্লিষ্ট কতিপয় স্ক্রিনশট
১৭	অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত ২টি প্রশিক্ষণ আয়োজন এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক সংক্ষিপ্ত প্রশিক্ষণ কোর্সের পাঠক্রম তৈরি	প্রশিক্ষণ কারিকুলাম, প্রশিক্ষণার্থীদের হাজিরা, অবমুক্তি আদেশ, কতিপয় স্থিরচিত্র

১৮	বিপিএটিসি'র নিজস্ব ১০-২০ গ্রেডভুক্ত ৫০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘন্টার প্রশিক্ষণ আয়োজন	প্রশিক্ষণ কারিকুলাম, প্রশিক্ষণার্থীদের হাজিরা, মনোনয়ন আদেশ, কতিপয় স্থিরচিত্র
১৯	দক্ষিণ এশিয়ার জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভারুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	ওয়েবসাইটের লিংক/স্ক্রিনশট ও কতিপয় স্থিরচিত্র
২০	২০২৬ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন	নিয়োগ/পদায়ন সংশ্লিষ্ট অফিস আদেশ
২১	BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ	প্রকাশিত জার্নাল, পত্রিকা ও নিউজলেটার
২২	বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৭-২০২৮) এবং বিপিএটিসি'র (২০২৫-২৬) এর বার্ষিক প্রতিবেদন প্রকাশ	প্রকাশিত বর্ষপঞ্জিকা, প্রতিবেদন, ওয়েবসাইটের লিংক/স্ক্রিনশট
২৩	১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (৫০%)	প্রত্যয়নকৃত প্রতিবেদন
২৪	৩০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ	প্রত্যয়নকৃত প্রতিবেদন
২৫	কেন্দ্রে শিশু দিবসযাত্র চালুকরণ (৩০টি শিশুর সুবিধা উপযোগী করে)	প্রত্যয়নকৃত প্রতিবেদন, কতিপয় স্থিরচিত্র
২৬	কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান ও খসড়া ডিপিপি (DPP) প্রণয়ন	প্রণীত মাস্টার প্ল্যান ও খসড়া ডিপিপি
২৭	প্রস্তাবিত ০৪টি আরপিএটিসি'র খসড়া ডিপিপি (DPP) প্রণয়ন	প্রণীত খসড়া ডিপিপি
২৮	আরপিএটিসি, রাজশাহী'র বহুতল (১৫ তলা) ভবন নির্মাণের খসড়া ডিপিপি (DPP) প্রণয়ন	প্রণীত খসড়া ডিপিপি
২৯	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষণার্থীদের ৫০% প্রশিক্ষণার্থীদের ডিজিটাল হাজিরা চালুকরণ	প্রত্যয়নকৃত প্রতিবেদন, কতিপয় স্থিরচিত্র
৩০	খুলনা বিভাগের ৯ম ও তদূর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০১টি প্রশিক্ষণ আয়োজন	প্রশিক্ষণ কারিকুলাম, প্রশিক্ষণার্থীদের হাজিরা, কতিপয় স্থিরচিত্র

সংযোজনী ৪

অন্য অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল কার্যক্রমসমূহ (Activities related/Dependent to other offices)

ক্রমিক নং	কার্যক্রম (ফল নির্দেশক)	যেসকল অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল	সংশ্লিষ্ট/নির্ভরশীল অফিসের সঙ্গে কার্যক্রম সমন্বয়ের কৌশল
১	বিসিএসে নবনিয়োগপ্রাপ্ত ক্যাডার কর্মকর্তাদের জন্য ০২টি বুনিয়াদি প্রশিক্ষণ কোর্স (FTC) আয়োজন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
২	ক্যাডার বহির্ভূত সরকারি কর্মকর্তাদের জন্য ০৩টি বিশেষ বুনিয়াদি/মৌলিক প্রশিক্ষণ কোর্স (SFTC) আয়োজন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
৩	উপসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি উচ্চতর প্রশাসন ও উন্নয়ন কোর্স (ACAD) আয়োজন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
৪	যুগ্মসচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০৩টি সিনিয়র স্টাফ কোর্স (SSC) আয়োজন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
৫	অতিরিক্ত সচিব/সমপর্যায়ের কর্মকর্তাদের জন্য ০১টি পলিসি প্ল্যানিং এন্ড ম্যানেজমেন্ট কোর্স (PPMC) আয়োজন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
৬	০১টি টিওটি/TOT (প্রশিক্ষক প্রশিক্ষণ) কোর্স আয়োজন	-	-
৭	সমসাময়িক ও গুরুত্বপূর্ণ বিষয়ের উপর ০৬টি ওয়ার্কশপ/সেমিনার/লার্নিং সেশন/কনফারেন্স আয়োজন	-	-
৮	বিপিএটিসি'র উপদেশনা নীতিমালা প্রণয়ন	-	-
৯	সময়োপযোগী গবেষণা কার্যক্রম পরিচালনা, অংশীজনকে অবহিতকরণ এবং এর মাধ্যমে সরকারের নীতি-নির্ধারণে সহায়তা প্রদান	-	-
১০	TNA বিষয়ক গাইডলাইন প্রণয়ন এবং প্রশিক্ষক বাছাই ও ব্যবস্থাপনা নীতিমালা প্রণয়ন	-	-
১১	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ফিডব্যাক ও প্রশিক্ষক পুলের ওয়ার্কশপ থেকে প্রাপ্ত সুপারিশসমূহ পর্যালোচনাপূর্বক ২৫% বাস্তবায়ন	-	-
১২	আরপিএটিসি (RPATC), রাজশাহী'র অংশীজনদের নিয়ে একটি সেবা প্রদান প্রতিশ্রুতি বিষয়ক সভা আয়োজন	আরপিএটিসি, রাজশাহী	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
১৩	যে সকল বিভাগে আরপিএটিসি নেই সেখানে 'আধুনিক অফিস ব্যবস্থাপনা' শীর্ষক ০২টি পাঁচ দিনের সংক্ষিপ্ত প্রশিক্ষণ আয়োজন	বিভাগীয় কমিশনারের কার্যালয় (সংশ্লিষ্ট বিভাগ)	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
১৪	আরপিএটিসিসমূহের তালিকাভুক্ত প্রশিক্ষকদের মান উন্নয়নে ০২ দিনের একটি প্রশিক্ষণ আয়োজন	আরপিএটিসি, ঢাকা, চট্টগ্রাম, খুলনা, রাজশাহী	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে

১৫	০২ টি বিশেষ বুনিয়াদি প্রশিক্ষণ কোর্সের নম্বরপত্র ও সনদ ইআরপি (ERP)/অনলাইনে প্রদান	-	-
১৬	পেশাদার ও প্রশিক্ষক সহায়ক তথ্যসম্বলিত পিএমআইএস (PMIS) ডেটাবেজ কাঠামো প্রস্তুত	-	-
১৭	অনুষদ সদস্যের ফ্যাসিলিটেশন দক্ষতা বৃদ্ধি সংক্রান্ত ২টি প্রশিক্ষণ আয়োজন এবং প্যানেল ডিসকাশন মডারেশন বিষয়ক সংক্ষিপ্ত প্রশিক্ষণ কোর্সের পাঠক্রম তৈরি	-	-
১৮	বিপিএটিসি'র নিজস্ব ১০-২০ গ্রেডভুক্ত ৫০% কর্মকর্তা-কর্মচারীদের জন্য ৬০ ঘণ্টার প্রশিক্ষণ আয়োজন	-	-
১৯	দক্ষিণ এশিয়ার জননীতি/জনপ্রশাসন বিশেষজ্ঞবৃন্দের সমন্বয় ও অংশগ্রহণে ০১টি ভারুয়াল/ইন-পারসন আন্তর্জাতিক কনফারেন্সের আয়োজন	-	-
২০	২০২৬ সনের ৩০ জুন তারিখে বিদ্যমান ৯ম-২০তম গ্রেডের শূন্য পদের বিপরীতে নিয়োগ/পদায়ন	-	-
২১	BJPA জার্নাল এর ২টি ইস্যু প্রকাশ, ১টি বাংলাদেশ লোক প্রশাসন পত্রিকা ও ৪টি নিউজলেটার প্রকাশ	-	-
২২	বিপিএটিসি ও আরপিএটিসিমূহের প্রশিক্ষণ বর্ষপঞ্জি (২০২৭-২০২৮) এবং বিপিএটিসি'র (২০২৫-২৬) এর বার্ষিক প্রতিবেদন প্রকাশ	-	-
২৩	১৫তলা ডরমিটরির ইন্টারনেট নেটওয়ার্ক জোরদারকরণ (৫০%)	-	-
২৪	৩০% প্রশিক্ষণ কক্ষে ক্যামেরা ও অডিও রেকর্ডিং সিস্টেম চালুকরণ	-	-
২৫	কেন্দ্রে শিশু দিবসীয় চালুকরণ (৩০টি শিশুর সুবিধা উপযোগী করে)	-	-
২৬	কক্সবাজার জেলায় বিপিএটিসি'র আউট ক্যাম্পাসের মাস্টার প্ল্যান ও খসড়া ডিপিপি (DPP) প্রণয়ন	জনপ্রশাসন মন্ত্রণালয়	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
২৭	প্রস্তাবিত ০৪টি আরপিএটিসি'র খসড়া ডিপিপি (DPP) প্রণয়ন	-	-
২৮	আরপিএটিসি, রাজশাহী'র বহুতল (১৫ তলা) ভবন নির্মাণের খসড়া ডিপিপি (DPP) প্রণয়ন	-	-
২৯	মৌলিক প্রশিক্ষণ কোর্সের প্রশিক্ষার্থীদের ৫০% প্রশিক্ষার্থীদের ডিজিটাল হাজিরা চালুকরণ	আরপিএটিসি, চট্টগ্রাম	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে

৩০	খুলনা বিভাগের ৯ম ও তদুর্ধ্ব গ্রেডের কর্মকর্তাদের জন্য জিপিএমএস (GPMS) শীর্ষক দুই দিনব্যাপী ০১টি প্রশিক্ষণ আয়োজন	আরপিএটিসি, খুলনা	প্রয়োজনীয় দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে দাপ্তরিক যোগাযোগের (পত্র আদান-প্রদান) মাধ্যমে
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(একই তারিখ ও স্মারকে প্রতিস্থাপিত)

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
সাভার, ঢাকা
www.bpatc.gov.bd
প্রশাসন অধিশাখা

নম্বর: ০৫.০১.২৬৭২.০০০.১২৬.১৬.০০১৬.২৬.৮০

তারিখ: ২৫ ফাল্গুন ১৪৩২
১০ মার্চ ২০২৬

অফিস আদেশ

মন্ত্রিপরিষদ বিভাগের নির্দেশনা মোতাবেক সরকারি কর্মসম্পাদন পরিবীক্ষণ পদ্ধতি- Governance Performance Monitoring System (GPMS) প্রণয়ন, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়নের নিমিত্ত নির্ধারিত রূপলেখা অনুসরণপূর্বক বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্রের নিয়ন্ত্রণ GPMS টিম গঠন করা হলো।

ক্রমিক	নাম ও পদবী	GPMS টিমে পদবী
১.	জনাব নুমেরী জামান, এমডিএস	টিম লিডার
২.	জনাব মোহা: রফিকুল ইসলাম, পরিচালক	সদস্য (বিকল্প টিম লিডার)
৩.	ডক্টর মোহাম্মদ রেজাউল করিম, উপপরিচালক	সদস্য
৪.	জনাব এলিনা আকতার, উপপরিচালক	সদস্য
৫.	জনাব মোহা: তাহমিনা আক্তার, উপপরিচালক	সদস্য
৬.	জনাব রুমানা তানজিন অন্তরা, উপপরিচালক	সদস্য
৭.	ড. মোঃ মোরশেদ আলম, উপপরিচালক	সদস্য
৮.	জনাব শামীম হোসেন, উপপরিচালক	সদস্য
৯.	জনাব মোহাম্মদ মামুন, উর্ধ্বতন গবেষণা কর্মকর্তা	সদস্য
১০.	জনাব তানজুর আহমেদ জোয়ার্দার, সহকারী সিস্টেম এনালিস্ট	সদস্য
১১.	ড. সফিকুল ইসলাম, উপপরিচালক (আরপিএটিসি, ঢাকা)	সদস্য
১২.	জনাব মো. দিদারুল আলম, উপপরিচালক (আরপিএটিসি, চট্টগ্রাম)	সদস্য
১৩.	জনাব তামান্না নাসরীন উর্মি, উপপরিচালক (আরপিএটিসি, রাজশাহী)	সদস্য
১৪.	জনাব খাতুনে জামাত, উপপরিচালক (আরপিএটিসি, খুলনা)	সদস্য
১৫.	জনাব মোহাম্মদ সোহরাব হোসেন, সহকারী পরিচালক	সদস্য (বিকল্প ফোকাল পয়েন্ট কর্মকর্তা)
১৬.	জনাব শামীম আদনান, উপপরিচালক	ফোকাল পয়েন্ট কর্মকর্তা

GPMS টিমের কার্যপরিধি:

- GPMS-এর ৩ বছর মেয়াদী খসড়া পরিকল্পনা প্রণয়ন, বিবেচ্য অর্থবছরের খসড়া কর্মসম্পাদন পরিকল্পনা প্রণয়ন ও সংশ্লিষ্ট মন্ত্রণালয়/বিভাগে প্রেরণ;
- যথাযথ কর্তৃপক্ষের অনুমোদন গ্রহণপূর্বক চূড়ান্ত পরিকল্পনা, বিবেচ্য অর্থবছরের চূড়ান্ত কর্মসম্পাদন পরিকল্পনা ও বছরশেষে কৌশলগত প্রতিবেদন (Strategic Report) প্রণয়ন এবং সংশ্লিষ্ট মন্ত্রণালয়/বিভাগে প্রেরণ;
- প্রতি দুই গাসে একবার GPMS-এর অগ্রগতি পর্যালোচনা;
- বিবেচ্য অর্থবছরের চূড়ান্ত কর্মসম্পাদন পরিকল্পনার সংশোধন (যদি থাকে) প্রস্তাব নির্ধারিত ফরম্যাটে মন্ত্রণালয়/বিভাগে প্রেরণ;
- প্রতি ত্রৈমাসিক অগ্রগতির প্রতিবেদন প্রস্তুত এবং মন্ত্রণালয়/বিভাগে প্রেরণ;
- অর্ধবার্ষিক অগ্রগতি প্রমাণক সংরক্ষণ;

- বিবেচ্য অর্থবছরের কর্মসম্পাদন পরিকল্পনা (সেকশন-২) এর ষাণ্মাসিক কার্যক্রমের অগ্রগতি প্রতিবেদন প্রস্তুতপূর্বক সংশ্লিষ্ট মন্ত্রণালয়/বিভাগে প্রেরণ;
- GPMS সংক্রান্ত প্রশিক্ষণ/কর্মশালা আয়োজন করা;
- GPMS ক্যালেন্ডার ও নির্দেশিকা অনুযায়ী সংশ্লিষ্ট সকল কাজ সম্পাদন;
- বার্ষিক স্বমূল্যায়ন প্রতিবেদন প্রস্তুত, প্রমাণকের যথার্থতা যাচাই ও সংরক্ষণ এবং স্বমূল্যায়ন প্রতিবেদন দপ্তর/সংস্থা প্রধানের অনুমোদন গ্রহণ করে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগে প্রেরণ নিশ্চিত করা; এবং
- আওতাধীন অফিসসমূহের GPMS-এর কার্যক্রম ভদারকি এবং মূল্যায়ন।

২। নির্দেশক্রমে ও জনস্বার্থে এ আদেশ জারি করা হলো।

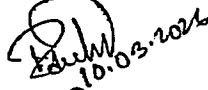
স্বাক্ষরিত/-
(রুমানা তানজিন অন্তরা)
উপপরিচালক (প্রশাসন)
ফোন- ০২২২৪৪৪৬৬১৬

নম্বর: ০৫.০১.২৬৭২.০০০.১২৬.০৯.০০০৫.২৬.৮০

তারিখ: ২৫ ফাল্গুন ১৪৩২
১০ মার্চ ২০২৬

বিতরণ: সদয় অবগতি/অবগতি ও কার্যার্থে:

- ১। জনাব....., বিপিএটিসি, সাভার, ঢাকা।
- ২। উপসচিব, অভ্যন্তরীণ প্রশিক্ষণ- ১ শাখা, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
- ৩। উপসচিব, বাজেট ও অডিট শাখা, জনপ্রশাসন মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।
- ৪। পিএ টু রেক্টর (রেক্টর মহোদয়ের সদয় অবগতির জন্য), বিপিএটিসি, সাভার, ঢাকা।
- ৫। সংশ্লিষ্ট নথি।


(রুমানা তানজিন অন্তরা)
উপপরিচালক (প্রশাসন)

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
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বাজেট ও অডিট শাখা
www.mopa.gov.bd

নম্বর: ০৫.০০.০০০০.০০০.১১৫.৩৩.০০০১.২৫.১৪৭১

তারিখ: ২০ ভাদ্র ১৪৩২ বঙ্গাব্দ
০৪ সেপ্টেম্বর ২০২৫ খ্রিস্টাব্দ

অফিস আদেশ

সরকারি কর্মসম্পাদন পরিবীক্ষণ পদ্ধতি/Governance Performance Monitoring System (GPMS)-প্রণয়ন, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়নের নিমিত্ত জনপ্রশাসন মন্ত্রণালয়ের GPMS টিম নিম্নরূপভাবে গঠন করা হলো:

ক্র.নং	পদবি ও কর্মস্থল	টিমে পদবি
০১.	অতিরিক্ত সচিব/যুগ্মসচিব, প্রশাসন অনুবিভাগ, জনপ্রশাসন মন্ত্রণালয়	টিম লিডার
০২.	যুগ্মসচিব, বাজেট ব্যবস্থাপনা অধিশাখা জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৩.	যুগ্মসচিব, উন্নয়ন অধিশাখা জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৪.	যুগ্মসচিব, সওব্য-২ অধিশাখা জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৫.	যুগ্মসচিব, সিপি অধিশাখা জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৬.	যুগ্মসচিব, বিবি-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৭.	যুগ্মসচিব, উনি অধিশাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৮.	যুগ্মসচিব, শৃঙ্খলা-২ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য
০৯.	যুগ্মসচিব, আইন-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য
১০.	যুগ্মসচিব, বাংলা ভাষা বাস্তবায়ন অধিশাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য
১১.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, বাংলাদেশ কর্মচারী কল্যাণ বোর্ড (বিকেকেবি)	সদস্য
১২.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)	সদস্য
১৩.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, জাতীয় পরিকল্পনা ও উন্নয়ন একাডেমি (এনএপিডি)	সদস্য
১৪.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, বাংলাদেশ সিভিল সার্ভিস প্রশাসন একাডেমি	সদস্য
১৫.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, বাংলাদেশ ইনস্টিটিউট অব অ্যাডমিনিস্ট্রেশন এন্ড ম্যানেজমেন্ট (বিয়াম) ফাউন্ডেশন	সদস্য
১৬.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, মূদ্রণ ও প্রকাশনা অধিদপ্তর	সদস্য
১৭.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, সরকারি যানবাহন অধিদপ্তর	সদস্য
১৮.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, সরকারি কর্মচারী হাসপাতাল	সদস্য
১৯.	জিপিএমএস ফোকাল পয়েন্ট কর্মকর্তা, জাতীয় উন্নয়ন প্রশাসন একাডেমি	সদস্য
২০.	সিনিয়র সিস্টেম এনালিস্ট, পিএসিসি, জনপ্রশাসন মন্ত্রণালয়	সদস্য
২১.	উপসচিব/সিনিয়র সহকারী সচিব, বাজেট ও অডিট শাখা, জনপ্রশাসন মন্ত্রণালয়	সদস্য সচিব

জিপিএমএস টিমের কার্যপরিধি:

- জিপিএমএস এর ৩ বছর মেয়াদি খসড়া পরিকল্পনা প্রণয়ন, বিবেচ্য অর্থ বছরের খসড়া কর্মসম্পাদন পরিকল্পনা প্রণয়ন ও জিপিএমএস সফটওয়্যারে দাখিল;
- যথাযথ কর্তৃপক্ষের অনুমোদন গ্রহণপূর্বক চূড়ান্ত পরিকল্পনা, বিবেচ্য অর্থ বছরের চূড়ান্ত কর্মসম্পাদন পরিকল্পনা ও কৌশলগত প্রতিবেদন (Strategic Report) প্রণয়ন এবং জিপিএমএস সফটওয়্যারে দাখিল;
- প্রতি দুই মাসে একবার জিপিএমএস এর অগ্রগতি পর্যালোচনা;
- সেকশন ২ (বিবেচ্য অর্থ বছরের কর্মসম্পাদন পরিকল্পনা) এর প্রতি ত্রৈমাসিকের কার্যক্রমের অগ্রগতি প্রতিবেদন প্রস্তুত এবং জিপিএমএস সফটওয়্যারে দাখিল;
- মন্ত্রণালয়/বিভাগের কার্যক্রম এবং আওতাধীন দপ্তর/সংস্থা ও মাঠ পর্যায়ের জিপিএমএস কার্যক্রম পরিবীক্ষণ করা;
- আওতাধীন অফিসের (যদি থাকে) জিপিএমএস চূড়ান্ত করা, অর্ধবার্ষিক অগ্রগতির বিষয়ে ফিডব্যাক প্রদান ও চূড়ান্ত মূল্যায়ন করা;
- জিপিএমএস সংক্রান্ত প্রশিক্ষণ/কর্মশালা আয়োজন;
- জিপিএমএস ক্যালেন্ডার ও নির্দেশিকা অনুযায়ী সংশ্লিষ্ট সকল কাজ সম্পাদন;
- বার্ষিক স্বমূল্যায়ন প্রতিবেদন প্রস্তুত, প্রমাণকের যথার্থতা যাচাই ও সংরক্ষণ এবং স্বমূল্যায়ন প্রতিবেদন মন্ত্রণালয়/বিভাগের সিনিয়র সচিব/সচিবের অনুমোদন গ্রহণ করে সফটওয়্যারের মাধ্যমে দাখিল নিশ্চিত করা।



০৪-০৯-২০২৫

লুবনা ফারজানা

উপসচিব

৫৫১০০৭৪১

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নম্বর: ০৫.০০.০০০০.০০০.১১৫.৩৩.০০০১.২৫.১৪৭১/১ (২১)

তারিখ: ২০ ভাদ্র ১৪৩২ বঙ্গাব্দ
০৪ সেপ্টেম্বর ২০২৫ খ্রিস্টাব্দ

অবগতি ও প্রয়োজনীয় প্রয়োজ্য ক্ষেত্রে ব্যবস্থা গ্রহণের জন্য অনুলিপি প্রেরণ করা হইল (জ্যেষ্ঠতার ক্রমানুসারে নয়):

- ১। মহাপরিচালক (সচিব), বাংলাদেশ কর্মচারী কল্যাণ বোর্ড (বিকেকেবি)।
- ২। রেক্টর, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)।
- ৩। রেক্টর (সচিব), জাতীয় উন্নয়ন প্রশাসন একাডেমি (নাডা)।
- ৪। রেক্টর (সচিব), বাংলাদেশ সিভিল সার্ভিস প্রশাসন একাডেমি।
- ৫। মহাপরিচালক, জাতীয় পরিকল্পনা ও উন্নয়ন একাডেমি (এনএপিডি)।
- ৬। মহাপরিচালক, মুদ্রণ ও প্রকাশনা অধিদপ্তর।
- ৭। মহাপরিচালক, বাংলাদেশ ইনস্টিটিউট অব অ্যাডমিনিস্ট্রেশন এন্ড ম্যানেজমেন্ট (বিয়াম) ফাউন্ডেশন।
- ৮। পরিবহন কমিশনার, সরকারি যানবাহন অধিদপ্তর।
- ৯। মহাপরিচালক, সরকারি কর্মচারী হাসপাতাল, ফুলবাড়ীয়া, ঢাকা।
- ১০। যুগ্মসচিব, প্রশাসন অনুবিভাগ, জনপ্রশাসন মন্ত্রণালয়।
- ১১। যুগ্মসচিব, বিধি-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১২। যুগ্মসচিব (অতিরিক্ত দায়িত্ব), সিপি অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৩। যুগ্মসচিব, শৃঙ্খলা-১ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৪। যুগ্মসচিব, বাবাকো অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৫। যুগ্মসচিব, উন্নয়ন অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৬। যুগ্মসচিব, বাজেট ব্যবস্থাপনা অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৭। যুগ্মসচিব, উনি অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৮। যুগ্মসচিব, সওব্য-২ অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ১৯। যুগ্মসচিব, আইন অধিশাখা, জনপ্রশাসন মন্ত্রণালয়।
- ২০। সিনিয়র সিস্টেম এনালিস্ট, সিনিয়র সিস্টেম এনালিস্টের দপ্তর, জনপ্রশাসন মন্ত্রণালয়।
- ২১। উপসচিব, বাজেট ও অডিট শাখা, জনপ্রশাসন মন্ত্রণালয়।



০৪-০৯-২০২৫

লুবনা ফারজানা

উপসচিব



গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

সরকারি কর্মসম্পাদন পরিবীক্ষণ পদ্ধতি

জনপ্রশাসন মন্ত্রণালয়

অর্থবছর: ২০২৫-২৬

সূচিপত্র

সেকশন ১: ভিশন, মিশন এবং ৩ বছর মেয়াদি পরিকল্পনা	৪
সেকশন ১: মন্ত্রণালয়/বিভাগের ৩ বছর মেয়াদি পরিকল্পনার ছক (3-year plan table of the ministry/department)	৫
সেকশন ২: (বিবেচ্য অর্থবছরের কর্মসম্পাদন পরিকল্পনা) ((Performance plan for the fiscal year in question))	৭
সেকশন ৩: (মন্ত্রণালয়/বিভাগের কৌশলগত বিষয়-সংক্রান্ত প্রতিবেদন)	৯
সংযোজনী ১: শব্দসংক্ষেপ	১০
সংযোজনী ২: বিস্তারিত পরিকল্পনা (Detailed plan)	১১
সংযোজনী ৩: কর্মসম্পাদন ও প্রমাণক (Performance and proof)	১৪
সংযোজনী ৪: অন্য অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল কার্যক্রমসমূহ (Activities related/dependent to other offices)	১৬

সেকশন ১
ভিশন, মিশন এবং ৩ বছর মেয়াদি পরিকল্পনা

১.১ ভিশন

দক্ষ ও কার্যকর জনপ্রশাসন।

১.২ মিশন

নিয়োগ, প্রশিক্ষণ, প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধি ও মানবসম্পদের কার্যকর ব্যবহার নিশ্চিতকরণের মাধ্যমে একটি দক্ষ, সেবামুখী ও জবাবদিহিমূলক জনপ্রশাসন গড়ে তোলা।

সেকশন ১

মন্ত্রণালয়/বিভাগের ৩ বছর মেয়াদি পরিকল্পনার ছক (3-year plan table of the ministry/department)

ক্রমিক	কার্যক্রম	কার্যক্রমের লক্ষ্যমাত্রা		
		১ম বছর (২০২৫-২৬)	২য় বছর (২০২৬-২৭)	৩য় বছর (২০২৭-২৮)
১	সরকারি কর্মচারীদের সম্পদ বিবরণী ব্যবস্থাপনা।	GEMS এর সাথে একটি মডিউল/ফরম সংযোজন।	সম্পদ বিবরণী ব্যবস্থাপনা সংক্রান্ত ম্যানুয়াল তৈরী, তথ্য আর্কাইভ করণ ও ডাটাবেজ তৈরী।	তথ্য আর্কাইভ করণ ও ডাটাবেজ তৈরী ও প্রয়োজনীয় সংস্কার সাধন।
২	সরকারি কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এর কল্যাণ অনুদান ডিজিটাইজেশন।	GEMS এ প্রয়োজনীয় মডিউল সংযোজন।	ibas++এর সাথে চুক্তি ও মন্ত্রণালয়/বিভাগ/জেলা পর্যায়ে প্রশিক্ষণ প্রদান।	বাস্তবায়ন।
৩	জনপ্রশাসন মন্ত্রণালয়, দপ্তর/সংস্থা, মাঠ প্রশাসনে দক্ষ বাজেট ও সরকারি ক্রয় ব্যবস্থাপনা নিশ্চিতকরণ।	(১) জনপ্রশাসন মন্ত্রণালয়, দপ্তর/সংস্থা, মাঠ প্রশাসনের বাজেট ও ক্রয় ব্যবস্থাপনা সংশ্লিষ্ট কর্মকর্তা/কর্মচারীদের প্রশিক্ষণ; (২) দপ্তর/সংস্থা, মাঠ প্রশাসনের কার্যালয়সমূহ পরিদর্শন ও পরিবীক্ষণ করে প্রয়োজনীয় নির্দেশনা প্রদান। ত্রৈমাসিক ভিত্তিতে বাস্তবায়ন অগ্রগতি প্রতিবেদন প্রণয়ন।	(১) দপ্তর/সংস্থা ও মাঠ প্রশাসনের নীতি সংস্কারের সুপারিশ প্রদান (ফিডব্যাক এর ভিত্তিতে); (২) দপ্তর/সংস্থা ও মাঠ প্রশাসনে চিহ্নিত সমস্যা পর্যালোচনা ও সমাধান।	(১) দপ্তর/সংস্থা ও মাঠ প্রশাসনের কার্যালয়সমূহে দক্ষতার সাথে বাজেট বন্টন ও বাস্তবায়ন।
৪	অডিট আপত্তি নিষ্পত্তির হার বৃদ্ধির মাধ্যমে ভবিষ্যত অডিট আপত্তি হাসকরণ।	(১) জনপ্রশাসন মন্ত্রণালয়, দপ্তর/সংস্থা ও মাঠ প্রশাসনের জন্য অডিট আপত্তি নিষ্পত্তি বিষয়ক ১০টি প্রশিক্ষণ/ কর্মশালা আয়োজন। (২) বিদ্যমান অডিট আপত্তির ১৫% নিষ্পত্তিকরণ।	(১) প্রতি মাসে অন্ততঃ একটি করে ত্রিপক্ষীয় সভা আয়োজন। (২) অনিষ্পন্ন অডিট আপত্তির ১০% নিষ্পত্তিকরণ।	(১) প্রতি মাসে অন্ততঃ একটি করে ত্রিপক্ষীয় সভা আয়োজন। (২) নিষ্পত্তির হার বৃদ্ধি করে অডিট আপত্তির হার পূর্ববর্তী বছরের তুলনায় ২০% কমিয়ে আনা।
৫	সরকারি কর্মচারীদের পেনশন আবেদন অনলাইনে গ্রহণ ও নিষ্পত্তির মাধ্যমে সেবার মানোন্নয়ন।	অনলাইন প্রাটফর্ম তৈরি (আবেদন ফরম, অনাপত্তি প্রদান, ছুটির হিসাব প্রস্তুত, আবেদন যাচাইবাহাই, পেনশন অনুমোদন)।	১) প্রশিক্ষণ ও পাইলটিং করে আবেদন নিষ্পত্তি; ২) মন্ত্রণালয় ও দপ্তর/সংস্থার অনলাইনে পেনশন আবেদন গ্রহণ ও নিষ্পত্তিকরণ; ৩) পেনশনারদের ফিডব্যাক গ্রহণ ও পেনশন ও আনুতোষিক সেবার মান উন্নয়ন।	(১) মাঠ প্রশাসনে অনলাইনে পেনশন আবেদন গ্রহণ ও নিষ্পত্তিকরণ; ২) পেনশনারদের ফিডব্যাক গ্রহণ ও উন্নত সেবা প্রদান।
৬	প্রকল্প পর্যবেক্ষণ ডিজিটাইজেশন	সফটওয়্যার তৈরি এবং Project Planning System (PPS) সফটওয়্যার এর সাথে সংযোজন।	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন প্রকল্পের বাস্তবায়ন পরিবীক্ষণ, ফিডব্যাক গ্রহণ ও মূল্যায়ন।	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন প্রকল্পসমূহ সময়মত বাস্তবায়ন করে অন্যান্য মন্ত্রণালয়কে সময়াবদ্ধ উৎসাহ প্রদান।
৭	সচিবালয় ও মাঠ পর্যায়ে সরকারি চাকরি আইন, ২০১৮ ও সরকারি কর্মচারী (শৃঙ্খলা ও আপিল) বিধিমালা, ২০১৮ এর প্রয়োগের মাধ্যমে জবাবদিহিতা বৃদ্ধি।	সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরী, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে সচিবালয়ে ২টি, বিভাগে ৬টি সেমিনার আয়োজন।	সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরী, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে সচিবালয়ে ২টি, বিভাগে ২টি ও জেলা পর্যায়ে ৮টি সেমিনার আয়োজন।	সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরী, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে সচিবালয়ে ২টি, বিভাগে ৪টি ও জেলা পর্যায়ে ৮টি সেমিনার আয়োজন।
৮	বিভিন্ন মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা হতে প্রাপ্ত পদ স্থায়ীকরণের স্বয়ংসম্পূর্ণ প্রস্তাব অনলাইনে নিষ্পত্তিকরণ।	প্রাপ্ত প্রস্তাবের ২০% নিষ্পত্তিকরণ	প্রাপ্ত প্রস্তাবের ৪০% নিষ্পত্তিকরণ	প্রাপ্ত প্রস্তাবের ৭০% নিষ্পত্তিকরণ

ক্রমিক	কার্যক্রম	কার্যক্রমের লক্ষ্যমাত্রা		
		১ম বছর (২০২৫-২৬)	২য় বছর (২০২৬-২৭)	৩য় বছর (২০২৭-২৮)
৯	শূন্য পদে জনবল নিয়োগের নিমিত্ত অনলাইনে ছাড়পত্র প্রদান	প্রাপ্ত প্রস্তাবের ৭০% নিষ্পত্তিকরণ	প্রাপ্ত প্রস্তাবের ৯০% নিষ্পত্তিকরণ	প্রাপ্ত প্রস্তাবের ১০০% নিষ্পত্তিকরণ
১০	বিসিএস ক্যাডার কর্মকর্তাদের বৈদেশিক প্রশিক্ষণের মাধ্যমে মানব সম্পদ উন্নয়ন	প্রশাসন ক্যাডারের বিভিন্ন পর্যায়ের কর্মকর্তাদের জন্য বৈদেশিক সংক্ষিপ্ত প্রশিক্ষণ আয়োজন।	(ক) বিভিন্ন ক্যাডারের কর্মকর্তাগণের জন্য মাস্টার্স ফেলোশীপ প্রদান; (খ) প্রশাসন ক্যাডারের বিভিন্ন পর্যায়ের কর্মকর্তাদের জন্য বৈদেশিক সংক্ষিপ্ত প্রশিক্ষণ আয়োজন।	ডিসেম্বর ২০২৭ এ প্রকল্প সমাপ্ত হবে।
১১	বিসিএস প্রশাসন ক্যাডারের কর্মকর্তাগণের কর্মজীবন পরিকল্পনা প্রণয়নের মাধ্যমে মানব সম্পদ উন্নয়ন।	১) অংশীজনদের সাথে সমন্বয়/ পরামর্শ গ্রহণপূর্বক ধারণাপত্র প্রস্তুত; ২) খসড়া কর্মজীবন পরিকল্পনা প্রণয়ন।	কর্মজীবন পরিকল্পনা চূড়ান্তকরণ এবং অনুমোদন গ্রহণ।	অনুমোদিত কর্মজীবন পরিকল্পনার আলোকে তথ্য / উপাত্ত সংগ্রহ এবং বাস্তবায়ন কার্যক্রম শুরু করা।
১২	বাংলাদেশ সিভিল সার্ভিসের বিভিন্ন ক্যাডারের বিধি-বিধান হালনাগাদকরণের মাধ্যমে প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধিকরণ	বাংলাদেশ সিভিল সার্ভিস (মৎস্য) গঠন ও ক্যাডার আদেশ প্রণয়ন।	The Bangladesh Civil Service Recruitment Ruels, ১৯৮১- এর Schedule-II এর Part-V ভুক্ত Fisheries অংশ হালনাগাদকরণ।	বাংলাদেশ সিভিল সার্ভিস (বন) গঠন ও ক্যাডার আদেশ প্রণয়ন।
১৩	প্রাতিষ্ঠানিক পরিদর্শনের মাধ্যমে বিভিন্ন প্রতিষ্ঠানের কাঠামো/প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধি সংক্রান্ত সুপারিশ প্রণয়ন।	পরিদর্শক পুল ও পরিদর্শন ছক তৈরির নিমিত্ত অংশীজন সভা/কর্মশালা আয়োজন।	মন্ত্রণালয়/ বিভাগ পরিদর্শন অধীনস্থ দপ্তর/সংস্থা পরিদর্শন।	পরিদর্শনের ভিত্তিতে প্রতিষ্ঠানের কাঠামো/প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধি সংক্রান্ত সুপারিশ প্রণয়ন।
১৪	সরকারি কর্মকর্তা/কর্মচারীদের ডাটাবেজ হালনাগাদকরণ ও প্রাপ্তিসাধ্যকরণ।	সরকারি কর্মকর্তা/কর্মচারীদের তথ্য / উপাত্ত সংগ্রহের লক্ষ্যে কর্মকৌশল এবং সমন্বয় পরিকল্পনা প্রণয়ন, ন্যূনতম ১০ শতাংশ কর্মকর্তা/কর্মচারীদের তথ্য / উপাত্ত নতুন ভাবে অন্তর্ভুক্তকরণ।	ন্যূনতম ১৫ শতাংশ কর্মকর্তা/কর্মচারীদের তথ্য / উপাত্ত নতুন ভাবে অন্তর্ভুক্তকরণ।	ন্যূনতম ১৫ শতাংশ কর্মকর্তা/কর্মচারীদের তথ্য / উপাত্ত নতুনভাবে অন্তর্ভুক্তকরণ।
১৫	মুদ্রণ ও প্রকাশনা অধিদপ্তরধীন বাংলাদেশ ফরম ও প্রকাশনা অফিসের জন্য Digital Archives and Searching System, e-Requisition System, Store Management System, Online Sales & Monitoring System বাস্তবায়ন।	সার্ভিস প্রকিউরমেন্টের আওতায় QCBS মেথডে দরপত্র আহবানের মাধ্যমে কনসাল্টিং ফর্ম নিয়োগ।	সফটওয়্যার ডেভেলপমেন্ট	ডেভেলপমেন্টকৃত সফটওয়্যারটি পাইলটিং ও ইমপ্লিমেন্টেশন
১৬	কোর কোর্সের কারিকুলাম আধুনিককরণ।	০৪ (চার) মাস মেয়াদি ৭৯তম বুনিয়াদি প্রশিক্ষণ কোর্সের কারিকুলাম প্রণয়ন।	পরবর্তী বুনিয়াদি প্রশিক্ষণ কোর্সের কারিকুলামকে অধিকতর কার্যকরীকরণের লক্ষ্যে অংশীজনের মতামত অন্তর্ভুক্তকরণ।	সম প্রক্রিয়ায় কেন্দ্রের আরেকটি কোর কোর্সের (এসিএডি/এসএসসি/পিপিএমসি) কারিকুলামকে আধুনিকায়ন।

সেকশন ২

(বিবেচ্য অর্থবছরের কর্মসম্পাদন পরিকল্পনা) ((Performance plan for the fiscal year in question))

কর্মসম্পাদন ক্ষেত্র	মন্ত্রণালয়ের পরিকল্পনার ক্রমিক	কার্যক্রম (ফলাফল নির্দেশক)	পরিমাপকের একক	নির্দেশকের মান	প্রকৃত অর্জন (বিগত বছরের)	লক্ষ্যমাত্রা (২০২৫- ২৬ বছরের)
১	২	৩	৪	৫	৬	৭
[১] সেবা প্রদান [মান-৩০]	২	[১] সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ কল্যাণ অনুদান মডিউল সংযোজন।	তারিখ (তারিখ)	৩		২০২৬-০৬-১৫
	৫	[২] অনলাইন পেনশন প্ল্যাটফর্ম প্রস্তুতকরণ (পাইলটিং)।	তারিখ (তারিখ)	৪		২০২৬-০৬-৩০
	৬	[৩] জনপ্রশাসন মন্ত্রণালয়ের উন্নয়ন প্রকল্পসমূহ মনিটরিং এর জন্য মোবাইল অ্যাপস্ ভিত্তিক সিস্টেম চালুকরণ।	তারিখ (তারিখ)	৩		২০২৬-০৫-৩১
	৮	[৪] পদ স্থায়ীকরণের স্বয়ংসম্পূর্ণ প্রাপ্ত আবেদন অনলাইনে নিষ্পত্তি।	% (গড়)	৩		২০
	৯	[৫] শূন্য পদে জনবল নিয়োগের নিমিত্ত প্রাপ্ত প্রস্তাব অনলাইনে ছাড়পত্র প্রদান।	% (গড়)	৩		৭০
	১১	[৬] জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বাসা বরাদ্দ কার্যক্রম সংক্রান্ত অনলাইন প্ল্যাটফর্ম তৈরী করা।	তারিখ (তারিখ)	৩		২০২৬-০৬-১৫
	১৪	[৭] সরকারি কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত সংগ্রহের লক্ষ্যে সময়াবদ্ধ পরিকল্পনা প্রণয়ন।	তারিখ (তারিখ)	৩		২০২৬-০৩-২৫
	১৪	[৮] ১-২০ গ্রেড পর্যন্ত কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত GEMS এ অন্তর্ভুক্ত করা।	তারিখ (তারিখ)	৩		২০২৬-০৬-৩০
	১৪	[৯] সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ প্রশিক্ষণ মডিউল সংযোজন।	তারিখ (তারিখ)	২		২০২৬-০৬-২০
	১৫	[১০] মুদ্রণ ও প্রকাশনা অধিদপ্তরধীন বাংলাদেশ ফরম ও প্রকাশনা অফিসের জন্য ডিজিটাল আর্কাইভিং এন্ড সার্ভিসেস সফটওয়্যার তৈরীর লক্ষ্যে সার্ভিস প্রকিউরমেন্টের মাধ্যমে কনসাল্টিং ফার্ম নিয়োগ।	% (গড়)	৩		১০০

কর্মসম্পাদন ক্ষেত্র	মন্ত্রণালয়ের পরিকল্পনার ক্রমিক	কার্যক্রম (ফলাফল নির্দেশক)	পরিমাপকের একক	নির্দেশকের মান	প্রকৃত অর্জন (বিগত বছরের)	লক্ষ্যমাত্রা (২০২৫- ২৬ বছরের)
[২] নীতি ও সংস্কার কার্যক্রম [মান-১৬]	১১	[১১] কর্মকর্তাগণের কর্মজীবন পরিকল্পনা তৈরির নিমিত্ত খসড়া ধারণাপত্র প্রণয়ন	তারিখ (তারিখ)	৪		২০২৬-০৬-৩০
	১২	[১২] বাংলাদেশ সিভিল সার্ভিস (মৎস্য) ক্যাডার গঠন ও আদেশ সংক্রান্ত বিধি প্রণয়ন।	তারিখ (তারিখ)	৪		২০২৬-০৬-২০
	৩	[১৩] বিভাগীয় কমিশনারের কার্যালয় এবং জেলা প্রশাসকের কার্যালয়সমূহের জন্য বিশেষ অনুদান প্রদান নির্দেশিকা ২০২৬ প্রণয়ন।	তারিখ (তারিখ)	৪		২০২৬-০৩-৩১
	১১	[১৪] জনপ্রশাসন মন্ত্রণালয়ের গবেষণা নীতিমালা প্রণয়ন।	তারিখ (তারিখ)	৪		২০২৬-০৬-৩০
[৩] প্রাতিষ্ঠানিক সক্ষমতা ও দক্ষতা [মান-২৪]	৩	[১৫] জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বিভাগীয় কমিশনারের কার্যালয় ও জেলা প্রশাসকের কার্যালয়সমূহে বাজেট প্রণয়ন ও ক্রয় ব্যবস্থাপনা বিষয়ক প্রশিক্ষণ।	সংখ্যা (সেমি)	৩		১০০
	৩	[১৬] জনপ্রশাসন মন্ত্রণালয়ের কর্মকর্তাদের সেবার মান উন্নয়ন ও সক্ষমতা বৃদ্ধিতে “Institutional Performance Audit” বিষয়ক কর্মশালা আয়োজন।	সংখ্যা (সেমি)	৩		১
	৪	[১৭] অডিট আপত্তি নিষ্পত্তি	% (গড়)	৪		১৫
	৭	[১৮] সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরি, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে জেলা পর্যায়ে সেমিনার আয়োজন।	সংখ্যা (সেমি)	৩		৮
	১০	[১৯] বিসিএস ক্যাডার কর্মকর্তাদের সক্ষমতা বৃদ্ধি বিষয়ক বৈদেশিক প্রশিক্ষণের মাধ্যমে মানব সম্পদ উন্নয়ন।	সংখ্যা (সেমি)	৩		২৫
	১৩	[২০] প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শক পুল তৈরি	তারিখ (তারিখ)	২		২০২৬-০৬-৩০
	১৩	[২১] প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শন ছক তৈরি	তারিখ (তারিখ)	২		২০২৬-০৬-৩০
[৪] উন্নয়ন সংশ্লিষ্ট ও অন্যান্য কার্যক্রম [মান-১০]	১	[২৩] GEMS এর সাথে গাড়ী ঋণ মডিউল সংযোজন	তারিখ (তারিখ)	৪		২০২৬-০৬-৩০
	৬	[২৪] বিভাগীয় পর্যায়ে ২৫০ শয্যা বিশিষ্ট বিভাগীয় সরকারি কর্মচারী হাসপাতাল নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।	তারিখ (তারিখ)	৩		২০২৬-০৬-৩০
	৬	[২৫] জেলা পর্যায়ে এ্যাডমিনিস্ট্রিটিভ স্টুডিও অ্যাপার্টমেন্ট নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।	তারিখ (তারিখ)	৩		২০২৬-০৬-৩০

সেকশন ৩
(মন্ত্রণালয়/বিভাগের কৌশলগত বিষয়-সংক্রান্ত প্রতিবেদন)

১.১ [২০০০ হতে ২২০০ শব্দের মধ্যে]

সংযোজনী ১
শব্দসংক্ষেপ

ক্রমিক নম্বর	শব্দসংক্ষেপ (Acronyms)	বিবরণ
১	GEMS	Government Employee Management System
২	PPS	Project Planning System

সংযোজনী ২
বিত্তারিত পরিকল্পনা (Detailed plan)

পরিকল্পনার ক্রমিক	পরিকল্পনার কার্যক্রম	বিত্তারিত পরিকল্পনা		
		১ম বছর (২০২৫-২৬)	২য় বছর (২০২৬-২৭)	৩য় বছর (২০২৭-২৮)
১	সরকারি কর্মচারীদের সম্পদ বিবরণী ব্যবস্থাপনা।			
২	সরকারি কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এর কল্যাণ অনুদান ডিজিটাইজেশন।			
৩	জনপ্রশাসন মন্ত্রণালয়, দপ্তর/সংস্থা, মাঠ প্রশাসনে দক্ষ বাজেট ও সরকারি ক্রয় ব্যবস্থাপনা নিশ্চিতকরণ।			
৪	অডিট আপত্তি নিষ্পত্তির হার বৃদ্ধির মাধ্যমে ভবিষ্যত অডিট আপত্তি হাসকরণ।			
৫	সরকারি কর্মচারীদের পেনশন আবেদন অনলাইনে গ্রহণ ও নিষ্পত্তির মাধ্যমে সেবার মানোন্নয়ন।			
৬	প্রকল্প পর্যবেক্ষণ ডিজিটাইজেশন			
৭	সচিবালয় ও মাঠ পর্যায়ে সরকারি চাকরি আইন, ২০১৮ ও সরকারি কর্মচারী (শৃঙ্খলা ও আপিল) বিধিমালা, ২০১৮ এর প্রয়োগের মাধ্যমে জবাবদিহিতা বৃদ্ধি।			
৮	বিভিন্ন মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা হতে প্রাপ্ত পদ স্থায়ীকরণের স্বয়ংসম্পূর্ণ প্রস্তাব অনলাইনে নিষ্পত্তিকরণ।			
৯	শূন্য পদে জনবল নিয়োগের নিমিত্ত অনলাইনে ছাড়পত্র প্রদান			

পরিকল্পনার ক্রমিক	পরিকল্পনার কার্যক্রম	বিত্তায়িত পরিকল্পনা		
		১ম বছর (২০২৫-২৬)	২য় বছর (২০২৬-২৭)	৩য় বছর (২০২৭-২৮)
১০	বিসিএস ক্যাডার কর্মকর্তাদের বৈদেশিক প্রশিক্ষণের মাধ্যমে মানব সম্পদ উন্নয়ন	২৫ জন উপসচিবগণকে বৈদেশিক শর্ট কোর্সে অংশগ্রহণের সুযোগ প্রদান।	(ক) বিভিন্ন ক্যাডারের ৩৬ জন কর্মকর্তাগণকে বৈদেশিক মাস্টার্স ফেলোশীপে অংশগ্রহণের সুযোগ প্রদান। (খ) ৪৫ জন সিনিয়র সচিব/সচিবগণের রিফ্রেশার্স কোর্সে অংশগ্রহণের জন্য সুযোগ প্রদান। (গ) ১৫০ জন অতিরিক্ত সচিবগণকে বৈদেশিক শর্ট কোর্সে অংশগ্রহণের সুযোগ প্রদান। (ঘ) ১৪৯ জন যুগ্মসচিবগণকে বৈদেশিক শর্ট কোর্সে অংশগ্রহণের সুযোগ প্রদান। (ঙ) ১৫৬ জন উপসচিবগণকে বৈদেশিক শর্ট কোর্সে অংশগ্রহণের সুযোগ প্রদান।	ডিসেম্বর ২০২৭ এ প্রকল্প সমাপ্ত হবে।
১১	বিসিএস প্রশাসন ক্যাডারের কর্মকর্তাগণের কর্মজীবন পরিকল্পনা প্রণয়নের মাধ্যমে মানব সম্পদ উন্নয়ন।			
১২	বাংলাদেশ সিভিল সার্ভিসের বিভিন্ন ক্যাডারের বিধি-বিধান হালনাগাদকরণের মাধ্যমে প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধিকরণ			
১৩	প্রাতিষ্ঠানিক পরিদর্শনের মাধ্যমে বিভিন্ন প্রতিষ্ঠানের কাঠামো/প্রাতিষ্ঠানিক সক্ষমতা বৃদ্ধি সংক্রান্ত সুপারিশ প্রণয়ন।			
১৪	সরকারি কর্মকর্তা/কর্মচারীদের ডাটাবেজ হালনাগাদকরণ ও প্রাপ্তিসাধ্যকরণ।			

পরিকল্পনার ক্রমিক	পরিকল্পনার কার্যক্রম	বিস্তারিত পরিকল্পনা		
		১ম বছর (২০২৫-২৬)	২য় বছর (২০২৬-২৭)	৩য় বছর (২০২৭-২৮)
১৫	মুদ্রণ ও প্রকাশনা অধিদপ্তরাধীন বাংলাদেশ ফরম ও প্রকাশনা অফিসের জন্য Digital Archives and Searching System, e-Requisition System, Store Management System, Online Sales & Monitoring System বাস্তবায়ন।	বাংলাদেশ ফরম ও প্রকাশনা অফিসের ২০২৫-২৬ অর্থবছরের বার্ষিক ক্রয় পরিকল্পনায় এতদসংক্রান্ত প্যাকেজ অন্তর্ভুক্ত করে ক্রয়কারী কার্যালয় প্রধান তথা মহাপরিচালক মহোদয়ের অনুমোদন গ্রহণ করা হবে। অনুমোদন প্রাপ্তির পর Terms of Reference (TOR) তৈরিপূর্বক Expression of Interest (EOI) বিজ্ঞপ্তি জারী করা হবে। প্রাপ্ত আগ্রহ ব্যক্তকরণ আবেদন মূল্যায়ন শেষে যোগ্যতা সম্পন্ন ফার্মের সংক্ষিপ্ত তালিকা চূড়ান্ত করা হবে। পরবর্তীতে Request for Proposal (RFP) প্রস্তুত করে অনুমোদিত তালিকাভুক্ত ফার্মের নিকট প্রেরণ করা হবে। প্রাপ্ত প্রস্তাবের ভিত্তিতে মূল্যায়নপূর্বক সংশ্লিষ্ট বিধি-বিধান পরিপালন সাপেক্ষে কনসাল্টিং ফার্ম নিয়োগ করা হবে।	নিয়োগকৃত কনসাল্টিং ফার্মের মাধ্যমে Digital Archives and Searching System, e-Requisition System, Store Management System, Online Sales & Monitoring System এই চার টি মডিউল অন্তর্ভুক্ত করে ২টি ফেইজে তথা Phase-১: Requirement Analysis & Design এবং Phase-২: Development & Release এর মাধ্যমে সফটওয়্যার ডেভেলপমেন্ট করা হবে।	ডেভেলপমেন্টকৃত সফটওয়্যারটি পরবর্তী ফেইজে তথা Phase-৩: UAT & System Deployment এর মাধ্যমে পাইলটিং ও ইমপ্লিমেন্টেশন করা হবে।
১৬	কোর কোর্সের কারিকুলাম আধুনিকরণ।			

সংযোজনী ৩
কর্মসম্পাদন ও প্রমাণক (Performance and proof)

ক্রমিক নং	কার্যক্রম (ফলাফল নির্দেশক)	লক্ষ্যমাত্রা অর্জনের প্রমাণক
১	সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ কল্যাণ অনুদান মডিউল সংযোজন।	সংযোজিত মডিউল
২	অনলাইন পেনশন প্ল্যাটফর্ম প্রস্তুতকরণ (পাইলটিং)।	প্রস্তুতকৃত অনলাইন প্ল্যাটফর্ম
৩	জনপ্রশাসন মন্ত্রণালয়ের উন্নয়ন প্রকল্পসমূহ মনিটরিং এর জন্য মোবাইল অ্যাপস ডিভিক সিস্টেম চালুকরণ।	প্রস্তুতকৃত মোবাইল অ্যাপস
৪	পদ স্থায়ীকরণের স্বয়ংসম্পূর্ণ প্রাপ্ত আবেদন অনলাইনে নিষ্পত্তি।	নিষ্পত্তিকৃত আবেদন
৫	শূন্য পদে জনবল নিয়োগের নিমিত্ত প্রাপ্ত প্রস্তাব অনলাইনে ছাড়পত্র প্রদান।	নিষ্পত্তিকৃত আবেদন
৬	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বাসা বরাদ্দ কার্যক্রম সংক্রান্ত অনলাইন প্ল্যাটফর্ম তৈরী করা।	প্রস্তুতকৃত অনলাইন প্ল্যাটফর্ম
৭	সরকারি কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত সংগ্রহের লক্ষ্যে সমন্বিত পরিকল্পনা প্রণয়ন।	প্রণীত পরিকল্পনা
৮	১-২০ গ্রেড পর্যন্ত কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত GEMS এ অন্তর্ভুক্ত করা।	অন্তর্ভুক্তকৃত কর্মকর্তা/কর্মচারী
৯	সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ প্রশিক্ষণ মডিউল সংযোজন।	সংযোজিত মডিউল
১০	মুদ্রণ ও প্রকাশনা অধিদপ্তরাধীন বাংলাদেশ ফরম ও প্রকাশনা অফিসের জন্য ডিজিটাল আর্কাইভিং এন্ড সার্ভিসেস সফটওয়্যার তৈরীর লক্ষ্যে সার্ভিস প্রকিউরমেন্টের মাধ্যমে কনসাল্টিং ফর্ম নিয়োগ।	নিয়োগকৃত কনসাল্টিং ফার্মের নামে ইস্যুকৃত জি.ও
১১	কর্মকর্তাগণের কর্মজীবন পরিকল্পনা তৈরির নিমিত্ত খসড়া ধারণাপত্র প্রণয়ন	প্রণীত খসড়া ধারণাপত্র
১২	বাংলাদেশ সিভিল সার্ভিস (মৎস্য) ক্যাডার গঠন ও আদেশ সংক্রান্ত বিধি প্রণয়ন।	প্রণীত বিধি
১৩	বিভাগীয় কমিশনারের কার্যালয় এবং জেলা প্রশাসকের কার্যালয়সমূহের জন্য বিশেষ অনুদান প্রদান নির্দেশিকা ২০২৬ প্রণয়ন।	প্রণীত নির্দেশিকা
১৪	জনপ্রশাসন মন্ত্রণালয়ের গবেষণা নীতিমালা প্রণয়ন।	প্রণীত নীতিমালা
১৫	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বিভাগীয় কমিশনারের কার্যালয় ও জেলা প্রশাসকের কার্যালয়সমূহে বাজেট প্রণয়ন ও ক্রয় ব্যবস্থাপনা বিষয়ক প্রশিক্ষণ।	প্রশিক্ষণপ্রাপ্ত কর্মকর্তাদের তালিকা
১৬	জনপ্রশাসন মন্ত্রণালয়ের কর্মকর্তাদের সেবার মান উন্নয়ন ও সক্ষমতা বৃদ্ধিতে “Institutional Performance Audit” বিষয়ক কর্মশালা আয়োজন।	প্রশিক্ষণপ্রাপ্ত কর্মকর্তাদের তালিকা
১৭	অডিট আপত্তি নিষ্পত্তি	নিষ্পত্তিকৃত অডিট আপত্তি
১৮	সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরি, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে জেলা পর্যায়ে সেমিনার আয়োজন।	আয়োজিত সেমিনার
১৯	বিসিএস ক্যাডার কর্মকর্তাদের সক্ষমতা বৃদ্ধি বিষয়ক বৈদেশিক প্রশিক্ষণের মাধ্যমে মানব সম্পদ উন্নয়ন।	বৈদেশিক প্রশিক্ষণপ্রাপ্ত কর্মকর্তা
২০	প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শক পুল তৈরি	পুল প্রস্তুতকৃত
২১	প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শন ছক তৈরি	পরিদর্শন ছক প্রস্তুতকৃত

ক্রমিক নং	কার্যক্রম (ফলাফল নির্দেশক)	লক্ষ্যমাত্রা অর্জনের প্রমাণক
২২	০৪ মাস মেয়াদী বুনিয়াদী কোর্সের কারিকুলাম আধুনিকরণ।	প্রণীত কারিকুলাম
২৩	GEMS এর সাথে গাড়ী ঋণ মডিউল সংযোজন	সংযোজিত মডিউল
২৪	বিভাগীয় পর্যায়ে ২৫০ শয্যা বিশিষ্ট বিভাগীয় সরকারি কর্মচারী হাসপাতাল নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।	অনুমোদিত স্থাপত্য নকশা
২৫	জেলা পর্যায়ে এ্যাডমিনিস্ট্রেটিভ স্টুডিও অ্যাপার্টমেন্ট নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।	অনুমোদিত স্থাপত্য নকশা

সংযোজনী ৪

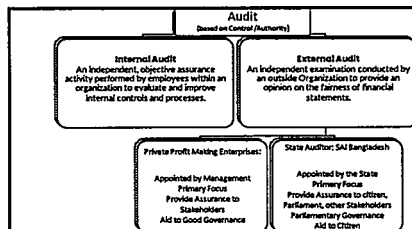
অন্য অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল কার্যক্রমসমূহ (Activities related/dependent to other offices)

ক্রমিক নং	কার্যক্রম (ফলাফল নির্দেশক)	যেসকল অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল	সংশ্লিষ্ট/নির্ভরশীল অফিসের সঙ্গে কার্যক্রম সমন্বয়ের কৌশল
১	সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ কল্যাণ অনুদান মডিউল সংযোজন।		
২	অনলাইন পেনশন প্ল্যাটফর্ম প্রস্তুতকরণ (পাইলটিং)।		
৩	জনপ্রশাসন মন্ত্রণালয়ের উন্নয়ন প্রকল্পসমূহ মনিটরিং এর জন্য মোবাইল অ্যাপস ডিজিটাল সিস্টেম চালুকরণ।		
৪	পদ স্থায়ীকরণের স্বয়ংসম্পূর্ণ প্রাপ্ত আবেদন অনলাইনে নিষ্পত্তি।		
৫	শূন্য পদে জনবল নিয়োগের নিমিত্ত প্রাপ্ত প্রস্তাব অনলাইনে ছাড়পত্র প্রদান।		
৬	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বাসা বরাদ্দ কার্যক্রম সংক্রান্ত অনলাইন প্ল্যাটফর্ম তৈরী করা।		
৭	সরকারি কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত সংগ্রহের লক্ষ্যে সময়সীমা পরিকল্পনা প্রণয়ন।		
৮	১-২০ গ্রেড পর্যন্ত কর্মকর্তা/কর্মচারীদের তথ্য/উপাত্ত GEMS এ অন্তর্ভুক্ত করা।		
৯	সরকারী কর্মচারী ব্যবস্থাপনা সিস্টেম (GEMS) এ প্রশিক্ষণ মডিউল সংযোজন।		
১০	মুদ্রণ ও প্রকাশনা অধিদপ্তরাধীন বাংলাদেশ ফরম ও প্রকাশনা অফিসের জন্য ডিজিটাল আর্কাইভিং এন্ড সার্ভিসেস সফটওয়্যার তৈরীর লক্ষ্যে সার্ভিস প্রকিউরমেন্টের মাধ্যমে কনসাল্টিং ফর্ম নিয়োগ।	মুদ্রণ ও প্রকাশনা অধিদপ্তর	মনিটরিং এর মাধ্যমে
১১	কর্মকর্তাগণের কর্মজীবন পরিকল্পনা তৈরির নিমিত্ত খসড়া ধারণাপত্র প্রণয়ন		
১২	বাংলাদেশ সিভিল সার্ভিস (মৎস্য) ক্যাডার গঠন ও আদেশ সংক্রান্ত বিধি প্রণয়ন।		
১৩	বিভাগীয় কমিশনারের কার্যালয় এবং জেলা প্রশাসকের কার্যালয়সমূহের জন্য বিশেষ অনুদান প্রদান নির্দেশিকা ২০২৬ প্রণয়ন।		
১৪	জনপ্রশাসন মন্ত্রণালয়ের গবেষণা নীতিমালা প্রণয়ন।		
১৫	জনপ্রশাসন মন্ত্রণালয়ের আওতাধীন বিভাগীয় কমিশনারের কার্যালয় ও জেলা প্রশাসকের কার্যালয়সমূহে বাজেট প্রণয়ন ও ক্রয় ব্যবস্থাপনা বিষয়ক প্রশিক্ষণ।		
১৬	জনপ্রশাসন মন্ত্রণালয়ের কর্মকর্তাদের সেবার মান উন্নয়ন ও সক্ষমতা বৃদ্ধিতে “Institutional Performance Audit” বিষয়ক কর্মশালা আয়োজন।		
১৭	অডিট আপত্তি নিষ্পত্তি		
১৮	সরকারি কর্মচারীদের শৃঙ্খলা বিষয়ক সচেতনতা তৈরি, উদ্বুদ্ধকরণ ও পরিণতি সম্পর্কে অবহিতকরণের লক্ষ্যে জেলা পর্যায়ে সেমিনার আয়োজন।		
১৯	বিসিএস ক্যাডার কর্মকর্তাদের সক্ষমতা বৃদ্ধি বিষয়ক বৈদেশিক প্রশিক্ষণের মাধ্যমে মানব সম্পদ উন্নয়ন।		

ক্রমিক নং	কার্যক্রম (ফলাফল নির্দেশক)	যেসকল অফিসের সঙ্গে সংশ্লিষ্ট/নির্ভরশীল	সংশ্লিষ্ট/নির্ভরশীল অফিসের সঙ্গে কার্যক্রম সমন্বয়ের কৌশল
২০	প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শক পুল তৈরি		
২১	প্রাতিষ্ঠানিক পরিদর্শনের নিমিত্ত পরিদর্শন ছক তৈরি		
২২	০৪ মাস মেয়াদী বুনিয়াদী কোর্সের কারিকুলাম আধুনিকরণ।	বাংলাদেশ লোক প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)	মনিটরিং এর মাধ্যমে
২৩	GEMS এর সাথে গাড়ী ঋণ মডিউল সংযোজন		
২৪	বিভাগীয় পর্যায়ে ২৫০ শয্যা বিশিষ্ট বিভাগীয় সরকারি কর্মচারী হাসপাতাল নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।		
২৫	জেলা পর্যায়ে এ্যাডমিনিস্ট্রিটিভ স্টুডিও অ্যাপার্টমেন্ট নির্মাণের লক্ষ্যে ডিপিপি প্রণয়নের প্রাথমিক কার্যক্রম গ্রহণ।		

Steps, Compliance and Documentation Required for Audit Objection Settlement

Md. Nurul Islam
Director General
Foreign Aided Projects Audit Directorate



Mandate

- 128. (1) The public accounts of the Republic and of all courts of law and all authorities and officers of the Government shall be audited and reported on by the Auditor General and for that purpose he or any person authorized by him in that behalf shall have access to all records, books, vouchers, documents, cash, stamps, securities, stores or other government property in the possession of any person in the service of the Republic.

Session Outline



Responsibilities

Auditor's Responsibilities:
Audit Code incorporates the Comptroller and Auditor-General's view of best professional practice with respect to the standards, procedures and techniques with which his auditors are expected to comply while doing audit work.

Auditee's Responsibilities:

- maintaining accounting records;
- preparing statements of accounts;
- safeguarding the assets;
- taking steps for the prevention and detection of fraud or other irregularities;
- managing affairs having due regard to financial rules and regulations to secure economic, efficient and effective use of resources.

Mandate

5. (1) The Auditor-General may audit the accounts of any statutory public authority, public enterprise or local authority and shall submit his report on such audit to the President for laying it before Parliament.

- (2) For the purpose of any audit under sub-section (1) the Auditor-General or any person authorised by him in that behalf shall have access to all records, books, vouchers, documents, cash, stamps, securities, stores or other property of the statutory public authority, public enterprise or local authority concerned.

What is Audit?

A systematic and independent examination of data, statements, records, operations, and performances (financial or otherwise) of an enterprise for a stated purpose.

Audit Categories by Timing

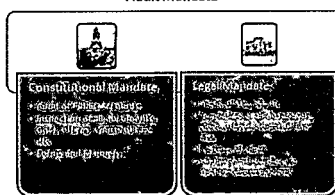
Pro-Audit

An examination conducted before a transaction is completed or payment is made. It focuses on prevention and ensuring compliance prior to action.

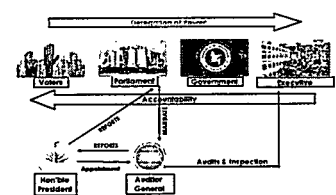
Post-Audit

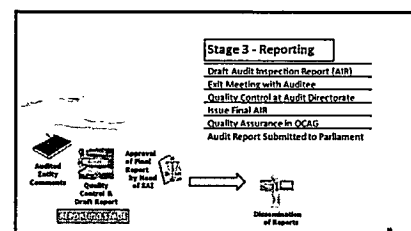
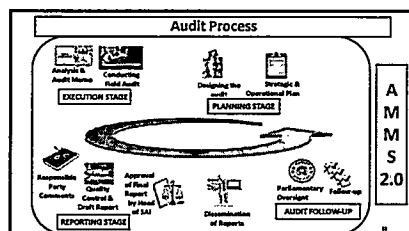
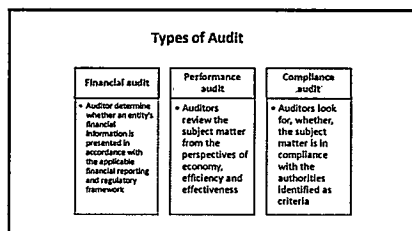
An examination conducted after a transaction has been completed and recorded. It focuses on detection, reporting and corrective action.

Audit Mandate



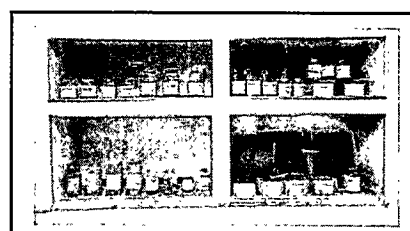
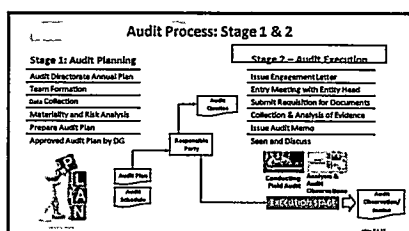
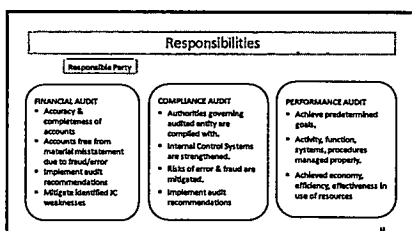
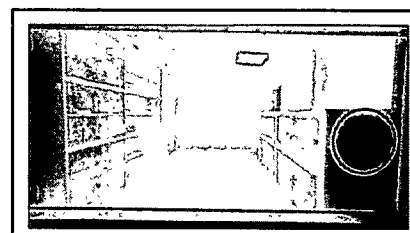
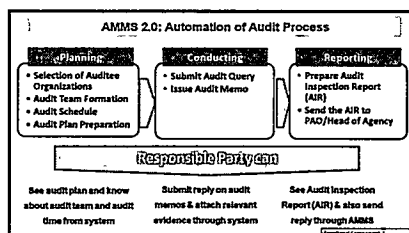
Public Sector Accountability

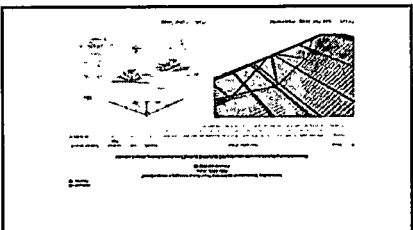
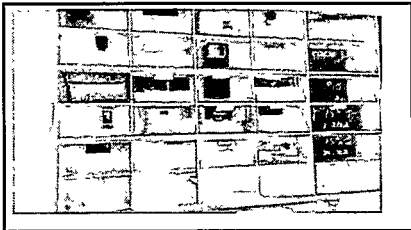




QUIZ 1: Types of Audit?

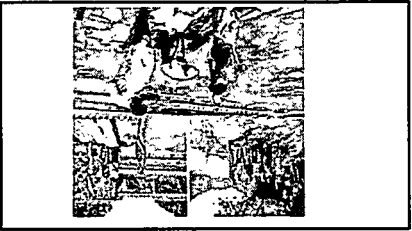
- 110 km. roads were built in the Hill Tracks but 17 connecting bridges were not built.
- During physical verification it was observed that the machineries were made in China instead of Japan.
- Tk 230 crore of MPO payments were lying with schedule banks but shown as expenditure in the Appropriation Accounts.
- Procurements were made in RFQ method exceeding annual ceiling.
- Solar powered 200 water pumps were procured but during audit it was observed that 65% stopped working within first 6 months.





Common Audit Observations

- Expenditure incurred violating applicable acts/rules/regulations etc.
- Tax and CDMAT is not deducted as per applicable rate.
- Procurement is processed violating PPR.
- RFQ is used instead of OTM and/or RFQ exceeds approved PPR ceiling.
- Competitiveness is compromised.
- Splitting of expenditure to escape approval of higher authority.
- Market price is not verified while preparing official cost estimate.
- Official cost estimate is much higher than market price.

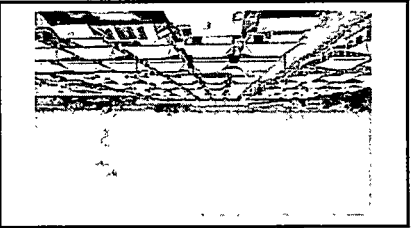


Reasons for Audit Observation

- Non-compliance of rules and regulations
- Irregularities and misappropriation principles
- Lack of knowledge on audit process
- Lack of proper evidence
- Not supply or delay in supply of proper evidence
- Keeping distance with the auditors

Common Audit Observations

- Franchise loss of TL. 123,971,914.00 due to reducing the quantity of negative quoted items in valuation.
- Franchise loss of TL. 203,784,780.00 due to payment of excess amount to the contractor for price adjustment by showing incorrect calculation changing base index mentioned in the contract.
- Loss of project money amounting to TL 35,428,750.00 due to payments made to the contractor for providing the engineer's semi-permanent residential accommodation without any work being done.
- Loss of project money for being under price adjustment amounting to TL. 224,138,570.



Documents To Be Required

- Budget provision
- Proper budget & account
- File are maintainably correct
- Classification code
- Expenditure sanction
- Standard Tender Document (STD)
- Tender opening report
- Technical committee report
- Test report (if applicable)
- MOA
- Deduction of IT and VAT
- Deduction of regulated damage (if applicable)
- Specification
- Receiving documents as per
- Keys and Specification of goods
- Approval of additional amount
- Specification
- DPP/MDP provision
- Endowment of contractor (if applicable)

Documents to be maintained

- Cash book
- Bill register
- General Ledger-Code wise
- Petty Cash book
- Fixed Asset Register
- Stock Register
- Cheque Register
- VAT & IT deduction Register

Budget Management System (BMS) Course, RP

Parliamentary Oversight



STANDING
COMMITTEE
ON PUBLIC
ACCOUNTS

- 15 member Standing Committee
 - Created as per Article 76(1)(a) of Constitution
 - Functions & Constitution : Section 233, 234, Rules of Procedures.
1. Examination of Appropriation Accounts, Finance Accounts, other Accounts placed before Parliament
 2. Examine statement of accounts of state corporations, trading and manufacturing schemes, concerns and projects, autonomous & semi-autonomous bodies, receipts or stores and stocks.
 3. Examine Report of the CAG
 4. Report to Parliament with recommendations of remedial measures.



Settlement of Audit Observations

Disposal During Field Audit	Disposal in Headquarters	Disposal Through Meetings	Disposal by PAC
• During Audit: Steps taken by Responsible Party. • During Seen & Discussion Meeting.	• Non-SFI - Responsible Party directly send reply through AMMS. • SFI - Responsible Party send reply to Audit Directorate through their Ministry using AMMS. • Settlement by physical verification.	• Holding of Bi-lateral and Tri-Party meeting. • Tri-Party meeting: Ministry also present.	• Hearing on Audit Report. • PAC Recommendation mitigation status reported. • Audit observations settled during hearings.

Way Forward for Good Governance

- Implement applicable rules and regulations;
- Record all transactions timely and accurately in the books of accounts;
- Keep proper documents in an orderly manner;
- Preserve all records and documents in good condition;
- Provide all relevant records and documents to audit;
- Provide complete Spot reply with full set of evidence;
- Be specific and brief but to-the-point in your reply;
- Implement recommendations of PA committee.



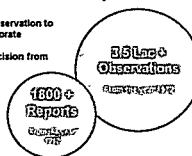
Thank You

Precaution in Handling Audit Observations

- Do not understand the scope of the audit observations
- Do not try to justify the observations or make excuses
- Do not try to hide the facts or provide misleading information
- Do not try to delay the response or provide incomplete information
- Do not try to blame others for the observations
- Do not try to ignore the observations or provide no response

RP Module highlights

- RP will be able to view the list of observations- From the year 1972 to till date
- RP will be able to send reply on observation to their parent office and Audit Directorate
- RP will be able to view the final decision from Audit Directorate
- Audit conducting-
 - View and reply on audit query
 - View and reply on Audit memo



STRATEGIC MANAGEMENT in Public Sector : Tools and Framework

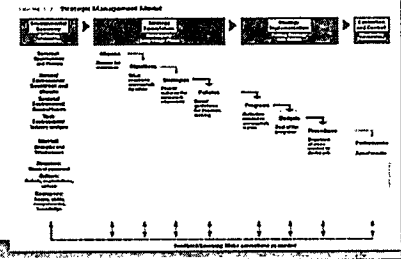
Presenter:
Professor Dr. Mohammad Thoufiqul Islam
Chairman
Department of Management
University of Dhaka
thoufiq@du.ac.bd

The Study of Strategic Management

Benefits of Strategic Management:

Clearer sense of strategic vision for the firm
Sharper focus on what is strategically important
Improved understanding of a rapidly changing environment

Basic Model of Strategic Management



Session plan

- > Discussion on Theme
- > Introducing Tools
- > Interactive Session

The Study of Strategic Management

Additional Benefits of Strategic Management:

Improved organizational performance
Strategic thinking
Organizational learning
Achieves a match between the organization's environment and its strategy, structure and processes
Important in unstable environments

Basic Elements of Strategic Management

Environmental Scanning is the monitoring, evaluating and disseminating of information from the external and internal environments to key people within the organization

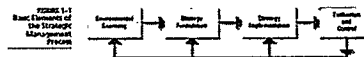
The Study of Strategic Management

Strategic Management: a set of managerial decisions and actions that determines the long-run performance of a corporation.

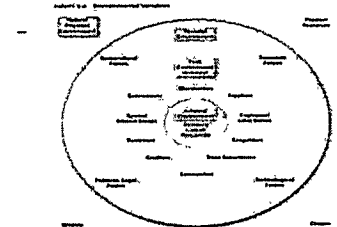
Includes:

Internal and external environment scanning
Strategy formulation
Strategy implementation
Evaluation and control

Basic Model of Strategic Management

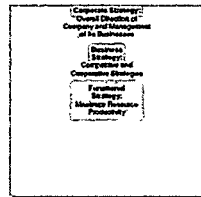


Basic Model of Strategic Management



Basic Model of Strategic ManagementBasic Elements of Strategic Management

Strategy Formulation: the development of long-range plans for the effective management of environmental opportunities and threats in light of organizational strengths and weaknesses (SWOT)

Basic Model of Strategic ManagementFIGURE 1-4
Hierarchy
of StrategyStrategic Decision MakingWhat Makes a Strategic Decision?

Strategic decision-making focuses on the long-run future of the organization

Characteristics of strategic decision making include:

Rare
Consequential
Directive

Basic Model of Strategic ManagementBasic Elements of Strategic Management

Mission: the purpose or reason for the organization's existence

Vision: describes what the organization would like to become

Objectives: the end results of planned activity

Basic Model of Strategic ManagementBasic Elements of Strategic Management

Strategy Implementation: the process by which strategies and policies are put into action through the development of:

Programs
Budgets
Procedures

Strategic Decision MakingStrategic Decision-Making Process:

- | | |
|---|--|
| 1. Evaluate current performance results | 5. Analyze strategic (SWOT) factors |
| 2. Review corporate governance | 6. Generate, evaluate and select the best alternative strategy |
| 3. Scan and assess the external environment | 7. Implement selected strategies |
| 4. Scan and assess the internal corporate environment | 8. Evaluate implemented strategies |

Basic Model of Strategic ManagementBasic Elements of Strategic Management

Strategies: form a comprehensive master plan that states how the corporation will achieve its mission and objectives

- Corporate
- Business
- Functional

Policies: the broad guidelines for decision making that links the formulation of a strategy with its implementation

Basic Model of Strategic ManagementBasic Elements of Strategic Management

Evaluation and control: the process in which corporate activities and performance results are monitored so that actual performance can be compared to desired performance

The Strategic Audit: Aid to Strategic Decision-Making

Strategic audit provides a checklist of questions, by area or issue, that enables a systematic analysis to be made of various corporate functions and activities

Theme to application

<https://www.youtube.com/watch?v=CBSESOMKic>

Key Economic Indicators (2024–2026)

GDP: 55,527,527 million BDT (FY2024–25 provisional). GDP Growth Rate: 3.49% in FY2024–25; quarterly growth reached 4.50% in Q1 of FY2025–26.

GNI: 58,178,353 million BDT (FY2024–25).

Per Capita Income: USD 2,820 (FY2024–25).

Inflation: 8.71% in March 2026, with food inflation at 8.24% and non-food inflation at 9.09%.

EFAS Matrix Table

External Factors	Weight	Rating	Score
Digitalization	0.20	4	0.80
Foreign Aid	0.15	3	0.45
Corruption	0.25	2	0.50
Climate Change	0.20	2	0.40
Political Risk	0.20	2	0.40
Total	1.00		2.55

Overview of Public Sector in Bangladesh

Governance and Institutional Challenges

Governance Quality: Bangladesh scores -0.8 on the World Bank's Worldwide Governance Indicators (scale -2.5 to +2.5).

Corruption: CPI score of 28/100, ranking 149/180 globally. Judiciary Backlog: Over 3.7 million pending cases, undermining rule of law and investor confidence.

FDI: Only 0.69% of GDP, among the lowest in South Asia, reflecting weak institutional credibility.

IFAS (Internal Factor Analysis Summary)

Strengths:

Large workforce
Government authority
Policy-making capability

Weaknesses:

Bureaucracy
Inefficiency
Lack of accountability

Structure of the Public Sector

Civil Service Size: Approximately 1.4 million employees, equating to about 8 civil servants per 1,000 citizens.

Local Government: Bangladesh has 4,571 Union Parishads, the lowest tier of governance, alongside municipalities and city corporations.

Institutions: The public sector includes ministries, regulatory bodies, and agencies such as the Bangladesh Bureau of Statistics (BBS), which provides national data for planning and policy.

EFAS (External Factor Analysis Summary)

Opportunities:

- Digital initiative
- Foreign aid & partnerships
- Growing economy

Threats:

- Political instability
- Corruption
- Climate change

IFAS Matrix Table

Internal Factors	Weight	Rating	Score
Skilled Workforce	0.20	3	0.60
Policy Authority	0.25	4	1.00
Bureaucracy	0.20	2	0.40
Inefficiency	0.20	2	0.40
Accountability	0.15	2	0.30
Total	1.00		2.70

SFAS (Strategic Factor Analysis Summary)

Combines EFAS & IFAS
Identifies most critical strategic factors
Helps in strategy formulation
Example Key Factors:
Digital transformation
Governance reform
Anti-corruption measures

Change Matrix- strategy Implementation

Types of Change:
• Incremental Change
• Transformational Change
Application:
Digital governance = transformational
Process Improvement = incremental

Balanced Scorecard (BSC) Strategy Evaluation

Performance management tool
Aligns strategy with objectives
Four Perspectives:
Financial
Customer (citizens)
Internal processes
Learning & growth

SFAS Matrix Table

Strategic Factors	Weight	Rating	Score
Digitalization	0.25	4	1.00
Governance Reform	0.25	3	0.75
Corruption	0.30	2	0.60
Climate Impact	0.20	2	0.40
Total	1.00		2.75

Change Matrix Diagram

	Low change	High change
Low Impact	Routine	Adjustment
High Impact	Evolution	Revolution

BSC for Bangladesh Public Sector

Financial: Efficient budget use
Citizen: Service satisfaction
Internal: Process efficiency
Learning: Employee training

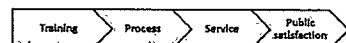
TWOS- Formulating strategies

	Opportunities	Threats
Strengths	Use digital Infrastructure to Improve services	Strong governance to reduce corruption
Weaknesses	Training programs to reduce inefficiency	Administrative reforms

Group work session

USE TOOLS TO TAKE DECISION STRATEGICALLY AND INTERPRET

Strategy Map- Framework



Strategic Audit Working Paper

Strategic Audit Working Paper	Analysis		Comments
	(+) Factors	(-) Factors	
I. Current Situation			
A. Past Corporate Performance Indicators			
B. Strategic Planning			
C. Current Mission			
D. Current Objectives			
E. Current Strategy			
F. Current Policies			
SWOT Analysis Report			
G. Corporate Governance			
H. Board of Directors			
I. Top Management			
III. External Environment (PESTLE)			
A. Political Environment			
B. Economic Environment			
C. Social Environment			
D. Technological Environment			
E. Environmental Environment			
F. Legal Environment			

Case Study: Centre for Strategic Futures (CSF)

Established: 2009, now part of the Prime Minister's Office. Mission: Position the government to navigate emerging strategic challenges and harness opportunities.

Approach: Uses Scenario Planning Plus (SP+), combining scenario planning, complexity theory, and foresight methods.

Functions:

- Environmental scanning for weak signals and emerging issues.
- Sense-making to interpret complex data.
- Developing possible futures and backcasting strategies.
- Capacity building by rotating officials through CSF to spread foresight culture across agencies.

Impact: Embedding foresight at the highest level ensures legitimacy, coordination, and anticipatory governance.

Open Discussion

THANK YOU!

PESTLE	Political Environment (PESTLE)	Economic Environment (PESTLE)	Social Environment (PESTLE)	Technological Environment (PESTLE)	Environmental Environment (PESTLE)	Legal Environment (PESTLE)
I. Mission						
II. Strategy						
III. Operational and Development						
IV. Operations and Logistics						
V. Human Resources						
VI. Information Systems						
VII. Financial Resources and Policies						
A. Key Internal and External Strategic Forces (SWOT)						
B. Current Mission and Objectives						
SWOT Analysis Table: Internal/External Report						
VIII. Alternatives and Recommendations						
A. Strategic Alternatives - pros and cons						
B. Recommended Strategy						
VIII. Implementation						
VIII. Evaluation and Control						

Key Lessons for Strategic Management in Public Sector

Anticipatory Governance: Embedding foresight units like CSF ensures governments prepare for uncertainty.

Integrated Planning: Whole-of-Government masterplans align diverse agencies toward national goals.

Leadership Development: Strong civil service leadership, supported by training institutions, sustains strategic capacity.

Pragmatism & Adaptability: Singapore's willingness to borrow and adapt policies enhances resilience.

Citizen-Centric Outcomes: Strategic management is measured through the Singapore Public Sector Outcomes Review (SPOR), ensuring accountability to citizens and businesses.

Whole-of-Government Strategic Management

Masterplans: Examples include the Singapore Green Plan 2030, Digital Connectivity Blueprint, and Land Transport Masterplan 2040. These provide clear, measurable targets for sustainability, digitalization, and infrastructure. **Leadership Practices:** Senior civil servants emphasize pragmatism, vulnerability, and disciplined scenario planning. Policies are often tested through "pre-mortems" to anticipate failure points.

Policy Borrowing: Singapore adopts bold, un-ideological approaches, adapting global best practices to local needs.

Training Institutions: The Civil Service College ensures continuous leadership development and strategic management training.

Conclusion

Bangladesh's public sector is lean compared to global standards but suffers from misallocation of human resources, politicization of postings, and limited specialization. As the country is graduating from Least Developed Country (LDC) status, strengthening governance, transparency, and institutional capacity will be vital to sustain growth and attract foreign investment.

- > Strategic tools help improve governance
- > Need for continuous monitoring
- > Importance of reform in Bangladesh public sector

Role of Inter-Agency Collaboration in Public Service Improvement



Mohammad Khaled Hasan
Additional Secretary
Cabinet Division



New Public Management → Good Governance → Participatory Governance → Open Government

Innovation and Technology



- ☐ New Technologies
- ☐ Mobile Applications
- ☐ Open Data Platforms
- ☐ Smart Infrastructure

Lesson Plan

1 Citizen-centricity	2 Bangladesh delivery architecture
3 Models of consolidated service delivery	4 Collaboration at ministry and field level
5 Challenges and reform priorities	6 Group reflection and way forward

Citizen Centric Governance



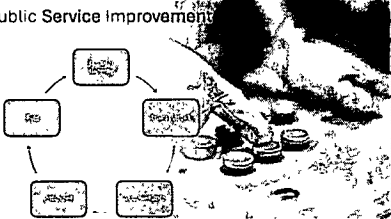
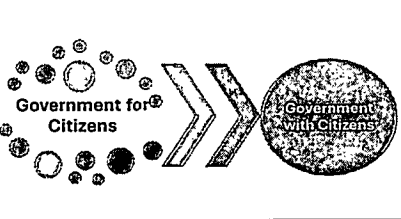
It is a governance model that places the needs, interests, and well-being of citizens at the center of governance.

Why This Matters Now

Citizens experience government as one system.

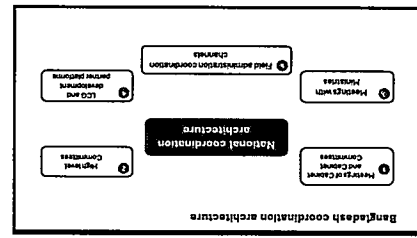
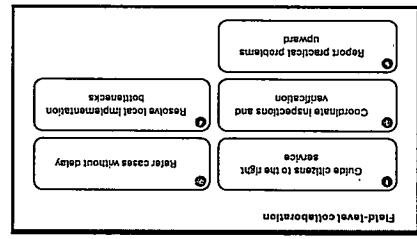
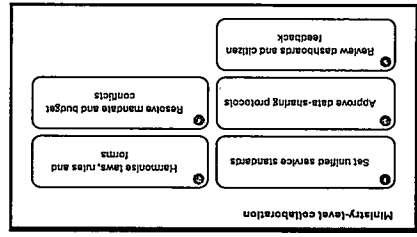
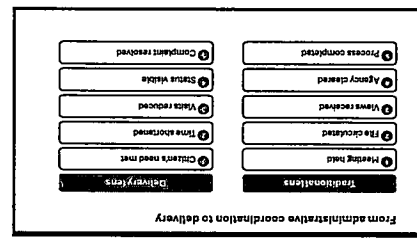
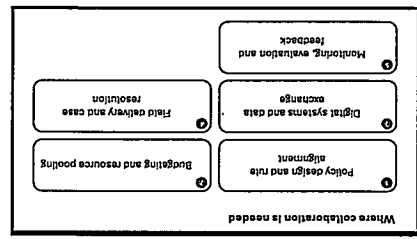
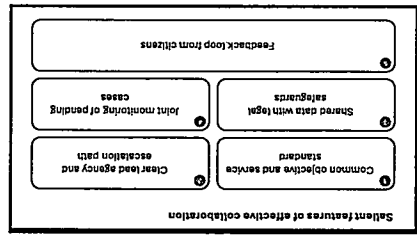
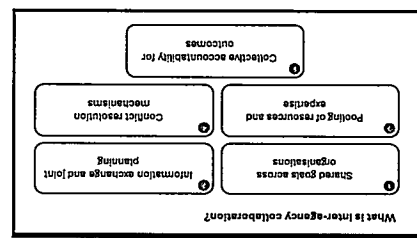
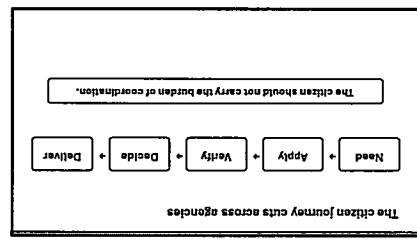
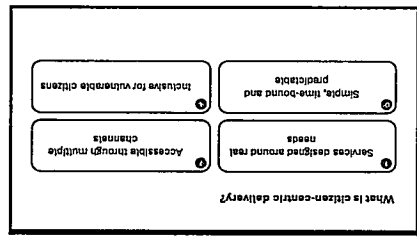
The State must therefore manage delivery as one system.

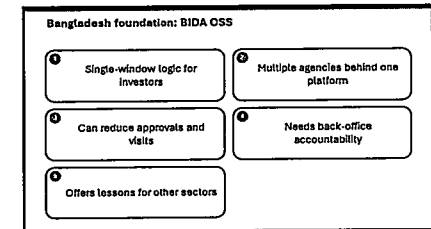
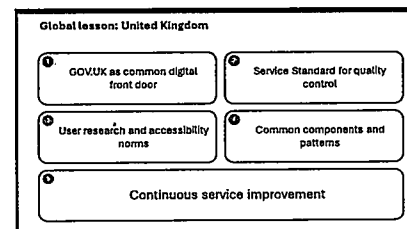
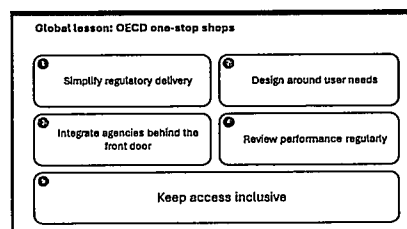
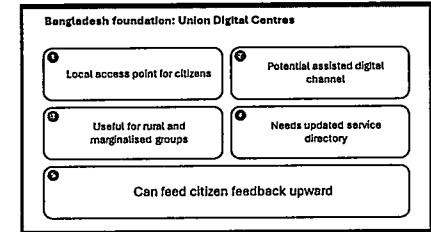
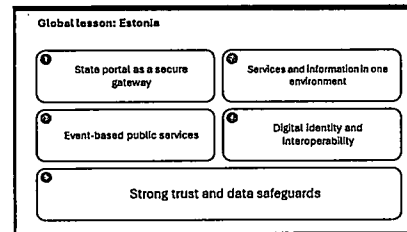
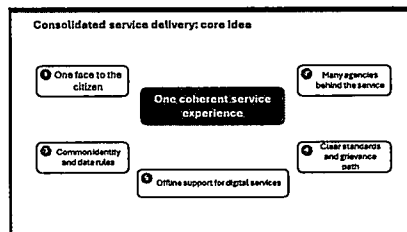
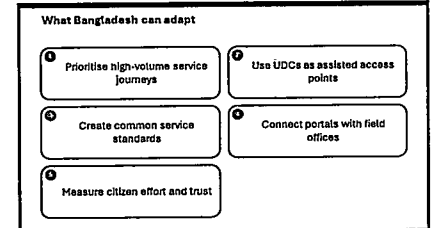
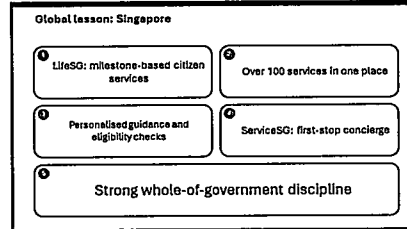
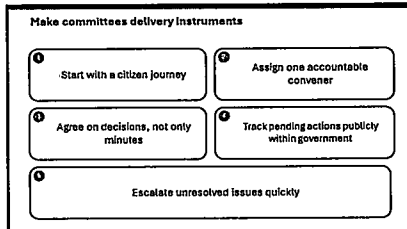
Public Service Improvement

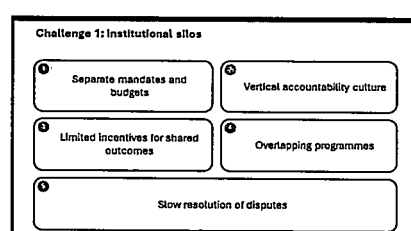
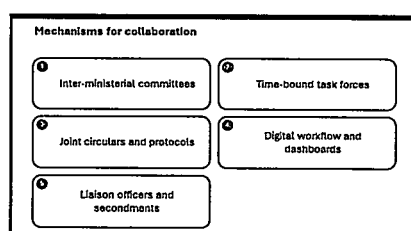
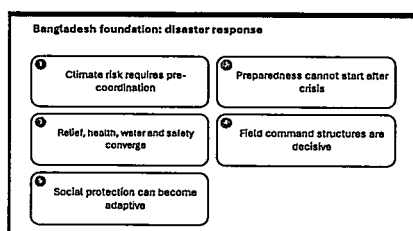
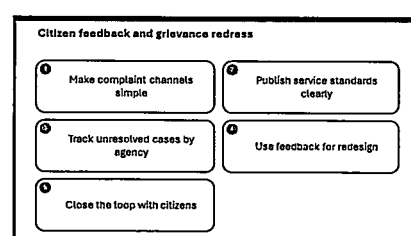
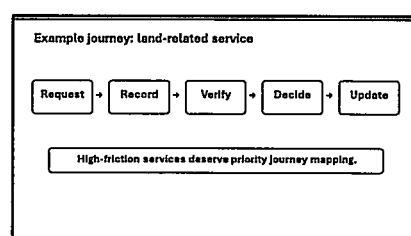
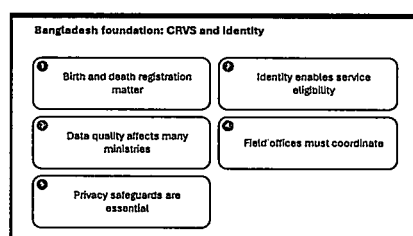
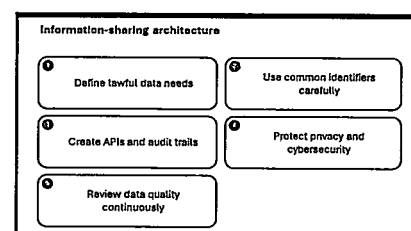
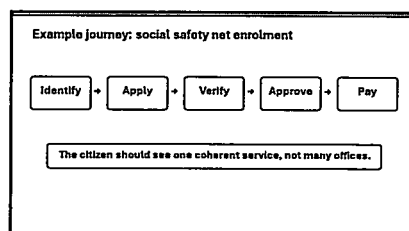
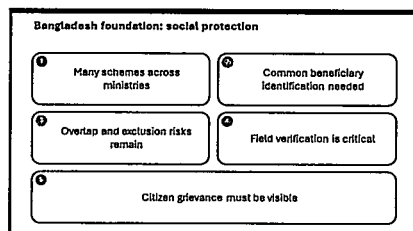



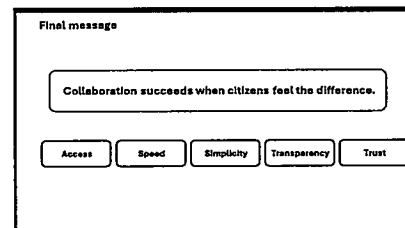
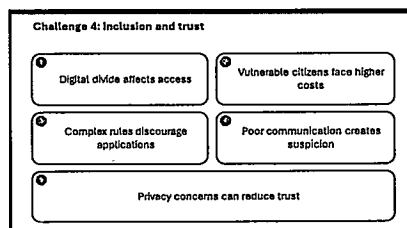
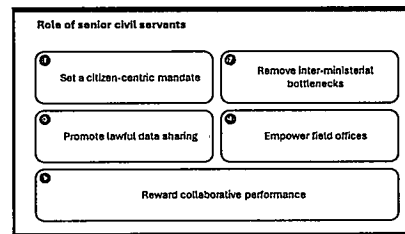
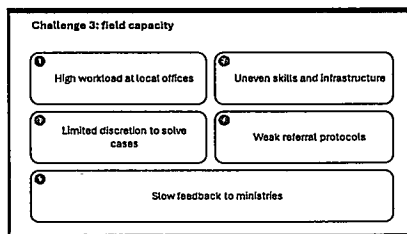
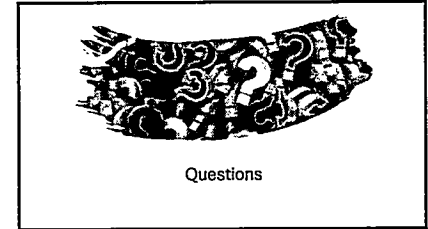
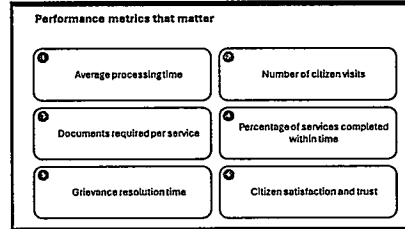
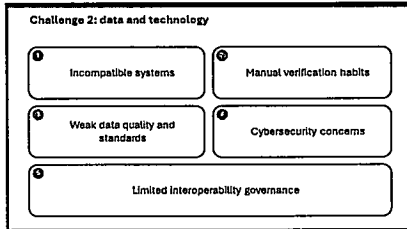
Key Propositions

1 Collaboration must reduce citizen effort	2 Service standards must be common
3 Data should move, not citizens	4 Field offices must be empowered









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



Md Nazmul Hoque
Joint Secretary
Bangladesh Parliament Secretariat

Key Functions of Parliament

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

Legislation (Act)

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

Bangladesh Parliament

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

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

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

Legislation

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

Legislation (Ordinance)

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

Background of Parliamentary System in Bangladesh

Constituent Assembly

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

The Constitution

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

The Rules of Procedure of Bangladesh Parliament (RoP)

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

Legislation (Bill)

- "Bill" means a motion for making a law;
- Article 80. (1) Every proposal in Parliament for making a law shall be made in the form of a Bill.
- Article 75. (1) Subject to this Constitution –
(a) the procedure of Parliament shall be regulated by rules of procedure made by it, and until such rules are made shall be regulated by rules of procedure made by the President;

Types of Bill

- Money Bill:** Bill related with the article 81(1) of the Constitution. Such as Finance Bill 2024.
- Bill related with govt. expenditure: Any other Bill related with the expenditure of public money except Money Bill. Like-National Primary Education Academy Bill, 2024.
- General Bill:** Any other Bill which is not a Money Bill or not a Bill related with govt. expenditure. Like -Highways Bill, 2021.

Post Legislative Phase/ Assent of the President

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

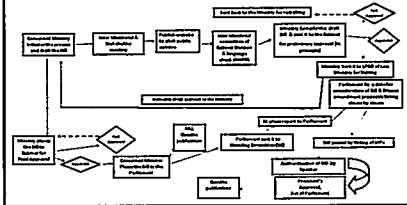
Private Members Bills

Parliament	Received PM's Bill	Passed PM's Bills
1 st Parliament	0	0
2 nd Parliament	47	1
3 rd Parliament	5	1
4 th Parliament	6	0
5 th Parliament	24	1
6 th Parliament	0	0
7 th Parliament	31	1
8 th Parliament	34	1
9 th Parliament	21	3
10 th Parliament	34	0
11 th Parliament	30	0
12 th Parliament	0	0
13 th Parliament (1 st Session)	0	0
Total	223	9

Parliamentary Phase of the Budget Process

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

Law making process in Bangladesh



Private Members Bills

Year	Bill Number	Bill Name	Status
1971	1	Private Members Bill	Not passed
1972	2	Private Members Bill	Not passed
1973	3	Private Members Bill	Not passed
1974	4	Private Members Bill	Not passed
1975	5	Private Members Bill	Not passed
1976	6	Private Members Bill	Not passed
1977	7	Private Members Bill	Not passed
1978	8	Private Members Bill	Not passed
1979	9	Private Members Bill	Not passed
1980	10	Private Members Bill	Not passed
1981	11	Private Members Bill	Not passed
1982	12	Private Members Bill	Not passed
1983	13	Private Members Bill	Not passed
1984	14	Private Members Bill	Not passed
1985	15	Private Members Bill	Not passed
1986	16	Private Members Bill	Not passed
1987	17	Private Members Bill	Not passed
1988	18	Private Members Bill	Not passed
1989	19	Private Members Bill	Not passed
1990	20	Private Members Bill	Not passed
1991	21	Private Members Bill	Not passed
1992	22	Private Members Bill	Not passed
1993	23	Private Members Bill	Not passed
1994	24	Private Members Bill	Not passed
1995	25	Private Members Bill	Not passed
1996	26	Private Members Bill	Not passed
1997	27	Private Members Bill	Not passed
1998	28	Private Members Bill	Not passed
1999	29	Private Members Bill	Not passed
2000	30	Private Members Bill	Not passed
2001	31	Private Members Bill	Not passed
2002	32	Private Members Bill	Not passed
2003	33	Private Members Bill	Not passed
2004	34	Private Members Bill	Not passed
2005	35	Private Members Bill	Not passed
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2011	41	Private Members Bill	Not passed
2012	42	Private Members Bill	Not passed
2013	43	Private Members Bill	Not passed
2014	44	Private Members Bill	Not passed
2015	45	Private Members Bill	Not passed
2016	46	Private Members Bill	Not passed
2017	47	Private Members Bill	Not passed
2018	48	Private Members Bill	Not passed
2019	49	Private Members Bill	Not passed
2020	50	Private Members Bill	Not passed
2021	51	Private Members Bill	Not passed
2022	52	Private Members Bill	Not passed
2023	53	Private Members Bill	Not passed
2024	54	Private Members Bill	Not passed
2025	55	Private Members Bill	Not passed
2026	56	Private Members Bill	Not passed

Supervisory functions: Oversee the Government

- Standing Committees of Parliament
- "Parliament shall appoint from among its members the following standing committees, that is to say –
 - (a) a public accounts committee;
 - (b) committee of privileges; and
 - (c) such other standing committees as the rules of procedure of Parliament require" (Article: 76)
- Standing Committees in the 12th Parliament
- Total 50 standing committees
- 39 standing committees on Ministries/Divisions
- 11 standing committees on others

Acts passed from 1st to 13th Parliament

Parliament & Duration	Session days	Passed Bills
1 st Parliament (12/04/1971 to 04/11/1971 = 2 yrs. 08 months)	134	134
2 nd Parl. (02/04/1979 to 04/03/1982 = 2 yrs. 11 months)	206	65
3 rd Parl. (15/07/1988 to 04/12/1987 = 3 yrs. 05 months)	75	39
4 th Parl. (15/04/1988 to 04/12/1990 = 4 yrs. 07 months)	144	142
5 th Parl. (05/04/1991 to 24/11/1995 = 4 yrs. 08 months)	400	173
6 th Parl. (18/02/1996 to 02/02/1996 = 12 days)	04	1
7 th Parl. (24/07/1996 to 13/07/2001 = 5 yrs.)	342	191
8 th Parl. (18/06/2001 to 27/10/2006 = 5 yrs.)	375	185
9 th Parl. (15/01/2009 to 24/01/2014 = 5 yrs.)	418	271
10 th Parl. (18/01/2014 to 18/01/2018 = 4 yrs.)	410	195
11 th Parl. (14/01/2019 to 18/01/2024 = 5 yrs.)	272	168
12 th Parl. (14/01/2024 to 04/04/2024 = 100 days)	47	20
13 th Parl. (12/04/2024 to 30-04-2025 (1 st session)	32	34
Total	1914	1143

Budget in Bangladesh: Legal Framework

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

Representational functions of MPs

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

Parliament and the Executive

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

Best Practices in Bangladesh Parliament

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

Parliamentary Questions (Rule 41-59)

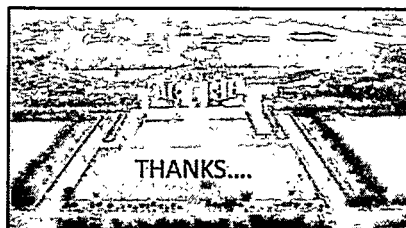
- One Starred and three unstarred Questions in a day
- 15 days Notice
- One hour for Minister's Question and Answer in every sitting day
- Prime Minister's Question & Answer (Every Wednesday first 30 minutes)
- Ballot of the accepted Questions (at least 12 days before)
- 10 Groups of Ministries (10 Cycle)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

Q & A...

Duties of Counsel Officers

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

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



আইন প্রণয়ন ও সংশোধন প্রক্রিয়ায় বাংলাদেশ জাতীয় সংসদ সচিবালয়ের ভূমিকা

মোঃ নাজমুল হক
মুদ্রাভিযোজক
বাংলাদেশ জাতীয় সংসদ সচিবালয়

বিলের ধরন

- অর্থ বিল (Money Bill): সংবিধানের ৮১(১) অনুচ্ছেদ অনুযায়ী আনীত বিল। যেমন: অর্থ বিল, ২০২৪
- সাধারণ বিল: অর্থ বিল ব্যতীত বা সরকারী অর্থ ব্যয়ের প্রস্তাব জড়িত নই এরূপ অন্যান্য বিল। যেমন: মহাসড়ক বিল, ২০২১
- সরকারী অর্থ ব্যয়ের প্রস্তাব জড়িত আছে এমন বিল। যেমন- জাতীয় প্রাথমিক শিক্ষা একাডেমি বিল, ২০২৪

বিলের নোটিশ

- বিলটি কোন আইনের সংশোধন বিল হলে নোটিশের সাথে মূল আইনের ১০০০ কপি সরবরাহ করতে হয়;
- ১০০০ কপি নিম্নরূপে বণ্টন করা হয়:
- মাননীয় সদস্যদের আবাসিক ঠিকানায়
- কমিটির বৈঠককালে
- পাসের দিন সংসদ কক্ষে
- মিডিয়ায়
- লাইব্রেরী, রিপোর্টারিং এবং এডিটিং অফিসাধায়
- রেকর্ড ও অন্যান্য

আইন প্রণয়ন কার্যাবলী

- বিল হচ্ছে- আইন প্রণয়নের উদ্দেশ্যে সংসদে আনীত প্রস্তাব। সংবিধানের ৮০(১) অনুচ্ছেদ অনুযায়ী আইন প্রণয়নের উদ্দেশ্যে সংসদে আনীত প্রত্যেকটি প্রস্তাব বিল আকারে উপস্থাপিত হয়। সংবিধানের ৭৫(১)(ক) অনুচ্ছেদ অনুযায়ী সংসদ কর্তৃক প্রণীত কার্যপ্রণালী বিধি দ্বারা আইন প্রণয়নের কার্যাবলী নিয়ন্ত্রিত হয়।
- 'আইন' - সংসদ কর্তৃক গৃহীত বিলটিতে রাষ্ট্রপতি সম্মতিদান করলে বা তিনি সম্মতিদান করেছেন বলে গণ্য হলে তা আইনে পরিণত হয় এবং সংসদের আইন বলে অভিহিত হয় (অনুচ্ছেদ ৮০(৫))।

বিলের শ্রেণীবিভাগ

- সরকারী বিল: মন্ত্রী কর্তৃক আনীত বিল;
- বেসরকারী সদস্যদের বিল: বেসরকারী সদস্য (বিধি ২(১)(৩)) (মন্ত্রী নন এরূপ সদস্য) কর্তৃক আনীত বিল;
- প্রথম জাতীয় সংসদ থেকে ত্রয়োদশ জাতীয় সংসদের ২১-০৪-২০২৬ পর্যন্ত সংসদে বিল পাস হয়ে আইনে পরিণত হয়েছে মোট- ১৬৭৯ টি
- সরকারী বিল- ১৬৭০টি
- বেসরকারী সদস্যদের বিল- ৯টি

বিল উত্থাপন (First Reading)

- ভারপ্রাপ্ত সদস্য /মন্ত্রী কর্তৃক বিলটি উত্থাপনের অনুমতি প্রার্থনা;
- যে কোন সদস্য কর্তৃক বিলটি উত্থাপনের আপত্তি উত্থাপন;
- আপত্তি উত্থাপনকারী সদস্যের বক্তব্য;
- ভারপ্রাপ্ত সদস্য/মন্ত্রীর বক্তব্য;
- সংসদের অনুমতি প্রদানের জন্য ভোট;
- অনুমতি প্রদানের পর বিল উত্থাপন;
- বিল উত্থাপনের পর তা গেজেটে প্রকাশ করা হয় (বিধি-৭৬);

অধ্যাদেশ

- অধ্যাদেশ: সংসদ ভাঙ্গা অথবা অধিবেশনকাল ব্যতীত সময়ে সংবিধানের ৯৩ অনুচ্ছেদ অনুযায়ী রাষ্ট্রপতি কর্তৃক প্রণীত ও আদৃত বিধান।
- অধ্যাদেশ জারীর পর সংসদের পরবর্তী অধিবেশনের প্রথম দিনে উপস্থাপন করতে হয়।
- ইতোপূর্বে ব্যতিল/অননুবাদন করা না হলে অধ্যাদেশ উপস্থাপনের ত্রিশ দিন পর অধ্যাদেশের কার্যকরতা শোণ পায়।
- অধ্যাদেশ উপস্থাপনের পর সাধারণত অনুরূপ সরকারী বিল সংসদে পাল করা হয়।

বিলের নোটিশ

- সরকারী বিল: মন্ত্রী কর্তৃক ৭ দিনের নোটিশ (বিধি-৭৫); ২ কপি বিল;
- বেসরকারী সদস্যদের বিল: বেসরকারী সদস্য কর্তৃক ১৫ দিনের নোটিশ (বিধি-৭২); ৩ কপি বিল
- বিলটি অর্থ বিল বা বিলটিতে সরকারী অর্থ ব্যয়ের প্রস্তাব জড়িত থাকলে রাষ্ট্রপতির অগ্রিম সুপারিশ ব্যতীত উত্থাপন করা যায় না (অনুচ্ছেদ- ৮২);
- সরকারী বিলের ক্ষেত্রে প্রত্যেক মন্ত্রী অর্থ মন্ত্রণালয়ের মাধ্যমে রাষ্ট্রপতির অগ্রিম সুপারিশ সংগ্রহ করেন,
- বেসরকারী সদস্যদের বিলের ক্ষেত্রে প্রত্যেক সদস্য সরাসরি বা সংসদ সচিবের মাধ্যমে সংশ্লিষ্ট মন্ত্রীর মাধ্যমে রাষ্ট্রপতির অগ্রিম সুপারিশ সংগ্রহ করেন,
- কোন বিলে রাষ্ট্রপতির অগ্রিম সুপারিশ প্রয়োজন কিনা তা স্পীকার নিশ্চিত করেন

বিল কমিটিতে প্রেরণ

- বিলটি উত্থাপনের পর বর্তমানে প্রত্যেক মন্ত্রীর প্রস্তাবক্রমে সংশ্লিষ্ট মন্ত্রণালয় সম্পর্কিত স্থায়ী কমিটিতে প্রেরণ করা হয়।
- ৭ম জাতীয় সংসদ থেকে এ রীতি অনুসৃত হয়ে আসছে।
- বেসরকারী সদস্যদের বিল উত্থাপনের পর মাননীয় স্পীকার সরাসরি বেসরকারী সদস্যদের বিল এবং বেসরকারী সদস্যদের সিদ্ধান্ত প্রত্যাব সম্পর্কিত কমিটিতে প্রেরণ করেন।
- বেসরকারী সদস্য কর্তৃক আনীত সংবিধান সংশোধনী বিল উত্থাপনের পূর্বে স্পীকার অন্য উক্ত কমিটিতে প্রেরণ করা হয়।
- অর্থ বিল, নির্দিষ্টকরণ বিল কোন কমিটিতে প্রেরণ করা যায় না।
- কমিটির রিপোর্ট উপস্থাপন।

বিল পুনরায় কমিটিতে প্রেরণ

স্বামী কমিটির বা বাছাই কমিটির রিপোর্ট উপস্থাপনের পর বিলের ভারপ্রাপ্ত সদস্য বিলটিকে পুনরায় পরীক্ষার জন্য একই বা অন্য কোন কমিটিতে প্রেরণের প্রস্তাব করতে পারেন (বিধি ৮০(১) (খ))।

বিলের উপর আলোচনা

- ভারপ্রাপ্ত সদস্য / মন্ত্রী স্বামী কমিটি কর্তৃক সুপারিশকৃত আকারে বিলটি অবিলম্বে বিবেচনার প্রস্তাব উত্থাপন;
- বিলের উপর আনীত জনমত যাচাই এবং বাছাই কমিটিতে প্রেরণের প্রস্তাব উত্থাপন ও বিলের নীতি আলোচনা;
- ভারপ্রাপ্ত সদস্য / মন্ত্রীর বক্তব্য;
- ভোট গ্রহণ;
- বিলটি অবিলম্বে বিবেচনার প্রস্তাব ভোটে গ্রহণ।

প্রকাশ্য ও লেখনীগত ভুল সংশোধন (বিধি ৯২)

- (১) স্পীকার সংসদে গৃহীত কোন বিলের প্রকাশ্য ভুল-ত্রুটি সংশোধন এবং সংসদ কর্তৃক গৃহীত সংশোধনসমূহের অন্য প্রয়োজনীয় পরিণামগত পরিবর্তন সাধন করতে পারবেন।
- (২) বিলে সংশোধনসমূহ গৃহীত হলে সচিব দফা, উপ-দফা ও তৎসংক্রান্ত সকল বিষয়ে নতুন করে ক্রমিক সংখ্যা বা অঙ্কর বসাতে, অনুবৃণভাবে নতুন করে ক্রমিক সংখ্যা বা অঙ্কর বসানোর জন্য বা সংশোধনের জন্য প্রয়োজনীয় দফা বা উপ-দফার ক্রমিক সংখ্যা বা অঙ্কর বসাতে এবং কোন লেখনীগত ভুল-ত্রুটি অপনোদন করতে পারবেন।

বিল বিবেচনা (Second Reading)

- দু ভাগে বিভক্ত:
- (ক) একটি বিলের নীতি ও সাধারণ বিধান সম্পর্কিত আলোচনা (বিধি-৭৮);
- (খ) বিলের দফাওয়ারী আলোচনা।

(খ) বিলের দফাওয়ারী আলোচনা

- বিলের দফার উপর আনীত সংশোধনসমূহ উত্থাপন ও আলোচনা;
- ভারপ্রাপ্ত সদস্য/মন্ত্রী কর্তৃক বক্তব্য প্রদান;
- দফাওয়ারী সংশোধনী প্রস্তাবসমূহের ভোট গ্রহণ;
- বিলের দফাসমূহ ভোটে গ্রহণ;
- বিলের সেকেন্ড রিডিং সমাপ্ত।

বিল প্রত্যাহার/Withdrawal of Bill

ভারপ্রাপ্ত মাননীয় সদস্য বিলের যে কোন পর্যায়ে বিলটি প্রত্যাহারের অনুমতি প্রার্থনা করতে পারেন ও অনুমতি মঞ্জুর হলে বিলটি প্রসঙ্গে অন্য কোন প্রস্তাব করা যায় না (বিধি-৯৩)।

(ক) বিলের নীতি ও সাধারণ বিধান সম্পর্কে আলোচনা

- কোন বিল সংসদে উত্থাপনের পর অর্থাৎ বিলের First Reading সমাপ্ত হওয়ার পর ভারপ্রাপ্ত মন্ত্রী/সদস্য ব্যক্তিগতভাবে বিলের পূর্ণ বিধি অনুযায়ী নিম্নের যে কোন একটি প্রস্তাব সংসদে উত্থাপন করতে পারেন:-
- (১) বিলটি অবিলম্বে বিবেচনার জন্য গ্রহণ করা হউক; অথবা
- (২) বিলটি স্থায়ী কমিটিতে প্রেরণ করা হউক; অথবা
- (৩) বিলটি কোনো বাছাই কমিটিতে প্রেরণ করা হউক; অথবা
- (৪) অনন্যত ব্যতীত অন্য বিলটি প্রস্তাব করা হউক।

এই প্রস্তাবসমূহের যেকোন একটি উত্থাপনের মধ্যে দিয়ে বিল বিবেচনার প্রক্রিয়া বা বিলের (Second Reading) শুরু হয়।

বিল পাস (Third Reading)

- কোন সংশোধন গৃহীত না হলে ভারপ্রাপ্ত সদস্য/ মন্ত্রী কর্তৃক স্বামী কমিটি কর্তৃক সুপারিশকৃত আকারে সংসদে পাসের প্রস্তাব উত্থাপন;
- কোন সংশোধন গৃহীত হলে ভারপ্রাপ্ত সদস্য/ মন্ত্রী কর্তৃক সংসদে দ্বিতীকৃত আকারে পাসের প্রস্তাব উত্থাপন;
- সংখ্যাগরিষ্ঠ ভোটে বিল পাস;
- সংবিধান সংশোধন বিল হলে দুইতৃতীয়াংশ ভোটে বিল পাস এবং বিতর্কিত ভোট Third Reading সমাপ্ত।

রাষ্ট্রপতির সম্মতি

- সংসদে গৃহীত বিলের ও কপিতে স্পীকারের প্রমাণিকরণ এবং সম্মতির জন্য সরাসরি রাষ্ট্রপতির কাছে প্রেরণ;
- রাষ্ট্রপতির ১৫ দিনের মধ্যে সম্মতি অথবা ফেরত; না দিলে সম্মতি দিয়েছেন হিসেবে গণ্য;
- সংবিধান সংশোধন বিল হলে ৭দিনের মধ্যে সম্মতি, না দিলে সম্মতি দিয়েছেন হিসেবে গণ্য;
- রাষ্ট্রপতি অর্থবিল এবং সংবিধান সংশোধন বিল ফেরত দিতে পারেন না;
- ফেরত দেয়া বিল পুনরায় সংসদে গৃহীত হলে ৭দিনের মধ্যে রাষ্ট্রপতির সম্মতি, না দিলে সম্মতি দিয়েছেন হিসেবে গণ্য;
- রাষ্ট্রপতির সম্মতি বা সম্মতি দিয়েছেন হিসেবে গণ্য হলে সংসদের আইনরূপে গেজেটে প্রকাশ।

Module:2

Policy & Planning



Policy Implementation Models and Evaluation Theories & Techniques

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What is a Public Policy?

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

Rationales for Public Policy



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

Discussion Outlines

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

Public Policy



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

(Dye 1978)

Typology of Public Policy

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

What is a Public Policy?

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

Features of Public Policy

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

Typology of Public Policy

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

Typology of Public Policy

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



Please identify salient features of a good public policy

Success of Public Policy

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

Theories/Approaches of Public-making



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

Good Public Policy

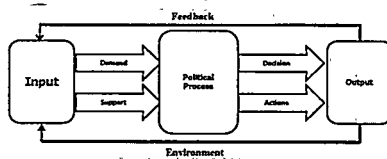
- Theory backing/driven
- Technology available
- Whether the policy is enforceable or not
- Involvement of stakeholder-interest group, media, think-tank, good practices
- Take the view of citizen as co-producers
- Easy to implement
- Policy objectives and goals should be SMART
- Clear indication of problem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

What is the concern of Public Policy?



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

The Political System Model

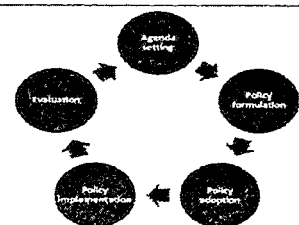


> The Right to Information Act, 2009 is the outcome of advocacy of Manohar Joshi Foundation.
> Domestic Violence Against Women Act 2019 is also an outcome of Ais & Shafiq's Kamra

Good Public Policy

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

The Policy Process/Cycle



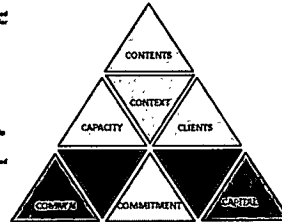
Implementation

- ..what is done to carry into effect or apply adopted policies.
- .. the process of putting a decision or plan into effect; execution
- .. an act or instance of implementing something : the process of making something active or effective
-Executive department and agencies
-bureaucrats/street level bureaucrats

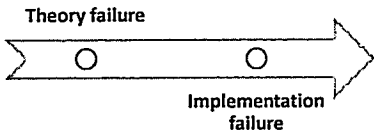
Critical Issues for Policy Implementation

The policy analysis identified some critical variables (VC) for policy implementation:

- Contents: The intended impact
- Context: The environment where we are executing
- Commitment: The commitment of government and executing authority
- Capacity: The leadership and management capacity for execution
- Clients and (The involved stakeholders)
- Coalitions support: Networking and collaboration for co-production



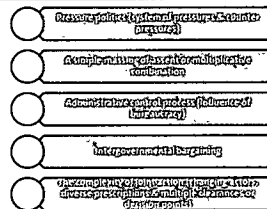
Success and failure of Implementation



Underpinnings of Policy Implementation

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

Implementation process as :



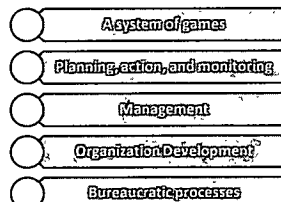
What are the factors adversely affecting implementation ?

Policy Implementation: What it is ?

Policy Implementation is a process of assembling certain elements that would yield the required output or actions that culminate in realizing the objectives or aims of the policy.

It is thus, the deliberate activities and actions directed towards achieving the goals and objectives that were articulated in an official and formal policy statement.

Implementation process as :



Implementation Games (Eugene Bardach)

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

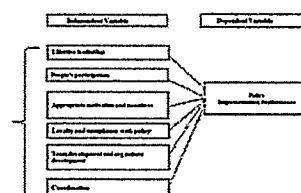
Implementation Games (Eugene Bardach)

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

Theoretical Models of Policy Implementation

-Graham T Allison-Cuban Missile Crisis
-Redesigned by Professor Voradez

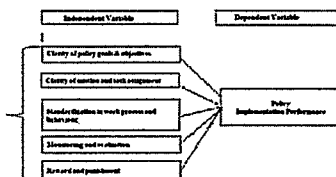
Organization Development Model



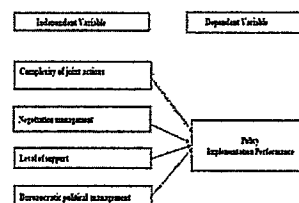
Implementation Games (Eugene Bardach)

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

Rational Model



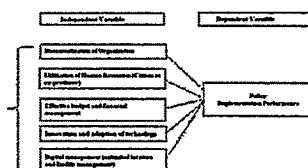
Political Model



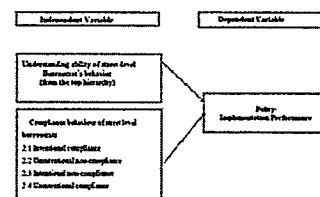
Theories of Policy Implementation

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

Management Model



Bureaucratic processes Model

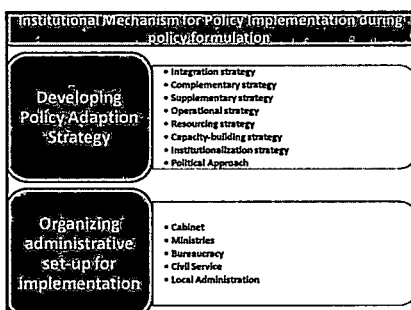


Integrative Model

Institutional Mechanism for Policy Implementation

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

Policy Evaluation



Institutional Mechanism for Policy Implementation

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

Policy Evaluation?

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

Institutional Mechanism for Policy Implementation

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

Brain Storming

What are the factors affecting implementation performance?

Success or Failure?

What is Policy Evaluation?

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

What is Policy Evaluation?

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

Objectives of Policy Evaluation Why evaluate?

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

Objectives of Policy Evaluation Why evaluate? General

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

What is Policy Evaluation?

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

Objectives of Policy Evaluation Why evaluate?

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

Monitoring and Evaluation



Objectives of Policy Evaluation

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

Objectives of Policy Evaluation Why evaluate? Political answers

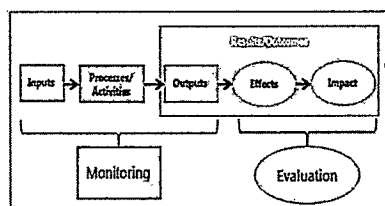
- **Serving interest of whom**
 - Public Interest Vs Private Interest
 - Interest of majority Vs interest of minority
 - Is it re-distributive/affirmative
- **From VFM to Best Value**
 - Not just cost/benefits
 - Efficiency/Effectiveness Trade-off
- **Politics of accountability and audit**
 - Audit society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

Monitoring and Evaluation

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



Monitoring and Evaluation Framework



Formative Evaluation

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



Summative Evaluation

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

- When:
- At the end of a program
 - At the end of a program cycle
- What:
- How effectively the program made the desired change happen
 - How the program changed the lives of program participants
 - To form a summary judgment about how programme operated
 - Is used to assess whether results have met the stated goals
 - Impact assessment
 - Cost effectiveness

Monitoring & Evaluation

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

Process Evaluation

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

- When:
- When program implementation begins
 - During operation of an existing program
- What:
- Whether program goals and strategies are working as they should
 - Whether the program is reaching its target population, and what they think about it
 - Whether programme/projects delivered as intended/planned
 - Implementation assessment
 - Special studies on quality, access, reach

Economic Evaluation (Cost-Benefit/Analysis)

Economic evaluation is used during the program's implementation and looks to measure the benefits of the programs against the costs. Doing so generates useful quantitative data that measures the efficiency of the program. This data is like an audit, and provides useful information to sponsors and backers who often want to see what benefits their money would bring to beneficiaries.

- When:
- At the beginning of a program, to remove potential leakages
 - During the operation of a program, to find and remove inefficiencies.
- What:
- What resources are being spent and where
 - How these costs are translating into outcomes

Evaluation typologies

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



Outcome Evaluation (Before/After/Control/Comparison)

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

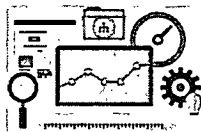
- When:
- After the program has run for some time period
 - At an appropriate time to measure outcomes against set targets – usually benchmarked time periods
- What:
- How much the program has affected the target population
 - Clearly establish the degree of benefit provided by the program

Impact Evaluation

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

- When:
- At the end of the program
 - At pre-selected intervals in the program
- What:
- Assesses the change in the target population's well-being
 - Accounts for what would have happened if there had been no program

Theories of Evaluation



Components of Program Theory

There are two major components of Program Theory

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

Periods of Evaluation

Theories of Evaluation

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

Why use logic models?

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

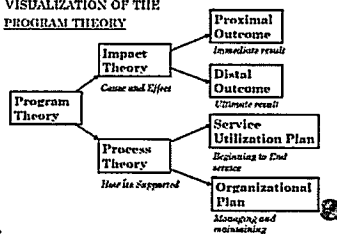
Evaluation Before Implementation

1. Measure

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

Program Theory of Evaluation

VISUALIZATION OF THE PROGRAM THEORY



Benefits of Logic Model

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

Evaluation Before Implementation

2. Feasibility

3. Ethics, Morality

4. Expected outputs, Outcomes, and Ultimate outcome

Evaluation during Implementation

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

Evaluation criteria

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

Example of Policy Evaluation

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

Evaluation after Implementation

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

Key Agencies for Evaluation

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

Quality Control of Evaluation

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

Evaluation after Implementation

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

Example of PE in SAARC (India)

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

Qualifications of Policy Evaluators

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

Evaluation Research Methodology

Methods : Qualitative/quantitative/Mixed

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

Theory Based Evaluation

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

Politics of Evaluation

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

Evaluation Research Methodology

1. Quantitative evaluation :

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

Key Questions

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

Politics of Evaluation

- Stakeholders interest
- Power dynamics
- Bias and objectivity
- Use and misuse of findings
- Transparency and accountability
- Long-term consequences those aligned with political interest

Evaluation Research Methodology

2. Qualitative evaluation :

- > Field study
- > Policy documents, File and literature studies
- > In-depth interviews
- > Content analysis
- > Focus group discussions
- > Case Study
- > Observations
 - > Ethnographic
 - > Supervisory
 - > Comparative or Case studies

3. Mixed method

Politics of Evaluation

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



Please Identify the Challenges of Policy Evaluation

Challenges of Policy Evaluation

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



Heartiest Thanks!
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Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

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

Why Study Public Policy?

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

What Is a Public Policy?

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

Session outlines

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

Define Public

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

What is a Public Policy?

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

Public Policy: The Underpinnings



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

What is a Public Policy?

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

What is a Public Policy?

Public policy is all about:

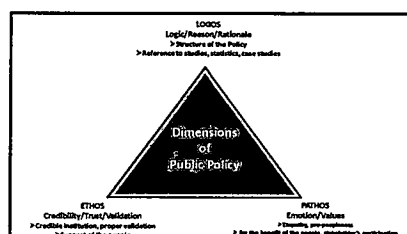
- The Intentions of the legislative authority towards society
- The direction in which the legislator wants to steer society
- The way of utilization of national resources

Public Policy



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

(Dye 1978)



Features of Public Policy

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

Rationales for Public Policy



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

Typology of Public Policy

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

What is the concern of Public Policy?



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

Public policy epitomizes...

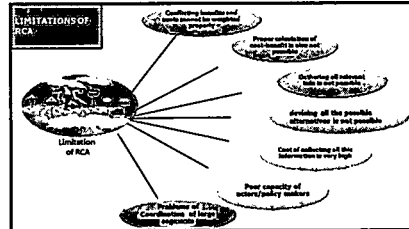
- As a Programme
 - As a model (incentives will increase output)
 - As a process, where policy is considered over a long period of time.
- As policy deliverables
 - As an output, that is what the government actually delivers (land redistributed)
 - As an outcome, what government achieves, identified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

Typology of Public Policy

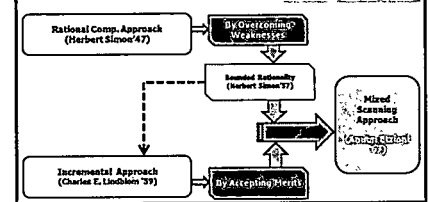
- **Redistributive Public Policy**
 - Taken for changing social and economic status of underprivileged
 - Concerned with reducing disparity between and among the segments of society
 - Subsidy providing policy for farmers, VGF-VCD policy etc.
 - Progressive Tax Policy for transfer benefits to poor and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

Typology of Public Policy

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



Mixed-Scanning Process of Policy-making



Theories/Approaches of Public-making



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

From Rationality to Bounded Rationality

Bounded Rationality

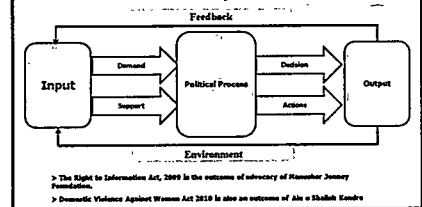
Based on the argument that the rational model doesn't really consider the realities of experiential decision making – that it is often subject to incomplete information, different perceptions and conflict over goals and resources.

The Carnegie Model/Bounded Rationality

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

James March, Herbert Cyert, Simon

The Political System Model



The Rational Model of Policy Making



Features

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

About Incremental Approach

Process of taking decision on the basis of previous program experience after adjusting incrementally. Generally, current decision is taken after a little adjustment on base-year or previous year's program.

Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

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

Elite-Mass Model of Decision Making

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

Assumptions:

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

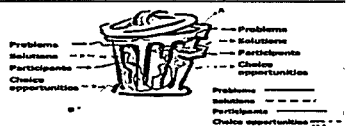
Good Public Policy

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

Criterion to be Public Policies

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

Garbage Can Model of Organizational Decision-Making



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

Good Public Policy

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

Sources of Public Policy

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



Please identify salient features of a good public policy

Success of Public Policy

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

Dynamics of Public Policy : Power

The ability of individuals, groups, or institutions to influence decisions and control resources.

Types of Power:

- Political Power – Authority of elected officials & government institutions.
- Economic Power – Influence of businesses, industries, and financial groups.
- Social Power – Media, civil society, public opinion.
- Coercive Power – Law enforcement, military, regulatory agencies.

Dynamics of Public Policy & Interest

Stakeholders' goals, needs, and priorities that shape policy choices.

Types of Interests:

- Public Interest – Collective welfare (e.g., education, health, security).
- Private Interest – Specific group/individual benefit (e.g., business lobbying).
- Conflicting Interests – Competing agendas create negotiation & compromise.

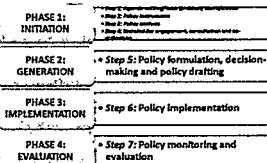
• **Key Stakeholders:** Government, political parties, pressure groups, NGOs, citizens.

Problem Analysis Templates
will cover by someone

Public Policy Making Process

- **Agenda setting/Problem Identification**
.....Is the process by which problems and alternatives solutions come to the attention of members of the public and government officials
- agencies & government officials meet to discuss the problem at hand

PUBLIC POLICY MAKING PROCESS



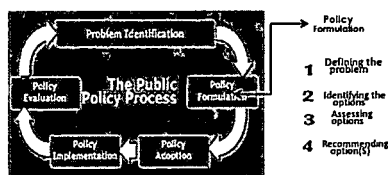
Stakeholders and sources of policy in the process

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

Agenda Setting (cont.)

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

Public Policy Making Process



Stakeholders and sources of policy in the process

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

Agenda setting/Problem Identification

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

Stakeholder engagement, consultation and co-ordination

- To ensure accountability, responsiveness and openness and upholding the right to access to any information held by the state
- Constant interaction with society
- Extensive consultation and co-ordination between the various stakeholders
- Interest groups e.g. civic society; associations and lobbyists
- Public participation

Strong policy formulation need Policy Analysis

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

Criteria Used for Judging Policy Alternatives

- | | |
|--|--|
| <ul style="list-style-type: none"> • Effectiveness and Efficiency • Costs • Benefits • Risks • Uncertainty • Political feasibility • Administrative feasibility • Equity | <ul style="list-style-type: none"> • Freedom • Legality • Constitutionality • Unintended consequences • Sustainability/ Policy Consistency • Technical feasibility |
|--|--|

Policy formulation

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

Qualifications of Policy Analysis for formulation

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

Main Parts to Public Policy-Making

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

Policy alternatives

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

Policy Analysis Criteria

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

Policy adoption

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

Policy adoption

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

Policy Implementation



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

Policy Evaluation



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

Policy Content/Template

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

Policy Implementation



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

Policy making bodies in Bangladesh

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

Instruments of Public Policy

Regulation - the laws that legislatures enact, and the rules/regts. that bureaucracies adopt
 Govt. management : Govt. implements a policy by directly providing a service to the public, Privatization/education/healthcare services
 Taxing & spending - awarded tax policies to promote, or discourage, certain behavior/activities; spending policies providing direct payments of money to citizens/social security
 Market mechanisms - as a form of public policy, Govt. "uses" the market by deciding NOT to intervene in a situation, but allow the law of supply & demand to operate/energy efficiency appliances
 Education, information, & persuasion - educating citizens in an attempt to persuade them to act in a certain way

Policy Evaluation



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

Nature of policy making in Bangladesh

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

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

Key Learning Points

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

BAU/LLW-2022/Policy Models and Practices: Reflection on Bangladesh Policy Making Experience (LLW-2022) Group 2 Presentation Page 4

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

Recommendations

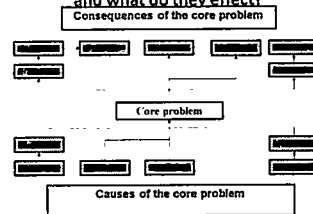
1. Policies must focus on
 - a. Sustainability – Vision, education
 - b. Prioritizing policy implementation – Coastal area, environment
2. Media coverage to make general population aware to develop ownership
3. Ensuring high 'moral values' during implementation
4. Rational development of all areas

BAU/LLW-2022/Policy Models and Practices: Reflection on Bangladesh Policy Making Experience (LLW-2022) Group 2 Presentation Page 4

Heartiest Thanks!
mohoshin2005@gmail.com
 01711489786

Policy Analysis

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



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

IDENTIFY THE PROBLEM/ ISSUE

Identification of Stakeholders

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

Linkage of Identified Policy Solutions/Options with Causes

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

Problem Identification

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

Put them in a box

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

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

USE following criteria for assessing the identified policy solutions/ options

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

Economic Impacts

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

Key questions for the Impact Assessment

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

Administrative

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

Social Impacts

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

Recommended option/ options

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

Fiscal Impacts

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

Environmental Impacts

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

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

Policy Arguments: Modes and Elements

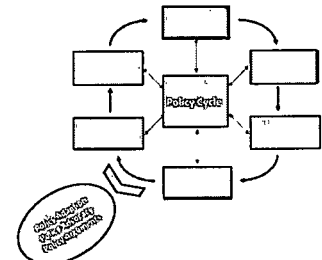
Dr. Md Sanwar Jahan Bhuiyan
(Ph D in Development Administration)

Review

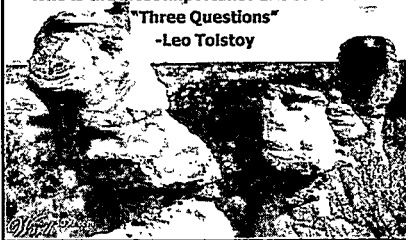
- What is Public Policy?
- Sources of Public Policy?
- Features of a valid Public Policy?
- Steps of Policy Cycle?



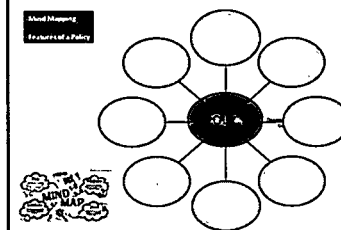
Policy Cycle



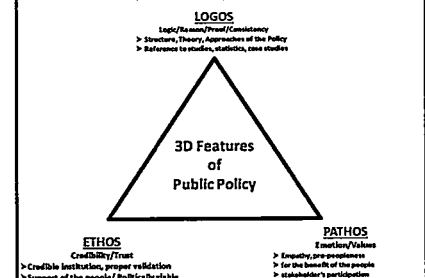
What is the most important **TIME** for me?
What is the most important **TASK** for me?
Who is the most important **PERSON** for me?
"Three Questions"
-Leo Tolstoy



Shared Message
Features of a Policy



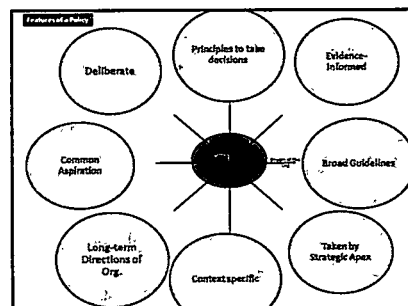
Dimensions of a Valid Public Policy



Session Outlines

- Review of Policy Concepts
- Features of a valid public policy
- Understanding Policy Arguments
- Discussing Features of Policy Arguments
- Describing the Structure of Policy Arguments
- Analyzing Modes of Policy Arguments
- Group-work and presentation
- Wrap-up

Features of a Policy



What is a Policy Argument?

- A policy argument is a written statement that justifies the decision to adopt a policy (Ball: 1995)
 - It is the rationale of the policy document that contains strong arguments and justifications for a particular policy
- According to Gasper (1996), it is the basis of legitimating a proposed public policy
 - Policy argument is a justification that places a logical analysis of proposed public policy to convince the policy-maker in that direction that it would benefit society or contribute to achieving social, political and economic goal.

What is a Policy Argument?

- According to Dunn, 1990 (p. 324), a policy argument is based on "a process through which diverse assumptions, interpretations, and contentions are commonly deliberated through an extended critical debate about policy recommendations and other proposals for public action"
- Policy arguments generally constitute a package of considerations backed by reasons presented to persuade particular audiences of the validity of and need for a given action (Majone, 1989)

Modes of Policy Arguments

- The Authoritative Mode
- The Intuitive Mode
- The Analycentric Mode
- The Explanatory Mode
- The Pragmatic Mode
- The Value Critical Mode

Dimensions of a Valid Public Policy

LOGOS

- Public Policy is a logical document
- It must have consistency with the superordinate goals of the govt.
- Follows almost a common structure
- Theory validity is a must
- Empirically proven, statistically viable



3D Features of Public Policy

Features of Policy Argument?

- It is a complex issue and includes a set of sub-arguments
- Generally, no policy is formulated or no decision is taken without any argument.
- Important instrument for policy advocacy.
- It is developed in a way that they become acceptable.
- The policy arguments are rationally analyzed and placed.
- Evaluation of policy arguments formed the basis of logical and critical thinking and reasoning

Modes of Policy Argument

Mode	The Basis of Arguments	Focus of Warrant
Authoritative	Authority	Claims are based on arguments from authority, based on legal instruments (Constitution, Law, Inter'n'l Treaties)
Intuitive	Insight/Tact Knowledge	Claims are based on arguments from insight or tact knowledge or judgments
AnalyCentric	Method	Claims are based on arguments from validity of methods or rules employed by analysts derived from mathematics, systems analysis or economics
Explanatory	Cause & Effects	Claims are based on arguments from cause and effects; example: theory about org behaviour
Pragmatic	Motivation/ Parallel Case Analogy	Claims are based on arguments from motivation, parallel or analogous policies, best practices
Value-Critical	Ethics	Claims are based on arguments from ethics; example: moral principles (equality), norms (right of privacy)

Dimensions of a Valid Public Policy

PATHOS

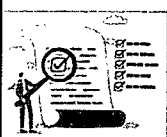
- Pro-peopleness of public policy
- Policy is only for the benefit of the people
- People's participation in policy-making
- Understanding the public problems empathically
- Should be politically viable



3D Features of Public Policy

Justification of Crafting Policy Argument?

- To convince policy-makers in favour of the proposed policy
- Main instrument for policy advocacy
- Ensures evidence-based policy-making
- Ensures professional analysis when making policy
- Make logic for a policy to be adopted



Modes of Policy Arguments on a Policy Decision Smoking in Public Place is a Punishable Offense

Mode	The Basis of Arguments	Focus of Warrant
Authoritative	Authority/ Legal Support	"Such type of policy needs authority to enforce" since Article 18 of Constitution prohibits activities which is injurious to public health
Intuitive	Insight/Tact Knowledge	Violation of this rule must not be a matter of impunity
AnalyCentric	Method	Empirical evidence shows that smoking is injurious to health of smokers as well as to their neighboring persons
Explanatory	Cause & Effects	There is a direct relationship between number of smokers and number of lung-cancer patients
Pragmatic	Motivation/ Parallel Case Analogy	A sharp reduction in the number of lung cancer has been evident in India upon adoption of the same policy
Value-Critical	Ethics	A smoker has no right to harm his neighboring non-smoker

Dimensions of a Valid Public Policy

ETHOS

Credibility/Trust

- Credible institutions are involved in the policy-making process
- Proper validation from different institutions
- Address conflict of interest



3D Features of Public Policy

A Generic Format of a Policy Paper

Preamble
Purpose/objectives of the Policy
Intended Impacts/Outcome/Output
Implementation strategies
Role of Institutions
Enacting rules/regulations etc..
Stakeholders engagement
Financing/resourcing mechanism
Short-term/ midterm/long-term actions
Monitoring and evaluation mechanism
Policy Review
Schedule
Annexure



সরকারী কার্য আইন ২০১৮

नरक बन्धन
महानी का नरक बन्धन

২৫। নির্দিষ্ট সময়সীমা পর্যন্ত দেয়া প্রদান।—(১) যেমন যদি, সরকারি কোনো কার্য বা সেবা প্রদত্ত হয় তাহলে বা অনুমোদন করিলে, অধ্যাপক কলকাতা বিশ্ববিদ্যালয় বিধান ও সরকারি অধ্যয়ন সনাদাদ, নির্দিষ্ট সময়সীমা মধ্যে জন্ম যে কোন সরকারি নির্দিষ্ট কার্য বা সেবা প্রদত্তকাল সমাপ্ত হইবে। প্রতীক শেষ সময়সীমা অনুযায়ী অধ্যয়ন নির্দিষ্ট ক্রমিক হইবে।

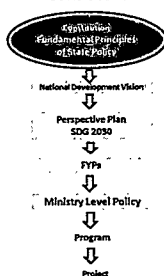
(২) যে ক্ষেত্রে অনুগ্রহ ছাড়াই অর্থসহ বা অনুগ্রহের চুক্তিসম্পন্ন কোম্পানি, প্রত্যক্ষ বা
অ-প্রত্যক্ষ ভাবে হস্তান্তর নির্ধারিত বা চুক্তিসম্পন্ন অর্থের সরবরাহ বা নিশ্চিতি করা হয় বা, সেই ক্ষেত্রে
উদার প্রকারে লেখা পাঠী ব্যক্তিগত ব্যক্তিগত ভাবে হস্তান্তর হইবে।

(৩) কোনও কর্মচারী ইচ্ছুক ও অযোগ্যতার কারণে এই আদার বিধান লগেনে করিলে, উক্ত কর্মচারীকে হু জেদেব, অথবা অন্য কোনও কারণে নগদ হইবে।

২৬। প্রতিষ্ঠান ও অঙ্গণ।—(১) যেখানে প্রাচীরে যাবতীয় অববাক্য না, মন্দির বা প্রত্যাখ্যাত
ইহাও অথবা নির্দিষ্ট বা সুনির্দিষ্ট সমস্ত উচ্চ নির্মিত ভাষা না হইলে, তিনি প্রতিষ্ঠানকর্তা
কর্তৃপক্ষের নিকট উচ্চ প্রতিষ্ঠান কর্তৃক অববাক্য পরিদেয় এবং উচ্চ কর্তৃপক্ষ অববাক্য
নিষেধ করিয়া যাবতীয় অববাক্য করিতে পারিবে।

Group Works & Exercise

Consistent



Sources of Public Policy

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



PART-II: FUNDAMENTAL PRINCIPLES OF STATE POLICY

- FUNDAMENTAL PRINCIPLES OF STATE POLICY**
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. Prevalence of basic necessities
 16. Rural development and agricultural revolution
 17. Free and compulsory education
 18. Public health and morality
 - 18A. 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
 - a. The culture of all ethnic, minor races, ethnic sects and communities
 24. National monuments, etc.
 25. Promotion of international peace, security and solidarity

A Generic Format of a Policy Paper

- Preamble
- Purpose/objectives of the Policy
- Intended impacts/Outcomes/Output
- Implementation strategies
 - Role of institutions
 - Enacting rules/regulations etc.
 - Stakeholders engagement
 - Financing/resourcing mechanism
 - Short-term/midterm/long-term actions
 - Monitoring and evaluation mechanism
- Policy Review
- Schedule
- Annexure

DEVELOPMENT PLANNING PROCESS IN BANGLADESH: AN OVERVIEW OF CONCEPTS, INSTITUTIONAL PROCESS & INTERACTIONS

Module Code: E-05

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Dhaka, 08 May 2024

PART-I

Planning & Development- concepts, types and the Framework

PLANNING IN MIXED ECONOMIES:

Definition:

A mixed economy combines features of both market economies and planned economies, with the government playing a role in regulating the market and influencing economic decisions.

Planning in Mixed Economies:

- Mixed economies often utilize indicative planning, where the government sets goals and provides guidance to influence private sector behavior.
- The government may also intervene in specific sectors, such as infrastructure or healthcare, to address market failures or achieve social objectives.

Examples:

Many developed and developing countries, including the United States and several countries in Europe, operate within a mixed economic framework.

PRESENTATION CONTENTS

PART-I

- Planning and Development- concepts & understanding
- Constitutional Provisions & Need for Planned Development
- National Development Planning Framework & its Global Linkage

PART-II

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

Concepts of Planning & Types

CENTRAL PLANNING:

Definition:

Central planning is a comprehensive approach where a central authority (often the government) makes decisions about resource allocation, production targets, and investment across various sectors of the economy.

Characteristics:

- **Comprehensiveness:** The plan covers the entire economy, addressing various aspects of economic activity.
- **Direction:** The plan is often mandatory, with the government dictating production targets and investment decisions for state-owned enterprises.
- **Limited Market Role:** Private sector activity is often constrained, with the government having a significant influence on economic decisions.

Example:

Centrally planned economies, such as the former Soviet Union, employed this approach to direct economic activity.

DEVELOPMENT PLANNING- CONCEPT & UNDERSTANDINGS

Development:

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

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

Purpose of Development:

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

Development Planning:

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

LEARNING OBJECTIVES

- To learn about concepts of planning and development & the planning process, including Constitutional basis and need for planned development in Bangladesh
- To understand national development planning framework with global linkages
- To know about the Institutions involved in the development planning process, and how they inter-relate and interact with reference to key functions and roles & responsibilities

INDICATIVE PLANNING:

Definition:

Indicative planning is a more flexible approach, where the government provides guidance and incentives to influence the decisions of private sector entities.

Characteristics:

- **Non-binding:** The plan outlines desired economic outcomes and policy measures, but it's not mandatory for the private sector to adhere to the targets.
- **Complementary:** Indicative planning seeks to guide market decisions rather than to replace them.
- **Incentives:** The government may use incentives, such as tax breaks or subsidies, to encourage desired economic outcomes.

Example:

France and Japan employed indicative planning extensively before 1980s.

DEVELOPMENT PLAN AND PLANNING PROCESS

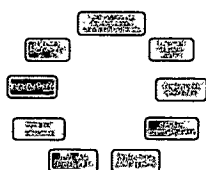
Development Plan is simply

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

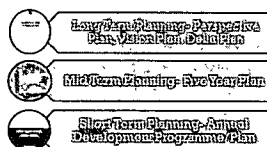
Planning Process can be described

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

OBJECTIVES OF & NEED FOR DEVELOPMENT PLANNING



TYPES OF PLANNING & PLANS



THE SDGs- ALSO SET AS A BASIS FOR 'COUNTRY PLANNING'

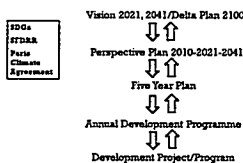
- Adopted by UN on 25-27 September 2015 as post MDG global development framework for the next 15 years
- The SDGs are comprehensive, far-reaching and people-centered set of universal and transformative Goals and targets - In total 17 Goals and 169 targets
- Achieving sustainable development would be in its three dimensions - economic, social and environmental - in a balanced and integrated manner
- The SDGs are set to end poverty and hunger everywhere
- The development objectives and targets of the 1 & 8 FTPs were in line with the "Post 2015 Sustainable Development Agenda- the SDGs"

CONSTITUTIONAL PROVISION IN BANGLADESH: AS THE BASIS FOR PLANNED DEVELOPMENT

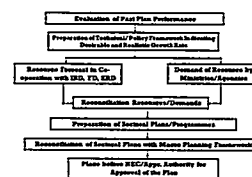
The Article 15 of the Bangladesh Constitution:

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

NATIONAL PLANNING FRAMEWORK WITH GLOBAL LINKAGES



A TYPICAL PLAN FORMULATION CYCLE (PROCESS)



CONSTITUTIONAL BASIS FOR PLANNED DEVELOPMENT: PART II - FUNDAMENTAL PRINCIPLES OF STATE POLICY

- Article 11: effective participation by the people through their elected representatives in administration at all levels (e.g. provision of 412b)
- Article 14: emancipation of the peasants and workers from all forms of exploitation
- Article 15: provision of basic necessities of life- food, clothing, shelter, education, and medical care
- Article 16: rural development & agricultural revolution
- Article 17: free and compulsory education
- Article 18: improvement of nutrition, public health and morality
- Article 18A: protection and improvement of environment and biodiversity
- Article 19: equality of opportunity in all spheres
- Article 21: duties of citizens and of civil servants

SDGs- THE GLOBAL COMMITMENT FOR DEVELOPMENT



"A plan is not merely a technical and an economical document but also a sociopolitical document. It must be able to enthuse, mobilise and motivate people. It must provide a vision and perspective for the nation"

-The First FTP (1973-78) of Bangladesh

PART-II

Institutional Settings for National Development Planning



COMPOSITION OF THE PLANNING COMMISSION

(1) Chairman	Hon'ble Prime Minister
(2) Alternate Chairman	Hon'ble Minister for Finance and Planning
(3) Member	Hon'ble State Minister for Finance and Planning
(4-9) Members of PC	Member, Programming Division Member, General Economics Division Member, Agriculture, Water Resource and Rural Institution Division Member, Industry and Energy Division Member, Physical Infrastructure Division Member, Socio-Economic Infrastructure Division
(10) Member-Secretary	Secretary, Planning Division

¹Secretary also refers to 'Deputy Secretary'
(Ref: Cabinet Decision, 21 February 1980)

NATIONAL ECONOMIC COUNCIL

NEC is the highest body for consideration of all development activities reflecting national development plans, policies and objectives.

- Composition of NEC
 - (1) Chairman: Hon'ble Prime Minister
 - (2) Member: All Members of the Council of Ministers
- Officials required to assist NEC
 - (1) Cabinet Secretary
 - (2) Principal Secretary/Secretary, PMO
 - (3) Governor, Bangladesh Bank
 - (4) Secretary, Planning Division
 - (5-10) All Members of Planning Commission
 - (11) Secretary, Ministry/Division concerned

¹Secretary also refers to 'Deputy Secretary'
(Ref: Cabinet Decision, 21 February 1980)

PLANNING COMMISSION: AS THE CENTRAL PLANNING AGENCY

- The Planning Commission is entrusted with the task of planning for socio-economic development of the country
- PC has a 'three-fold' role in development planning:
 - Advisory role: Advising the government in matters of development goals and objectives, priorities, strategies and policy measures
 - Executive role: Preparation of plan, processing of development projects for approval, preparation of Annual Development Programme (ADP)
 - Coordination role: Co-ordination of whole range of planning activities

MAJOR RESPONSIBILITIES OF THE PC

Following are the main functional responsibilities of PC:

- Review overall economic situation of the Country
- Prepare national plans for socio-economic development of the country
- Finalize drafts of ADP & RADP for NEC's approval
- Review implementation of plans and evaluate plan performance
- Advise on systematic procedures/strategies for efficient execution of national plan, ADP/RADP and economic policies
- Stimulate/initiate project formulation, appraise and advise on projects and projects to determine their consistency with the national objectives
- Resolve inter-ministerial difference of opinion on any issue in relation to important strategies of the national plan

FUNCTIONS OF NEC

- Provide directives on policies and strategies in relation to overall economic development activities
- Finalisation and approval of long- and medium-term plans, ADP/RADP and any other action plan(s)
- Review implementation progress of long- and medium-term plans, ADP and RADP
- Take any decision on and provide directives for socio-economic development of the country
- Appoint committee(s) as required to assist the NEC

> Planning Division provides secretarial support

EVOLUTION OF THE PLANNING COMMISSION

Pre Liberation:

- 1952: Pakistan Planning Commission
- 1956: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

- Bangladesh Planning Commission was founded in 1972 as one of the first institutional milestones.
- 1976: Project Implementation Bureau (PIB) under M/o Planning
- 1978: External Resource mobilization entrusted to EXD, under M/o Planning. [later EXD was placed under the M/o Finance in 1984]
- 1977: Planning cells in different Ministries/Divisions
- 1984: PIB was restructured as IMED under M/o Planning

PLANNING COMMISSION WORKS THROUGH FOLLOWING TWO HIGH POWERED INSTITUTIONAL BODIES:

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

COMPOSITION OF THE ECNEC*

1. Mr. Tahirul Karim, Hon'ble Prime Minister - Chairman
2. Mr. Tahirul Karim, Minister for LGED - Alternate Chairman
3. Mr. Anwar Hossain Khan, Minister for Planning & Planning - Member
4. Mr. Shaukat Ali, Minister for Home Affairs - Member
5. Dr. Khalid Karim, Minister for Foreign Affairs - Member
6. Khawaja Abdul Muhsin, Minister for Industry, Trade & Commerce - Member
7. Mr. M.A. Azam, Minister for Law & Parliamentary Affairs - Member
8. Mr. Md. Shaukat Hossain, Minister for Health & Family Welfare - Member
9. Mr. Md. Shaukat Hossain, Minister for Road Transport & Bridge, Railway and Shipping - Member
10. Minister (I) for relevant Ministries/Divisions - Member

Officials required to assist ECNEC

1. Cabinet Secretary (1)
2. Principal Secretary/Secretary, Prime Minister's Office (2)
3. Secretaries to PD, EXD, IMED & PD (5-7)
4. All Members of PC (5-11)
5. Secretaries of concerned Ministries/Divisions (12)

¹Secretary also refers to 'Deputy Secretary'

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

(Ref: Cabinet Decision, 21 February 1980)

FUNCTIONS OF ECNEC

- Consider all Investment Development Project Proposals (IDPPs), and Technical Assistance Project Proposals (TAPPs) and Technical Project Proposals (TPPs) for approval
 - Consider and approval of all public sector projects having investment cost over Tk. 50 crore on the basis of PEC recommendation
 - Review of implementation progress of development projects
 - Consider proposals from private sector, joint venture and participatory investment companies
 - Monitor economic situation of the country, and review of overall economic activities and relevant policy issues
 - Consider and approval of yearly foreign aid target and review its implementation progress
- Planning Division provides secretarial support

③

PC: FUNCTIONAL DIVISIONS

- Planning Commission comprises of 6 Divisions
- 2 Divisions deal with 'macro issues'- development plans, policies & budgeting (programming), while 4 others deal with project processing; mainly appraisal & approval functions- for all LMs under the 13 economic sectors of ADP

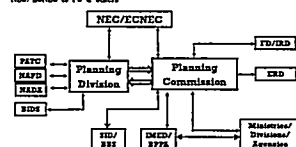


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MAJOR FUNCTIONS OF PLANNING DIVISION

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

③

**Institutional Stakeholders & their Linkages:
NEC/ECNEC to PC & others**

③

PC: FUNCTIONS OF 2-MACRO DIVISIONS

- Main functions of 2-Macro Divisions are as follows:

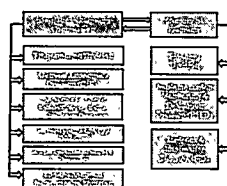
- Functions of GED
 - Preparation of short-, medium- & long-term plans
 - Evaluation of plans and policies
 - Review of macro-economic situation
 - Determination of macro-economic policies
 - Conduct study/research on macro-economic and other development issues
- Functions of Programming Division
 -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

③

MAJOR FUNCTIONS OF IMED/BPPA

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

③

ORGANIZATIONAL STRUCTURE: PC & THE MINISTRY OF PLANNING

③

PC: Functions of 4-Sector Divisions

- Major functions of 4-Sector Divisions

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

③

MAJOR FUNCTIONS OF SID/BES

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

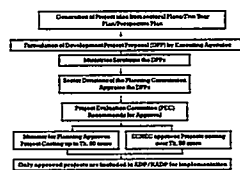
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MAJOR FUNCTIONS OF TD/IRD

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

PROJECT PLANNING & APPROVAL PROCESS: A FLOW CHART

Following are simplified series of steps in the project planning and approval process

**MAJOR FUNCTIONS OF ERD**

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

FURTHER READINGS

Encouraged to go through following documents with respective links:

- GDF Guidelines for Project Preparation, Processing, Approval & Disbursement, Planning Division, June 2022 - Link
- Feasibility Study Report Format, Planning Division, Ministry of Planning, January 2021 - Link
- Public Investment Management (PIM) Guidelines, Planning Division, June 2022 - Link

MAJOR FUNCTIONS OF LINE MDAs

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

**THANK YOU
ALL**

Further contact:
gred_dc@rakes.com




**Annual Development Program (ADP)/ RADP
and Financing Modalities and Procedures**
 Presented by
Khandker Ahsan Hossain
 Additional Secretary (Retd)

What is Annual Development Program (ADP)

- ADP is the tool for translating the development objectives of the Government outlined in the medium and longer term plans and vision like Perspective Plan/ Five Year Plan, etc. through allocating resources sector wise to individual projects/programmes implemented by different Ministries/Divisions/Agencies/Budget Entity.
- ADP also a main instrument of Public Investment Management.
- ADP is part of the national budget, following the provision of Article 87 in the constitution

History of Financial Year July-June

- During the British rule British government in the year 1857 set financial year April-March in the Indian sub-continent in order to align accounting and budgeting practice with that of Imperial Britain.
- Before that the financial year in the Indian Sub-Continent used to commence from May and concluded on April 30 of the subsequent calendar year.
- After the partition of Indian sub-continent in 1947 than Pakistan Government was also following the April-March financial year as done by the British rules.
- In 1958 the self-proclaimed Field Marshall Muhammad Ayub Khan change the financial year and switch over to July-June fiscal year.

The 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....

Annual Development Programme (ADP)

Through the ADP mainly following targets are achieved:

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

Components of ADP/RADP

Components of ADP/RADP are broadly divided into 9 parts:

- **Part 1**
Sectorwise Allocation
- **Part 2**
Ministrywise Allocation
- **Part 3**
Sectorwise comparison of previous RADP and ADP Allocation
- **Part 4**
Sectorwise Foreign Assistance Projects no and Allocation
- **Part 5**
List of type Sectorwise new approved Projects
- **Part 6**
Main body of the ADP/RADP which contains sector-wise and project-wise allocation of funds for investment projects with sectoral highlights (Yellow page)
- **Part 7**
Sector-wise and project-wise allocation of funds for Feasibility Study projects (Green page)
- **Part 8**
Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects (Yellow page)

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

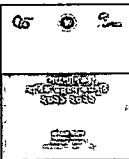
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    Delta Plan
    ↓
    Vision 2041
    ↓
    Perspective Plan 2021-2041
    ↓
    Five Year Plan → Sector Action Plan
    ↓
    Annual Development Program
    ↓
    Development Project/Program
  
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ADP 2021-22

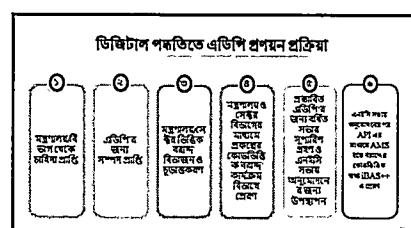
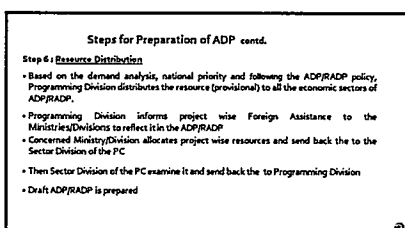
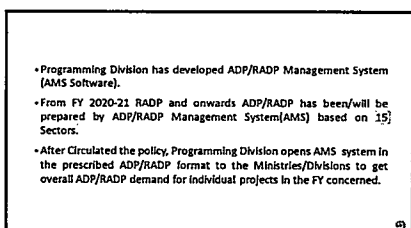
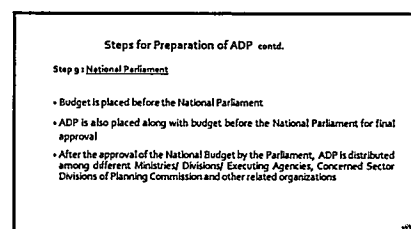
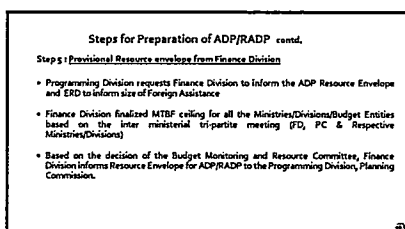
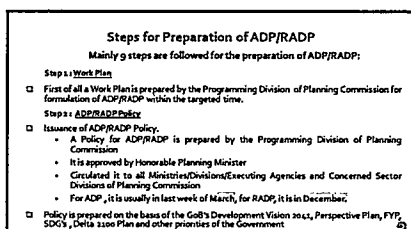
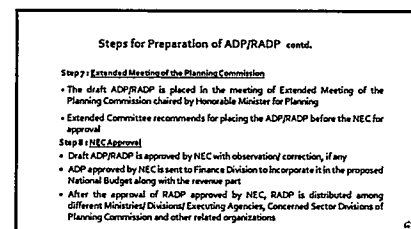
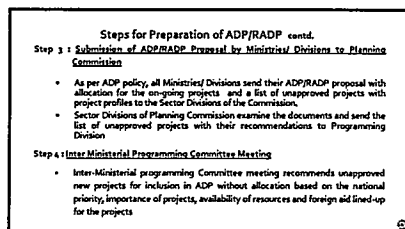
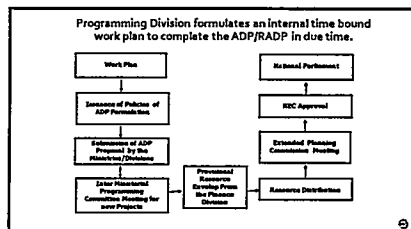


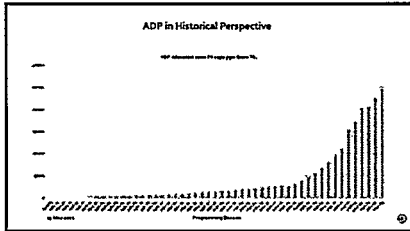
RADP 2021-22



Components of ADP/RADP contd.

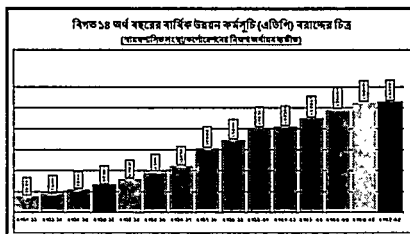
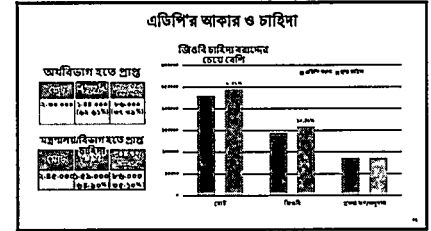
- **Part 9**
Sector-wise and project-wise allocation of Self Financing (Green page) but these projects are not processed centrally by the PC as usually followed for other projects as part of total size of ADP/RADP
- **Part 10**
Unapproved new project list of GOB, Foreign Assistance & Self Financing attached to ADP/RADP without allocation (Green page)
- **Part 11**
List of projects for Public Private Partnership projects (Orange page)
- **Part 12**
List of the Projects Climate Trust Fund Projects (Blue page)
- **Part 13**
List of the Projects targeted for completion (Magenta page)





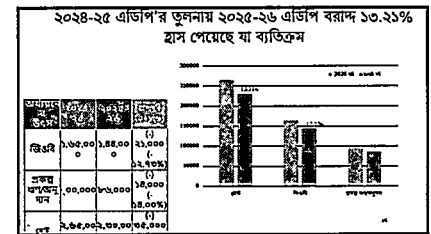
২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- পরিবেশবান্ধব টেকসই উন্নয়ন**
 - জলবায়ু প্রকল্পে অর্থায়ন
 - আবহিমানব প্রকল্প
 - অবশিষ্টা নিয়ন্ত্রণ
 - কর্মসংস্থান সৃষ্টি
- অর্থনৈতিক প্রেক্ষাপট বিবেচনায়**
 - অর্থনৈতিক প্রকল্পসমূহ
 - কৃষি ও কৃষিবিভাগের প্রকল্প
 - শিল্প, বাণ্য ও অর্থনৈতিক
 - পরিবহন, বিদ্যুৎ ও খাদ্য
- SDG-এর লক্ষ্যমাত্রা**
 - অর্থনৈতিক অগ্রাধিকার প্রদান
- অভ্যন্তরীণ উন্নয়ন**



২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- জলবায়ু পরিবর্তন**
 - জলবায়ু পরিবর্তন (GCC, NAP, NDC, DAF) সংক্রান্ত প্রকল্পসমূহের অর্থায়ন প্রদান
- বৈদেশিক অর্থায়ন**
 - বৈদেশিক অর্থায়ন প্রকল্পসমূহের অর্থায়ন প্রদান
- একই প্রকল্পের প্রকল্প ও অর্থায়ন**
- সমাপ্তির জন্য নির্ধারিত প্রকল্পসমূহের পর্যাপ্ত বরাদ্দ প্রদান**



এডিপি/আরএডিপি বইতে পূর্ণতা এবং বর্তমান বরাদ্দের দৃক

ক্র.সং.	প্রকল্পের নাম	২০২৫-২৬ অর্থবছরের বরাদ্দ	বর্তমান বরাদ্দ	পূর্ণতা
১	জলবায়ু পরিবর্তন	১০,০০০	৯,৫০০	৯৫%
২	অর্থনৈতিক প্রকল্প	৫,০০০	৪,৮০০	৯৬%
৩	সমাপ্তির জন্য নির্ধারিত প্রকল্প	২,০০০	২,০০০	১০০%

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- সরকারি-বেসরকারি অংশীদারিত্ব (PPP) ভিত্তিতে পুষ্টি প্রকল্পের সমন্বিত প্রকল্পের অর্থায়ন প্রদান;
- বায়োমাস ব.ইল পরিচালনা (Delta-Plan) এবং National Adaptation Plan (NAP) এ উল্লিখিত প্রকল্পের অর্থায়ন প্রদান;
- বৈদেশিক অর্থায়ন (বৈদেশিক অর্থায়ন/সহায়তা প্রদানের সুবিধিত অর্থায়ন) প্রকল্পে উল্লিখিত অর্থায়ন প্রদান সহায়তা প্রদানের সুবিধিত অর্থায়ন (Matching Fund) প্রদান প্রদান; এবং
- সহায়তা প্রদান অর্থায়ন প্রকল্প/সহায়তা প্রদান প্রকল্পের অর্থায়ন প্রদান;

২০২৫-২৬ অর্থবছরের এডিপিতে বরাদ্দসহ প্রকল্প সংখ্যা ও উন্নয়ন সমন্বিত

ক্র.সং.	প্রকল্পের নাম	২০২৫-২৬ অর্থবছরের বরাদ্দ	বর্তমান বরাদ্দ	পূর্ণতা
১	জলবায়ু পরিবর্তন	১০,০০০	৯,৫০০	৯৫%
২	অর্থনৈতিক প্রকল্প	৫,০০০	৪,৮০০	৯৬%
৩	সমাপ্তির জন্য নির্ধারিত প্রকল্প	২,০০০	২,০০০	১০০%

[illegible]

২০২৫-২৬ অর্থবছরের এডিশিতে জলবায়ু পরিবর্তন ট্রাস্ট ফাউন্ডেশন আওতায়
বাতবায়নের জন্য অগ্রদূত প্রকল্প

২০২৫-২৬ অর্থবছরের এডিশিতে জলবায়ু পরিবর্তন ট্রাস্ট ফাউন্ডেশন
আওতায় বাতবায়নের জন্য পরিবেশ, বন ও জলবায়ু পরিবর্তন মহাশাখার
হতে ২২৮টি প্রকল্প

Challenges for effective Utilization of ADP resources

- Linkage between Five-Year Plan and Projects in ADP/RADP
- Weak alignment between ADP and Medium term Budget Framework (MTBF)
- Capacity to design & appraise development projects
- Economic justification of investments (value for money)
- Project selection mechanisms and priority fixation
- Adequate funding of ongoing projects

Way forward

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

Thanks

Module:3

Economic

Management

Economic Growth: Concepts, History, Characteristics and Policies

Kazi Iqbal
Research Director
Bangladesh Institute of Development Studies (BIDS)

12.05.2024

What is growth in laymen terms?

- Improvement of standard of living
- When economic growth persists, it simply implies that the current generation enjoys higher living standard than the previous generations.
- If we compare our standard of living with our ancestors, in most cases we will find that this has improved substantially.
- This is growth! We can feel it.

(ii) We take annual average of all two adjacent years and then take overall average. That is, we have to calculate the growth rate for each year for the period FY06-FY16 and then take simple average.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
GDP (Bn Taka)	728	818	915	912	844	825	887	888	935	971	

The growth rate of FY07 is the growth in GDP between FY06 and FY07. Therefore, we need additional information of GDP for FY06 in this case, unlike case (i). Similarly, the growth rate of FY08 is the growth rate between FY07 and FY08 and so on.

Thus we have:

$$g(II) = \frac{728 + 818 + 915 + 912 + 844 + 825 + 887 + 888 + 935 + 971}{10} = 8.24\%$$

Broader picture: Macro vs. micro economics

- All economic issues are broadly divided into two broad groups – microeconomics and macroeconomics.
- Microeconomics deals with the behavior of individual households and firms (commodity price)
- Macroeconomics helps us see the economy-wide broad picture (inflation).
- Macroeconomics evolve around two broad questions:
 - How an economy grows over time? Why some economies grow faster than others? How to foster growth?
 - Why an economy experiences ups and downs and how to mitigate this fluctuation?

Formal definition of economic growth

- Change in "real" GDP
- We denote change of any variable between two periods by 'Δ' (delta). Suppose that, GDP in year t is Y_t and in year $t-1$ is Y_{t-1} . Therefore,
 - $\Delta Y = Y_t - Y_{t-1}$
- Economic growth is the percentage change of output,
 - $g = \Delta Y / Y = (Y_t - Y_{t-1}) / Y_{t-1}$
- This base year, Y_{t-1} , is very important as the rate of growth depends on which base year we choose. If GDP is low in the base year, the growth rate will be very high in the following year and vice versa.

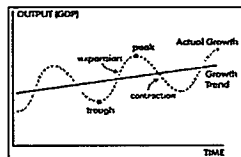
- (iii) The third method is the *annual compound rate*. It can be thought of as the growth rate of GDP that transforms GDP of the beginning year to the GDP of ending year through *compounding* over the time period. In this case, the 'base' value changes continuously unlike method (i).

The formula is:

$$g(III) = [Y_n / Y_0]^{1/n} - 1$$

Where:
 Y_n = End period value of GDP
 Y_0 = Starting period value of GDP
 n = Number of periods (in years)

Growth vs. fluctuation



Economic growth: long term concept
 → Not short term fluctuations (business cycles)

How do we calculate annual growth for a long period?

- Suppose, we want to calculate the average annual growth rate of GDP over the last decade (FY06-FY16). Let us work it through with data.
- The table presents the Real GDP figures (in Crore Taka) of the country for the mentioned period.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Real GDP (Bn Taka)	72137	73429	74707	77504	82087	84812	88043	77906	77416	82482	88129

There are 2 ways to calculate it:

(i) We take simple average of the beginning year and terminal year as follows:

$$g(I) = \frac{1}{10} \left(\frac{Y_{2016} - Y_{2006}}{Y_{2006}} \right) \times 100$$

$$g(I) = \frac{1}{10} \times \left(\frac{88129 - 72137}{72137} \right) \times 100$$

$$= 8.22\%$$

- Given that any variable, in this case GDP, grows at the rate of 'g' per unit time, we have:

$$Y_1 = Y_0 (1 + g)$$

$$Y_2 = Y_1 (1 + g) = Y_0 (1 + g)^2$$

$$\text{Similarly, } Y_n = Y_0 (1 + g)^n$$

$$\text{Therefore, } g(II) = [Y_n / Y_0]^{1/n} - 1$$

$$\text{In our example, } g(II) = \left(\frac{88129}{72137} \right)^{1/10} - 1 = 5.51\%$$

- Which method is the best? Depends on availability of data!

Rule of 70

It is a handy formula we use frequently to calculate the length of time needed for some growing variable to double. This is an approximation. Suppose a variable X is growing at an annual rate of g starting from time $t=0$. Therefore, at time t , the value of X is:

$$X(t) = X(0)(1 + g)^t \quad [X(t) = 2X(0) \text{ indicating doubling of the initial value}]$$

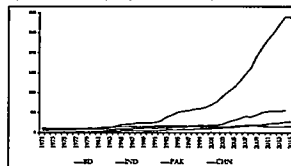
$$2 = (1 + g)^t$$

$$\log 2 = t \log (1 + g)$$

$$t = \frac{\log 2}{\log (1 + g)}$$

$$\text{Time to double} = \frac{70}{\text{growth rate}}$$

Factors of production: Gross Capital Formation per capita – Developing Countries (constant 2010 USD)

**What is productivity?**

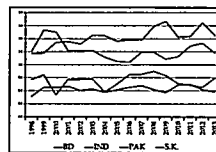
• Productivity = f (technology, skills, and organizational efficiency)

- Technology is the ways and methods of combining inputs, both physical and human capital, into output.
- On the other hand, organizational efficiency measures the organizational structure of the production process – how inputs are translated into outputs for a given technology.
- It is important to distinguish technology from capital stock. A computer is a capital whereas the software it uses is a technology.
- Skill of employees: how proficiently employees perform a task

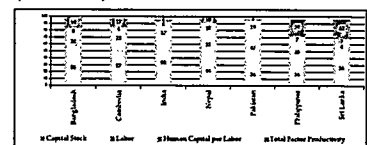
Determinants of economic growth

- Production Function
- The central idea of economic growth is that something has to be produced.
- When an economy invests on producing additional output every year, the economy grows and the standard of living of the people improves.
- But what keeps the economy growing all the time?
- Land, labor and capital are the three inputs required to produce output. These inputs are called "factors of production".
- A production function describes the maximum output that a firm can produce for all combinations of inputs, technology, and organization.
- Output = Total Factor Productivity $\times$ (Labor, Capital, Land)
- Total Factor Productivity (TFP) shows how effectively the factors of production can be transformed into output. For the sake of simplicity let us assume that there are only two factors of production, labor (L) and capital (K). Therefore, we have:
- $Y = A \cdot F(L, K)$
- Other factors: policies, institutions, history, culture, geography, etc. $\rightarrow$ all impact L and K

Factor of production: Government Expenditure on Education (% of GDP)



Contribution of capital, labor, human capital, productivity

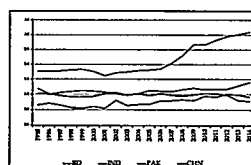
**Capital Stock**

- We distinguish between physical capital and financial capital.
- By capital stock, we strictly mean physical capital which is used as an input into the production and remains unchanged after the production takes place.
- Simply put, it is the tools and machines that make labor more productive – workers can produce more output in lesser time using capital stock.
- Capital has to be productive, by definition. That is, countries with higher capital per worker have higher level of output per worker than the countries with low capital per worker.

Gross Capital Formation (physical investment)

- Gross Capital Formation or Gross Domestic Investment is the addition to the existing stock of capital of the economy through investments undertaken in a given year.
- It includes both additions to the fixed assets of the economy (such as land improvements, machinery purchases, construction of factories and plants, building roads, hospitals, schools, etc.)
- and net changes in the level of inventories (which includes work in progress, partially completed goods and unsold goods).
- Therefore, gross capital formation shows what is newly added to the capital stock of an economy in a year.

Public Expenditure on Health – Developing countries (% of GDP)

**Historical context [pre-historic period]**

- In the prehistoric period, there was hardly any difference in living standard across different regions in the human gathering society.
- The conventional belief was quite similar with varying degrees of hunting and gathering activities.
- When people learned how to farm and domesticate animals in around 12,000 BC, it increased their food production and made them less dependent on nature.
- The increased production of food could support larger population and as a result population grew very fast.
- The larger number of people allowed some of them to spend time on making tools and specialize on other non-food activities.
- This led to the proliferation of other professions in the society, grown out of the surplus of agricultural output. $\rightarrow$ cities emerged; rural economy could feed urban population.
- This is how the first civilizations started and it is the beginning of the differences in the living standard across different regions of the globe.
- Historians attributed favorable geography and climate to rise of civilization and it only occurred in some parts of the world but not in all places.
- Therefore, differences in geography and climate offer the first explanation of economic growth for some regions and it was the beginning of the regional disparity in living standard on earth.

Industrial revolution

- When the practice of agriculture became widespread across the globe, it is the land which was considered the main source of accumulation of wealth and thus the economic growth.
- Ownership of land contributed to the main source of differences in income across and within regions for thousands of years.
- Trade also contributed agricultural products, minerals, products produced in cottage industries.
- 17th century A.D., was the turning point when machines started to take over the power of the drought.
- The industrial revolution that started in United Kingdom in 1750s completely changed the process of production.
- New tools and machines increased the productivity of labor by astronomical folds.
 - For example, it took about 100 men hours to harvest and process of cotton in Britain and after the invention of new spinning machines, it was reduced to only 3 hours.
- Why industrial revolution took place in UK, not in other European country or China?
 - Coal pits and abundant agricultural during that period was found abundant in UK, unlike other regions, which were the main source of power for steam engines.
 - The wage of industrial workers were also very high in UK compared to other parts of Europe. So, the entrepreneurs were actively searching for means for setting down the production rate, (Japan, China, etc.)
 - Moreover it is also argued that economic and political conditions (e.g., private property rights, patents, etc.) were more conducive for innovation in UK than other regions.

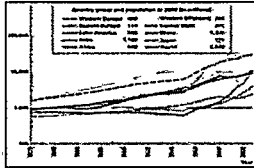
Ownership of Industries in pre-partition (1947)

Industry	Primary	Secondary	Assembly
Textiles	British, Marwari	Marwari	Marwari
Engineering	British, Marwari	Marwari	Marwari
Chemicals	British, Marwari	Marwari	Marwari
Food processing	British, Marwari	Marwari	Marwari
Transportation	British, Marwari	Marwari	Marwari
Other	British, Marwari	Marwari	Marwari

No sign of Bengali Muslim Industrialists!

3. Era of Liberalization & Steady Growth (1991-2010)

- Context: Return to parliamentary democracy in 1991 accelerated economic liberalization.
- Policies:
 - Major trade liberalization, financial sector reforms, and encouragement of foreign direct investment (FDI).
- Performance:
 - GDP growth accelerated, averaging 5-6%.
 - The RMG sector became the engine of export growth and industrialization.
 - Significant progress in achieving food self-sufficiency.
 - Strong growth in remittances from Bangladesh working abroad.
- 4. Steady Growth (2011-2020)
 - Context: Consolidation of macroeconomic stability.
 - Policies: Disproportionately higher focus on infrastructure development [1].
 - Performance:
 - Sustained high GDP growth, often exceeding 6%.
 - Graduation from a Low-income Country (LIC) to a Lower-Middle-Income Country (LMIC) in 2015.
 - Met criteria for graduation from the UN's Least Developed Country (LDC) list in 2021.
 - Continued dominance of the RMG sector and strong remittance inflows.
 - Domestic demand starting industries grow.
 - Quality of Governance rose to some.

GDP per Capita (2005 Dollars) since 1820**Pakistan period: Structure of East Pakistan economy, 1949/50-1969/70**

Year	1949/50	1950/51	1951/52	1952/53	1953/54	1954/55	1955/56	1956/57	1957/58	1958/59	1959/60	1960/61	1961/62	1962/63	1963/64	1964/65	1965/66	1966/67	1967/68	1968/69	1969/70
Population	12,574	200	10.2	0.5	2.2	0.9	32.9														
GDP	12,574	200	10.2	0.5	2.2	0.9	32.9														
Per Capita GDP	12,574	200	10.2	0.5	2.2	0.9	32.9														
Population	12,574	200	10.2	0.5	2.2	0.9	32.9														
GDP	12,574	200	10.2	0.5	2.2	0.9	32.9														
Per Capita GDP	12,574	200	10.2	0.5	2.2	0.9	32.9														

Two decades of stagnation! But large industries flourish: Jute and cotton
Bengali Muslim Industrialists Emerged after 1965**Characteristics of growth (inclusiveness)**

- Pro-poor growth
 - Bangladesh's rapid growth in recent years has been argued to be inclusive and pro-poor.
-
- Exhaustion of poverty with respect to economic growth
This has been large, but it is declining

East Bengal [1900-1947]

- Pre-dominantly rural [only 2% lived in urban areas]
- While Jute was the main cash crop, no Jute industry here
- Kolkata had the natural advantage [entrepreneurs, larger port, skilled labor, coal]
- All jute mills were by the river Hooghly
- East Bengal only had Jute presses mostly owned by British and Marwari
- First sign of industrialization in EB: After WWI, cotton [tariff protection]
- At the end of 1947: Cotton, hosiery, sugar, cement, jute press, tea

Bangladesh Economy:

1. First Independence Struggle (1971-1974)
 - Context: Economy devastated by the 1971 Liberation War.
 - Policies: Initial focus on a socialist model with state-controlled industries.
 - Performance:
 - Seven Band Changes and Bonuses (1976).
 - Low industrial output.
 - Heavy reliance on foreign aid for reconstruction.
2. Period of Stagnated Growth with Reform (1975-1990)
 - Context: Political instability and down-trooping policy shifts.
 - Policies:
 - Partial liberalization and privatization of state-owned enterprises.
 - Some significant export-oriented reforms initiated in the 1980s, including diversification of industries and promotion of private industry, promotion of rural.
 - Population control and land security were the policy thrust.
 - Performance:
 - GDP growth remained modest, averaging around 3-4%.
 - The Ready-Made Garment (RMG) industry began to emerge in a small export sector; Pharmaceutical and off-shore banking, particularly food processing, saw improvement with the spread of High-Yield Income (HYI).

The drivers of growth are pro-poor

- Ready Made Garments (RMG)
 - Create employment of more than 4 million people, mostly poor
 - Create demand for goods and services → give rise to other industries (cheap cosmetics)
- Remittances
 - A huge boost to rural economy (USD 25 billion)
 - Creates local demand (construction materials, consumer durables, etc.)

Role of growth in reducing poverty is diminishing

- What could be the probable reasons for growth becoming ineffective in reducing poverty?
- Two reasons are plausible:
 - (i) drivers of growth might have become ineffective and
 - (ii) drivers of growth might have changed.

Low hanging fruits are exhausted and we are left with only hard-to-reach people, geographically and socially.

→ Need for targeted safety net programs, regional and social targeting and effective graduation models for further reduction of poverty

Growth policies: Promoting growth

- Its also an RFU-Walton story [domestic demand led growth]
- Policies to spur domestic demand [tourism, consolidated holidays, city centers in every nation]
- Factors of production have to increased and improved
- Greater investment in education and health [education, health policy]
- Greater investment in skill development [skill development policy]
- Greater investment in technology transfer and adoption [industrial, technology policy]
- Strong industrial policy has to be implemented
- Direct involvement of government in supporting local industries
- Enabling environment for industries has to be improved [port, custom, infrastructure, power, etc.]
- Efficiency of public sector has to be improved
- Political stability has to be maintained

Concepts of Budgeting

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

Budget...

A budget is ...

- ... is a statement of *estimated receipt and expenditure* [of Govt. for a FY.]
- '...a set of resources applied to achieve a specific set of objectives...'
- '... an action plan, not just a funding plan'

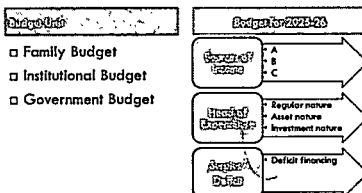
Structure of Government Budget

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)	2,24
Financing	
Foreign (net)	1,01
Domestic (net)	1,25
Borrowing from Fin Institutions	1,04
Borrowing from other sources	21

Learning Objectives

- To learn different concepts and terminologies in budgeting
- To learn different types of budgeting
- To learn Basic Budget Structure of Govt Budget
- To build capacity to prepare own office budget
- To see the major three parts of budget—Revenue, Expenditure and Deficit Financing

Budget—basic component



Revenue and Grants

- **Revenue:** all non-repayable receipts (i.e. receipts which do not give rise to an obligation of repayment) except grants
 - Tax revenue: compulsory and unrequited receipts collected by the government for public purposes;
 - ✓ NBR Tax (Income tax, CD, VAT etc.)
 - ✓ Non-NBR Tax (Land, Motorcars, Road tax etc.)
 - Non-tax revenue: Dividend/profits from public financial/non-financial enterprises, interest, user fees, tolls, etc.
- **Grants:** unrequited receipts from other governments (Japan, UK etc.) or international institutions (WB, ADB etc.);

Topics to be discussed

1. Government Budget
2. Types of Government Budget
3. Structure of Government Budget
4. Approaches to Government budgeting

Government Budget

- It is the financial plan of a government for a given period, which shows how resources will be generated and used to achieve citizen's aspirations;
- The budget is the government's key instrument for promoting its socio-economic objectives;
- It includes—the income, expenditure, fiscal deficit (if any) and sources of borrowings;
- In Bangladesh, now MTBF budgeting system is followed which is prepared for 3 years.

Expenditure and Net Lending

- **Government expenditures** may be divided into:
 - Revenue/Current expenditure – needs to maintain current policy (wages and salaries; goods and services; interest payments; subsidies and current transfers); and
 - Capital expenditure – government's investment program (acquisition of fixed and financial assets);
- **Net Lending:** loans given by the government minus repayments made by respective borrowers (e.g. loans to government employees, public enterprises, local government institutions etc.);

Financing Fiscal Deficit

- Fiscal deficit can be financed in following ways:
- Domestic sources
 - ✓ borrowing from financial institutions (Central bank, DMBs, NBFIs); and
 - ✓ borrowing from other sources (Savings Certificates, Public Accounts surplus etc.)
 - External sources
 - ✓ borrowing from foreign governments, international organizations or donor agencies on concessionary terms; and
 - ✓ Market-based borrowings through issuing sovereign bonds, procuring suppliers credit etc.

Questions?

Some Terminologies in Budgeting

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

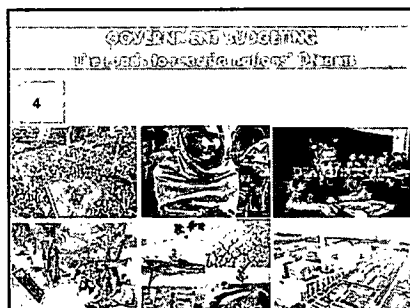
সংশোধিত বাজেট ও সম্পূর্ণ বাজেট

বাজেট	সংশোধিত বাজেট	সম্পূর্ণ বাজেট
• অর্থবছর শুরু হওয়ার আগে তৈরি ও অনুমোদন • অর্থবছরের প্রথম দশম থেকে এর ব্যয়বোঝা/অর্থ ব্যয় করা হয়	• অর্থবছরের অর্থিক পর পর হওয়ার পর এর জটিলতার আলোকে তৈরি করা হয় • অর্থবছর কর্তৃক সংশোধিত কর্তৃক বলে সংশোধন হয়	• সংশোধিত বাজেটে যে সকল সম্ভাব্যভাবে শুল্ক আদায়িক সঙ্কল্পের প্রয়োজন হয় সে অংশই সম্পূর্ণ বাজেট আকারে সংশোধন পাশ হয়।

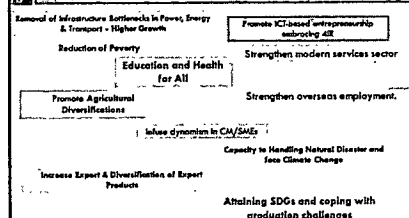
• সংশোধিত বাজেট প্রথম-দশম হওয়ার পর তৈরি হয়, কিন্তু সম্পূর্ণ বাজেট পূর্ণ অর্থবছর বাজেটে কোন আর্থিক বিপর্যয়ে বা অর্থের চাহিদার কারণে তৈরি হয়।

Budget Making Process and MTBF

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



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



What We Will Discuss...

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

Government Budget: What It Is (1)

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

The Budget has 3 broad financial dimensions:

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

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 Monies 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.

Learning Objectives

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

Government Budget: What It Is (2)

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

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

What is an MTBF?

A budgeting approach that

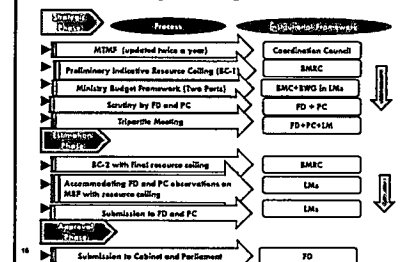
- adopts a medium-term perspective to budgeting (3-5 years)
- links Government's policy priorities to resource allocations and resource allocations to performance (PRP)
- emphasizes the efficient and effective use of limited public resources for results

Key Elements of MTBF

GOB emphasized on five key elements to achieve the objectives:

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

The Phases in Budget Making Process under MTBF



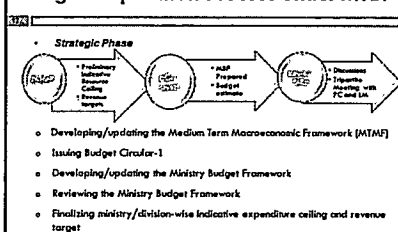
Reform journey for MTBF in Bangladesh...

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

Key Elements of MTBF

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

Budget Preparation Process under MTBF



MTBF Coverage

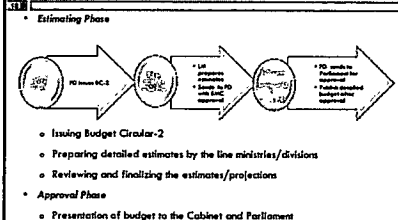
- Introduced from FY 2005-06 in BD
- Initially launched in 4 Ministries (Education, Health, Agriculture and Social Welfare)
- In FY 2011-12, MTBF rolled out to all ministries/divisions

Budget Preparation Process under MTBF

Budget preparation process in Bangladesh is completed in three phases

- Strategic Phase
- Estimating Phase
- Budget Approval Phase

Budget Preparation Process under MTBF



1978

MBF-Part A	MBF-Part B
------------	------------

102

- _____

7

- Management Committee (other) of the District // Division

- 1

15

-

- Greenham on the proposed plan:**

2

- 1

Estimating Phase: Preparing Estimates...

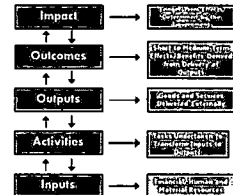
FD and PC review the estimates/projections

- 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

Key Performance Information Under MTBF

The Results Chain



Indicative Example:

100% Literacy Rate
Improvement in Literacy Rates
School Building (including Primary Education Services) Spread to the Disadvantaged/Infertile Education Services, and Support to Private Schools
School Teachers Training of Teachers, In-service, etc.
Spending on Primary Education

Strategic Phase: Example: Ministry of primary and Mass Education

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

Indicator	Strategic Objective	Unit	2019-20		2020-21		2021-22		Medium Term Target	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual
1	2	3	4	5	6	7	8	9	10	
1. Gross Enrollment Rate	1	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
2. Net Enrollment Rate	1	%	95.0	95.0	95.0	95.0	95.0	95.0	95.0	
3. Average Age	1.2	Years	6.5	6.5	6.5	6.5	6.5	6.5	6.5	
4. Gender Gap	1.2	%	10.0	10.0	10.0	10.0	10.0	10.0	10.0	
5. Quality of Education	1.2	Score	85.0	85.0	85.0	85.0	85.0	85.0	85.0	
6. Average Score	1.2	Score	85.0	85.0	85.0	85.0	85.0	85.0	85.0	
7. Quality of Education	1.2	Score	85.0	85.0	85.0	85.0	85.0	85.0	85.0	

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

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

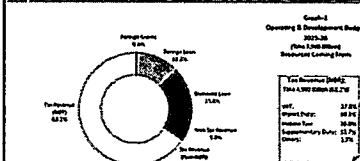
Strategic Phase: Part-A of the MBF, Section 2

Example: Medium-Term Strategic Objectives and Key Activities

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

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

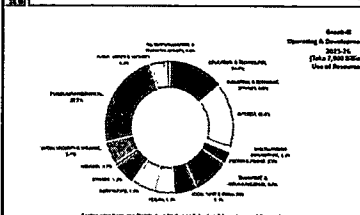
SOME EXAMPLES FOCUSING ON KEY PERFORMANCE INFORMATION UNDER MTBF

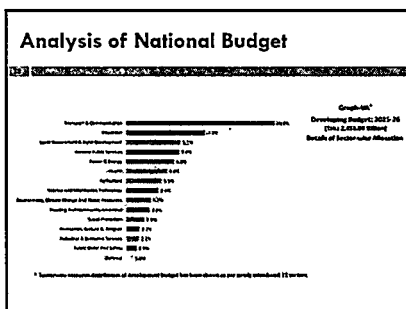
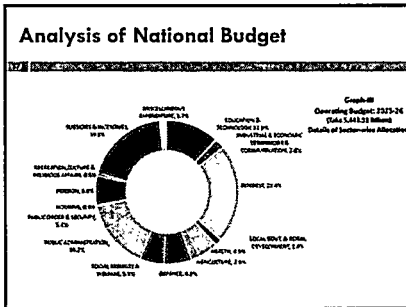
Strategic Phase Part-B: Example: (6.2.) Ministry of Primary and Mass Education (Activities, Output Indicators and Targets)

Activities	Output Indicator	Strategic Objective	Unit	2019-20		2020-21		2021-22	
				Target	Actual	Target	Actual	Target	Actual
1. Construction, reconstruction and extension of classrooms and routine repair and maintenance of schools	Additional classrooms constructed	1	Number (thousand)	7.00	6.8	7.00	10.0	10.0	10.0
2. Construction of classrooms and extension of classrooms	Classrooms constructed	1	Number (thousand)	10.0	21.0	8.00	30.0	42.0	42.0
3. Construction of classrooms and extension of classrooms	Classrooms constructed	1	Number (thousand)	3.0	8.0	3.00	14.00	14.00	14.0
4. Construction of classrooms and extension of classrooms	Classrooms constructed	1	Number (thousand)	8.00	6.0	4.0	6.00	6.00	3.75
5. Construction of classrooms and extension of classrooms	Classrooms constructed	1	Number (thousand)	11.0	13.0	11.00	14.0	14.0	14.0

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

Analysis of National Budget





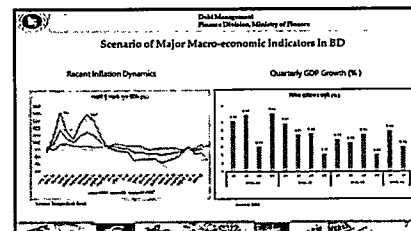
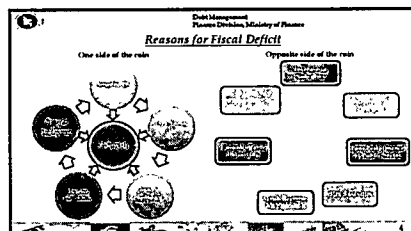
Thank you

Debt Management
Finance Division, Ministry of Finance

Debt Management and Macroeconomic Stability of Bangladesh: Current Scenario & Challenges

Md. Masrur Haque
Joint Secretary
Finance Division

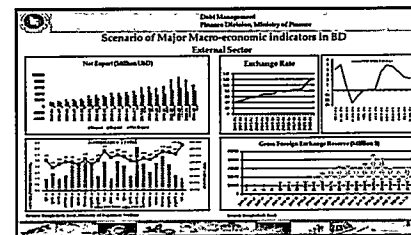
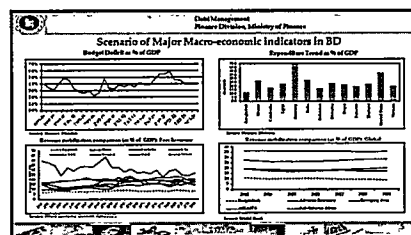
Advanced Course on Administration & Development (ACAD)
BPATC



Debt Management
Finance Division, Ministry of Finance

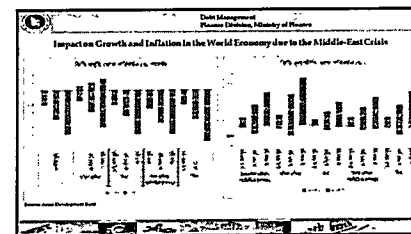
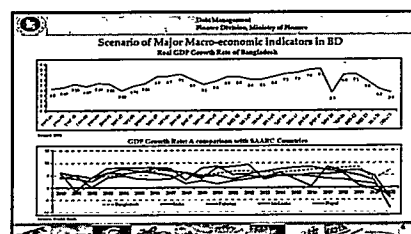
Outline

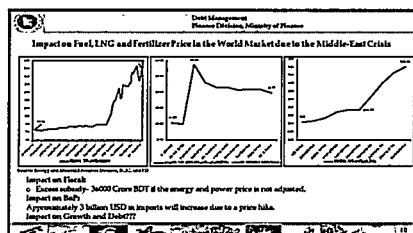
- Reasons of Fiscal Deficit
- Major Macroeconomic Indicators of Bangladesh
- Impact of Middle-East Crisis
- Composition of public sector
- Public Debt Management: What and why is needed
- Sources of borrowing & their Cost and Risk factors
- Debt Management: Institutional Arrangement and coordination
- Correlation among the Economic Policies and trade-offs
- Debt Portfolio of BD
- Debt (Macroeconomic) Sustainability of BD and Challenges



Debt Management
Finance Division, Ministry of Finance

Why does the Government create a fiscal deficit/deficit budget?





Debt Management
Planner Division, Ministry of Finance

Public Debt Management (PDM)

Public debt management is the process of establishing and executing a strategy for managing the public debt to -

- Raise the required amount of funding
- Pursue its cost and risk objectives, and
- Any other PDM goal, such as developing and maintaining an efficient and liquid market of gov. securities

Debt Management
Planner Division, Ministry of Finance

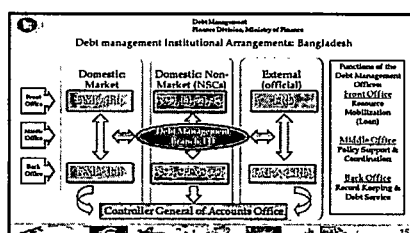
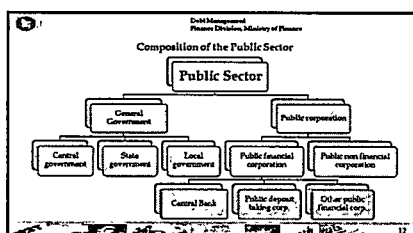
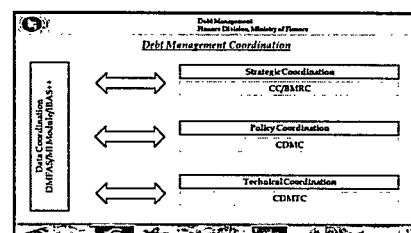
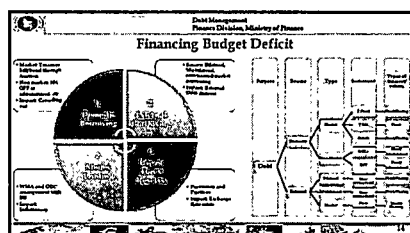
Policy Interdependency and Trade-off

- Exchange rate and interest rate: Exchange rate and interest rate are interdependent. A depreciation of the Taka leads to an increase in the interest rate, which in turn leads to a decrease in the exchange rate.
- Fiscal Policy: Fiscal Policy is the primary tool for managing the public debt. It involves the issuance of government securities and the management of the government's budget.
- Monetary Policy: Monetary Policy is the primary tool for managing the money supply. It involves the setting of the discount rate and the management of the government's reserves.
- Exchange Rate Policy: Exchange Rate Policy is the primary tool for managing the exchange rate. It involves the setting of the exchange rate and the management of the government's foreign reserves.

Trade-off: Managing Fiscal Policy, Monetary Policy and Exchange Rate Policy. Need better coordination.

Debt Management
Planner Division, Ministry of Finance

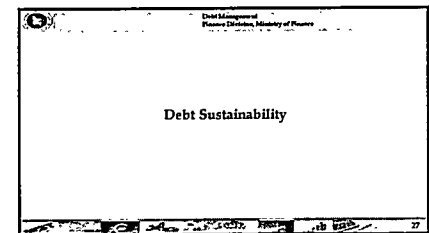
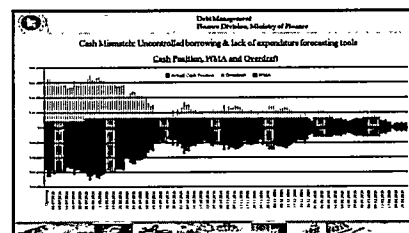
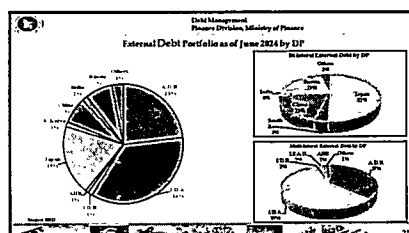
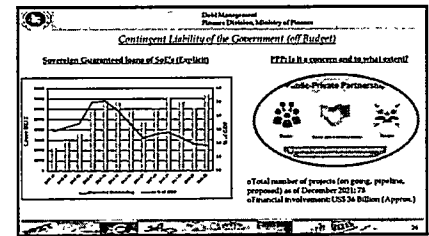
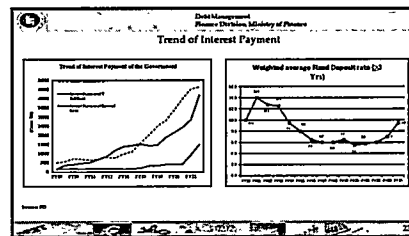
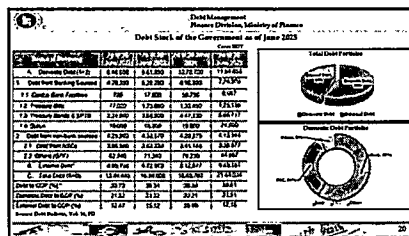
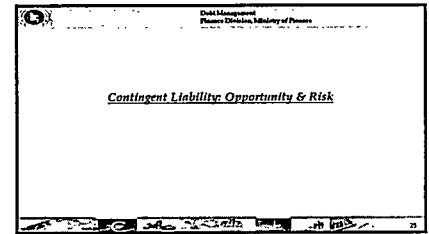
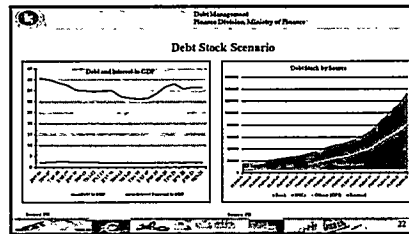
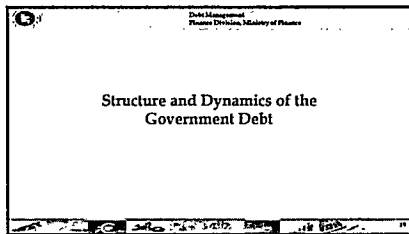
Public Debt Management (PDM)

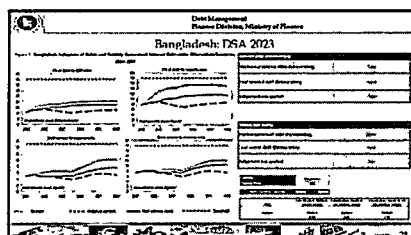


Debt Management
Planner Division, Ministry of Finance

Unified PDM: Structural Benefits

- Better monitoring of debt management targets stated in the Annual Borrowing Plan;
- Unified strategy for domestic and external debts;
- Improvement in government portfolio management (asset and liabilities management);
- Reduction in debt service costs.
- Development of human resources

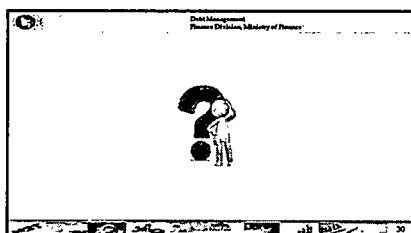




Debt Management
Finance Division, Ministry of Finance

Thank You

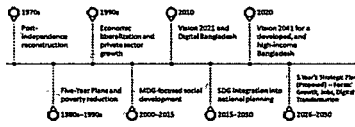
- Debt Management
Finance Division, Ministry of Finance
- Major Challenges of DM in Bangladesh**
- Lack of expert/professional manpower
 - Highly fragmented debt management institutional arrangement
 - Less focused area
 - Retail/non-marketable debt instrument
 - Less financial literacy
 - Shallow domestic bond market
 - Contingent Liability and PPP
 - Graduation from LIC



Perspective Plan of Bangladesh: Implementation Strategy and Challenges

Abdul Baki
abaki_23@yahoo.com

Evolution of Long-Term Planning in Bangladesh



Strategic Development Priorities

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

Outline of Discussion

- Introduction
- Goals, Pillars and Priorities of the Perspective Plan 2021-2041
- Financing Plan & Implementation Strategy
- New Reality and Proposed Strategic Plan
- Implementation Challenges
- Conclusion

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

Implementation Framework

- The Perspective Plan is implemented through:
 - Five-Year Plans:
 - > FY 8-11
 - > Annual Development Program (ADP)
 - > Sectoral strategies
 - > Public-private partnerships
 - Key Institutions:
 - > The Bangladesh Planning Commission plays the central role in translating long-term strategies into operational policies.
 - > Responsibilities include Policy formulation, Monitoring development programs, Coordinating sectoral initiatives
 - > Line ministries
 - > Local government institutions

Three Guiding Questions

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

Key Pillars of the Perspective Plan

- Four institutional pillars:
 - > Governance
 - > Democratization
 - > Decentralization
 - > Capacity building

Implementation Strategy

- 1. Institutional and Governance Reforms
- 2. Macroeconomic and Investment Strategy
- 3. Structural Transformation and Human Capital Development
- 4. Infrastructure, Sustainability, and Inclusive Growth

Financing Strategy

Funding sources

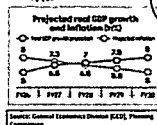
- Government revenue
- Foreign Direct Investment
- Development partners
- Public Private Partnerships
- Domestic capital markets

The plan aims to increase:

- Investment to 46.8% of GDP by 2041
- Tax-GDP ratio to 21.83%

Strategic Vision & Targets

- GDP growth target 8% by FY2030
- Nominal GDP, \$749 billion
- Inflation target 5%
- Investment target 37.6% of GDP
- Emphasis on structural transformation



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)

Bangladesh's 5-Year Strategic Plan (Draft)

Core Components of the Economic Plan

- Export & Industry Diversification: Focus on high-value leather, footwear, and pharmaceutical exports while modernizing the garment sector through innovation.
- Targeted Growth: Aims to increase nominal GDP to \$742.57 billion by 2030.
- Investment & Job Creation: Increase FDI to 2.5% of GDP within five years and create 10 million jobs.
- Infrastructure & Energy: Achieve 35,000 MW power capacity, with 10% renewable energy (solar and wind) by 2030.
- Policy Stability: Ensure stable tariff and tax policies to strengthen investor confidence.
- Banking Sector Reforms: Focus on reducing financial fragility and debt-servicing pressures while strengthening banking sector stability.

Key Implementation Challenges con'd....

3. Structural Transformation Constraints
 - Heavy dependence on RMD 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

Bangladesh's 5-Year Strategic Plan (Draft)

\$ Vision: Trillion-Dollar Economy by 2034

Focus: Growth, Jobs, Digital Transformation

ICT designated as special priority sector

Key Economic Strategies

1. Trade Agreements: Pursuing bilateral and multilateral free trade agreements (FTA) and Comprehensive Economic Partnership Agreements (CEPA) with major trading partners.
2. Social Protection: Introducing a "family card" system for 40 million vulnerable households and increasing health/education spending to 5% of GDP each.
3. Administrative Reform: Digitalization of Public Administration, Institutional Accountability and Structural Reform to support investors.

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 Government of Bangladesh's Perspective Plan 2021-2041 and the new Five-Year Strategic Plan provide a roadmap for becoming a developed nation.
- Successful implementation requires strong institutions, effective governance, and capable public administration.
- Mid-level bureaucrats are crucial in achieving long term goals through coordination, innovation, and efficient policy execution.

Thank You

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Module:4

Artificial Intelligence

(AI) in Governance

CYBER SECURITY AND DATA PROTECTION

Managing Cyber Risks, safeguarding Citizen Data, and Ensuring Trust in the Digital Services by the Public Sector

Maj Gen I F Shayekhuzzaman, Retd
May 2026

Cyber Security

- ✓ Data Protection
- ✓ Cyber Risk
- ✓ Citizen Data
- ✓ Trust in Digital Services

**OVER CONNECTED WORLD
AND THE NEW GENERATION**

Drawing the Big Picture

Over connected world and the new civilization

3rd Eye Beyond the Horizon

INTRODUCTION

Cyber Security

- ✓ Issues Beyond Perception
- ✓ Cyber Hegemony
- ✓ Threat to Cyber Security
- ✓ Technological Singularity

Over connected world and the new civilization

Family pattern:

Joint Family ⇒ Nuclear Family ⇒ Individual Entity

FATHER	MOTHER
CHILD	CHILD

Real world versus virtual world

Real World
Helpless parents, guardians and dedicated teachers

Virtual World
1000 Friends of different identity

Infested with identity crisis, fantasy and intolerance

Growing Conflict within New Generations

New Generation's Conflict

Western Mindset

Religious, Social & Financial Limits

3rd Eye Beyond the Horizon

ISSUES BEYOND PERCEPTION

Through away Culture

Ashrafal Makhluqat

Ashrafal Makhluqat

Ability to think Declining

meaningful societal living Declining

SHIFT OF CRIME PATTERN

1. Robbers of Long Ago - One victim a day.
2. Syndicate Robber - Five or six victims a day.
3. Train Robbers - Two to three hundred at a time.
4. Digital Age - 110 million or 1.2 Billion ID hacked at a time.

The New World Order

The generations know all, be it beauty or the beast

There is no blind loyalty. Our children will judge us before they judge our words.

Blind respect, humility & tolerance would largely be missing

Major Iniquities

Yr 2026

Virtual World (Fantasy, Identity Crisis, attitude, Impatience)

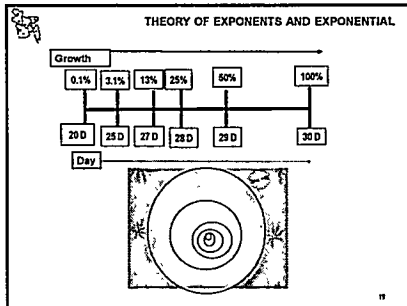
Over connected world (Restlessness)

Unusual screen time (Procrastination)

Pagan Play (Thoughtlessness)

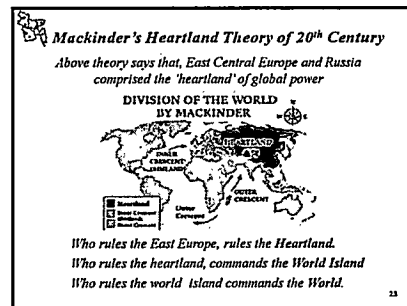
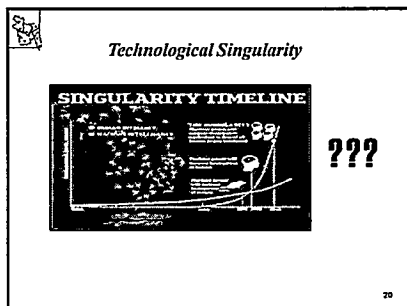
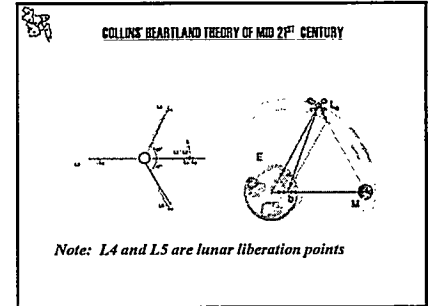
Throwaway culture (Broken relationship)

THEORY OF EXPONENTS AND EXPONENTIAL

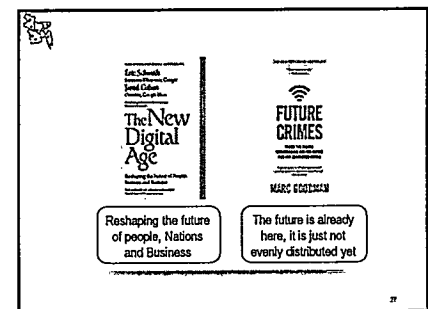
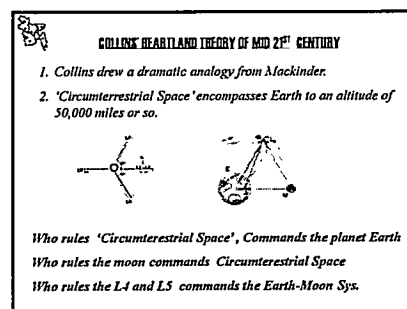
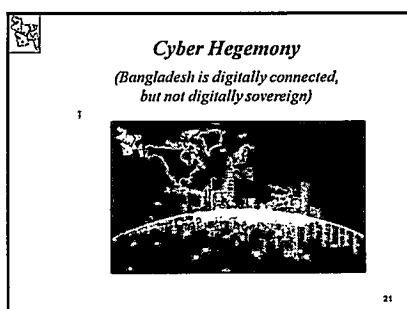


Cyber Hegemony
(US vs China Cyber Hegemony at a Glance)

Dimension	US Model	China Model
Core driver	Platforms & data markets	Infrastructure & state power
Governance	Corporate-led	State-led
Narrative	Free & open internet	Cyber sovereignty
Influence method	Algorithms & content	Architecture & control
Global South Impact	Data extraction	System dependency



- FEATURES OF CYBER SY**
1. Organized crime groups - early adopters of technology.
 2. Criminal perpetually update their techniques with latest emerging technologies.
 3. Plugging of devices and lives into the global info exploits the users' vulnerability.
 4. Ready to confront sooner rather than later the exponentially advancing technologies as Tsunami.



THREAT TO CYBER SECURITY A CASE STUDY

20

DEFINITIONS

3. *Cyber Attack refers to any type of offensive maneuver that targets computer information systems, infrastructures, computer network, or devices. It can be launched by individual groups, society or organization.*

4. *Cyber warfare refers to the strategic use of digital attacks by one nation-state or international organization to disrupt, damage, or destroy the vital computer networks, information systems, and critical infrastructure of an enemy nation.*

21

THERE IS NO FREE LUNCH

1. *We use the state of art communication technology for free.*
2. *We are not the customers, we are the products.*
3. *All actions are data mined.*
4. *Birth of Google*
5. *You have free search and Google has \$1 trillion valuation.*

24

THREAT TO CYBER SECURITY - A CASE STUDY

<i>Cyber Threats:</i>	<i>Dimensions of Warfare:</i>
✓ <i>Cyber Espionage</i>	✓ <i>Air</i>
✓ <i>Cyber Terrorism</i>	✓ <i>Land</i>
✓ <i>Cyber Sabotage</i>	✓ <i>Sea</i>
✓ <i>Cyber Attack</i>	✓ <i>Space</i>
✓ <i>Cyber Warfare</i>	✓ <i>Information</i>

25

INTEGRATED CYBER ATTACK

	Large scale hacking into the air traffic control system	Planes to fly on incorrect altitude or on collision paths.
	Bring down the comm capabilities of many airport control towers	Create panic and turning all attentions to skies.
	Real physical attack (multi faceted)	Not to allow any respite and to create deeper psy response.
	Subsequent barrage of Cyber Attk	To cripple the LEAs and emergency information system and services.

26

THERE IS NO FREE LUNCH

Intention of the Superpowers

1. *How Homeland Security knows you so well, when you yourself don't know enough.*
2. *Incident of Van Brayan.*
3. *Incident of Indonesian Army Chief in 2019.*
4. *Death of Iranian Chief.*

28

DEFINITIONS

1. *Cyber Terrorism refers to the use of Internet to conduct violent acts that results in, or threaten, loss of life of significant bodily harm, in order to achieve political or ideological gains through threat or intimidation.*

2. *Cyber Sabotage refers to the unauthorized, deliberate destruction, alteration, or disruption of computer systems or data to cripple operations, often driven by financial, industrial, or military motives.*

29

THERE IS NO FREE LUNCH



30

BIRTH OF GOOGLE

1. *Google was founded in 1998 by Larry Page and Sergey Brian*
2. *Google decided to make 'Don't be evil' its official motto.*
3. *Google has produced more than 271 products. One account and all of Google.*
4. *Google created the Android Operating System.*
5. *Google know you more than you know yourself.*

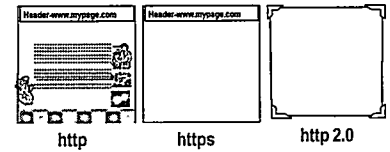
31

BIRTH OF GOOGLE

6. Google does not forget and Google does not delete.
7. Google data processing – Halfway to the moon (1 million GB, 1000 TB or 24 petabytes.)
8. SIRI keeps your voice for two years.
9. IP Address, MAC address and IMEI numbers.
10. Invisible digital marking files called Cookies.

COMMUNICATION MEDIA

1. Data (Internet).
2. Voice (Mobile and PSTN).
3. SAT Phone.
4. Radio Communications.

DATA ENCRYPTION

http: Hypertext Transfer Protocol
 https: Hypertext Transfer Protocol Secured
 http 2.0: Hypertext Transfer Protocol 2.0

BIRTH OF GOOGLE

11. "I have read and agreed to the terms of services" is the biggest lie on the web.
12. The details of your searches you wouldn't dream of sharing with your closest friend are being filtered into a big computer algorithm in the sky and sold for billions. This is why, you have a free search and Google has 1 Trillion valuation.

INTERNET ASSOCIATES

1. Data Encryption
2. Big Data
3. Data Mine
4. Internet Protocol (IP) Address.

COMMUNICATION PATTERN SHIFT**CYBER SECURITY
BANGLADESH SCENARIO****DATA ENCRYPTION**

DATA ENCRYPTION IS A WAY OF TRANSLATING DATA FROM PLAINTEXT (UNENCRYPTED) TO CIPHERTEXT (ENCRYPTED).

**BIG DATA**

Big data refers to data that is so large, fast or complex that it's difficult or impossible to process using traditional methods. The act of accessing and storing large amounts of information for analytics has been around for a

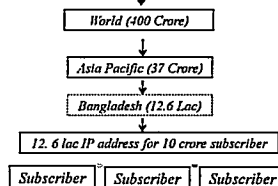


DATA MINE

Data mining is the process of searching and analyzing a large batch of raw data in order to identify patterns and extract useful information.

**IP ADDRESS**

[IPv4 (1982)]



International Terrestrial Cable (ITC)
VERSUS
Submarine Cable (SEA ME WE)

INTERNET PROTOCOL ADDRESS

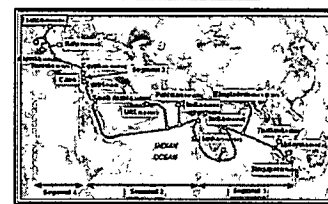
An Internet Protocol (IP) address is a unique numerical identifier for every device or network that connects to the internet.

**WAY FORWARD**

IPv6

IPv6 has been promulgated with trillions of IP addresses.

1. Formulate dedicated IP Policy.
2. Establishment of NIR.
3. Strict compliance to: 'One IP for One Device' policy.

ITC vs SUBMARINE CABLE

(SEA ME WE)

INTERNET PROTOCOL ADDRESS

IPv4: Internet Protocol version 4 (1982)

IPv6: Internet Protocol version 6 (2012)

**REALITY**

Data interception will be pretty difficult

ENCRYPTION

IPv4

BIG DATA

Deny access to
information

Deny access
to criminals

Create time
lag

- NSA was established in 1917.
- China employed 60,000 people to monitor PLA.

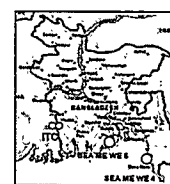
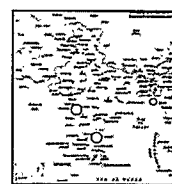
ITC vs SUBMARINE CABLE

FIGURE 1

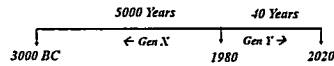
FIGURE 2

THREAT TO CYBER SECURITY**FACTS**

1. Every crime is initiated by SIM.
2. Business interest over security needs.
3. Global threat/ Global Standard.
4. Faster decision making.
5. Isolated decision making & lack of awareness.
6. Helplessness of the LEAs.
7. Critical journey ahead (Exponential Growth)

55

The Changes of last 40 years is more than the changes of last 5,000 years.



2000 - 2010: Mobile and Digital Integration Era

Key Technologies

- ✓ Smartphones
- ✓ Social Media Platforms
- ✓ Cloud Computing (Early Stage)

2010 - 2020: Data, AI & Platform Economy Era

Key Technologies

- ✓ AI
- ✓ Big Data Analysis
- ✓ Cloud Computing (Matured Stage)
- ✓ Digital Platforms (Uber, Facebook, Bkash)

CONSIDERATIONS

1. Connectivity versus Security.
2. Virtual User and Virtual World.
3. Privacy versus Public Safety.
4. Shift of Motivation (Death squad vs Technocrat).
5. Brawn versus Brain.

56

Ever Changing Nature of the Society

1. 1980s: Early Digital and Automation Era
2. 1990s: Internet and Globalization Era
3. 2000 - 2010: Mobile and Digital Integration Era
4. 2010 - 2020: Data, AI & Platform Economy Era

58

Generation Categories:

1. Lost Generation (1883 - 1900)
2. The Greatest Generation (1901 - 1927)
3. The Silent Generation (1928 - 1945)
4. Baby Boomers (1946 - 1964)
5. Generation X (1965 - 1980)
6. Generation Y (1981 - 1996)
7. Generation Z (1997 - 2012)
8. Generation Alpha (2013 - 2024)
9. Generation Beta (2025 - 2039)

62

Change Management

57

1980s: Early Digital and Automation Era:

Key Technologies

- ✓ Computer
- ✓ Mainframe computing
- ✓ Early industrial automation

1990s: Internet and Globalization Era

Key Technologies

- ✓ Internet
- ✓ E Mail/ Websites
- ✓ Enterprise Software System

Generation X

Workplace Characteristics:

- ✓ Value job security
- ✓ Prefer structured communication
- ✓ Respect hierarchy
- ✓ Skeptical of sudden change

Generation Y

Workplace Characteristics:

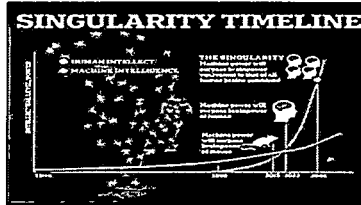
- ✓ Seek meaning in work
- ✓ Comfortable with technology
- ✓ Prefer teamwork
- ✓ Expect regular feedback

63

Generation Z**Workplace Characteristics:**

- Grew up with smartphones & social media
- Expect speed and transparency
- Prefer flexible work models
- Highly adaptive but easily disengaged

64

Technological Singularity

67

Cyber Security

Cyber Security is the practice of protecting computers, networks, systems, and data from digital attacks—whether those attacks come from hackers, malware, or even simple human mistakes.



70

Post 2020 Future Projection

1. 2020–2030: The Intelligent Automation Decade
2. 2030–2040: The Autonomous Systems Era
3. 2040–2050: Pre-Singularity Transformation Phase
4. The Concept of Technological Singularity

65

Bangladesh is digitally connected,
but not digitally sovereign



68

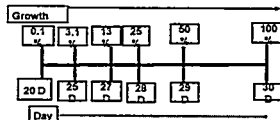
Why Cyber Security is a Global Priority

The world is entering a hyper connected era involving:

- ✓ AI
- ✓ Cloud computing
- ✓ IoT
- ✓ Smart cities
- ✓ Digital banking
- ✓ E-governance
- ✓ Autonomous systems
- ✓ 5G/6G communications



71

THEORY OF EXPONENTS AND EXPONENTIAL

66

1. Cyber Security and Data Protection
2. Managing Cyber Risks,
3. Safeguarding Citizen Data, and
4. Ensuring Trust in the Digital Services by the Public Sector

69

Bangladesh Perspective: Cyber Security

Bangladesh has rapidly expanded:

- ✓ Mobile banking
- ✓ Digital governance
- ✓ Online services
- ✓ E-commerce
- ✓ Cloud storage
- ✓ Smart infrastructure

Examples:

- ✓ NID database
 - ✓ MFS ecosystem
 - ✓ Digital land records
 - ✓ E-procurement
 - ✓ Smart Bangladesh vision
- This digital growth increases cyber exposure.



72

Cyber Security

Cyber security refers to the protection of:

- ✓ Networks
- ✓ Information systems
- ✓ Devices
- ✓ Software
- ✓ Critical infrastructure
- ✓ Digital assets

From:

- ✓ Unauthorized access
- ✓ Cyber attacks
- ✓ Data theft
- ✓ Sabotage
- ✓ Espionage
- ✓ Ransom ware
- ✓ Information warfare

National Cyber Risks

National cyber risks are threats arising from the use, misuse, disruption, manipulation, or destruction of digital systems that can harm:

How to Manage Cyber Risk

AI-Enabled Cyber Defense

AI can improve:

- ✓ Threat detection
- ✓ Behavioral analytics
- ✓ Automated response
- ✓ Fraud monitoring

International Cooperation

Bangladesh should collaborate with:

- ✓ Regional CERTs
- ✓ International cyber alliances
- ✓ UN cybercrime framework

Data Protection

Data protection refers to safeguarding:

- ✓ Personal information
- ✓ Government records
- ✓ Financial data
- ✓ Military intelligence
- ✓ Health data

Bangladesh Data Protection Challenges

- ✓ Ignorance
- ✓ Weak Data Governance
- ✓ Foreign Cloud Dependency
- ✓ Limited Cyber Workforce
- ✓ Public Awareness Gap

How to Manage Cyber Risk

National Cyber Strategy

Bangladesh needs:

- ✓ Unified cyber doctrine
- ✓ National cyber command
- ✓ Civil-military coordination
- ✓ Critical Infrastructure protection framework

Data Sovereignty Policy

- ✓ Sensitive national data should ideally be hosted domestically
- ✓ Use sovereign cloud infrastructure
- ✓ Follow strong encryption standards

Safeguarding Citizen Data

Citizen Data:

Citizen data refers to information collected about individuals by governments, corporations, or digital platforms.

Citizen data

- ✓ National ID systems
- ✓ Mobile banking
- ✓ Health records

Citizen data

- ✓ Immigration databases
- ✓ Social welfare platforms
- ✓ Telecom systems
- ✓ Smart city technologies

Data Protection

From:

- ✓ Misuse
- ✓ Unauthorized disclosure
- ✓ Surveillance
- ✓ Theft
- ✓ Manipulation

Data protection also concerns:

- ✓ Privacy rights
- ✓ Consent
- ✓ Ethical use of data
- ✓ Sovereignty over nation

How to Manage Cyber Risk

Cyber Workforce Dev

Priority Areas:

- ✓ Cyber education
- ✓ Ethical hacking
- ✓ AI security
- ✓ Digital forensics
- ✓ Cyber intelligence

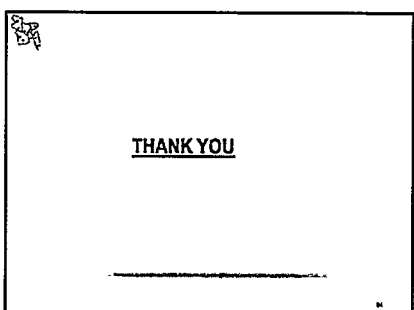
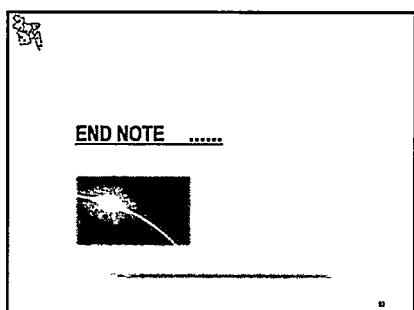
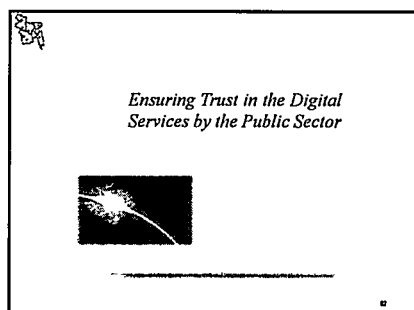
Public Awareness Campaign

Nationwide cyber awareness is essential:

- ✓ Schools
- ✓ Universities
- ✓ Civil service
- ✓ Military
- ✓ Corporate & banking sector

Safeguarding Citizen Data

Identity Data	Name, NID, passport
Biometric Data	Fingerprints, facial recognition
Financial Data	Bank accounts, transactions
Health Data	Medical records, prescriptions
Behavioral Data	Browsing patterns, location history
Communication Data	Calls, emails, messages
Educational Data	Academic records
Security Data	Criminal records, surveillance data



DIGITAL PLATFORM AND CYBER SECURITY

Maj Gen I F Shayekhuzzaman, Retd
May 2026

Cyber Security

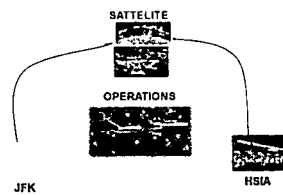
- ✓ Digital Platform
- ✓ Data Protection
- ✓ Cyber Risk
- ✓ Citizen Data

SCOPE

1. Over connected world and the new generation
2. Issues Beyond Perception
 - Crime pattern
 - Theory of exponents and exponential
 - Aspects of cyber security
 - There is no free lunch
 - The birth of Google
3. Cyber Sy - Bangladesh scenario
 - Data Encryption
 - SEA ME WE vs ITC
4. - LI Concerns for NTAC



Drawing the Big Picture



OVER CONNECTED WORLD AND THE NEW GENERATION

3rd Eye Beyond the Horizon

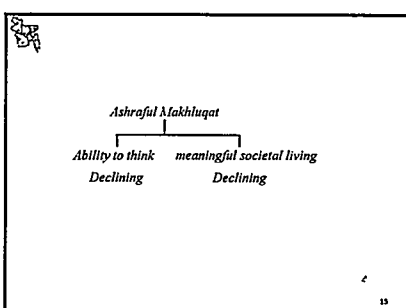
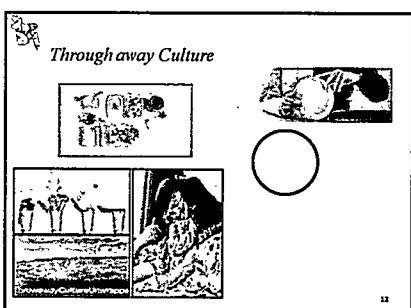
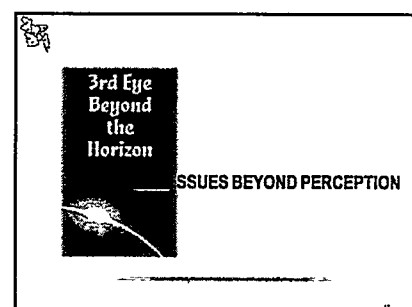
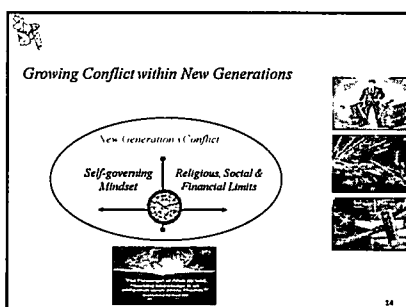
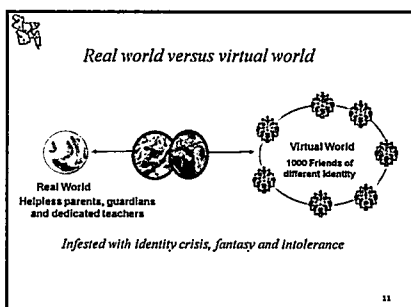
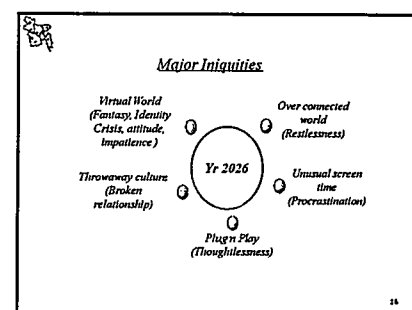
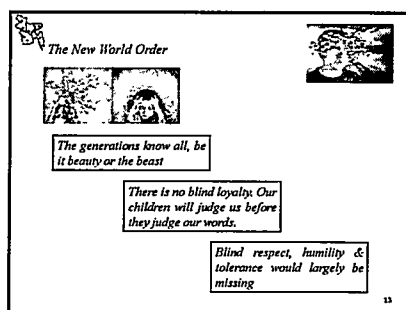
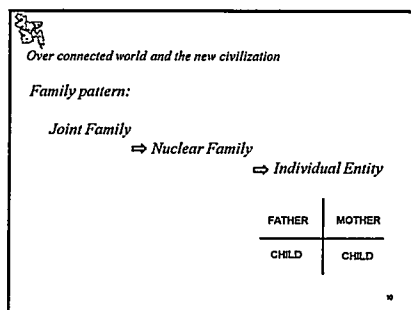
INTRODUCTION

Cyber Security

- ✓ Issues Beyond Perception
- ✓ Cyber Hegemony
- ✓ Threat to Cyber Security
- ✓ Technological Singularity

Over connected world and the new civilization





- SHIFT OF CRIME PATTERN**
1. Robbers of Long Ago - One victim a day.
 2. Syndicate Robber - Five or six victims a day.
 3. Train Robbers - Two to three hundred at a time.
 4. Digital Age - 110 million or 1.2 Billion ID hacked at a time.

THEORY OF EXPONENTS AND EXPONENTIAL



19

Cyber Hegemony

(Bangladesh is digitally connected, but not digitally sovereign)



22

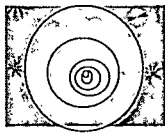
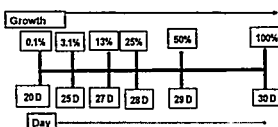
COLLINS' HEARTLAND THEORY OF MID 21ST CENTURY

1. Collins drew a dramatic analogy from Mackinder.
2. 'Circumterrestrial Space' encompasses Earth to an altitude of 50,000 miles or so.



Who rules 'Circumterrestrial Space', Commands the planet Earth
Who rules the moon commands Circumterrestrial Space
Who rules the L4 and L5 commands the Earth-Moon Sys.

THEORY OF EXPONENTS AND EXPONENTIAL



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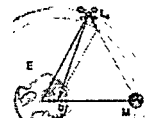
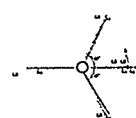
Cyber Hegemony

(US vs China Cyber Hegemony at a Glance)

Dimension	US Model	China Model
Core driver	Platforms & data markets	Infrastructure & state power
Governance	Corporate-led	State-led
Narrative	Free & open internet	Cyber sovereignty
Influence method	Algorithms & content	Architecture & control
Global South impact	Data extraction	System dependency

22

COLLINS' HEARTLAND THEORY OF MID 21ST CENTURY



Note: L4 and L5 are lunar liberation points

Technological Singularity



???

21

Mackinder's Heartland Theory of 20th Century

Above theory says that, East Central Europe and Russia comprised the 'heartland' of global power



Who rules the East Europe, rules the Heartland.
Who rules the heartland, commands the World Island
Who rules the world Island commands the World.

24

FEATURES OF CYBER SY

1. Organized crime groups - early adopters of technology.
2. Criminal perpetually update their techniques with latest emerging technologies.
3. Plugging of devices and lives into the global info exploits the users' vulnerability.
4. Ready to confront sooner rather than later the exponentially advancing technologies as Tsunami.

27



The New Digital Age
Eric Schmidt
James H. Thompson
Penguin Press

Reshaping the future of people, Nations and Business



FUTURE CRIMES
Marc Goodman
Simon & Schuster

The future is already here, it is just not evenly distributed yet

DEFINITIONS

1. *Cyber Terrorism refers to the use of Internet to conduct violent acts that results in, or threaten, loss of life of significant bodily harm, in order to achieve political or ideological gains through threat or intimidation.*
2. *Cyber Sabotage refers to the unauthorized, deliberate destruction, alteration, or disruption of computer systems or data to cripple operations, often driven by financial, industrial, or military motives.*

THERE IS NO FREE LUNCH



THREAT TO CYBER SECURITY - A CASE STUDY

DEFINITIONS

3. *Cyber Attack refers to any type of offensive maneuver that targets computer Information systems, infrastructures, computer network, or devices. It can be launched by individual groups, society or organization.*
4. *Cyber warfare refers to the strategic use of digital attacks by one nation-state or international organization to disrupt, damage, or destroy the vital computer networks, information systems, and critical infrastructure of an enemy nation.*

THERE IS NO FREE LUNCH

1. *We use the state of art communication technology for free.*
2. *We are not the customers, we are the products.*
3. *All actions are data mined.*
4. *Birth of Google*
5. *You have free search and Google has \$1 trillion valuation.*

THREAT TO CYBER SECURITY - A CASE STUDY

Cyber Threats:	Dimensions of Warfare:
✓ Cyber Espionage	✓ Air
✓ Cyber Terrorism	✓ Land
✓ Cyber Sabotage	✓ Sea
✓ Cyber Attack	✓ Space
✓ Cyber Warfare	✓ Information

INTEGRATED CYBER ATTACK

	Large scale, hacking into the air traffic control system	Planes to fly on incorrect altitude or on collision paths.
	Bring down the comm capabilities of many airport control towers	Create panic and turning all attentions to skies.
	Real physical attack (multi faceted)	Not to allow any respite and to create deeper psy response.
	Subsequent barrage of Cyber Attack	To cripple the LEAs and emergency information system and services.

THERE IS NO FREE LUNCH

Intention of the Superpowers

1. *How Homeland Security knows you so well, when you yourself don't know enough.*
2. *Incident of Van Brayan.*
3. *Incident of Indonesian Army Chief in 2019.*
4. *Death of Iranian Chief.*

BIRTH OF GOOGLE

1. Google was founded in 1998 by Larry Page and Sergey Brin
2. Google decided to make 'Don't be evil' its official motto.
3. Google has produced more than 271 products. One account and all of Google.
4. Google created the Android Operating System.
5. Google know you more than you know yourself.

**CYBER SECURITY
BANGLADESH SCENARIO****DATA ENCRYPTION**

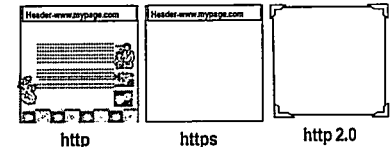
Data encryption is a way of translating data from plaintext (unencrypted) to ciphertext (encrypted).

**BIRTH OF GOOGLE**

6. Google does not forget and Google does not delete.
7. Google data processing – Halfway to the moon (1 million GB, 1000 TB or 24 petabytes.)
8. SIRI keeps your voice for two years.
9. IP Address, MAC address and IMEI numbers.
10. Invisible digital marking files called Cookies.

COMMUNICATION MEDIA

1. Data (Internet).
2. Voice (Mobile and PSTN).
3. SAT Phone.
4. Radio Communications.

DATA ENCRYPTION

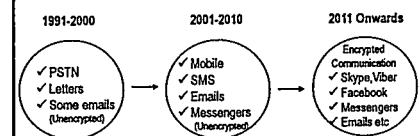
http: Hypertext Transfer Protocol
https: Hypertext Transfer Protocol Secured
http 2.0: Hypertext Transfer Protocol 2.0

BIRTH OF GOOGLE

11. "I have read and agreed to the terms of services" is the biggest lie on the web.
12. The details of your searches you wouldn't dream of sharing with your closest friend are being filtered into a big computer algorithm in the sky and sold for billions. This is why you have a free search and Google has 1 Trillion valuation.

INTERNET ASSOCIATES

1. Data Encryption
2. Big Data
3. Data Mine
4. Internet Protocol (IP) Address.

COMMUNICATION PATTERN SHIFT

BIG DATA

Big data refers to data that is so large, fast or complex that it's difficult or impossible to process using traditional methods. The act of accessing and storing large amounts of information for analytics has been around for a long time.

**INTERNET PROTOCOL ADDRESS**

IPv4: Internet Protocol version 4 (1982)

IPv6: Internet Protocol version 6 (2012)

**REALITY**

Data interception will be pretty difficult

ENCRYPTION

IPV4

BIG DATA

Deny access to information

Deny access to criminals

Create time lag

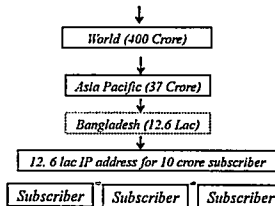
- * NSA was established in 1917.
- * China employed 60,000 people to monitor PLA.

DATA MINE

Data mining is the process of searching and analyzing a large batch of raw data in order to identify patterns and extract useful information.

**IP ADDRESS**

IPv4 (1982)



International Terrestrial Cable (ITC)
VERSUS
Submarine Cable (SEA ME WE)

INTERNET PROTOCOL ADDRESS

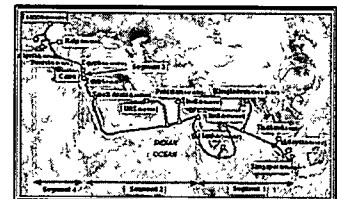
An Internet Protocol (IP) address is a unique numerical identifier for every device or network that connects to the internet.

**WAY FORWARD**

IPV6

IPV6 has been promulgated with trillions of IP addresses.

1. Formulate dedicated IP Policy.
2. Establishment of NIR.
3. Strict compliance to: 'One IP for One Device' policy.

ITC vs SUBMARINE CABLE

(SEA ME WE)

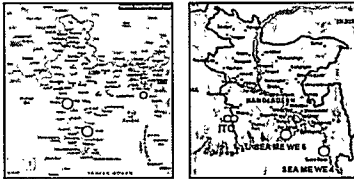
ITC vs SUBMARINE CABLE

FIGURE 1

FIGURE 2

Change Management**1980s: Early Digital and Automation Era:****Key Technologies**

- ✓ Computer
- ✓ Mainframe computing
- ✓ Early industrial automation

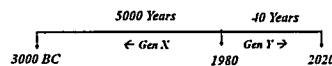
1990s: Internet and Globalization Era**Key Technologies**

- ✓ Internet
- ✓ EMail/ Websites
- ✓ Enterprise Software System

THREAT TO CYBER SECURITY**FACTS**

1. Every crime is initiated by SIM.
2. Business interest over security needs.
3. Global threat/ Global Standard.
4. Faster decision making.
5. Isolated decision making & lack of awareness.
6. Helplessness of the LEAs.
7. Critical journey ahead (Exponential Growth)

The Changes of last 40 years is more than the changes of last 5,000 years.

**2000 - 2010: Mobile and Digital Integration Era****Key Technologies**

- ✓ Smartphones
- ✓ Social Media Platforms
- ✓ Cloud Computing (Early Stage)

2010 - 2020: Data, AI & Platform Economy Era**Key Technologies**

- ✓ AI
- ✓ Big Data Analysis
- ✓ Cloud Computing (Matured Stage)
- ✓ Digital Platforms (Uber, Facebook, Bkash)

CONSIDERATIONS

1. Connectivity versus Security.
2. Virtual User and Virtual World.
3. Privacy versus Public Safety.
4. Shift of Motivation (Death squad vs Technocrat).
5. Brawn versus Brain.

Ever Changing Nature of the Society

1. 1980s: Early Digital and Automation Era
2. 1990s: Internet and Globalization Era
3. 2000 - 2010: Mobile and Digital Integration Era
4. 2010 - 2020: Data, AI & Platform Economy Era

Generation Categories:

1. Lost Generation (1883 - 1900)
2. The Greatest Generation (1901 - 1927)
3. The Silent Generation (1928 - 1945)
4. Baby Boomers (1946 - 1964)
5. Generation X (1965 - 1980)
6. Generation Y (1981 - 1996)
7. Generation Z (1997 - 2012)
8. Generation Alpha (2013 - 2024)
9. Generation Beta (2025 - 2039)

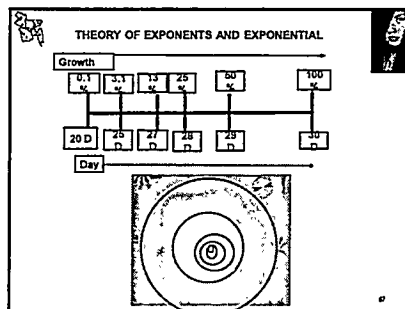
Generation X**Workplace Characteristics:**

- ✓ Value job security
- ✓ Prefer structured communication
- ✓ Respect hierarchy
- ✓ Skeptical of sudden change

Generation Y**Workplace Characteristics:**

- ✓ Seek meaning in work
- ✓ Comfortable with technology
- ✓ Prefer teamwork
- ✓ Expect regular feedback

64



65

Digital Platform

A digital platform is an online system that connects people, organizations, services, and information over the internet.

Examples:

- ✓ Social media: Facebook, YouTube
- ✓ E-commerce: Amazon
- ✓ Communication: Zoom

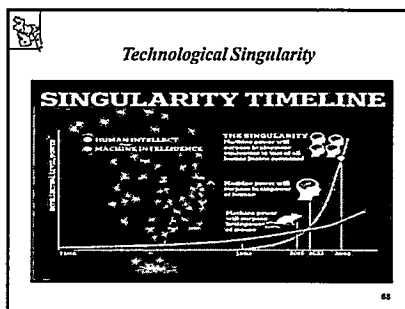
Financial platforms: mobile banking and digital payment systems

66

Generation Z**Workplace Characteristics:**

- ✓ Grew up with smartphones & social media
- ✓ Expect speed and transparency
- ✓ Prefer flexible work models
- ✓ Highly adaptive but easily disengaged

67



68

Cyber Security

Cyber security means protecting computers, networks, data, and digital systems from unauthorized access, attacks, damage, or theft.

The three core objectives of Cyber Security are:

- ✓ Confidentiality – Information remains private
- ✓ Integrity – Information remains accurate and unchanged
- ✓ Availability – Systems remain accessible when needed

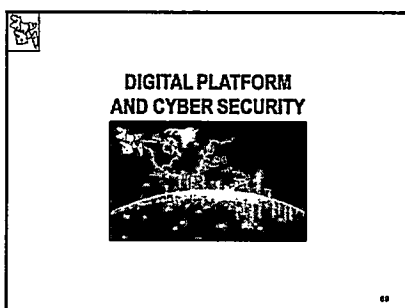
known as the CIA Trio.

69

Post 2020 Future Projection

1. 2020–2030: The Intelligent Automation Decade
2. 2030–2040: The Autonomous Systems Era
3. 2040–2050: Pre-Singularity Transformation Phase
4. The Concept of Technological Singularity

70



71

Why Cyber Security is a Global Priority

The world is entering a hyper connected era involving:

- ✓ AI
- ✓ Cloud computing
- ✓ IoT / AIOT
- ✓ Smart cities
- ✓ Digital banking
- ✓ E-governance
- ✓ Cyber autonomous systems
- ✓ 5G/6G communications



72

Bangladesh Perspective: Cyber Security

Bangladesh has rapidly expanded:

- ✓ Mobile banking
- ✓ Digital governance
- ✓ Online services
- ✓ E-commerce
- ✓ Cloud systems

Examples:

- ✓ NID database
 - ✓ MFS ecosystem
 - ✓ Digital land records
 - ✓ E-procurement
 - ✓ Smart Bangladesh vision
- This digital growth increases cyber exposure.



75

SAFETY TIPS

7. View your social media profile when you're logged out
8. Verify before you accept any friend request.
9. Tailor your access permission.
10. Review your friend's profile periodically.
11. Be careful when you click on questionable link.
12. Ensure your passwords are different and hard to guess.
13. Turn off geo tagging in your photos.

76

How to Manage Cyber Risk

Cyber Workforce Dev
Priority Areas:

- ✓ Cyber education
- ✓ Ethical hacking
- ✓ AI security
- ✓ Digital forensics
- ✓ Cyber intelligence

Public Awareness Campaign
Nationwide cyber awareness is essential:

- ✓ Schools
- ✓ Universities
- ✓ Civil service
- ✓ Military
- ✓ Corporate & banking sector

77

Cyber Security

Cyber security refers to the protection of:

- ✓ Networks
- ✓ Information systems
- ✓ Devices
- ✓ Software
- ✓ Critical infrastructure
- ✓ Digital

From:

- ✓ Unauthorized access
- ✓ Cyber attacks
- ✓ Data theft
- ✓ Sabotage
- ✓ Espionage
- ✓ Ransom ware
- ✓ Information warfare



78

National Cyber Risks

National cyber risks are threats arising from the use, misuse, disruption, manipulation, or destruction of digital systems that can breach Cyber Security

79

How to Manage Cyber Risk

AI-Enabled Cyber Defense
AI can improve:

- ✓ Threat detection
- ✓ Behavioral analytics
- ✓ Automated response
- ✓ Fraud monitoring

International Cooperation
Bangladesh should collaborate with:

- ✓ Regional CERTs
- ✓ International cyber alliances
- ✓ UN cybercrime framework

80

SAFETY TIPS

1. Keep sensitive information away from social media profile.
2. Don't post issues that may catch violent extremist.
3. Don't post location, date, vacations and schedules online.
4. Protect family information from net.
5. Check your security and privacy setting regularly.
6. Google your name and see the search result.

81

How to Manage Cyber Risk

National Cyber Strategy
Bangladesh needs:

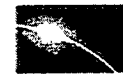
- ✓ Unified cyber doctrine
- ✓ National cyber command
- ✓ Civil-military coordination
- ✓ Critical infrastructure protection framework

Data Sovereignty Policy

- ✓ Sensitive national data should ideally be hosted domestically
- ✓ Use sovereign cloud infrastructure
- ✓ Follow strong encryption standards

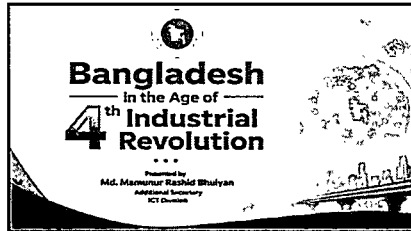
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END NOTE



83





Presentation Outline	
01	Context
02	Fourth Industrial Revolution and Key Technologies
03	Application of 4IR Technologies
04	Disruptive Challenges Ahead
05	Way Forward

Organisations that Failed to Navigate Change

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

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

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



"The world is no longer changing by the decade. It's changing by the day."



"The Fourth Industrial Revolution is not just about technology; it's about transforming entire systems of production, management, and governance."

-Klaus Schwab, *The Fourth Industrial Revolution* (2016).

Organisations that Failed to Navigate Change

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

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

Problem:
Nokia didn't grasp the concept of software and continued to focus on hardware.
• Management feared alienating current users if they changed too much.





"It's not the strongest that survive, nor the most intelligent, but the most responsive to change." — Charles Darwin

Context

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

Organisations that Failed to Navigate Change

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

Problem:

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




Organizations that Successfully Navigated Change

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

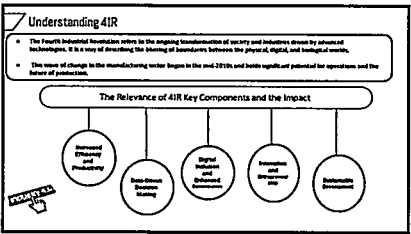
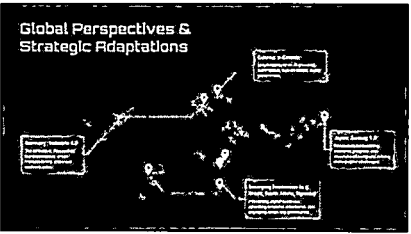
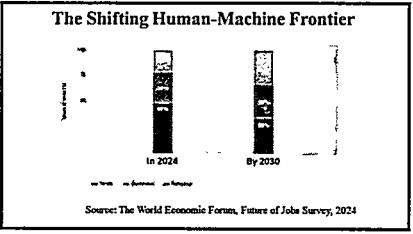
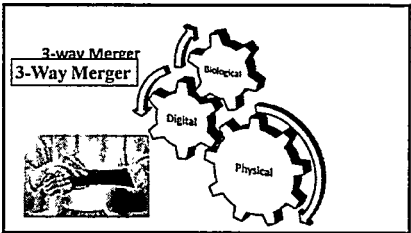
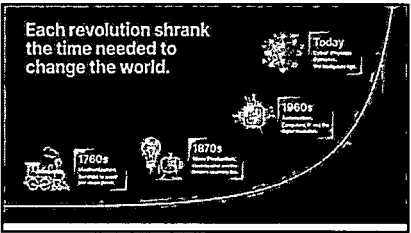
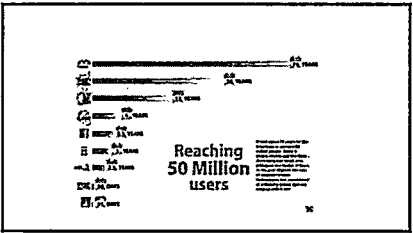
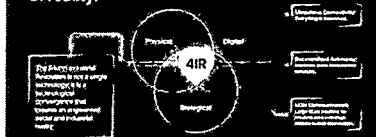


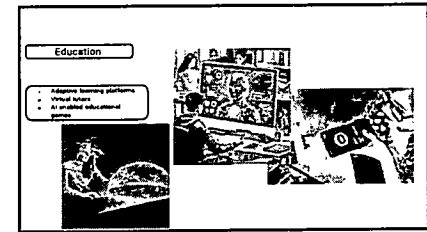
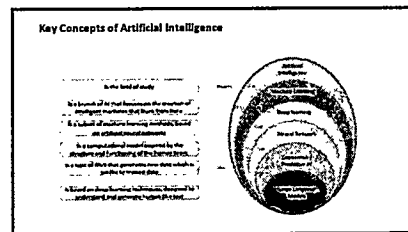
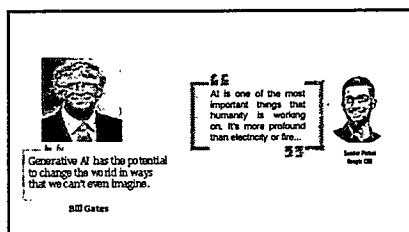
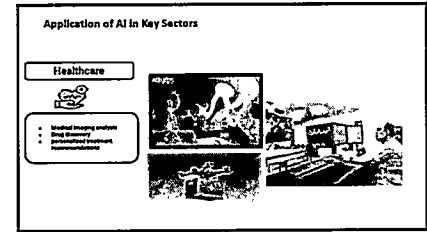
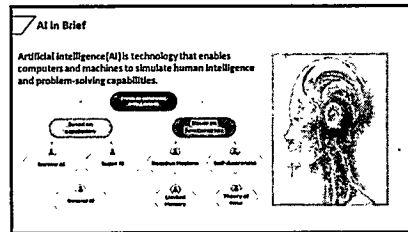
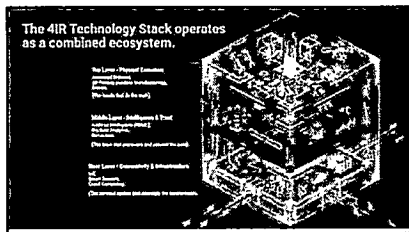
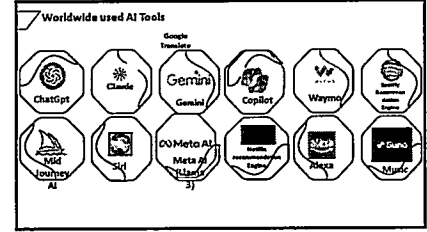
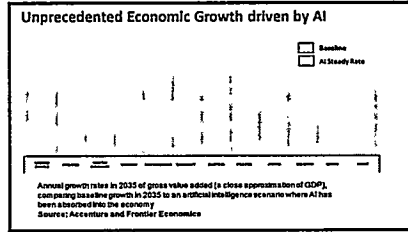
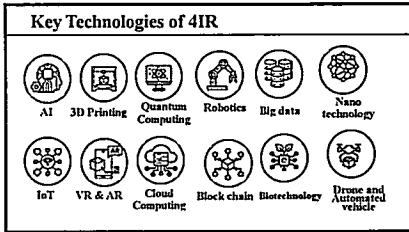
Historical Context

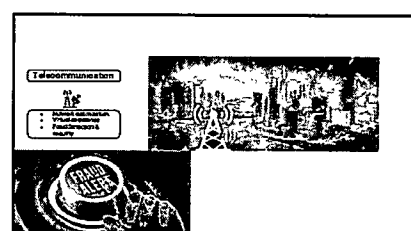
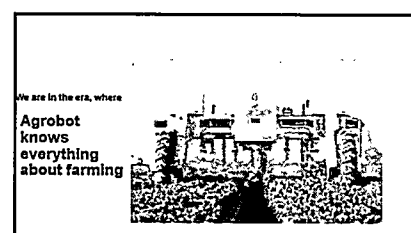
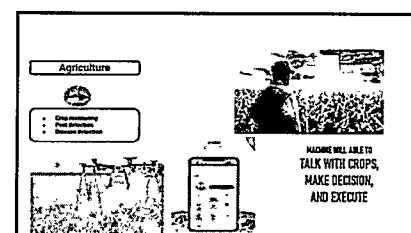
Four Industrial Revolutions

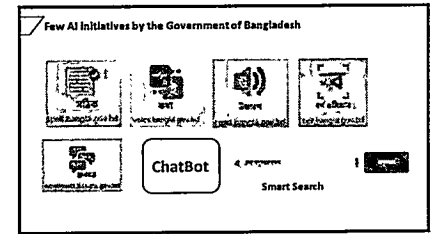
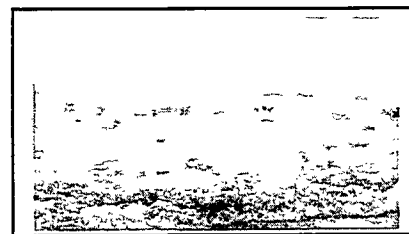
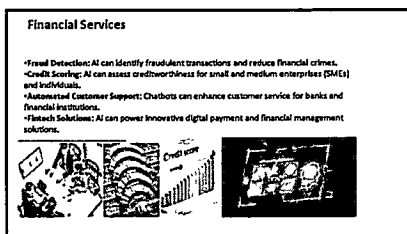
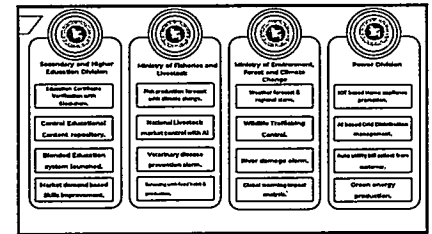
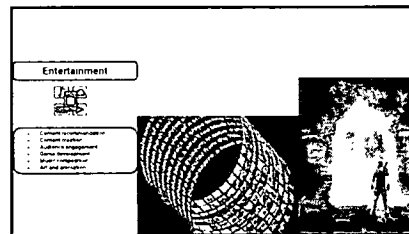
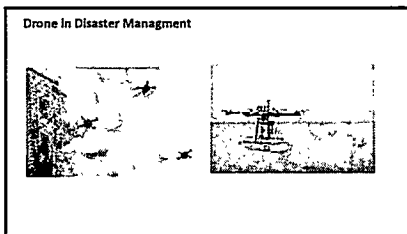
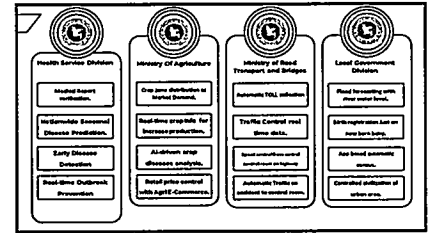
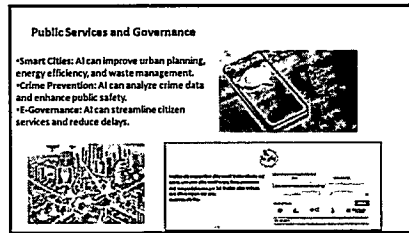
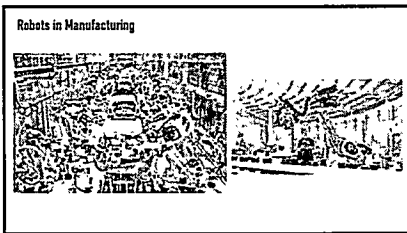
1765	1870	1949	Today
 1 st revolution	 2 nd revolution	 3 rd revolution	 4 th revolution
Mechanization led by the steam engine	Mass Production driven by electricity and mass-based power	Automated Production supported by electronics and information technologies	New Technologies driven by things like AI, virtual/augmented reality, big data, cloud, cyber-physical systems

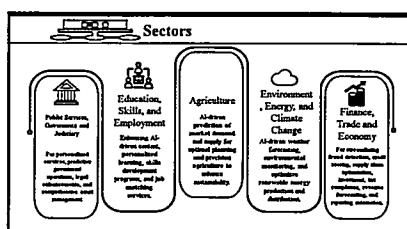
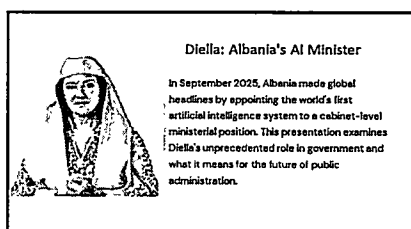
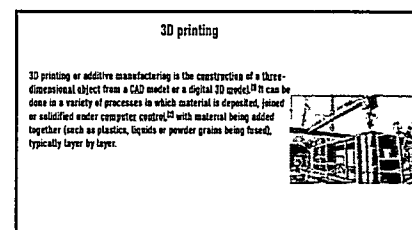
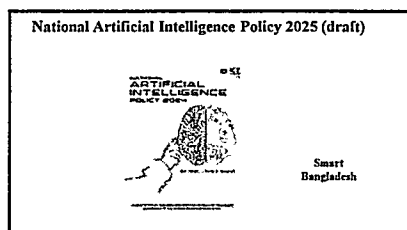
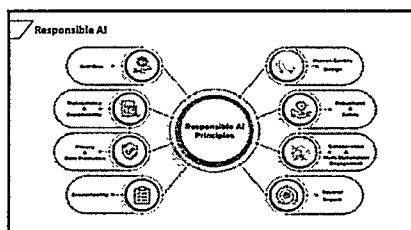
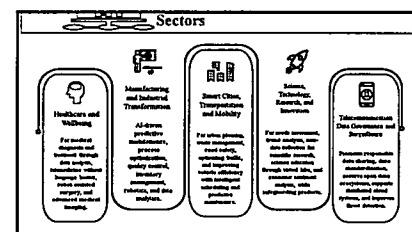
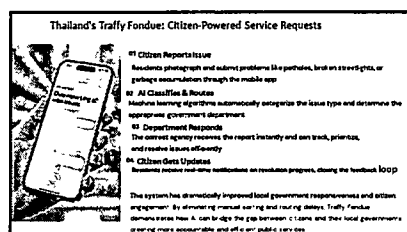
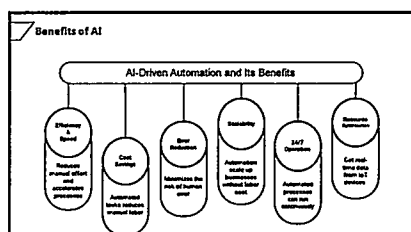
4IR blurs the boundaries of reality.

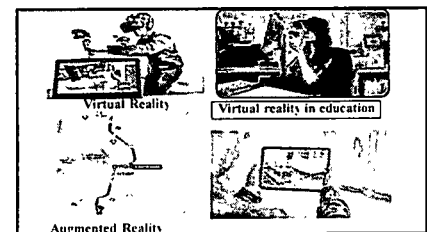
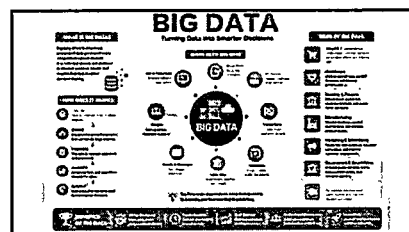
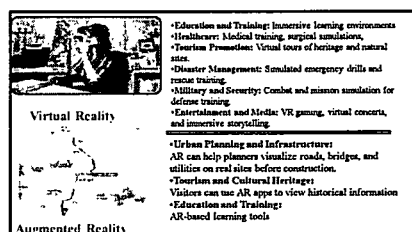
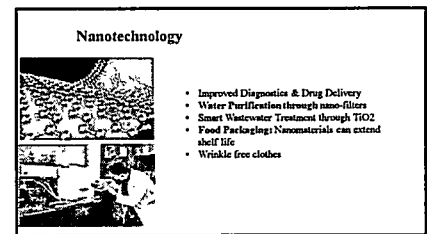
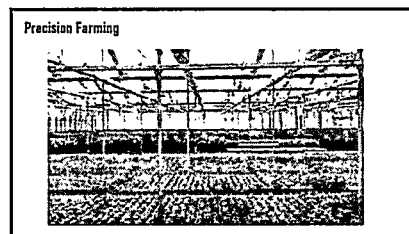
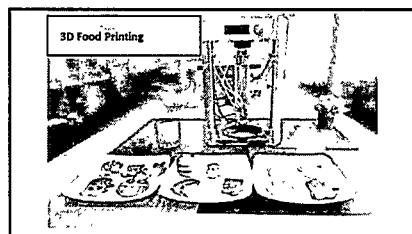
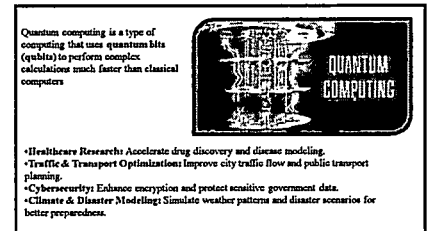
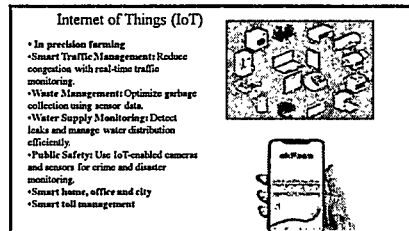
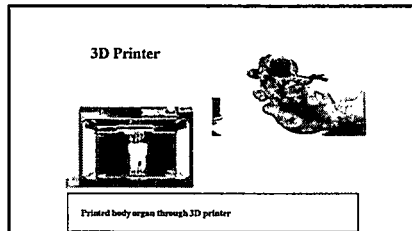


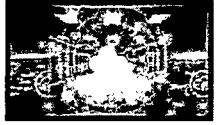












Helps in hosting public services efficiently

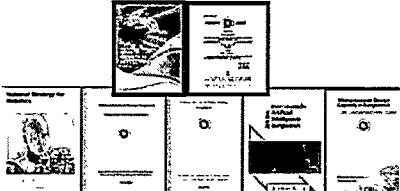
- **Cost-effective:** Reduces hardware and maintenance expenses.
- **Scalable:** Easily adjusts resources based on demand.
- **Accessible:** Data available anytime, anywhere via internet.
- **Reliable:** Ensures backup and disaster recovery.
- **Secure:** Protects data with advanced security measures.

Biotechnology



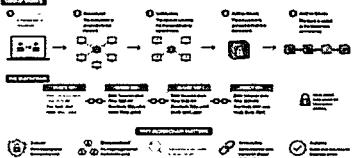
1. **Agriculture:** Development of high-yield and pest-resistant crop varieties.
2. **Healthcare:** Production of vaccines, diagnostics, and biomedicines.
3. **Environment:** Waste treatment and pollution control using bio-based methods.
4. **Fisheries:** Genetic improvement of fish species for higher productivity.
5. **Food Security:** Biotechnology-based food preservation and quality enhancement.

Formulated 7 Strategies/Policies Towards 4IR



WHAT IS BLOCKCHAIN?

A blockchain is a secure, distributed digital ledger that records transactions across many computers.

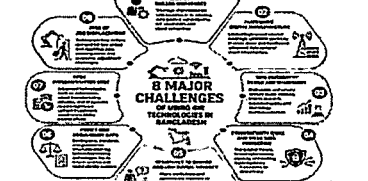


Potential Areas of Using Advanced Technologies

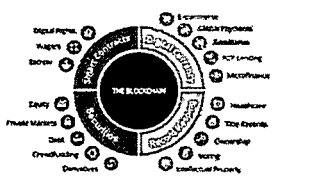
- e-governance platform
- Service delivery
- Smart city development
- Data driven decision making
- Block chain for transparency
- AI in public safety
- Remote healthcare system
- Smart agriculture solution
- Disaster management system
- Cyber security enhancement
- Smart traffic management
- Smart grid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



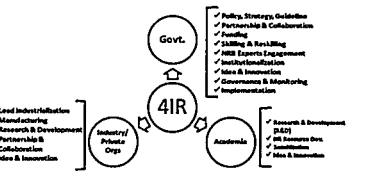
8 MAJOR CHALLENGES OF ARTIFICIAL INTELLIGENCE IN BANGLADESH



Future of Blockchain in Bangladesh

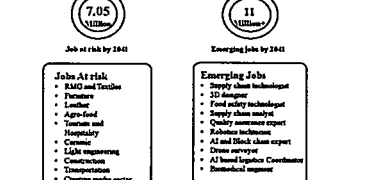


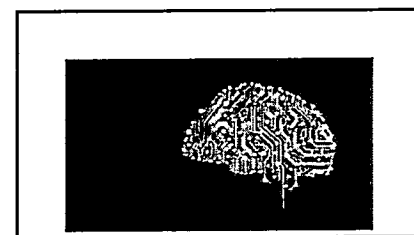
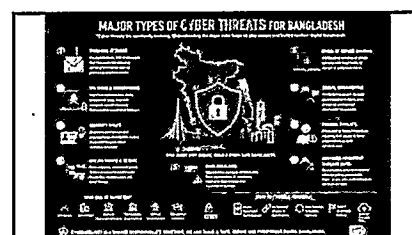
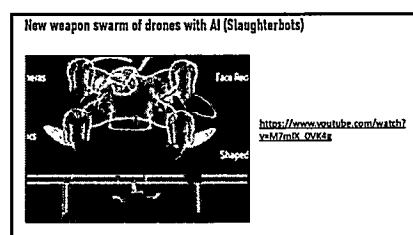
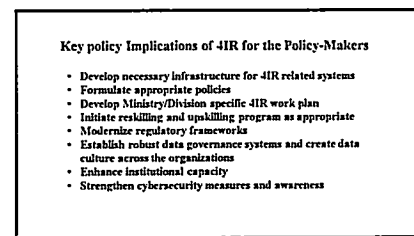
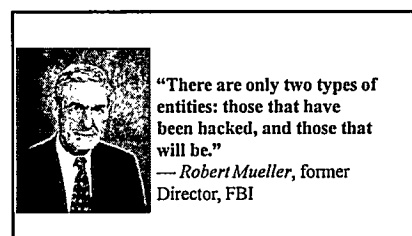
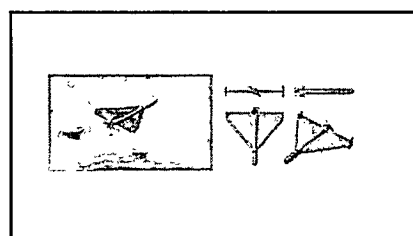
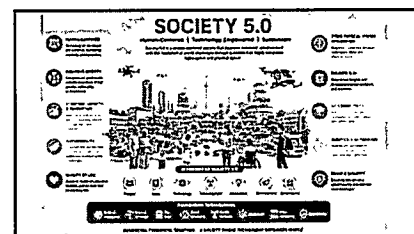
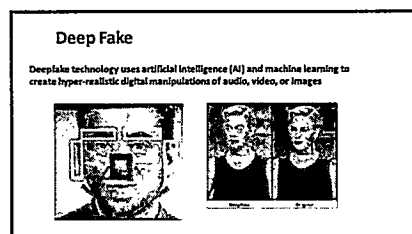
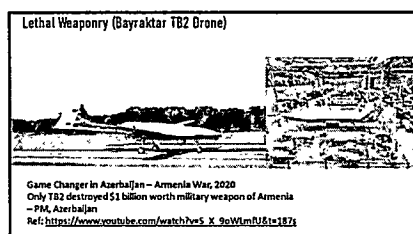
Industry 4.0 Ecosystem for Bangladesh

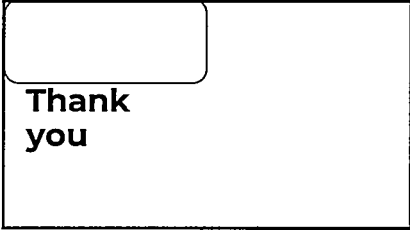


7.05 million Jobs at risk by 2041

11 million Emerging jobs by 2041







Module:5

Research for

Governance

Issues in International Relations Global Diplomacy and Negotiations

M. Humayun Kabir
Former Ambassador/Secretary
BPATC, ACAD
14 May 2026

Preview

- Backdrop
- Current challenges
- Diplomacy and Negotiation
- Challenges
- Way forward

Security

- Security challenges in diplomacy cover a wide range of issues, from violation of human rights to 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.
- Iran War is a case in point of the multi dimensional security challenges, which can touch even non involved countries.

A hard reality



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.

A response

MINISTRY OF FOREIGN AFFAIRS GOVERNMENT OF BANGLADESH	
1. Ministry of Foreign Affairs	2. Ministry of Commerce
3. Ministry of Industries	4. Ministry of Labour
5. Ministry of Transport	6. Ministry of Health
7. Ministry of Education	8. Ministry of Agriculture
9. Ministry of Environment	10. Ministry of Housing
11. Ministry of Social Welfare	12. Ministry of Fisheries
13. Ministry of Forests	14. Ministry of Power
15. Ministry of Information	16. Ministry of Culture
17. Ministry of Science	18. Ministry of Sports
19. Ministry of Tourism	20. Ministry of Planning
21. Ministry of Finance	22. Ministry of Defence
23. Ministry of Home Affairs	24. Ministry of Law
25. Ministry of Justice	26. Ministry of Religious Affairs
27. Ministry of Women and Child Development	28. Ministry of Disaster Management
29. Ministry of Environment, Conservation and Forestry	30. Ministry of Health, Family Welfare and Population
31. Ministry of Education, Science and Technology	32. Ministry of Labour and Employment
33. Ministry of Industries and Commerce	34. Ministry of Transport, Road and Mail
35. Ministry of Agriculture and Fisheries	36. Ministry of Power and Energy
37. Ministry of Housing and Urban Development	38. Ministry of Social Welfare and Relief
39. Ministry of Forests and Environment	40. Ministry of Culture and Heritage
41. Ministry of Information and Public Relations	42. Ministry of Sports and Recreation
43. Ministry of Tourism and Hospitality	44. Ministry of Planning and Economic Development
45. Ministry of Finance and Revenue	46. Ministry of Defence and Armaments
47. Ministry of Home Affairs and Security	48. Ministry of Law and Legal Services
49. Ministry of Justice and Legal Affairs	50. Ministry of Religious and Cultural Affairs
51. Ministry of Women and Child Development	52. Ministry of Disaster Management and Relief
53. Ministry of Environment, Conservation and Forestry	54. Ministry of Health, Family Welfare and Population
55. Ministry of Education, Science and Technology	56. Ministry of Labour and Employment
57. Ministry of Industries and Commerce	58. Ministry of Transport, Road and Mail
59. Ministry of Agriculture and Fisheries	60. Ministry of Power and Energy
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63. Ministry of Forests and Environment	64. Ministry of Culture and Heritage
65. Ministry of Information and Public Relations	66. Ministry of Sports and Recreation
67. Ministry of Tourism and Hospitality	68. Ministry of Planning and Economic Development
69. Ministry of Finance and Revenue	70. Ministry of Defence and Armaments
71. Ministry of Home Affairs and Security	72. Ministry of Law and Legal Services
73. Ministry of Justice and Legal Affairs	74. Ministry of Religious and Cultural Affairs
75. Ministry of Women and Child Development	76. Ministry of Disaster Management and Relief
77. Ministry of Environment, Conservation and Forestry	78. Ministry of Health, Family Welfare and Population
79. Ministry of Education, Science and Technology	80. Ministry of Labour and Employment
81. Ministry of Industries and Commerce	82. Ministry of Transport, Road and Mail
83. Ministry of Agriculture and Fisheries	84. Ministry of Power and Energy
85. Ministry of Housing and Urban Development	86. Ministry of Social Welfare and Relief
87. Ministry of Forests and Environment	88. Ministry of Culture and Heritage
89. Ministry of Information and Public Relations	90. Ministry of Sports and Recreation
91. Ministry of Tourism and Hospitality	92. Ministry of Planning and Economic Development
93. Ministry of Finance and Revenue	94. Ministry of Defence and Armaments
95. Ministry of Home Affairs and Security	96. Ministry of Law and Legal Services
97. Ministry of Justice and Legal Affairs	98. Ministry of Religious and Cultural Affairs
99. Ministry of Women and Child Development	100. Ministry of Disaster Management and Relief

Current challenges

- Political: Political transformation, arrival of a new elected government creates both an opportunity and challenges. Opportunities emerge from a popular mandate, high expectations, and readiness to give them a chance. Challenges encompass issues such as constitutional openness, accountable governance, strengthening state institutions, transparent economic governance, and bringing in reforms in State management. They can significantly impact on the conduct of diplomacy.
- 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.

Human Rights and Environment

- Human Rights: Intervention debates, refugee crises, minority rights and migrant rights could be consequential. 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.

Migration

- Migration is a sensitive and 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.
- Migration could also create negative effects in the form of human trafficking, visa restrictions and loss of value of passport, as in the case of Bangladesh. EU's warning against Bangladesh is the diplomatic dimension of a domestic challenge.

Strategic value of diplomacy in international relations

- Crisis Management and Humanitarian Assistance: In times of crisis, such as natural disasters or humanitarian emergencies, and vast 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. Turkey, Egypt, Saudi Arabia, and Pakistan role in arranging ceasefire and negotiation in Iran.
- 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.

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.

Geopolitics

Geo politics has appeared with all its fury in recent years.

- The consensus among the major powers centering around the UN and other multilateral institutions has collapsed. US in Iraq in 2003, Russia in Ukraine in 2022 and US and Israel in Iran in 2026, for example.
- Consequently, great power competition is intensifying, particularly between US and China.
- The global system in fragmenting and moving toward a multi-polarity with several powers vying for their spheres of influence.
- Global economic structure is also splintering with the rise of economic nationalism and barriers. Trump's tariff turmoil is one example.
- Smaller states are at risk and need to navigate the global environment with extra care with margin of error practically gone!

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.

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, such as Active Listening, Critical Thinking and excellent Communication and Articulation can make a significant difference in the outcome of a negotiation. Critical realism can be helpful.

Diplomacy and Negotiation

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 sub-state actors, and even private individuals.

Challenges and Way forward

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).

• Any question, or comment?

Thank you!

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: One FTA with Japan so far as we stand at the eve of graduation.
- **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 bargaining. A whole of government approach is a must, which is simply absent. Recent Tariff Agreement is a case in point!

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.


Anti-Corruption & Integrity Systems
 Need for Transparent Public Institutions and Accountability Tools

Presented by
 Mohammad Shahid Rahim
 Secretary
 Anti-Corruption Commission, Bangladesh


Reflection Exercise
 "Where does corruption actually occur
 In our system — and who enables it?"
 Think of a specific process, a specific institution, a specific moment of vulnerability.
 Tell us back in your reflections throughout the course.

What is Corruption?

The Anti-Corruption Commission, Bangladesh defines corruption as the abuse of entrusted power for private gain.

The Anti-Corruption Commission, Bangladesh defines corruption as the abuse of entrusted power for private gain.

DISCLAIMER

Not an original work, compiled for classroom discussion
 Sourced from online and offline areas
 If any view contradicts to official/legal stand, the later prevails

What is Corruption?

"Abuse of entrusted power for private gain"

— Derived from International | Adopted by ACC Bangladesh & UNAC's account

Core Elements of Corruption

Entrusted Power Public office, delegated authority or institutional resources used to trust for others.	Private Gain Financial benefit, favour, favour, advantage or political advantage — for self or others.	Abuse Violation of duty — acts of commission (breach) or omission (negligence, willful blindness).
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Corruption Risk Areas in Bangladesh

Public Procurement Infrastructure projects, major construction projects, procurement of goods and services, procurement of land, procurement of services.	Local Administration Infrastructure projects, major construction projects, procurement of goods and services, procurement of land, procurement of services.	Electoral & Political Infrastructure projects, major construction projects, procurement of goods and services, procurement of land, procurement of services.
Public Service Delivery Health, education and social protection services — including MSW, MSW — for government and non-governmental organizations and individuals.	Banking & Finance Loan and credit facilities, financial services, financial services, financial services, financial services.	Business Transactions / Investment Investment projects, major construction projects, procurement of goods and services, procurement of land, procurement of services.

Session Learning Objectives

Understand:	Define corruption, integrity and the National Integrity System (NIS) within Bangladesh's governance architecture.
Identify:	Map corruption risk areas in public institutions — procurement, land, housing and service delivery.
Analyze:	Examine transparency tools: RTI Act, e-GP, open data, digital governance and their limitations.
Apply:	Use accountability mechanisms — internal audit, asset declaration, integrity pledge and whistleblower mechanisms.
Lead:	Adopt integrity leadership behaviours: tone at the top, zero tolerance.


<https://youtu.be/FYor2kCWYo?si=n1878psAaTj1KRap>

Impact of Corruption: The Cost of Complacency

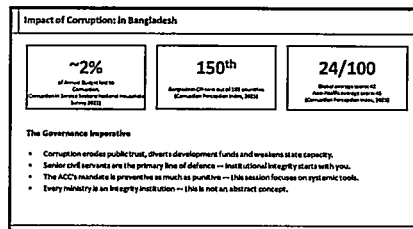
~\$2 trillion Annual global cost of bribery across all countries.	~\$40 billion Estimated cost of corruption in Bangladesh.	40% Loss of trust in government and public institutions.
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Economic Impact

- Diverts public funds from schools, hospitals and infrastructure.
- Inflates project costs by 10-40%, reducing investment value.
- Discourages foreign and domestic private investment.
- Weakens tax revenues through under-reporting and collusion.

Social & Institutional Impact

- Erodes citizen trust in government and public institutions.
- Widens inequality — the poor pay the highest proportional cost.
- Weakens rule of law and judicial independence.
- Normalizes unethical behaviour across generations of public servants.



Bangladesh NIS: Legal & Institutional Framework

Anti-Corruption Commission Act, 2008	Establishes ACC with investigative, prosecutive and preventive powers
Prevention of Money Laundering Act, 2002	Primary AML framework, obligates reporting entities and designated authorities
Right to Information Act, 2009	Ensures 'right of access' to government information, underpins transparency
Government Servants (Conduct) Rules, 1979	Code of conduct binding all civil servants on conflicts of interest and asset declarations
Public Procurement Act, 2006 / 1993-2008 / 1993-2002	Enables formal procurement framework; e-GP is the digital implementation
Whistle Blower Protection Act, 2022	Provides formal procedures for informants reporting corruption to ACC
National Integrity Strategy (NIS), 2022	Whole-of-government policy framework, coordinating 17 pillar institutions

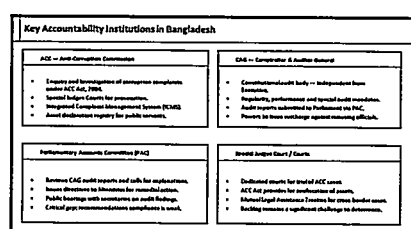
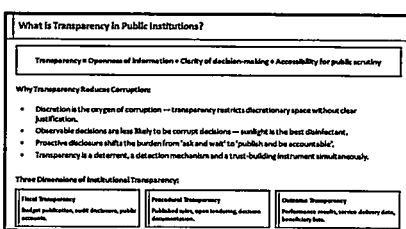
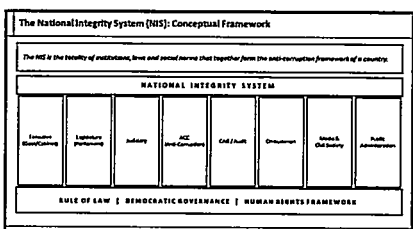
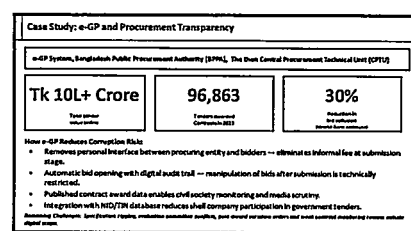
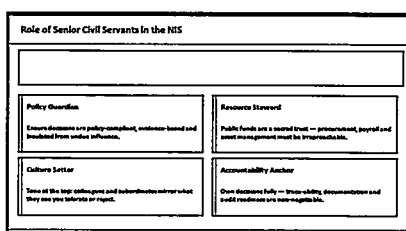
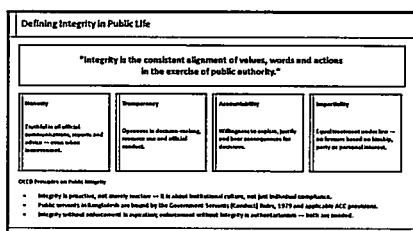
Prevention laws exist – implementation, enforcement and non-reporting coordination remain the critical challenges.

Anti-Corruption Commission, Bangladesh

Transparency Tools in Bangladesh's Governance Framework

5th Act, 2009 Citizens may request information from any government office, department, institution. Officers must respond within 30 working days. 75,000+ applications filed annually.	e-GP (Electronic Procurement) Bangladesh among Asia-Pacific leaders in e-procurement, over 80% of bids are tendered online. Reduces direct interface between buyer and supplier.	Open Budget / Finance Portal Admins upload data budget allocated with actual accounting. Planning Commission and other public-private implementation data.
Digital Services e-Gov 2.0 vision of Union Digital Center. When users can do business from their homes to reduce service delivery.	Official Order Mandatory service delivery through digital platform. One-stop and transparent effort for each citizen – published and accessible.	Proactive Disclosure Section 19 88 Act requires 75 categories of information to be proactively published to make production without request – simplified system.

Anti-Corruption Commission, Bangladesh



Technology as an Anti-Corruption Tool

Digital Access Delivery:
Increasing Internet bandwidth from inactive servers is the single most effective corruption reduction tool. Each digital touchpoint eliminates a potential opportunity for corruption opportunity.

Self Analysis & Audit:
Automated Internet connectivity to government data, personnel and financial databases at a server, automates flagging red, automated control at risk.

Integratable Systems (GIS, GPS, etc.,)
Map-based GIS systems linked to GPS, IMT and CAD creates a digital authority backbone for government for personal verification and accountability.

Modest Tools for Land Services:
High compliance for immediate land resources recording, if used, eliminates long-term litigation as primary land based activities in transactions.

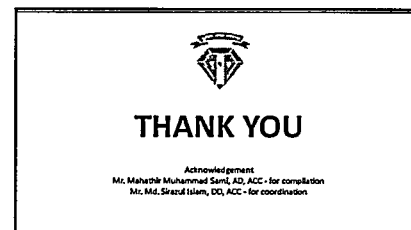
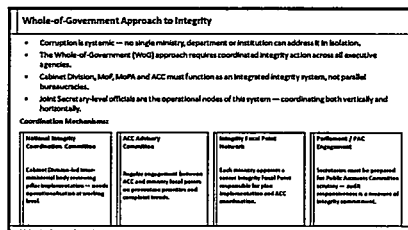
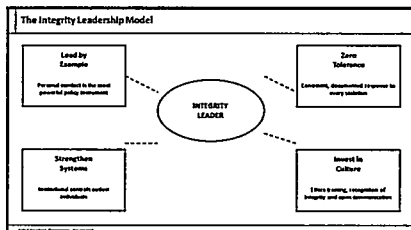
Control Management:
ACE's Integrated Governance Management System enables digital compliance logging, tracking and resolution monitoring accessible from mobile devices.

Common Leadership Failures In Anti-Corruption	
Positive Tolerance:	The most common leadership failure -- where senior officials lower corruption in a certain but not on a systemic basis (structural intolerance).
Micro-managing Oversight:	Shifting to day-to-day internal audit work, limiting inspectors General work or absorbing audit findings over such common accountability structures.
Selective Accountability:	Applying discipline to low ranked officials while protecting senior personnel -- creating a non-robust integrity system that breeds cynicism.
Underutilizing Informality:	Accepting informal payment, bribery or "good money" culture as "less dangerous" -- malfeasance/the very corruption one is mandated to prevent.
Discrete Disunity:	Isolated initiatives, uncoordinated support and self-report decisions require institutions to corruption risk and shield the officials from perceived liability.

What You Can Do Immediately -- Week 1 Actions

1	Audit Your Internal Controls: Conduct a rapid review of your company's financial disclosures, management approach and internal audit findings over the past 2 years. Identify the three highest risk areas.
2	Assess ESG Compliance: Verify whether your company's ESG Information Officer is functional, trained and expanding written statutory boundaries. Publish the compliance results.
3	Notify Asset Desires: Communicate Confirm that 80% of planned offers have filed accurate disclosures, where gaps exist, set a 30 day compliance deadline -- <u>annually repeat</u>
4	
5	

8/26/2024, 10:00 AM - 10:01 AM



Ethical Dilemma Scenarios — Group Discussion

Discuss in your group — what is the correct course of action and why?

Scenario A: The Pending Request	Scenario B: The Audit Finding
A VP asks you to expedite the posting of an officer from your ministry to a 'prestigious' posting. The officer does not meet the promotional criteria. Your promotion board meets next week. What do you do?	Your internal audit reveals 10% of bills in regular payments reported under a 'prestigious' ministry. The officer responsible is now a Joint Secretary in another ministry. Should I formally file a corruption complaint? What do you do?
Scenario C: The Procurement Fiasco	Scenario D: The Informant
A senior staffer from your MCA branch, who is a private firm, asks you to review for design and value for money tender proposal for a government building under your ministry. They are an old friend. What do you do?	A mid-level officer reports to you that a business head is influencing administrative decisions. If you take formal action, you develop a high security source delivery function before a corruption scandal. What do you do?

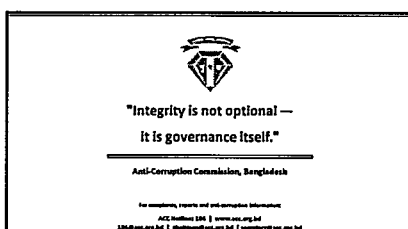
Plenary Discussion: Anchoring the Session

Based on this session and your experiences as senior officials:

Q01: Where are the single highest corruption risk points in your ministry's operations — and what one central change would reduce that risk most significantly?
Q02: What is the most significant gap between Bangladesh's existing anti-corruption legal framework and actual enforcement practices — and what is the feasible reform path?
Q03: How should senior civil servants respond when they face political pressure to compromise institutional integrity — and what are the available protective mechanisms?
Q04: What is one integrity leadership action you will take within 30 days of returning to your ministry — and how will you measure its implementation?

Key Reform Priorities: The Way Forward

Institutional Strengthening	Digital Transformation	Legal & Regulatory Reform
- ACC operational independence: budget, appointment and transfer autonomy. - Performance-based audit — tied to clear national function with independent reporting. - Strengthened Information Commission's enforcement powers under CTA-16. - Expanded CAC's performance audit mandate and Parliamentary oversight capacity.	- Full EOP procurement digitalization — eliminate cash in-kind payments. - Inter-agency SMO + GP + MCA + MEF data-linked verification linkages. - Automated procurement anomaly detection at 100%. - Real-time public expenditure dashboard accessible to all sectors.	- Update Whistleblower Protection Act — independent body, clear procedures, legal aid, protection. - Mandatory monthly or bi-monthly disclosure for all C-level officials. - Asset declaration verification — tied to tax, MRA and land records. - MLAT requires the recovery of ill-gotten gains ahead. - Low thresholds for corruption at private sector.



Module:6

Project Management and Financing

Project Preparation

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)

1

Concept of Project

> Concept of project is not new. Has been in use for hundreds of years.

- Pyramids
- Great Wall
- Taj Mahal
- Panama Canal etc

2

Characteristics of Project

- Specific objectives
- Clear beginning and end
- Temporary
- Unique output/service
- Specific resources
- Specific schedule

3

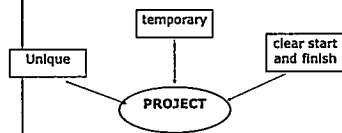
Points to be Discussed

- ☐ What is Project
- ☐ How to Prepare a Project
- ☐ Project Approval Process

2

Definition of Project

A temporary endeavor undertaken to create Unique Product, Service, or Result which has a clear start and a clear finish.



Definition by PMI

Project can create

1. A unique product that can be either component of another item or an item in itself,
2. A unique service or a capability to perform a service (e.g., a business function that supports production or distribution),
3. A unique result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society),
4. A unique combination of one or more products, services, or results (e.g., a software application, its associated documentation, and help desk services).

- PMBOK, 6th Edition

3

Gross Domestic Product (GDP)

GDP is the total value of everything produced by all the people and companies in the country in a year.

$$GDP(Y) = C + I + G + (X - M)$$

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

197

Definition of Project

British Standards Institute:

"Project is a unique set of co-ordinated activities, with defined starting and finishing points, undertaken by an individual or organization to meet specific objectives with defined schedule, cost and performance parameters."

4

Projects and Operations

Projects

- Create own charter, organization, and goals
- Catalyst for change
- Unique product or service
- Heterogeneous teams
- Start and end date

Operations

- Semi-permanent charter, organization, and goals
- Maintain status quo
- Standard product or service
- Homogeneous teams
- Ongoing

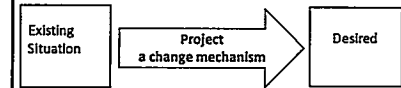
Project Management

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

5 Process Groups

1	2	3	4	5
Initiating	Planning	Executing	Monitoring and Controlling	Closing

Problem



PMI- PMBOK

- 5 Process Groups
- 10 Knowledge Areas
- 49 processes

Knowledge Area

1. Project Integration Management
2. Project Scope Management
3. Project Schedule Management
4. Project Cost Management
5. Project Quality Management
6. Project Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Prourement Management
10. Project Stakeholder Management

Factors Lead to Creation of Project

• Legal Requirement • Environmental Considerations • Social Needs • Business Process Improvement • Strategic Opportunity • Business Need • Competitive Forces	• Stakeholder Demands • Customer Request • Market Demand • Economic Changes • Political Changes • New Technology • Material Issues
---	--

Process Groups

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling and
5. Closing

Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resources					
Communications					
Risk					
Procurement					
Stakeholders					

Project Initiation Context

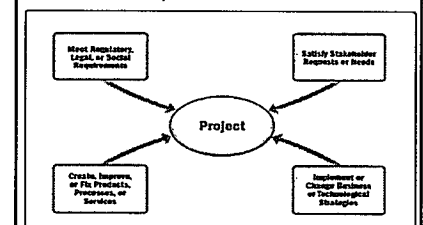


Figure 1-2. Project Initiation Context

Feasibility Study is 1st Step for Project Preparation

- A feasibility study is an assessment of practicality of a proposed plan.
- A feasibility study is a detailed analysis that considers all of the critical aspects of a proposed project in order to determine the possibility of it succeeding.
- The study is also designed to identify potential issues and problems that could arise while executing the project.

Methodology of FS

- Design the feasibility study plan
- Which method to be used
- How the study to be conducted
- Data to be primary or secondary data
- Census or sampling to be applied
- What would be the sample size
- Which sampling technique to be used for collecting data

Financial Analysis

- What benefit does the project promise for its sponsors or owners?
- The satisfactory answers to questions provide the prime test of a project's acceptability

Feasibility Study

- The feasibility study might include a cash flow analysis, measuring the level of cash generated from revenue versus the project's operating costs.
- A risk assessment must also be completed to determine whether the return is enough to offset the risk of undergoing the venture.
- Feasibility study can help project managers determine the risk and return of pursuing a plan of action, several steps should be considered.

Issues in Feasibility Study

- In feasibility we assess a project in order to make decision regarding future course of action.
- Types:
 - Technical
 - Financial
 - Economical
 - Environmental
 - Social etc
- These are not independent but they are closely dependent on each other.

Financial Analysis

- Realistic cost estimation
- Identify the components of cost and benefits
- Transfer them in monetary value
- Sound capital structure: provision for working capital requirement
- Generation of sufficient cash flow to cover debt-service Liability
- Generation of adequate profit

When Feasibility

- A organization may conduct a feasibility study when it's considering launching a new business, adding a new product line, or acquiring a rival
- Changes in available technology, financial conditions, trade relations, availability of materials and equipment etc.
- Feasibility is not only limited to the time of initiation of a project.
- It could be during implementation of project and operation

Technical Feasibility

- Appropriate technology & alternative ways of production
- Availability of inputs at reasonable cost
- Technical design
- Economics of scale in production
- Output Plan
- Advantageous Location
- Maintenance & Repairs
- Provision for expansion
- Balancing of equipment

Financial Analysis

- Pay back period: Pay back period is a measure of Project's Capital recovery. It is Length of time takes to recover the initial investment of Project.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Return (IRR)
- Project Acceptable If
 - ✓ NPV > 0
 - ✓ BCR > 1
 - ✓ IRR > Discounting Factor

Year wise Cost and Benefit

Year	Cost	Benefits
1	2	3
Y0	50,000	--
Y1	10,000	20,000
Y2	15,000	30,000
Y3	18,000	36,000
Y4	20,000	40,000
Y5	20,000	40,000
	133,00	156,000

From the previous example,
 $BCR = PVB/PVC$
 $= 122180 / 111090$
 $= 1.10$

Here BCR is greater than one .

So benefit is more than the cost, the project should be accepted.

Initial Steps of Feasibility Study

- A feasibility study starts with a preliminary analysis
- Stakeholders are interviewed
- market research is conducted
- a business plan is prepared
- All of this information is analyzed to make an initial "go" or "no-go" decision.

Calculation of NPV at 10%

Year	Cost	Benefits	Discount factors at 10%	Discounted Costs	Discounted Benefits
1	2	3	4	5	6
Y0	50000	--	1	50,000.00	0
Y1	10000	20000	0.909	9,090.91	18,181.82
Y2	15000	30000	0.826	12,396.69	24,793.39
Y3	18000	36000	0.751	13,523.67	27,047.33
Y4	20000	40000	0.683	13,660.27	27,320.54
Y5	20000	40000	0.621	12,418.43	24,836.85
				111,090	122,180

Economical Analysis

- What benefit does the project promise for the Society/National economy?
- Direct & indirect cost and benefits are considered
- The satisfactory answers to these questions provide the prime test of a project's acceptability.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Return (IRR)
- Project Acceptable if
 - ✓ $NPV > 0$
 - ✓ $BCR > 1$
 - ✓ $IRR > \text{Discounting Factor}$

Questions to be asked for Project Feasibility

- > Are the objectives well defined ?
- > What will be result if it is implemented or not ?
- > Is the project the best alternative ?
- > Is the project an integrated package or single ?
- > Who are the beneficiaries/losers ?
- > Impact of the project ?
- > Is it a worthy project ?
- > what are the risks ?

At 10% rate of interest

Discounted benefit / Present Value Benefit
 $= 122,180$
 Discounted cost/ Present Value Cost
 $= 111,090$

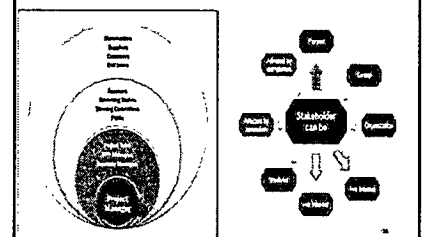
$NPV = PVB - PVC$
 $= 122,180 - 111,090$
 $= 1.10$

Clearly, Here NPV is positive. So the project is financially viable, so the project should be accepted.

Environmental Assessment

- > Identification of impact area;
- > Environmental Issues & Impact Analysis with sufficient explanations;
- > Quantitative assessment of environmental impacts;
- > Mitigation measures/plan for adverse impacts with provisions for environmental enhancement;
- > Quantification of impact in each field should be supported by sufficient reasons and calculations;
- > Monitoring Plan

STAKEHOLDER



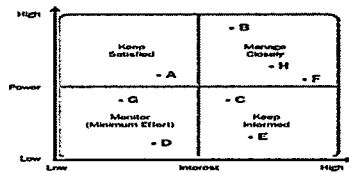


STAKEHOLDER MANAGEMENT

- 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.

Stakeholder Analysis

Power/interest grid, power/influence grid, or impact/influence grid. Each of these techniques supports a grouping of stakeholders according to their level of authority (power), level of concern about the project's outcomes (interest), ability to influence the outcomes of the project (influence), or ability to cause changes to the project's planning or execution.



Stakeholder Engagement Plan

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.

How to Identify Stakeholders

Identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

STAKEHOLDER REGISTER

Contain information about identified stakeholders include but not limited to:

- Identification Information. Name, organizational position, location, contact details, and role on the project.
- Assessment Information. Major requirements, expectations, potential for influencing or impact project outcomes.
- Stakeholder classification. Internal/external, impact/influence/power/interest, upward/downward/outward/sideward, or any other classification model chosen by the PM.

Project Title:		Date Project:					
Name	Position	Role	Contact Information	Requirements	Expectations	Influence	Classification

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:

- Unaware. Unaware of the project and potential impacts.
- Resistant. Aware of the project/potential impacts but resistant/unsupportive of the work or outcomes of the project.
- Neutral. Aware of the project, but neither supportive nor unsupportive.
- Supportive. Aware of the project/potential impacts and supportive of its outcomes.
- Leading. Aware of the project/potential impacts and actively engaged in ensuring that the project is a success.

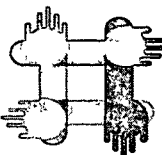
Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				DC	

Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest in information about the project.



Stakeholders' stakes can be:

- Interests affected by a decision.
- Rights (legal or moral rights).
- Ownership (legal title to an asset).
- Knowledge (Specialist knowledge).
- Contribution (resources or advocacy).

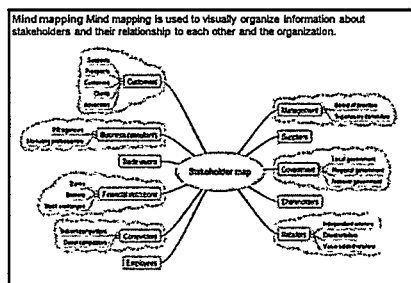


Plan Stakeholder Engagement

The process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.



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.

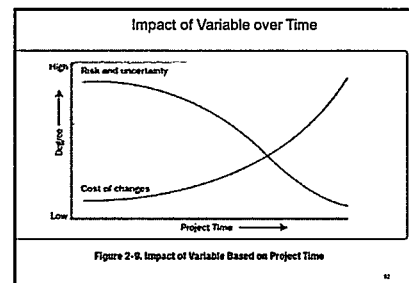


Technical Assistant Project

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



Types of Project

According to Nature of project

- > Development Project
- > Technical Assistance Project
- > Feasibility Study Project

Feasibility Study

For large investment, feasibility study is required. The study should examine -

- Demand for the product or service
- Expected beneficiaries
- Availability of resources
- Investment cost
- Expected benefits
- Impacts

Financial Appraisal & Economic Appraisal

Financial Appraisal	Economic Appraisal
a. Profitability or worthiness of any project is determined or judge from the point of view of an Entrepreneur.	a. Profitability viability or worthiness of any project determined or judged from the point of view of the society or nation as a whole.
b. Only Direct cost and direct benefits are considered while determining the profitability of the project	b. Include both direct and indirect cost and benefits
c. Cost and benefit evaluated at market prices	c. Costs and benefits are evaluated at shadow price/ Accounting price
d. Use Market Rate of Discount	d. Use Social Rate of Discount.

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.

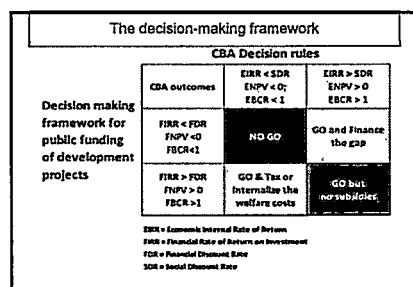
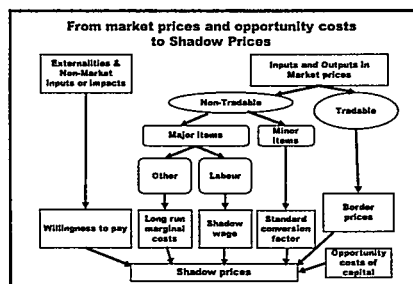
- > can include Goods, Works and Services
- > having or not having TA components
- > is included the main part of ADP.

Used Format

- (1) Investment Project:
Development Project Proposal (DPP)
- (2) Technical Assistance Project :
Technical Assistance Project Proposal (TAPP)
Technical Project Proposal (TPP)
- (3) Feasibility Study Project:
Feasibility Study Project Proposal

Similarities and differences FA and EA

Item	Financial	Economic
Investment costs	Yes	Yes
O&M costs	Yes	Yes
Revenues	Yes	Yes
Direct Welfare benefits (time savings, health etc)	No	Yes
Direct External effects (e.g. Gas emission reductions)	No	Yes
Indirect economic effects (2 nd markets)	No	No/yes
Taxes and duties	Yes	No
Market prices	Yes	No
Shadow prices	No	Yes
Constant prices for IRR, NPV, BCR calculations	Yes	Yes

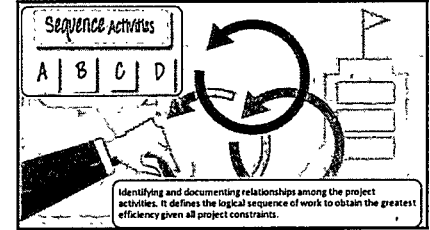
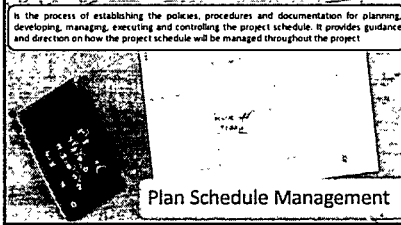


Decision-making framework

		Economic	
		NPV < 0 BCR < 1	NPV > 0 BCR > 1
Financial	NPV < 0 BCR < 1	Reject Project	Accept Project (Subsidy)
	NPV > 0 BCR > 1	Accept Project (Tax/welfare cost)	Accept Project (Desired)

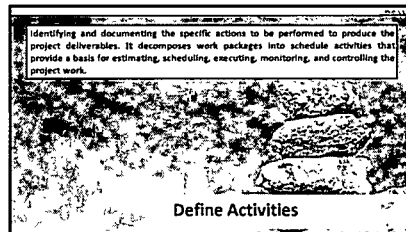
Project Schedule Management

Md Shamilul Haque
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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)



Project Schedule Management

- >Project schedule provides a detailed plan that represents how and when project will deliver products, services, and results defined in project scope
- >Includes the processes required to manage the timely completion of the project
- >Serves as a tool for communication, managing stakeholders' expectation
- >Basis of Performance Reporting



Sequence Activity

- Every activity except the first and last should be connected to at least one predecessor and at least one successor activity with an appropriate logical relationship.
- Logical relationships should be designed to create a realistic project schedule.
- It may be necessary to use lead or lag time between activities to support a realistic and achievable project schedule.

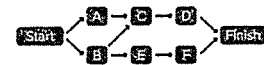
PROJECT SCHEDULE MANAGEMENT

- 6.1 Plan Schedule Management
- 6.2 Define Activities
- 6.3 Sequence Activities
- 6.4 Estimate Activity Durations
- 6.5 Develop Schedule
- 6.6 Control Schedule

Define Activities

Decomposition Technique:
Technique used for dividing and subdividing the project scope and deliverables into smaller, more manageable parts
Ex. Work Breakdown Structure
Activities could be A, B, C, D, ...

Precedence Diagram Method (PDM)



PDM is a technique used for constructing a schedule model
Activities are represented by nodes and are graphically linked by one or more logical relationships.

- Four types of logical relationships
1. Finish-to-start (FS)
 2. Start-to-start (SS)
 3. Finish-to-finish (FF)
 4. Start-to-finish (SF)

PDM Relationship example

1. FS: Award ceremony (S) cannot start until the race (P) has finished
2. FF: Writing a document (predecessor) is required to finish before editing (successor) the document can finish
3. SS: To apply a coating (successor) , you also need to clean the wall (predecessor). Both activities can be started at the same
4. SF: The first security guard shift (predecessor) cannot finish until the second security guard shift (successor) starts.

Estimate Activity Duration

Estimating the number of work periods needed to complete individual activities with estimated resources. It provides the amount of time each activity will take to complete.



Develop Schedule

Process of analyzing activity sequences, durations, resource requirements and schedule constraints to create a schedule model for project execution and monitoring and controlling. It generates a schedule model with planned dates for completing project activities.



Let's Have a break

Event	Relation
You cannot start development until you finish the design	Finish-Start
Marketing brochure preparation cannot start until user documentation has begun	Start-Start
Broadcast of a football match cannot finish until the match is finished	Finish-Finish
Medical officer duty shifting in an emergency ICU unit	Start-Finish
Level concrete (successor) cannot begin until pour foundation (predecessor) begins	Start-start
Supper starts when the cooking is complete	Finish-Start

Estimate Activity Duration

- Estimating activity durations uses information from the scope of work, required resource types or skill levels, estimated resource quantities, and resource calendars.
- The inputs for the estimates of duration originate from the person or group on the project team who is most familiar with the nature of the work in the specific activity.
- The duration estimate is progressively elaborated, and the process considers the quality and availability of the input data.
- For example, as more detailed and precise data are available about the project engineering and design work, the accuracy and quality of the duration estimates improve.

DEVELOP SCHEDULE

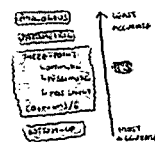
- Developing an acceptable project schedule is an iterative process.
- The schedule model is used to determine the planned start and finish dates for project activities and milestones based on the best available information.
- Schedule development can require the review and revision of duration estimates, resource estimates, and schedule reserves to establish an approved project schedule that can serve as a baseline to track progress.
- Key steps include defining the project milestones, identifying and sequencing activities, and estimating durations.
- Once the activity start and finish dates have been determined, it is common to have the project staff assigned to the activities review their assigned activities.
- Revising and maintaining the project schedule model to sustain a realistic schedule continues throughout the duration of the project

Lead and Lag

A lead is the amount of time a successor activity can be advanced
A lag is the amount of time a successor activity will be delayed



Estimations



- Analogous Estimating
- Parametric Estimating
- Three point Estimating
 - Most likely
 - Optimistic
 - Pessimistic
- Bottom-up Estimation

$$E = \frac{O + 4M + P}{6}$$

$$SD = \frac{P - O}{6}$$

Thanks to Server travel time: best- 30 minutes, normal- 45 minutes, and worst- 90 minutes. What is the expected time and standard deviation to travel?

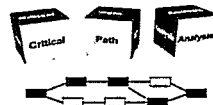
Critical Path Method (CPM)

- CPM calculates
 - Total duration of the project
 - The earliest and latest that each activity can start and finish without making the project longer
- Determines "critical" activities (on the longest path)
- Prioritize activities for the effective management and to shorten the planned critical path of a project by:
 - "Fast tracking" (performing more activities in parallel)
 - Shortening the durations of critical path activities by adding resources

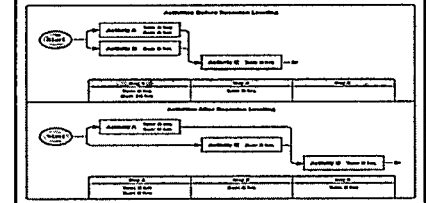
Critical Path Method (con)

Critical Path Analysis is an effective and powerful method of assessing:

- Tasks which must be carried out in planned time;
- Where parallel activity can be carried out
- The shortest time in which a project can be completed
- Resources needed to achieve a project
- The sequence of activities, scheduling, and timings involved
- Task priorities

Critical Path Method (CPM)**Critical path:**

- > Longest of all paths through the project
- > Shortest time to complete the project
- > Path with minimum float/slack time

Resource Optimization**CPM Example**

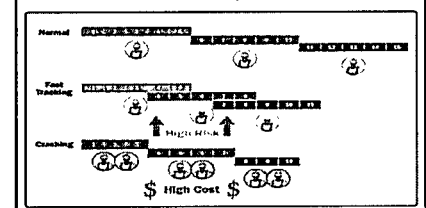
Suppose we have to estimate time and cost of a project named "X" using CPM.

CPM Mechanics

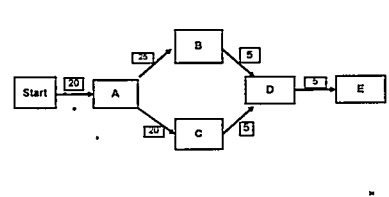
- Work Breakdown Structure
- Activity Time Estimation
- Project Network Development
- Network Time Calculations
- Scheduling with Critical path

NETWORK DIAGRAMS

Work package	Duration	Predecessors
A. Initial Planning	20	Start
B. Furniture Selection	25	A
C. Office Preparation	20	A
D. Actual Move	5	B,C
E. Closeout	5	D

Schedule Compression**CPM Approach**

- Break project into activities necessary for completion
- Determine sequential relationship of operations
- Create time estimates for each operation
- Find the project Network
- Determine "free float" and "total float"
- Establish time-cost relationship
- Establish scheduling variations
- Determine most favourable balance between time-cost

PDM**Program Evaluation and Review Technique (PERT)**

- PERT estimates multiple task time (and total project duration) and costing to facilitate authority to take the correct decision
- PERT assumes that activity durations are random variables (i.e. probability)
- PERT is used to assist in project scheduling similar to CPM.
- Focus managerial attention on key program development parts;
- Points up potential problem areas which could be disrupt program goals;
- Evaluate progress toward the attainment of program objectives;
- PERT finally aid and facilitate decision-making

Mechanics of PERT

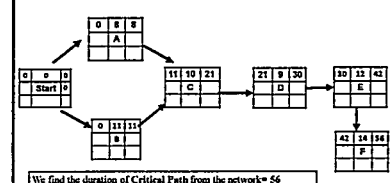
- Work Breakdown Structure
- Project Network Development (PDM)
- Activity time estimation
- Network time calculations
- Scheduling with Critical Path
- Probability aspects of PERT

Example of PERT

SL.No.	Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Mean Duration (Final step)
A	Train workers		4	8	10	7.5	7.5
B	Purchase raw material		7	11	12	10.5	10.5
C	Manufacture product 1	A, B	7	10	12	9.5	9.5
D	Manufacture product 2	A, B, C	6	9	11	8.5	8.5
E	Test product 1	D	9	12	14	11.5	11.5
F	Assemble products 1 and 2	C, E	11	14	16	13.5	13.5

To create the critical path, **Project Network** is needed to create.

Project Network



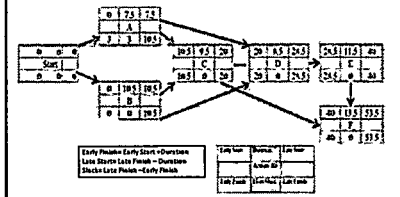
Example of PERT

Name of the Project: Manufacturing Project "X"

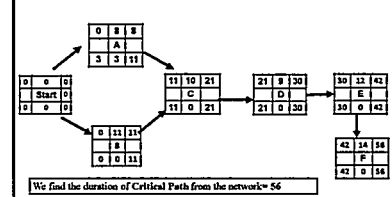
Project Activities found from Work Break Down Structure (WBS)

Sl no	Activities
1	Train workers
2	Purchase raw material
3	Manufacture product 1
4	Manufacture product 2
5	Test product 1
6	Assemble products 1 and 2

Project Network



Project Network



Example of PERT

Needed to Calculate

- predecessors of each activities of the project,
- Optimistic, Pessimistic and Most Likely duration for each activity,
- And Mean duration

SL.No.	Name of Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration
1	Train workers		4	8	10	7.5
2	Purchase raw material		7	11	12	10.5
3	Manufacture product 1	A, B	7	10	12	9.5
4	Manufacture product 2	A, B, C	6	9	11	8.5
5	Test product 1	D	9	12	14	11.5
6	Assemble products 1 and 2	C, E	11	14	16	13.5

Mean Duration = $\frac{O + 4M + P}{6}$

Example of PERT

SL.No.	Activities	Predecessors	Days
A	Train workers		8
B	Purchase raw material		11
C	Manufacture product 1	A, B	10
D	Manufacture product 2	A, B, C	9
E	Test product 1	D	12
F	Assemble products 1 and 2	C, E	14

To create the critical path, **Project Network** is needed to create.

Example of PERT

$$\text{Variance} = \frac{(P-O)^2}{36}$$

SL	Activity	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Critical Activity	Variance
A	Train workers		4	8	10	7.5	No	0.7
B	Purchase raw material		7	11	12	10.5	No	0.7
C	Manufacture product 1	A, B	7	10	12	9.5	Yes	0.7
D	Manufacture product 2	A, B, C	6	9	11	8.5	Yes	0.7
E	Test product 1	D	9	12	14	11.5	Yes	0.7
F	Assemble products 1 and 2	C, E	11	14	16	13.5	Yes	0.7

Example of PERT

We find the duration of Critical Path (μ) from the network = 53.5

Now, we need the Standard Deviation (SD) of the project duration.

$$SD \text{ of the project} = \sqrt{\sum (\text{Variance of Critical Activities})}$$

So, we find the SD of the project = 1.87

PERT

- Principle objectives of the PERT system are to aid in development of a more realistic project estimate;
- to compare estimated and actual costs at any selected point in the program;
- to help determine the best allocation of resources to project activities;
- and to forecast total project costs based upon program cost position throughout the project.
- Cost estimates for a project should start when the work breakdown structure has been formulated, and should be based upon program elements and work packages depicted by the work breakdown structure.

Example of PERT

Standard Normal Possibilities (Z)

$$Z = \frac{X - \mu}{\sigma/\sqrt{n}}$$

Z score for Probable Days (X)	Z Value	Probability
Z score for 48	-2.94	0.02
Z score for 50	-1.87	0.03
Z score for 52	-0.80	0.21
Z score for 53.5	0	0.50
Z score for 55	0.80	0.78
Z score for 57	1.87	0.95
Z score for 60	3.47	0.99

Reference:

Fordahl, John W., "Non-Computer Approach to the Critical Path Method for the Construction Industry", Report #9, Stanford University, 1961
 Fordahl, John W., "The History of Modern Project Management - Precedence Diagramming Methods, Origins and Early Development", Project Management Journal, Volume XXII, No. 2, June 1987.
 Hendrickson, Chris & An, Tung, Project Management for Construction, Prentice Hall, 1989.
 Walter, Sandra C., Scheduling Construction Projects: Principles and Practices, Prentice Hall, 2005.
 Rumsey, D.D., "The PERT System: An Appraisal of Program Evaluation and Review Technique", ACAD MANAGE J, volume 5, No. 1 57-65, April 1, 1962.
 Cook, D. L., "Program Evaluation and Review Technique: Applications in Education", US Government Printing Office, Washington, 1966.

Example of PERT

So, Standard Normal Possibilities of Project Duration

Project Duration	Probability
48	2%
50	3%
52	21%
53.5	50%
55	78%
57	95%
60	99%

Project Approval Process

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Additional Secretary
Ministry of Industries

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Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

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 in view of Ministry Appraisal Framework(MAF)
- Planning Wing will place it to the Project Scrutiny Committee headed by the 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 will complete appraisal
- After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting
- PEC is headed by member of Planning Commission

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)

Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Planning Comm.	Chairperson
02	Chief, concerned Sector Division of the Planning Comm.	Member
03	Representative of Programming Division, Planning Comm.	Member
04	Representative of General Economics Division, Planning Comm.	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 foreign aid)	Member
10	Representative of M/O Public Administration	Member
11	Representative of M/O Forest, Environment & Climate Change	Member
12	Representative of M/O Woman and Children Affairs	Member
13	Head of the concerned Executive Agency	Member
14	Joint Chief, concerned Sector Division of the Plan Comm.	Member Sec.

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)

Project Evaluation Committee (PEC)

Terms of Reference:

- Appraise acceptability of Development projects
- Examine Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest necessary amendment/modification/alterations in the DPP (if necessary)
- Recommends for approval by the competent authority

Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send back DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
 - Honorable Planning Minister or
 - ECNEC

10

TOR of ECNEC

- Approves projects (cost over Tk. 50 crore)
- Reviews projects' implementation
- Considers Public Private Partnership (PPP) proposals
- Monitors economic situation & economic activities
- Policy review
- Consider measures & impact relating to loan/grant of the development partners

11

Departmental Project Evaluation Committee

01.	Secretary of concerned Ministry /Division	Chairperson
02.	Representative of concerned Sector division of Planning Com	Member
03.	Director/Joint chief of concerned Ministry/Division	Member
04.	Representative of Finance Division	Member
05.	Representative of Economic Relations Division	Member
06.	Representative of M/o Public Administration	Member
07.	Representative of concerned Sector of IMED	Member
08.	Representative of M/o. Environment and Forest	Member
09.	Representative of M/o. Woman and Children Affairs	Member
10.	Representative of Programming Division of Plan. Com.	Member
11.	Representative of General Economics Division	Member
12.	Representative of NEC-ECNEC Wing of Planning Division	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 DPP
- If project cost above 50 crore, ECNEC approves DPP

1

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

14

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

15

Executive Committee of National Economic Council (ECNEC)

- Hon'ble PM – Chairperson
- Minister, Local govt, Rural development and Cooperative – Alternate Chairperson

Other Members:

- Minister, Finance
- Minister, Home Affairs & Agriculture
- Minister, Power, Energy and Mineral Resources
- Minister, Foreign Affairs
- Minister, Industries, Commerce and Jute & Textile
- Minister, Law, Justice and Parliament Affairs
- Minister, Health and Family Welfare
- Minister, Road Transport, Bridge, Railway, Shipping Ministry
- Concern Minister

12

Revision of Investment Project

- Two times revision allowed
- No post facto approval is allowed

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approves 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

13

Revision of Investment Project (con.)

2nd Revision:

- Increase of total project cost up to 25% or BDT 50 Crore in amount (less), Planning Minister approves
- If change in project cost above 25% but total project cost remains within BDT 75 crore, Planning Minister approves
- All other cases ECNEC approves

3rd Revision: With the permission of Planning Minister starts the revision processing

14

No Cost Time Extension of Investment Project

- › Respective Ministry extends project duration up to 1 year with the recommendation of IMED before 2nd revision & also of ERD (if applicable)
- › In case of more than one year or 2nd time extension Member approves
- › For 3rd time Planning Minister extend project duration

19

TA Project Processing (con.)

- › Ministry send the TPP/TAPP 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

2

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

3

TA Project Processing

- › Executing Agency prepare project document in TPP/TAPP Format and send 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

3

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

3

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

26

Departmental Special Project Evaluation Committee (DSPEC)

01. Secretary, Ministry/Division	-	Chairperson
02. Representative of concerned Wing of the Plan. Com.	-	Member
03. Representative of Sponsoring 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 Public Administration	-	Member
07. Representative of Finance Division	-	Member
08. Representative of M/O Women and Children Affairs	-	Member
09. Representative of GED	-	Member
10. Representative of M/O Environment, Forest and Climate Change	-	Member
11. Representative of Programming Division	-	Member
12. Representative of ECNEC Wing of Planning Division	-	Member
13. Head of the concerned Executive Agency	-	Member

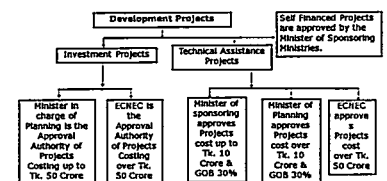
21

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:
 - o Prepare in RTPP format.
 - o Ministry approve Revised Project cost up to 25% increase/decrease or up to BDT 20 crore (which is less) with the recommendation of DSPEC

2

Project Approval



27



Mobilising External Finance

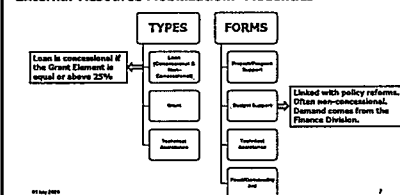


Development Cooperation



- 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 stated "to create a club of Western donors to mobilize 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 ODA NGOs and, more recently, the Sustainable Development Goals (SDGs).

External Resource Mobilization: Modalities

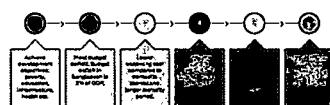


Economic Relations Division (ERD) | Legal and Policy Frames

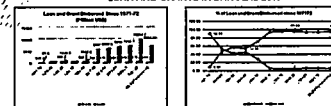


- Allocation of Business among Different Ministries and Division
- Public Money and Budget Management Act, 2009
- Public Debt Act, 2022
- Medium-Term Debt Management Strategy for FY2025-26 to FY 2027-28

Rationale: Mobilising Official Development Assistance



LOAN AND GRANTS IN BANGLADESH



- Since 1971/72, Bangladesh got commitment of US\$ 171,437 billion, of which, US\$ 131.56 billion is disbursed.
- Amount and percentage of grants are decreasing over the time.
- Rate of interest is increasing, loan repayment period is decreasing, and cost of borrowing is increasing.
- About 94.37% of the ODA commitment was loan during 2012-23.
- The total disbursement in 2022-23 is US\$ 9.34 billion.

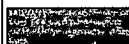
Economic Relations Division (ERD) | Mandates



- Mobilisation & negotiation of official development assistance (ODA) (e.g., grants and loans)
- Coordination with all DPs
- Scrutinisation 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

ODA Sources

1. Multilateral: Grants, Soft loan and high-cost non-concessional loan. World Bank, ADB, AIIB, NDB, etc.
2. Bilateral: Grants, Soft loan and high-cost non-concessional loan. China, India, Korea, etc.
3. Philanthropic: Grants: Gates Foundation, Ford Foundation, etc.
4. Suppliers or Export Credit
5. Commercial: Exporters: Different types and arrangements involved. I. Export Credit Agency (ECA)
6. Engineering, Procurement, and Construction (EPC) Contractor
7. Sovereign Bonds: High Cost, Low Priority Loan



External Resource Mobilization: Key Stages



1. Ministry identify the projects and prepare Preliminary Development Project Proforma (PDPP).
2. Feasibility Study completed and PDPP forwarded to the Planning Commission for preliminary approval, and approved PDPP come to ERD.
3. ERD's Fund Searching Committee (FSC) scrutinizes documents and identify potential DPs.
4. Official financing request sent to the relevant DPs.

External Resource Mobilization: Key Stages (Contd.)



5. If DP agree to finance LM starts preparing DPP, often with close collaboration with the DP
6. Planning Commission reviews DPP. Parallelly, ERD continues negotiation with DP on the financing terms
7. DPP approved by the Planning Commission, and ERD completes negotiation with DP
8. Planning Commission approves DPP. Parallelly, the financing agreement is approved by the boards of the respective DP.

01 Aug 2020

10

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

01 Aug 2020

12

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

01 Aug 2020

14

External Resource Mobilization: Key Stages (Contd.)



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

01 Aug 2020

11

Challenges: Project Implementation



- Delay in appointing POs and other PIU staff
- Persons involved in project preparation are not often appointed as PO or PIU staff
- Frequent changes of project officials
- Undue demand placed on POs
- No additional incentives for POs 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 CO/VAT in DPP
- Frequent variation and cost escalation due to not considering projects' scope prudently during DPP preparation

01 Aug 2020

16

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 PO 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 recognize their additional implementation efforts through appropriate incentives
- Introduce a clear accountability framework that ensures individual responsibility for shortcomings in project implementation

01 Aug 2020

17

Some New Initiatives in Foreign Financing

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

01 Aug 2020

13

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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15

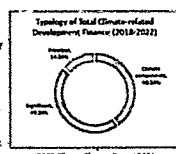
Climate Finance: A Case Study



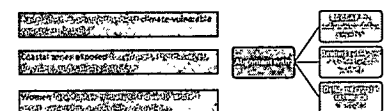
AEW Sahel
Assistant Secretary
Economic Relations
Director

Climate Finance?

1. Climate finance is a big debate and a big creative task.
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/resource/Introduction-to-climate-finance>]



Alignment with National and Policy Context



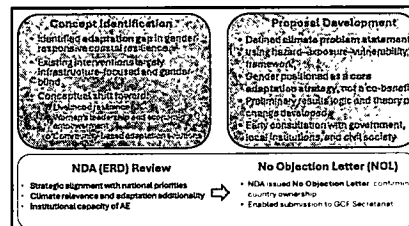
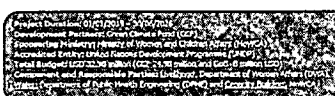
Climate finance vis-à-vis ODA: An unresolved debate

1. Commitments: 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, then prioritizing greenwashing.

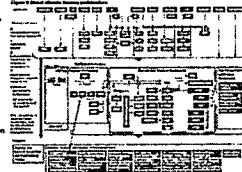
Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity

GENDER-RESPONSIVE COASTAL ADAPTATION (GCA) PROJECT



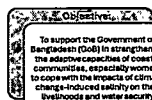
International Climate Finance Architecture

1. UNFCCC Mechanisms: LDC, GCF, AF, GCF (GCF) Least Developed Countries Fund and GCF Special Climate Change Fund
2. Non-UNFCCC Financing Mechanisms:
 1. UN Agencies, e.g., UNDP, UNCTAD
 2. MDBs, e.g., WB, ADB, IDB
3. Bilateral, e.g., JICA, USAID, FCDO, AFD
4. Philanthropic, e.g., BM and Bill & Melinda Gates Foundation, Open Earth Foundation, and Biller Foundation



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.



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 food 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.



Alignment with GCF Investment Criteria



Results Framework – Objectives and Outcomes

Impact Objective:

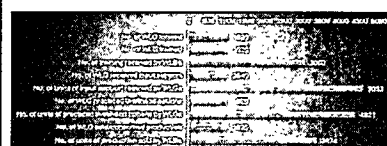
- Reduced climate vulnerability of coastal communities

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



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



- Gender-responsive adaptation with increased adaptive capacity
- Number of women at climate-resilient livelihoods
- Generation of climate-resilient livelihoods
- Number of climate-resilient livelihoods generated

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

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

Activity 1.3 Community-based monitoring and last-mile dissemination of DWA for climate-resilient, adaptive management of resilient livelihoods

- Community-based monitoring and last-mile dissemination of DWA for climate-resilient, adaptive management of resilient livelihoods
- Community-based monitoring and last-mile dissemination of DWA for climate-resilient, adaptive management of resilient livelihoods
- Community-based monitoring and last-mile dissemination of DWA for climate-resilient, adaptive management of resilient livelihoods

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.

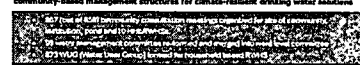


Achievements to Date

- ✓ 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



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

SI	Type	Target	Actual	Under Planning
1	HPL based RWIS	11,300	11,300	0
2	Community based RWIS	121	111	62
3	Institution based RWIS	23	17	24
4	Pond based Ultra Filtration System	25	23	21
5	HPL based RWIS	638	0	638
6	HPL based RWIS (2000 lpc capacity)	2000	0	2000
Total		13,106	11,441	2,664

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

1. 2017/2018 Operational and maintenance training for 200 people
2. 2017/2018 Operational and maintenance training for 200 people
3. 2017/2018 Operational and maintenance training for 200 people
4. 2017/2018 Operational and maintenance training for 200 people
5. 2017/2018 Operational and maintenance training for 200 people
6. 2017/2018 Operational and maintenance training for 200 people

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 NWCA's technical and coordination capacities for design and implementation of gender-responsive, climate-resilient coastal livelihoods.

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

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

Activity 3.4 Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

Activity 3.5 Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

Activity 3.6 Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

Activity 3.7 Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

Activity 3.8 Establish knowledge management, learning and M&E mechanisms to promote long-term, adaptive capacities of coastal communities.

Conclusion and Way Forward

- FP050: 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!

DEVELOPMENT PROJECT PROPOSAL (DPP)

1. Project Title :

2.1 Sponsoring Ministry/Division :

2.2 Implementing Agency :

3. Objectives and Targets of the Project :

4. Project Implementation Period

(i) Date of Commencement :

(ii) Date of Completion :

5. Estimated Cost of the Project (*Taka in lac*)

Total :

GOB :

Project Aid (PA) :

: -

6. Mode of Financing

(Taka in lac)

Source Mode	GOB (FE)	PA (RPA)	PA Source
(1)	(2)	(3)	(6)
Investment			
Loan/Credit			
Grant			
Total			

7. Location of the Project:

Sl. No.	Division	District	City Corporation/ Pouroshova/ Upazila
(1)	(2)	(3)	(4)

8. Logical Frame:

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Goal			
Purpose			
Output			
Input			

9. Estimated Cost Summary (Taka in Lac):

Project AidCode	Item Description	Unit	Quantity	Total Cost*	GOB (FE)	Project Aid	
						RPA	DPA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Revenue							
Sub Total (Revenue):							
Capital							
Sub Total (Capital):							
Total Cost (Revenue & Capital)							
(c) Physical Contingency:							
(d) Price Contingency:							
Grand Total (a + b + c + d)							

Module:7

Procurement Management

Overview on PPA 2006 & PPR 2025

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343



Outline of the Session

Sl	Subject/Topic
1	Terms & Abbreviations
2	PPA and PPR, as a Chapter
3	Legal Framework
4	Definitions used in PPA
5	Principles of Public Procurement
6	Process of Public Procurement
7	Procurement Methods
8	Contract Stage of Procurement: Critical APP
9	Value added in PPR 2025
10	Contract Changes and Rules of PPR 2025
11	Important Sections of PPA 2006
12	Thresholds of different procurement methods
13	Time limit for tender submission, Performance Security and Contract Signing
14	ESD
15	Contract Commission and Honorarium
16	Professional Consultants/Officers
17	Language of PPR
18	Transparency/Security/Tender Validity Period
19	Administrative and Financial
20	Procurement of Goods

প্রজ্ঞাপন নং-১৬৬
১৬/০৩/২০২৫

বঙ্গবন্ধু জাতীয়
স্বচ্ছতা ও স্বচ্ছতা

স্বচ্ছতা ও স্বচ্ছতা

স্বচ্ছতা ও স্বচ্ছতা

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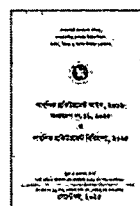
স্বচ্ছতা ও স্বচ্ছতা

স্বচ্ছতা ও স্বচ্ছতা

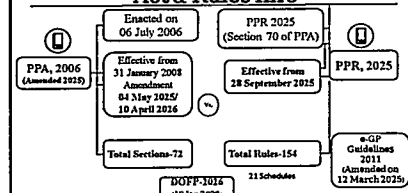
স্বচ্ছতা ও স্বচ্ছতা

Objectives of the Session

- To give a basic knowledge regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006 (Amended 2026)
- 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

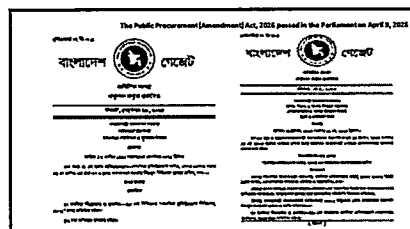


Act & Rules Info



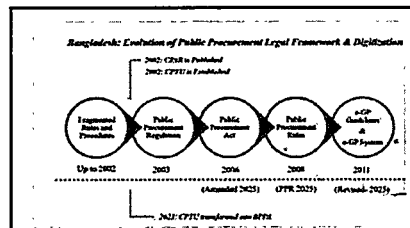
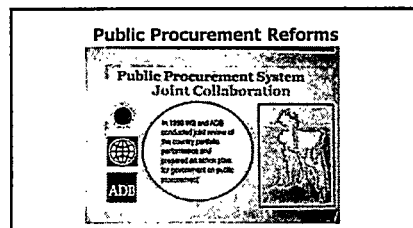
Outline of the Session

- Different Aspects of Public Procurement
- Legal Documents for Public Procurement
- Important Features/Issues of Public Procurement
- Chapters, Schedules, Sections/Rules of PPA, 2006 (Amended 2026) and PPR, 2025
- PPR Quiz



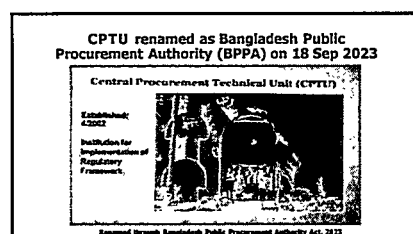
Legal Documents for Public Procurement

- > Public Procurement Act, 2006 (PPA, 2006 Amended 2026)
- > Public Procurement Rules, 2025 (PPR, 2025)
- > Bangladesh e-GP Guidelines, 2011 (Amended 2025)
- > Delegation of Financial Powers-2025 (DoFP, 2026)
- > Standard Tender Documents (STDs)
- > Total number of STDs/SRFP: 47
[PG-14, PW-13, PPS-06, PS-14]
- > Bangladesh Public Procurement Authority Act, 2023



Abbreviations related to PPA & PPR

STD= Standard Tender Document
• REQ= 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

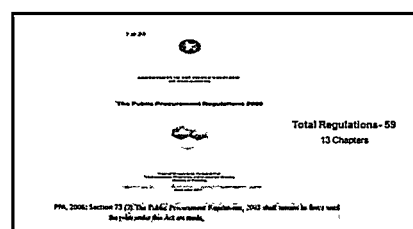


Public Procurement of 4 types
সরকারিকণ ও৪ ধরনের

১. পণ্য (Goods)
 ২. কার্য (Works)
 ৩. ভৌত সেবা (Physical Services)
 ৪. বুদ্ধিবৃত্তিক ও পেশাগত সেবা (Intellectual & Professional (Consulting) Services)

Cabinet Committees

- CCGP
 *(Cabinet Committee on Government Purchase)
 • https://www.dpp.gov.bd/upload_file/gazettes/60779_51904.pdf
- CCEA
 *(Cabinet Committee on Economic Affairs)
 • https://www.dpp.gov.bd/upload_file/gazettes/60780_60064.pdf



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

সরকারিকণ ও৪ ধরনের

১. পণ্য (Goods)	২. কার্য (Works)
৩. ভৌত সেবা (Physical Services)	৪. বুদ্ধিবৃত্তিক ও পেশাগত সেবা (Intellectual & Professional (Consulting) Services)

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	

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) Most 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		

Authorized Officer (AO)	
- AO is an individual designated by the HOPE to act on his behalf. This individual typically has the authority - to prepare procurement plans, - to issue tender documents and - to sign contracts etc. - In case of PD, Project Manager (PM) can act as an AO - HOPE can delegate specific powers to an AO such as Director (Admin)/Director (Finance)/DD (Finance)	

The term <i>Applicant</i> is used -	
Who applies for <u>enlistment</u> in case of LTM	
Who applies for <u>pre-qualification</u> in case of OTM	
Who applies for <u>EOI</u> in case of IP service	

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

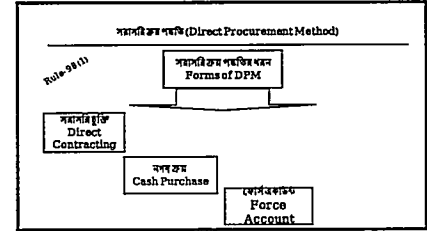
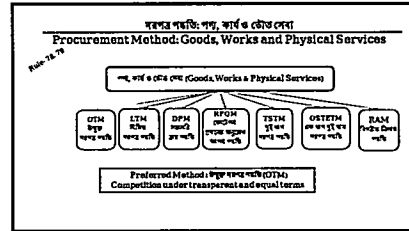
Tender Document	
Document Prepared by PE	
Tender/Proposal	
Document Submitted by Tenderer/Applicant	
Tenderer	
Who submit Tender/Who competes in the Tendering Process	
Supplier/Contractor/Service Provider/Consultant	
Who is awarded with the Contract or Agreement for Goods/Works/Service/Proposal	

STD – TD- Tender	
STD/Standard Tender Document- By BPPA (CPTU)	
↓	
TD/Tender Document- By PE (Procuring Entity)	
↓	
Tender By Tenderer	
Specification For Goods Bill of Quantities for Works TOR /Terms of Reference for Services	

Principles of Public Procurement	
1. Ensure Transparency 2. Accountability 3. Achieve Value for Money 4. Efficiency 5. Morality/Ethics/integrity 6. Ensure Standard of quality 7. Sustainability 8. Promote Free, Fair & Open Competition 9. Ensure Equal Treatment to all Tenderers/Bidders	2Rs • right quantity • right quality • right price • right place • right time • right source • right process

Public Procurement in SDG

- 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.



Sustainable Public Procurement সকলই সরকারি ক্রয়

Maintaining a balance among 3Ps

- ✦ Planet (Environmental Element)
- ✦ People (Social Element: সামাজিক ক্রয়)
- ✦ Profit (Economic Element)

Procurement Methods for Goods, Works and Physical Services
(Rule 78 to 101)

Sl	Procurement Method	Short Form	PPR Rule
1.	Open Tendering Method	OTM	Rule 78
2.	Limited Tendering Method	LTM	Rule 79
3.	Two Stage Tendering Method	TSTM	Rule 80
4.	One Stage Two Envelope Method	OSTEM	Rule 81
5.	Request for Quotation Method	RFQM	Rule 82
6.	Reverse Auction Method	RAM	Rule 83
7.	Direct Procurement Method	DPM	Rule 98-101

Limited Tendering Threshold

Enlistment- [Rule 68 (3)]

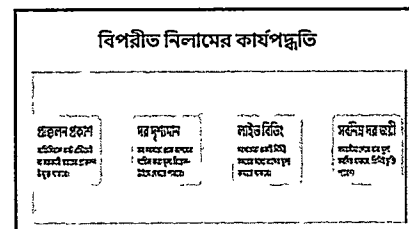
This method presupposes list of approved, qualified suppliers/contractors

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/=

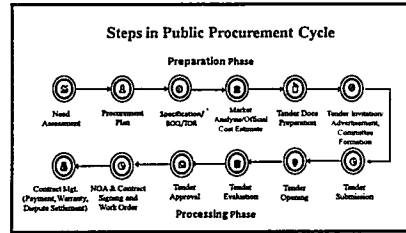
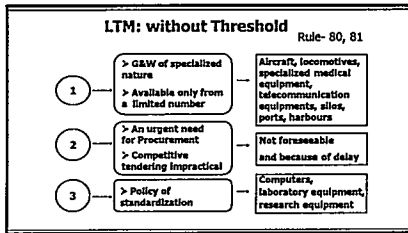
Different Procurement Methods বিভিন্ন দরপত্র পদ্ধতি



Lists

Type - examples

- Civil (Construction, Maintenance, Physical services etc.)
- Mechanical
- Electrical
- Others/Miscellaneous according to PE use

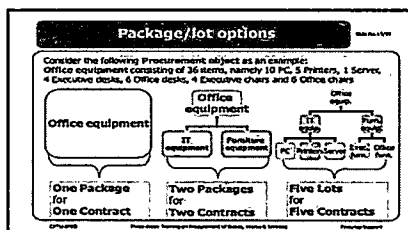
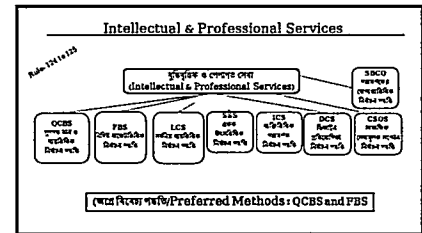
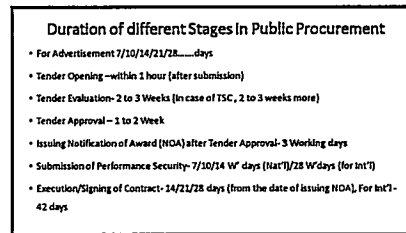
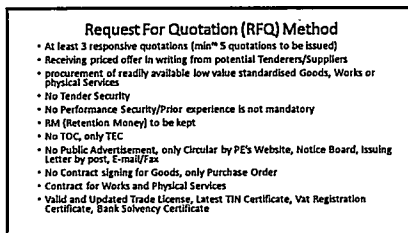


Award Procurement Plan 2014-15

2. The Supply Commission, Government of India, New Delhi, India

Project: Research

Sl. No.	Item Description	Quantity	Unit	Estimate	Actual	Remarks
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Intellectual & Professional Services

Procurement Method

Sl. No.	Procurement Method	Short Form	PPR Rule
1.	Quality and Cost Based Selection	QCBS	11(1)(a)
2.	Price Based Selection	FBS	11(1)(b)
3.	Least Cost Selection (Max. Tk. 1 Crore)	LCS	11(1)(c)
4.	Selection Based on Consultants Qualifications	SCQS	11(1)(d)
5.	Selection Based on Consultants Qualifications	SCQS	11(1)(e)
6.	Single Source Selection	SSS	11(1)(f)
7.	Design Contest Selection	DCS	11(1)(g)
8.	Individual Consultant Selection	ICS	11(1)(h)

Intellectual & Professional Services

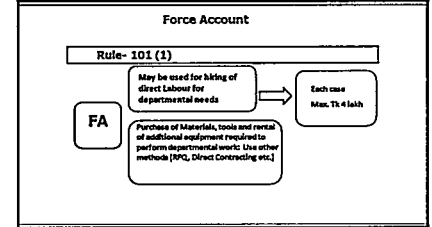
Procurement Method

Sl. No.	Procurement Method	Short Form	PPR Rule
1.	Quality and Cost Based Selection	QCBS	11(1)(a)
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3.	Least Cost Selection (Max. Tk. 1 Crore)	LCS	11(1)(c)
4.	Selection Based on Consultants Qualifications	SCQS	11(1)(d)
5.	Selection Based on Consultants Qualifications	SCQS	11(1)(e)
6.	Single Source Selection	SSS	11(1)(f)
7.	Design Contest Selection	DCS	11(1)(g)
8.	Individual Consultant Selection	ICS	11(1)(h)

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Thresholds for Different Procurement Methods বিভিন্ন দরপত্র পদ্ধতির সীমাসীমা

কোটার্পন প্রদানের অনুরোধ জ্ঞাপন পত্র (Request for Quotation) RFQ [বিধি ৯০ (১) এবং ৯০ (৬)]		
পণ্য	পণ্য	কার্য বা সেবা
সরঞ্জাম/বিদ্যুৎ/জল/বাসন/সেবা	প্রতি কেন্দ্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
বিভাগীয়/অফিস/কেন্দ্রীয় পণ্য	প্রতি কেন্দ্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২৫ লক্ষ টাকা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা
উপকরণ পণ্য	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২০ লক্ষ টাকা	প্রতি কেন্দ্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা



সরাসরি ক্রয় (Direct Cash Purchase) পণ্য, কার্য ও সেবা [বিধি ৯০ (১)]		
পণ্য	প্রতি কেন্দ্রে	বছরে সর্বোচ্চ
সরঞ্জাম/বিদ্যুৎ/জল/বাসন/সেবা	৭৫ হাজার টাকা	২৫ লক্ষ টাকা
বিভাগীয়/অফিস/কেন্দ্রীয় পণ্য	৬০ হাজার টাকা	২০ লক্ষ টাকা
উপকরণ পণ্য	৪০ হাজার টাকা	১৫ লক্ষ টাকা

কোটার্পন প্রদানের অনুরোধ জ্ঞাপন পত্র (Request for Quotation) RFQ [বিধি ৯০ (১) এবং ৯০ (৬)]		
পণ্য	পণ্য	কার্য বা সেবা
সরঞ্জাম/বিদ্যুৎ/জল/বাসন/সেবা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
ক প্রোগ্রাম প্রকল্প পরিচালনা কেন্দ্রে	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
ক প্রোগ্রাম প্রকল্প পরিচালনা কেন্দ্রে	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি কেন্দ্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা

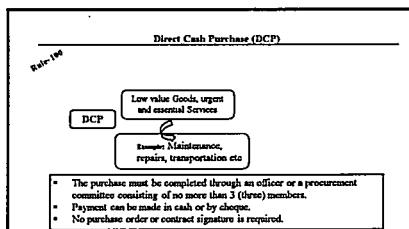
Threshold for LTM [Rule-80 (1)]

•Goods & Physical Services

Upto 50 lakh (each case)

•Works

Upto 5 crore (each case)



সরাসরি ক্রয় (Direct Contracting)-এর সীমা পণ্য, কার্য ও সেবা [বিধি ৯০ (১) ও (৬)]		
পণ্য	প্রতি কেন্দ্রে	বছরে সর্বোচ্চ
সরঞ্জাম/বিদ্যুৎ/জল/বাসন/সেবা	১ লক্ষ টাকা	১০ লক্ষ টাকা
বিভাগীয়/অফিস/কেন্দ্রীয় পণ্য	১ লক্ষ টাকা	১০ লক্ষ টাকা
উপকরণ পণ্য	১ লক্ষ টাকা	১০ লক্ষ টাকা

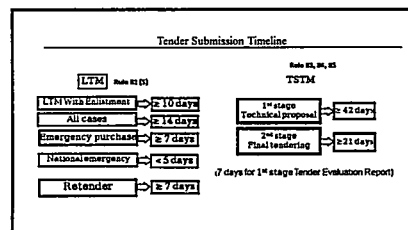
Threshold for Reverse Auction Method বিশদীকৃত বিক্রয় পদ্ধতির ক্ষেত্রে সীমাসীমা [Rule-95 (1)]

•Each case Tk 3 lakh and

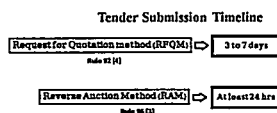
•Max^m Tk 20 lakh per year

• **Reverse Auction Method** : एक प्रकार का प्रतियोगिता प्रणाली, जहाँ सरकार या अन्य प्रदाता को खरीदने के लिए प्रस्तावों को आमंत्रित करता है।

মরণপত্র দাখিলের সময়সীমা

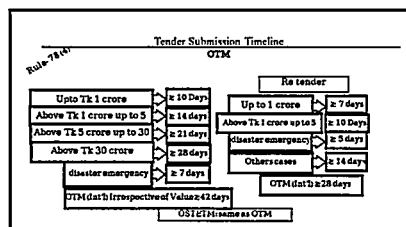


❖ **New Enterprise/Start-up Business** (নতুন প্রতিষ্ঠান)
 (প্রথমবারের আবেদনের তারিখ হতে ব্যবসা প্রতিষ্ঠানের নিবন্ধনের সময়কাল ১ বছর পর্যন্ত)



EOI/RFP Submission	স্বাধীনতা সড়ক কোর্স	স্বাধীনতা সড়ক কোর্স
EOI Submission (স্বাধীনতা সড়ক কোর্স প্রদান ও দায়িত্ব)	কমপক্ষে ১৪ দিন	কমপক্ষে ১১ দিন
RFP Submission (স্বাধীনতা সড়ক কোর্স প্রদান ও দায়িত্ব)	ন্যূনতম ২৮ দিন	ন্যূনতম ৪২ দিন

- 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



Public Procurement Committees (Rule 9 to 16)			
Sl	Names of the Committees	No of Members	PPR Rule
1.	Specification and Estimate Committee (अनुमानित आकलन समिति (SEC))	3 to 5	Rule 9
2.	Tender/Proposal Opening Committee (टेंडर/प्रस्ताव खोलने की समिति)	3	Rule 10
3.	Tender/Proposal Evaluation Committee (टेंडर/प्रस्ताव मूल्यांकन समिति)	3 and 5 to 7	Rule 11-13
4.	Technical Sub-Committee (TSC) (कार्यविधि उप-समिति)	3	Rule 11 (13)
5.	Enlistment Committee (अनुमति प्रदान करने की समिति)	At least 3	Rule 14

Public Procurement Committees (Rule 9 to 18)			
Sl	Name of the Committee	No of Members	PPR Rule
6.	Variation Assessment Committee কমিটিয়েন প্রতিপন্ন 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) কন্ট্রাক্ট অবসান পর্যালোচনা কমিটি	3	Rule 17
9.	Debarment Review Committee বারিকরণ গ্রহণ পর্যালোচনা কমিটি	3	Rule 18

❖ ৩. মূল্যায়ন কমিটি			
ক্রমের 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	

❖ ৬. কারিগরি পরীক্ষণ ও গ্রহণ কমিটি			
ক্রমের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা	
১০ কোটি টাকার উর্ধ্বে	বোঝ ৫,০০০ টাকা	৩	
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	বোঝ ৩,০০০ টাকা	৩	
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	বোঝ ২,০০০ টাকা	৩	
১০ লক্ষ টাকা পর্যন্ত	বোঝ ১,০০০ টাকা	৩	

❖ ১. বিনির্দেশ ও প্রাক্কলন কমিটি			
ক্রমের 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	২,৫০০ টাকা	২টি	
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	২টি	

❖ ৪. কারিগরি সাব কমিটি			
ক্রমের 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	

Honorarium for Procurement Committee Members (Rule 19)			
Tender/Proposal Opening Committee (TOC/POC) সদস্যদের চাক্ষুসক	Every Member Tk 1000/-		
Enlistment Committee (কলিকল্পনাক্ষুসক)	For LTM Every Member Tk 1500/- per meeting for max= 2 meetings		
For International Quotation	Every Member Tk 2500/- per meeting for max= 2 meetings		
For Evaluation of Pre-qualification Application and of EOJ	Every Member Tk 1500/- per meeting for max= 2 meetings		

❖ ২. দরপত্র ও প্রস্তাব উন্মুক্তকরণ কমিটি			
বিবরণ	সদস্যপ্রতি সম্মানি		
সকল ক্ষেত্রে	বোঝ ১,০০০ টাকা		

❖ ৫. তালিকাভুক্তিকরণ কমিটি			
পদ্ধতি	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা	
নির্দিষ্ট দরপত্র পদ্ধতি (LTM)	১,৫০০ টাকা	২টি	
অন্যান্য পদ্ধতিতে (অন্যান্য পদ্ধতি)	২,৫০০ টাকা	২টি	

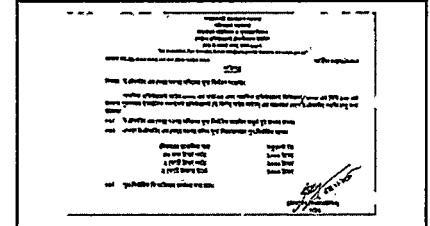
Tender Validity, Tender Security & Performance Security			
Tender Validity (Rule 28 to 30)	Tender Security (Rule 31 to 35)	Performance Security (Rule 36)	
60 to 150 days (validity period starts from tender opening up to Contract Signing)	(2% to 3% of Official Cost Estimate Rounded Fixed Amount)	5% to 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 15,000/- to 10,000/-)			

Tender Evaluationদরপত্র মূল্যায়ন
(নিশিদ্ধার বিধি ১১৮)

- (১) দরপত্র মূল্যায়ন কয়েকটি ধাপে দরপত্র মূল্যায়ন প্রক্রিয়া সম্পন্ন করিবে:
- (ক) প্রাথমিক পরীক্ষা-নিরীক্ষা (Preliminary examination);
- (খ) কৌশলিক ক্ষমতা, যোগ্যতা মূল্যায়ন ও প্রযুক্তিকর্ম নির্ধারণ (Technical examination and responsiveness);
- (গ) আর্থিক মূল্যায়ন ও দরপত্রের তুলনা (Financial evaluation and price comparison); এবং
- (ঘ) পসিল ইন্টারভিউ (Post qualification);

Performance Security and Retention Money

কার্যসম্পন্নতার নিশ্চয়তা	পারফরম্যান্স সিকিউরিটি	রетенশন মনি
সুপারভাইজার	৫%	৫%
পরিচালক	১০%	১০% (স্বত্বাধীন)
সহকারী পরিচালক	১০-১৫% (স্বত্বাধীন)	১৫%
অতিরিক্ত পরিচালক	৫%	৫%
অতিরিক্ত পরিচালক সহ	৫%	১০%

**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%**Performance Security and Retention Money বেরত প্রদান**

Performance Security বা কার্যসম্পাদন জামানত ফেরত প্রদানের সময় [বিধি ৩৬]

প্রত্যাপিত পণ্যসরবরাহ সমন্বয়কার বা কার্য সমাপ্তির ২৮ দিন পর
(Completion Certificate ইস্যু হওয়ার পর)

Retention Money বা অন্তর্নিহিত রক্ষণযোগ্য অর্থ ফেরত প্রদানের সময় [বিধি ৩৭ (২)]

• ত্রুটি-অনিত দায়-এর মেয়াদ (Defects Liability Period) অতিক্রম হওয়ার ২৮ দিনের মধ্যে

Advertisement Rule 110/Sec 40

Advertisement by Procuring entity (PE) for-

- ✓ Invitation for Prequalification (IFPQ)
- ✓ Invitation for Enlistment (IFE)
- ✓ Invitation for Tender (IFT)
- ✓ Request for Expression of Interest (REOI)

**Sell of Tender Documents**

Cost estimation	Documents fee
Upto 50 lakh	1000 Tk
Upto 2 crore	2000 Tk
Above 2 crore	4000 Tk

• No tender documents fee for RFQM

For e-GP System, Fees for downloading
Tender Schedule Generally BDT 2000/-**E-GP Registration Fees and Renewal Fee**

Fee	National Tenderers	International Tenderers
Registration Fee	BDT 5,000 (Five Thousand Taka)	USD 200 (Two Hundred Dollars)
Yearly Renewal Fee	BDT 2,000 (Two Thousand Taka)	USD 100 (One Hundred Dollars)

Rule- 110(2) Advertisement**Choosing News Paper**

Choosing National Level Newspapers of wide daily circulation commonly known and ubiquitously accepted; carefully applying sound judgment



Avoid controversy in choice

SESSION M1_BA

**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?

If you plan, you will be in control of the situation, rather than having the situation in control of you

Strategic Approach of Procurement Planning

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

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	

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

Strategic Approach of Procurement Planning

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

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

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

Strategic Approach of Procurement Planning

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

Goods: Determination of Methods & Package

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(2) PPR2025

Procurement Planning

PE considers the following in determining the method of Procurement for Intellectual & Professional Services

Rule 134 PPR2025

Key Issues

- 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 35 PPR2025

Considerations determining Method & Package

PE takes into account the following when determining the method of Procurement and consolidating of Goods packages

Rule 24(2) PPR2025

Splitting Procurement Object

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

Rule 26 PPR2025

Key Issues

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

Considerations determining Method

PE considers the following in determining the method of Procurement for Works

Rule 24(2) PPR2025

Splitting Procurement Object

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

Rule 110(2) PPR2025

Key Issues

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

Rule 110(2) PPR2025

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

Items in the Format of Procurement Plan

Opening of Tender/Proposal:
[Tender Submission time for GTM/GSTETM - National Rule 78(4)]

- ✓ Up to Tk. 10 million - Minimum 10 days
- ✓ Tk. 10-50 million - Minimum 14 days
- ✓ Tk. 50-100 million - Minimum 21 days
- ✓ Above 100 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)
LTN: Minimum 14 days Rule 60 (3)
TSTM: Minimum 10 days for 1st stage and 21 days for 2nd stage Rule 53 (5) & 55(3)

Total Procurement Plan

Summary of the Plan

Category	Item	Value	Unit	Quantity	Unit Price	Estimated Cost	Estimated Time	Estimated Quantity	Estimated Value
Goods	Material								
	Equipment								
	Services								
Works	Construction								
	Installation								
	Operation								
Services	Consulting								
	Training								
	Other								

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 (Services)

Schedule V Rule 25(13) PPR2025

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, Contractive, etc.) having special characteristics and capacity - Minimum 14 days.
- ✓ Emergency when GTM (LT/HT) is not feasible - Minimum 07 days.
- ✓ Policy of Standardization (if there be) - Minimum 14 days.
- ✓ Existing supply/ Contractor - Minimum 10 days (Emergency: 05 days)
- ✓ Procurement under the specific circular of the Ministry of Industries: 14 days
- ✓ Re-Tender: It may reduce in 07 days (Emergency: 05 days)

Total Procurement Plan

Summary of the Plan

Category	Item	Value	Unit	Quantity	Unit Price	Estimated Cost	Estimated Time	Estimated Quantity	Estimated Value
Goods	Material								
	Equipment								
	Services								
Works	Construction								
	Installation								
	Operation								
Services	Consulting								
	Training								
	Other								

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
- ✓ Actual Dates

Pre-qualification (Works)

- Invite/Advertise/Request for Tender Quotation
- Advertise EOI
- Issue RFP (Service)

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

Annual Procurement Plan

Summary of the Plan

Category	Item	Value	Unit	Quantity	Unit Price	Estimated Cost	Estimated Time	Estimated Quantity	Estimated Value
Goods	Material								
	Equipment								
	Services								
Works	Construction								
	Installation								
	Operation								
Services	Consulting								
	Training								
	Other								

Annual Procurement Plan

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Preparation of Cost Estimate

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Consideration for Official Cost Estimate

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Annual Procurement Plan

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Official Cost Estimate

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Vital Point for Annual Procurement Plan

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(9) PPR2025

Official Cost Estimate

Project No. 001
Budget No. 001

Project Name: [Blank]
Project Location: [Blank]
Project Start Date: [Blank]
Project End Date: [Blank]

Project Description: [Blank]

Project Manager: [Blank]

Project Status: [Blank]

Project Budget: [Blank]

Project Cost: [Blank]

Project Profit: [Blank]

Project Risk: [Blank]

Project Complexity: [Blank]

Project Backwardness: [Blank]

Project Distance from district headquarter: [Blank]

Project Value added tax (VAT): [Blank]

Project Advance Income Tax (AIT): [Blank]

Project Other factors: [Blank]

Project Rule 25(10) PPR2025

Source: PP-2
Date: 12/11

Steps in Procurement: Goods & Works (National & International)

S. M. Moin Uddin Ahmed
CEO (Secretary), BPPA

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

Why we need to know the Acts and Rules

For 3 reasons:

1. To achieve the principles of public procurement
2. For own safeguard
3. For professional development

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

Step 1: Need Assessment

Need Assessment

- procurement planning entails the assessment of procurement needs, this involves:
 - ✓ 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.

BPPA-1422 Procure using Training in Public Procurement Management E208

5 R for Procurement

- Right Quality
- Right Quantity
- Right Price
- Right Time
- Right Place

3 Bottom lines of Procurement

- People
- Planet
- Profit

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

Steps in Procurement Cycle

Steps:

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

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

Step 2: Annual Procurement plan (APP)

Preparation of PP shall be mandatory for all PE's

- At the beginning of each financial year
- Mandatory Data entry in the e-GP portal
- Quarterly update (or update as and when required)
- Shall be published (notice board, website, bulletin)
- Posted on BPPA's 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

BPPA-1422 Procure using Training in Public Procurement Management E208

Public Procurement Acts, 2006

Principles of Public Procurement

- Transparency
- Accountability
- Equal Treatment
- Open Competition

Value for Money

- Efficiency
- Integrity
- Quality
- Sustainability

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

Steps in Procurement Cycle

Steps:

7. Submission of Tender
8. Opening (auto opening in the e-GP)
9. Evaluation (includes SLT for financial evaluation)
10. Approval
11. Notification of Award
12. Contract Award
13. Contract Administration & Management
Acceptance, Payment, Warranty/Defects Liability Period, Termination, LD etc.

BPPA-1422 Procure using Training in Public Procurement Management E208

Source: PP-2
Date: 12/11

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

BPPA-1422 Procure using Training in Public Procurement Management E208

Step 2: Annual Procurement plan (APP) Document ID: 2
Date: 16/12/21

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 [Schedule V (Part A)] 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)

SPPI M&D Date: 16/12/21 E&C

Steps in Procurement Cycle Document ID: 2
Date: 16/12/21

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/tenderers
- Opportunity for alternate design
- Enable evaluation against defined criteria

SPPI M&D Date: 16/12/21 E&C

STANDARD DOCUMENTS Document ID: 2
Date: 16/12/21

PE follows STD/SRFP Rule 4

Encourage eligible, qualified Tenderers/ Applicants to participate

Provide equal opportunities and clear evaluation criteria

SPPI M&D Date: 16/12/21 E&C

ELEMENTS OF PROCUREMENT REPARATION Document ID: 2
Date: 16/12/21

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)

SPPI M&D Date: 16/12/21 E&C

Steps in Procurement Cycle Document ID: 2
Date: 16/12/21

Step 4: Official Cost Estimate

- Present Market related information like Transport cost, Overhead, Profit, Insurance cost, VAT, IT, 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

SPPI M&D Date: 16/12/21 E&C

S. TENDER DOCUMENT TO TENDER DOCUMENT Document ID: 2
Date: 16/12/21

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Standard Tender Document (National) For Procurement of Works [Open Tendering Method] (for value above BDT 3 Crores) (without pre-qualification)

Bangladesh Public Procurement Authority Implementation Monitoring and Evaluation Division Ministry of Planning

September 2022 PW2

➔

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

© Bangladesh Public Procurement Authority (BPPA) Date: 16/12/21 E&C

ANNUAL PROCUREMENT PLAN Document ID: 2
Date: 16/12/21

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

SPPI M&D Date: 16/12/21 E&C

Steps in Procurement Cycle Document ID: 2
Date: 16/12/21

Step 5: Tender/Proposal Document Preparation

Instruction to Tenderers (ITT)

- 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 &
- Drawings (if any)

SPPI M&D Date: 16/12/21 E&C

Standard Tender Document Document ID: 2
Date: 16/12/21

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

© Bangladesh Public Procurement Authority (BPPA) Date: 16/12/21 E&C

CONTENTS

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

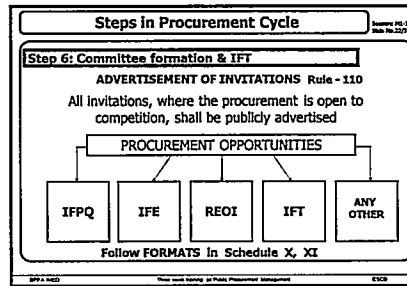
Section 6 Bill of Materials

Section 7 General Specifications

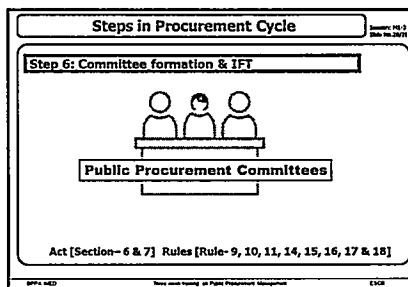
Section 8 Particular Specifications

Section 9 Environmental and social specifications

Section 10 Drawings



- 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 using the formula of SLT
 - Post-qualification

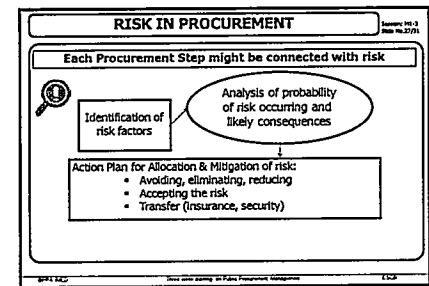


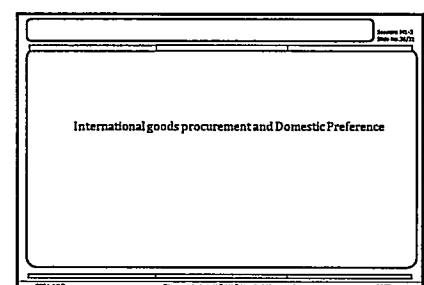
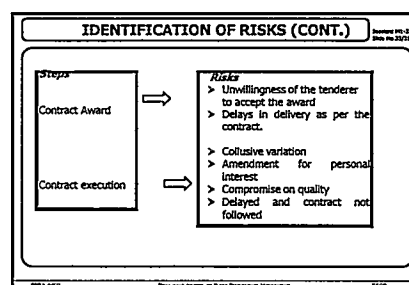
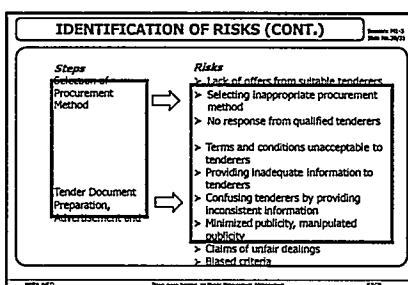
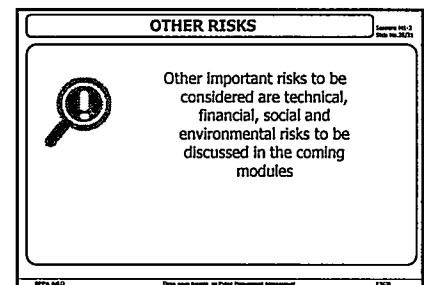
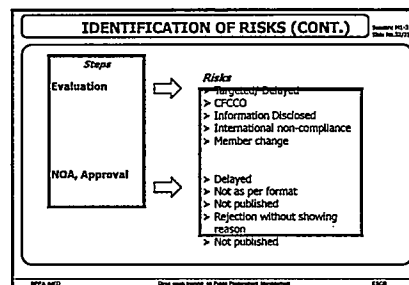
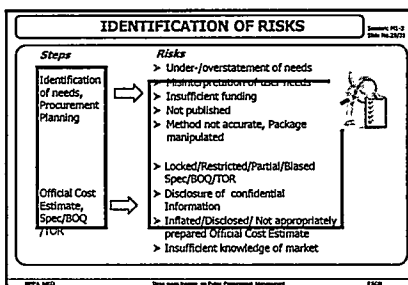
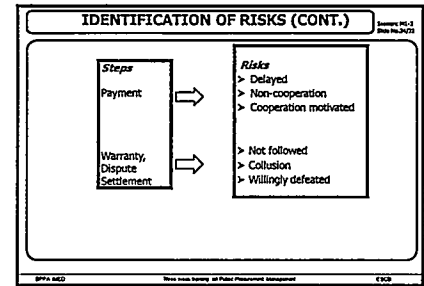
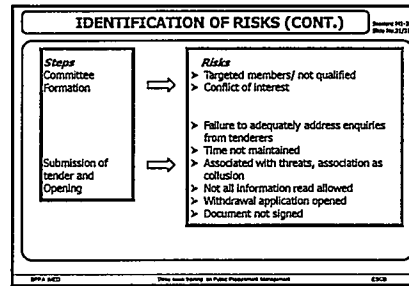
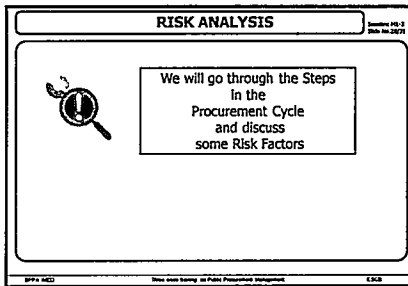
- Steps in Procurement Cycle**
- STEP 7: TENDER PREPARATION/SUBMISSION**
- Tenderers' activities:**
- May seek clarification of Procurement Documents and attend Pre-tender Meeting(if held), Site visit
 - May withdraw, substitute or modify tender before deadline
 - Tender forms completed and signed
 - Tender security posted
 - Tender submission right time, right place

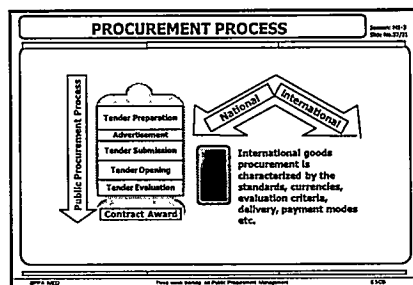
- PROCUREMENT CYCLE**
- ☐ **Step 10: Approval (Rule 122)**
 - ✓ Evaluation report approved by Approving Authority (AA)
 - AA determined by DoFP
 - ☐ **Step 11: Issue NoA (Rule 123)**
 - ✓ PE will issue Notification of award (NOA) within 3WD but before expiry of tender validity date from receiving of 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 50, 51, 52, 53, 54, 55, 56, 57, 58 & 59)**

- Steps in Procurement Cycle**
- Step 6: Committee formation & IFT**
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**
- 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







OTM (International): Domestic Preference Document PG-2
Rev No. 2/22

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)]

BP-1-002 This work being an Public Procurement Management E-202

OTM: International Document PG-2
Rev No. 2/22

Section 33

Application of OTM in International Competition:

- When it is not feasible to undertake a procurement by inviting competitive tenders within the country
- The invitation for tender notice shall be published in English
- Tender documents shall be prepared in English
- Tenderers are allowed to submit their tender security and performance security, in a currency widely used in international trade
- JV with local partnerships are encouraged, but shall not be imposed as a mandatory condition

BP-1-002 This work being an Public Procurement Management E-202

Domestic Preference (contd.) Document PG-2
Rev No. 2/22

Domestic preference shall be a factor in Tender Evaluation, unless otherwise specified in the TDs. Tenders will be classified in one of two groups.

(A)

Tenders offering Goods manufactured outside Bangladesh that have been already imported

(B)

Goods manufactured in Bangladesh, Labour, raw materials, and components from within the Bangladesh account for more than thirty (30) percent of the EXW price

(C)

Tenders offering Goods manufactured outside Bangladesh that will be imported

We get domestic preference

ITT 51, 54 PG4, Act 33, Rule 102 (1)(e), (2)

BP-1-002 This work being an Public Procurement Management E-202

OTM: International (contd.) Document PG-2
Rev No. 2/22

Rule - 102

Conditions and Procedures:

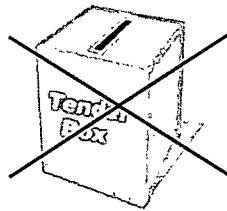
- Time for submission shall be sufficient to allow the invitation to reach all potential Tenderers and to enable them to prepare and submit Tenders;
- Technical specifications shall be based upon international standards;
- Where the Bangladesh standard is thought to be unique, the words "or equivalent" 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

BP-1-002 This work being an Public Procurement Management E-202

Overview of the e-GP System in Bangladesh

Sonia Nowrin
Project Director
GDRDP, LGED
&
National Trainer of PPA,
IMED, Ministry of Planning

No Tender Box



1-3-26

Advantage of e-Tendering Application in Public Procurement

- ◆ Transparency in Procurement.
- ◆ Non-discrimination to the Participants.
- ◆ Equal Access & Open Competition for all the Participants.
- ◆ Secure Document Transmission.
- ◆ Consistent Application of Policies and Rules.
- ◆ Ensure Accountability of the Public Servants.
- ◆ Reduced Administration Cost.
- ◆ Save Management and Audit Records for Future Evaluation.
- ◆ Increase Capability of all the Stakeholders.

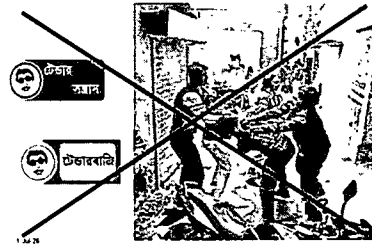
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Outlines

- 1. e-GP in PPA-2006 & PPR-2008
- 2. Advantages of e-Tendering Application
- 3. Scope and use in e-procurement
- 4. Major step in e-GP
- 5. e-GP web portal, Homepage

1-3-26

Muscle Power in Tender Submission



1-3-26

PPA Reference

অষ্টম অধ্যায়

সরকারি ত্রয়ে ইলেকট্রনিক পরিচালন পদ্ধতির ব্যবহার, ইত্যাদি

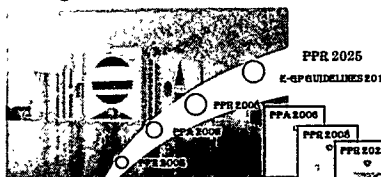
৬৫। ইলেকট্রনিক পরিচালন পদ্ধতিতে সরকারি ত্রয় (e-Government Procurement)।-

- (১) এই আইনের উদ্দেশ্য পূরণকল্পে, এই আইনের অধীন কোন বা সকল সরকারি ত্রয় ইলেকট্রনিক পরিচালন পদ্ধতিতে সম্পন্ন করা যাইবে।
- (২) ইলেকট্রনিক পরিচালন পদ্ধতি ও তৎসংশ্লিষ্ট নীতিমালা সরকার কর্তৃক নির্ধারিত হইবে।

যাছাড়া- এই ধারার উদ্দেশ্য পূরণকল্পে, "ইলেকট্রনিক পরিচালন পদ্ধতি" অর্থ ওয়েব সাইটে সরাসরি (Online) তথ্য প্রক্রিয়াকরণ।

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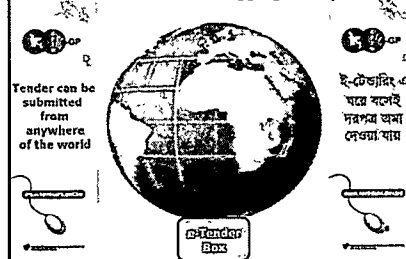
Public Procurement Legal Framework & Digitization



○ GPR... 2908 & 2911

1-3-26

e-GP: Tender Dropping



PPR Reference

অষ্টম অধ্যায়

সরকারি ত্রয়ে ইলেকট্রনিক পরিচালন পদ্ধতির ব্যবহার, ইত্যাদি

১৫০। ইলেকট্রনিক পরিচালন পদ্ধতিতে সরকারি ত্রয়।-

- (১) আইনের উদ্দেশ্য পূরণকল্পে, সরকার কর্তৃক নির্ধারিত নীতিমালা অনুসরণকরে যে কোন বা সকল সরকারি ত্রয় ইলেকট্রনিক পরিচালন পদ্ধতিতে ব্যবহার করিয়া সম্পন্ন করা যাইবে।
- (২) ইলেকট্রনিক পরিচালন পদ্ধতিতে সরকারি ত্রয়ের ক্ষেত্রে, এই বিধিমালায় বিধান এবং ইলেকট্রনিক পরিচালন পদ্ধতির বিধানের সঙ্গে কোন বিরোধ (Conflict) নেবা নিলে ইলেকট্রনিক পরিচালন পদ্ধতির বিধান প্রাধান্য পাইবে।

1-3-26

e-GP Guideline Virus and Integrity of documents

- ✱ If the electronic records entered online and files containing the Tender/ Application/ Proposal are corrupt, contain a virus, or are unreadable for any reason, the **tender will not be considered**.
- ✱ It is strictly the **responsibility of the tenderer/applicant/consultant** (national or international) to ensure the integrity, completeness and authenticity of the tender /Proposal, and also should comply with the applicable laws of Bangladesh.

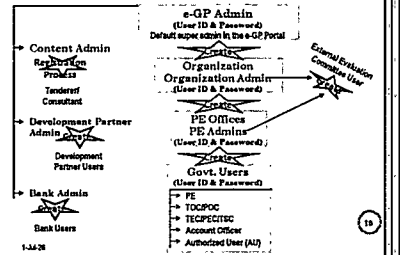
1-3-26

Limiting Scope/Use in e-Procurement (till now)

- Practicing mainly for **National Competitive Bidding (NCB)** (NCB have already been started, but not practicing widely)
- Most of the cases preferred method is **OTM/TM/OTETM** (Some Cases **RFO/GPM** Method has been used)
- Mostly Confined to **Tender Management** (e-CMS Activities have already been started, but not practicing widely)
- Mainly Confined in **Goods/Works Contract** (Some Service Contract started but till now not in a significant number)
- Not covered all **STDs** (Only **BPPA** STDs are available)

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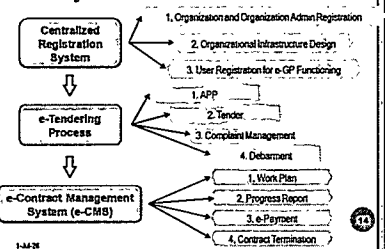
Centralized Registration System (e-GP User Registration for each Organization)



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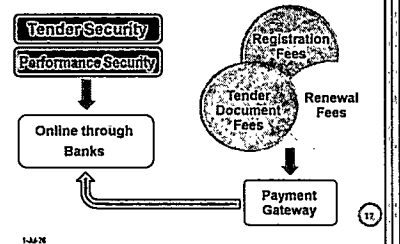
e-GP System Features, Guidelines and e-GP Portal

e-GP System Features



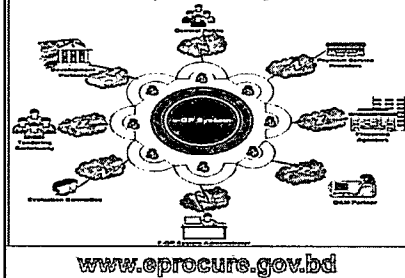
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e-GP: Payment Provisions



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E-GP System Access Diagram

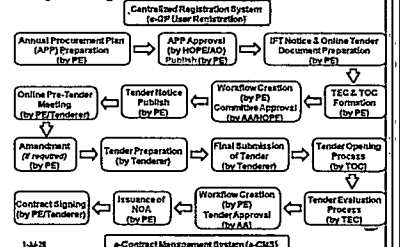


e-GP ID Management

- e-GP System is run by e-GP IDs
- These IDs are controlled & managed through 3 types of administrators:
 - > e-GP Admin;
 - > Organization Admin; &
 - > PE Admin
- ✓ e-GP Admin ID is used and managed by CPTU;
- ✓ Organization Admin ID is used and managed by an Officer authorized by the HOPE;
- ✓ PE Admin ID is used and managed by an Officer authorized by the Concern PE.

1-3-26

Major Steps for e-Tendering



1-3-26

About the e-GP Web Portal/Software

- ◆ National e-Government Procurement Portal (<http://www.eprocure.gov.bd>) is developed, owned & operated by BPPA/IMED.
- ◆ (<http://training.eprocure.gov.bd>) is a training server, also runs by BPPA to allow users to learn & practice.
- ◆ Windows based Operating System is required.
- ◆ Browsers Tested & Certified by BPPA: Internet Explorer 8.x, 9.x, 10.x & 11.x; Mozilla Firefox 13.x, 14.x, 29.x, 52.x, 53.x, 62.x, 70.x, 71.x, 72.x, 77.x and Google Chrome 79.x
- ◆ Java Runtime Environment (JRE) needs to be installed in user's (Tenderer's) computer. This is required to generate e-signature, to encrypt and decrypt tender data (for security reason).

1-3-28

SEARCH OPTION in e-GP eTenders

ADVANCED SEARCH OPTION IN eGP

e-GP Home Page

SEARCH OPTION in eGP APP

ADVANCED SEARCH OPTION IN eGP

e-GP Guideline

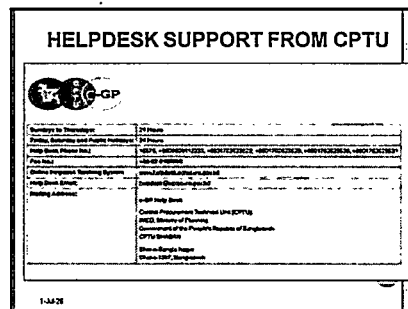
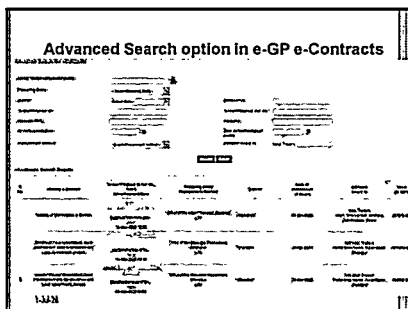
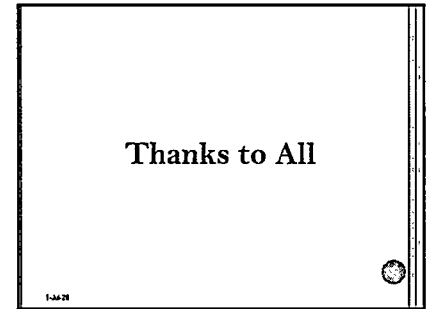
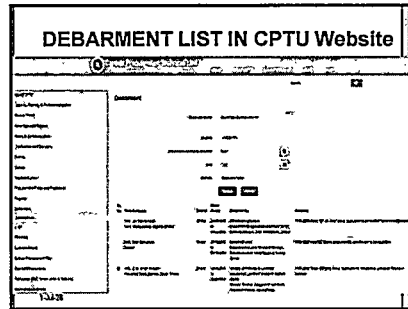
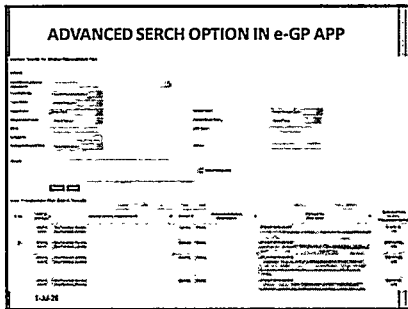
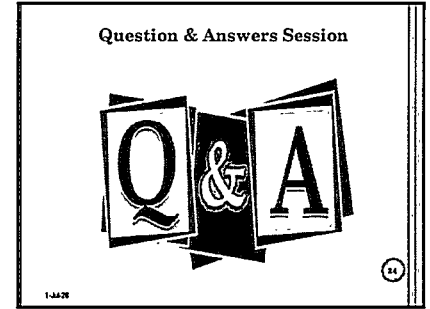
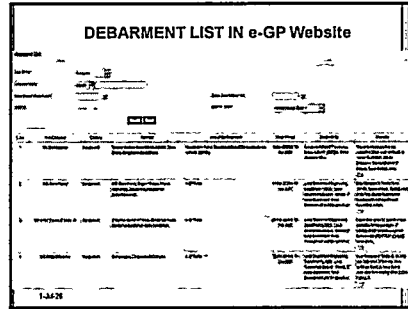
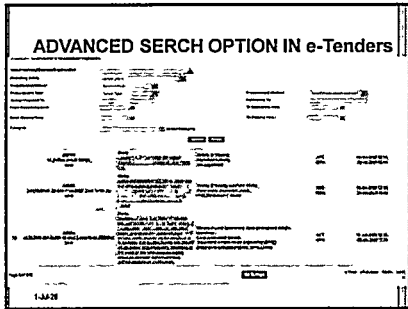
ADVANCED SEARCH OPTION IN eGP

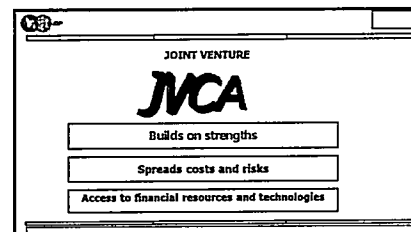
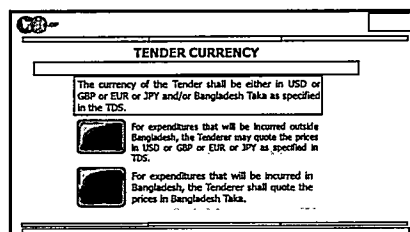
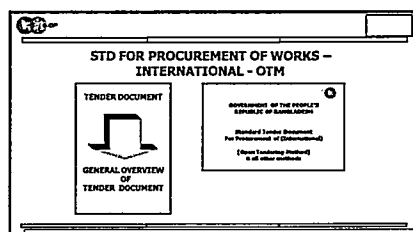
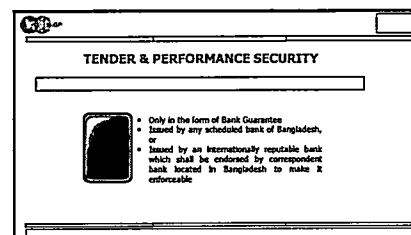
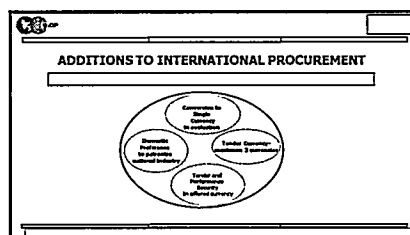
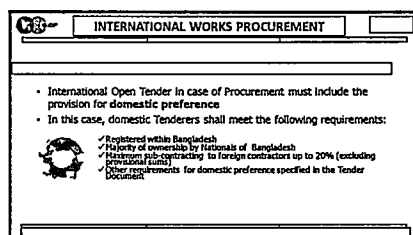
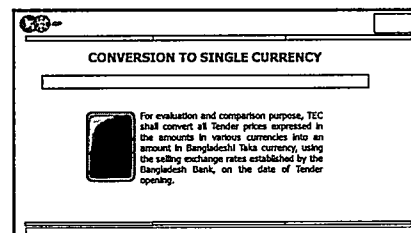
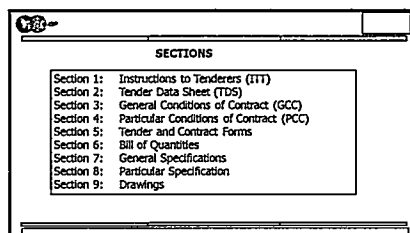
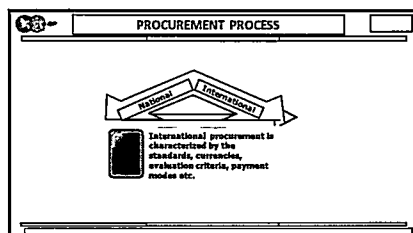
- ✓ Advanced Search bar in e-GP portal provides specialized search results for e-Tenders or e-Proposals.
- ✓ Search results are sorted based on Ministry/Division/Organization, PE, Procurement Nature, Procurement Method, Tender/Proposal ID etc.

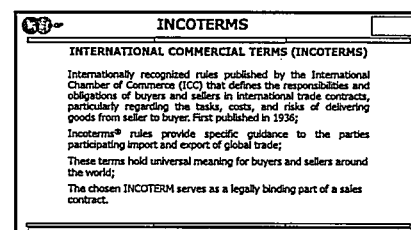
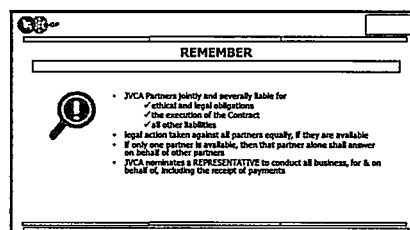
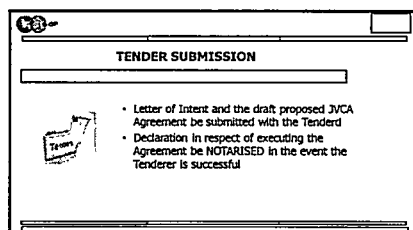
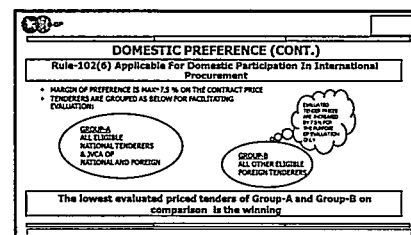
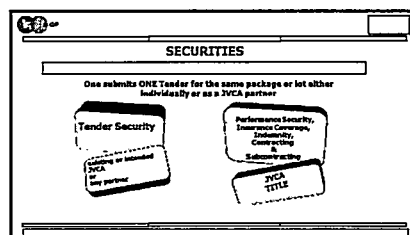
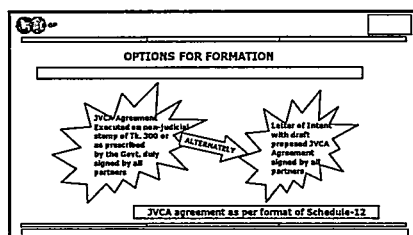
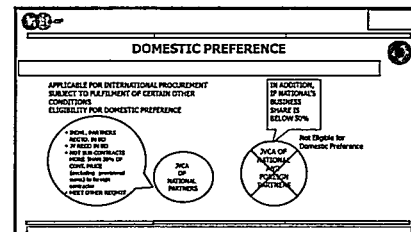
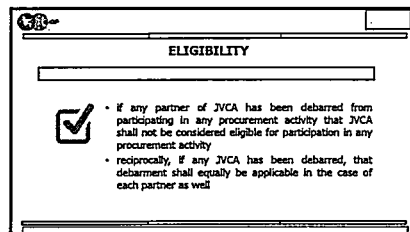
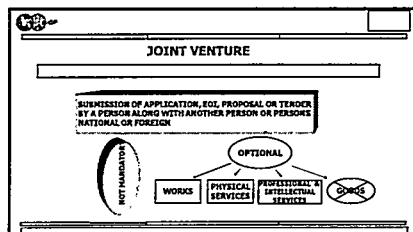
1-3-28

ADVANCED SEARCH OPTION IN e-Tenders

1-3-28







INCOTERMS contd..

INCOTERMS are set of internationally accepted terms and rules used globally in trade & commerce, developed by ICC, Paris 1936

Necessity of INCOTERMS:

- Import and export of global trade
- filling a purchase order
- packaging and labelling a shipment for freight transport
- preparing a certificate of origin at a port

TRANSPORT

Methods



- Rail
- Road
- Sea
- Air
- Inland waterway
- Multi-modal (combination)
- Unnamed

SEA AND INLAND WATERWAY

FAS – Free Alongside Ship (named port of shipment)

FOB – Free On Board (named port of shipment)

CFR – Cost and Freight (named destination port)

CIF – Cost, Insurance and Freight (named destination port)

Changes between 2010 and 2020

2010		2020	
W	EXW	W	EXW
F	FAS	F	FAS
	FOB		FOB
	FCI		FCI
C	CFR	C	CFR
	CF		CF
	CPT		CPT
	CDP		CDP
D	DAP	D	DAP
	DDP		DDP

ANY MODE OR MODES OF TRANSPORT

EXW – Ex Works (named place of delivery)

FCA – Free Carrier (named place of delivery)

CPT – Carriage Paid To (named place of destination)

CIP – Carriage and Insurance Paid to (named place of destination)

- to be continued

USE IN PUBLIC PROCUREMENT

Rule - 102(1), (f):
Applicable INCOTERMS shall be specified wherever relevant

PG4-STD-International:

References to Incoterms:

- Place of destination
- Quoted price of goods manufactured outside Bangladesh (to be imported)
- Transportation
- Insurance against loss or damage to the goods

CLASSIFICATIONS

Incoterms	Mode of Transport
EXW (Named Place...)	Any Mode or Modes of Transport
FCA (Named Place...)	
CPT (named place of destination...)	
CIP (named place of destination...)	
DPU (named place...)	
DAP (named place...)	Sea and Inland Waterway Transport
DDP (named place of destination...)	
FAS (named port of shipment...)	
FOB (named port of shipment...)	
CFR (named port of destination...)	
CIF (named port of destination...)	

ANY MODE OR MODES OF TRANSPORT

DPU – Delivered At Place Unloaded (named port or place)

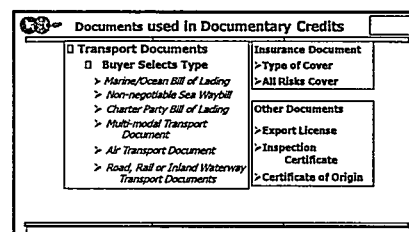
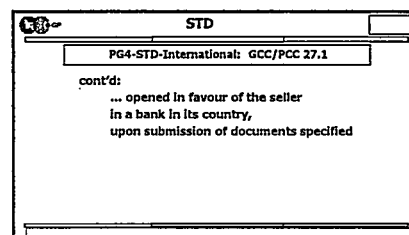
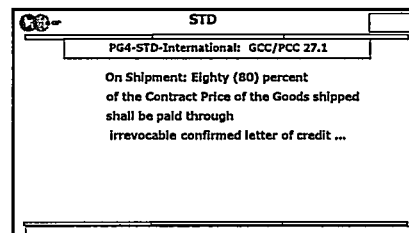
DAP – Delivered At Place (named place of destination)

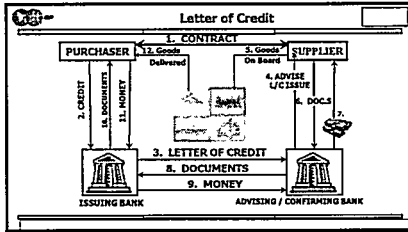
DDP – Delivered Duty Paid (named place of destination)

DELIVERY

In Incoterms, "Delivery" signifies the exact point in an international trade transaction where the seller's responsibility for the goods ends and the buyer's responsibility for costs and risks of loss or damage begin

It is the point where the goods are "delivered" by the seller to the buyer and at this point, the risk passes





অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিইএ) এবং সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিজিপি) প্রত্যাব প্রেরণ: কতিপয় জ্ঞাতব্য

সে. হোসেন নবির
অতিরিক্ত সচিব
মন্ত্রিপরিষদ বিভাগ

মন্ত্রিপরিষদ বিভাগ

Global Scenario of Public Procurement

Public Procurement accounts for ...

... and public procurement affects the implementation of annual all policy ...

প্রকল্প ব্যবস্থাপনা এবং সরকারি অর্থের সদ্যব্যহার: ক্রয় প্রক্রিয়ায় ধীর গতির আলোকে

ক্রয় প্রক্রিয়া	সংস্থা	সংস্থা	সংস্থা	সংস্থা	সংস্থা
১.৫.২৫	প্রকৃত আর্থিক	১৮.৯.২০	৯.১১.২	১৮.২.২৫	১.৫.২৫
০৬	অতিরিক্ত দিন	০	৫২	৫৬৭ (৫)	৫৮ (২৮)
২০.৫.২৫	প্রকৃত আর্থিক	১০.১.২৫	১.২.২৫	১০.৩.২৫	১৫.৫.২৫
৮	অতিরিক্ত দিন	০	২২ (২৮)	৩৮ (৫)	৫০৩ (২৮)
২০.৫.২৫	প্রকৃত আর্থিক	১০.২.২৫	১১.৩.২৫	১৫.৫.২৫	১.৫.২৫
৯	অতিরিক্ত দিন	০	২৭ (২৮)	৩০ (৫)	৩৮৭ (২৮)

কোন আইন বা বিধির অধীনে সরকারি ক্রয় সম্পন্ন করতে হয়?

ব্যতিক্রম আছে কি?

মন্ত্রিপরিষদ বিভাগ

Bangladesh Scenario of Public Procurement

Around 80% of ADP is spent for Procurement

Around 45% of Budget is spent for Procurement

Almost 80% - 85% of Total Procurement Expenditure is used for World Procurement

Rest 15% - 20% of is spent on Goods, Physical Services and Consulting Services

World Procurement

মন্ত্রিপরিষদ বিভাগ

মন্ত্রিসভা ও মন্ত্রিসভা কমিটি পরিচিতি

- মন্ত্রিসভা এবং মন্ত্রিসভা কমিটি
- অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিইএ)
- সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিজিপি)

মন্ত্রিপরিষদ বিভাগ

Session Outline:

- Importance of procurement for the nation
- Introduction to Cabinet Committees
- Introduction to CCEA and CCGP
- Instructions to be followed while writing summary for ACCEA/CCGP:
 - FPR 2025 Schedule 7
 - Cabinet Division's instruction of 2019
 - Cabinet Division's checklist of 2019
- Open discussion

মন্ত্রিপরিষদ বিভাগ

IMPLEMENTATION PROGRESS OF ADP

- The percentage of ADP implementation has gradually been decreased from 92% to 67% from FY 2021-22 to FY 2024-25
- ADP implementation rate remains below 25% in the first two quarters
- The implementation progress against project loans from FY 2021-22 to FY 2024-25 is 84%

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অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি

ক্রমিক	বিবরণ	তারিখ	অনুমোদিত
১	সি.ই.এ. কমিটি	২০২৪	১০০%
২	সি.ই.এ. কমিটি	২০২৪	১০০%
৩	সি.ই.এ. কমিটি	২০২৪	১০০%
৪	সি.ই.এ. কমিটি	২০২৪	১০০%
৫	সি.ই.এ. কমিটি	২০২৪	১০০%
৬	সি.ই.এ. কমিটি	২০২৪	১০০%
৭	সি.ই.এ. কমিটি	২০২৪	১০০%
৮	সি.ই.এ. কমিটি	২০২৪	১০০%
৯	সি.ই.এ. কমিটি	২০২৪	১০০%
১০	সি.ই.এ. কমিটি	২০২৪	১০০%

মন্ত্রিপরিষদ বিভাগ

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आज का दिन बहुत अच्छा है।
मैं बहुत खुश हूँ।
आज का दिन बहुत अच्छा है।
मैं बहुत खुश हूँ।
आज का दिन बहुत अच्छा है।
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आज का दिन बहुत अच्छा है।
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आज का दिन बहुत अच्छा है।
मैं बहुत खुश हूँ।

গির্জাবিহারকে সেরা স্মরণ বিহীন গুপত্যস্থান হতে

● **৯মার্চ** **বাড়ী** গ্রামাঞ্চলে **গির্জা** **২০০৭** **৭৮** **৭৯** **৮০** **৮১** **৮২** **৮৩** **৮৪** **৮৫** **৮৬** **৮৭** **৮৮** **৮৯** **৯০** **৯১** **৯২** **৯৩** **৯৪** **৯৫** **৯৬** **৯৭** **৯৮** **৯৯** **২০০০** **২০০১** **২০০২** **২০০৩** **২০০৪** **২০০৫** **২০০৬** **২০০৭** **২০০৮** **২০০৯** **২০১০** **২০১১** **২০১২** **২০১৩** **২০১৪** **২০১৫** **২০১৬** **২০১৭** **২০১৮** **২০১৯** **২০২০** **২০২১** **২০২২** **২০২৩** **২০২৪** **২০২৫** **২০২৬** **২০২৭** **২০২৮** **২০২৯** **২০৩০** **২০৩১** **২০৩২** **২০৩৩** **২০৩৪** **২০৩৫** **২০৩৬** **২০৩৭** **২০৩৮** **২০৩৯** **২০৪০** **২০৪১** **২০৪২** **২০৪৩** **২০৪৪** **২০৪৫** **২০৪৬** **২০৪৭** **২০৪৮** **২০৪৯** **২০৫০** **২০৫১** **২০৫২** **২০৫৩** **২০৫৪** **২০৫৫** **২০৫৬** **২০৫৭** **২০৫৮** **২০৫৯** **২০৬০** **২০৬১** **২০৬২** **২০৬৩** **২০৬৪** **২০৬৫** **২০৬৬** **২০৬৭** **২০৬৮** **২০৬৯** **২০৭০** **২০৭১** **২০৭২** **২০৭৩** **২০৭৪** **২০৭৫** **২০৭৬** **২০৭৭** **২০৭৮** **২০৭৯** **২০৮০** **২০৮১** **২০৮২** **২০৮৩** **২০৮৪** **২০৮৫** **২০৮৬** **২০৮৭** **২০৮৮** **২০৮৯** **২০৯০** **২০৯১** **২০৯২** **২০৯৩** **২০৯৪** **২০৯৫** **২০৯৬** **২০৯৭** **২০৯৮** **২০৯৯** **২১০০** **২১০১** **২১০২** **২১০৩** **২১০৪** **২১০৫** **২১০৬** **২১০৭** **২১০৮** **২১০৯** **২১১০** **২১১১** **২১১২** **২১১৩** **২১১৪** **২১১৫** **২১১৬** **২১১৭** **২১১৮** **২১১৯** **২১২০** **২১২১** **২১২২** **২১২৩** **২১২৪** **২১২৫** **২১২৬** **২১২৭** **২১২৮** **২১২৯** **২১৩০** **২১৩১** **২১৩২** **২১৩৩** **২১৩৪** **২১৩৫** **২১৩৬** **২১৩৭** **২১৩৮** **২১৩৯** **২১৪০** **২১৪১** **২১৪২** **২১৪৩** **২১৪৪** **২১৪৫** **২১৪৬** **২১৪৭** **২১৪৮** **২১৪৯** **২১৫০** **২১৫১** **২১৫২** **২১৫৩** **২১৫৪** **২১৫৫** **২১৫৬** **২১৫৭** **২১৫৮** **২১৫৯** **২১৬০** **২১৬১** **২১৬২** **২১৬৩** **২১৬৪** **২১৬৫** **২১৬৬** **২১৬৭** **২১৬৮** **২১৬৯** **২১৭০** **২১৭১** **২১৭২** **২১৭৩** **২১৭৪** **২১৭৫** **২১৭৬** **২১৭৭** **২১৭৮** **২১৭৯** **২১৮০** **২১৮১** **২১৮২** **২১৮৩** **২১৮৪** **২১৮৫** **২১৮৬** **২১৮৭** **২১৮৮** **২১৮৯** **২১৯০** **২১৯১** **২১৯২** **২১৯৩** **২১৯৪** **২১৯৫** **২১৯৬** **২১৯৭** **২১৯৮** **২১৯৯** **২২০০** **২২০১** **২২০২** **২২০৩** **২২০৪** **২২০৫** **২২০৬** **২২০৭** **২২০৮** **২২০৯** **২২১০** **২২১১** **২২১২** **২২১৩** **২২১৪** **২২১৫** **২২১৬** **২২১৭** **২২১৮** **২২১৯** **২২২০** **২২২১** **২২২২** **২২২৩** **২২২৪** **২২২৫** **২২২৬** **২২২৭** **২২২৮** **২২২৯** **২২৩০** **২২৩১** **২২৩২** **২২৩৩** **২২৩৪** **২২৩৫** **২২৩৬** **২২৩৭** **২২৩৮** **২২৩৯** **২২৪০** **২২৪১** **২২৪২** **২২৪৩** **২২৪৪** **২২৪৫** **২২৪৬** **২২৪৭** **২২৪৮** **২২৪৯** **২২৫০** **২২৫১** **২২৫২** **২২৫৩** **২২৫৪** **২২৫৫** **২২৫৬** **২২৫৭** **২২৫৮** **২২৫৯** **২২৬০** **২২৬১** **২২৬২** **২২৬৩** **২২৬৪** **২২৬৫** **২২৬৬** **২২৬৭** **২২৬৮** **২২৬৯** <

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সহকায়িত্র সন্তোষা মহিলাসকল কমিটি ও কর্মবৈচিত্র্য বিষয় সন্তোষা মহিলাসকল কমিটি/সহ সাধারণসংগঠন

অনুসঙ্গিকীয় বিবরণ-বিধান:

ক. সিপিআর ২০২২ অক্টোবর ৭

খ. সিপিআর ২০২২ অক্টোবর ৭-১০, ১১, ১২, ১৩, ১৪, ১৫, ১৬, ১৭, ১৮, ১৯, ২০, ২১, ২২, ২৩, ২৪, ২৫, ২৬, ২৭, ২৮, ২৯, ৩০, ৩১, ৩২, ৩৩, ৩৪, ৩৫, ৩৬, ৩৭, ৩৮, ৩৯, ৪০, ৪১, ৪২, ৪৩, ৪৪, ৪৫, ৪৬, ৪৭, ৪৮, ৪৯, ৫০, ৫১, ৫২, ৫৩, ৫৪, ৫৫, ৫৬, ৫৭, ৫৮, ৫৯, ৬০, ৬১, ৬২, ৬৩, ৬৪, ৬৫, ৬৬, ৬৭, ৬৮, ৬৯, ৭০, ৭১, ৭২, ৭৩, ৭৪, ৭৫, ৭৬, ৭৭, ৭৮, ৭৯, ৮০, ৮১, ৮২, ৮৩, ৮৪, ৮৫, ৮৬, ৮৭, ৮৮, ৮৯, ৯০, ৯১, ৯২, ৯৩, ৯৪, ৯৫, ৯৬, ৯৭, ৯৮, ৯৯, ১০০, ১০১, ১০২, ১০৩, ১০৪, ১০৫, ১০৬, ১০৭, ১০৮, ১০৯, ১১০, ১১১, ১১২, ১১৩, ১১৪, ১১৫, ১১৬, ১১৭, ১১৮, ১১৯, ১২০, ১২১, ১২২, ১২৩, ১২৪, ১২৫, ১২৬, ১২৭, ১২৮, ১২৯, ১৩০, ১৩১, ১৩২, ১৩৩, ১৩৪, ১৩৫, ১৩৬, ১৩৭, ১৩৮, ১৩৯, ১৪০, ১৪১, ১৪২, ১৪৩, ১৪৪, ১৪৫, ১৪৬, ১৪৭, ১৪৮, ১৪৯, ১৫০, ১৫১, ১৫২, ১৫৩, ১৫৪, ১৫৫, ১৫৬, ১৫৭, ১৫৮, ১৫৯, ১৬০, ১৬১, ১৬২, ১৬৩, ১৬৪, ১৬৫, ১৬৬, ১৬৭, ১৬৮, ১৬৯, ১৭০, ১৭১, ১৭২, ১৭৩, ১৭৪, ১৭৫, ১৭৬, ১৭৭, ১৭৮, ১৭৯, ১৮০, ১৮১, ১৮২, ১৮৩, ১৮৪, ১৮৫, ১৮৬, ১৮৭, ১৮৮, ১৮৯, ১৯০, ১৯১, ১৯২, ১৯৩, ১৯৪, ১৯৫, ১৯৬, ১৯৭, ১৯৮, ১৯৯, ২০০, ২০১, ২০২, ২০৩, ২০৪, ২০৫, ২০৬, ২০৭, ২০৮, ২০৯, ২১০, ২১১, ২১২, ২১৩, ২১৪, ২১৫, ২১৬, ২১৭, ২১৮, ২১৯, ২২০, ২২১, ২২২, ২২৩, ২২৪, ২২৫, ২২৬, ২২৭, ২২৮, ২২৯, ২৩০, ২৩১, ২৩২, ২৩৩, ২৩৪, ২৩৫, ২৩৬, ২৩৭, ২৩৮, ২৩৯, ২৪০, ২৪১, ২৪২, ২৪৩, ২৪৪, ২৪৫, ২৪৬, ২৪৭, ২৪৮, ২৪৯, ২৫০, ২৫১, ২৫২, ২৫৩, ২৫৪, ২৫৫, ২৫৬, ২৫৭, ২৫৮, ২৫৯, ২৬০, ২৬১, ২৬২, ২৬৩, ২৬৪, ২৬৫, ২৬৬, ২৬৭, ২৬৮, ২৬৯, ২৭০, ২৭১, ২৭২, ২৭৩, ২৭৪, ২৭৫, ২৭৬, ২৭৭, ২৭৮, ২৭৯, ২৮০, ২৮১, ২৮২, ২৮৩, ২৮৪, ২৮৫, ২৮৬, ২৮৭, ২৮৮, ২৮৯, ২৯০, ২৯১, ২৯২, ২৯৩, ২৯৪, ২৯৫, ২৯৬, ২৯৭, ২৯৮, ২৯৯, ৩০০, ৩০১, ৩০২, ৩০৩, ৩০৪, ৩০৫, ৩০৬, ৩০৭, ৩০৮, ৩০৯, ৩১০, ৩১১, ৩১২, ৩১৩, ৩১৪, ৩১৫, ৩১৬, ৩১৭, ৩১৮, ৩১৯, ৩২০, ৩২১, ৩২২, ৩২৩, ৩২৪, ৩২৫, ৩২৬, ৩২৭, ৩২৮, ৩২৯, ৩৩০, ৩৩১, ৩৩২, ৩৩৩, ৩৩৪, ৩৩৫, ৩৩৬, ৩৩৭, ৩৩৮, ৩৩৯, ৩৪০, ৩৪১, ৩৪২, ৩৪৩, ৩৪৪, ৩৪৫, ৩৪৬, ৩৪৭, ৩৪৮, ৩৪৯, ৩৫০, ৩৫১, ৩৫২, ৩৫৩, ৩৫৪, ৩৫৫, ৩৫৬, ৩৫৭, ৩৫৮, ৩৫৯, ৩৬০, ৩৬১, ৩৬২, ৩৬৩, ৩৬৪, ৩৬৫, ৩৬৬, ৩৬৭, ৩৬৮, ৩৬৯, ৩৭০, ৩৭১, ৩৭২, ৩৭৩, ৩৭৪, ৩৭৫, ৩৭৬, ৩৭৭, ৩৭৮, ৩৭৯, ৩৮০, ৩৮১, ৩৮২, ৩৮৩, ৩৮৪, ৩৮৫, ৩৮৬, ৩৮৭, ৩৮৮, ৩৮৯, ৩৯০, ৩৯১, ৩৯২, ৩৯৩, ৩৯৪, ৩৯৫, ৩৯৬, ৩৯৭, ৩৯৮, ৩৯৯, ৪০০, ৪০১, ৪০২, ৪০৩, ৪০৪, ৪০৫, ৪০৬, ৪০৭, ৪০৮, ৪০৯, ৪১০, ৪১১, ৪১২, ৪১৩, ৪১৪, ৪১৫, ৪১৬, ৪১৭, ৪১৮, ৪১৯, ৪২০, ৪২১, ৪২২, ৪২৩, ৪২৪, ৪২৫, ৪২৬, ৪২৭, ৪২৮, ৪২৯, ৪৩০, ৪৩১, ৪৩২, ৪৩৩, ৪৩৪, ৪৩৫, ৪৩৬, ৪৩৭, ৪৩৮, ৪৩৯, ৪৪০, ৪৪১, ৪৪২, ৪৪৩, ৪৪৪, ৪৪৫, ৪৪৬, ৪৪৭, ৪৪৮, ৪৪৯, ৪৫০, ৪৫১, ৪৫২, ৪৫৩, ৪৫৪, ৪৫৫, ৪৫৬, ৪৫৭, ৪৫৮, ৪৫৯, ৪৬০, ৪৬১, ৪৬২, ৪৬৩, ৪৬৪, ৪৬৫, ৪৬৬, ৪৬৭, ৪৬৮, ৪৬৯, ৪৭০, ৪৭১, ৪৭২, ৪৭৩, ৪৭৪, ৪৭৫, ৪৭৬, ৪৭৭, ৪৭৮, ৪৭৯, ৪৮০, ৪৮১, ৪৮২, ৪৮৩, ৪৮৪, ৪৮৫, ৪৮৬, ৪৮৭, ৪৮৮, ৪৮৯, ৪৯০, ৪৯১, ৪৯২, ৪৯৩, ৪৯৪, ৪৯৫, ৪৯৬, ৪৯৭, ৪৯৮, ৪৯৯, ৫০০, ৫০১, ৫০২, ৫০৩, ৫০৪, ৫০৫, ৫০৬, ৫০৭, ৫০৮, ৫০৯, ৫১০, ৫১১, ৫১২, ৫১৩, ৫১৪, ৫১৫, ৫১৬, ৫১৭, ৫১৮, ৫১৯, ৫২০, ৫২১, ৫২২, ৫২৩, ৫২৪, ৫২৫, ৫২৬, ৫২৭,

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সিনিয়র অফিসারদের নাম এবং পদ (সিনিয়র অফিসারদের নাম)			
১	২	৩	৪
৫	৬	৭	৮
৯	১০	১১	১২
১৩	১৪	১৫	১৬
১৭	১৮	১৯	২০
২১	২২	২৩	২৪
২৫	২৬	২৭	২৮
২৯	৩০	৩১	৩২
৩৩	৩৪	৩৫	৩৬
৩৭	৩৮	৩৯	৪০
৪১	৪২	৪৩	৪৪
৪৫	৪৬	৪৭	৪৮
৪৯	৫০	৫১	৫২
৫৩	৫৪	৫৫	৫৬
৫৭	৫৮	৫৯	৬০
৬১	৬২	৬৩	৬৪
৬৫	৬৬	৬৭	৬৮
৬৯	৭০	৭১	৭২
৭৩	৭৪	৭৫	৭৬
৭৭	৭৮	৭৯	৮০
৮১	৮২	৮৩	৮৪
৮৫	৮৬	৮৭	৮৮
৮৯	৯০	৯১	৯২
৯৩	৯৪	৯৫	৯৬
৯৭	৯৮	৯৯	১০০

শিগিআর ২০২৫ এর ডফসিলা ৭

মহাপরিষদ বিজ্ঞান পরিষদ

শিগিআর ২০২৫ এর ডফসিলা ৭

মহাপরিষদ বিজ্ঞান পরিষদ

क्र.सं.	ANS.	सं.	संख्या
33.	मूल दार्शनिक पाश्चात्य कर्तृपक्ष में मूल्य विचार मनुष्य को मूल्य विचार विचार	34.	मूल्य विचार मनुष्य को मूल्य विचार
35.	मूल्य विचार मनुष्य को मूल्य विचार	36.	मूल्य विचार मनुष्य को मूल्य विचार
37.	मूल्य विचार मनुष्य को मूल्य विचार	38.	मूल्य विचार मनुष्य को मूल्य विचार
39.	मूल्य विचार मनुष्य को मूल्य विचार	40.	मूल्य विचार मनुष्य को मूल्य विचार
41.	मूल्य विचार मनुष्य को मूल्य विचार	42.	मूल्य विचार मनुष्य को मूल्य विचार
43.	मूल्य विचार मनुष्य को मूल्य विचार	44.	मूल्य विचार मनुष्य को मूल्य विचार
45.	मूल्य विचार मनुष्य को मूल्य विचार	46.	मूल्य विचार मनुष्य को मूल्य विचार
47.	मूल्य विचार मनुष्य को मूल्य विचार	48.	मूल्य विचार मनुष्य को मूल्य विचार
49.	मूल्य विचार मनुष्य को मूल्य विचार	50.	मूल्य विचार मनुष्य को मूल्य विचार

प्रश्न	विषय	अंक	समय
१०.	सामान्य विद्यार्थी कक्षा में कक्षा-पठन कक्षा-प्रयोग विधा प्रारम्भ किये। प्रत्येक विषय की प्रमुख-विषय-सूची प्रस्तुत करे। कक्षा-पठन को अधिक प्रभावी करने-सम्बन्धी विचार प्रकाश प्रदान किये।	१०	१०
११.	प्रत्येक विषय की प्रमुख-विषय-सूची प्रस्तुत करे। कक्षा-पठन को अधिक प्रभावी करने-सम्बन्धी विचार प्रकाश प्रदान किये।	१०	१०
१२.	सामान्य विद्यार्थी कक्षा में कक्षा-पठन कक्षा-प्रयोग विधा प्रारम्भ किये। प्रत्येक विषय की प्रमुख-विषय-सूची प्रस्तुत करे। कक्षा-पठन को अधिक प्रभावी करने-सम्बन्धी विचार प्रकाश प्रदान किये।	१०	१०
१३.	सामान्य विद्यार्थी कक्षा में कक्षा-पठन कक्षा-प्रयोग विधा प्रारम्भ किये। प्रत्येक विषय की प्रमुख-विषय-सूची प्रस्तुत करे। कक्षा-पठन को अधिक प्रभावी करने-सम्बन्धी विचार प्रकाश प्रदान किये।	१०	१०
१४.	सामान्य विद्यार्थी कक्षा में कक्षा-पठन कक्षा-प्रयोग विधा प्रारम्भ किये। प्रत्येक विषय की प्रमुख-विषय-सूची प्रस्तुत करे। कक्षा-पठन को अधिक प्रभावी करने-सम्बन्धी विचार प्रकाश प्रदान किये।	१०	१०

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Module:8

Development Partnerships and Negotiations

Simulation on International Negotiations

**Presentation for 157th Advanced Course on
Administration Development (ACAD)
Bangladesh Public Administration Training Centre**

Prepared by:
Shabbir Ahmad Chowdhury
Member, Bangladesh Public Service Commission
Former Secretary, Ministry of Foreign Affairs, Dhaka
01 June, 2026

Principles of negotiation:

- (1) Language and gesture have to be appropriate and temperate
- (2) Greetings and exchanges of pleasantries are advisable
- (3) The end has to be pleasant even though the negotiation does not work

Techniques of negotiation:

- (1) You need to know thoroughly what you want
- (2) You need to guess the points of your counterpart
- (3) You may express arguments differentially, not all at a time

Topic of negotiation:

Council of Ministers' (COM) meeting of the Indian Ocean Rim Association (IORA)

(A) Agenda

- (a) Membership of Myanmar in IORA: The following countries/groups have different positions: ASEAN, South Africa, Bangladesh
- (b) Visa exemption or on arrival visa for promotion of tourism: The following group of countries may have different views: (1) Countries having a big number of immigrants from abroad (2) Countries having diaspora abroad
- (c) Climate change fund creation: The following groups have different views: (1) Developed countries (2) Developing and Least Developed countries

(B) The participants should not look at the guest speaker

Assignments of 27 participants

(1) Chair: 1 (2) Secretary General: 1 (3) Vice Chair: 1
(4) Former Chair: 1 (5) Foreign Ministers (as follows): 23

(i) Agenda (a): 8: (1) Indonesia (2) South Africa (3) India (4) Malaysia (5) Thailand (6) Bangladesh (7) Iran (8) Singapore

(ii) Agenda (b): 7: (1) Kenya (2) Tanzania (3) France (4) UAE (5) Madagascar (6) Oman (7) Yemen

(iii) Agenda (c): 8: Comoros (2) Mozambique (3) Australia (4) Seychelles (5) Somalia (6) Mauritius (7) Maldives (8) Sri Lanka

Interactive session

**International Development and Institutional Architecture:
Negotiating and Managing Foreign Assistance**

Dr. Md. Mahamud Ul Hoque
Senior Education Adviser
World Bank Group
Former Additional Secretary to the Government

Introduction to International Development

International development is a broad field focused on improving living conditions and economic opportunities in low- and middle-income countries.

It brings together economics, politics, sociology, environmental science, and more to address global inequalities.

International development aims to:

- **Reduce poverty** and improve basic living standards
- **Promote economic growth** that benefits all segments of society
- **Improve access to education and healthcare**
- **Support sustainable development** (protecting the environment while growing economies)
- **Strengthen governance and institutions**
- **Advance human rights and gender equality**

Key Areas

- **Economic development:** jobs, trade, infrastructure, microfinance
- **Social development:** education, health, social protection
- **Humanitarian aid:** disaster relief, conflict response
- **Environmental sustainability:** climate change, renewable energy
- **Governance:** democracy, anti-corruption, public sector reform

Who is involved?

- International organizations (e.g., World Bank, UN, IMF)
- Governments (donor and recipient countries)
- NGOs and charities
- Private sector and social enterprises
- Local communities

Common Approaches

- **Top-down aid:** large-scale programs led by governments or institutions
- **Bottom-up development:** community-led initiatives
- **Public-private partnerships**
- **Capacity building:** strengthening local skills and institutions

Ongoing debates

- Does foreign aid actually reduce poverty?
- How to balance economic growth with environmental protection?
- Should development be driven externally or locally?
- How to address inequality within countries, not just between them?

Role of Foreign Assistance

Foreign assistance plays an important role in the economic and social progress of developing countries. It includes financial aid, technical support, food assistance, medical help, and development projects provided by foreign governments, international organizations, and NGOs.

Economic Progress

Foreign assistance contributes to economic development in several ways:

Infrastructure Development

Aid helps build roads, bridges, power plants, schools, and hospitals, which improve productivity and support long-term growth.

Investment and Industrial Growth

Developing countries often lack sufficient capital. Foreign assistance provides loans, grants, and investment that encourage industrialization and business expansion.

Technology and Skills Transfer

Donor countries and organizations provide modern technology, training, and expert knowledge that improve agriculture, manufacturing, and administration.

Employment Generation

Development projects funded by foreign aid create jobs and increase income opportunities for local people.

Balance of Payments Support

Assistance helps countries import essential goods and maintain economic stability during financial crises.

Social Progress

Foreign assistance also improves social conditions and human welfare:

1. Education Development

Aid supports the construction of schools, teacher training, scholarships, and educational materials, increasing literacy and skills.

2. Healthcare Improvement

International assistance helps provide vaccines, medicines, hospitals, and health programs to fight diseases and reduce mortality rates.

3. Poverty Reduction

Many aid programs focus on food security, rural development, and social protection for poor communities.

4. Disaster Relief and Humanitarian Support

During natural disasters, wars, or pandemics, foreign assistance provides emergency food, shelter, and medical care.

5. Women and Child Welfare

International organizations often fund programs for women's empowerment, maternal health, and child nutrition.

Challenges of Foreign Assistance

Despite its benefits, foreign assistance may create some problems:

- Dependency on donor countries
- Misuse or corruption of aid funds
- Political influence from donor nations
- Unequal distribution of benefits

Institutional Architecture

Importance of Institutional Architecture in Aid Management

Institutional architecture refers to the system of organizations, rules, policies, and coordination mechanisms involved in planning, managing, and monitoring foreign aid.

Effective institutional architecture is essential for ensuring that aid is used efficiently, transparently, and for the benefit of national development.

Importance of Institutional Architecture

1. Ensures Proper Coordination

- Different ministries, government agencies, donors, and NGOs are involved in aid activities. A strong institutional framework coordinates their actions and prevents duplication, confusion, and wastage of resources.

2. Promotes Transparency and Accountability

- Well-designed institutions establish clear procedures for receiving, distributing, and monitoring aid funds. This reduces corruption, misuse of resources, and financial irregularities.

3. Aligns Aid with National Priorities

- Institutional architecture helps ensure that foreign assistance supports the country's development goals, such as poverty reduction, education, healthcare, and infrastructure development.

4. Improves Efficiency in Aid Utilization

- Efficient institutions can plan projects properly, monitor implementation, and evaluate outcomes. This increases the effectiveness and impact of aid programs.

Importance of Institutional Architecture

5. Strengthens Donor Confidence

- Donor countries and organizations are more willing to provide assistance when a country has reliable institutions, proper financial management, and transparent reporting systems.

6. Facilitates Monitoring and Evaluation

- Institutional mechanisms help assess whether aid projects are achieving desired objectives. Regular evaluation improves future planning and policy decisions.

7. Encourages Participation and Inclusiveness

- Good institutional structures involve local communities, civil society, and private organizations in decision-making, ensuring that development projects meet real social needs.

8. Supports Sustainable Development

- Strong institutions help countries gradually reduce dependency on foreign aid by building local capacity, governance, and self-reliance.

Major Multilateral Institutions

- World Bank
- International Monetary Fund (IMF)
- United Nations Development Programme (UNDP)
- Asian Development Bank (ADB)
- World Health Organization (WHO)

Bilateral and Non-Governmental Actors

- USAID, JICA, FCDO
- NGOs: BRAC, Oxfam, CARE
- Private philanthropy and corporate partnerships
- Recipient governments and local institutions

Types of Foreign Assistance

- Economic aid and concessional loans
- Humanitarian and emergency relief
- Technical assistance and capacity building
- Military and security cooperation
- Development cooperation and climate finance

Challenges Without Strong Institutional Architecture***Without proper institutional systems:***

- Aid may be mismanaged or wasted
- Corruption may increase
- Development projects may fail
- Coordination among agencies may become weak
- Donor trust may decline

Negotiating Foreign Assistance

Negotiating Foreign Assistance

Negotiating foreign assistance is the process through which a country discusses and reaches agreements with donor countries, international organizations, or development agencies regarding financial aid, loans, grants, technical support, or development projects. Effective negotiation is important to ensure that foreign assistance supports national interests and development goals.

Objectives of Negotiating Foreign Assistance

- 1. Obtaining Financial Resources**
Countries negotiate to secure funds for development projects, infrastructure, education, healthcare, and poverty reduction.
- 2. Ensuring Favorable Terms and Conditions**
Negotiation helps obtain low-interest loans, grants, flexible repayment schedules, and reduced conditions attached to aid.
- 3. Protecting National Interests**
Governments aim to ensure that foreign assistance does not harm national sovereignty or create excessive dependency.
- 4. Accessing Technology and Expertise**
Negotiations may include technical assistance, training, and technology transfer to improve national capacity.

Key Elements of Foreign Assistance Negotiation

- 1. Assessment of National Needs**
 - Before negotiation, the government identifies priority sectors such as agriculture, transport, energy, education, or public health.
- 2. Preparation and Planning**
 - Proper research, data collection, and project planning strengthen the negotiating position of the recipient country.
- 3. Coordination Among Institutions**
 - Different ministries and agencies must coordinate to present a unified national strategy.
- 4. Understanding Donor Priorities**
 - Successful negotiation requires knowledge of donor interests, policies, and funding conditions.
- 5. Bargaining and Agreement**
 - Both parties discuss funding amounts, implementation methods, monitoring systems, and responsibilities before signing agreements.

Principles of Effective Negotiation

- Transparency and accountability
- Mutual benefit and cooperation
- Respect for national sovereignty
- Efficient use of resources
- Long-term sustainability

Challenges in Negotiating Foreign Assistance

- 1. Power Imbalance**
Donor countries often have stronger bargaining power than developing countries.
- 2. Conditionality**
Some aid comes with political or economic conditions that may affect domestic policies.
- 3. Debt Burden**
Excessive borrowing through foreign loans may create future repayment difficulties.
- 4. Weak Institutional Capacity**
Poor negotiation skills or weak institutions can result in unfavorable agreements.
- 5. Corruption and Mismanagement**
Lack of transparency can reduce the effectiveness of aid agreements.

Aid Management Process

- Needs assessment
- Program and project design
- Financing agreements
- Implementation and coordination
- Monitoring and evaluation

Contemporary Challenges

- Aid dependency and governance concerns
- Geopolitical competition and strategic aid
- Climate change and resilience financing
- Localization and institutional strengthening

Global Frameworks for Aid Effectiveness

- Paris Declaration (2005)
- Accra Agenda for Action (2008)
- Busan Partnership (2011)
- Focus on ownership, alignment, and mutual accountability

• BATNA

BATNA (Best Alternative to a Negotiated Agreement). BATNA is your fallback plan if negotiations fail, giving you leverage.

• WATNA

WATNA (Worst Alternative to a Negotiated Agreement). WATNA is the least favourable outcome if no deal is reached helping you assess when to walk away.

• ZOPA

ZOPA (Zone of Possible Agreement) are crucial concepts. ZOPA is the range where both parties' acceptable outcomes overlap, indicating a potential agreement.

• NOPA

known as (no possible agreement) which is opposite of ZOPA in a negotiation, which means that when the parties are unable to reach a zone of possible agreement (ZOPA), they happen to be in a negative bargaining zone (NOPA).

Trade Negotiation

Best Practice Approaches for Civil Servants

1 Preparation and Research

- Use export/import data, WTO legal texts, and market analysis
- Align national trade/industrial policy with trade negotiation goals

2. Inter-Ministerial Coordination

- Ensure Finance, Labor, and Foreign Affairs provide coherent positions
- Use whole-of-government approach to avoid contradictions

3. BATNA Awareness

- Know Bangladesh's "Best Alternative to a Negotiated Agreement"
- Be ready to walk away with alternative markets (e.g., EU, ASEAN)

4. Interest-Based Negotiation

- Focus on shared interests: regional stability, economic cooperation
- Avoid positional bargaining (e.g., "we will not go below this tariff")

5. Strategic Concessions

- Offer longer implementation timelines instead of hard refusals
- Link sensitive concessions with conditional benefits (e.g., infrastructure investment)

Case Study: Bangladesh

Conclusion

- Foreign assistance is both political and developmental
- Effective institutional architecture improves aid outcomes
- Strong negotiation and management capacity are essential for sustainable development

Thank You

Migration

- Migration is a sensitive and 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.
- Migration could also create negative effects in the form of human trafficking, visa restrictions and loss of value of passport, as in the case of Bangladesh. EU's warning against Bangladesh is the diplomatic dimension of a domestic challenge.

Strategic value of diplomacy in international relations

- **Crisis Management and Humanitarian Assistance:** In times of crises, such as natural disasters or humanitarian emergencies, and West 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. Turkey, Egypt, Saudi Arabia, and Pakistan role in arranging ceasefire and negotiations in Iran.
- **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.

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.

Geopolitics

Geo politics has appeared with all its fury in recent years.

- The consensus among the major powers centering around the UN and other multilateral institutions has collapsed. US in Iraq in 2003, Russia in Ukraine in 2022 and US and Israel in Iran in 2026, for example.
- Consequently, great power competition is intensifying, particularly between US and China.
- The global system in fragmenting and moving toward a multi-polarity with several powers vying for their spheres of influence.
- Global economic structure is also splintering with the rise of economic nationalism and barriers. Trump's tariff turmoil is one example.
- Smaller States are at risk and need to navigate the global environment with extra care with margin of error practically gone!

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.

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, such as Active Listening, Critical Thinking and excellent Communication and Articulation can make a significant difference in the outcome of a negotiation. Critical realism can be helpful.

Diplomacy and Negotiation

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 sub state actors, and even private individuals.

Challenges and Way forward

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).

• Any question, or comment?

Thank you!

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: One FTA with Japan so far as we stand of the eve of graduation.
- **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 bargaining. A whole of government approach is a must, which is simply absent. Recent Tariff Agreement is a case in point.

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.

Module:9

Communication

Competency



Prof. Nazrul Islam, PhD

Emotional Intelligence For Effective Leadership

After the Lecture, you should be able to learn:

Contents, Contd.,

- Components of IQ and EQ
- IQ and EQ Differences
- Role of IQ & EQ in Leadership
- Which Matters More?
- Key Leadership Insight
- The Future Leadership
- Managing Conflict Constructively
- How to Apply EI Tools
- Key Learning of EI for Leaders
- Questions and Answers

Prof. Dr. Nazrul Islam, Independent University, Bangladesh

What is Emotional Intelligence (EI)?

- EI is the ability to understand and manage emotions – self and others.
- EI involves the capacity to manage and regulate emotions effectively.
- EI includes the ability to perceive others' emotions accurately.
- It helps in handling interpersonal relationships wisely and empathetically.
- EI integrates thinking, feeling, and behavior.
- EI supports self-awareness and emotional insight.
- EI promotes self-control and emotional stability, especially under pressure.
- EI enhances motivation, resilience (flexibility), and goal orientation.
- EI is critical for leadership effectiveness, teamwork, and communication.
- Developable through learning, practice and reflection.

Emotional Intelligence for Effective Leadership

By

Prof. Nazrul Islam, PhD
Independent University, Bangladesh

Why Emotional Intelligence Matters in Leadership?

- **Improves Self-Awareness**
Leaders with high EI understand their own emotions, strengths, and limitations, helping them make more balanced and reflective decisions.
 - **Enhances Self-Regulation**
Emotionally intelligent leaders can control impulsive (thoughtless) reactions, stay calm under pressure, and respond thoughtfully rather than reactively.
 - **Strengthens Empathy**
EI enables leaders to understand and relate to the emotions and perspectives of employees, which builds trust and psychological safety.
 - **Improves Communication**
Leaders with strong EI communicate more clearly, listen actively, and adjust their messaging to different audiences and situations.
- Leadership today is more than technical expertise
High-pressure, high-accountability environments demand emotional discipline*

Ability to Understand and Manage Emotions - Self and Others

Emotional Intelligence is the ability to recognize, understand, and manage one's own emotions, as well as to perceive, influence, and handle the emotions of others effectively.

- **Self-awareness:** Understanding your own emotions and triggers (Causes).
- **Self-management:** Controlling emotions, especially in pressure situations.
- **Social awareness:** Recognizing emotions in others (empathy).
- **Relationship management:** Influencing, motivating, and managing others' emotions positively.

After the Lecture, you should be able to learn:

Contents

- Why Emotional Intelligence Matters in Leadership?
- Understand Emotional Intelligence (EI)
- Identify EI Competencies
- Components of Emotional Intelligence
- Self-Awareness & Self-Regulation in Leadership
- Self-Regulation - Emotional Discipline
- EI and Decision-Making Under Pressure
- Motivation and Leadership
- Leadership and Empathy
- Definitions of Intelligent Quotient (IQ) and Emotional Intelligence (EI)

Prof. Dr. Nazrul Islam, Independent University, Bangladesh

Why Emotional Intelligence Matters in Leadership? Contd.,

- **Boosts Team Motivation**
By recognizing emotional needs and providing encouragement, emotionally intelligent leaders inspire higher engagement and commitment.
- **Facilitates Conflict Resolution**
EI helps leaders manage disagreements constructively, de-escalate tensions, and find mutually acceptable solutions.
- **Enhances Decision-Making**
Leaders who integrate emotional awareness with rational thinking tend to make more balanced, people-centered, and sustainable decisions.
- **Builds Strong Organizational Culture**
EI-driven leadership fosters respect, inclusion, and collaboration, which strengthens overall organizational performance and morale.

EI Integrates Thinking, Feeling, and Behavior

Emotional Intelligence is the ability to integrate cognition (thinking), emotion (feeling), and action (behavior) in a coherent and adaptive way.

- **Thinking (Cognitive):** Rational analysis, judgment, and decision-making
- **Feeling (Emotional):** Awareness and understanding of emotional states
- **Behavior (Action):** How emotions and thoughts are expressed through actions

EI Influences Behavior and Relationships

- Emotional Intelligence (EI) strongly influences behavior and relationships because it shapes how people understand, manage, and respond to emotions in themselves and others.
- Improves self-control in behavior
 - People with high EI can regulate impulses, reducing aggressive or reactive actions.
 - Enhances communication style
 - They express thoughts more clearly and respectfully, reducing misunderstandings.
 - Builds empathy in relationships
 - EI helps individuals understand others' feelings, strengthening emotional connection.
 - Reduces conflict resolution (growth)
 - Emotionally intelligent people can stay calm and de-escalate tense situations.
 - Strengthens trust and cooperation
 - Consistent emotional awareness makes others feel safe and valued.
 - Supports better decision-making in social settings
 - Emotions are managed alongside logic, leading to more balanced choices.
 - Improves leadership influence
 - Leaders with EI inspire and motivate others more effectively
 - Encourages positive relationship maintenance
 - It helps sustain long-term personal and professional relationships through understanding and respect.

10

Emotional Intelligence (EI) Competencies

- Self-Awareness**
 - Recognizing one's emotions, strengths, and limitations
 - Self-Regulation/Managing**
 - Managing emotions, staying calm, maintaining integrity
 - Motivation**
 - Inner drive to achieve goals with optimism and resilience
 - Empathy**
 - Understanding others' feelings and perspectives
 - Social Skills**
 - Building relationships, communication, conflict management
- EI competencies integrate thinking, feeling, and behavior to enhance leadership effectiveness.

13

Self-Regulation – Emotional Discipline

- Managing stress and pressure
- Avoiding impulsive (thoughtless) reactions
- Maintaining calm during crises
- Acting with integrity and consistency

16

EI is not a Soft Skill but a Strategic Capability

- Influences credibility and trust.
- Shapes communication and public confidence.
- Supports crisis and change leadership.
- Critical for institutional legitimacy.

11

Components of Emotional Intelligence

1. Self-awareness
2. Self-regulation
3. Self-motivation
4. Empathy
5. Social skills

(Based on Daniel Goleman's EI framework (1995))

14

EI and Decision-Making Under Pressure

- High-stakes decisions (significant consequences) require emotional control
- EI supports rational, balanced judgment
- Prevents panic-driven responses
- Enhances policy credibility

17

EI is developable through practice and reflection

- Emotional intelligence improves when individuals consistently engage in self-awareness, feedback, and behavioral adjustment:
- Practice self-awareness:** Regularly noticing your emotions (e.g., anger, stress, excitement) helps you understand triggers (reasons) and patterns.
 - Reflect on experiences:** After interactions, thinking about what you felt, how you responded, and what could be improved strengthens emotional learning.
 - Mindful response training:** Practicing pause-before-acting habits reduces impulsive (thoughtless) behavior and builds emotional control.
 - Seek feedback:** Listening to how others perceive your behavior helps identify blind spots.
 - Learn empathy actively:** Putting yourself in others' situations improves understanding and relational sensitivity.
 - Continuous adjustment:** Applying lessons from past emotional experiences improves future behavior and relationships.

12

Self-Awareness & Self-Regulation in Leadership

- Recognizing emotional triggers (sparks) under pressure.
- Managing stress, anxiety, and frustration.
- Avoiding reactive or impulsive (thoughtless) decisions.
- Maintaining professionalism and neutrality.

15

Motivation and Leadership

- Internal drive beyond rewards
- Commitment to institutional mission
- Resilience during challenges
- Inspiring others through purpose

18

Leadership and Empathy

- Understanding others' perspectives and concerns
- Enhancing psychological safety and engagement
- Managing performance, feedback, and compliance respectfully
- Especially important during change and uncertainty.

19

Social Skills and Relationship Management

- Effective communication
- Conflict resolution
- Collaboration across departments
- Influencing without authority

22

EI and Communication

- Communicating clarity with emotional sensitivity
- Active listening and respectful dialogue
- Managing difficult conversations effectively
- Reducing resistance and misunderstanding

23

Empathy – The Heart of EI

- Understanding others' emotions and perspectives
- Active listening and respect
- Sensitivity to diversity and context
- Foundation of trust and engagement

20

Building Trust Through EI

- Consistency between words and actions
- Transparency and fairness in decisions
- Emotional composure (control) during crises
- Trust as a foundation of institutional credibility

22

Leading Change with Emotional Intelligence

- Acknowledge emotions
- Communicate purpose clearly
- Involve employees
- Build confidence and re-assurance

26

Empathy in Central to Leadership

- Managing people stress and workload
- Addressing resistance to change
- Handling regulatory interactions respectfully
- Strengthening internal cohesion

21

EI and Ethical Governance

- Managing conflicts of interest
- Resisting external pressure
- Accountability and fairness
- Protecting institutional independence

24

Understanding Resistance to Change

- Change triggers fear and uncertainty
- Emotional, not just technical, resistance
- Loss of control or competence
- EI helps address root causes

27

EI in Change and Crisis Leadership

- Change triggers emotional reactions before rational ones
- Acknowledge fear and uncertainty
- Reassure, involve, and support employees
- EI helps sustain stability and resilience

28

Developing EI as a Leader

- Self-reflection and mindfulness
- Feedback and coaching
- Learning from experience
- Continuous improvement

31

Organizational Benefits of EI

- Stronger institutional culture
- Higher engagement and performance
- Better decision-making
- Sustained public trust

34

EI in Digital Transformation

- Managing fear of automation and skill gaps
- Supporting learning and adaptation
- Encouraging innovation
- Sustaining morale

29

Applying EI Tools in Practice

- Self-Assessment Tools
 - EI tests, reflective journaling, 360-degree feedback
 - Mindfulness Techniques
 - Meditation, breathing exercises for emotional control
 - Active Listening
 - Paying full attention, asking clarifying questions
 - Emotional Regulation Strategies
 - Pause-think-respond approach
 - Empathy Mapping
 - Understanding stakeholders' emotions and needs
 - Coaching & Feedback
 - Constructive communication to develop others
- Consistent practice of EI tools leads to improved decision-making, teamwork, and leadership impact.

32

What is IQ?

- Measures cognitive (mental) abilities
- Logical reasoning
- Memory
- Analytical thinking

26

Stress Management Through EI

- Recognizing stress signals
- Emotional regulation techniques
- Promoting well-being
- Preventing burnout (tension)

30

EI Competencies for the Employees

- Emotional discipline
- Empathy and respect
- Ethical awareness
- Collaboration and adaptability

33

What is EI?

- Understanding emotions
- Self-awareness
- Empathy
- Social skills

27

Components of IQ

- Logical reasoning
- Mathematical ability
- Problem-solving

37

Comparison between Intelligence Quotient (IQ) and Emotional Intelligence (EI)

Aspect	IQ (Intelligence Quotient)	EI (Emotional Intelligence)
Definition	Ability to think logically, reason, and solve problems	Ability to recognize, understand, and manage emotions (self and others)
Focus	Cognitive abilities (analytical thinking, memory, reasoning)	Emotional and social abilities (empathy, self-awareness, relationship skills)
Measurement	Standardized tests (e.g., IQ tests)	Behavioral assessments, self-report scales (e.g., EQ tests)
Core Components	Logical reasoning, mathematical ability, verbal skills, spatial (nonverbal) ability	Self-awareness, self-regulation, motivation, empathy, social skills
Development	Relatively stable over time; influenced by genetic factors	Can be developed and improved through training and reflection
Role in Success	Important for academic and technical performance	Crucial for leadership, teamwork, and interpersonal success
Decision-Making	Based on logic and analysis	Based on emotions integrated with reasoning
Adaptability	Focuses on solving structured problems	Helps in adapting to novel complications and emotional situations
Leadership Impact	Supports strategic thinking and problem-solving	Enhances communication, conflict resolution, and team motivation
Workplace Relevance	Important for task execution and technical roles	Essential for collaboration, leadership, and organizational culture
Examples	Solving a math problem, analyzing data	Managing conflict, motivating a team, understanding others' feelings

40

Key Leadership Insight

- IQ gets you qualified
- EQ gets you trusted
- High IQ with low EQ limits leadership impact
- High EQ with low IQ - Weaker analytical, logical, or technical problem-solving skills
- Sustainable leadership success requires both

43

Components of EI

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills/Relationship Management

38

Role in Leadership

- IQ: Strategy, Analysis
- EI: Teamwork, Motivation, Conflict Resolution

41

The Future of Leadership

- Technology cannot replace emotional intelligence
- Human judgment remains critical (important)
- EI differentiates effective leaders
- Essential for governance and stability

44

IQ vs EI Differences

- IQ = Thinking ability
- EI = Emotional ability
- IQ fixed
- EI developable

39

Which Matters More?

- Both are essential
- IQ gets opportunities
- EI sustains success

42

Managing Conflict Constructively

- Staying calm and objective
- Listening to all perspectives
- Focusing on solutions
- Turning conflict into learning

45

Learnings of EI for Leaders

- EI enhances leadership effectiveness and governance
- Empathy and trust strengthen institutions
- Emotional discipline supports sound decision-making
- The future of leadership is emotionally intelligent

46

Questions on EI Competencies

- How does self-awareness influence leadership effectiveness?
- Can a leader be successful without empathy? Why or why not?
- Which EI competency is most critical in managing team conflict? Explain.
- How do self-regulation and motivation work together in stressful situations?
- Give an example where poor social skills negatively affected a workplace outcome.

49

Conclusions

- EI is learnable
- EI requires practice
- Critical for leadership

47

Questions on Applying EI Tools

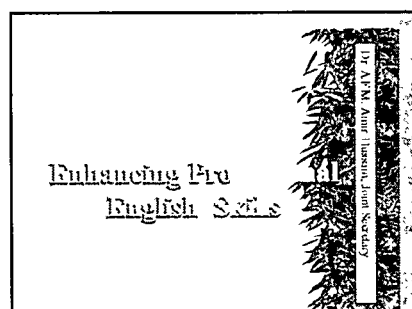
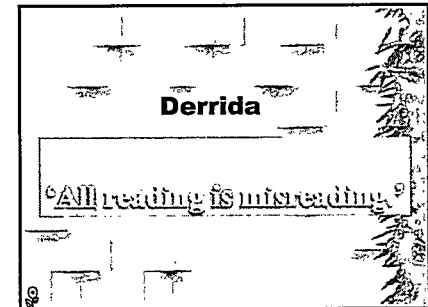
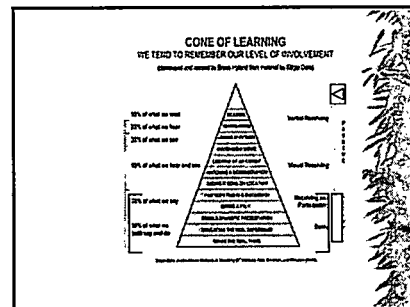
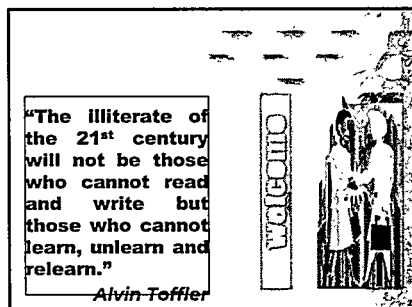
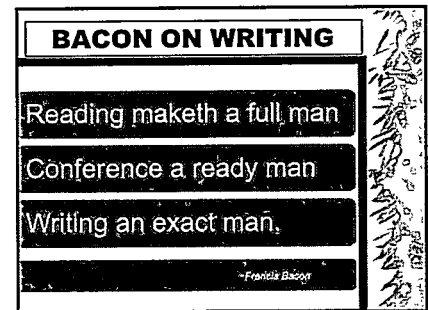
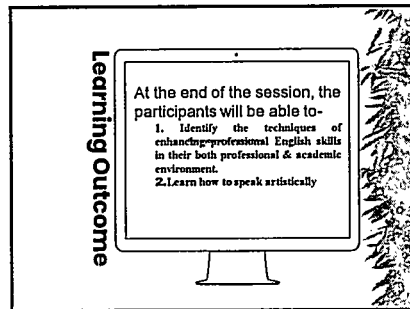
- How can 360-degree feedback improve emotional intelligence?
- What role does mindfulness play in decision-making?
- How does active listening enhance team performance?
- When should a leader use the pause-think-respond technique?
- How can empathy mapping help in managing stakeholders?
- What challenges might arise when applying EI tools in real organizations?

50

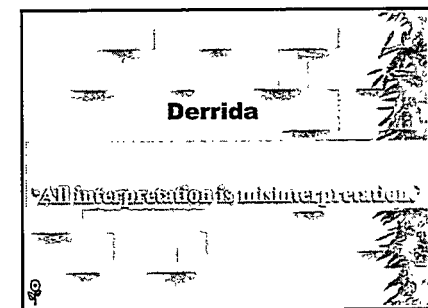
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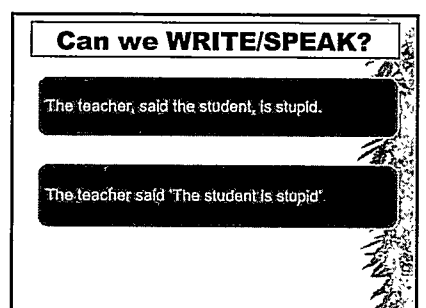
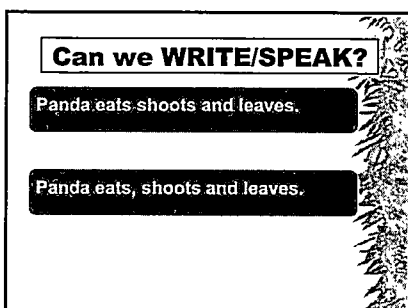
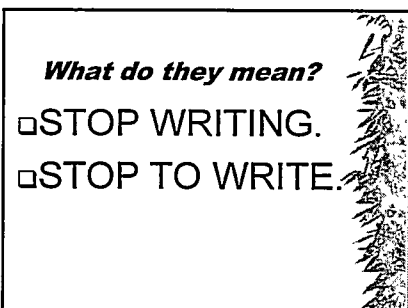
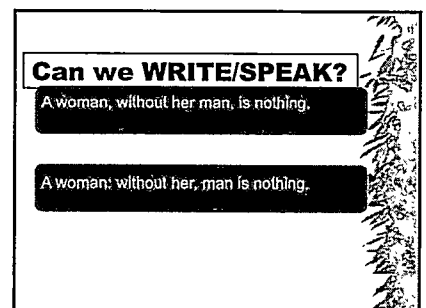
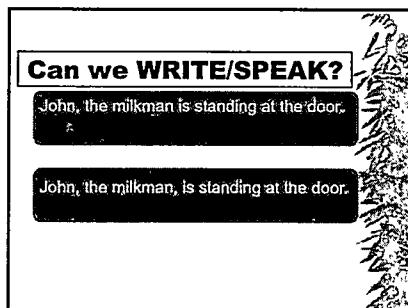
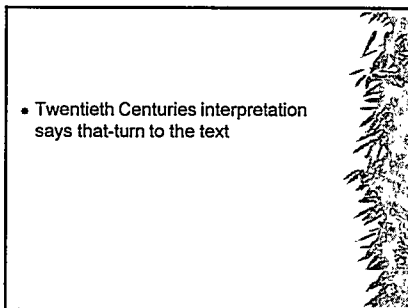
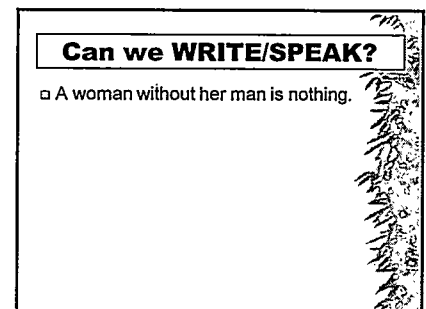
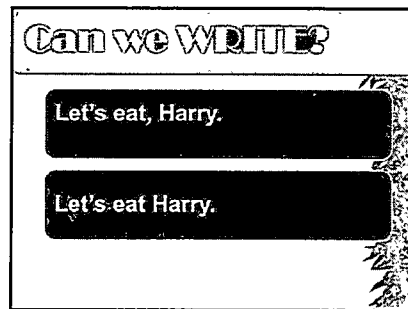
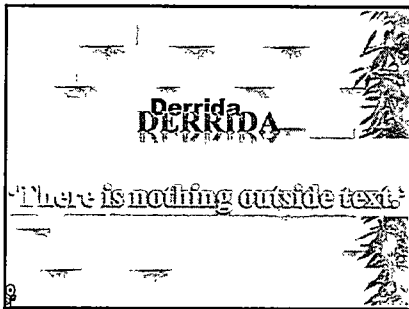
Prof. Dr. Hamed Sami, Independent University, Bangladesh

48



The Tone Scale		
Sl.	Tone	Text
1	Text Language	This 4 yr old.
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	Officialise	Receipt is acknowledged of your recent communication, whose contents have been noted.
7	Legalise	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.





Can we WRITE/SPEAK?

Everyone, I know, has a problem.

Everyone I know has a problem.

Can we WRITE/SPEAK?

☞ The play ended, happily.

☞ The play ended happily.

ABC THEORY OF WRITING

Can we WRITE/SPEAK?

■ She ate a half-fried chicken.
She ate a half fried chicken.

Can we WRITE?

■ The Democrats, say the
Republicans, will win.

■ The Democrats say the
Republicans will win.

Accuracy

Can we WRITE/SPEAK?

☞ I left him convinced he was a fool.

☞ I left him, convinced he was a fool.

Writing Theory

A

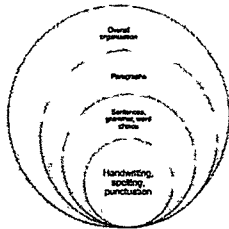
B

C

THEORY OF WRITING

Levels of Accuracy

Levels of Accuracy



Mnemonics (Cont.)

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.

-Children's Rhyme

2 July 2026

Mnemonics

Psychology

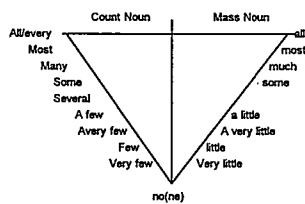
[p c cholo jai]:

Lie u ten ant

Devastate

[Interchange the letters d & v]

Continued



Mnemonics (Memory Aid)

A rat in the house might
eat Tom's ice cream.

[Take the first letter of all
the words]

Types of liars

A Notorious Liar

A Consummate Liar

An Egregious Liar

A Pathological Liar

A Chronic Liar

A Glib Liar

An incorrigible Liar

An Inveterate Liar

A Congenital Liar

An Unconscionable Liar

2 July 2026

The Use of Mnemonics

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;

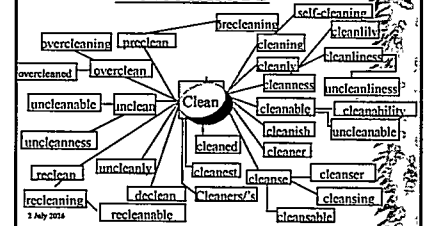
2 July 2026

Mat he mat ICS

[Just combine the
words]

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Derivatives



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- ☐ 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.

[illegible]

Neologism in English (Coined after Eighties)

- Girlpower
- Adultscent
- Dimania
- Faxable
- Eco-friendly
- Teleworking
- Fatwa

2 July 2003

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 .

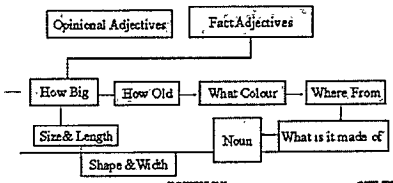
	W o m a n	C h i l d	B o y	W e l c o m e	V i s i t i n g	V i s i t i n g	P r e s e n t	P r o p o s e n t
Beautiful	+	+	+	+	+	+	+	+
Lovely	+	+	+	+	+	+	+	+
Pretty	+	+	+	+	+	+	+	+
Charming	+	+	+			+	+	
Attractive	+	+				+	+	+
Good-looking	+	+	+					
Handsome	+							+

Neologism in English

- Acharya
- Agarbatti
- Ahimsa
- Allah
- Aman
- Ameer/Amin
- Amrita

2 July 2015

Word Origin



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

-anonymous



Neologism (Cont.)

- Asana
- As(h)ram
- Alma
- Atta
- Ascha
- Aus
- Avatar
- Ayah
- Ayueveda
- Baboo

2. 34.7%

Neologism (Cont.)

- Baba
- Backsheesh/ backshish/ baksheesh, buckshish/ backshish
- Badmash/budmash/ budmush
- Bael
- Bahadur
- Bandor
- Bandh

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Neologism (Cont.)

- Chutney
- Cutcha
- Cutcher@y
- Dak
- Dak-bungalow
- Dakoit/Dacoit
- Dakoiti/Dacoiti

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Neologism (Cont.)

- Ghee
- Gherao
- Goonda
- Gooroo/Guru
- House Husband
- Haj

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Neologism (Cont.)

- Bigha
- Bismillah
- Brahman
- Bundook
- Bustee
- Cabobs
- Cha-cha
- Chador
- Calpa

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Neologism (Cont.)

- Dalal
- Dekko
- Dervish
- Dewani
- Dhal
- Dharma
- Dobhash

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Neologism (Cont.)

- Hat
- Hookum
- Isabgul
- Izzat
- Jheel
- Karkhana
- Kaji, Kazi
- Kanungo

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Neologism (Cont.)

- Chamcha
- Chamar
- Chapati
- Charka
- Chatta
- Chilly
- Chittack
- Chokidar

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- Dharna
- Dhania
- Eblish
- Eka
- Ekka
- Ganja

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Neologism (Cont.)

- Inam
- Darshan
- Kurta
- Lota
- Malik
- Maidan

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Neologism (Cont.)

- Mahatma
- Maharaja
- Maharani
- Ma
- Namaskar
- Nazzar
- Paramatma
- Pucca
- Romal

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Neologism (Cont.)

- Swami
- Sircar/sirkar
- Sirdar
- Sufi
- Tabla
- Tahsil/Tehsil

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Blended words

- Compufusion-computer induced confusion
- Edutainment
- Infotainment
- Hi-tech
- Banjollina
- Sleepaholic
- Workaholic
- Chocaholic-

2 July 2026

Neologism (Cont.)

- Rooty
- Sadhu
- Sahib
- Sakti
- Shaitan
- Shamiana
- Shola

2 July 2026

Neologism (Cont.)

- Tantra
- Tasar
- Tat
- Thana
- Ticca
- Tola
- Tulwar

2 July 2026

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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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

2 July 2026

Blended words (Cont.)

- Brunch- Breakfast+ Lunch
- Camcorder- Camera+ Recorder
- Eurocrat- European +Bureaucrat
- Eurovision- European +Television
- Motel- Motor + Hotel
- Oxbridge- Oxford +Cambridge

2 July 2026

Blended words (Cont.)

- Smog- Smoke +Fog
- Telecast- Television +Broadca
- Tunch- Tea+Lunch
- Blot- Black +Spot
- Bit- Binary+ Digit

2 July 2026

SMS TEXTRY

Length:

Abbreviation: Title

- Shortenings: Mon, uni, bro, lec, poss
- Contractions: abt, gd, thx, wknd, yr,
- Acronyms: asap
- Initialisms: OMG, BNDT, GNSD, TTFN, KISS, ADKSO
- The slash: "/" "s/t" for something

2 July 2026

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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Blended words (Cont.)

- Slender- Slight +Tender
- Comtech-Computer +Technology
- Cotea- Coffee + Tea
- Pixel-Picture+ element
- Digicam-Digital+Camera

2 July 2026

SMS TEXTRY

Phonic: AD c u l8r. I'l b @hol.

- Phonological approximation-b(be), c (see), u(you) sum(some), cum(come), wana(wanna)
- "galz" for girls, plz for please
- Onomatopoeic: Mmm for Let me think
- Letter/number homophones-112, conCs10c, cm4tbl

2 July 2026

SMS TEXTRY

Emotive approximation: Soooooo exciting.

Hiiiiii, cya afta loooooong tym.

Emoticon:

The face- {^ _ ^}

Graphics:

2 July 2026

SMS TEXTRY

"M (T-T) if pos snd 500/9. jorury. TTYL" the impact of txtspeak on communication, language, and mode of expression
ISHUNLAMURLOOKIN4NAKIVERYULTAP
ALTAODDODVUTMESSAGESOAMIDECIS
IONTAKEKORLAMJEIIVILLSENDUEKTAM
ESSAGEKINTUCHINTAKOREFOUNDOOT
JEODVUTKICHUWRITEKORTEDISABLEH
OQHIII

2 July 2026

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
...l hv2go2ju2mrw.c me der

2 July 2026

INITIALISMS

ASAP

BTW

FAQ

FYI

IMHO

Initialia

LOL	
TIA	
TTFN	
KISS	
ADKSO	

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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

2 July 2026

Emoticons

- ☺ —happy (a 'smiley')
- ☹ —unhappy
- ;-)—winking
- :-D—laughing
- :-Q—I don't understand
- :-'—Crying

2 July 2026

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

- 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)

2 July 2026

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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SHORT FORMS

Lotta-lot of/ lots of
Also lotsa
Gonna-going to
Gotta-got to
Wanna-want to
Howdy

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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

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.

BREVITY

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.'

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.

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.

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

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

Sentence Length

Sentence Length	Comprehension Rate
• 8 words	100%
• 15 words	90%
• 19 words	80%
• 28 words	50%

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

CLARITY**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 therefrom 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 or 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.

• Fog Index= (ASL+NLW) X 0.4

- = (20+1) X 0.4
- =21X 0.4
- 8.4

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

- 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.

বাংলা উদাহরণ

- এ পৃথিবীতে দুটি সবচেয়ে দুর্লভ জিনিস

মানুষের মন

মনের মানুষ

EXAMPLES
দিক ইফেক্ট

কলিকাতার কালীঘাটের কালীচরন
কর্মকারের কনিষ্ঠ কন্যা কাকুলি
কর্মকার কপাল কুন্ডিত করিয়া
কহিল, 'কালু কাকা, কালু কাকুলি
কাক কেন কা কা করে?'

MORE EXAMPLES

- An Austrian army awfully arrayed
- Full fathom five thy father lies
- For I have neither wit, nor words, nor worth

OxymoronDefinition

It is a figure in which contradictory words are set side by side for raising a striking effect in the language.

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.

MORE EXAMPLES

- ☐ hale and hearty
- ☐ kith and kin
- ☐ safe and sound
- ☐ rhyme or reason
- ☐ weal and woe

Examples

He is regularly irregular.

They have a plentiful lack of wit.

▪Hasten slowly.

▪She is a devastating beauty.

MORE EXAMPLES

- Deafening silence
- Cruel kindness
- Strenuous idleness
- Pointedly foolish
- Frightfully amused

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.

EXAMPLES

- Shakespeare didn't pass M.A. in English, but nobody can pass M.A. in English without reading Shakespeare.

EXAMPLES

- Is life worth living? It depends on the liver.

ILLUSTRATIONS

- Fair is foul and foul is fair.
- Beauty is truth, truth beauty.

PUN

This is a figure which 'rests on a duplicity of sense under unity of sound'

EXAMPLES

- ✓ নামজাদা লেখকেরও বই বাজারে কম কাটে, কাটে বেশি পোকায়।

EXAMPLES

Silent
Listen
Star
Rats
Teacher
Cheater

EXAMPLES

Love is a flame.
A flame is a love.

- ক্রী: কখনো আমাকে ছেড়ে যাবে?
- স্বামী: কখনোই না।
- ক্রী: আমি কি তোমাকে পুরোপুরি বিশ্বাস করতে পারি?
- স্বামী: হুম
- ক্রী: ও সুইট হার্ট

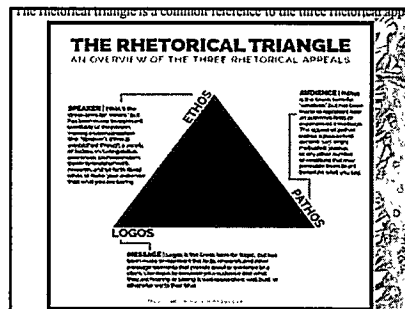
Initial Credibility

- Titles
- Positions
- Experiences
- Achievements
- Expertise
- Trustworthiness

EXAMPLES

WHO
HOW

A smart woman knows how to love but
an intelligent woman knows who to
love.

**Derived Credibility**

- Organizing ideas clearly and logically
- Convincing and interesting evidence, and
- Speaking with dynamism and force.

স্বামী ও ক্রীর মধ্যে কথোপকথন

স্বামী-ওহ শেষ পর্যন্ত আমার স্বামীটা সফল হলো...
ক্রী: আমি যদি তোমাকে ছেড়ে চলে যাই?
স্বামী: না এই কথাটা আর ভুলে ও মুখে আনবে না।
ক্রী: তুমি কি আমাকে ভালবাস?
স্বামী: অবশ্যই কোন সন্দেহ নেই।

ETHOS

1. INITIAL CREDIBILITY
2. DERIVED CREDIBILITY
3. TERMINA CREDIBILITY

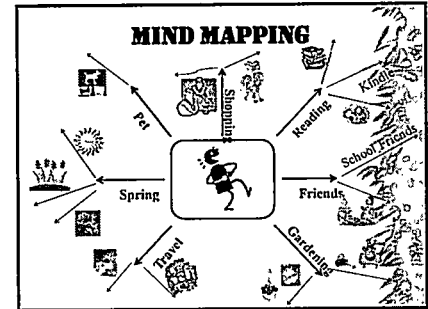
Terminal credibility

The speaker gains at the end of a speech.

Cumulative expertise, goodwill, and trustworthiness listeners recognize in a speaker.

LOGOS

Maxim of quantity
Supermaxim
 Try to make your contribution one that is true.
Submaxims...
 Do not say what you believe is false.
 Do not say that for which you lack adequate evidence.
Maxim of quality
 Make your contribution as informative as is required (for the current purposes of the exchange).
 Do not make your contribution more informative than is required.
Maxim of relation
 Be relevant.
Maxim of manner
Supermaxim
Be perspicuous.
Submaxims
 Avoid obscurity of expression.

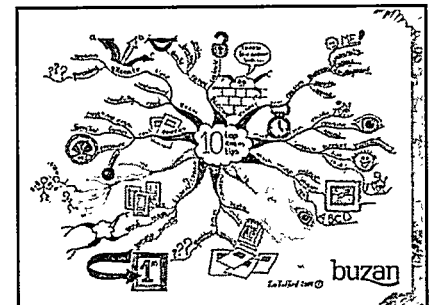


The Toulmin Model

Basic Argument

- **data**
I had a hard time finding a place to park on campus.
- **claim**
The university needs more parking spaces.
- **warrant**
If I can't find a place to park, there must be a shortage of spaces.

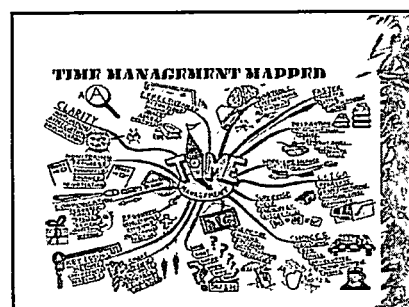
Mind Mapping: how to maximize your brain's potential



Paul Grice's CP and Maxims

- **Key Takeaways**
- Grice expanded his cooperative principle with the following maxims, which he believed anyone wishing to engage in meaningful, powerful presentation must follow:

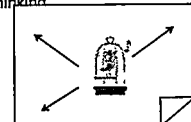
Maxim of Quantity
Maxim of Quality
Maxim of Manner
Maxim of Relation

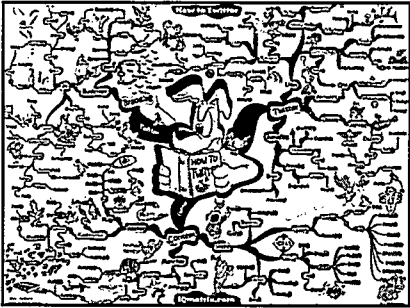
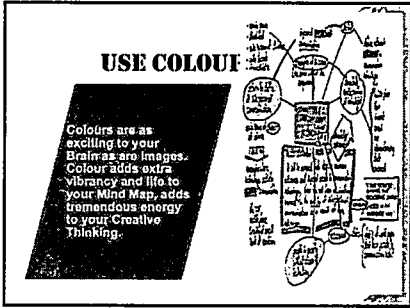


7 STEPS

3. USE COLORS THROUGHOUT.

- Colors are as exciting to your Brain as are images. Color will add energy to your creative thinking.





Module:10

Fitness and

Well-being

Effects of Sedentary Lifestyle And Its Management

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MPH (Nutrition), (Dhaka University)
CCO (MURBEN)
Medical Officer
BPATC Savar, Dhaka.

Effect of Sedentary Lifestyle

- > Anxiety
- > Cardiovascular disease
- > Mortality in elderly men by 30% and double the risk in elderly women
- > Deep vein thrombosis
- > Depression
- > Diabetes
- > Colon cancer
- > High blood pressure
- > Obesity
- > Osteoporosis
- > Lipid disorders
- > Kidney stones
- > Spinal disc herniation (Low back pain)

Old Age

- Old age* occurs because we take into our bodies, mainly in food, harmful substances which for one reason or another, the excretory organs fail to eliminate.
- Some of these substances serve no purpose at all in the body and are best avoided if possible, and some are perfectly normal by products of normal body processes.

Session Plan

- > What is Sedentary lifestyle?
- > Effects of sedentary lifestyle
- > Brief discussion on noncommunicable diseases.
- > Preventive management of NCD
- > Definition of nutrition and measurement of nutritional status.
- > How to maintain body weight
- > Daily calorie management.

The Age 40

- The age 40— it's a milestone for sure, signaling a time of transition from young adulthood to middle-age.
- This is an important decade for preventing health problems such as diabetes, heart disease and many types of cancer later in life.
- Among CVDs, ischemic heart disease (IHD) is the leading cause of death in the country.

Degeneration process

- We have so many cells and every day we lose more and more. Our bodies completely regenerate every year and a half. That is the oldest cell in our body is 1 year and 6 months old.
- The fact is, as we grow older we have less and less proper nutrition and we are far more affected by free radicals (stress). Our cells have less and less fuel to work with and when they do multiply they are reborn with a poorer structure.

What is Sedentary Lifestyle?

A sedentary lifestyle is a type of Lifestyle with no or irregular Physical activity.

Sedentary activities include :

- > Sitting
- > Reading
- > Typing
- > Watching television
- > Playing video game and computer use

for much of the day with little or no vigorous physical exercise.

Health risks of 40+

- After the age of forty body's degeneration starts.
- At this age people are prone to suffer from many non-communicable diseases which are the major causes of death

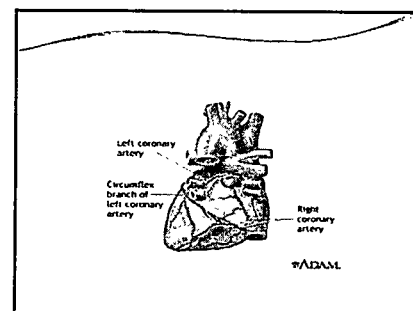
Degeneration starts at the age of 40

Depending on the diet and other lifestyle factors, the process of degeneration can be rapid, terminating life in youth or middle age, or deferred, to finally terminate life by what is known as old age.



What is Non Communicable Diseases ?

A non-communicable disease, or NCD, is a medical condition or diseases which by definition is non-infectious and non-transmissible among people. NCDs may be chronic diseases of long duration and slow progression.



Physical Inactivity

- Physical inactivity is a term used to identify people who do not get the recommended level of regular physical activity.
- The American heart association recommends 30 to 60 minutes of aerobic exercise three to four times per week to promote cardiovascular fitness.

Major Non Communicable diseases (NCD) :

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesity
- Cancer
- Osteoarthritis
- Mental health problem

Today's Lifestyles are tomorrow's risk factors

Today's risk factors are tomorrow's diseases

Risky behaviors — Risk factors — NCDs

Prevention of heart diseases

everyone can become more heart healthy by following a few key steps, such as :

- Eating a healthy diet.
- Exercising.
- Quitting smoking.
- Maintaining a healthy body weight.

Controllable Risk Factors of Heart Disease :

Cigarette smoking.
Obesity
Hypertension.
Diabetes mellitus.
High cholesterol level.
Stressful life.
Physical inactivity.

Healthy Lifestyle

↓

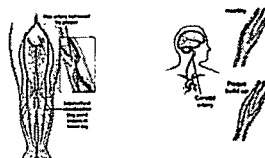
A way to prevent NCD

What is Healthy Lifestyle?

A healthy lifestyle is defined by four basic criteria:

- Not smoking
- Holding weight down
- Eating right
- Exercising

Hyperlipidaemia



Why it becomes a Silent Killer?



- Coronary Artery Block.

Increase Activity

Just adding a little movement to our life can:

- ❖ Reduce the risk of heart disease, stroke and diabetes
- ❖ Improve joint stability
- ❖ Increase and improve range of movement
- ❖ Help maintain flexibility as you age
- ❖ Maintain bone mass
- ❖ Prevent osteoporosis and fractures
- ❖ Improve mood and reduce symptoms of anxiety and depression

What is HDL Cholesterol?

- High-density lipoprotein (HDL)
- "Good" cholesterol
- Carries cholesterol away from the arteries and back to the liver
- High levels of HDL appear to protect against heart attack
- Low HDL indicates a greater risk for heart attack

Ways to Raise HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.

Hyperlipidaemia

Hyperlipidaemia is the term used to denote raised serum levels of fatty substances called lipids. These are:

- Cholesterol
- Triglycerides

These fatty substances travel in the blood attached to proteins known as lipoproteins:

- Lipoproteins:
- Chylomicrons
- LDL (low density lipoprotein)
- HDL (high density lipoprotein)
- VLDL



Why it becomes a Silent Killer?

- Cholesterol is intimately related to the development of **atherosclerosis**, which is a leading cause of **heart attack** and death.
- During the atherosclerotic process, cholesterol is carried into the inner lining of arteries causing an injury to the artery wall and inflammation.
- Inside the artery, the cholesterol combines with white blood cells and other materials to create a **lipid foam**.
- This lipid foam provides the building material for plaque deposits on the inner wall of arteries, including the coronary arteries in the heart and the carotid arteries in the brain.



Xanthelasma



5 Ways to Raise Your HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.

Diabetes Mellitus

How to prevent Diabetes?

- Diet control
- Prevention of over weight/ obesity
- Discipline
- Regular exercise

How to prevent Diabetes?

• Exercise:

- Exercise or walking 45 minutes a day is helpful for controlling diabetes
- Helps to control weight

**Be careful about infections
**Try to reduce mental stress

How to prevent Hypertension?

- Do not take extra salt
 - avoid table salt
 - use less salt during cooking
 - avoid foods with extra salt e.g. cheese
- Increase intake vegetables, citrus fruits and fibers
- Stop smoking, taking tobacco and alcohol
- Proper rest and mental pleasure

How to prevent Diabetes?

Diet :

- ✓ Take your meal regularly
- ✓ Avoid extra sugar, sweet and honey
- ✓ Take proteins from fish, chicken & nuts
- ✓ Control beef & mutton
- ✓ Underweight people should gain weight and overweight people should reduce wt.
- ✓ Eat more salad, vegetables and sour fruits

Inference of OGTT

Inference	0 min glucose level	120 min glucose level
Diabetes Mellitus	≥ 7.0 m. mol/ L	≥ 11.1 m. mol/ L
Impaired Gl. Toller	< 7.0 m. mol/ L	$\geq 7.8 - 11.1$ m. mol/ L
Imp. Fasting Glyc	$\geq 6.1 - < 7.0$ m. mol/ L	< 7.8 m. mol/ L
Normal	< 6.1 m. mol/ L	< 7.8 m. mol/ L

How to prevent Hypertension?

- Reduce weight
- Reduce taking extra salt, sugar
- Decrease animal fat, cholesterol e.g. beef, mutton, brain, liver, butter, prawn, chicken skin, egg yolk, coconut

How to prevent Diabetes?

Discipline:

- Take a balanced diet
- Take medicines timely
- Keep yourself neat & clean
- Monitor weight and blood glucose level

Target to Control DM

Fasting Blood Sugar	-- less than 5 m.mol/L
Random Blood Sugar	-- Less than 7.8 m.mol/L
HbA1C	-- Less than 7%

How to avoid Cancer?

- > Take fresh food, vegetables and fiber containing diet
- > Take adequate amount of food from plant origin
- > Avoid taking too much food of animal origin e.g. beef, mutton, red meat

Introduction to Nutrition

Nutrition = The study of food.

Food = Any substance that contains nutrients.

Nutrients = Any substance which can be digested and used by the body.

There are six nutrients:

- Protein
- Fat
- Carbohydrates
- Vitamin
- Minerals
- Water

Why Nutritional Management is important ?

Good nutrition can help to reduce the risk of some disease, including heart disease, diabetes, stroke, some cancers and osteoporosis. Also help to

- Reduce high blood pressure
- Hyperlipidaemia.



How to avoid Cancer?

- ☐ Too much canned food and food using preservatives should be avoided
- ☐ Tobacco and smoking should be ceased
- ☐ Avoid taking extra salt
- ☐ Avoid using artificial color in food
- ☐ Stop using harmful pesticide

Some tips to maintain nutrition

- ❖ Keep your daily calorie intake to a reasonable amount.
- ❖ Enjoy your food but eat less. Mindful eating.
- ❖ Keep portion sizes of food to a reasonable and recommended amount.
- ❖ Try to eat more of these foods: vegetables, fruits, whole grains, lean proteins, and some low-fat dairy products.
- ❖ Dedicate half your plate at meals to fruits and vegetables. Fruits, vegetables.
- ❖ Try to make at least half (or preferably all) your daily grains whole grains.

Nutrition and Nutrients

Nutrition is the biochemical and physiological process by which an organism uses food to support its life.

Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

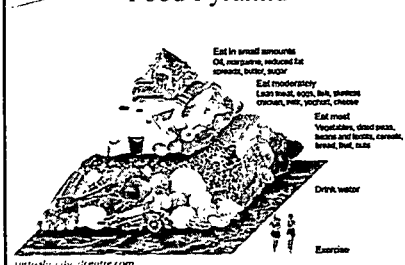
Macronutrients: Protein, Fat, Carbohydrate.
Micronutrient : Vitamin, Minerals and Water

What is Nutrition ?

Nutrition is the biochemical and physiological process by which an organism uses food to support its life. It includes ingestion, absorption, assimilation, biosynthesis, catabolism and excretion.

Good nutrition aims to achieve and maintain a desirable body composition, optimal health, prevention of diseases and high potential for physical or mental works.

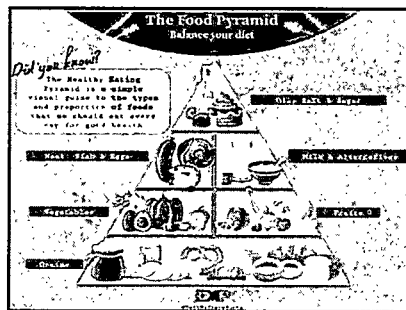
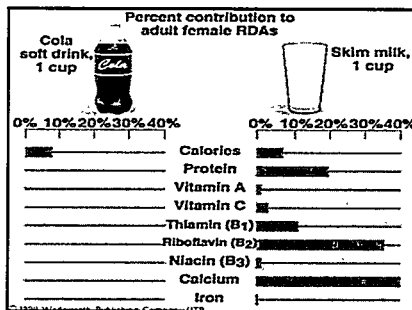
Food-Pyramid



Nutrient Density

A food that supplies large amount of nutrients relative to the number of calories it contains is nutrient dense.

The higher the level of nutrients and the fewer of calories, the more nutrient dense the food is.



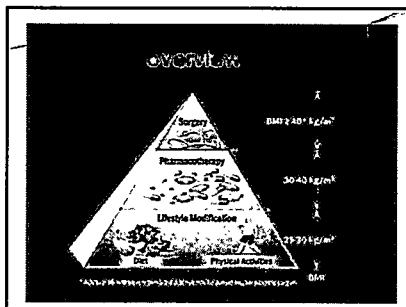
How to prevent Over-weight and Obesity?

- > Eat balanced diet.
- > Do not read or watch TV while you eat.
- > Take 1-2 glasses of water before meal.
- > On the occasion or party may go off your plan. Don't be too hard on yourself and don't quit. Get back on track on next day.

Benefits of good nutrition:

Benefits of good nutrition or eating healthy are

- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory



Prevention of obesity:

Keep your BMI under 25

Diet and nutrition

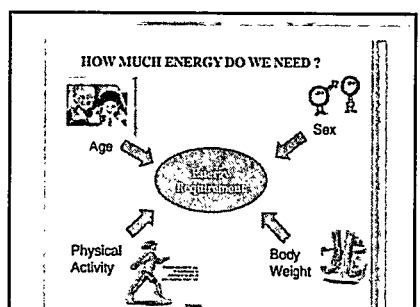
Diet refers to all the food that we consume through the day on a regular basis.

On the other hand, nutrition refers to the fuel that our body requires to function optimally and maintain good health. It refers to the right mix of nutrients.

How to prevent Over-weight and Obesity?

Diet:

- > Low intake of rice and wheat products
- > Restriction of high calorie diet
- > Increase intake of low calorie diet
- > Increase fiber containing diet intake
- > Prepare foods with little or no oil.
- > Avoid sugary foods : Candy, Jelly, Jam etc.
- > Limit beverage drinks.



How to calculate BMI?

Body Mass Index (BMI) = Wt. in Kg/Ht. in meter²

Ideal Body Wt. (kg) = Ht. in cm - 100 (Roughly)

Losing even 10% of your total body weight can significantly lower your risk.

Mode of Activity	Action	Calorie Increment
Sedentary	Sitting and standing activities, Driving, Typing, Lab. Works etc.	No Increment
Light Activity	Walking on plain, House cleaning, Child care, Walking @ 2.5 - 4.0 km/hr. etc.	30% of DCA
Moderate Activity	Walking @ 6.0 - 7.0 km/hour, Cycling, Dancing, Weeding etc.	50% of DCA
Heavy Activity	Climbing, Walking up hill with load, Digging, Football, Basketball etc.	100% of DCA

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Table Tennis	245
Lawn Tennis	392
Dancing	372
Typing	108
Sleeping	57
Standing	132
Sitting	86

Interpretation of BMI According to WHO:

Classification	BMI Principle cut-off points
Overweight	≥ 25.00
Pre-obese	25.00-29.99
Obese	≥ 30.00

How to prevent Over-weight and Obesity?

- Physical exercise:
 - Regular exercise and walking
 - Daily household works and daily activities
 - Try to be active
 - Try to maintain desirable nutrition status

** Regular monitoring of Wt/BMI

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcal.)
Rice	1 cup	170
Bread	2 slice	80
Paratha	1 no.	150
Khichri	1 cup	200
Plain Dal	½ cup	100
Boiled egg	1 no.	90
Fried egg	1 no.	160

Mode of Activity

Sedentary : Sitting and standing activities, Driving, Typing, Lab. Works etc.

Light Activity : Walking on plain, House cleaning, Child care, Walking @ 2.5 - 4.0 km/hr. etc.

Moderate Activity : Walking @ 6.0 - 7.0 km/hour, Cycling, Dancing, Weeding etc.

Heavy Activity : Climbing, Walking up hill with load, Digging, Football, Basketball etc.

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Watching TV	86
Cleaning/Mopping	210
Gardening	300
Cycling (15 km/hr.)	360
Running (12 km/hr.)	750
Running (10 km/hr.)	650
Running (08 km/hr.)	522
Walking (04 km/hr.)	160
Walking (06 km/hr.)	350

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcal.)
Mutton curry	1 cup	325
Chicken curry	1 cup	300
Samosa	1 no.	200
Fruit cake	1 no.	270
Sweet	1 no. (Med.)	140
Custard	1 cup	320
Ice-cream	1 cup.	400

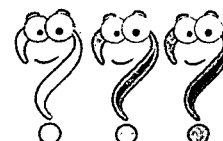
Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcal.)
Tea (2 tsp sugar +50 ml milk)	1 cup	75
Cow's milk (2 tsp Sugar)	1 cup	110
Soft drinks	200 ml	150
Cashew nut	10 Nos.	95
Pea nut	50 Nos.	90

250-ml of Coca-cola contain about 100 calories



Query?



Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcal.)
Apple	1 Med.	65
Banana	1 Med.	90
Guava	1 Med.	50
Mango	1 Med.	180
Orange	1 Med.	40
Carrot	1 Med.	30

Population advice to prevent NCD

- Do not smoke.
- Take regular exercise.
- Maintain ideal body weight.
- Avoid using too much sodium intake (2.5gm/day).
- Add fiber to your diet.
- Eat a mixed diet rich in fresh fruit and vegetables.
- Limit alcohol use.
- Aim to get no more than 30% of energy intake from fat.
- Learn to check your blood pressure at home.

THANK-YOU

Your health. Your choice.



Nutrition Facts

Serving Size 1 oz (28g) (1/2 cup)	
Amount Per Serving	
Calories 120	Calories from Fat 10
% Daily Values*	
Total Fat 10g	20%
Saturated Fat 1g	2%
Total Fat 10g	20%
Cholesterol 10mg	2%
Sodium 10mg	2%
Total Carbohydrate 10g	2%
Fiber 1g	2%
Sugars less than 1g	
Vitamins	
Vitamin A 10%	Vitamin C 10%
Calcium 10%	Iron 10%
Phosphorus 10%	Vitamin E 10%
Thiamine 10%	Vitamin B 10%
Vitamin B 10%	Vitamin B 10%

Lay's Classic Potato Chips (1 oz)



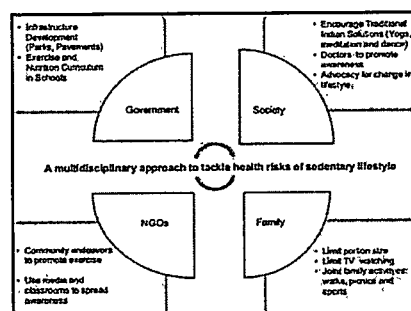
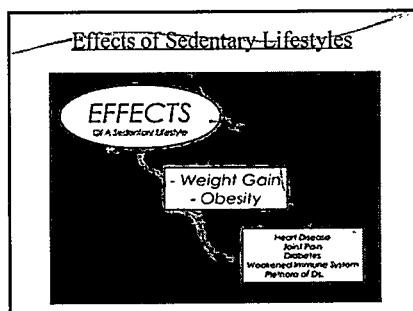
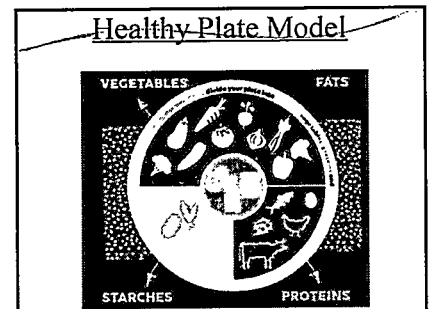
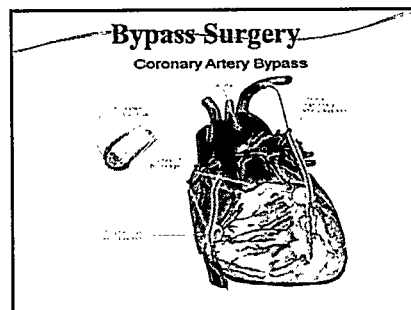
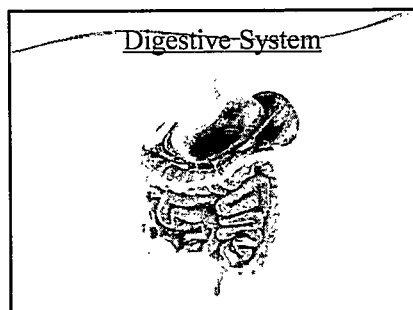
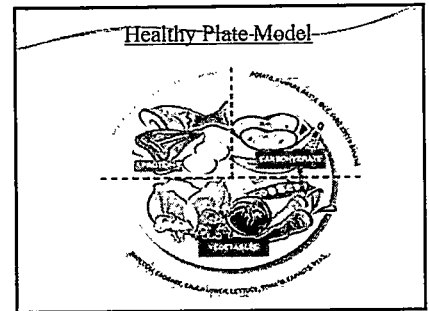
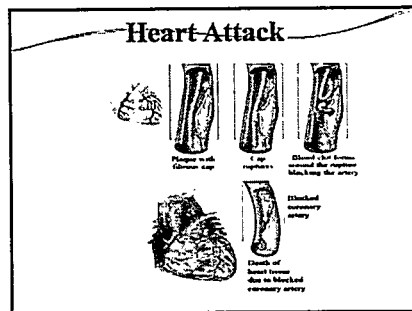
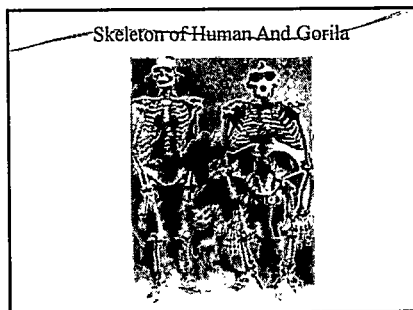
INGREDIENTS: POTATOES, VEGETABLE OIL (SUNFLOWER, CORN, AND/OR CANOLA OIL), AND SALT
NO PRESERVATIVES

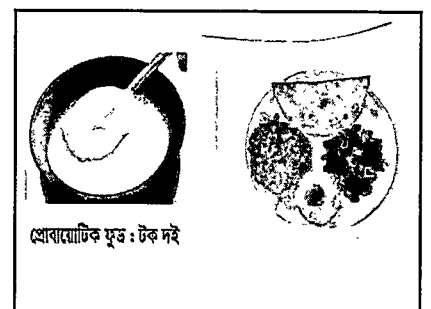
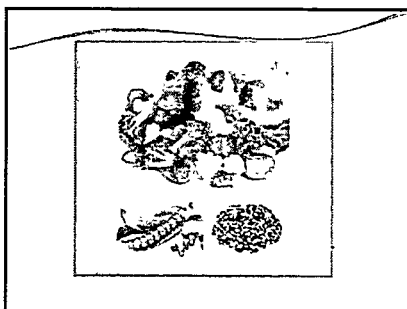
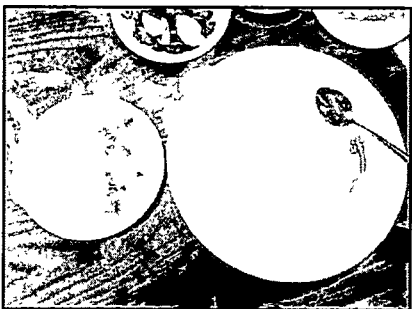
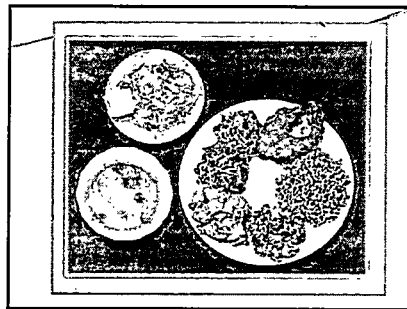
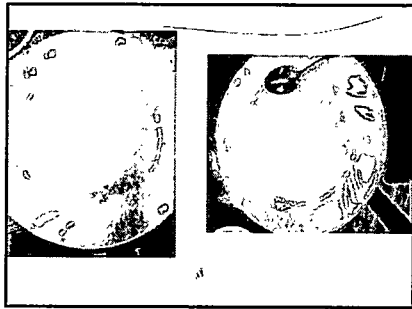
How to cut down fat in food

- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.



It's important to remember that some fats are healthy. Some fats are bad. It's not the fat, it's the type of fat. The good fats are found in fish, nuts, and seeds. They help to keep your heart healthy. The bad fats are found in fried foods, fatty meats, and butter. They can lead to heart disease. So, choose your fats wisely. Eat more of the good fats and less of the bad fats. That's the key to staying healthy.

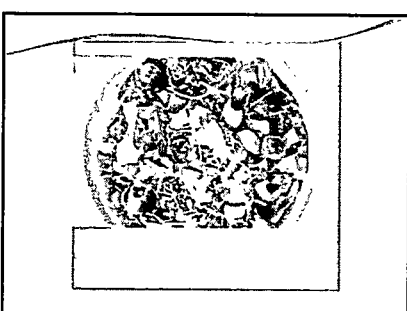




স্বাস্থ্য ও পরিবার কল্যাণ

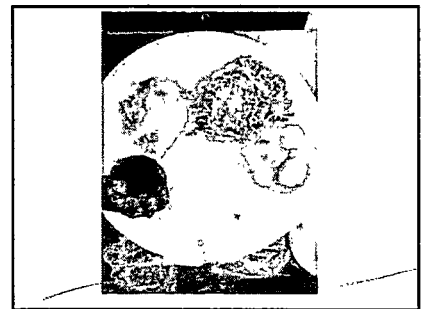
‘হৃৎতা, পুষ্টি ও অশ্বাস্য’
নিম্নে অঙ্কুরিত ভিত্তিতে
ভাবনার তাগিদ

প্রায় ১০০ কোটি মানুষ এখন
মুখোড় এবং ২০০ কোটি
মানুষ ভুল খাবার অতিরিক্ত
খাচ্ছে। ফলস্বরূপ মহামারির
মতো হৃৎতা, হৃদরোগ ও



এক টোবল চামচ তেলের আদম ১০০ গ্রাম ক্যালরি শ্রাব্য

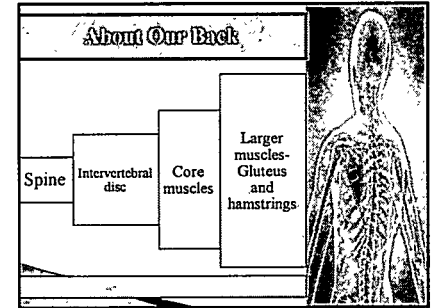
Type of Fat	Saturated Fat	Monounsaturated Fat	Polyunsaturated Fat
Coconut oil	11.7 gm	0.8 gm	0.2 gm
Soybean oil	2.0 gm	3.1 gm	7.8 gm
Olive oil	1.9 gm	9.8 gm	1.2 gm
Sunflower oil	1.4 gm	2.8 gm	8.7 gm
Safflower oil	1.3 gm	1.7 gm	10.0 gm
Canola oil	0.8 gm	8.4 gm	4.4 gm
Mustard oil	1.62 gm	8.29 gm	2.97 gm
Rice bran oil	2.68 gm	5.34 gm	4.76 gm
Butter	9.0 gm	4.1 gm	0.6 gm



Occupational Health Hazard and Its Management

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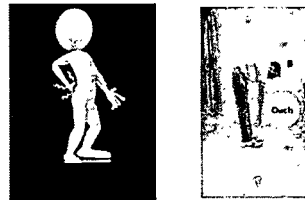
Modern Health Care System



Objectives

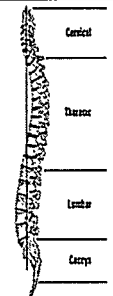
- ❖ Basic understanding about Occupational Health Hazard & Pain that related to Work.
- ❖ Basic understanding about Back Pain and it's Prevention & Treatment.
- ❖ Basic understanding about Office Ergonomics.
- ❖ Basic understanding about other related musculoskeletal problems & treatment.
- ❖ Basic understanding about Physiotherapy

Low Back Pain



It Consists of three curves

- >Cervical
- >Thoracic
- >Lumbar



Health Hazards Among Executives

Risk of NCDs like HD, HTN, CVD, Obesity, Mental Stress & Pain etc.

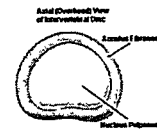
Occupational pain are a group of painful disorders of muscles, tendons, and nerves. Work activities which are frequent and repetitive which may be painful during work or at rest.

Prevalence

- 70 to 80% of the world's population at least one time in life suffer from Back pain.
- Most episodes of LBP resolve in 2-3 months (80-90%)
- Recurrence rates are about 50%
- 5-10% of people with LBP develop chronic LBP (>3 months)

IV Discs

Load through the spine is further absorbed by the intervertebral discs.



Each disc is a fluid filled sac that changes with the type and direction of the load.

Risk factors

□ Patient-Related Risk Factors

- Age
- Sex
- Physical Fitness
- Posture
- Spine Mobility
- Muscle Strength

LBP Prevention



Avoid bad posture



BAD POSTURE (EXAMPLES OF)

Risk factors cont..

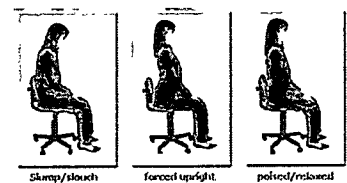
□ Occupational Risk Factors

- Lifting
- Pulling and Pushing
- Twisting
- Slipping
- Prolong Sitting, standing
- Vibration

Posture And Lifting



Appropriate sitting in the chair



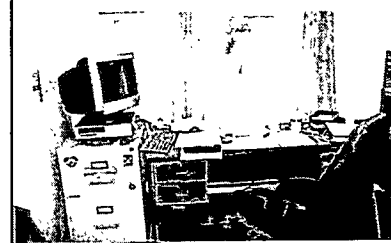
Treatment: Physiotherapy



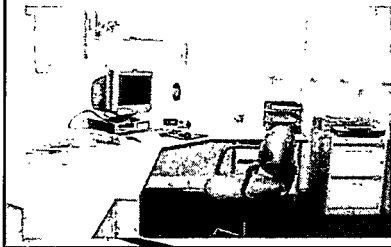
Maintain good posture



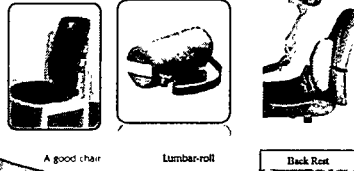
Poor Workstation Layout



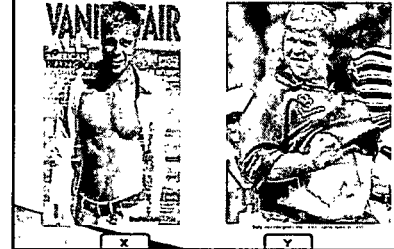
Good Workstation Layout



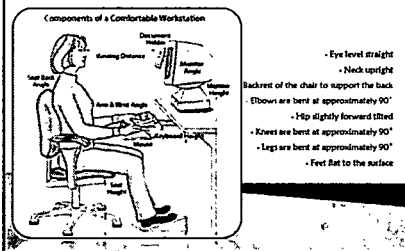
Back care supportive equipment



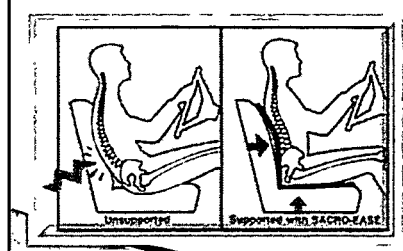
The Core



Safe desk work



Car Sitting



Others Musculoskeletal Problems

- Neck Pain
- Osteoarthritis of knee
- Frozen Shoulder
- Tennis Elbow
- Calcaneum Spar
- Ankle Sprain
- Muscle Cramp
- Brain Stroke
- Parkinson Disease
- Diabetic Neuropathy
- Heart Disease
- Spinal Cord Injury
- Joint replacement
- Post Fracture Complications

Prevention of back pain

- Do Intermittent Work – every 30 min change postural position for 3-5 min.
- Use Lumbar roll and back rest.
- Modify office desk

Otherwise...



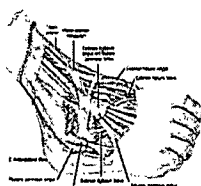
You will suffer on back pain!!!

Neck Pain

Sign and symptom:

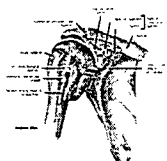
- > Pain on neck
 - > Pain may be central radiate to limbs
 - > Parasthesia may present
 - > Increase pain by movement
 - > Decrease sensation and muscle power affected limbs.
- Treatment: Physiotherapy

Ankle sprain



Treatment:
PRICE principle for 07 days
P- Protection
R- Rest
I- Ice
C- Compression
E- Elevation
Rehabilitation program:
Strengthening exercise,
cycling, swimming,
walking, staring etc.

Frozen Shoulder



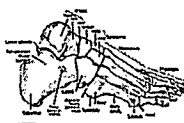
Sign and symptoms:
• Pain increase by over head activities like combing hair, dressing.
• Stiffness as like frozen
• Age above 40 years
Treatment: Physiotherapy
(Manual & Electrotherapy)
Advice: Pulley, pendulum & wall climbing exercise

General Advice

Change Food Pattern:

- In the morning comparatively taken heavy diet
- In lunch time take less food
- Night time try to eat very light food. Within 7.30 pm.
- Use Good shoe- its act as body shock absorber.
- For foot pain – use heel cushion
- For Diabetic patient – Walking , cycling, Swimming etc

Foot pain

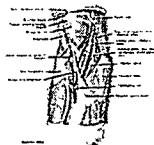


Calcaneum spur or Planter fasciitis:

- Pain complain first few steps after rest.
- Morning pain

Treatment: Physiotherapy
Advice: Use heel cushion, insole & comfortable soft shoe.

Tennis Elbow



- Pain & swelling on elbow joint.
 - History of repeated use of hand.
 - Tenderness present
 - Stretching painful.
- Treatment:** Soft tissue mobilization, PNF & Electrotherapy
Advice: Use elbow bend

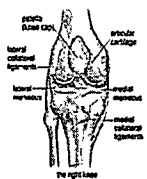
Physiotherapy?

Physiotherapy is an effective treatment for injury and illness.

Physiotherapists are skilled in the hands-on management of medical & surgical conditions.

Physiotherapy is a science and evidence based profession which is clinically and scientifically proven to heal conditions affecting body.

Osteoarthritis of Knee Joint



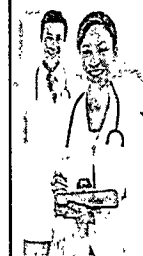
Sign and symptom of osteoarthritis:
• Pain increase by walking, stair up and down, low level sitting, sit to stand.
• Pain decrease by rest
• May have swelling in knee joint.
Treatment: Physiotherapy
Advice: Cycling & swimming not walking.

Other conditions:
Anterior Cruciate ligament injury (ACL), Posterior Cruciate ligament injury (PCL), Medial Collateral ligament injury & Meniscus injuries etc.

Ice Therapy

- Rapping ice by thick cotton cloth
- Ice never directly use on skin, it causes skin burn.
- Duration: 10 min x 2 times daily for 3 days.

Physiotherapists?



First-contact
autonomous practitioner
in health care services



Physiotherapists?

- The course is affiliated by the Medicine Faculty of Dhaka University.
- 5 years Bachelor Degree which is followed by 1 year Mandatory Internship.

Role of physiotherapist in health services



Treatment & Rehabilitation
Stretching, strengthening etc.



Environment Modification– Home modification, job environment modification etc.

- Hospital and clinics
- Rehabilitation centers
- Sports centers
- Community Based Rehabilitation
- Academic institutions
- Research
- Management
- Special needs school

Course curriculum of physiotherapy

General Medical Subjects	Year	Professional Subjects	Year
Anatomy	2 Years	Electrotherapy	2 Years
Physiology	2 Years	Kinesiology & Biomechanics	2 Years
Pharmacology	2 Years	Therapeutic Exercise	2 Years
Pathology & microbiology	2 Years	Orthopedic Medicine	2 Years
Community medicine	1 Year	Neurological Physiotherapy	1 Year
Biochemistry	1 Year	Cardiopulmonary PT	1 Year
Cardiopulmonary	1 Year	Pediatric Physiotherapy	1 Year
Neurology	1 Year	Sports Physiotherapy	1 Year
Radiology & Imaging	1 Year	Rehabilitation Medicine	1 Year
Orthopedics & Rheumatology	1 Year		
Pediatrics	1 Year		
Surgery, Gynae. & Obstetrics	1 Year		
Psychiatry	1 Year		

Professional Autonomy

Individual physiotherapist should have the freedom to practice their professional judgment, within their working environment, prevention of health management, rehabilitation and delivery of patient care.

Physiotherapists act as first contact practitioners in all cases (HSE)

Since 1997 Physiotherapists in Scotland are working as first contact practitioners and can refer patients without referral from other health care professionals (HSE)



Conditions treated by Physiotherapists

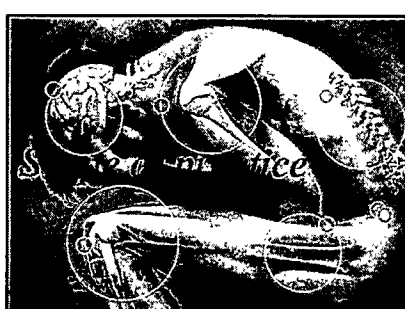
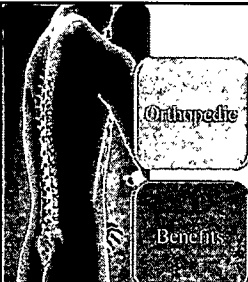
Role of physiotherapist in health services



Health Promotion– awareness program, seminar, workshop etc.



Injury Prevention– Patient education, career education etc.

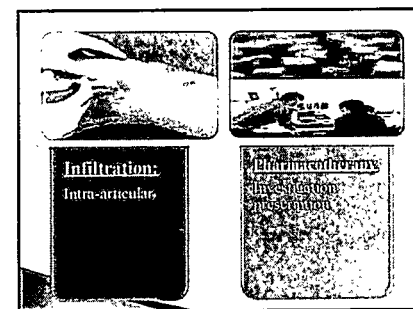
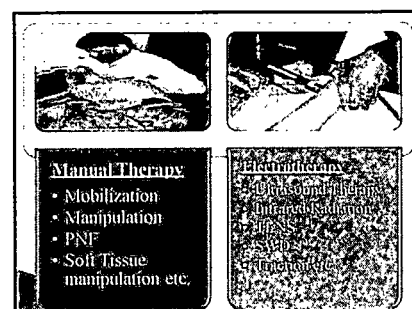
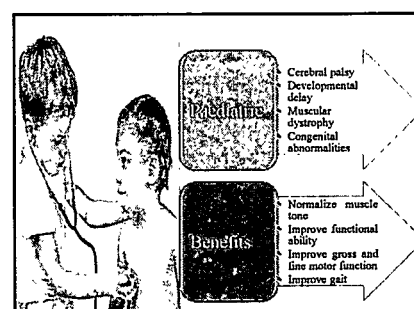
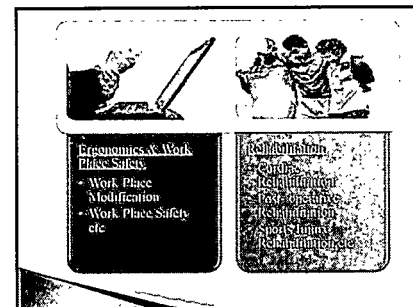
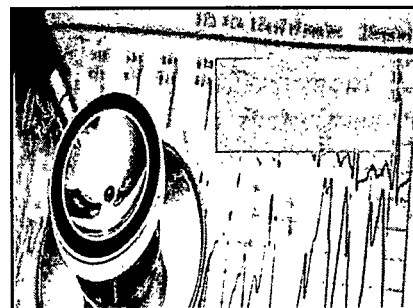
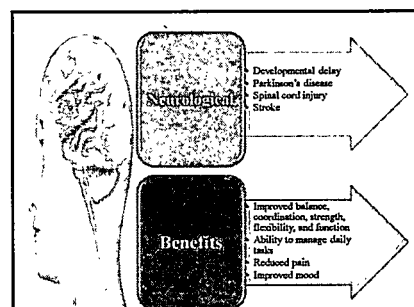
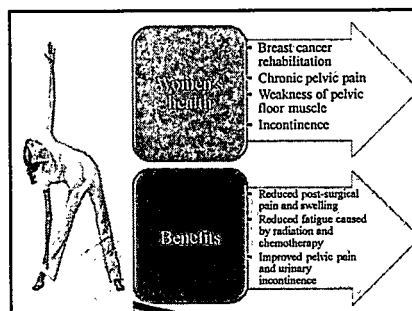
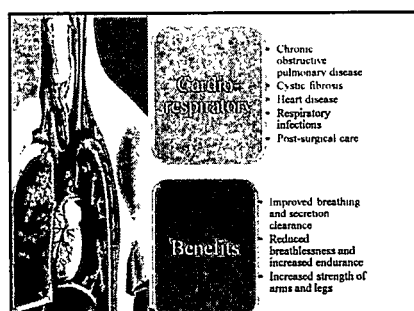



Orthopedic

- Back and neck pain
- Arthritis and osteoarthritis
- Fractures or sprains
- Joint replacements
- Sports injuries

Benefits

- Decreased pain
- Improved joint mobility and strength
- Restored physical function and injury prevention
- Possibly prevent or delay surgery



Physiotherapy Is An Ancient Profession

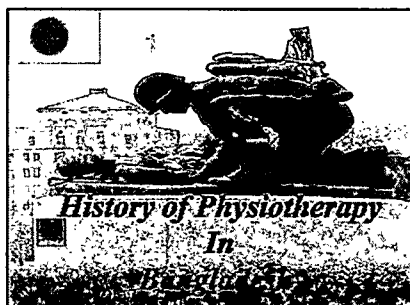
Hippocrates and Hector are believed to have been the first practitioners of a primitive physical therapy, advocating soft tissue mobilization and hydrotherapy to treat people in 460 B.C.



The controlling organization of Physiotherapy is Bangladesh Rehabilitation Council Act - 2018.

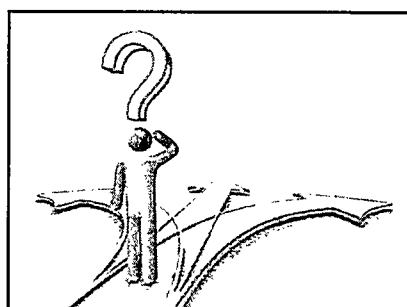
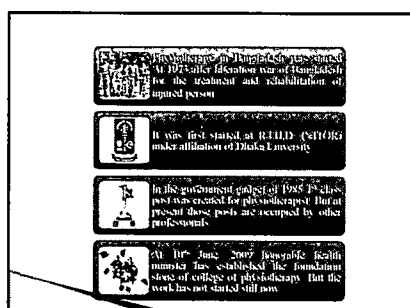
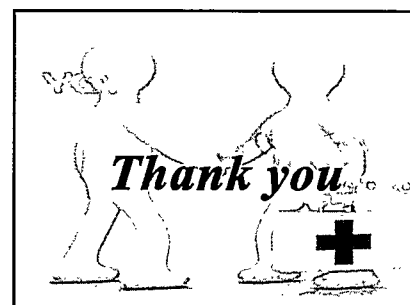
Bangladesh Physiotherapy Association (BPA) is our Professional Organization

Bangladesh Physiotherapy Association (BPA) is the member of World Confederation for Physical Therapy (WCPT)



Recommendations

- Pain & Therapy related class also include others academic training institutes.
- Create job for Physiotherapist in health sectors



Session Goal

NO: "problem-fixing" exercise
YES: "performance-enhancing" & "sustainability" strategy
Final Message: Resilience is not an innate trait; it's a strategic muscle built through practice and systematic-thinking.

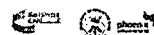


Let's assess our own stress...

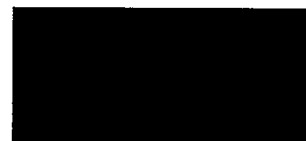
Hand out 3: 5 min

Perceived Stress Scale
For each question choose following alternatives:

- 0 - never
1 - almost never
2 - sometimes
3 - fairly often
4 - very often



The Science of Resilience



Mental health

A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.



"ψ" psi

Ref : WHO: Oct 8, 2025



Part 2

Understanding the Mechanics & Practical Demonstrations



IS SUSTAINABILITY IMPORTANT?

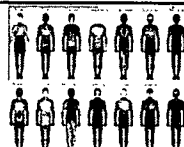


Demonstration 1: Real-Time De-Stressing Techniques: Box Breathing



Mental Health for Leadership – Beyond the Stigma

- Redefining Mental Health
- "Myth of Invulnerability"
- Silent stress as "part of the job."
- "Leader's wellness" directly impacts the team.

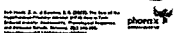
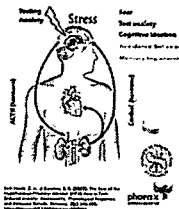
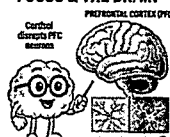


Ref: Image: Hummermae L, Gleason E, Hari R and
 Institute Mt. Rushmore of America. 2005. 2005.



Physiology of Stress

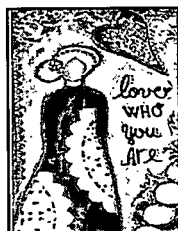
FOCUS & THE BRAIN



Demonstration 2: Real-Time De-Stressing Techniques: The 60-Second Body Scan

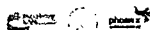


**Demonstration 3: Real-Time De-Stressing
Techniques: Cognitive Reframing**



Take away message:
We are not
independent we are
interdependent.

Thank you



Part 3: Individual to Institutional Wellbeing



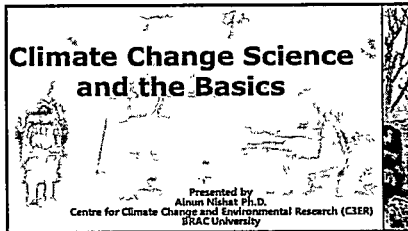
Ripple Effect: As a senior

- Your personal mind set the 'emotional climate' for team.
- Identify unspoken signs of burnout in team member.
- Set culture of 'crisis management' to 'proactive wellness.'



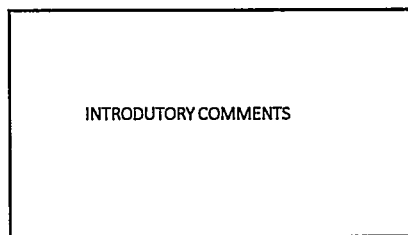
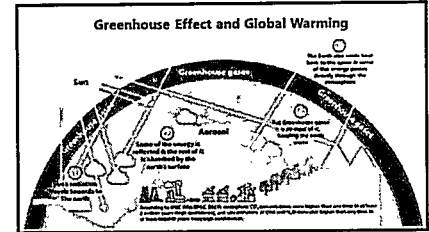
Module:11

Contemporary Issues



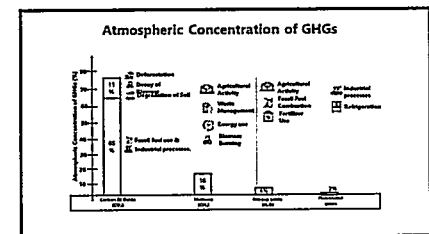
Concerns at Global Level
Major Global concerns

- Threat of Food shortage
- Threat of migration; Livelihood security
- Increase in intensity and frequency of natural disasters will be on increase,
- Loss of biodiversity and ecosystem; many species will disappear
- Health security threatened
- Process of sustainable development affected
- Coping capacity of LDCs, SIDS and countries in Africa is not adequate



Weather and Climate????

Climate = What you expect, Weather = What you get



Climate Change: Myth or Reality

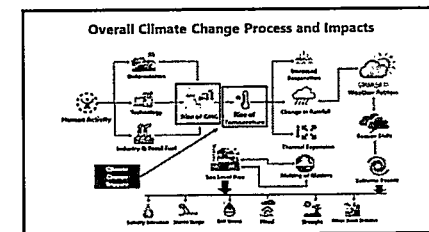
- Climate change and climate variability are now real.
- A stable situation is not likely to be achieved soon.
- The IPCC IV (2007) concluded, and IPCC-V (2013/2014) confirmed that global warming is unequivocally the result of human activities. IPCC-VI (2022) reaffirmed that human activity is the main reason behind climate change.
- Scientific consensus is clear; now the whole world collectively needs to urgently focus on what to do about it.
- UNFCCC (1992), Kyoto Protocol (1997) and Paris Agreement (2015) are landmark steps for the world.
- Climate change has risen to the top of the international policy agenda.

What is Climate Change and Climate Variability?

Climate Change-longer term trends in climate averages (daily, seasonal, annual, inter-annual, several years)

Climate Variability-shorter term variations (daily, seasonal, annual, inter-annual, several years)

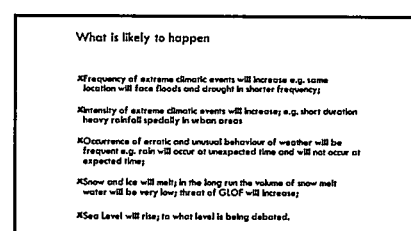
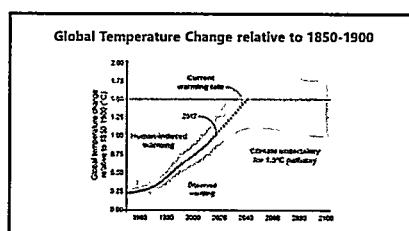
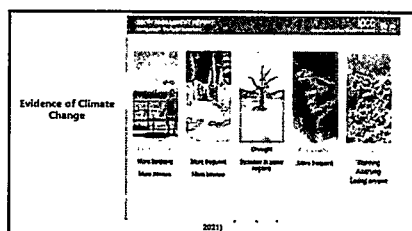
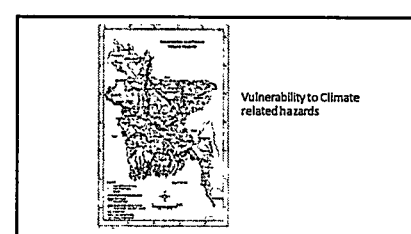
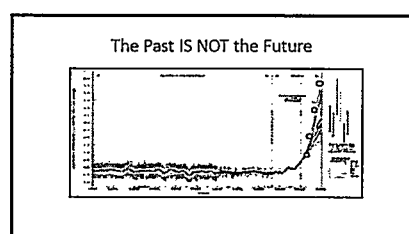
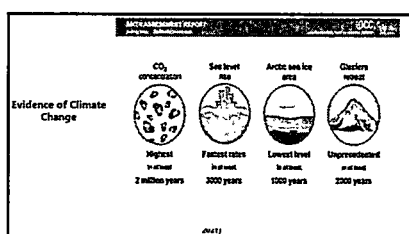
According to IPCC Climate Change refers to
It refers to any change in climate over time, whether due to natural variability or as a result of human activity.



Basics and Evidence of Climate Change

Future Projection of Climate Change

Climate Change Impacts in Bangladesh

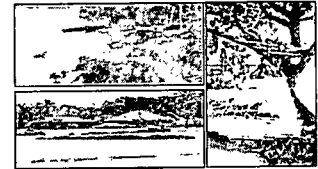


Climate induced hazards

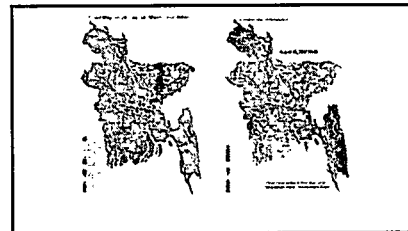
- Recognized globally as one of the most vulnerable (possibly the most vulnerable country) to adverse impacts of Climate Change
- Bangladesh is experiencing the increased frequencies and intensities of natural disasters.
 - Erratic rainfall
 - untimely rainfall
 - short duration heavy rainfall
- Floods
- Drought-like phenomenon
- Cyclones and Tornadoes
- Sea Level Rise
- Salinity Intrusion
- Tidal surges
- River bank erosion
- Coastal erosion
- Lightning
- Health hazards
- Impact on ecosystem and flowering pattern



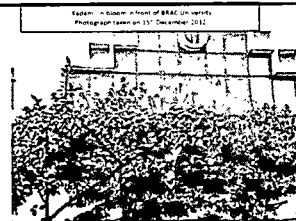
Physical Vulnerability



Photograph taken on 17th Nov 2012 in Dhaka



Social Vulnerability



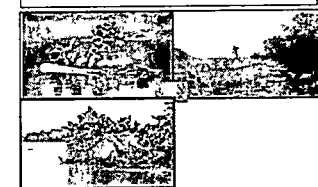
Exterior view of BRAC University
Photograph taken on 17th December 2012

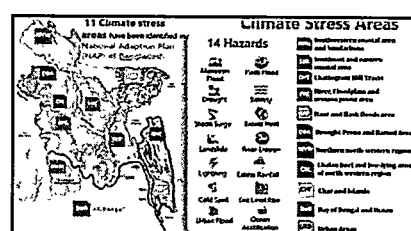
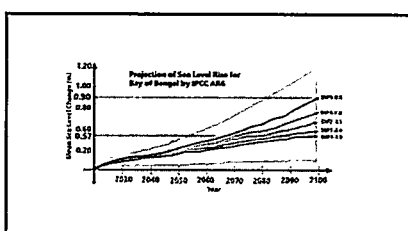
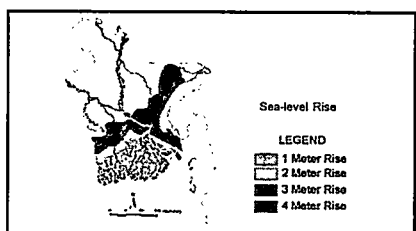
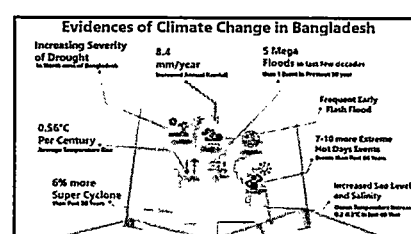
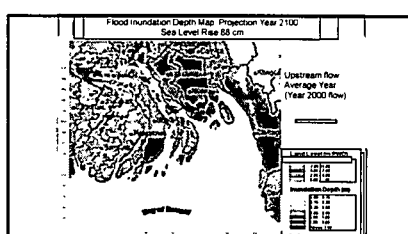
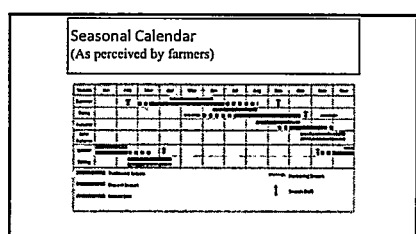
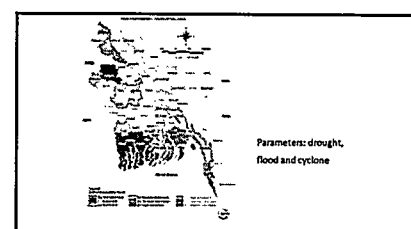
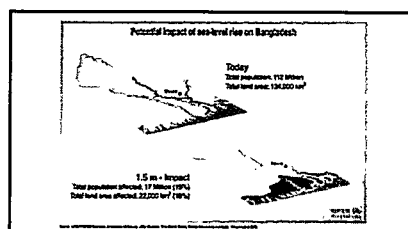
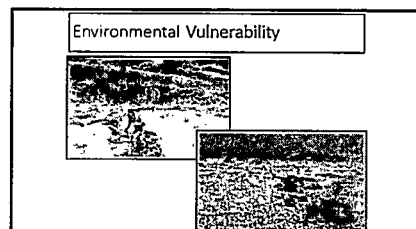
Coastal zone vulnerability

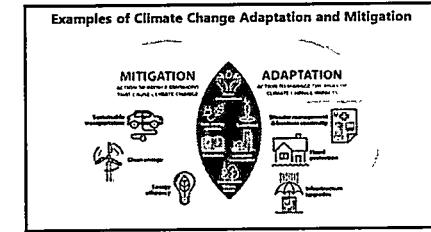
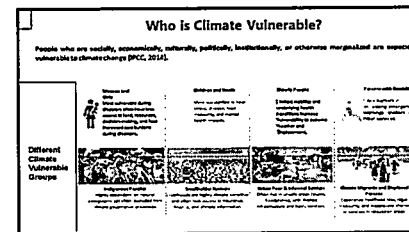
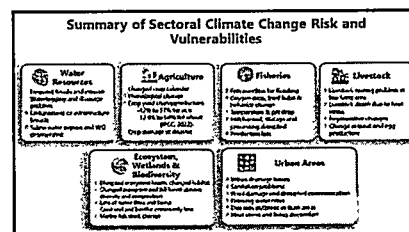
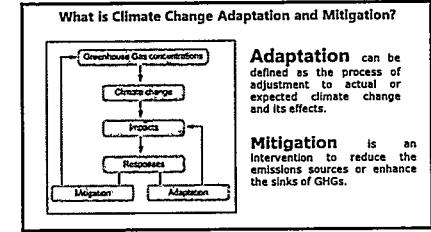
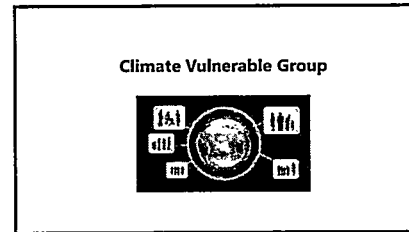
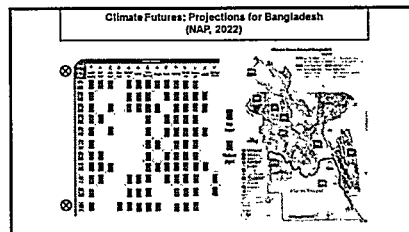
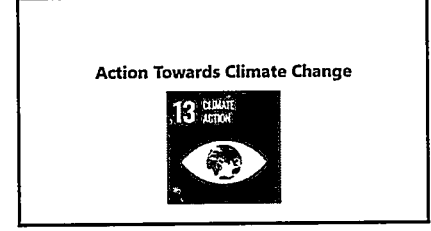
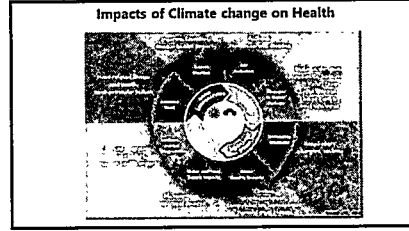
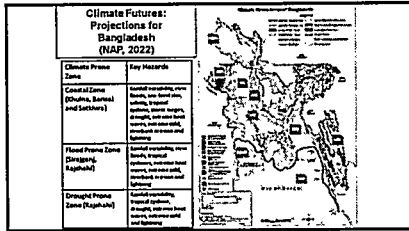


Coastal zone vulnerability
Photograph taken on 17th December 2012

Environmental Vulnerability





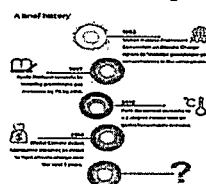


Concluding Remarks

- Bangladesh must prepare for Adaptation to Climate Variability (the already occurring extreme events) and keep in mind the trends indicated in Climate Change forecasts. This is very important for all Developing Countries.
- Response to floods, droughts, urban drainage problems, storm surge and cyclones are known but responses to sea level rise and salinity increase are to evolve.
- We must also push for Mitigation and control of GHG emission level.
- Science is clear we need political will to achieve success both in Adaptation and Mitigation.

Global Responses towards Climate Change

- Scientific process (Intergovernmental Panel for Climate Change, IPCC)
- Political Process
 - United Nation Framework Convention on Climate Change, UNFCCC, 1992
 - Kyoto Protocol, KP, 1997
 - Paris Agreement, PA, 2015
- Meetings of political masters at global and regional level and actions at regional and national level



We expect from Global Community

- Green House Gas emission cut as per expert projections
- Legally binding climate change deal to keep temperature below 2.0° C (preferably 1.5° C) above pre-industrial level.
- Support to adaptation to food security, livelihood security, health security, water security while supporting to achieve energy security.
- Fast-start finance as well as promised long term finance (new and additional).

Key Adaptation Priority Areas of Bangladesh



Global and National Policy Response to Climate Change



Thank You

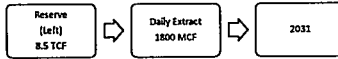
National Energy Security & Energy Transition

Presented by:
Jalal Ahmed
Chairman, BEREC

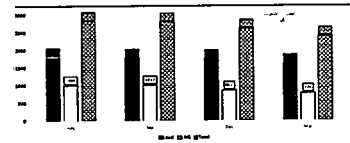
MAY, 2026



Strength-Natural Gas



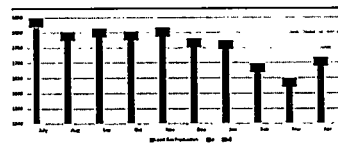
Gas Supply July 25 to Mar 26



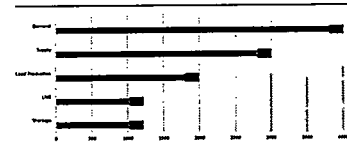
Energy Security

- ☐ Availability – sufficient energy supply exists
- ☐ Accessibility – energy can be obtained without barriers (political, technical, or logistical)
- ☐ Affordability – prices are stable and reasonable
- ☐ Sustainability – energy use does not harm the environment or future supply

Gas Production (mmcf)



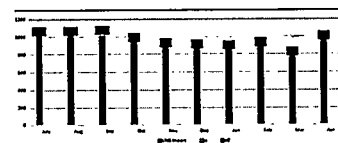
Gas Supply & Demand (mmcf)



Energy Security: Why it Matters for Bangladesh

- rapid economic growth and industrialization.
- Ensures access to energy for a growing population.
- Supports poverty reduction and improves quality of life.
- Underpins the achievement of national development goals.

LNG Import (mmcf)



Plans to mitigate shortage

- | PHASE 1 (MINOR WORK) | PHASE 2 (MAJOR WORK) |
|---|--|
| ☐ 50 wells will be drilled by 2028 | ☐ 100 wells will be drilled by 2030 |
| ☐ 20 wells completed | ☐ 4 wells will be completed soon |
| ☐ 90 mmcf gas has been added | ☐ 50 mmcf will be added by 2026 |
| ☐ After completion of 50 wells 648 mmcf gas will add | ☐ After completion of 100 wells 985 mmcf gas will add |

Plans to mitigate shortage

Bhola Gas Field

- Reserve 1.254 TCF
- Production capacity 122 mmcd
- Actual production 70-80 mmcd
- Two way under consideration
 - Transport to Dhaka
 - Incentives to install industry at Bhola

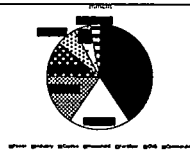
Power Scenario- Installed Capacity

Public Sector	11,930 MW
Private Sector	10,310 MW
Joint Venture	2,478 MW
Import from India	2,656 MW
Import from Nepal	40 MW
Solar	1,322 MW
Hydro	230 MW
Wind	62 MW
Total installed Capacity	27,416 MW

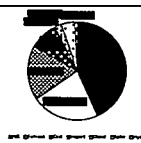
Scenario of LPG Supply

Monthly Demand	Annual Demand	Import	License	Household
1,361,000 MT	13,001,000 MT	98%	11	55 lakh

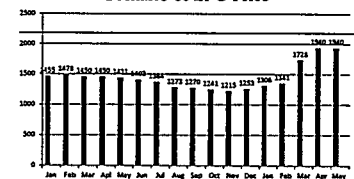
Gas use ratio



Power Scenario- Fuel based ratio



Scenario of LPG Price



Tariff Determination Methodology (Natural Gas)

Natural Gas Supply Cost	= Average Purchase Cost of Petrobrange + Transmission Charge + Distribution Charge + VOF + BOP + ESP + Research Fund
Average Tariff	= 26.66 Tk/CM (Depends on LPG import prices)
	= 14.80 Tk/CM

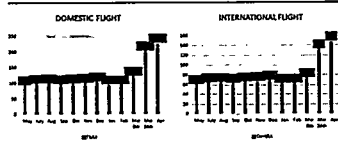
Tariff Determination Methodology (Electricity)

Bulk Electricity Cost	= SFDE Own Generation Cost + Purchase + Import Cost + development Fund
Bulk Electricity Tariff	= 11.82 Tk/Unit
	= 6.39 Tk/Unit

Tariff Determination Methodology (LPG)

Sl	Item	Tk/kg
01	Small Contract Price	96.30
02	Freight and Premium Charge	30.74
03	Unit	8.52
04	Other Charge	1.59
05	Setting Charge	15.32
06	Distribution Charge	6.17
07	Retailer Charge	3.75
	Total	181.64

Scenario of Jet A1 Price



Bangladesh's Current Energy Mix

Dominance of Fossil Fuels:

- Primary reliance on natural gas, followed by imported coal and liquid fuels.

Declining Domestic Gas Production:

- Domestic natural gas reserves are depleting, leading to a widening supply-demand gap.

Key Challenges to Energy Security

Infrastructure Deficiencies & System Losses:

- Aging grid infrastructure and high system losses.
- Inefficiencies in transmission and distribution networks.

Climate Change Vulnerabilities:

- Rising temperatures increase power demand & reduce plant efficiency.
- Extreme weather events (cyclones, floods) disrupt energy infrastructure.

Fuel Oil Consumption (Annual)

Fuel Oil Consumption (MT) (24-25)							
Diesel	Petrol	Octane	Kerosene	Domestic Oil	Jet A1	Marine Fuel	Others
40,77,849	3,74,415	5,14,713	67,344	5,31,183	3,10,164	27,541	25,518
							61,46,711

Bangladesh's Current Energy Mix

Increasing Import Dependence:

- Growing reliance on Liquefied Natural Gas (LNG) Imports to meet gas demand.
- Increased import of coal for coal-fired power plants.

Minimal Renewable Energy Contribution:

- Renewable energy sources currently contribute a very small share, primarily from solar and hydro.

Socio-Economic and Environmental Impacts

Economic Disruptions:

- Slowed industrial production and reduced competitiveness.
- Increased operational costs for businesses.
- Financial losses for small and medium enterprises (SMEs).

Social Hardships:

- Frequent and prolonged load shedding impacts daily life, education, and public services.
- Higher energy costs for households, particularly in rural areas.

Source of Fuel Oil (24-25)

Product	ERL	Other Plants	Import
Diesel	33.51%	5.40%	61.30%
Petrol	8.43%	80.57%	—
Octane	0.37%	33.78%	65.85%
Kerosene	61.38%	18.61%	—
Purified Oil	34.87%	—	65.13%
Jet A1	—	—	100%
Marine Fuel	—	—	100%

Key Challenges to Energy Security

Over-reliance on Imported Fuels:

- Price Volatility: Exposure to fluctuating global energy prices (e.g., LNG spot market prices).
- Financial Burden: High import bills strain national finances and foreign exchange reserves.

Depleting Domestic Resources:

- Shrinking natural gas reserves necessitate costly imports.
- Limited investment in domestic gas exploration and development.

Socio-Economic and Environmental Impacts

Environmental Concerns:

- Continued high dependence on fossil fuels contributes to greenhouse gas emissions.
- Challenges in meeting climate commitments.

Strategies for Diversification: Domestic & Nuclear

Intensified Domestic Gas Exploration:

- Prioritizing and increasing investment in onshore and offshore gas exploration to boost local production.

Coal Power Development:

- Ultra Super Critical Coal-Fired Power Plant utilizing advanced clean coal technology.
- However, there's a trend of reducing proposed coal capacity due to environmental concerns and financing challenges.

Strategies for Diversification: Renewable Energy

Vast Renewable Energy Potential:

- Solar Power: Significant theoretical potential, including rooftop and floating solar.
- Current: production (grid) – 1322 MW;
5500 MW under tender evaluation process;
10,000 MW solar by 2030;

Strategies for Diversification: Renewable Energy

Vast Renewable Energy Potential:

- Wind Power: Promising potential, especially along the coastline.
- Current: production (grid) – 62 MW;
100 MW at Coxbazar under consideration.

Challenges in Deployment:

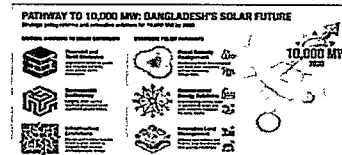
- Requires substantial financial and time investments.
- Policy shifts and lack of consistent incentives hinder private sector investment.

Strategies for Diversification: Domestic & Nuclear

Nuclear Energy:

- **Rosapur Nuclear Power Plant**, Bangladesh's first nuclear power plant, with Unit 1 expected to be operational soon.
- Provides a stable, large-scale baseload power source, reducing reliance on fossil fuels.

Solar Future: 10,000 MW



Energy Efficiency & Conservation Initiatives

Sustainable and Renewable Energy Development Authority (SREDA):
Lead agency for promoting energy efficiency.

Key Programs:

- Energy efficiency financing programs.
- Energy management (audit) programs.
- Energy efficiency labeling and building rating programs.

Benefits: Expected energy savings leading to significant financial savings.

Strategies for Diversification: Renewable Energy

Vast Renewable Energy Policies:

- Renewable Energy Policy 2025 published
- Merchant Power Plant Ntimala 2025 published
- National Rooftop Solar Guideline 2025 published
- Net Metering Instruction 2025 published

Solar Future: 10,000 MW

Implementation Stage	1064 MW
NOA Issued	100 MW
Tendered	595 MW
Planning Stage	6078 MW
Net Metering	1000 MW (by 2028)
Rooftop Solar (GoB)	2000 MW (by 2028)
Total	10837 MW

Regional Cooperation

Regional Energy Integration:

- Exploring cross-border electricity trade.
- Cooperation with neighboring countries like India, and engagement with ASEAN and BIMSTEC for energy security and infrastructure development.

Policy Reforms

Strengthening Policy and Governance:

- Ensuring a stable, predictable, and investor-friendly policy environment.
- Incentives for renewable energy and waiving import duties.
- Addressing systemic issues like corruption and inefficiency to reduce system losses.
- Modernizing regulatory frameworks.

BERC

Vision

- To create atmosphere conducive for private investment in energy sector;
- To bring transparency in management, operation and tariff determination in energy sector;
- To protect consumers' interest;
- To promote competitive energy market.

Objectives of Regulation in Energy Sector

- To promote a viable, sustainable and efficient energy sector;
- To ensure most efficient allocation of resources;
- To ensure reliable energy at reasonable price;
- To protect interest of consumers and industry.

Conclusion: Towards a Resilient Energy Future

A multi-branched approach is essential:

- Accelerated domestic hydrocarbon exploration.
- Aggressive renewable energy deployment.
- Rigorous energy efficiency and conservation measures.
- Enhanced regional and international energy cooperation.
- Robust and consistent policy and governance reforms.

By implementing these strategies, we can build a secure, sustainable, and resilient energy future for continued growth and development.

Mission

- To promote equal opportunities and develop competitive energy markets;
- To bring transparency in management, cost rationalization and tariff determination;
- To enforce fiscal discipline in energy sector;
- To introduce performance and incentive based regulations;
- To promote uniform operational standards and help ensure quality supply of energy to the consumer at affordable price.

Remarkable Steps

- Dispute Settlement
- LPG Tariff Fixation per month
- Jet A1 Tariff Fixation per month
- Furnace Oil Tariff Fixation
- Tariff Fixation (Gas & Electricity)
- Uniform Accounting System

Ten Steps to Secure Energy

1. Gradually reduce subsidies in the power and energy sector
2. Introduce a real-time monitoring system
3. Allocate increased expenditure for energy imports
4. Urgently connect discovered gas
5. Suspend construction of LNG-based infrastructure
6. Eastern Refinery expansion
7. Reduce diesel use and increase solar irrigation in agriculture
8. Introduce EV-based vehicles
9. Urgently implement 10,000 MW of renewable energy
10. Accelerate foreign investment in the renewable sector

Major Tasks

- Tariff Determination or Adjustment
- Project Approval
- License of License
- Dispute Settlement
- Consumers' Rights Protection
- Energy Efficiency
- Introduction of Uniform System of Accounts

Future Plan

- Improve energy efficiency
- Ensure energy audit
- Project approval
- To frame codes and standards for ensuring quality of service
- To strengthen BERC through capacity building (Revised Organogram, Own Building)
- To develop uniform system of accounts for all licensees
- To collect, review, maintain and publish statistics and data on energy
- To develop partnership with regional and global utility regulators.

7/2/2026

Thank You

Capital Market and its Regulation

Bangladesh Context

PRESENTED BY
Ms. Farzana Lalarukh
Ex-Officio, Department of Finance
University of Dhaka

Confidential - Not for Distribution Outside the

What is a Capital Market?

"A capital market is a financial market in which long-term debt or equity-backed securities are bought and sold — channeling savings and investments between suppliers of capital and those in need of capital."

Primary Market	Secondary Market
- New securities issued to investors - Capital raised by companies & govt - IPOs, Rights Issues, Bond Issuance - Investment banks underwrite offerings - Price set by issuer/underwriter	- Trading of existing securities - Provides liquidity to investors - Dhaka Stock Exchange (DSE) & CSE - Price discovered through supply-demand - No new capital raised for issuer

Types of Capital Market Securities

Equity Securities	Debt Securities
- Ordinary Shares (Common Stock) - Preferred Shares - Rights Issues - WFO / FPO Issues - Mutual Fund Units	- Government Treasury Bonds - Corporate Bonds / Debentures - Local Government Bonds - Zero Coupon Bonds - Asset Backed Securities
Derivatives	Collective Investments
- Future Contracts - Options Contracts - Interest Rate Swaps - Currency Derivatives - Stock Index Futures	- Open-End Mutual Funds - Closed-End Mutual Funds - Exchange Traded Funds (ETF) - Alternative Investment Funds - Real Estate Investment Funds (REIT)

Presentation Agenda — 2-Hour Overview

01 Introduction to Capital Markets *10 min	05 Investor Protection & Market Integrity *10 min
02 Bangladesh Capital Market: Structure & Size *10 min	06 Recent Reforms, Outlook & Way Forward *10 min
03 Regulatory Framework & Legal Architecture *10 min	Q&A *10 min
04 Market Intermediaries & Participants *10 min	

Key Functions of the Capital Market

1 Capital Formation Mobilizes idle savings from households & institutions into productive investments	2 Price Discovery Establishes fair market price of securities through demand-supply mechanism	3 Liquidity Provision Enables investors to convert securities to cash quickly via secondary market
4 Risk Distribution Spreads investment risk across diversified pool of investors and instruments	5 Corporate Governance Promotes transparency via disclosures, shareholder rights, and market discipline	6 Economic Growth Allocates capital to most productive uses, boosting GDP and employment

2 Bangladesh Capital Market

Structure, History, and Market Size

1 Introduction to Capital Markets

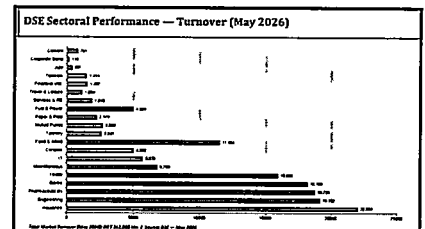
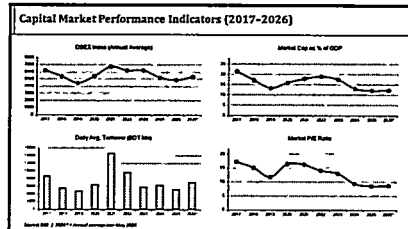
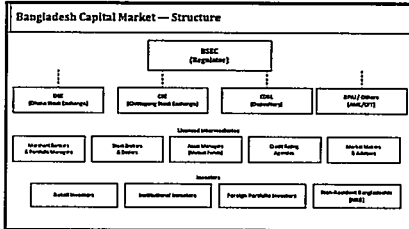
Fundamentals, Functions, and Global Context

Capital Market vs. Money Market

Feature	Capital Market	Money Market
Term Maturity	Long-term (> 1 year)	Short-term (< 1 year)
Instruments	Stocks, Bonds, Derivatives	T-Bills, Commercial Paper, Repos
Risk Level	Higher risk & return	Lower risk & return
Liquidity	Relatively low	Very high
Participants	Individual & institutional investors	Govt, Banks, Financial Institutions
Regulatory Body	DSE, CSE	Bangladesh Bank
Market Examples	DSE, CSE	Call Money Market, T-Bill Auctions
Purpose	Long-term financing	Short-term liquidity management

Historical Evolution of Bangladesh Capital Market

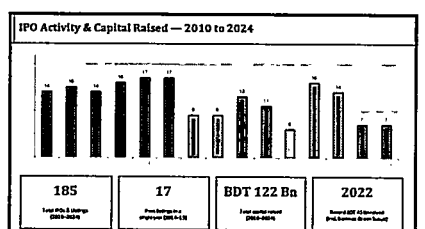
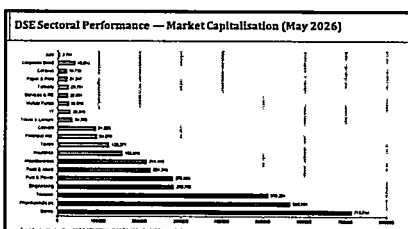
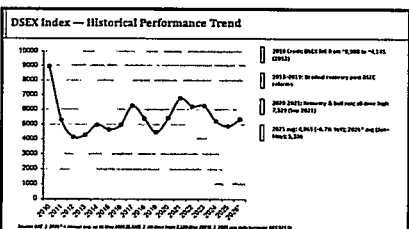
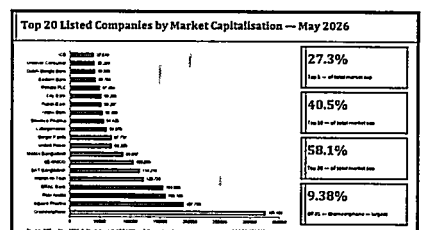
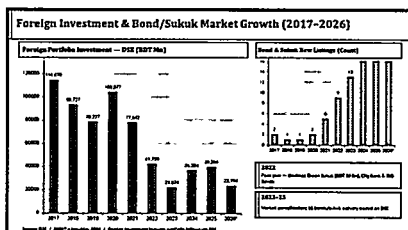
1954	Establishment of East Pakistan Stock Exchange in Dhaka (predecessor to DSE)
1960	Securities and Exchange Ordinance enacted — foundational regulatory law
1975	Dhaka Stock Exchange reopened after independence; market activity resumed
1987	Chittagong Stock Exchange (CSE) established — second stock exchange
1993	Bangladesh Securities and Exchange Commission (BSEC) established
1996	Major law act followed by market crash — landmark regulatory reform
1999	Depositories Act enacted, CSE established for electronic settlement
2010	Second major crash — triggers comprehensive regulatory overhaul
2013	Demutualization of stock exchanges under the Demutualization Act
2018-	DSE & CSE Strategic Plans, Derivatives Introduction, T+1 Settlement

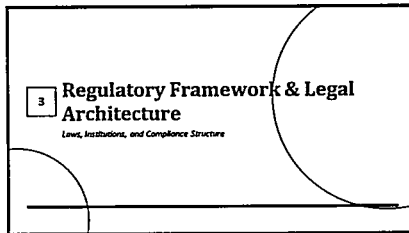


Bangladesh Capital Market — Key Statistics (DSE, May 2026)

650+ Listed Securities BSE TSE + CSE (2026)	BDT ~6.5T Total Market Cap DSE + CSE + SPSJ (2026)	16.7 Lakh Active BSE Accounts CSE + SPSJ (2026)	559 Disruptive Participants CSE + SPSJ (2026)
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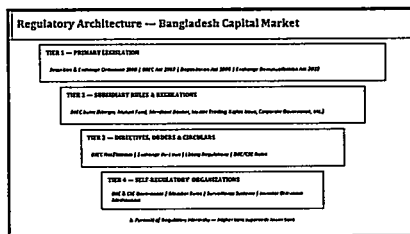
DSE vs. CSE — Comparative Overview (2026)	
Market	Dhaka Stock Exchange (DSE)
Founded	1954 (pre-1991)
Current Securities	~650 (2026)
Daily Avg. Turnover	BDT 521.79M (Q1 2025-2026)
Index	DSEI, BSE-100, BSE-200, BSE-300
Trading Hours	10:00 AM - 3:30 PM (Mon-Fri)



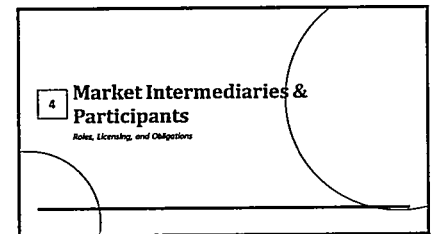


Key Legislation Governing Bangladesh Capital Market			
1969	Securities & Exchange Ordinance, 1969	1993	BSEC Act, 1993
1999	Depositories Act, 1999	2013	Exchange Discontinuance Act, 2013
1994	Companies Act, 1994	2015	Financial Reporting Act, 2015

Corporate Governance Code, 2018 — Key Requirements			
Mandatory for all listed companies — Compliance certification required in annual report			
Board Composition - At least 5 independent directors - Chairman and CEO must be different persons - At least 1 female director (Board only) - At least 30-year tenure for independent directors		Audit Committee - At least 3 members, majority independent - Chairman must be an independent director - Review financial statements before board approval - Oversee internal audit function	
Remuneration & Remuneration - Remuneration committee for large entities - Remuneration for senior management approved - Remuneration policy disclosure required - Disclosure provisions for remuneration		Disclosure & Transparency - Quarterly financial reporting - Material information disclosure within 30 minutes - Significant trading report within 30 minutes - Related party transaction disclosure	



Key BSEC Rules & Regulations — Subject-Wise			
Securities & Exchange - Securities & Exchange Ordinance, 1969 - Securities & Exchange Rules, 1969 - Securities & Exchange Regulations, 1969 - Securities & Exchange Circulars, 1969 - Securities & Exchange Notices, 1969 - Securities & Exchange Guidelines, 1969 - Securities & Exchange Codes of Conduct, 1969		Depositories - Depositories Act, 1999 - Depositories Rules, 1999 - Depositories Regulations, 1999 - Depositories Circulars, 1999 - Depositories Notices, 1999 - Depositories Guidelines, 1999 - Depositories Codes of Conduct, 1999	
Exchange Discontinuance - Exchange Discontinuance Act, 2013 - Exchange Discontinuance Rules, 2013 - Exchange Discontinuance Regulations, 2013 - Exchange Discontinuance Circulars, 2013 - Exchange Discontinuance Notices, 2013 - Exchange Discontinuance Guidelines, 2013 - Exchange Discontinuance Codes of Conduct, 2013		Financial Reporting - Financial Reporting Act, 2015 - Financial Reporting Rules, 2015 - Financial Reporting Regulations, 2015 - Financial Reporting Circulars, 2015 - Financial Reporting Notices, 2015 - Financial Reporting Guidelines, 2015 - Financial Reporting Codes of Conduct, 2015	



Bangladesh Securities and Exchange Commission (BSEC)			
Established under the Bangladesh Securities and Exchange Commission Act, 1993 An independent statutory body under the Ministry of Finance			
Regulatory Powers - Issue rules, orders, directions - Register & license intermediaries - Regulate issuance of securities - Set standards & reporting standards		Supervisory Powers - Inspect books of intermediaries - Conduct on-site inspections - Monitor compliance & disclosure - Enforce exchange & disciplinary	
Enforcement Powers - Impose administrative penalties - Impose civil penalties - Refer criminal cases to courts - Refer cases and direct actions		Developmental Powers - Promote market development - Investor education programs - Facilitate public & financial - International regulatory cooperation	

Securities & Exchange Ordinance, 1969 — Core Provisions			
Definitions Sec 2: Defines "securities", "market intermediary", "issuer", "transferable security" — foundational terms for the entire regulatory structure.		Registration of Dealers Sec 8: No person shall act as a dealer or intermediary without registration with BSEC in accordance with the Securities and Exchange Ordinance, 1969.	
Prohibition of Fraud Sec 17: Prohibits any scheme or artifice to defraud, or any fraudulent or deceptive device in securities transactions.		Market Manipulation Sec 18: Prohibits manipulative trading, including order luring and other practices intended to create artificial trading in securities.	
Short Selling Sec 20: Prohibits short selling of securities unless the issuer has given prior approval and the transaction is reported to BSEC.		Margins Requirements Sec 21: Requires BSEC to prescribe initial and maintenance margin levels for securities transactions.	

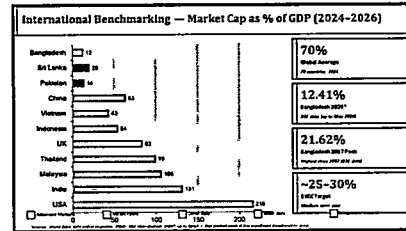
Stock Brokers & Dealers — Role & Regulation	
Stock Broker	Stock Dealer
- Executes buy/sell orders on behalf of clients - Maintains separate client account ledgers - Must maintain minimum net capital requirements - Subject to periodic BSEC inspection - Must implement KYC/AML procedures - Obligated to provide best execution to clients - Required to report suspicious transactions	- Trade in securities on their own account - Provide market-making function where designated - Maintain adequate proprietary trading in clients - Subject to specific interest management rules - Maintain prescribed liquidity buffers - Report short positions to exchange - Governed by Stock Dealer Rules, 2000
All stock brokers/dealers must be members of BSEC or CSE and registered with BSEC/Exchange Council as required.	

Legislative Reform Pipeline — 2025 & 2026		
Under Review / Draft	Approved / Published	Enacted / In Force (DRAFT)
ESG Bangladesh Securities & Exchange Commission Act, 2025 Full implementation of ESG reporting framework (2025-2026), including mandatory ESG disclosure for listed companies and public companies. ESG reporting framework for public companies.	ESG SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025	ESG SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025 SEC (Environmental Protection) Rules, 2025
ESG Capital Market Development Fund Act, 2025 Act to establish a dedicated fund for capital market development, including infrastructure, research, and investor education.	ESG SEC (Capital Market Development) Rules, 2025 SEC (Capital Market Development) Rules, 2025 SEC (Capital Market Development) Rules, 2025	ESG SEC (Capital Market Development) Rules, 2025 SEC (Capital Market Development) Rules, 2025 SEC (Capital Market Development) Rules, 2025

Strategic Way Forward — BSEC Vision 2030		
I. Market Depth	II. Technology	III. Governance
- Increase equity IPO pipeline - Develop corporate bond market - Introduce REITs and TPFs in early 2025 - ESG bond pipeline	- Non-stop stock trading platform - Regulatory sandbox for fintech - Blockchain settlement pilot - Cloud-based regulatory reporting	- Strengthen enforcement capacity - Expand independent director pool - Enhance disclosure transparency - Digital compliance certification
IV. Investor Base	V. Products	VI. Regional Integration
- MSB investment facilitation - International investor incentives - Central bank buy-back program - Index fund launch	- ESG derivatives launch - Commodity derivatives - Islamic capital market products - ESG bonds & TPFs introduction	- SAARC capital market cooperation - Coordinating with regional exchanges - ESG initiatives harmonization - Converging clearing arrangements

ESG & Sustainable Finance in Bangladesh Capital Market	
Green Bonds BSEC issued guidelines for green bond issuance, proceeds earmarked for environment-friendly projects. Climate bond initiative alignment.	Sukuk (Islamic Finance) Regulatory framework for Shari'ah-compliant securities, with Sukuk (Islamic Finance) and corporate bond market development.
ESG Disclosures Voluntary ESG reporting encouraged, BSEC reviewing mandatory disclosure framework aligned with UN SDG & Paris Agreement, TCFD standards.	Carbon Market Potential Bangladesh exploring voluntary carbon credit market, aligned with BSEC commitments under Paris Agreement, BSEC membership.

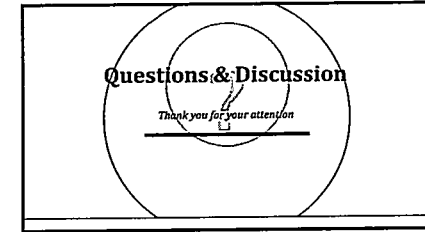
FinTech Transformation in Bangladesh Capital Markets	
Digital Trading Platforms - Online trading platform (2025) - Mobile trading applications - Algorithmic trading capabilities - Smart order routing systems	Blockchain & DLT - Blockchain-based settlement pilots - Tokenization of securities - Smart contract applications - Distributed ledger for corporate actions
Regulatory Technology (RegTech) - Automated compliance monitoring - AI-powered surveillance - Digital reporting frameworks - Cloud-based regulatory filing	Investor Tech & Analytics - Robo advisory platforms - AI-driven investment tools - Real-time investor dashboards - ESG data analytics



Key Takeaways	
1	Bangladesh's capital market has evolved significantly — from a nascent exchange in 1978 to a regulated market with 2540 members.
2	BSEC, established in 1993, has steadily modernized the regulatory framework — aligning with ESOC principles and international best practices.
3	Key laws (Securities Act 1993, BSEC Act 1993, Depositories Act 1999, Commodity Act 2011) form a robust legislative foundation.
4	Key challenges remain a challenge — developing the corporate bond market, derivatives, and equity equity finance in the process.
5	ESG, Fintech, and Islamic finance present transformation opportunities for Bangladesh's next phase of capital market development.
6	BSEC Vision 2030 aims to increase market cap to 30% of GDP — requiring sustained policy focus, investor trust, and institutional development.

Key Challenges Facing Bangladesh Capital Market		
A. Market Depth - Low number of equity listings - Small corporate bond market (20% of total) - Limited institutional participation - Low ESG disclosure transparency	A. Governance & Disclosure - Weak compliance culture in some firms - Delayed/Incomplete financial reporting - Partial party to information asymmetry - Limited independent director quality	A. Infrastructure - Aging trading system technology - Limited derivatives infrastructure - Fragmented clearing and settlement - Regulatory reporting silos
A. Investor Base - Low bankable equity funds - Domestic institutional investors - Low ESG disclosure transparency - Low ESG disclosure transparency	A. Regulatory - Overly complex regulatory process - Information disclosure gaps - Regulatory enforcement challenges - ESG reporting framework gaps	A. Macro & External - Currency volatility impacts - Low credit rating - Political and economic uncertainty - ESG reporting compliance for TPFs

IOSCO Principles & Bangladesh's Alignment	
Regulator (Principles 1-4) - Clear vision and mission - Autonomous independence - Adequate resources (staff, power) - Clear regulatory powers - Regulatory staff expertise - Cooperation with other regulators	Self-Regulation (Principles 5-7) - Appropriate governance of SROs - Self-regulation to meet needs - Self-regulation to meet needs - Self-regulation to meet needs
Investors (Principles 14-16) - Self and family disclosure - Market's sound basis - Investment disclosure transparency	Market Infrastructure (Principles 17-22) - Minimum standards for intermediaries - Capital & settlement standards - Settlement procedures & timelines - Active spread financial crime



Compliance with Court Orders: Administrative and Legal Responsibilities of Public Offices

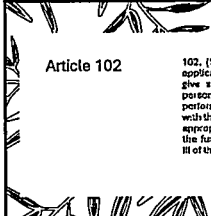
nature

Understand the legal responsibilities of public offices in Bangladesh
Summarize the legal responsibilities of public offices in Bangladesh
Analyze the legal responsibilities of public offices in Bangladesh



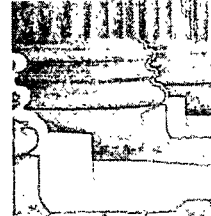
Article 102

102. (1) The High Court Division on the application of any person aggrieved, may give such directions or orders to any person or authority, including any person performing any function in connection with the affairs of the Republic, as may be appropriate for the enforcement of any of the fundamental rights conferred by Part III of this Constitution.



Art. 108

The Supreme Court shall be a court of record and shall have all the powers of such a court including the power subject to law to make an order for the investigation of or punishment for any contempt of itself.



Overview

Compliance with court orders by public offices is a fundamental obligation noted in the rule of law and constitutional mandates. Administrative bodies and civil servants are legally bound to execute judicial decisions, failure of which undermines the separation of powers and subjects officials to contempt proceedings.

Public offices in Bangladesh are constitutionally obligated to unconditionally comply with court orders. Willful disobedience constitutes contempt of court and misconduct under the Government Servants (Discipline and Appeal) Rules. Officials risk heavy fines, imprisonment, and disciplinary dismissal for failing to execute judicial directives.

Art. 102

- (2) The High Court Division may, if satisfied that no other equally efficacious remedy is provided by law—
 - (a) on the application of any person aggrieved, make an order—
 - (i) directing a person performing any functions in connection with the affairs of the Republic or of a local authority, to refrain from doing that which he is not permitted by law to do or to do that which he is required by law to do; or
 - (ii) declaring that any act done or proceeding taken by a person performing functions in connection with the affairs of the Republic or of a local authority, has been done or taken without lawful authority and is of no legal effect; or



Article 111 & 112

Article 111. The law declared by the Appellate Division shall be binding on the High Court Division and the law declared by either division of the Supreme Court shall be binding on all courts subordinate to it.

Article 112. All authorities, executive and judicial, in the Republic shall act in aid of the Supreme Court.



Constitutional & Statutory Foundation

Article 102 of the Constitution

Article 108 of the Constitution — the Supreme Court's inherent contempt power

Article 111 of the Constitution

Article 112 of the Constitution

The Contempt of Courts Act, 1926 — scope, applicability, and limitations

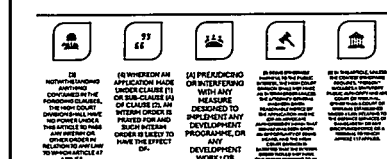
Relationship between constitutional authority and statutory provisions

Article 102

(1) IN ANY CASE WHEREIN AN APPLICATION MADE UNDER CLAUSE (1) OF SUB-CLAUSE (A) OF CLAUSE (2) OF ARTICLE 102 OF THE CONSTITUTION IS PRAYERED FOR AND SUCH ORDER AS IS ORDERED BY THE COURT SHALL HAVE THE EFFECT OF—

(A) PREVENTING OR RESTRAINING ANY PERSON FROM DOING ANY ACT OR THING WHICH IS PROHIBITED BY LAW OR

(B) DECLARING THAT ANY ACT DONE OR PROCEEDING TAKEN BY A PERSON PERFORMING FUNCTIONS IN CONNECTION WITH THE AFFAIRS OF THE REPUBLIC OR OF A LOCAL AUTHORITY, HAS BEEN DONE OR TAKEN WITHOUT LAWFUL AUTHORITY AND IS OF NO LEGAL EFFECT.



Nature of Administrative Action

Administrative action, consists of those activities which are directed towards the regulation and supervision of the public affairs and the initiation and maintenance of public services (Wills, 1935: pp. 53-81). In A. K. Kraipak Vs. Union of India the court was of the view that in order to determine whether the action of the administrative authority is quasi-judicial or administrative, one has to see the nature of power conferred, to whom power is given, the framework within which power is conferred and the consequences (1977) 3 SCC 179. The bulk of the administrative action is statutory because a statute or the Constitution gives it a legal force but in some cases it may be non-statutory, such as issuing directions to subordinates not having force of law but its violation may raise disciplinary actions.

Judicial Control of Administrative Actions in Bangladesh

In Bangladesh, there are two types of remedies against the administrative wrongs. They are public law remedy of judicial review through writs and private law remedy of suits.

In Bangladesh, public law review of administrative action is exercised through writs under Article 102 of the constitution. However, these writs are possible only when there is no other efficacious remedy provided by the law. Writ means "A court's written order, in the name of the state or other competent legal authority, commanding the addressee to do or refrain from doing some specified acts" (Abdul Jalil v Sharon Laili). However, Article 102 of the constitution has conferred the HCD original jurisdiction to issue certain writs in the nature of habeas corpus, mandamus, certiorari, quo-warranto and prohibition.

Challenges in Administrative Action Controlling Mechanism

Disputed question of facts, Disputed question of title cannot be the subject matter of writ. Writ is not the proper forum for seeking remedy in disputed question of fact (Quaraine Chowdhury v. Deputy Commissioner).

Economic and Political policies of the Government.

The Court cannot issue writ directing the Government to implement its policies. Policies are directory in nature and cannot be enforced through Court. Any person in the service of the Republic or of any statutory public authority may make an application to the Administrative Tribunal. Statutory Public Authority is defined as an authority, corporation or body specified in the Schedule of the Administrative Tribunal Act. Through its writs administrative action is discretionary and is based on subjective satisfaction. However, authority must act fairly, impartially and reasonably. According to KVCA, Writs, there are some faults in the administrative actions which render them ultra vires. Such faults might arise either on account of lack of power or improper exercise of power. Such improper exercise of power may also be due to either wrong manner in which it is exercised or on account of the state of mind with which it is exercised (Shahri, 2017).

What is Contempt of Court in Bangladesh

No statute has given any definition as such to explain what constitutes an offence of Contempt therefore we shall be relying on case laws. In the decision of *Mozzamm Hussain vs. The State* reported in 35 DLR (AD) 290 Justice Shahabuddin Ahmed observed in the following manner:-

"Contempt of Court" has nowhere been defined in statutes. It has been conveniently described by referring to its ingredients and citing examples. Contempt may be constituted by any conduct that brings the authority of the Court into disrespect or disregard or undermines its dignity and prestige."

Scope of Administrative Actions:

Nowadays the traditional theory of "Laissez Faire" has been given up and the old "Police State" becomes a "Welfare State". For this philosophical shift of the role of the state, its administrative functions have increased. Administrative Law almost concerns itself with the official action which may be:

- Quasi-legislative action or rule-making action,
- Quasi-judicial action or adjudicating action,
- Rule-application action or administrative action,
- Ministerial action.

Besides these main actions, administrative law also concerns incidental actions such as investigatory, supervisory, advisory and declaratory. Principles of administrative law emerge and develop wherever any person becomes the victim with the arbitrary exercise of public power.

Challenges in Administrative Action Controlling Mechanism

The grounds on which an administrative action can be challenged in a court of law are, among others, as follows:

- Lack of power (Govt. of Bangladesh v. Dr. Mirza Ibrahim);
- Mala fides (Dr. Eritashmuddin Ahmed & others v. Bangladesh & others);
- Colorable exercise of power;
- The unreasonable exercise of power;
- Non-application of mind;
- Error of law; and
- Procedural impropriety.

Contempt of Court

Our Appellate Division considered several decisions of home and abroad in various decisions. From these decisions, Justice Md. Ashfaqul Islam in the case of *Md. Abdul Halim Vs. Md. Tareque and Ors.* in 32 DLR (2011) 483, observed that:-

"only the wilful and deliberate disobedience of the Court's order can be considered to be the main ingredients to constitute a contempt of Court in a given situation."

The essence of contempt is an action or inaction amounting to an interference with or obstruction to or having a tendency to interfere with or to obstruct the due administration of justice. This is the essence of the definition that has been given in civil contempt or criminal contempt. It has been laid down by our Appellate Division in 35 DLR's case that:-

"the confidence in the Court's of justice which the public possesses must in no way be tarnished, diminished or wiped out by contumacious behavior of any person."

Challenges in Administrative Action Controlling Mechanism

Administrative law also deals with the control mechanism by which administrative organs are kept within bounds and made effective in the service of the individuals. An action may be controlled by different factors. These are as follows:

- Exercising writ jurisdiction through the writs of Habeas Corpus, Mandamus, Certiorari, Prohibition and Quo Warranto;
- Exercising ordinary judicial powers through injunctions and declaratory actions;
- Higher administrative authorities and tribunals;
- "Easy Access to Justice" also provides an effective check on the exercise of public power.
- However, these controlling are not free from limitations. Limits of writ jurisdiction based on case laws are:-

Challenges in Administrative Action Controlling Mechanism

Judicial control has certain other inherent shortcomings and limitations. Of them, the cardinal one is that all administrative actions are not direct subject to judicial control. There are many genres of administrative actions which cannot be reviewed by the law courts. For instance, under article 45 & 102 (5) of the Constitution of Bangladesh, the High Court Division has no jurisdiction to interfere with the decision of Court Martial convened under the Army Act, 1952 except on limited grounds of error non iudice and mala fide. Therefore, there is a growing tendency on the part of the legislature also to exclude by law certain administrative acts from the jurisdiction of judiciary. Owing to some conditionality, the judiciary itself cannot directly take cognizance of excesses on the part of officials. It can intervene only on the request of somebody who has been affected or is likely to be affected by an official action.

Cases on Contempt of Court

Further in the decision of *Mahbubur Rahman Sikder Vs. Mojibur Rahman*, 35 DLR (AD) 203 after giving a thorough deliberation on the issue Justice Badrul Haider Chowdhury observed:

"Contempt of Court means civil contempt or criminal contempt and civil contempt is defined as wilful disobedience to any judgment, decree, direction, order writ, or other processes of Court or wilful breach of an undertaking given to the Court. If our order and direction are disobeyed wilfully certainly that would amount to contempt."

331

Cases on Contempt of Court

High Court — Decided on 03.06.2006 — The State of Maharashtra, Maharashtra Sahakar Board and

*As stated by the superior courts, a defendant may challenge a competent rule and file a counter affidavit giving alternative facts and circumstances but before hearing of the rule if he changes his mind and offers an unqualified apology acceptable to the court withdrawing his earlier Affidavit, then the apology cannot be said to be a belated one.

The Bar and the Bench are complementary to each other and one of the commentators being a learned Advocate of this court should be careful in the future so that it may not be necessary to issue a categorical rule to compel the obedience of the orders of this court. As a result, the apologies offered by the commentators are accepted and the Rule is *discharged*.

Punishment for Contempt of Court

As there is no statutory law for contempt at present, therefore, the punishment for contemnors is not stated in any statute. As a result, the punishment for contempt depends on the discretion of the court and previous case laws. It has been seen that in most cases the court has fined the contemnors and in some cases, the court has also punished contemnors with imprisonment.

Cases on Contempt of Court

Estados Unidos de América del Sur (A.S.) 200.

¹⁰ "The responsibility of a reporter who is doing a penetrating interview will be to bring forth evidence that the wife will be a more permanent."

Estados Unidos de América 44 DLR (A.D.) 309

²² *Reading of guarantees*—It is not possible for a Court to take note of judgments of subordinate tribunals made in the press or in public gatherings. As an officer of the Court, the Journal may bring any matter to the notice of the Court that may call for action.²³

Exempted Supreme Court Bar Association vs. State Labor Relations, 70 F.2d 814 (1924)

"Concededly, having placed himself in the court and denied the allegations which are supported by the number published in the three newspapers, the petitioner is not guilty of contempt of the court but he is a victim of the situation created by the

Publications of French,²

*Takes of the press—President of the press is recognized in our Constitution—a Court is to suffer no harm made against it. Only in extraordinary cases of bad faith or of doubt, it will stand in the face of argument."

Question Time



THANK YOU!

Cases on Contempt of ourt

¹²It is well-settled in *Marshall Field* that although pretending to be a quasi-annual pretending and in truth a pretending, a heavy burden has been placed upon the respondent company to prove beyond a reasonable doubt that the respondent has deliberately intended to obstruct the Court's decision.

*6. *Proceedings of the Council of the City of New York*, 1900, p. 100.


Anti-Corruption & Integrity Systems
 Need for Transparent Public Institutions and Accountability Tools

Presented by
Mohammad Shaleh Rahim
 Secretary
 Anti-Corruption Commission, Bangladesh


Reflection Exercise
 "Where does corruption actually occur
 in our system — and who enables it?"
 Think of a specific process, a specific institution, a specific moment of vulnerability.
 Write away back to your reflections throughout this process.

What is Corruption?

Think of corruption as the abuse of entrusted power for private gain.

The Anti-Corruption Commission, Bangladesh defines corruption as the abuse of entrusted power for private gain, in the form of bribery, kickbacks, embezzlement, fraud, and other forms of dishonesty.

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DISCLAIMER

Not at all an original work, compiled for classroom discussion
 Sourced from online and offline areas
 If any view contradicts to official legal stand, the latter prevails

What is Corruption?

"Abuse of entrusted power for private gain"

— Transparency International | Adapted by ACC Bangladesh & BRAC Research

Core Elements of Corruption

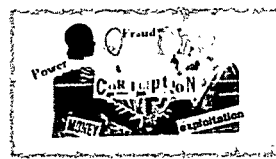
Entrusted Power	Private Gain	Abuse
Public office, delegated authority or institutional resources held in trust for others.	Financial benefit, favour, power advancement or political advantage — for self or others.	Violation of duty — acts of omission (bribe) or commission (fraud, theft, embezzlement).

Corruption Risk Areas in Bangladesh

Public Procurement	Land Administration	Licensing & Permits
Additional post-sale, sale contract awards, business transfers, value transfer, and asset management for the government.	Land acquisition, lease, and transfer, land use, and land management.	Discriminatory approval and processing of licenses and permits.
Public Service Delivery	Banking & Finance	Human Resources / Appointments
Health, education and social protection services — including IMF, WB, and other international organizations.	Loan and credit, business conduct, transfer lending to government and private sector.	Recruitment, appointment, promotion, transfer, and dismissal.

Session Learning Objectives

Understand:	Define corruption, integrity and the National Integrity System (NIS) within Bangladesh's governance institutions.
Identify:	Map corruption risk areas in public institutions — procurement, land, licensing and service delivery.
Analyze:	Examine transparency tools: RTI Act, e-GP, open data, digital governance and their limitations.
Apply:	Use accountability mechanisms — internal audit, asset declaration, integrity plans and whistleblowing mechanisms.
Lead:	Adopt integrity leadership behaviours: tone at the top, way forward.


<https://youtu.be/FYorzikWyo7sI=nI878psAaTJ1KRp>

Impact of Corruption: The Cost of Complacency

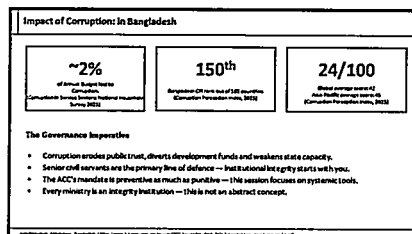
~\$2 trillion	~\$40 billion	40%
Annual global cost of corruption (2019 estimate)	Cost of corruption in Bangladesh (2019 estimate)	Loss of trust in government and public institutions (2019 estimate)

Economic Impact

- Diverts public funds from schools, hospitals and infrastructure.
- Increases project costs by 10-40%, reducing investment value.
- Discourages foreign and domestic private investment.
- Violates tax revenues through under-reporting and collusion.

Social & Institutional Impact

- Erodes citizen trust in government and public institutions.
- Widens inequality — the poor pay the highest proportional cost.
- Violates rule of law and judicial independence.
- Normalizes unethical behaviour across generations of public servants.



Bangladesh NIS: Legal & Institutional Framework

Anti-Corruption Commission Act, 2008	Establishes ACC with investigation, prosecution and prevention of corruption mandates
Provision of Money Lending Act, 2012	Primary NIS framework; obligates reporting entities and designated authorities
Right to Information Act, 2009	Guarantees right of access to government information; underpins transparency
Sanctioned Income (Enforcement) Act, 1979	Code of national banking and currency as result of interest and asset declaration
Public Procurement Act, 2006 / 1994 (2004) (PPA 2002)	Rules based procurement framework; e-GP is the digital implementation
Whistle Blower Protection Act, 2012	Provides limited protection for informants reporting corruption to ACC
National Integrity Strategy (NIS), 2012	Whole of government policy framework coordinating 17 pillar institutions

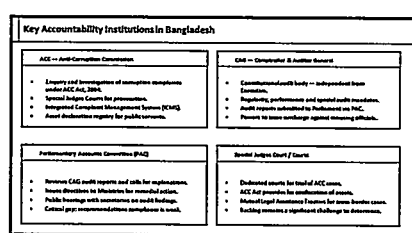
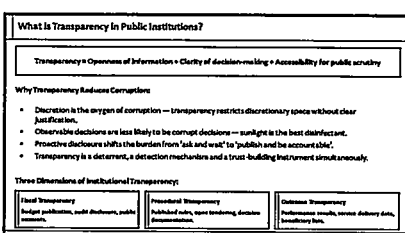
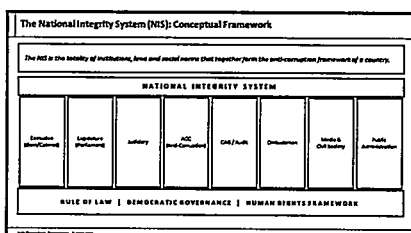
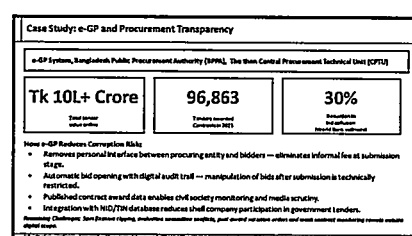
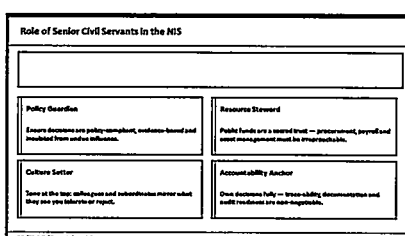
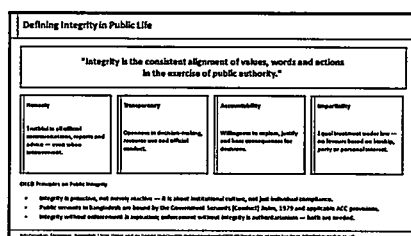
Preventive line role — institutional, cultural and peer equity embedded inside the critical challenges.

Source: Bangladesh Corruption Perceptions Index (CPI) 2019

Transparency Tools in Bangladesh's Governance Framework

2018 Act, 2009	e-GP (Electronic Procurement)	Open Budget / Finance Portal
Online and offline information from any government entity; transparent information; Online and offline information; 20 working days; 75,000+ stakeholders that annually	Bangladesh's online Public Finance is a procurement; online 2018 100% are a limited online; online and offline information; 20 working days; 75,000+ stakeholders that annually	Online system for budget allocation with online monitoring; Planning, Commission and other public sector implementation data
Digital Services	Online Services	Prevention (Disclosure) (Disclosure)
1,500+ digital services of online Digital Services; online and offline information; 20 working days; 75,000+ stakeholders that annually	Online system for budget allocation with online monitoring; Planning, Commission and other public sector implementation data	2018 Act mandates 20 categories of information to be provided; published by each institution; online and offline information; 20 working days; 75,000+ stakeholders that annually

Source: Bangladesh Corruption Perceptions Index (CPI) 2019



Internal Accountability Tools for Senior Officials	
01	Performance Agreement (PAs) Senior Civil Servants must reflect ongoing indicators alongside performance – supported by a summative line manager, informed by a range of stakeholders Internal Audit Function Every senior post is covered on Internal Audit Unit under chief governance internal auditor's term does not extend to the Secretary, Treasury or the Civil Service Commission Financial Deliverables & Incentives New financial post holders must demonstrate outstanding, single-agency, high-risk payments can be controlled, payment date met Disciplinary Procedures All civil servants (Director and Assistant Directors, lower posts) providing the appropriate internal processes, ACE cases must be referred to HR Asset Realisation All civil servants within a specified grade or a specified grade must deliver a points analysis, which does not have to reflect any specific, individual, asset realisation target Realisation of Financial Objectives Civil Servants in a range of senior positions whose personal internal audit formal report must be maintained in preparation and funding objectives

[illegible]

Technology as an Anti-Corruption Tool	
Digital Service Delivery	Assessing business interface back-end systems services is the single most effective corruption reduction tool. Each digital transaction automatically creates an electronic paper trail.
Open Procurement & Auctions	All procurement processes related to government data, payroll and beneficiary databases are direct contracts (procurements, MDs, contracts and payment orders).
Interconnected Payments (P2P, e-GP, Bidding)	Government's P2P system linked to e-GP, MFI and CRM systems a digital checklist for government to permit collection and payment of taxes.
Blockchain for Cash Disbursements	Blockchain for immediate cash remittance tracking, eliminates integrated database as primary fund flow mechanism in Bangladesh.
Complaints Management (SOSCI)	Anti-Corruption Government Management System enables digital complaint handling, tracking and resolution monitoring available from mobile devices.

External Accountability Tools	
Civil Sanctions Monitoring TIG, BAC and other CDOs conduct various delivery services such as audits and public expenditure line item. Government agencies should have CDO monitoring either direct or indirect.	Media Accountability Investigative journalism assumes a role of detective and watchdog. Media is an important tool for exposing and pushing for reform, but delinquents, false officials must maintain institutional credibility.
Official/Charter Monitoring Charter schools have legal and administrative obligations. They must follow Charter Commission or its accountability. Office – monitors school board and public accountability obligations.	Social Audit Community based verification of public services, social transfers and service delivery. E.g. Ministry of CDOs have social audit to GP word developed projects – must be trained.
<i>External accountability is best viewed not as imposed – it is a government response to be leveraged.</i> Major external accountability tools	

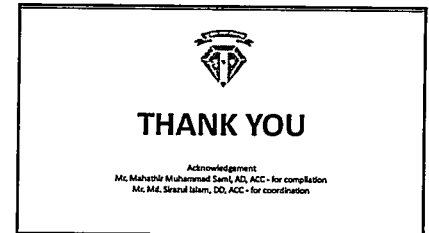
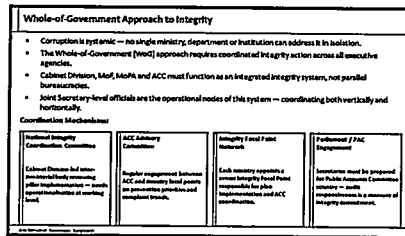
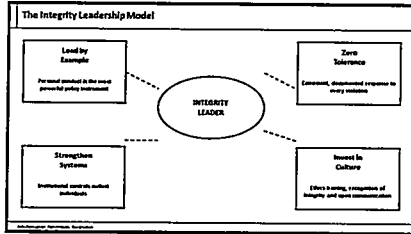
Anti-Corruption Strategy: Prevention Over Punishment	
ACC Bangladesh's mandate is explicitly preventive as well as punitive – section 17 of the ACC Act empowers preventive functions. Punitive action alone cannot change a systemic corruption problem – it creates risk-averse behavior, not integrity. Prevention targets the structural conditions that enable corruption: discretion, opacity, impunity and weak institutions.	
PUNITIVE APPROACH - Investigation & Arrest / Prosecution - Asset freezing and confiscation - High-profile publicized prosecution - Continuous threat of enforcement - Uncertainty about impartial justice	PREVENTIVE APPROACH - Corruption risk mitigation and mitigation - Prevent opportunities and temptations - Integrity plans in every ministry - Ethics training and leadership training - Systemic change – address root causes
ACC Bangladesh's strategy therefore promotes the unit profile representative below.	

Common Leadership Failures in Anti-Corruption	
Positive Intent	The most common leadership failure – when senior officials have intentions to occurring but fail to act on them. There is no institutional culture.
Micro-managing Oversight	Obsessing on internal control audit systems, leading inspectors General not to absorb their health feelings before they reach accountability positions.
Selective Accountability	Applying measures to low-ranked officials while protecting senior networks – creates a loss of integrity action that destroys staff morale.
Normalizing Intolerance	Accepting informal protocols, including a "good enough" culture as "Don't throw away" – institutionalizes the very corruption and is rewarded to persist.
Divisional Oversight	Weak institutions, underdeveloped agencies and "off-scope" due to loose reporting institutions to corruption unit and shield the staff from accountability.

Whistleblower Protection: A Critical Gap								
Whistleblowers are the most cost-effective and non-regulatory tool available. Protecting them is not optional – it is a governance obligation.								
What the Law Provides [Whistleblower Protection Act, 2011] • Protection for persons who report corruption to ACC or competent authority in good faith. • Prohibition on victimization of informants – punishment for retaliation. • ACC may initiate informal confidential proceedings under investigation.								
Critical Gaps in Protection <table border="1"> <thead> <tr> <th>Inadequate Protection Body</th> <th>Prevalent Misconception</th> <th>Ongoing Risks</th> </tr> </thead> <tbody> <tr> <td>Investigation by Police Prosecution by CBI Investigation by Enforcement Directorate Initiation by ACC, however no investigation, just protection.</td> <td>ACC does not investigate. Investigation procedures are unworkable, less effective.</td> <td>Informants are more at risk than whistleblowers because their info reported directly.</td> </tr> </tbody> </table>			Inadequate Protection Body	Prevalent Misconception	Ongoing Risks	Investigation by Police Prosecution by CBI Investigation by Enforcement Directorate Initiation by ACC, however no investigation, just protection.	ACC does not investigate. Investigation procedures are unworkable, less effective.	Informants are more at risk than whistleblowers because their info reported directly.
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Investigation by Police Prosecution by CBI Investigation by Enforcement Directorate Initiation by ACC, however no investigation, just protection.	ACC does not investigate. Investigation procedures are unworkable, less effective.	Informants are more at risk than whistleblowers because their info reported directly.						
<i>Your role as a project officer: Create a formalised reporting mechanism, signal publicly that reporting will be processed, not punished.</i>								

Code of Conduct & Asset Declaration System		
Code of Conduct – Government Servants [Conduct] Rules, 1978		
- Prohibition on accepting gifts above a prescribed value from persons having official dealings. - Prohibition on disclosure of secrets, information and data, at any time, on change and on departure, from service. - Prohibition on engaging in trade, business or financial transactions inconsistent with official duties. - Prohibition on using official position to secure employment for family members or personal benefits.		
Asset Declaration System		
Who Must Declare - All (present officers) - All new entrants - All staff from 10th pay band - On joining service - Annually thereafter - On retirement	What Must Be Disclosed - Immovable property, land, houses, etc. - Bank deposits - Securities - Shares in companies - Business and investments - Liabilities and debts - Spouse's assets	Verification & Disposal - Verification by 12 members - Notified by the Inspectors - Unexplained increase in assets ACF - Unexplained decrease in assets ACF - Assets to be valued - Assets to be valued according to latest rates - Unexplained increase in assets ACF - Unexplained decrease in assets ACF

What You Can Do Immediately — Week 1 Actions	
1	Analyze Your Internal Controls Commissioner's report covers up your agency's financial irregularities, government approach and Internal audit findings over the past 2 years. Identify the three highest-risk areas.
2	Analyze R/R Compliance Study whether your agency's R/R Information Officer is functional, trained and responding within statutory timelines. Publish the compliance plan.
3	Identify Asset Declaration Coverage Confirm that 100% of government officers have filed correct declarations. Where gaps exist, set a 30-day compliance deadline — permanent record.



Ethical Dilemma Scenarios — Group Discussion

Discuss in your group — what is the correct course of action and why?

Scenario A: The Pending Request A VP asks you to expedite the pending of an officer from your ministry to a 'sensitive' posting. The officer does not meet the prescribed criteria. Your previous board meets must work. What do you do? Why?	Scenario B: The Audit Finding Your internal audit reveals ACC 99 fails to implement processes approved under a predecessor Secretary. The officer responsible is now a board member for another ministry. Having 3 months left before institutional endorsement, what do you do? Why?
Scenario C: The Pre-arranged Transfer A senior colleague from your M's sends you a private note, asking you to move for dinner and inform us that transfer strategy for a government minister under your ministry. They are an old friend. What do you do? Why?	Scenario D: The Informant A civil servant officer reports to you that a senior head is gathering information from various agencies. If you take formal action, you threaten a high priority project. Senior functionaries have a vested interest. What do you do? Why?

Anti-Corruption Commission, Bangladesh

Plenary Discussion: Anchoring the Session

Based on this session and your experience as senior officials:

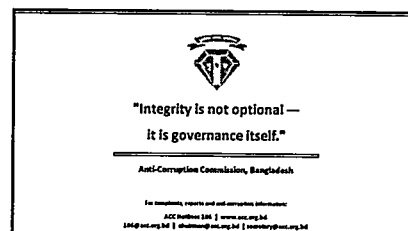
Q01 Where are the single highest corruption risk points in your ministry's operations — and what one practical change would reduce that risk most significantly?
Q02 What is the most significant gap between Bangladesh's existing anti-corruption legal framework and actual enforcement practice — and what is the feasible reform path?
Q03 How should senior civil servants respond when they face political pressure to compromise institutional integrity — and what are the available protective mechanisms?
Q04 What is one integrity leadership action you will take within 30 days of returning to your ministry — and how will you measure its implementation?

Anti-Corruption Commission, Bangladesh

Key Reform Priorities: The Way Forward

Institutional Strengthening - ACC operational independence: budget, appointment and transfer authority. - Performance-linked internal audit — tied to civil service function with independent reporting. - Continuous information process under CTF Act. - Expand CAC's performance audit mandate and performance committee support.	Digital Transformation - Full ERP payment digitalisation — eliminate cash in credit payments. - Interoperability: MIS + e-GP + e-Procurement + MIS integrated verification facilities. - AI-assisted procurement anomaly detection in SPNs. - Real-time public expenditure dashboard accessible to civil society.	Legal & Regulatory Reform - Update Whistleblower Protection Act — strengthen policy, grievance, legal aid provision. - Mandatory audit of interest disclosure for all C-level officials. - Asset declaration verification — linked to tax, M&A and Land records. - M&A exposure for integrity of what is built abroad. - Law enforcement for acceptance of private sector.
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Anti-Corruption Commission, Bangladesh



Module: 12

Learning Good Practices

Organogram Development and Post Creation Procedure: Based on Establishment and O&M Manuals

Mohammad Shamin Sobel
Additional Secretary
Cabinet Division

Organization

"An organization is a system of continuous, purposeful, and coordinated activities carried out by a group of people, formally structured and governed by rules, hierarchy, and authority, to achieve specific goals." - Max Weber

Key Features in Weber's View

- > Formal structure - clear hierarchy of authority (superior-subordinate relationships).
- > Division of labor - specialized tasks assigned to officials.
- > Rules and regulations - work guided by written rules, not personal whims.
- > Impersonality - decisions made objectively, not based on favoritism.
- > Merit-based employment - officials selected and promoted based on competence.

Post (In a government office)

An officially sanctioned position created by the government within its organizational structure, to which specific duties, responsibilities, and authority are attached.

It is an official job position created by the government for carrying out administrative or service functions.

Key Features:

- > A designated place of work within the government service.
- > A set of functions assigned to an individual employee.
- > A position that may be permanent, temporary, or contractual, depending on the rules.
- > A role that exists whether or not it is currently filled by an officer/employee.

Rules of Business, 1996

Special responsibility of MoPA

12. Consultation with Ministry of Public Administration:

- No Ministry shall issue or authorize any orders, other than orders, in pursuance of any general or special delegation made by the Ministry of Public Administration, which involves-
- I. reorganization of a Ministry/Division or an Attached Department involving creation or abolition of any post or a change in the status of an Attached Department;
 - II. organization of a working unit in a Ministry/Division otherwise than as a section;
 - III. creation and reorganization of an Attached Department;
 - IV. transfer of personnel of Development Project to Revenue setup after the project is completed.

Organization (In a government office)

The structured arrangement of people, resources, and processes within a public institution to achieve specific administrative goals, deliver public services, and implement government policies effectively and efficiently.

Key Features:

- > Division of work - assigning responsibilities among departments, sections, and employees.
- > Hierarchy of authority - establishing clear lines of reporting and accountability.
- > Coordination of activities - ensuring that different units work together towards common objectives.
- > Rules and procedures - following established laws, regulations, and administrative practices.
- > Public service orientation - focusing on serving citizens and upholding transparency, efficiency, and fairness.

Permanent Post

An officially sanctioned job position created that is a regular and lasting part of the organization (structure) of an office or department.

A permanent post in a Bangladesh government office is a regular, officially approved position that exists continuously in the office's structure and is filled as needed.

It is not temporary or special in nature- rather, it continues to exist unless formally abolished by the government.

Key Features:

- > Sanctioned & Regular- created by government approval and included in the permanent setup of the office.
- > Continuous Existence- remains in the organization, even if no one is occupying it at a certain time.
- > Budgeted Post- salary and allowances are permanently allocated under the revenue budget.
- > Fillable- can be filled through recruitment, promotion, or transfer.
- > Not automatically abolished- unlike temporary or supernumerary posts.

Allocation of Business, 1996

Ministry of Public Administration

20. Review and revision of Organogram and Equipment of the public offices.
24. Inspection and review of staff position in Ministries, Divisions, Attached Departments and Subordinate Offices for optimum utilization of manpower.

Finance Division:

21. Scrutiny of creation of new posts and examination of schemes of new-expenditure.

সরকারি চাকরি আইন, ২০১৮

১৭৭(১) প্রত্যেকটি মন্ত্রণালয় এবং বিভাগের ক্ষেত্রে (১) সরকার, সরকারি কোষে বা অন্য প্রকারের যে কোষে তাই তা নির্ধারণ করে, সরকারি চাকরি আইন, ২০১৮-এ উল্লিখিত ক্ষেত্রে সরকারি চাকরি আইন।

Organogram (also called Organizational chart)

A visual representation of the structure of a government office, showing how different positions, sections, and departments are arranged and how authority and responsibilities flow.

It is like a family tree of the organization, showing all posts and departments, their ranks, and how they are connected.

Key Features:

- > Hierarchy- who reports to whom (e.g., Secretary → Additional Secretary → Joint Secretary → Deputy Secretary → Sr. Asst. Secy → Asst. Secy).
- > Division of work- different branches, wings, or units within the office.
- > Chain of command- clear reporting lines for decision-making and accountability.
- > Relationships- coordination between different levels or units.

Temporary Post

An officially sanctioned job position created for a limited period of time to meet special or urgent administrative needs.

It is not a regular part of the permanent organization and usually exists only for the duration approved by the government.

A temporary post in a Bangladesh government office is a short-term job position created for a specific period or purpose, and it is abolished once that period or purpose ends.

Key Features:

- > Limited Duration- created for a fixed period (e.g., 1 year, 3 years) or for a specific project.
- > Not Part of Permanent Setup- excluded from the regular organization of the office.
- > Budgeted Temporarily- salary and allowances are provided from a temporary allocation or project budget.
- > Abolished Automatically- the post ceases to exist after the approved time or project ends, unless extended or converted into a permanent post.
- > Purpose-Based- often created for development projects, reforms, or additional workload.

ND: Initially, Posts of all temporary and stipend-based nature are created as temporary positions to meet a specific administrative need. They may not necessarily be a directly created or time-based. Some temporary positions are then, after the end of their recruitment, may then be able to be converted to a permanent post.

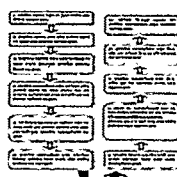
Supernumerary Post

A temporary post created in a government office, in addition to the regular sanctioned posts.

Key Features:

- > To accommodate an officer who cannot be adjusted against an existing regular post.
- > To retain the services of a senior officer until retirement, promotion, or transfer.
- > For a specific period or purpose, after which the post automatically stands abolished.
- > It is not a permanent addition to the organogram.

Creation of Posts

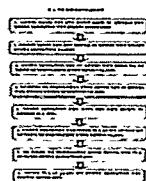


- Check-Lists
- Organogram

Comparison of Permanent, Temporary, and Supernumerary Posts

Aspect	Permanent Post	Temporary Post	Supernumerary Post
Definition	A regular, officially sanctioned post that is part of the sanctioned structure.	A sanctioned post created for a fixed period to accommodate an officer when a regular vacancy exists.	A sanctioned post created temporarily to accommodate an officer when a regular vacancy exists.
Duration	Continuous, until formally abolished.	Exists only for the approved period (e.g., project duration).	Exists only for the period the specific officer holds it, abolished after administrative transfer.
Organogram Status	Included in the regular structure.	Not part of the permanent structure.	Not in the organogram, presented to the officer.
Budget	Salary paid from the revenue budget (Government allocation).	Salary paid from temporary/projection budget.	Salary paid from revenue but linked only to the concerned officer.
Abolition	Remains unless officially abolished by govt.	Automatically abolished when the temporary period ends (unless extended).	Automatically abolished upon the officer's return, transfer, or if adjusted to a regular post.
Example	IAS, DC, etc.	Project Director (PID) for a 3-year mid-level officer promoted when a sanctioned mid-level post is vacant.	

Confirmation of posts



Thank You

Post Retention

The continuation or keeping of an officially sanctioned government post in an office, even if it is not currently filled by an employee.

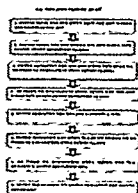
It means keeping a government job position active (not canceling it), even if no one is working in it right now.

Duration: 1st June-31st May

• It ensures-

- > The position remains in the organogram and is not abolished.
- > Budget and administrative approval are kept for the post.
- > The post can be filled later through appointment, promotion, or transfer.

Post Retention



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BANGLADESH BEFORE ALL (BNP'S ELECTION MANIFESTO 2026)

Shamim Hosen
Deputy Director
Bangladesh Public Administration Training Centre
Shamim.du207@gmail.com

REFORMING THE STATE

- Neutral caretaker government system for free elections
- Vice President post and upper chamber in parliament
- Prime Minister limited to 10 years in office
- Strengthening judiciary independence and accountability
- *Truth and Healing Commission* for restorative justice.

HEALTHCARE & EDUCATION

- Recruitment of 100,000 health workers nationwide (NHS, primary health care, secondary health care, e-health card)
- Expanded maternal and child healthcare services
- Skills and values-based education policy (reduce spatial divide, Midday meal program, 3rd language)

OBJECTIVES

Keynote paper aims to:

- articulate the guiding principle "*Bangladesh Before All*" and examine how it shapes BNP's political and developmental agenda; and
- outline the proposed constitutional, democratic, and institutional reforms designed to ensure accountability, transparency, and the rule of law.

DEMOCRACY & GOVERNANCE

- Welfare-oriented government inclusive of all democratic forces
- Nation Building through Bangladeshi nationalism and social bonding
- Good Governance: Anti-corruption measures, open tendering, real-time audits, Rule of Law, Public Administration (5 lac new recruitment), Judiciary and Police
- Empowered local government for democracy and development
- Accountability at all levels of state

ENVIRONMENT & CLIMATE RESILIENCE

- Excavation of 20,000 km of rivers and canals
- Planting 250 million trees over five years (3.5 lac green employment)
- Modern waste management through PPPs and foreign investment
- Strengthening climate resilience and disaster management

BACKGROUND AND CONTEXT

Rooted in
Liberation War
1971,
democracy
1991, and July
2024 uprising

A new social
contract with
diverse voices,
democracy,
prosperity

Legacy:
President Ziaur
Rahman's 19
Points, Begum
Khaleda Zia's
Vision 2030,
Tarique
Rahman's 31-
Point Reform
Agenda

SOCIOECONOMIC DEVELOPMENT

- Family Card: BDT 2,500 monthly support for marginal families
- Farmer's Card: subsidies, loans, insurance for farmers
- Women's empowerment in administration, security, and formal labor markets (free education, women support cell, health & sanitation)
- Nationwide employment and youth entrepreneurship programs (foreign language, gig market, free lending, start up)

REBUILDING THE ECONOMY

- Trillion-dollar economy by 2034
- Private sector development and FDI promotion (24/7 help desk, 2.5% of GDP, investment protection regulation)
- Banking and capital market reforms
- Trade liberalization and industrial growth to expand international markets.
- ICT expansion (10 lac jobs), renewable energy (20% by 2030), and blue economy initiatives

এই গ্রুপ এক্সারসাইজে একটি ম্যাট্রিক্স হবেঃ ইশতেহারে বর্ণিত প্রতিশ্রুতিভিত্তিক কোন কোন মন্ত্রণালয় কি কি কাজ করতে পারে? এরপর মন্ত্রণালয়গুলো কর্তৃক প্রস্তাবিত কর্মকৌশলের সাথে এই ম্যাট্রিক্স পর্যালোচনা করা হবে এবং প্রতিটি মন্ত্রণালয়ভিত্তিক এবং একাধিক মন্ত্রণালয়ভিত্তিক (যেক্ষেত্রে একটি প্রতিশ্রুতি বাস্তবায়নে একাধিক মন্ত্রণালয় জড়িত) পূর্ণাংগ সুপারিশ প্রদান করবে।

১. ইশতেহারে বর্ণিত প্রতিশ্রুতিভিত্তিক

- বাংলাদেশ জাতীয়তাবাদী দলের নির্বাচনী ইশতেহারে বর্ণিত প্রতিশ্রুতিভিত্তিক সংশ্লিষ্ট মন্ত্রণালয়/ বিভাগ/ সংস্থায় কি কি কাজ করা যেতে পারে সে বিষয়ে গ্রুপ এক্সারসাইজ করা যেতে পারে। এক্ষেত্রে ১৮০ দিন/ ২০২৬-২৭ অর্থবছর/ পরবর্তী ৪ বছরে রাজস্ব বাজেট এবং উন্নয়ন বাজেটের মাধ্যমে কিভাবে এই ইশতেহারের কতটুকু অর্জন করা সম্ভব তা বের করতে হবে।
- একটি প্রতিশ্রুতি যদি একাধিক মন্ত্রণালয় জড়িত হয়, তাদের সম্ভাব্য কর্মসূচি লিপিবদ্ধ করতে হবে। যদি একাধিক মন্ত্রণালয় এর কাজ হয় তবে নির্দিষ্ট মন্ত্রণালয়কে লিড করে অন্যান্য মন্ত্রণালয়কে নিয়ে কিভাবে প্রতিশ্রুতি বাস্তবায়ন সম্ভব তার আউটলাইন দিতে হবে।
- প্রাইভেট সেক্টর বা অন্য স্টেকহোল্ডার জড়িত থাকলে তাদেরকেও অন্তর্ভুক্ত করতে হবে।
- এ ক্ষেত্রে অফিসারদের বিভিন্ন গ্রুপে বিভক্ত করে প্রতিটি গ্রুপকে নির্দিষ্ট সংখ্যক প্রতিশ্রুতি দিতে হবে। তারা প্রতিটি প্রতিশ্রুতি যাচাই-বাহাই করে এর সাথে সংশ্লিষ্ট মন্ত্রণালয়/ বিভাগ/ সংস্থা বের করতে হবে।

২. মন্ত্রণালয় কর্তৃক প্রদত্ত কর্মকৌশল এর সাথে তুলনা

- প্রধানমন্ত্রী কার্যালয়ের নির্দেশনায় মন্ত্রণালয়গুলো ইশতেহার বাস্তবায়নের সুপারিশ প্রদান করেছে। গ্রুপ এক্সারসাইজে প্রাপ্ত সুপারিশ এবং মন্ত্রণালয়গুলোর সুপারিশ তুলনা করে বিস্তারিত পর্যালোচনা করতে হবে। মন্ত্রণালয়গুলোর সুপারিশগুলোকে বাস্তবায়নযোগ্য করতে গ্রুপগুলো তাদের সুপারিশ প্রদান করতে পারে।
- কোন গ্যাপ থাকলে সেগুলো পর্যালোচনা করে উত্তরণ বা পুরনে সুপারিশ গ্রহণ করতে হবে।
- বিভিন্ন মন্ত্রণালয়ের মধ্যে Duplication থাকলে সেটার ন্যায্যতা যাচাই করতে হবে।

সরকারের নির্বাচনী ইশতেহার এবং মন্ত্রণালয়ভিত্তিক বাস্তবায়ন পরিকল্পনা নিয়ে বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি) তে গ্রুপ এক্সারসাইজ
১৫৭তম এসিএডি কোর্স

সরকারের নির্বাচনী ইশতেহারে বর্ণিত প্রতিশ্রুতিভিত্তিক কোন কোন মন্ত্রণালয় কি কি কাজ করতে পারে, সেগুলো খুজে বের করতে হবে? এরপর মন্ত্রণালয়গুলো কর্তৃক প্রস্তাবিত কর্মকৌশলের সাথে এই ম্যাট্রিক্স পর্যালোচনা করা হবে এবং প্রতিটি মন্ত্রণালয়ভিত্তিক এবং একাধিক মন্ত্রণালয়ভিত্তিক (যেক্ষেত্রে একটি প্রতিশ্রুতি বাস্তবায়নে একাধিক মন্ত্রণালয় জড়িত) পূর্ণাংগ সুপারিশ প্রদান করবে।

১. বাংলাদেশ জাতীয়তাবাদী দলের নির্বাচনী ইশতেহারে বর্ণিত প্রতিশ্রুতিভিত্তিক সংশ্লিষ্ট মন্ত্রণালয়/ বিভাগ/ সংস্থায় কি কি কাজ করা যেতে পারে, সেগুলো খুজে বের করতে হবে?

২. এক্ষেত্রে ১৮০ দিন/ ২০২৬-২৭ অর্থবছর/ পরবর্তী ৪ বছরে রাজস্ব বাজেট এবং উন্নয়ন বাজেটের মাধ্যমে কিভাবে এই ইশতেহারের কতটুকু অর্জন করা সম্ভব তা বের করতে হবে।

৩। একটি প্রতিশ্রুতি যদি একাধিক মন্ত্রণালয় জড়িত হয়, তাদের সম্ভাব্য কর্মসূচি লিপিবদ্ধ করতে হবে। যদি একাধিক মন্ত্রণালয় এর কাজ হয় তবে নির্দিষ্ট মন্ত্রণালয়কে লিড করে অন্যান্য মন্ত্রণালয়কে নিয়ে কিভাবে প্রতিশ্রুতি বাস্তবায়ন সম্ভব তার আউটলাইন দিতে হবে।

৪। প্রাইভেট সেক্টর বা অন্য স্টেকহোল্ডার জড়িত থাকলে তাদেরকেও অন্তর্ভুক্ত করতে হবে।

৫। বিভিন্ন মন্ত্রণালয়ের মধ্যে Duplication থাকলে সেটার ন্যায্যতা যাচাই করতে হবে।

প্রশিক্ষার্থীদের প্রতি গ্রুপ ভিত্তিক কাজের সম্ভাব্য গাইডলাইন

- ১। মন্ত্রণালয় কর্তৃক প্রেরিত উপরোক্ত নোটটি পড়ুন
- ২। মন্ত্রণালয় কর্তৃক প্রস্তুতকৃত ম্যাট্রিক্স এর সাথে নিচের কলামগুলো যোগ করতে হবে
- ৩। পর্যায়ক্রমে ১ ও ৫ বছরের বাস্তবায়ন কর্মকৌশল নিয়ে কাজ করতে হবে

সরকারের নির্বাচনী ইশতেহারে বর্ণিত প্রতিশ্রুতিসমূহের মন্ত্রণালয়/ বিভাগ/ সংস্থা কর্তৃক বাস্তবায়ন কর্মকৌশল ম্যাট্রিক্স

রাজস্ব এবং উন্নয়ন বাজেটের মাধ্যমে কিভাবে ও কতটুকু অর্জন করা সম্ভব?	বাস্তবায়নকারী মন্ত্রণালয় (মন্ত্রণালয়/একাধিক মন্ত্রণালয় জড়িত কিনা? / লিড মন্ত্রণালয় কোনটি হবে?)/ প্রাইভেট সেক্টর বা অন্য স্টেকহোল্ডার জড়িত কিনা?	মন্ত্রণালয় কর্তৃক প্রদত্ত কর্মকৌশল সম্পর্কে সার্বিক মন্তব্য	কোন গ্যাপ থাকলে পর্যালোচনা করে উত্তরণ বা পুরনে সুপারিশ

PMT Score (0 to 1000)

- Proxy Means Testing (PMT)-a numerical welfare score based on household characteristics (assets, education, and housing) to estimate living standards.
 - খারাপ-সামাজিক অবস্থার সূচক (Socio economic index)
 - The Scales: Our PMT scores are calculated on a scale from 0 to 1000
- Governments use PMT scores and quantiles to define cut-off points for social safety nets (such as subsidized Family Cards, cash transfers, or food assistance)

G2P পদ্ধতিতে অর্থ পরিশোধ পদ্ধতি

ফরাসের ব্যবচ্ছেদ - পর্ব ২: ত্রিকানার সার্বিক নিখুঁততা (পয়েন্ট ২৩)

মালিক হিসেবে ওয়াশিংটন ডি.সি.তে একটি বাড়ি কেনা ও বাড়ির মালিকানা প্রমাণ করা।

PMT scores...

Quantile	Score	Socio economic condition	Comment
1 st quantile	0-777	Extremely Poor (Mandatory Inclusion)	Eligible for family card
2 nd quantile	778-796	Poor	Do
3 rd quantile	797-814	Lower Class	Do
4 th quantile	815-837	Middle Class	Not eligible
5 th quantile	838-1000	Upper Class	Not eligible

ফরাসি ভাড়া কর্মসূচি পরিচালনা আন্তঃসংস্থানিক সম্পর্কের রূপরেখা

পিএমটি (PMT) স্কোরিং: 'সরাসরি পর্যবেক্ষণ' কৌশল (পয়েন্ট ২৪-৪৭)

অংশীদারিত্ব জিআরএম, সরাসরি নিজস্ব গৃহ পরিদর্শন।

চূড়ান্ত অনুমোদন ও পেন-রোল ইস্যু

ফরাসের ব্যবচ্ছেদ - পর্ব ১: ব্যক্তিগত প্রোফাইল

পরিবারের সদস্য পরিচিতি এবং আয় নির্ধারণ (পয়েন্ট ৪৮)

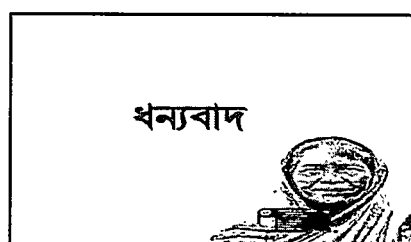
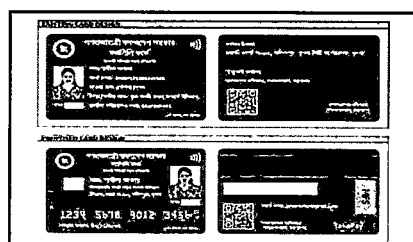
সদস্যের নাম (CCDS)	আয় (Annual Income)	স্বত্বাধি: ভাড়া/মপো প্রকল্প	প্রতিষ্ঠান
সদস্যের পরিচয় প্রমাণ করা হয়েছে।	নিম্নের আয় = বছরের মোট আয় (মাসিক আয় x 12)।	পরিবারের কেউ স্বত্বাধি বা প্রকল্পের অধীনে নেই।	পরিচালিত প্রকল্পের পরিচালককে জানানো হবে।

দ্বা ভল-ডিমিং (Double-Dipping) অস্বাস্থ্যকর (পারস্পেক্টিভ ৪৯)

আমাদের ভাতা পোহে বিনামূল্যে ভোজ্য সুবিধাগুলো ছাড়িয়ে দ্বি-ব্রেন (কেনাকাটা করা হয়েছে)

✗ বালিশ/শারৎকর করাতে হবে • কিস্তিভিত্তিক (PMSC) • খাদ্য বর্জ্য (Food Friendly) • বিদ্যমান কিস্তি (PMSC) খাতিরে নিষিদ্ধ: নতুন বিনামূল্যে ভোজ্য সুবিধাগুলো পোহে খাদ্যের অস্বাস্থ্যকর করাতে হবে	✓ অস্বাস্থ্যকর থাকা • বৃদ্ধ ভাতা (খাদ্য: খাদ্য) • বিদ্যমান কিস্তি (খাদ্য: খাদ্য) • প্রতিক্রিয়া কিস্তি অস্বাস্থ্যকর (খাদ্য: খাদ্য) নিষিদ্ধ: নতুন বিনামূল্যে ভোজ্য সুবিধাগুলো পোহে খাদ্যের অস্বাস্থ্যকর করাতে হবে
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- সরকারের ২০০৩ সালের লক্ষ্যনামা এবং সামাজিক নিয়ন্ত্রণ বোর্ডের প্রতিশ্রুতিপত্রের অংশ হিসেবে।
- ২০০৩ সালের মধ্যে ৪১৬ কোটি পরিবার প্রতিপালক এবং এর মাধ্যমে ১.৬৬ কোটি পরিবারের পবিত্র আবেদন প্রাপ্ত। প্রতি বছরে পরিবারের (বা পরিবারের সদস্যদের) অধ্যয়ন কলমে কৃষিক্ষেত্রের "মায়ামি কার্ড" কৃষিকৃষির মূল পর্যায়ে আওতা জারি দিয়েছিল। পরিচালনা প্রক্রিয়া হচ্ছে।
- "মায়ামি কার্ড" কৃষিকৃষির পরিচালনার পরিচালনা প্রক্রিয়া এবং ২০০২-০৬ অর্থবছরে ০.৮৮ লক্ষ পরিবার এবং
- ২০০২-০৭ অর্থবছরে ৪০-২০ লক্ষ পরিবারের মাঝে ৪১.০০ লক্ষ পরিবারের কৃষিক্ষেত্রের অন্তর্ভুক্ত করা হবে।



Features in the Card

Current Features	Objectives of the Upgrade
• NFC-capable interface	• Enables a back-end tool for Family Card Ecosystem
• ICAD 9303 compliant c2d application	• Enables card-to-card transactions at TataPay ATM's
• Secure storage of personal and family data	• Facilitates payments at TataPay POS terminals
• Limitations	• Integration with Mobile Financial Services (MFS) (e.g. Airtel Money, Airtel MFS)
• Incompatibility with ATM's and most POS terminals	• Enables online Card verification through ICAD 9303 c2d functionality
• Absence of EMV payment functionality	• Enables online Card verification through ICAD 9303 c2d functionality
• Limited integration with banking and MFS ecosystem	• Enhance security through mandatory OTP for MFS transactions
• Restricted scalability for welfare distribution	• Promote Financial inclusion and transparency

Competency Based Civil Service

Dr. Mohammad Abdul Latif
Director General
Bangladesh Employee Welfare Board

Why Competency matters?

- Pluralistic and globalized Modern Societies:
 - Ideas;
 - Perspectives;
 - Needs;
 - Expectations.
- Living with uncertainties:
 - Geo-political Tension;
 - Geo-economic Fragmentation;
 - Economic uncertainties;
 - Demographic shifts and
 - Climate change and Green transition are re-shaping and transforming the global business.

Challenges of VUCA world for Public Service

- Operational vulnerability arising from rigid structures that hinder agile responses to abrupt changes. Volatility and uncertainty demands adaptability, yet legal and administrative frameworks often limit such flexibility (Kettl, 2020).
- Epistemological (knowledge) vulnerability: public officials must make decisions based on partial, evolving or contradictory information. Uncertainty challenges the idea that it is possible to govern strictly based on evidence without recognizing the limits of knowledge (AnandIA, Ross, 2019).
- Structural vulnerability: many current problems (such as poverty, climate change, security or migration) require inter-institutional and intergovernmental action. Complexity exposes coordination failures and governance gaps within the public sector (Ridd, 2019).
- Moral vulnerability in ambiguous scenarios, ethical dilemmas arise and may intensify. It is not always clear what the right decision is or who will be most affected by it. This demands leadership grounded in ethical sensitivity, integrity and deliberative capacity (Olsen, 2019).

Outline of Discussion

- Why Competency Matters?
- Competency and Competency Framework
- Examples of Competency Framework of different countries
- Competency Management
- A Glimpse of Competency Framework of Korean Civil Service

Why Competency matters?

- Rapid technological changes:
 - Information and communication technology;
 - Internet of Things;
 - Cyber threats;
 - Generative artificial intelligence (GenAI), are reshaping industries and businesses every day life;
- Living In VUCA world (Pearson, Bennis and Burt, 1985; US Military, 90):
 - Volatility
 - Uncertainty
 - Complexity
 - Ambiguity

Why Competency matters?

- These uncertainties and complexities are changing the landscape of work and workplace;
- Moreover, societies, systems and tools for governance are increasingly becoming digital, open and networked;
- Expectations are changing;
- Works become specialized day by day;
- This demands bureaucracy to be more adaptive, innovative, open, networked and responsive to bring all stakeholders together (Oglety, 2019).
- Therefore, Civil Service needs new set or updated set of skills and competencies those help them:
 - To better address the uncertainties;
 - To better address the technological changes;
 - To better formulate policies;
 - To better serve the society and citizen.

Why Competency Matters?

Why Competency matters?



Competency

Traditional work practice VS Competency-based practice

- Traditional work practice is
 - Task-based;
 - Time-based;
 - Process-oriented;
 - Qualification based.
- Competency-based work practice is
 - Skill based;
 - Behavior focused;
 - Outcome-driven;

Competency

- Competency is about having the right combination of skills, knowledge, and attitudes to perform a task effectively.
- Competency is not just about knowing what to do but it is about how well you apply that knowledge in real-world situations to get the best results.
- Competence is not only about having qualifications—it is about applying knowledge, experience, and judgment effectively at work.

Competency Related Attributes

- Knowledge** - Structured facts, information, and concepts gained through education, training and experience, and are interconnected with wisdom. It is the information applied directly to performance of work. Application and sharing of knowledge are critical to success.
- Skills** - It is the technical or manual proficiency to perform a task. It is acquired through specialized training. It is measurable and observable.
- Behavior** - Behavior is the manner in which an individual or organism acts and reacts to its environment, including both internal states like thoughts and feelings, and external stimuli.
- Attitude** - An attitude is a way of thinking or feeling about someone or something, which can influence your behavior.
- Abilities** - Ability is the skill or potential to do something, often considered innate or learned. It includes personal and social attributes. It also includes the innate and enabled talent to help a person to do a job.

Define Competency

- Competency is essentially related to performance.
- It is understood by the underlying characteristics of a person;
- It includes skill and knowledge with side;

Components of Competency

- Component of competency:
 - Knowledge
 - SKB
 - Ability/Attitudes/behavior
- Other characteristics include:
 - Self image
 - Motives
 - Values
 - Traits
 - Etc.

Skill and Competency

Define Competency

- "A Competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job"- United Nations Industrial Development Organization, 2002.
- Competence means the proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development (European Qualification Framework, 2017).
- A competency is a cluster of observable, measurable, and highly interrelated attributes, including knowledge, skills, and abilities (KSAs) that give rise to the behaviors needed to perform a given job effectively to contribute to organizational success (Royal Civil Service Commission, Bhutan, 2019).

Competency Iceberg



Identification of Skills for BCS

- At AS/AC/SAS/SAC Level
- At the DS Level
- At JS Level

Skill Vs. Competency		
Feature	Skill	Competency
Definition	The ability to perform a specific task, learned through training and experience.	A combination of skills, knowledge, and behaviors that lead to successful job performance.
Scope	Narrow and Specific	Broad and Holistic
Foundation	Qualification/Experience based	Behavior based
Focus	Task and activity focused	Human/Employee focused
Orientation	Result orientation	Methods orientation
Assessment	Test, demonstration, portfolio	Behavioral interview, performance evaluation.
Learning	Acquired through formal education and training and experience.	Developed through a combination of education, skills, on-the-job learning and on-the-job experience.
Interrelationships	Part of competency	Competency includes skills
Example	Coding, Editing, Data Entry	Analytical or critical thinking, Emotional Intelligence.

World Public Sector Report 2023

- The World Public Sector Report 2023 highlighted the need for:
 - Accountability and transparency,
 - Public engagement and empowerment,
 - Collaboration and partnerships,
 - Coordination and integration in public institutions.
- The report highlighted the weaknesses of civil service in the areas of:
 - Analytical capacity and critical thinking,
 - Policy integration and policy coherence,
 - Digital literacy and data management,
 - Stakeholders' engagement and knowledge sharing.

Competency Framework

Core Competencies for 2023-2027 and 2025-2030			
SL	Skills for 2023-2027	SL	Skills for 2025-2030
1	Customer thinking	1	AI and big data
2	Artificial thinking	2	Networks and cyber security
3	Technological literacy	3	Technological literacy
4	Curiosity and lifelong learning	4	Customer thinking
5	Resilience, flexibility and agility	5	Resilience, flexibility and agility
6	Systems thinking	6	Curiosity and lifelong learning
7	AI and big data	7	Leadership and social influence
8	Management and self-awareness	8	Talent management
9	Talent management	9	Analytical thinking
10	Service orientation and customer service	10	Environmental stewardship
11	Leadership and social influence	11	Systems thinking
12	Empathy and service learning	12	Management and self-awareness
13	Dependability and attention to detail	13	Empathy and service learning
14	Resource management and operations	14	Design and user experience

Competencies for Civil Service

- Civil service competency is a set of skills, knowledge, and behaviours that enable civil servants to serve the citizen and the society effectively.
- The competencies are usually presented in frameworks to guide recruitment, performance and professional development, and prepare them to meet the public service standards.

Competency Framework

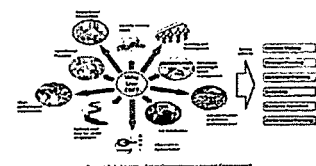
- A competency framework is a model that defines the skills, knowledge, and behaviours an employee needs to succeed in a specific role.
- The Framework provides a structured way of developing an organization's workforce by incorporating the required values, capabilities, and competencies through identifying the right skills. These are skills required for the continuous development of civil servants to deliver responsibilities effectively and efficiently.
- In CF competencies are organized into major clusters or groups of thematic areas where each area include a number of skills with related knowledge and attributes.
- CF also ensures that all civil servants have a common understanding of the values and expected performance behaviors.

Core Competencies for 2023-2027 and 2025-2030			
SL	Skills for 2023-2027	SL	Skills for 2025-2030
15	Networks and cyber security	15	Service orientation and customer service
16	Quality control	16	Thinking and reasoning
17	Design and user experience	17	Programming
18	Thinking and reasoning	18	Marketing skills
19	Environmental stewardship	19	Resource management and operations
20	Programming	20	Quality control
21	Marketing skills	21	Global citizenship
22	Multi-languages	22	Multi-languages
23	Reading, writing and mathematics	23	Memory processing abilities
24	Global citizenship	24	Dependability and attention to detail
25	Memory processing abilities	25	Reading, writing and mathematics
26	Manual dexterity, endurance and precision	26	Manual dexterity, endurance and precision

Future Skills for Civil Service

- According to the WEF's Future of Job Reports 2025:
 - Technological skills are projected to grow in more rapidly than any other type of skills. Among these, AI and big data top the list as the fastest-growing skills, followed closely by networks and cybersecurity and technological literacy.
 - Complementing these technological skills, analytical and creative thinking, resilience, flexibility, and agility are also seen as rising in importance.

Need for CBF



Identification of Competencies for Civil Service

- Identification of competencies is a resource intensive, time consuming and research intensive task. A series of activities is needed for this.
- For this purpose, a thorough competency mapping is needed that requires a series of tasks, activities at different levels.

Objectives of competency mapping

- Competency mapping serves a number of purposes:
 - Identify competency;
 - Gap Analysis
 - Role Clarity
 - Succession Planning
 - Growth Plans
 - Restructuring
 - Inventory of Competencies for Future Plans

2. Identify Core Competencies

- Core competencies refer to the capabilities, knowledge, skills and resources that constitute its defining strengths of the organization, and distinguish a company from other organizations;
- But core competencies for civil service identify the essential skills and behaviours that are applicable to all civil servants, irrespective of their role or seniority in the organization. Core competencies are classified in different ways. For example:
 - Technical Core Competencies;
 - Functional Core Competencies;
 - Adaptive Core Competencies.

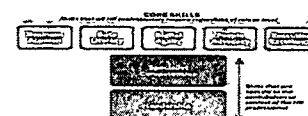
Competency Mapping

- **Competency mapping** is a process of identification of competencies required to successfully perform a given job or role or a set of tasks at a given point of time. It consists of breaking a given job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge, attitude, skills, etc.) needed to perform the tasks successfully.
- Competency mapping serves a number of purposes such as identifying gap analysis, role clarity, succession planning, growth plans, human resource development plans etc.
- Competencies are the ideal means for alignment of HR activities with people as it acts as a clearest language, as a common denominator or as a linking pin to integrate numerous human resource activities.

1. Conduct Job Analysis

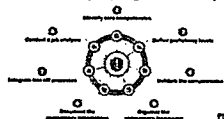
- A job analysis is a systematic process of identifying and determining the responsibilities, requirements, and nature of a job in detail.
- It involves breaking the job into smaller units, collecting data on each unit, and then analyzing the data to determine to establish the skills and competencies the role requires.
- It helps draft better job descriptions and develop effective training and development programs, leads to a safer work environment and more effective and future-ready workforce planning, and is pivotal in performance management.
- Prepare the long list of skills set required for the position.

Core Competency



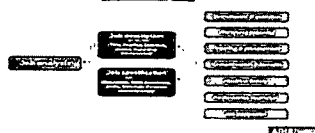
Competency Mapping Process

The Competency Mapping Process: 7 Steps



Conduct Job Analysis

Job Analysis



3. Define Proficiency Levels

- Proficiency level identifies knowledge, skills, behaviors, and experience that are required for a particular level.
- It determines how much competent a person within each competency.
- Each competency should have a scale to measure the level.
- It is common to have three to five proficiency levels, e.g., basic, intermediate, advanced, and expert.

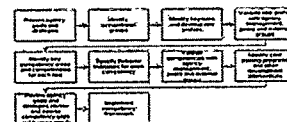
Proficiency Level

- **Level 1: Basic/Foundational**
 - At the basic level of competency, the employee is expected to have limited knowledge, skills, and experience. They are likely to carry out simple tasks but may need extensive or frequent instructions.
- **Level 2: Intermediate/Developing**
 - At the intermediate level of competency, the employee has the knowledge, skills, and experience required to complete standard tasks confidently without supervision. However, they are likely to seek advice and/or help before carrying out more complex tasks.

5. Organize the Competency Framework

- The competencies required for a specific role or function come together to form a competency model. This model provides a tangible framework for performance management, skill gap analysis, and development. The model acts as a template for the organization.

A typical Process of CBF Development



Standard Procedures for Competency Based Framework (Bhutan CES, 2019)

Proficiency Level

- **Level 3: Advanced/Proficient**
 - At the advanced level of competence, employees have the knowledge, skills and experience to take the initiative, carry out complex tasks consistently, and train other team members. Generally, they will require little to no guidance and consistently apply the competency in question.
- **Level 4: Expert/Mastery**
 - The final level of the competency scale is when you become an expert or master of that competency. You will be widely regarded as an authority for your skills, knowledge and experience and be a key resource for advising others. You will apply this competency with expertise, even in complex situations.

6. Document the Competency Descriptions

- Write clear and concise descriptions for each competency. Include behavioral indicators or examples that illustrate the expected performance for each competency at different proficiency levels. This helps individuals understand what each competency entails.

Competency Framework for Different Countries

4. Validate the Competencies

- The next step in the competency mapping process is to validate the identified competencies by seeking input and feedback from subject matter experts, managers, and employees in the respective roles.

7. Integrate into HR Process

- The final step of the competency mapping process is to embed the competency map into various HR processes.
- This means incorporating competencies into job descriptions, training and development, and performance evaluation, assigning metrics to measure each competency, or deciding on additional resources or training needed for specific employees or departments so that they can perform better in their roles.

OECD Competency Framework

- OECD Public Governance Review identifies four areas for civil service with each area representing specific tasks and skills required to serve the society and the citizen:
 - **Policy advice and analysis:**
 - Civil servants work with elected officials to inform policy development. However, new technologies, a growing body of policy relevant research, and a diversity of citizen perspectives, demand new skills for effective and timely policy advice.
 - **Service delivery and citizen engagement:**
 - Civil servants work directly with citizens and users of government services. New skills are required for civil servants to effectively engage citizens, crowdsource ideas and co-create better services.

OECD Competency Framework

- Commissioning and restructuring
 - Not all public services are delivered directly by public servants. Governments throughout the OECD are increasingly engaging third parties for the delivery of services. This requires skills in delegating, overseeing and managing contractual arrangements with other organisations.
- Managing networks
 - Civil servants and governments are required to work across organisational boundaries to address complex challenges. This demands skills to converse, collaborate and develop shared understanding through communication, trust and mutual commitment.

Competency Models in Different Countries

Learning Change	Enabling People	Enabling Systems
• Creativity and Innovation • External Awareness • Flexibility • Resilience • Strategic Thinking • Vision	• Conflict Management • Developing Capacity • Developing others • Team building	• Accountability • Customer service • Decision-making • Entrepreneurship • Problem solving • Technical capability
Business Acumen	Business Challenge	Functional Competencies
• Finance of management • Human Capital management • Technology management	• Persuading • Political savvy • Regulating performance	• Information skills • Oral Communication • Integrity/ethics • Written communication • Critical thinking • Public service motivation

Competency Model for Federal US Government

Competency Model of ICS

Leadership	Teamwork	Customer Service	Integrity
• Personal integrity • Strategic thinking • Organizational awareness • Commitment to the organization • Building others	• Personal awareness • Conceptual thinking • Problem solving • Decision for knowledge • Planning and prioritization	• Customer thinking • Empathy • Onboarding others • Self-education and self-improvement • Communication skills	• Integrity • Self-education • Building communication • Communication and customer building • Empathy • Strategic thinking

Competency Model of Indian Civil Service

ASEAN Civil Service

- ASEAN Civil Service Modernization Report identified five key challenging areas for civil service to improve
 - Capability and capacity – human resources and talent management, inadequate capacity and capability, resource constraints, and efficient use of human and fiscal resources.
 - Citizens engagement – transparency and openness, citizen-centric design of government services, and inclusiveness.
 - Digital service delivery – provision of digital services to the public, digitalisation, and digital government.
 - Efficiency and collaboration – effective bureaucracy, cross-agency coordination, and collaboration and joined-up government.
 - Leadership – leadership, transformational leadership, and civil service leadership and development.
- Civil Service Modernisation in ASEAN: Towards A Future-Ready Civil Service, 2021

Competency Framework for the British Civil Service

International Clusters	Strategic Outcomes	People Clusters	Performance Clusters
• Engaging internationally • Democratising • Audience	• Seeing the Big Picture • Changing and Improving • Making effective decisions	• Leading and Communicating • Collaborating and partnering • Building capability for all	• Achieving Commercial Outcomes • Delivering value for money • Managing a quality service • Delivering at pace

Competency Framework for the British Civil Service

Competency Management

UNESCO Report

- UNESCO identified three key areas of AI and Digital Transformation Competencies for Civil Service:
 - Digital Planning and Design: Problem Identification and Solution, System Thinking, Strategic Foresight, Agile Strategy.
 - Data Use and Governance: Digital Literacy, Data Driven Decision Making, Open Data and Open Government, Privacy and Security, Legal Regulatory and Ethical Framework, AI Fundamentals.
 - Digital Management and Innovation: People Centricity, Resilience, Agile Innovation, Digital Leadership.

Competency Model of Australian Civil Service

Strategic Outcomes	People Clusters	Performance Clusters
• Strategic vision and leadership • Innovation and digital transformation • Service performance, innovation and resilience	• Leading and Communicating • Collaborating and partnering • Building capability for all	• Achieving Commercial Outcomes • Delivering value for money • Managing a quality service • Delivering at pace

Competency Model of Australian Civil Service

Competency Management in Public Service

- Competency management is a practice that has become important in private and public organisations. It helps them to attract and identify the right person for a job, recruit and develop talented employees, perfect succession planning, undertake training needs assessment and other core human resource functions.
- In the public sector, competency management means a new perspective on careers and employability of public servants.
- The reason for introducing competency management in the public service is to provide leverage for change. Simultaneously, competencies can be used as a powerful communication tool as they provide a common language and understanding of the behavior, which is significant to achieve organizational objectives.

Competency Management

- Competency management first appeared as idea in the private sector in the United States and the United Kingdom in the 1980s. The first steps of competency management in the public sector are also found in these countries during 1980s.
- The parallel introduction of New Public Management and Environmental or Re-engineered Government, with some of the important elements like decentralized service delivery, flattened hierarchy, target setting, and more importantly values for money.
- Nevertheless, it is taken as an important complement to New Public Management in many countries, mostly in the public sector.
- The governments generally introduce competency management to provide a leverage for changing the traditional bureaucratic culture of a public organization into a flexible, more person-based learning based organization culture, which is believed to benefit employees, and organization in many aspects like, enhanced job satisfaction and well-being, improved morale and reduced turnover.

Competency-Based HRM

- The competency model can be applied to wide range of HRM systems:
 - Competency Based Workforce planning;
 - Competency Based Selection and recruitment;
 - Competency Based Education and training;
 - Competency Based Performance evaluation;
 - Competency Based Career development; and;
 - Competency Based Compensation management

Recruitment and Selection

- A series of evaluation has been carried out for the selection of civil servants at several stages to identify the right person for the right position.
- Each stage uses various tools for evaluating different competencies and knowledge. For example, a selection process may include:
 - 1st Exam: Aptitude Test to evaluate the basic traits and competencies necessary for civil servants;
 - 2nd Exam: To measure the professional knowledge;
 - 3rd Exam: To estimate competencies, attitudes and values.

Why Competency Management

- Identify new competency based on the needs;
- Review, renew and update competencies on regular basis;
- Integrate competencies into HR planning;
- Promote learning organizational culture;

Workforce planning

- Workforce plan includes recruitment (selection, promotion and transfer), development (education and training, and mentoring), and disposition (career development and job posting). Workforce planning is conducted for a definite period of time:
 - Step-1: To analyse current workforce:
 - Current personnel etc;
 - Structure;
 - Composition of workforce;
 - Recent workload change;
 - Personnel management practices;
 - Current competencies level;
 - Step-2: To predict the necessary workforce for next five years:
 - Forecasting;
 - Competency;
 - Required competencies;

Training and development

- Competency-based education focuses on skill-based learning. A typical development program may include:
 - Identification of training needs;
 - Decide on the objective of the training program;
 - Program design and update based on the competency level;
 - Curriculum design and update based on each competency;
 - Identify the right training methods to impart the competencies;
 - Identify the right faculty/speaker with domain knowledge, experience to deliver the competencies;
 - Plan for action learning and real-world application;
 - Design comprehensive evaluation methods for each skill/competency;
 - Design Post Evaluation Training Methods;
 - Deliver the training and development program;
 - Conduct performance evaluation of trainees;
 - Conduct comprehensive post training evaluation of training program, and;

Organization of Competency Management

- Competency Management demands a separate "Competency Management Office";
- The mandate and function of the office include:
 - Identify competencies based on the social need;
 - Suggests competency framework for any ministry/division/agency;
 - Provides basic guidelines of competency model for the same;
 - Helps the particular ministry/division or agency to customize competency model by inserting ministry or agency specific competencies;
 - Help the particular ministry or agency to implement the competency model and links it into their competency-based education and competency-based assessment.

Workforce planning:

- Step-3: To estimate the gap between current level and the future demand:
 - Identify gaps;
 - Predict problems and challenges;
 - Analyze them;
 - Identify possible alternatives.
- The final step is to make strategies for reducing the gap and the objective of workforce planning is to be achieved.

Challenges for Bangladesh

- Lack of vision and commitment at all levels for the overall improvement of civil service;
 - Senior management level;
 - Organizational level;
- Lack of knowledge about the necessity of competency-based civil service;
- Lack of holistic approach to introduce competency-based approach;
- Lack of expert human resources with specific knowledge and experience to design and develop competency model and to implement them;
- Lack of infrastructure to introduce competency based model;

Point to Discuss More?

Thank You

ADB Sovereign Operations In Bangladesh: An Overview

123rd Senior Staff Course (SSC), BPATC
7 June 2026

Syed Mohammad Ebadur Rahman
Lead Social Sector Officer
Asian Development Bank
smrahman@adb.org

ADB Strategy and Financing Modality

ADB Bangladesh Resident Mission Office

ADB Strategy 2030 Mission Review

Presentation Outline

- Section 1 - ADB Overview
- Section 2 - ADB Strategy and Financing Modality
- Section 3 - Commitments for Bangladesh
- Section 4 - Sovereign Portfolio in Bangladesh

ADB Strategy and Financing Modality

Bangladesh Resident Mission Office

Sovereign Lending and Grant Modality

Section 1

ADB Overview

Section 2

ADB Strategy and Financing Modality

Portfolio Management

Robust country programming and high-quality project preparation enhance portfolio management. Systematic approach is required to enhance portfolio performance.

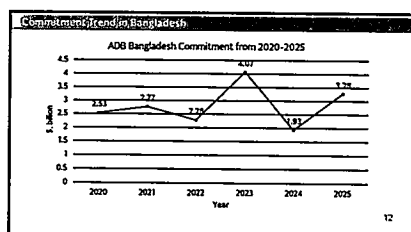
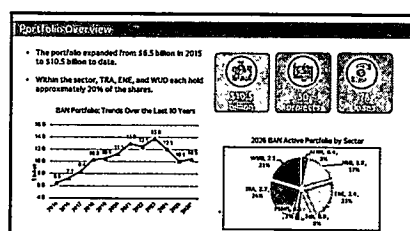
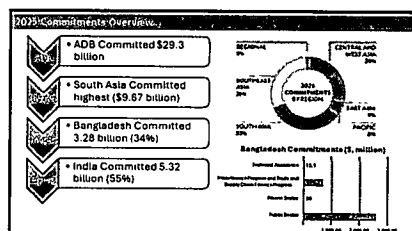
Section 3

Commitments for Bangladesh

Section 4

Sovereign Portfolio in Bangladesh

Thank you



Key Challenges in Project Implementation

- Delay in Procurement
- Delay on Land Acquisition
- Frequent change in project director
- Non-compliances regarding safeguards



Bangladesh and Development Partners

Opportunities, Challenges and Way Forward
123rd Senior Staff Course (SSC), BPATC
7 June 2026

Syed Muhammad Ebadur Rahman
Lead Social Sector Officer
Asian Development Bank
smrahman@adb.org



Bangladesh Development Journey

- Post-independence reconstruction
- Rapid socio-economic transformation
- Emerging lower-middle-income economy
- Strong role of development partners



Phase 3: 2010–Present

- Transformation phase
- Digital economy & governance
- Climate resilience focus
- Mega infrastructure projects



Session Overview

- Evolution of development partnership
- Opportunities
- Challenges
- Way forward
- Discussion & Q/A



Phase 1: 1971–1990

- Relief and reconstruction
- Food aid and basic infrastructure
- Institution building



Shift in Partnership Model

- Donor-driven → country-owned
- Project aid → programmatic support
- Funding → knowledge + innovation



Key Messages

- Bangladesh: from aid dependency to strategic partnership
- Development partners as financiers + knowledge partners
- Focus on results, reforms and sustainability



Phase 2: 1990–2010

- Expansion of infrastructure
- Education and health investment
- Poverty reduction focus



Key Development Partners

- Multilateral: ADB, World Bank
- Bilateral: JICA, FCDO, USAID
- Climate & global funds
- UN agencies



Opportunities Overview

- Financing gap for development
- Climate finance
- Human capital development
- Digital transformation
- Knowledge partnerships



Human Capital Development

- Education reform
- Health system strengthening
- Skills for youth employment
- Capacity building



Key Challenges

- Coordination gaps
- Implementation delays
- Fragmentation of aid
- Capacity constraints



Infrastructure Financing

- Transport and energy projects
- Urban infrastructure development
- Regional connectivity
- PPP opportunities



Digital Transformation

- e-Governance systems
- Digital public services
- Fintech ecosystem
- Innovation-driven economy



Aid Fragmentation

- Multiple donors, overlapping projects
- Weak coordination mechanisms
- Duplication of efforts



Climate Finance Opportunities

- Adaptation financing
- Green infrastructure
- Loss and damage support
- Blended finance mechanisms



Knowledge Partnerships

- Policy advisory support
- Institutional strengthening
- South-South cooperation
- Research and innovation



Alignment Issues

- Misalignment with national plans
- Need for stronger SDG alignment
- Better integration with Vision 2041



Way Forward

- Strengthen national ownership
- Improve coordination mechanisms
- Enhance project management
- Promote blended finance
- Strengthen M&E systems

Thank You

Debt & Transition Challenges

- Rising non-concessional borrowing
- LDC graduation implications
- Need for fiscal discipline

Conclusion

- From aid to partnership
- From inputs to results
- Strong institutions are key
- Strategic collaboration for sustainable growth

Debt Liabilities To Major Development Partners

As of 30 June 2023

DP	Outstanding in million US\$
USA	22,844.043
India	17,714.643
Japan	13,727.068
China	5,784.687
UK	7,956.875
South Korea	5,044.495
U.A.E.	6,424.958
France	4,288.478
Germany	4,130.815
Others	5,050.590
TOTAL	77,278.128

Q&A

Extension Lecture

Briefing on ICT Services and ERP System

BPATC Computer items

Item	Number	Item	Number
Desktop Computer	561	Server	14
Laptop	587	Scanner	105
Printer	156	Network Switch	58
UPS	50 Online 263 Offline	Access Point	110
Display Board	25	Kiosk	05

BPATC Computer Lab Information (6)

LAB	COMPUTER	PRINTER	SCANNER	UPS	Display Proj.	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	38	1	1	2	1	PPMC, SSC & ACAD
Library	10	1	1	1	-	Library User
15- Storeld Dorm.	7	2	1	1	-	All Participants
Total:	243	09	06	10	06	

- Dr. Md. Zohurul Islam
MOS (R&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 Atab Hossain
Assistant Programmer
Bangladesh Public Administration Training Centre
- Mohammad Masum Rahman
Assistant Programmer
Bangladesh Public Administration Training Centre

BPATC LAN & Internet

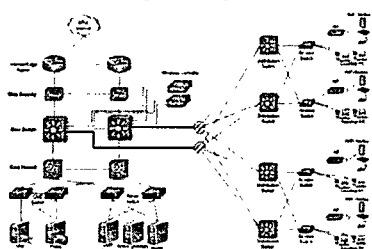
- All the Office buildings are networked & Internet-connected through the fibre backbone.
- All the Computers and Laptops are network & Internet-connected.
- Internet Bandwidth- 1,000 Mbps (500 Mbps from BTCL & 500 from Private Company)

BPATC Computer LAB



Hardware, Networking & Internet Infrastructure

Logical Network Diagram



BPATC Computer Lab Facilities

- Computer Practice
- Printing (Through Network Printer)
- Internet/E-mail
- Scanning

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

BPATC Wi-Fi

Wi-Fi: ACAD_BPATC
Password: bpatc@acad#

BPATC ERP

Lab Time @15-Storied Dormitory

Saturday to Thursday
Time: 2.00 PM – 10.00 PM

Friday: Close

Biometric Attendance



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).

Lab @15-Storied Dormitory

Lab Attendants list



Md. Tanvir Hossain
 Computer Lab Attendant
 Phone no. 0155129112



Kamrul Hasan
 Computer Lab Attendant
 Phone no. 0155129112

Website of BPATC

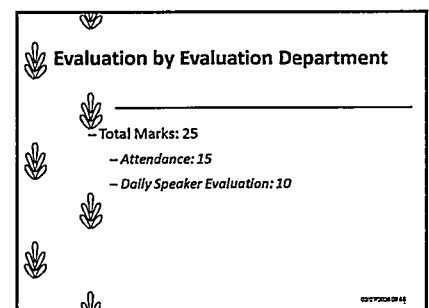
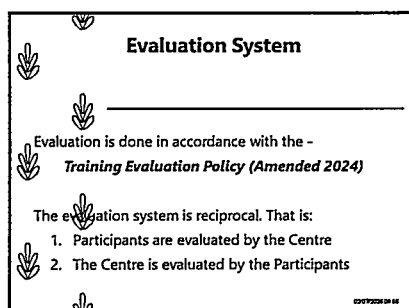
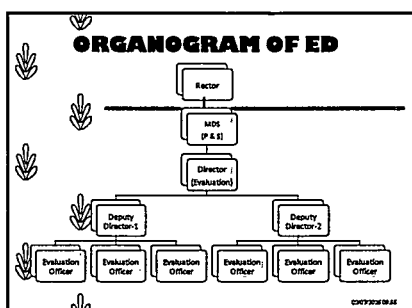
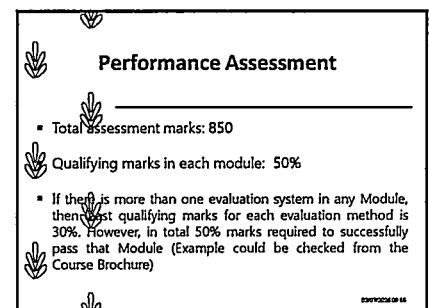
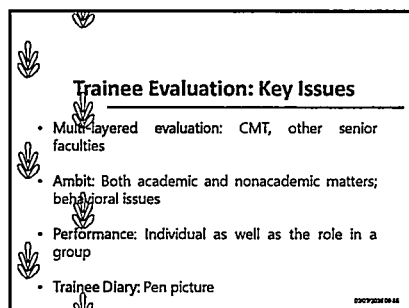
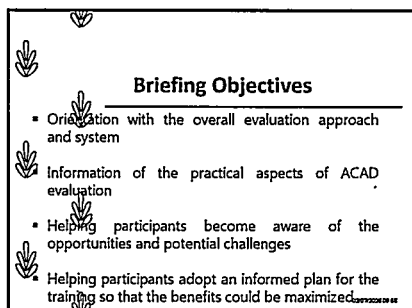
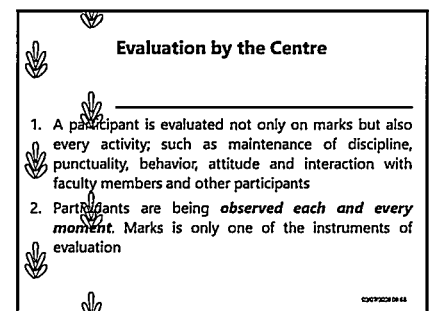
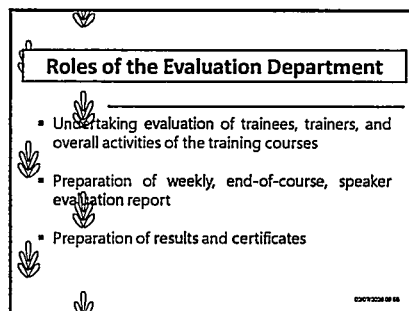
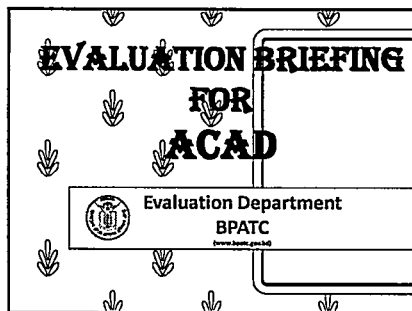
www.bpatc.gov.bd

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



Breach of Discipline

- Absence in any session without prior approval of CMT
- Going out of BPATC campus/staying without approval of CMT
- Using cell phone/unauthorized electronic gadgets during sessions
- 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 colleagues/fellow participants

COPY 2026 ON 06

Investigation Process (if any)

- If situation arises, **Disciplinary Committee** would investigate any issues and give its decision for further action

Preference to Academic Attainments

If more than one of you, achieve the **same position** in the final result, marks of your academic activities would be preferred to decide the best one

COPY 2026 ON 06

Resource Person Evaluation (Daily Task)

Course Name	Course	Evaluation Type
Eval Course	Advanced Course of Administration and Management	Resource Person
1. The resource person delivered the subject in the manner of the subject.		
2. The resource person complied with the learning objective of the subject.		
3. The resource person presented with practical system and project of the subject.		
4. The resource person conducted the subject with appropriate use of the subject.		
5. The resource person conducted the subject in a clear and simple manner.		
6. The resource person conducted the subject in a clear and simple manner.		
7. The resource person conducted the subject in a clear and simple manner.		
8. The resource person conducted the subject in a clear and simple manner.		
9. The resource person conducted the subject in a clear and simple manner.		
10. The resource person conducted the subject in a clear and simple manner.		

COPY 2026 ON 06

Breach of Discipline (Contd.)

- not wearing prescribed dress code
- visiting Faculty without consulting CMT
- plagiarism and any sort of wrong-doing in assessment activities
- influencing CMT and or other faculty members by any means

COPY 2026 ON 06

Certificate Awarding

- General Certificate (Participants' Designation)

An individual evaluation report (including Pen Picture) would be prepared for each participant and would be sent to the respective controlling authorities

COPY 2026 ON 06

Sports Instructor Evaluation (Weekly Task)

Sports Instructor Evaluation (Weekly Task)	
Course Name	Course
Eval Course	Advanced Course of Administration and Management
1. The resource person delivered the subject in the manner of the subject.	
2. The resource person complied with the learning objective of the subject.	
3. The resource person presented with practical system and project of the subject.	
4. The resource person conducted the subject with appropriate use of the subject.	
5. The resource person conducted the subject in a clear and simple manner.	
6. The resource person conducted the subject in a clear and simple manner.	
7. The resource person conducted the subject in a clear and simple manner.	
8. The resource person conducted the subject in a clear and simple manner.	
9. The resource person conducted the subject in a clear and simple manner.	
10. The resource person conducted the subject in a clear and simple manner.	

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ACTION against BREACH of DISCIPLINE

Minor Punishment

- Rebuke
- Deduction of marks
- 'Pass Only' transcript without any merit position
- Release from the ongoing course

Major Punishment

- Expulsion from course for 1 year
- Expulsion from course for 2 years
- Expulsion from course for 3 years
- Permanent expulsion and recommendation for initiating departmental proceedings

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Trainees as Evaluators

- Daily Evaluation of Speakers/Resource Persons. Exceptional Case: Research/RIIAP Mentors!

Weekly monitoring of sessions and services, Sports Instructor's Evaluation

Course End-Evaluation: at the end of the course, participants are provided with a Prescribed Form in which they, in writing/online, could give their comments, opinions and suggestions on different aspects of the training activities

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Weekly Monitoring Form

Weekly Monitoring Form	
Course Name	Course
Eval Course	Advanced Course of Administration and Management
1. The resource person delivered the subject in the manner of the subject.	
2. The resource person complied with the learning objective of the subject.	
3. The resource person presented with practical system and project of the subject.	
4. The resource person conducted the subject with appropriate use of the subject.	
5. The resource person conducted the subject in a clear and simple manner.	
6. The resource person conducted the subject in a clear and simple manner.	
7. The resource person conducted the subject in a clear and simple manner.	
8. The resource person conducted the subject in a clear and simple manner.	
9. The resource person conducted the subject in a clear and simple manner.	
10. The resource person conducted the subject in a clear and simple manner.	

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For Further Details...

- We request you to go through your Course Brochure
- Please check out Evaluation Policy of BPATC online

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Many Thanks!

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