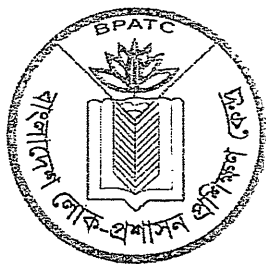


120th Senior Staff course (SSC)

(09 November 2025 – 23 December 2025)

Omnibus (Volume-ii)



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

120th Senior Staff course (SSC)

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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Module:1

Public Sector Ethos



Ethics and Values for Public Servants

Corruption Control Strategy

Muhammad Munir Chowdhury
10 November, 2025
PATC (SSQ)

We are losing

- The sense of right & wrong.
- The understanding of good & bad.
- The understanding of legal & illegal.
- → *We could be in the position of Singapore, Malaysia, etc., if corruption, malpractice, discrimination could have been controlled.*

Everywhere Governance Crisis

Every Sector needs Effective Governance
Every Organization must have:

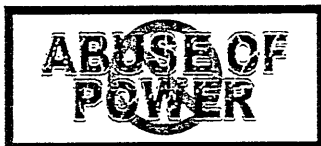
- Regulatory Quality
- Service Quality
- Inspecting Quality
- Control of corruption
- Accountability of the Officials
- Ethical Management of Resources

How Unethical Practices Happen?

- ❖ By biased decision.
- ❖ Depriving others from justice.
- ❖ Harassment in delivery of justice.
- ❖ Delay in delivery of justice.
- ❖ Interference on courts/judges.
- ❖ Uneven development / Unequitable development.
- ❖ Illegal tax-concession to any person/corporate group.
- ❖ Illegal imposition of taxes.
- ❖ Partisan role of Bureaucracy.
- ❖ Biased public policy.

Corruption- Not only Bribery, It's a Broader Term

- ☐ Corruption is not just bribery.
- ☐ It can be seen as organizations or individual profiting improperly through misuse of entrusted
- ☐ Power or position for private gain
- ☐ And that can take many forms including and beyond bribery



Cronyism- Corruption Nexus

- Crony capital - Cronyism - across the world



- Powerful corporates shape the Laws, Rules, Regulation to their own advantage in connivance with public officials.



Corruption- Manipulation – Exploitation

Present Context

- Takes serious turn
- Disastrous shape
↓
- It's beyond salvation
- As we have adapted with corruption
- বিবেকের দংশন নেই

Corruption Control-Faulty way

- Only NIS seminar – workshop!
- Honorarium culture
- Entertainment culture
- No teaching – No lesson
- Cabinet Division's Role

Only Policy Reform can bring Sustained Result?

- Judicial separation??
- What benefits are derived?
- Independence of judiciary widens avenues of malpractice, abuse of power, corruption

Seizure of Assets

- Courts only pass orders of seizing illegal assets
- Assets freezing order – sent to abroad
⇒ No progress
- Seizure order – only publicity
⇒ Solution is zero

Corruption Control Model of Singapore

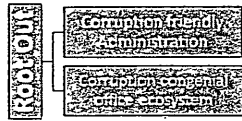
- Honest and Efficient leadership of Lee
- Lee Kuan Yew – Transformed the corruption - prone country into a corruption free country.
- Built strong institutions – Military (2.5 lac)
Economy (rich)
Civil Service (strong & standard)
Airport & Seaport – (Best in the world)
University (Best ranked)
Corruption & Crime (dropped)

Fate of Bangladesh

- We would have been in the position of Singapore
If corruption could be controlled stringently
- Per capita income :
Singapore : 80,000 Dollar
Bangladesh : < 3000 Dollar

No morality, No Sustainability

- No economic growth, material gain, achievement will be sustainable unless morality exists.
- Corruption is an infectious disease
- A bribe taker is similar to a robber, a killer



Governance Challenges: BSCIC Saver Tannery Relocation

- Cost: Tk. 781 crore
- Took 18 years (2003-2021)
- Irony of fate: ETP became non-functional
- Aim of the project : Zero
- Buriganga River Pollution spreads to Dhaleshari River
- Agency: BSCIC (blamed for governance failure)
- Consultant : BUET (blamed for consultancy failure)

Monitoring and Inspection

Can Prevent Corruption - Malpractice

- Visiting Field
- Visiting Project
- Visiting Subordinate Office
- Examining Purchase Vouchers
- Ensuring Proper Audit

Inspection becomes rent seeking

Entertainment culture in Public office

Source:

- Rent seeking
- LR Fund
- Donation

Impact:

- Widespread contamination of corruption
- Moral erosion
- Ethical loss

Donation culture

- Arrangement of annual picnic
- Enjoyment tour
- Donation for army amusement / sports program

By corporate donation

Impact:

- Corporate domination

Tour and Travelling Addiction

- *Addiction for foreign tour.*



- *Accountability does not only mean accountability to superior, real accountability lies in sense of liability*

Honorarium Culture – Promoting Greed

- Huge honorarium in meetings
- Bureaucrats run for becoming bank board members
- Non-professional person in professional / technical organization
- Example: power sector

Official Hajj Tours: Is it Ethical?

- TA, DA – from government fund
- Hajj Tours – Shown as official tours

Corruption in official tour

- Personal tour
- Family tour – Shown as official tours

“ইহা সরকারি সফর”

Illegal use of Govt vehicle

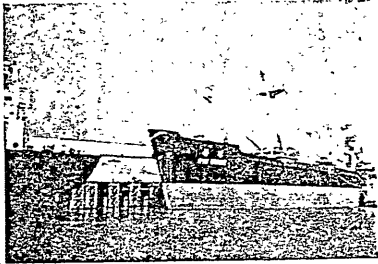
- Log Book Recording – Full of fake data
- On payment culture for personal use – absent
- Loaned vehicle – Keeping idle using ministry departmental vehicle illegally
- Drawing 50,000 tk by full time entitled vehicle users.

Why rising of unethical practices?

- No exemplary punishment
- Political connectivity
- Rewarding the corrupt officials

How Ethics can be instrumental to
ensure governance
Drives of Muhammad Munir
Chowdhury

চট্টগ্রামে আড়াই কোটি টাকার
গ্যাস চুরি রি-রোলিং মিল সিল



**বিদেশ হতে আমদানীকৃত ১১ হাজার মেট্রিক টন পচা গমসহ
আটকৃত জাহাজ MV RYU GYONG**

নগরীতে ভেজাল ঔষধের কারখানা

২ জন খেজার, কারখানা সীল
২০ ডাকদলসহ ২৪ পরিচালককে
খেজারের নির্দেশ



খেজারের দুই জনের মধ্যে এক জনের দ্বারা খেজারের কারখানা সীল করা হয়েছে। ২০ ডাকদলসহ ২৪ পরিচালককে খেজারের নির্দেশ দেওয়া হয়েছে।

পতেঙ্গায় সংঘর্ষে আগুন গুলি : আহত ৫০



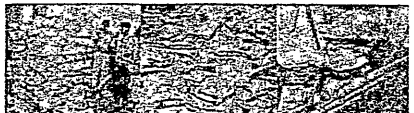
পতেঙ্গার সময় সংঘর্ষের ফলে আগুন লগে লাগে এবং ৫০ জন আহত হয়।

বন্দরে জামায়াতের অবৈধ দখল থেকে ১০০ কাঠা জমি উদ্ধার



জামায়াতের অবৈধ দখল থেকে ১০০ কাঠা জমি উদ্ধার করা হয়েছে।

আবুল খায়ের ঔষধের কারখানা হতে খাবার অনুপযোগী দুধের বিশাল চালান আটক



আবুল খায়ের ঔষধের কারখানা হতে খাবার অনুপযোগী দুধের বিশাল চালান আটক করা হয়েছে।

২০ টন নষ্ট ভেজাল খাদ্য জব্দ



২০ টন নষ্ট ভেজাল খাদ্য জব্দ করা হয়েছে।

Ctg Wasa land worth Tk 50cr recovered

CHITTAGONG

A mobile court yesterday recovered 194 acres of occupied Wasa land worth around Tk 50 crore at a bid in Chittagong. The land was acquired by the ex-Prime Minister's Government in 1993 for a sewerage project of Chittagong. The land was later sold to different persons and 'business firms' with false deed.

The illegal occupiers built a 2500-foot boundary wall in a bid to construct some structures on the land.

The court during the four-hour-long drive from a 300m billboard at 2000 feet of the hill and deployed armed forces after setting up Wasa camps there.

Chittagong Port Authority (CPA) Magistrate (Magistrate) Mr. Chowdhury Md. Rezaul Karim said by the presence of police and a member of the court.

On August 1, the court ordered the demolition of 200 illegal structures built on the land and recovered 194 acres of land worth around Tk 50 crore.

A mobile court from Chittagong was sent to recover the land under supervision.

চট্টগ্রাম বন্দরে মোবাইল কোর্ট অভিযানে ফুর্ক জাহাজ মালিকদের ধর্মঘটের হুমকি

কান বন্দার রক্তপানের সাথে বৈঠক

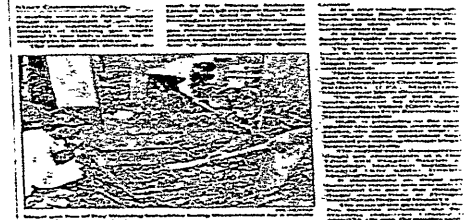
চট্টগ্রাম বন্দরে মোবাইল কোর্ট অভিযানে ফুর্ক জাহাজ মালিকদের ধর্মঘটের হুমকি। কান বন্দার রক্তপানের সাথে বৈঠক।

চট্টগ্রাম বন্দরে ১৪ হাজার টন স্ক্রাপ খালাস

চট্টগ্রাম বন্দরে ১৪ হাজার টন স্ক্রাপ খালাস।

Gas theft in Chittagong

Mobile court raids five factories



জানকণ্ঠ

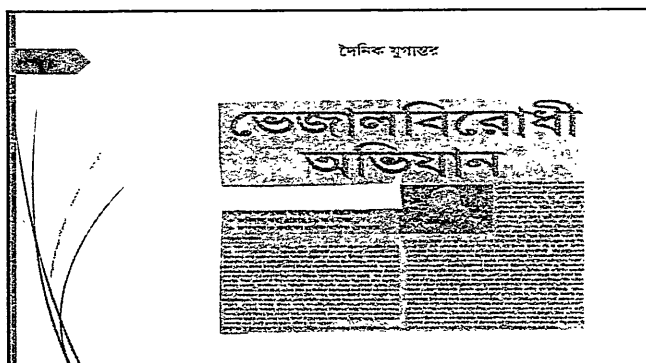
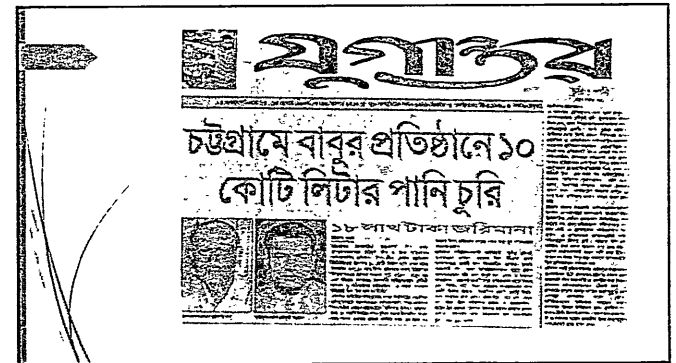
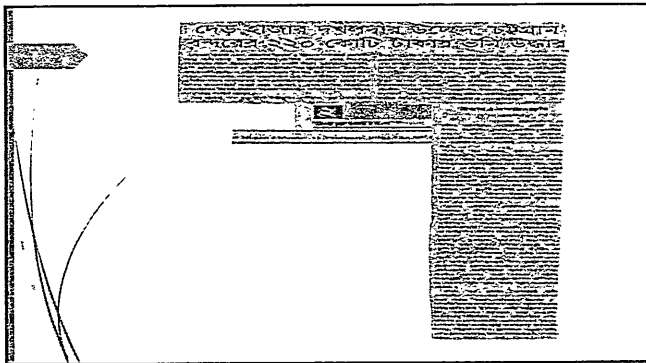
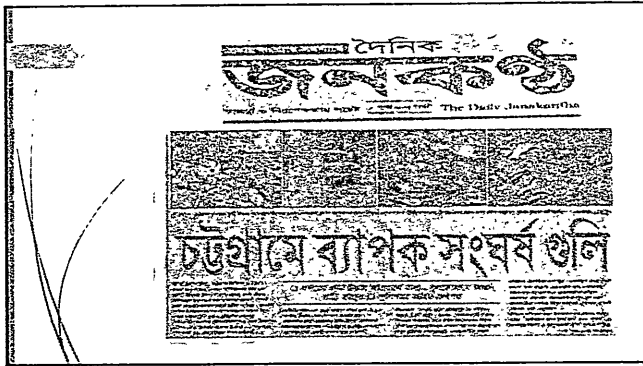


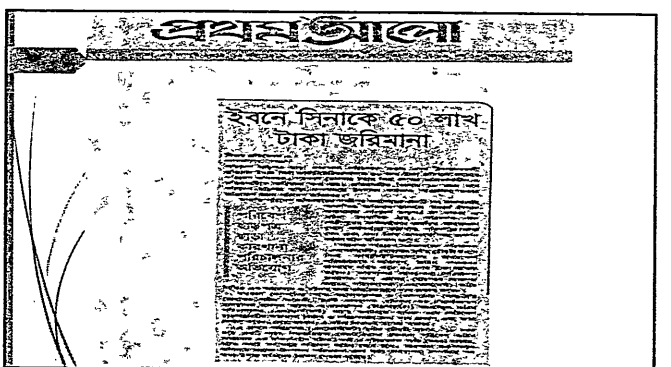
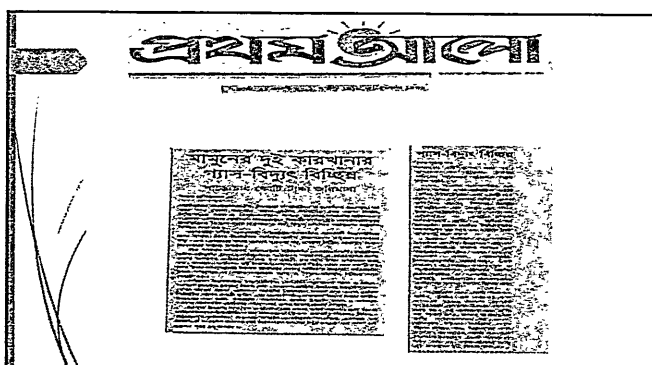
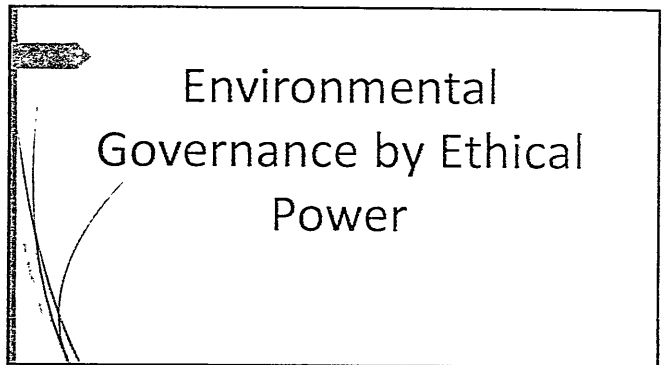
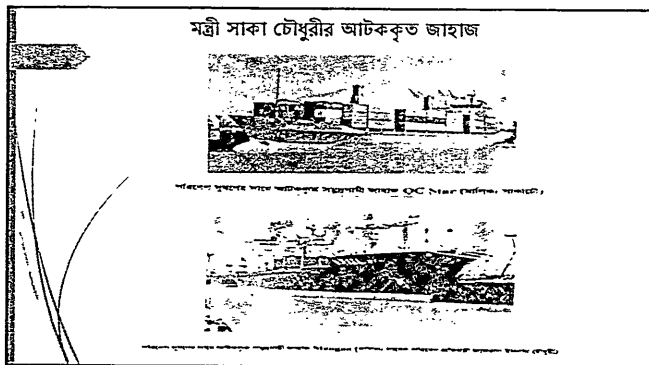
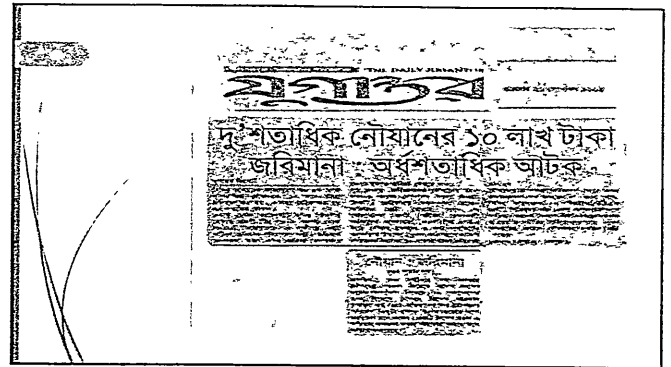
চট্টগ্রামের স্বতন্ত্র আইন জেনারেল আদালতের দেয়া হয়েছে ১১ শতাংশ কোর্টি টাকার অধি উদ্ধার

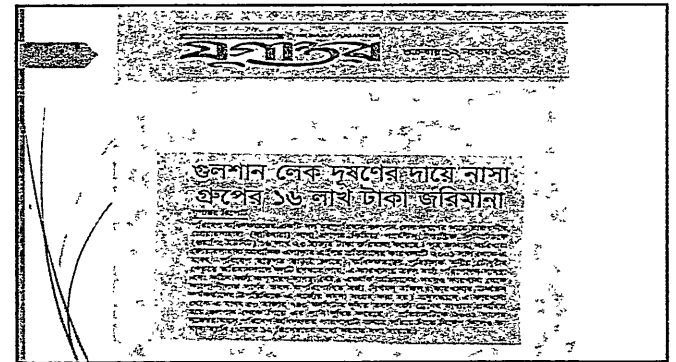
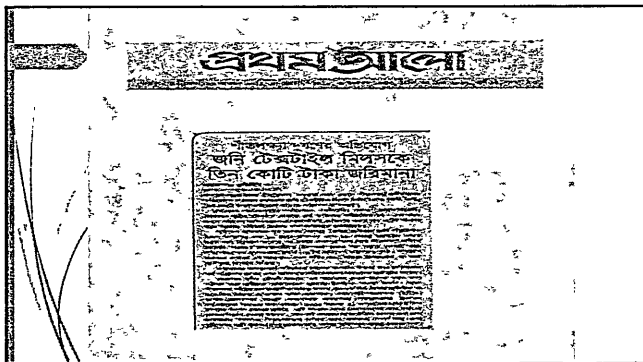
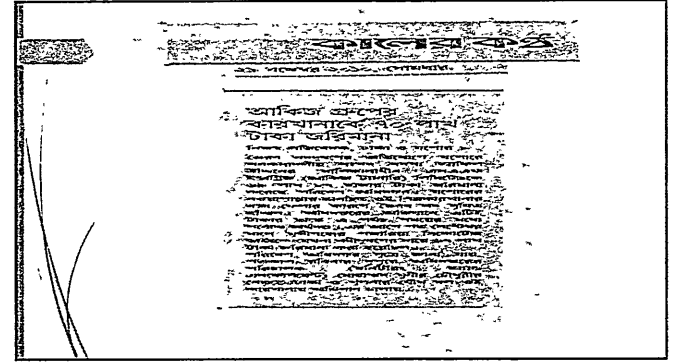
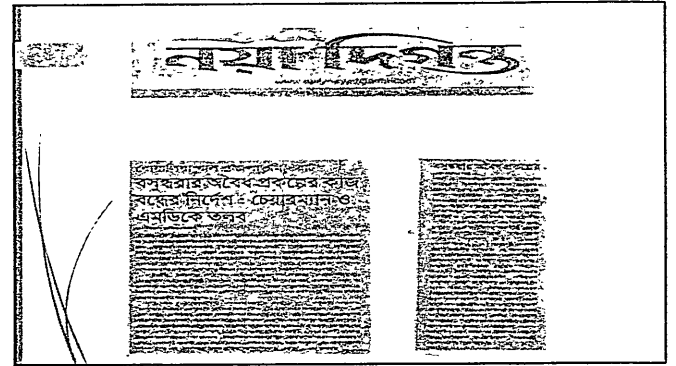
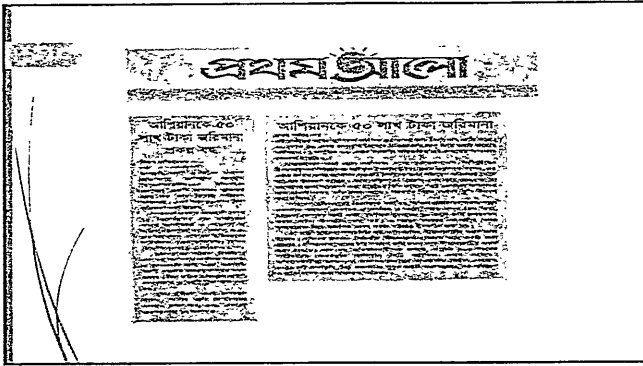
Police-squatter clash over CPA land leaves 60 injured

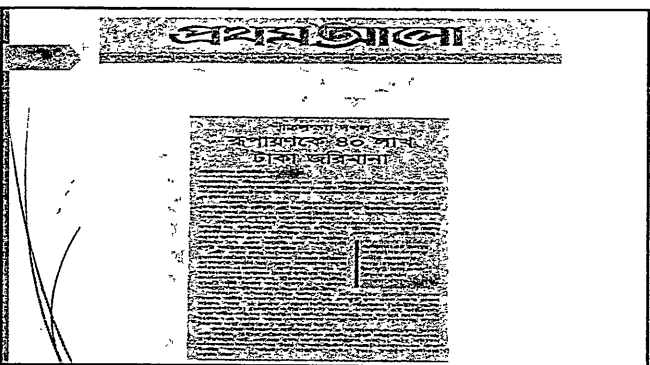
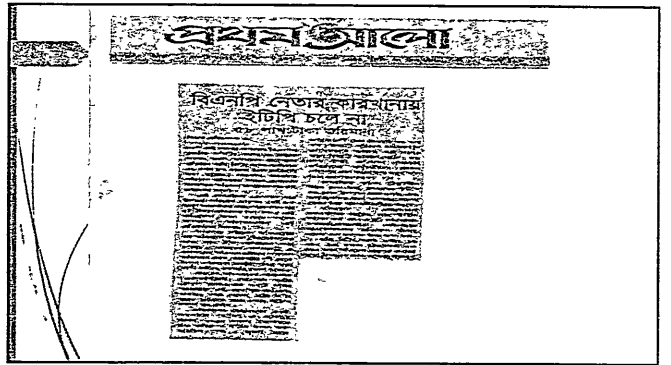
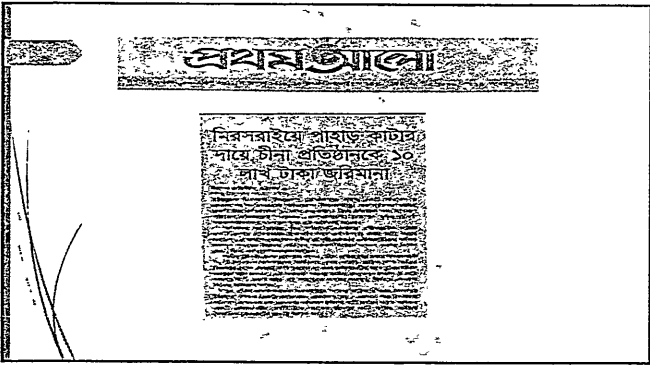
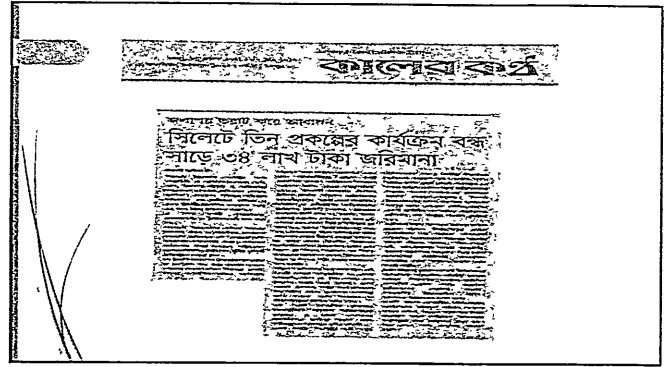
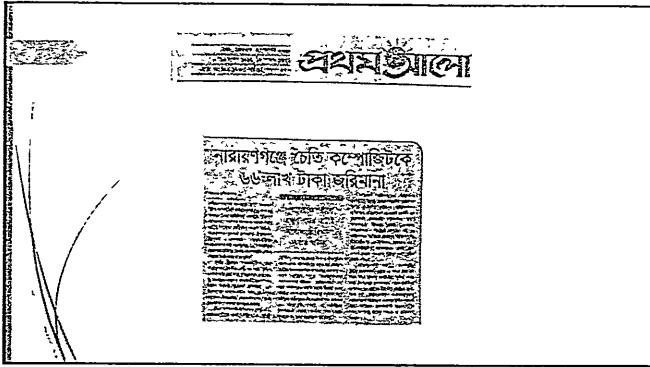
Plot recovered after 35 years

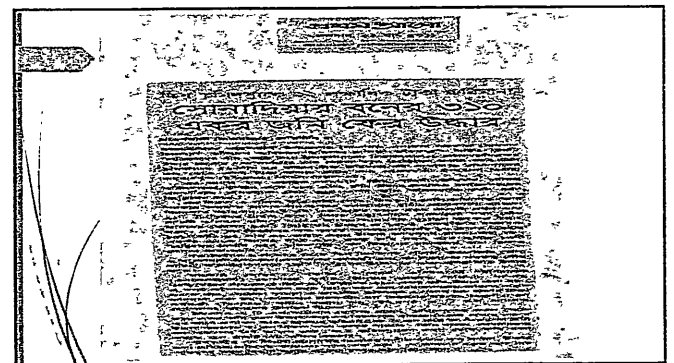
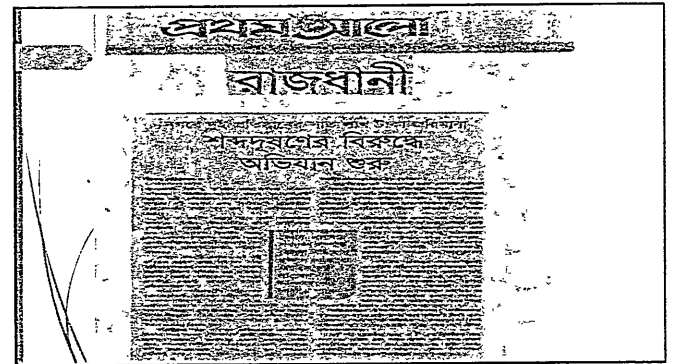
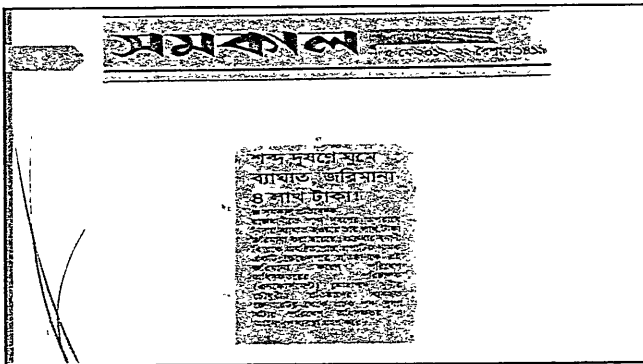
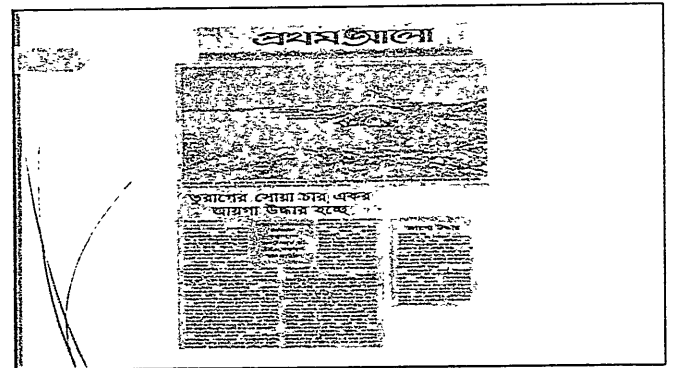


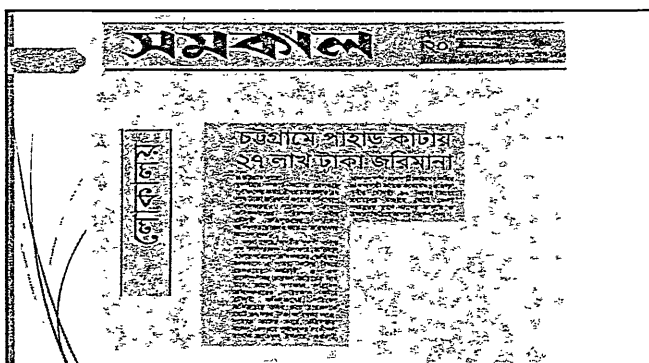
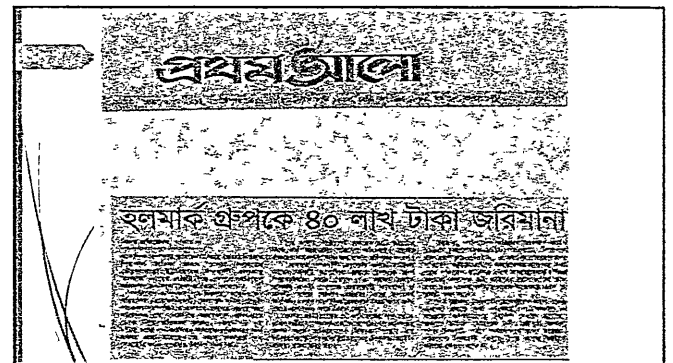
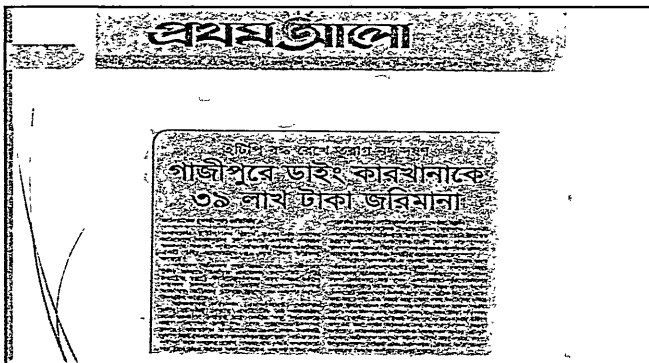
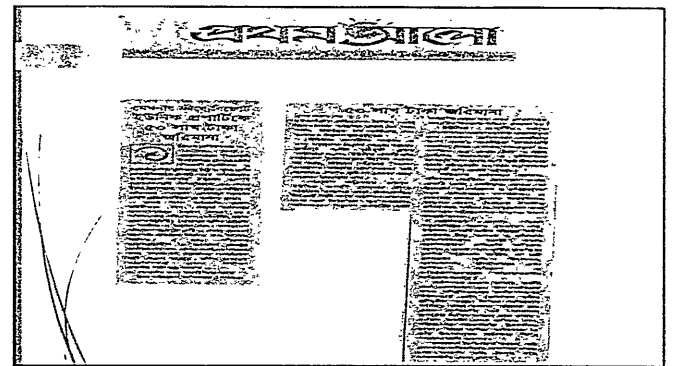
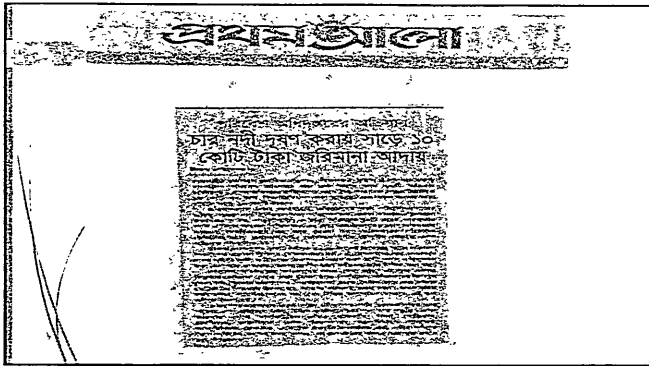


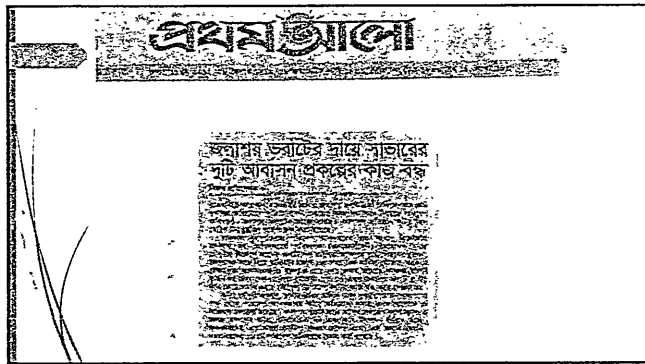
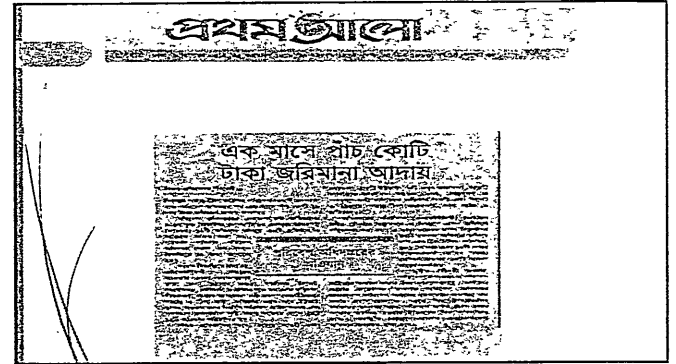
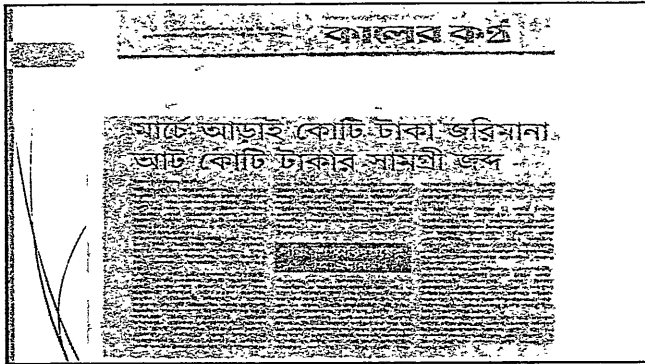


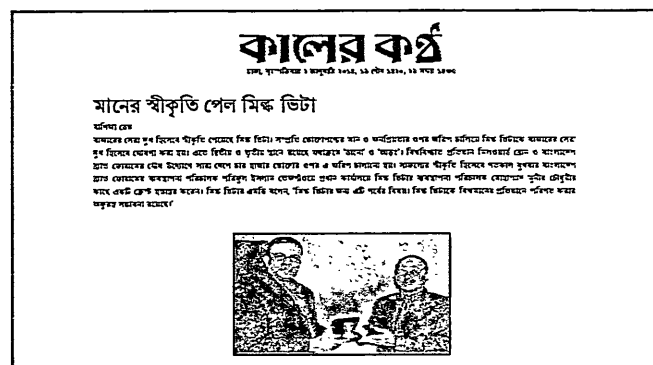


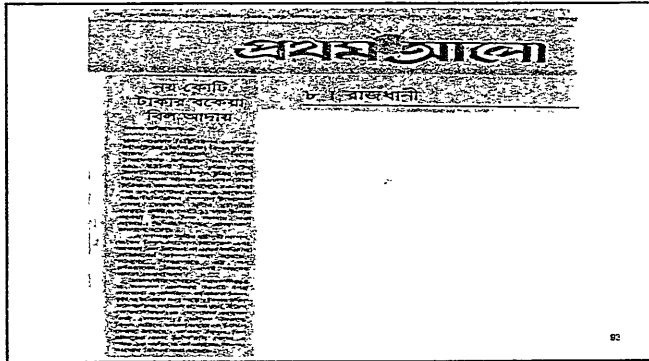
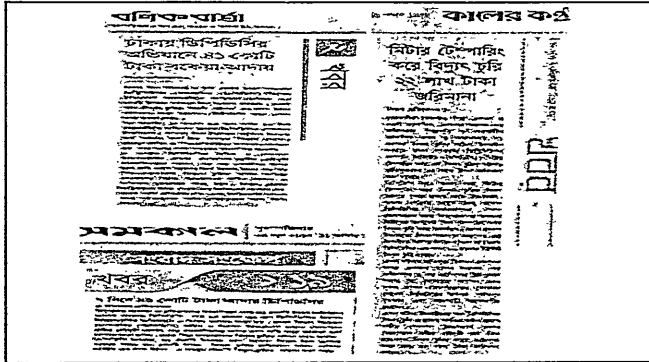


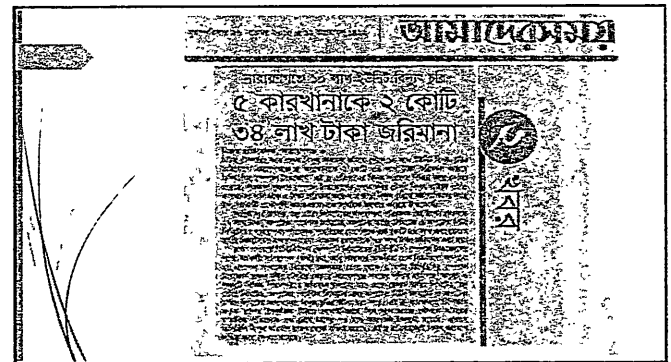
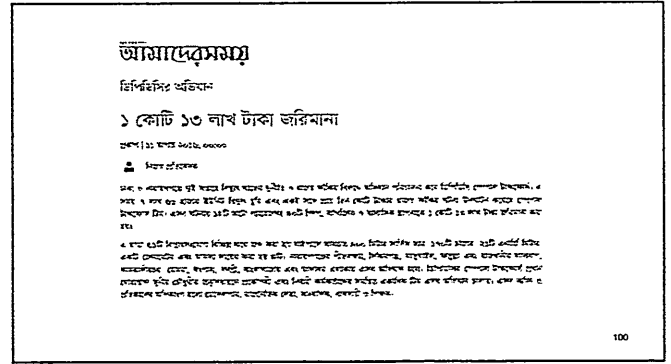
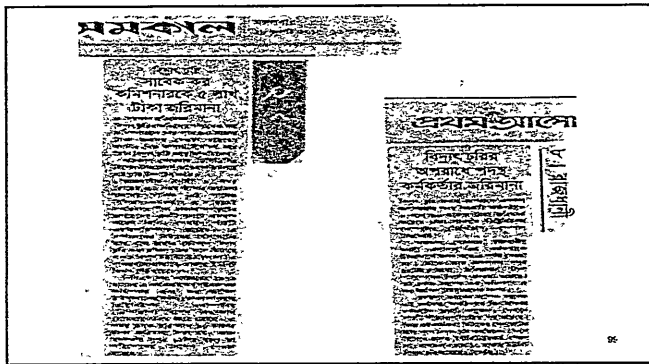
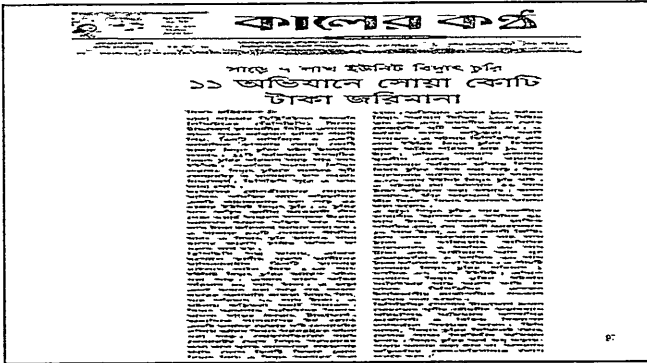


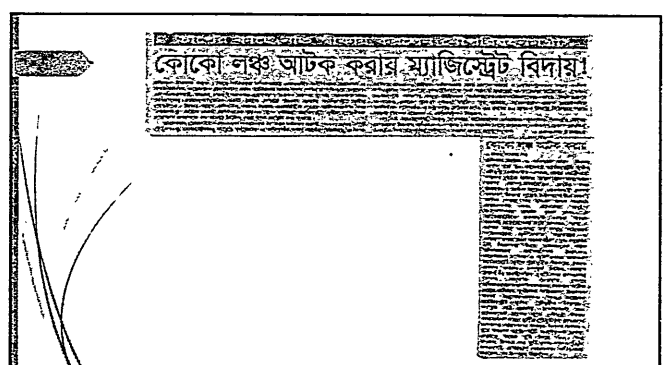
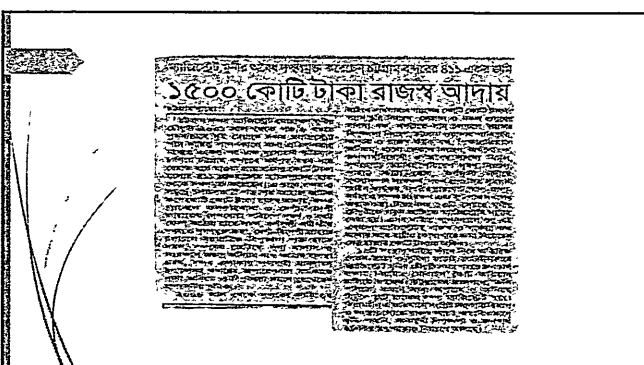
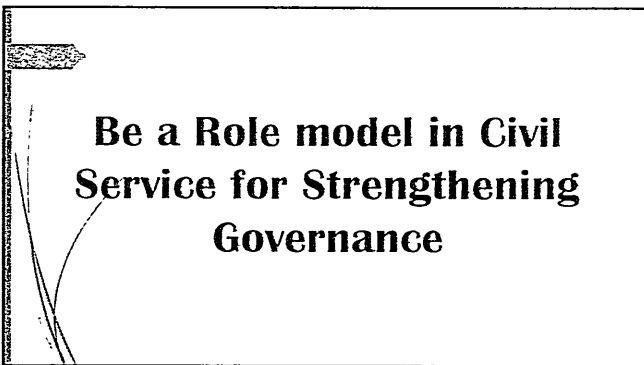
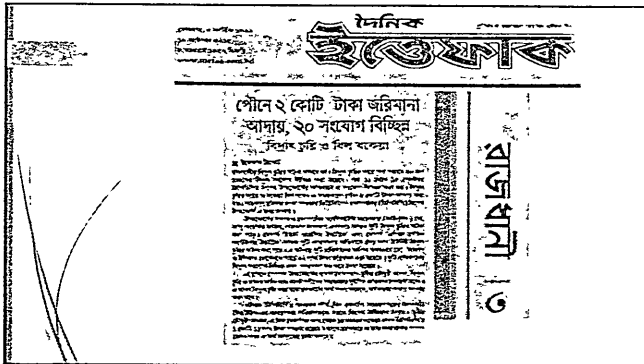


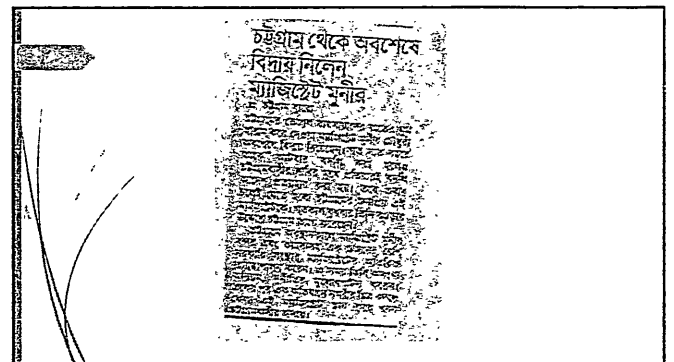
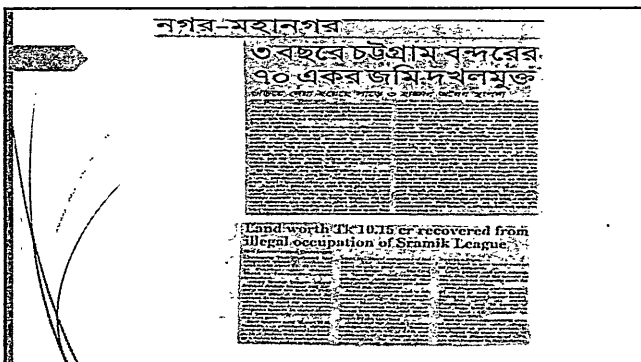
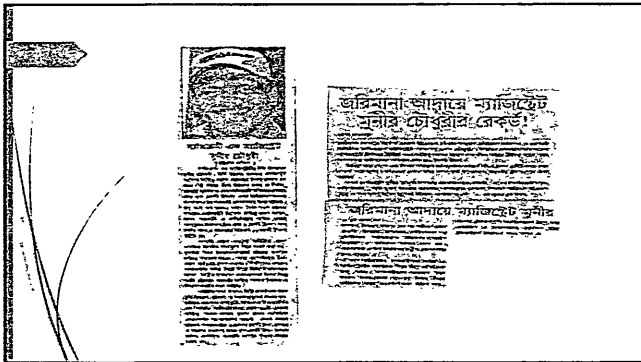
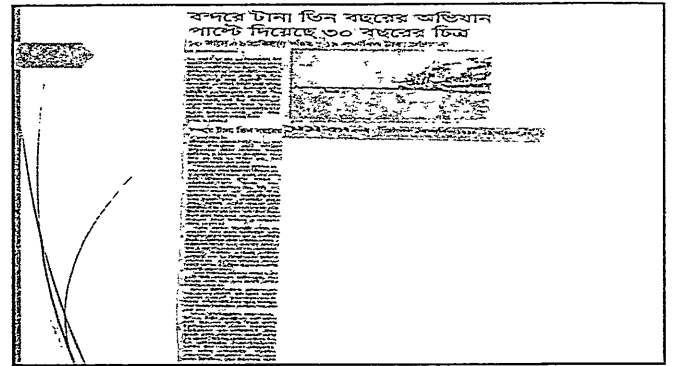


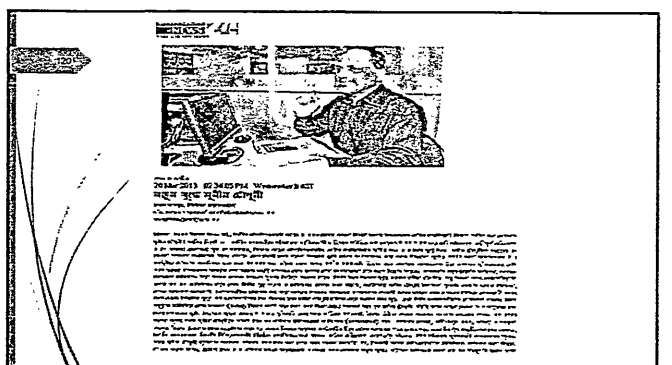
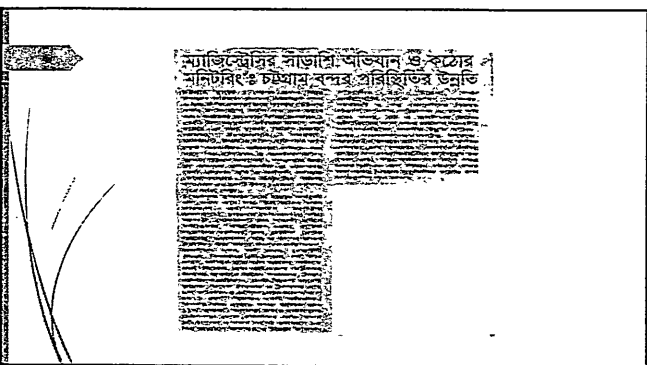
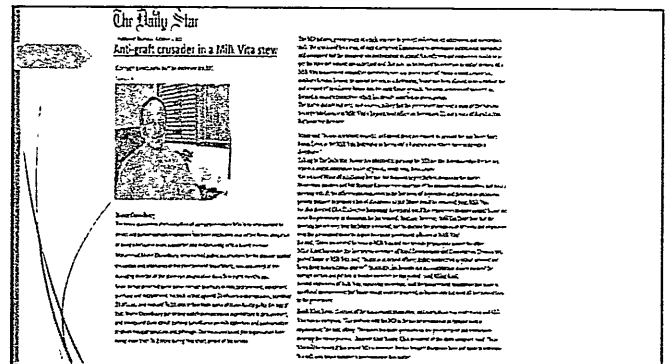
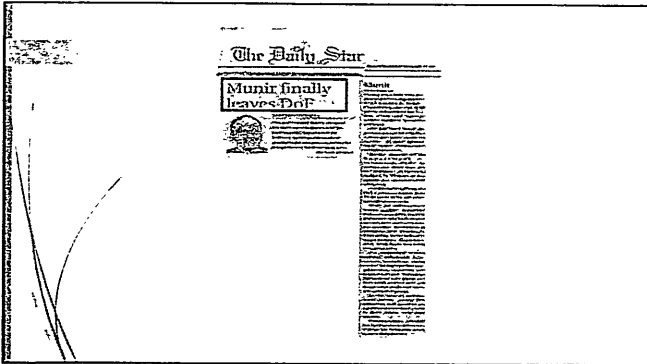


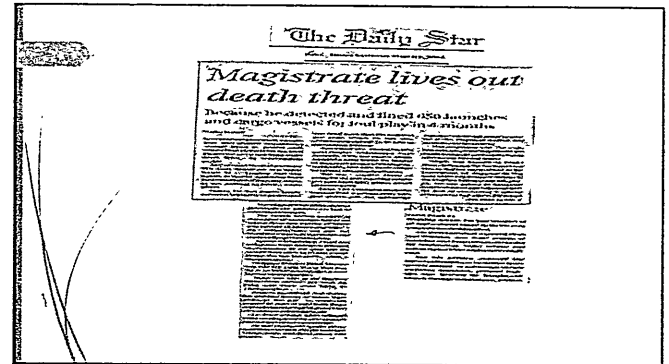












Developing Integrity is crucial now

- Reclaim your bureaucratic role as a perfect human being.
- It is the best time to rise from the ashes.
- To rebuild - the society with morality + moral values.
- Reshape the society with justice & fairness.

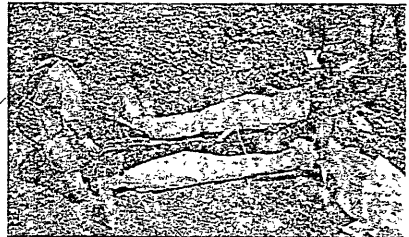
How to make your Life Eminent -

জীবনের অপর নাম সময়,
মানুষের জীবন কালঃ বাল্যকাল, যৌবনকাল, বৃদ্ধকাল(ইহকাল),
এ জীবন শেষে অনন্তকাল (পরকাল)।

মহান সৃষ্টিকর্তা বলেছেন, "আমাদেরকে অকারণে সৃষ্টি করা হয়নি। (সূরা মমিনুন। আয়াত ১১৫)"। সুতরাং যে মানুষ সময়কে মূল্য দিতে পারেনা, সে নিজের জীবনকে মূল্যহীন করে।
যে তার জীবনকে মূল্য দিতে পারে, সেই তার জীবনকে মূল্যবান করে।




How much land does a man require after death?



The Last Jacket has no Pocket

Corruption Earned Money
Cannot be deposited/stored in Graveyard

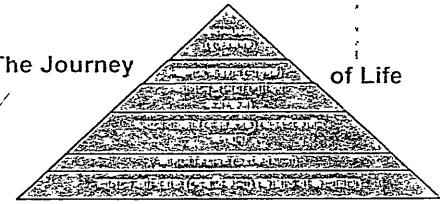
It is the Place of trial
It is the Place of Reward
It is the Place of
Punishment



Our Beginning and Ending of life

আমরা আমাদের কাছ থেকে এসেছি
ও স্তরের মানব জীবন

The Journey of Life



আমরা আমাদের কাছে ফিরে যাব

Life is Book
Every Day is a new page
Every month is a new chapter
and
Every year is a new series
All records are kept by Almighty
Allah

The result of Material comfort is zero.
Body will be decomposed in grave



Only Mechanization + Digitalization +
Automation can't bring solution.

Man behind the system
&
Man behind the technology > is prime factor

- When technology becomes non-functional
- manipulation grips technology.
- Morality is questioned.
- Ethics is broken → erupts failure of governance.

ওধু ডিজিটাইজেশন সমাধান নয়;

Moral development is as important as
economic development.

- Extreme material enjoyment destroys morality.
- Without moral shaping of life and structuring of society
→ nothing is sustainable and durable.

ওধু ভোগবাদিতাই জীবনের লক্ষ্য নয়

Use of Robots for avoiding Human Intervention

- Robot does not tell lie
- Robot does not neglect duty
- Robot does not take bribe
- Is Robot substitute of human being?
- Robot can ensure efficiency & productivity only.
- But Human being holds morality & creativity.

মানুষের শ্রেষ্ঠত্ব তার চিন্তাশীলতায়, সৃজনশীলতায়, মননশীলতায় এবং নীতি-মৈত্রিকতায়

Audio-Video recording of every crime and corruption is maintained by Almighty Allah.

Life is an Electricity Meter —

- All units of good deeds and bad deeds are being recorded by Almighty Allah.
- No scope to delete the units
- No opportunity to bypass the meter

Connectivity with Almighty Allah

- Connectivity – Nearness to Almighty Allah is Worth-Precious-Powerful than the entire world
- Make yourself so committed, so determined, so ethical - that you are truly an honest

Sensitizing Our Spirit

■ Attending funeral (Janaza)

Visiting graveyards - sensitizes us about our eternal journey

- Our Ultimate Destination
We are guests here,
No scope of overstay

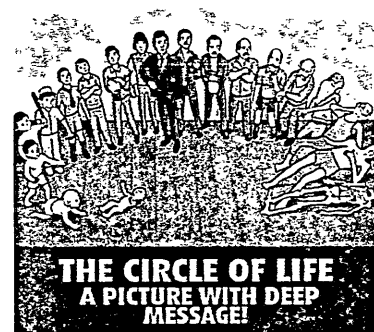
Faulty mindset, weak spiritual and psychological development lead to corruption.

Mental and Spiritual Reforms

- Bring reforms in your mind
- Bring integrity in your thinking
- Bring honesty in your behavior

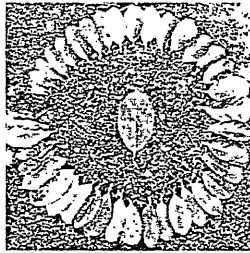
Honesty - Integrity - Humanity cannot be achieved by Academic Certificates.

জীবন



চক্র

জীবনপাতা এভাবেই ক্ষয়ে যায়



100 Years Back

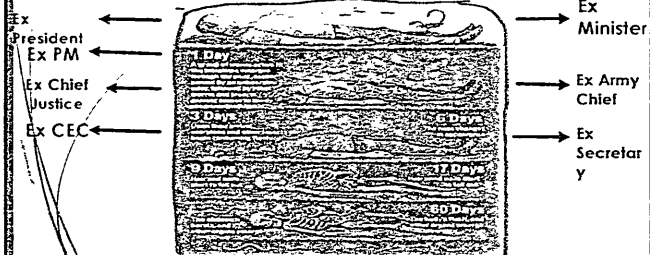
- Who were your forefathers??
- Where are their existence now??

After 100 Years

- Where we will exist??
- We shall return to Almighty Allah

Decay and Decomposition Phase of Human Body after Death

A VIEW OF DEATH THROUGH THE LENS OF SCIENCE



"Use your heart & head for the cause of the nation,
Ensure a Balanced life with Morality, Ethics and Social Contribution"

Thanks

Muhammad Munir Chowdhury
Cell : 01817-211446
Email : mmunirc@gmail.com
Facebook ID : Muhammad Munir Chowdhury

Module:2

Strategic Management in Public Sector

What Really Matters in Public Policy? Some Reflections

Compiled and presented by:

Niaz Ahmed Khan, *Ph.D. (Wales), Post Doc (Swansea), Post Doc (AIT), Post Doc (Oxford)*

Vice Chancellor, University of Dhaka;

Former Vice Chancellor (Acting), Independent University Bangladesh (IUB);

Former Country Representative-Bangladesh, International Union for
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Former Senior Programme Coordinator-CHT, UNDP-Bangladesh;

Senior Academic Adviser, Defence Services Command & Staff College (DSCSC)
and National Defence College (NDC); and

Senior Adviser, BRAC Institute of Governance and Development (BIGD)

What Really Matters in Public Policy?

Some Reflections

Outline of the Contents

- ☐ Public policy: A recapitulation of definitions, concepts, process/cycle;
- ☐ Evaluation: What really matters in terms of selected values ('Trust', 'Governance' etc.)
- ☐ Examples, Cases
- ☐ Some Clues on Priority AREAS of Development for policy intervention

Policy: Tossing the Concept

- ❑ A policy is typically described as *a principle* or *rule* to guide decisions and achieve rational outcome(s).
- ❑ The term is not normally used to denote what is actually done; this is normally referred to as either *procedure* or *protocol* (Anderson, 2005). Whereas a policy will contain the 'what' and the 'why', procedures or protocols contain the '*what*', the '*how*', the '*where*', and the '*when*'.
- ❑ A Policy can be considered as a "*Statement of Intent*" or a "*Commitment*". For that reason at least, we can be held accountable for our "Policy".
- ❑ Policy or policy study may also refer to the *process of making important organizational decisions*, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have.
- ❑ Policies can be understood as *political, management, financial and administrative mechanisms* arranged to reach explicit goal.

Policy: Tossing the Concept (Continued)

Thomas Dye's Definition:

"Public Policy is concerned with what governments do, why they do it, and what difference it makes. It is about political (social) science(s) and the ability of this discipline to describe, analyze, and explain public policy" (Understanding Public Policy, 2002).

□ This definition means that the primary agent of public policy is a government – initiatives sanctioned by government – *e.g. Healthcare or education policy impacts the decisions of medical and education staff.*

□ Thomas Dye's definition also highlights the fact that public policymaking involves a fundamental choice on the part of governments to do something or to do nothing about a problem, and that decision is made by elected representatives or government officials.

□ Closely related to this point, Dye's definition also highlights the fact that a public policy is a conscious choice of a government. That is government actions and decisions often yield unintended consequences. *For example, an effort to control the sale of a product deemed to be harmful for public consumption may increase smuggling and shoot up its price – people operate illegally on the black market.*

Policy: Tossing the Concept (Continued)

Stuart S. Negal's Definition

"Public Policy can be defined as determining which of various alternative public or governmental policy will most achieve a given set of goals in light of the relations between the policies and the goals" (1986, p. 247).

This definition brings out four key elements of policy evaluation which are:

- ☐ **Goals**, including normative constraints and relative weights for the goals.
- ☐ **Policies**, programs, projects, decisions, options, means, or other alternatives that are available for achieving the goals.
- ☐ **Relations** between the policies and the goals, including relations that are established by intuition, authority, statistics, observation, deduction, guesses, or other means
- ☐ Draw a **conclusion** as to which policy or combination of policies is best to adopt in light of the goals, policies, and relations.

Policy: Tossing the Concept (Continued)

Frank Fischer's Definition

"Public policy is a discursive construct rather than a self defining phenomenon." (2003)

We define policy as a political agreement on a course of action (or inaction) designed to resolve or mitigate problems on the political agenda. This agreement...is an intellectual constructs rather than a self-defining phenomenon. Discursively constructed, there can be no inherently unique decision, institutions, or actors constituting public policy that are to be identified, uncovered, and explained. Public policy, as such, is an analytical category with a substantive content cannot be simply researched; more fundamentally, it has to be interpreted.

The 'Public' and the 'Public Sector'

- Public Domain:
 - is about clarifying, constituting and achieving a public purpose
 - Constituting a society as a political community which has the capacity to make public choices
- 'Public' are the group(s) of people who inhabit public domain: a public which is able to enter into dialogue and decide about the needs of the community
- Public sector: collective ownership in the name of all citizens (vs. Private sector – individual ownership)
- Public services: entail obligations to the larger public

Compiled and presented by Professor Dr.
Niaz Ahmed Khan

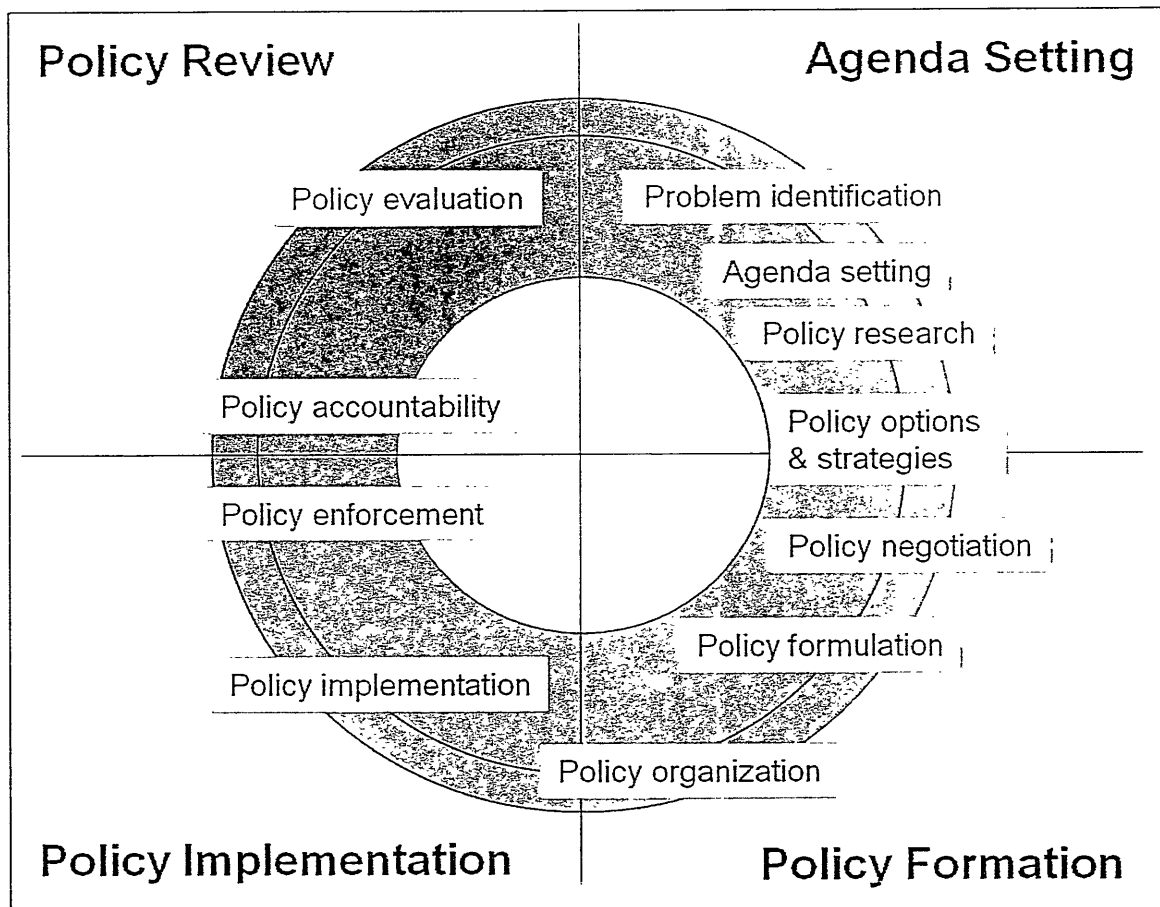
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Public Policy Process: ‘Policy Cycle’

□The **Policy Cycle** provides a simplified way of visualizing the policy management process, and assist in targeting the most effective way of influencing this process in your organization or sector. While the policy cycle is far from a linear and circular, it is important to understand the links between the various phases to improve the process.

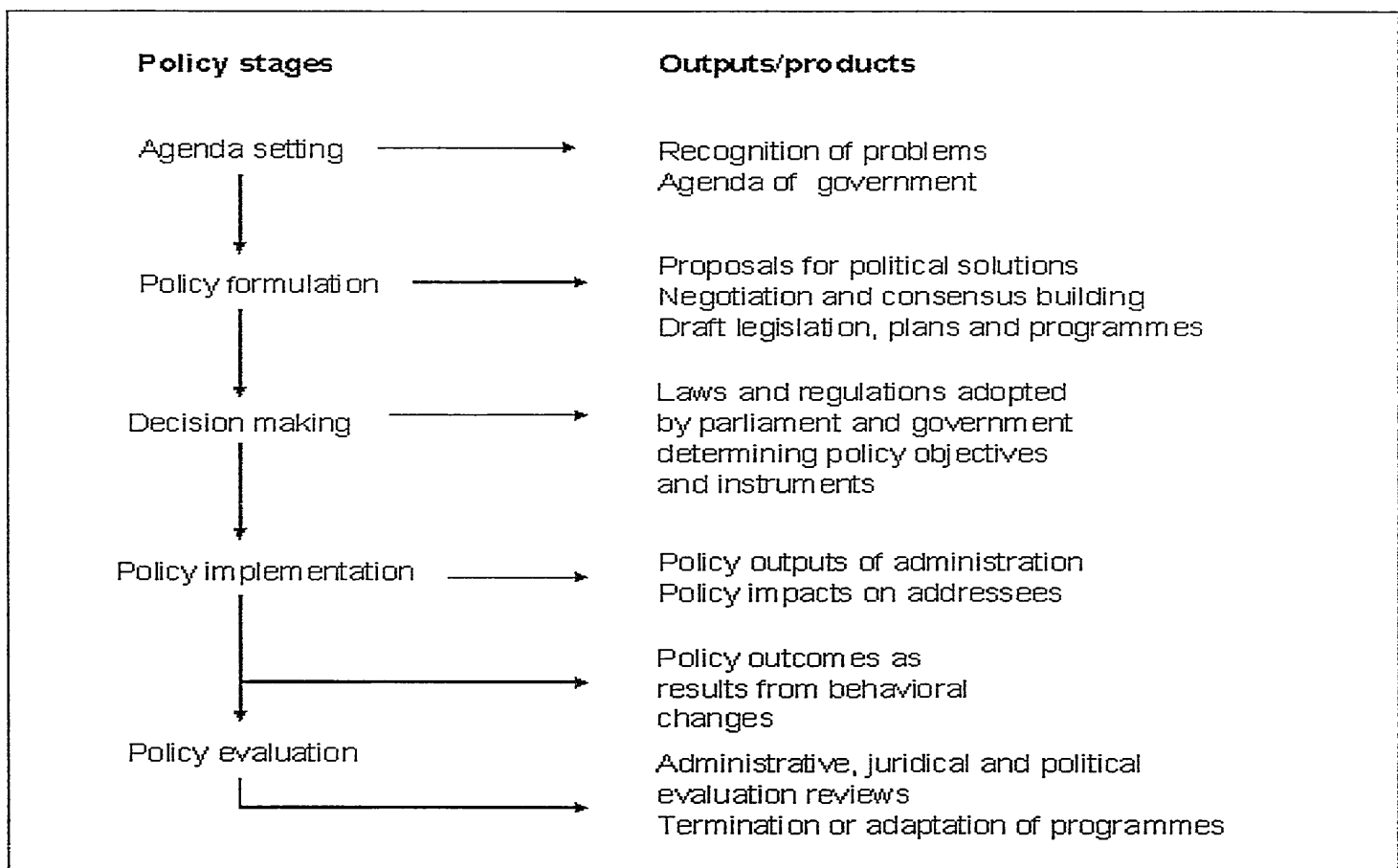
□The framework can comprehensively and coherently organize facts and concepts that support an understanding of public policy. A recent text in public policy supports the cycle model:

Policy Cycle



Ecoinformatics international

Overview of Public Policy: Effectiveness



Cases and Examples

- Evaluation of:
 - ‘Trust’ in Local Government
 - Parameters of ‘Good Governance’

**SOME CLUES ON PRIORITY
AREAS OF DEVELOPMENT FOR
POLICY INTERVENTION:
A MENU**

Areas of Priority: Sustainable Development (including SDGs)

- Consultation with the Visions, Perspective Plans, Goals and Agendas as well as review into the National Environment Policy and Renewable Energy Policy and election manifesto of Awami league firmly establish that 'Sustainability', is going to serve as a fundamental principle of development efforts.
- In 2011, Fifteenth amendment to the constitution has been placed the 'Article 18 A: Protection and improvement of environment and bio-diversity' which affirms that
- *'The State shall endeavor to protect and improve the environment and to preserve and safeguard the natural resources, bio-diversity, wet-lands, forests and wildlife for the present and future citizens.'*
- Immediate priorities in this area will include ensuring a more stable climate, improving scientific understanding and knowledge sharing on Disaster Risk Reduction, preventing land degradation, protecting the natural resource base, ensuring participation of beneficiaries and stakeholders in natural resource management and transitioning to low-carbon energy sources while promoting energy-efficient technologies.

Areas of Priority: Social Development and Inclusive Governance

- Review to the policy paper of respective sectors reveals that poverty reduction, lowering population growth, sustainable food security, reducing child mortality and malnutrition, access to quality education, adequate health care, safe drinking water and sanitation, securing child rights, addressing inequality between women and men are still high on their agenda.
- Attempts to achieve and accessing quality education will not only emphasize on the attainment at primary level, rather will expand its targets at secondary and tertiary level, structural adjustment process between the diverse spheres of existing education system will be continued accompanied by greater inclusiveness, qualitative improvement will significantly be taken into account along with measurable quantitative indicators.
- To give the highest priority to addressing the situation of women, youth, children, and older people; while also reaching groups marginalized by ethnicity, religion or other social classifications and adoption of inclusive approaches to incorporate them with equal rights-removing social, cultural, financial, legal and administrative barriers will merit the development perspective of the near future.

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Area of Priority: Humanitarian and Conflict-zone contexts

- Developing and accounting for short and long term development work in Humanitarian and Conflict-zone contexts.

Areas of Priority: Citizen Participation, Access, Rights and Transparency

- Accountability of Public Institutions, Improving Local Government, Citizen Participation for Sustainable Development; i.e. Co-management, promotion of human rights, effective participation of marginalized groups, democracy and good governance; still will be placed as the main concern at the administrative dimension of development.
- Vision 2021, Sixth Five Year Plan, and Awami League Manifesto 2014 envisage to focus on enabling policies in critical governance areas, including effective governance of systems for social development and quality service delivery that is at the same time will be affordable to even the poorest groups.
- It also reaffirm making wide use of fundamental human rights enablers such as participation, accountability, empowerment and rule of law, all of which provide a strengthened foundation for inclusive development paths.

Areas of Priority: Inequality, Power and Exclusion

- Gender inequality, income inequality, misuse of power, exclusion from civil rights, increasing dominance of authoritarian regimes – these will be the key issues to deal with for development practitioners and managers
- Both income inequality and gender inequality can be perceived with different dimensions ranging from racism to office politics
- The simplest technique to deal with these issues is to address them in any project proposal with due diligence.

Areas of Priority: Bringing the Private Sector into the Development Game

- Aid itself is increasingly being administered by big private companies
- Sorting out supply chains of global companies in favor of development practice
- Taking social enterprise through its current hype into something that makes a genuine contribution
- Making markets work for the poor

Areas of Priority after the Pandemic: What is the New Focus?

- Vaccine politics became complex even for some of the developed countries.
- As informal economy is very crucial to our national economy, the pandemic slowed the economy down and many people lost their livelihoods.
- Many countries which were dependent on tourism suffered a severe economic damage – for example – Sri Lanka.
- Renewed emphasis on the delivery of basic social services – health, ed etc.

**THE POST
PANDEMIC/NEW
NORMAL CONTEXT:
WHAT IS THE NEW
FOCUS?**

Rebuilding and Strengthening the Public Health Sector

- The key role of NGOs in the health system can be providing services and health advocacy.
- Provision of services can include medical, social and psychological services as well as, integration activities, care and nursing, material and financial support, educational and information services and training.
- Health advocacy is a combination of individual and social actions designed to gain political commitment, policy support, social acceptance and systems support for a particular health goal or program.
- An important task carried out by NGOs can be advocating for a foreign policy which will be well-designed to handle any kind of pandemic.

Reenergizing the education sector and Preparing It for the Future Pandemics

- A huge number of students dropped out from the primary educational institutions of Bangladesh.
- Due to “Digital Divide”, the quality of online education during the pandemic varied from institution to institution.
- All the educational institutions of Bangladesh should pick up a unified form of Blended Learning Approach so that future pandemics do not stall the education system.
- Teachers in primary, secondary and tertiary levels need to be trained online teaching.

Reenergizing the education sector and Preparing It for the Future Pandemics

- NGOs should focus solely on popularizing the Blended Learning System which will anyway become the future of the global education system as world-renowned universities like Harvard and Princeton are encouraging their students and faculties to adopt it.
- The “Digital Divide” will be very hard to close by the Government alone since it increases with economic development. NGOs can play a crucial role in this regard.
- NGOs can arrange training for primary and secondary school teachers who are not well-versed in the online teaching methods.

Informal Economy, Inflation & Decent Employment

- We do not have a proper list of how many people are involved with the informal sector. NGOs can help the Government in this regard. This list will help the Government in future to provide aids in the upcoming pandemics.
- As the inflation is continuing to cause problems in our national economy, NGOs can help the poor people to obtain the basic necessities of daily life.
- The youth of Bangladesh today needs “decent employment” which can only be provided in one way – making the youth understand that any kind of legal work/employment is “decent” as long as they do it as a service to their nation.

Cross-cutting Agendas

- *Climate Sensitivity and Disaster Resilience:* Increasing resilience to natural disasters, tackling climate change and achieving sustainable development is one of the cross-cutting agendas which has been prioritized in most of the policies and plans. For example; Renewable Energy Policy has emphasized innovation of environment friendly energy sources, Industry Policy has provided importance on industrial waste management and penalty pollutant elements, environment policy firmly targeted at conservation of natural resources while agriculture policy has emphasized on innovation of new species of crops with resilient capacity to cope with changing climate.
- *Digitization/ICT based Development:* All the concerned policies and plans has granted 'digitization' as the development driver and they signifies on harnessing the power of knowledge, technology and innovation, will advance national ambitions on robust economic growth, environment, food security, health and a variety of other public policies. Knowledge-intensive skills would increase productivity, job creation and competitiveness. Information and Communication Technology will be an essential tool of inclusive governance and will enhance people-centric development at different sectors encompassing education, health, agriculture, gender etc.

Cross-cutting Agendas

- More focus and projections on (to the extent possible, quantifiable) outcomes/results, evidence, and return on investment (e.g. value for money).
- Accounting for development work in Humanitarian and Conflict-zone contexts.

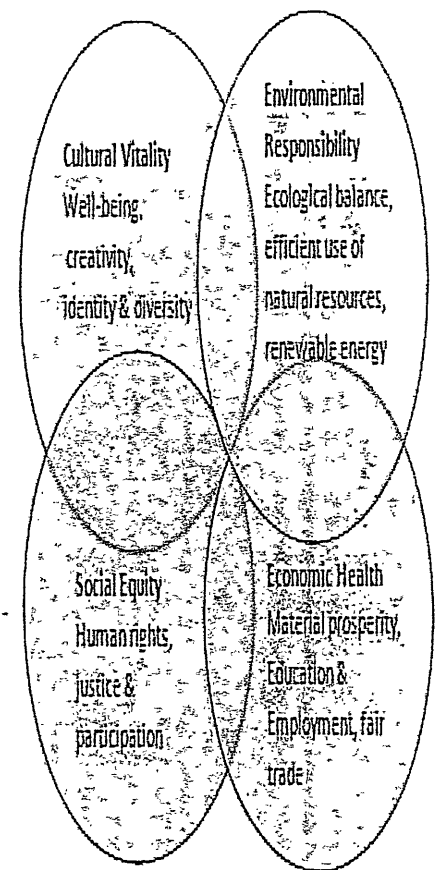
Cross-cutting Agendas

- Inclusive governance and quality service delivery: The critical role of inclusive governance would have realized sustainable human development and poverty alleviation;
- Three central aspects of inclusive governance i) accountable public institutions to deliver affordable and quality public services to all, and especially the marginalized and poor, ii) participation and representation of all people in the democratic process, and iii) rule of law and respect for human rights.
- Respecting human rights for all and cultural diversity: As a part of fulfilling, constitutional fundamental rights; reduction of inequalities and adoption of explicitly inclusive approaches to secure human rights as well as citizen rights irrespective of gender, race and other marginalized groups; has been granted as one of the central ideas of all plans and policies; education, environment, women, health etc. Along with the grand narrative of socio-economic development this cross-cutting issue shall prevail as the priority concerns of development of education, health, gender, environment etc. sectors.

Cross-cutting A

- Culture will be a powerful driver for development, with community-wide social, economic and environmental impacts. Cultural heritage, cultural industries, cultural tourism etc. will not only serve as strategic tools for revenue generation and employment but also will develop scope for greater social inclusiveness as well as to influence values related to environmental conservation, management and sustainability.

Four Pillars of Sustainability



Cross-cutting Agendas

- And to end with, the selected trends of development will need to involve stable, equitable and inclusive economic growth based on sustainable patterns of production and consumption. To be inclusive, it will require a macroeconomic approach aligned with broader development policies aiming at adequate generation of productive employment and decent work; reduction of poverty; welfare protection and sustainable growth.

Acknowledgement and References

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- The use of selected literature, Official Reports, and web-based materials are gratefully acknowledged. A full list of reference literature is available on request

POLICY BY DESIGN, NOT DEFAULT: EVIDENCE-BASED EXPERIMENTS IN PUBLIC POLICY MAKING

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Secretary
Ministry of Labor and Employment



OUTLINE

Part One: The Concepts

- ✓ Features of a PUBLIC POLICY
- ✓ Understanding Policy as an OUTCOME of PROCESS

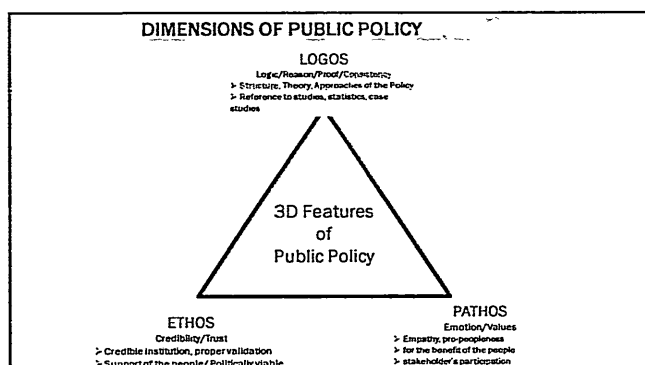
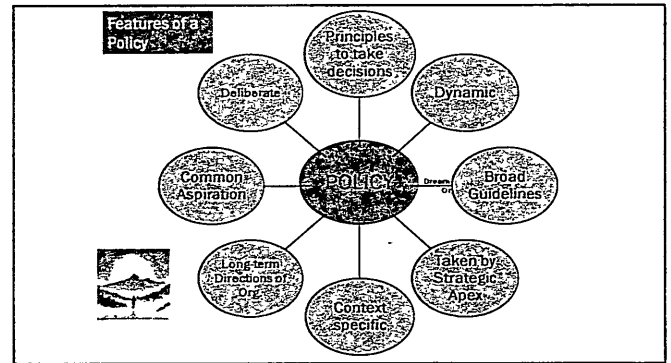
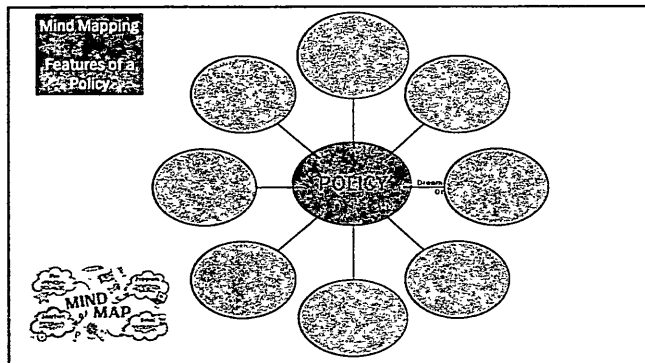
Part Two: Underpinnings of Policy by

- ✓ What is evidence in EBPM
- ✓ Understanding Evidence-based policy making
- ✓ Behavioral insights for POLICY MAKING

Part Three: Solving a Case

Part Four: Concluding Remarks

2



Generic Nature of a Public Policy

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



BUT,

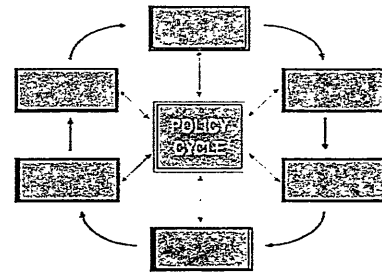
- > Disruption knows no bounds
- > Crisis demands immediate action
- > Victims are found impatient
- > Need to optimize the support of the unaffected sections

6

ANALYSIS OF THE POLICY-MAKING APPROACHES

Approaches	Process of	Remarks
Comprehensive Rational Approach	Option Analysis	PROCESS
Bounded Rationality	Limited Option Analysis	PROCESS
Incremental Approach	Gradual Process	PROCESS
Bureaucratic Approach	Top-Down Process	PROCESS
Political System Model	On-Demand Political Process	PROCESS
The Iron Triangle Model of Policy Making	Tripartite Negotiation Process	PROCESS
Group Equilibrium Model	Compromising among competing demands of influential groups	PROCESS
Elite Model	Involved Decision-making by Elite	PROCESS
Participatory Model of Policy Making	Dialogue among the stakeholders	PROCESS
Strategic Planning Approach	Vision-focused analysis	PROCESS

GENERIC PROCESS OF POLICY-MAKING



CASE ON BEHAVIORAL INSIGHTS IN POLICY-MAKING

Questions to be solved

- To what extent is the methodology adapted here for piloting the After-School Psychomotor Activities under the MOD, found valid and reliable for a policy input?
- Do you think that the learnings and best practices learnt from the case are enough to take as evidence for policy making in our context?

9

The "Policy by Default" approach refers to situations where policies are adopted or implemented without deliberate design, debate, or customization — often by inertia, precedent, or administrative convenience rather than active decision-making.



Weaknesses of Policy by Default

- ✓ Lack of Context-Specific Adaptation
- ✓ Absence of Critical Evaluation
- ✓ Crisis of Ownership
- ✓ Inflexibility and Bureaucratic Rigidity
- ✓ Risk of Inefficiency and Resource Wastage
- ✓ Lack of Stakeholder Involvement
- ✓ Ethical and Equity Concerns
- ✓ Less Responsiveness to Emerging Challenges
- ✓ Absence of Strategic Direction

10

Understanding Evidence in EBPM

- ✓ Reliable Information
- ✓ Research Outcome (Empirical Evidence)
- ✓ Results of Feasibility Tests
- ✓ Prospective Impact Study
- ✓ Environmental Impact Analysis
- ✓ Economic Impact Analysis
- ✓ Social Impact Analysis
- ✓ Administrative Impact Analysis
- ✓ Political Impact Analysis
- ✓ Outcomes of Policy Evaluation
- ✓ Best Practices from other countries
- ✓ Stakeholder Consultation
- ✓ Authoritative Consistency
- ✓ Socio-cultural Validation



11

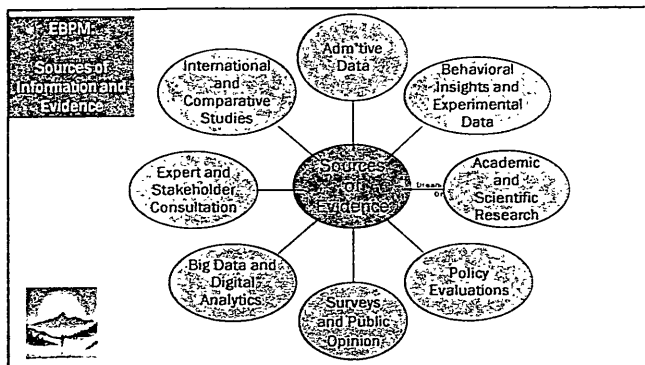
Evidence-Based Policy Making (EBPM) is an approach to public policy that emphasizes the use of reliable data, research, and analysis to guide decisions rather than intuition, tradition, political convenience, or by default.

Features

- ✓ Use of Reliable and Valid Evidence
- ✓ Systematic and Transparent Process
- ✓ Problem-Oriented Approach
- ✓ Rigorous Policy Evaluation
- ✓ Integration of Quantitative and Qualitative Data
- ✓ Interdisciplinary Collaboration
- ✓ Iterative Learning and Adaptability
- ✓ Stakeholder Engagement
- ✓ Transparency and Openness of Data
- ✓ Focus on Outcomes and Impact



12



BEHAVIORAL INSIGHTS IN POLICY MAKING PROCESS

Behavioral Insights in Policy Making refer to the application of knowledge from behavioral science, psychology, and economics to understand how people actually make decisions – and to design policies that guide them toward better choices for themselves and society.

- ✓ In essence, behavioral insights help policymakers move
- ✓ from "how people should behave" to "how people really behave."

- Paradigm Shift from the Comprehensive Rational Model to Bounded Rationality
- Bounded Rationality – People don't always act logically
- Heuristics and Biases – Decisions are often driven by shortcuts (like habits, emotions, or social norms)

24

POLICY BY DEFAULT VS. EVIDENCE-BASED POLICY MAKING

Aspect	Policy by Default	EBPM
1. Policy Origin	Adopted through habit, precedent, or administrative convenience	Developed through deliberate use of data, research, and evaluation
2. Decision Basis	Based on tradition, assumptions, or political pressure	Based on empirical evidence, data, and scientific analysis
3. Problem Definition	Often unclear or generalized	Clearly defined using research and data
4. Policy Design	One-size-fits-all approach	Tailored to context and specific needs
5. Accountability	Low – responsibility is diffused	High – decisions are traceable to evidence sources
6. Flexibility	Rigid and resistant to change	Adaptive and open to revision based on results

POLICY BY DEFAULT VS. EVIDENCE-BASED POLICY MAKING

Aspect	Policy by Default	EBPM
7. Stakeholder Involvement	Limited or absent	Inclusive – involves experts, citizens, and stakeholders
8. Transparency	Low – decisions often hidden or politically driven	High – evidence and rationale are openly shared
9. Evaluation and Feedback	Rare or symbolic	Continuous monitoring, evaluation, and feedback loops
10. Innovation and Learning	Minimal learning; repetition of past practices	Encourages learning, experimentation, & improvement
11. Efficiency and Resource Use	May cause waste and inefficiency	Promotes optimal use of resources based on proven outcomes
12. Outcome Orientation	Focus on outputs or compliance	Focus on real-world impact and measurable results

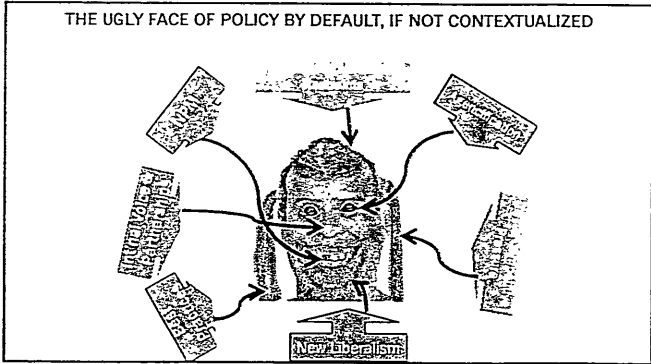
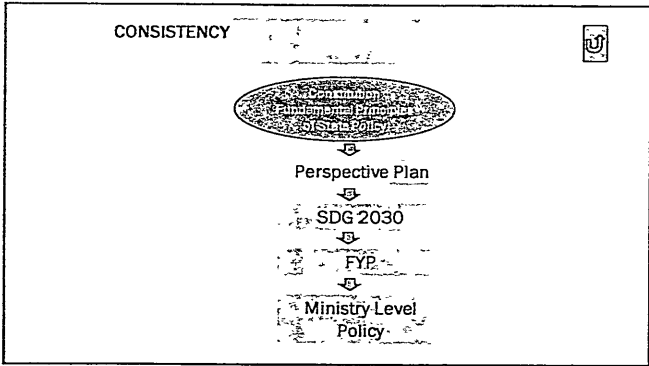
EXAMPLES OF BEHAVIORAL INSIGHTS IN POLICY-MAKING

Expecting behavior of the client/customer	Policy Response
Increasing interest of the people in taking COVID-19 vaccine	Sending SMS reminders for vaccination appointments
Control price hike in the market	Open market operation (OMS) at a subsidized price by the government
Increasing retention rate in primary schools	Introduction of the Mid-day meal in primary school
People spend more to buy essential commodities	Increased expenditure in social safety net
✓ Increasing the retention rate of female students in secondary schools	Introducing a female stipend program for the secondary level
✓ Reducing child marriage	

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জাতীয় শিরোনীতি ২০১৬

১. প্রস্তাবনা	১. Background/Preamble
২. উদ্দেশ্য	২. Intended Impacts
৩. উদ্দেশ্য	৩. Purpose/Objectives
৪. উদ্দেশ্য	৪. Implementation strategies
৫. উদ্দেশ্য	৫. Specific Roles of Institutions in Implementation
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**AN EVALUATION OF THE EFFECTIVENESS OF THE
PROVISION OF LAND USE POLICY FOR BUILDING
HOUSES IN RURAL BANGLADESH**

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ABSTRACT

The paper provides a comprehensive evaluation of the national land use policy in Bangladesh, highlighting the gaps in implementation and the need for strategic improvements for building houses using minimum agricultural land in rural areas of Bangladesh. The main objectives of the policy evaluation research are to explore the extent of the intervention of the National Land Use Policy 2001 that has achieved the objective of minimum use of agricultural land, to determine whether the authority has made the rural people aware of building model houses, multistorey buildings, and planned residential areas in the village and finally to find out the critical factors for effective implementation of national land use policy. It has been used as a mixed evaluation research method with both qualitative and quantitative approaches. Data were collected online using a semi-structured questionnaire and checklist for respondent interviews. The main results of the policy evaluation revealed that the objectives of

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the policy are not achieved and effectively implemented for numerous reasons as such, the implementers are reluctant to implement and make aware the villagers, responsible implementing agencies are not fully well-defined, people are unaware and do not know about the policy, lack of village development planning and design, overpopulation and segregation of families, poverty, lack of monitoring by the ministry, unorganized urbanization and industrialization, local political influence, absence of land zoning and union parishad are unwilling to enforce their laws, etc. To implement the policy effectively, a joint effort of the local government bodies, local communities, and all local administration departments would be required, and each organization's role would be well classified, and payment or loan support would be transferred to the rural people of Bangladesh.

Keywords: Agricultural land, multi-story buildings for rural housing, evaluation of Bangladesh's land use policy, policy implementation, sustainable development.

INTRODUCTION

Background Information

Bangladesh, a smaller South Asian country, holds a tiny land area. Bangladesh is sixty-six times smaller than the USA, but its population is nearly half of the USA. The total land area is 147,570 square kilometers, and the total cropland area is about 3,50,98,450 acres. The homestead area increased to 2801723 acres in 2019 from 2166302 acres in 2008 (BBS, 2022). It is evident that every year, we are losing 1 percent of arable land for the use of housing, roads and communication, infrastructure and industry, and so on (Mahbub Ul Haq Centre, 2003). A study in 2010 revealed that the exponential growth of rural house building is the prime reason for decreasing arable land in Bangladesh i.e. every year on an average of 0.18 percent upsurges in the set-up areas during the last 34 years from 1976- 2010 (Hasan et al., 2013). Shaikh Shamim Hasan also found similar findings that the cultivated land decreased and the build-up area increased all over the country (Hasan et al., 2017). This transformation of land from agricultural to non-agricultural land is expected to be faster in the coming days as the demand for development. The population of Bangladesh is about 169 million, and it is growing at a rate of 1.22 percent (Bangladesh Bureau of Statistics, 2022) and will increase to 210 million around 2050. Bangladesh's economic position is 35th in the world out of 191

countries. It is expected that Bangladesh's global economic position will reach 23rd by 2050 (PwC, 2017). The per capita income of the Bangladeshi people is increasing and is expected to reach more than \$12500 by 2041. Earlier in 2001, the government of Bangladesh formulated the national land use policy (MoL, 2001) for the optimum and planned land use for many areas, especially agriculture, housing, forest, river, irrigation, pond, wetland, roads, railroads, commercial and industrial, tea and rubber, coastal area, etc. For the hugely growing population of Bangladesh, both rural and urban, the most challenging issue is managing land for housing as the demand for housing is increasing with the people's growing per capita income and the development pace. Among the many areas of the said policy, this study is confined to see the effectiveness of the implementation of the national land use policy, whether the rural people are using minimum agricultural land to build houses, and to what extent the government is making aware them about the consequence of using agricultural land and also made aware of multi-stored building, model house and planned residential area in the village. However, it has been seen that Goal 11 and Target 11.8 of SDGs emphasized national and regional development planning and backed the rural-urban linkages regarding social, economic, and environmental issues. In response, China has made the first steps in the community-level development plan as an SDG pilot village project in Yunnan province (UNDP, 2023).

Problem Statement

It has been assumed that the government of Bangladesh is implementing the national land use policy for using minimum agricultural land to build model houses, multi-storied houses, and planned residential areas in rural areas. It is observed that most of the people of rural Bangladesh are making houses using agricultural land. It seems from the observation that people do not properly know the land use policy or that the responsible authorities of implementation are not sincerely aware that people are compelled to follow the policy to build houses in rural and urban areas. Hence, the depletion of agricultural land is one of the significant problems and challenges for Bangladesh that must be addressed by the policymaking and implementing authorities.

Objectives of the Evaluation Research

- a) to explore the extent of the intervention of the land use policy that has achieved the objective of minimum use of agricultural land for rural housing purposes.

- b) to determine whether the authority has made the rural people aware of building model houses and planned residential areas in the village.
- c) to see whether the authority has made rural people aware of the need to build multi-story buildings instead of one-story ones for minimum land use.
- d) to find out the factors that are critical in the implementation process of national land use policy for building houses in rural areas

Significance of Research

The issue of land use for building houses in rural areas is crucial as land is scarce in Bangladesh. The Ministry of Land of Bangladesh formulated a national land use policy in 2001 in different arenas. However, there is a question of whether the policy is implementing and generating the intended results of using minimum agricultural land for building houses in rural Bangladesh. There is no study about the evaluation of the policy in the dimension of the effectiveness of the government interventions of using minimum agricultural land for building houses, model houses, multi-storied buildings, and planned residential areas in the village. This is the most ignored area of the policy process cycle in Bangladesh. This study has endeavored to evaluate the effectiveness of the provision of land use policy for building houses in rural Bangladesh. The policy evaluation paper is expected to contribute to the academic literature on policy evaluation that might be used by the researchers, policy activists, bureaucrats, and policymakers of Bangladesh.

LITERATURE REVIEW

Policy evaluation is a fact-finding task determining the intended result of the policy implemented by the government for the people. The government does whatever it desires for the betterment of the people. However, it is imperative to see what difference it makes by intervening in society and stakeholders with the public policies. European Labour Authority stated that every policy intervention must be evaluated to realize how effective it was in accomplishing the targeted and desired objectives and goals (European Labour Authority, 2022).

The government of Bangladesh is implementing various public policies to provide the services required by the people. This part of the

literature review has tried to look at the analogous study on the land use policy evaluation concerning the provision of building houses in rural areas. Land use planning and implementation is the task of local government in the OECD countries; in a study, the OECD exemplified that land use touches the local environment, the health of the people, economic growth and development, wealth distribution, societal consequences, and prettiness of the cities, towns, and villages of any country (OECD, 2017). HDRC mentioned in their study that the significant issues of land policy are related to the use of the land title, land use, especially housing, preservation, development, and wetlands (Barkat et al., 2007).

Essentially, the UDD Ministry of Housing and Public Works studied the planned land use in the Mirsharai upazila and suggested the policy options of discouraging houses in rural areas from firing natural and supporting low-income earners in building their houses. This study also found the major problem in rural areas is the unplanned construction of houses that creates hazards like floods (UDD, MoHPW, 2020). The national housing policy of Bangladesh also emphasizes both urban and rural planning and management for building houses (NHA, Government of Bangladesh, 2016). Shaikh Shamim Hasan, in their study, found that the build-up expansion is significantly associated with the growing demand for housing that might excite the land use pattern transformation in Bangladesh (Hasan et al., 2017). In a study, Sabbir Hossain found that imbalanced land transformation and the absence of right planning together made the Ashulia area critically susceptible to the ecosystem (Hosen et al., 2021). The results of the study done in Mali tinted the necessity for land management establishments to implement land use guidelines and policies to preserve cultivated land area (Coulibaly & Li, 2020).

The New Land Reforms Act 2023 of Bangladesh emphasized the digitalization initiatives of land records and management at every field office of land (Ministry of Land Bangladesh, 2023). In a study, Fahria Masum found that Bangladesh's land administration is very conservative, ineffective, and lacking good governance. This is backed by outdated government laws, rules, land-related policies, and the inequality of land holdings, etc. (Masum, 2017). AZAD, in his study, said that the land use policy would be the best use of existing land in a sustainable manner (AZAD, 2020). On the other hand, Hasnat and his team tried to explore the shifting nature of land use and impediments of food production in terms of environmental challenges in the coastal area of Bangladesh (Hasnat et al., 2018). Rozario

and others found that the causes of decreasing agricultural land are infrastructure development, rural and urban housing, and settlement for a better chance of decent living in urban areas. (Rozario et al., 2021). In a study conducted under the banner USAID on agricultural land availability in Bangladesh observed that agricultural land is in declining trends due to many reasons, from 91.83 percent in 1976 to 83.53 percent in 2010 (Hasan et al., 2013).

The above comparable literature is found in Bangladesh and the global context. It is beyond the reach of the search that no similar evaluation is administered in Bangladesh regarding land use policy for building houses in rural areas. Hence, I found this gap in the existing literature on policy evaluation of land use for building houses in rural areas in Bangladesh. In summary, to overcome the literature gap, this study has attempted to collect data from the field, the Ministry's policy activists, and secondary sources. In accordance with the objectives of the policy evaluation paper, the data has been analyzed quantitatively, qualitatively, and narratively, and policy recommendations have been made based on the findings.

RESEARCH DESIGN AND METHODS

The methods for this evaluation research were quantitative and qualitative, i.e., mixed methods. Assembling data for evidence for this policy evaluation paper can be practically separated into two broad ranges: document research, which means from secondary sources, and primary sources, which indicates collecting data from field research. In this policy evaluation analysis, collected data from the document search research technique to gather necessary pieces of evidence from secondary sources and information from a wide variety of literature, including i) journal articles, books, and dissertations; ii) publications and reports; iii) government publications and research documents; iv) online resources and v) relevant national land use policy documents. A sampling design is a specific plan for obtaining a sample from a given population. It refers to the technique or procedure the researcher adopts in selecting items for sampling. Sampling design can determine the sample size, such as the number of items to be included. Sample size refers to the number of items selected from the total population to form a sample. Researchers are facing this problem. The sample size should not be too large or too small. It needs the best optimum sample size level to get the desired result (Babbie, 2013). The optimum sample size meets the requirements of efficiency, representativeness,

reliability, flexibility, and validity of data (Kothari, 2004). For undertaking any public policy evaluation research, Rossi and his team said that it should use the social research method for policy research, and for this research, they employed the social research method and used the criterion of policy evaluation as such effectiveness of the policy (Peter & Mark, 2004).

Evaluation is a process that can happen before, during, and after policy and program activities to see the results or impact of policy implementation (Research Councils UK, 2011). Policy evaluation is for performance audits or value for money. It needs to apply various tools and techniques of program evaluation systematically, and executing it needs the knowledge of policy and evaluation planning, knowledge of a logic model, engaging stakeholders, and applying different types of evaluation, such as formative and summative evaluation, etc. (Joseph & Harry, 2012). For the evaluation research, we have selected the sample based on both convenient and purposive sampling techniques to consider the time, cost, and ease of getting data from the concerned respondents from our observation. On the other hand, it has been collected data both randomly and purposively from the primary sources of the Assistant Commissioner (AC land), Upazila Nirbahi Officer (UNO), Union Parishad Chairman, and Upazila Chairman all 41 respondents and 5 local community people who have used agricultural land for making houses and from the 5 policy personnel of the ministry of land. The unit of analysis would be the government organizations. The methods of research and data collection techniques employed are appropriate for evaluation research as they address all the evaluation objectives for this study. The primary data has been collected through direct interviews using online Google Forms facilities, email, and mobile phones. It used a semi-structured questionnaire and checklist for interviews. Using the checklist, we interviewed the 5 policy level officials at the land ministry. Quantitative data was analyzed using Excel and Google Forms calculation, and the qualitative data was appraised narratively, generating critical factors to support the quantitative data.

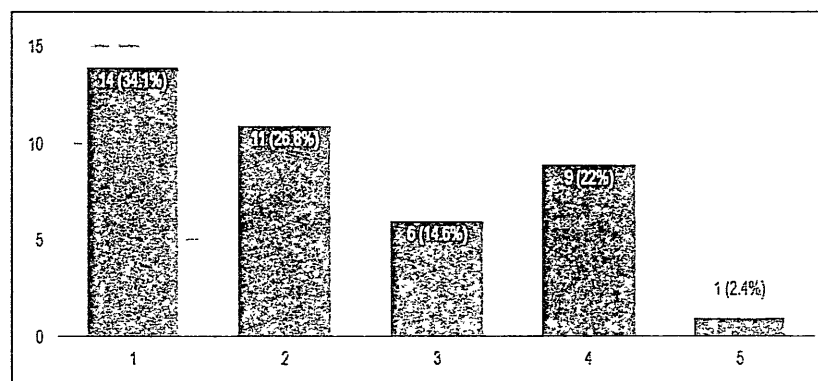
DATA ANALYSIS AND FINDINGS

The data for this policy evaluation research has been analyzed based on objectives set for evaluating the effectiveness of the National Land Use Policy 2001 on using minimum agricultural land for building houses in rural Bangladesh. The data was collected to unearth the

answer to the objectives of the policy evaluation research. The data has been analyzed to meet the objectives of the evaluation research. The respondents' and policymakers' perceptions and opinions are presented graphically, and the results are shown in percentage formats and narratively in tabular formats. The data found from the field, the ministry, and the secondary sources are matched and corroborated to evaluate better the effectiveness of the national land use policy regarding building houses in rural areas of Bangladesh.

Figure 1

Attainment of Objectives of Land Use Policy for Building Houses in Rural Areas



The data found from the field level implementers of land use policy and presented in the above figure reveals that most of the respondents thought that the objectives of national land use policy regarding the provision of using minimum land for building houses in the rural areas are not achieved as the scale 1(34.1%), 2 (26.6%) indicates low achievement and 5 (2.4%) shows the highest achievement of policy objectives and the average value of the scale (1-5) is 2.3 that tends to low achievement. This finding was also corroborated by the policy planners at the ministry level and repeated that it is in the preliminary stage, starting the implementation of the policy and exactly working for land zoning and digitation of records. After land zoning and digitization are completed, the authority will submit it to different ministries to implement their part. However, those ministries and authorities have not yet been identified, and the Ministry of Land would likely select responsible agencies.

Figure 2

Local Administration's Involvement in Implementing the Land Use Policy Regarding the Provision of Building Houses in Rural Areas

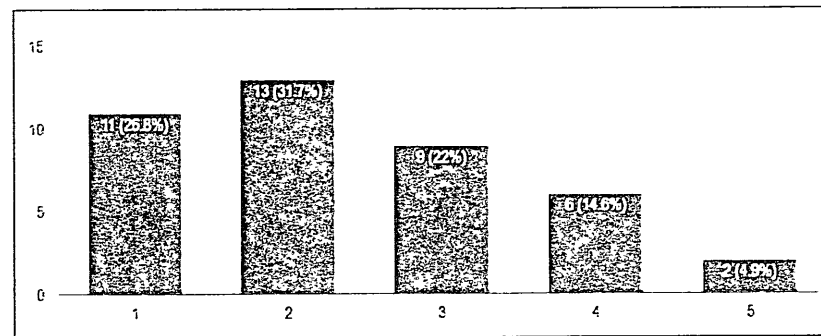
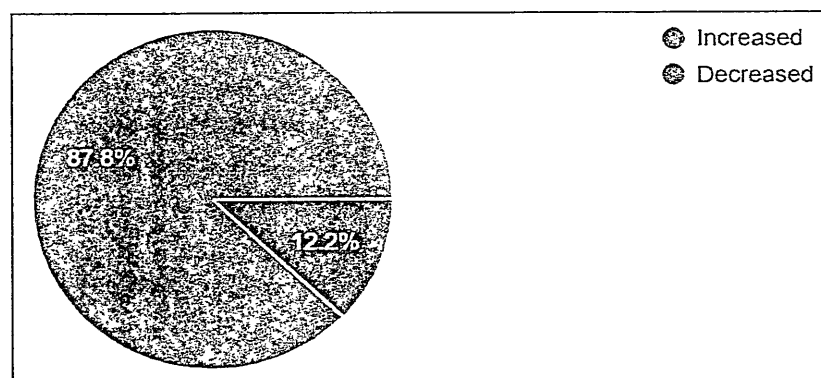


Figure 2 details that the local administration is unenthusiastic about involving themselves in implementing the land use policy regarding the provision of building houses in the rural areas as scales 1 (26.8%) and 2 (31.7%) indicate the lowest involvement and 5 (4.9%) quantifies highest involvement. The graph shows that most of the opinion cascades under scale 1-3 (80.5%) and the average value of the scale (1-5) is 2.39. Some respondents opined that tasks are not defined as who should be involved in implementing the land use policy.

Figure 3

Transformation of Agricultural Land Happened in the Rural Areas Over the Implementation of the Policy



The opinion given by the respondents about the changes in the shape of agricultural land that happened in the rural areas over the implementation of the policy is clearly shown in Figure 3, implying that the agricultural land decreased over the period (orange color). This result supports the previous study on the changes of agricultural land to non-agricultural class (Hasan et al., 2013).

Reasons for Decreasing Arable Land and Non-Achievement of Land Use Policy

The respondents also identified the underlying reasons for decreasing factors of agricultural land for the use of building houses in rural Bangladesh (see Table 1).

Table 1

Reasons for Decreasing Arable Land and Non-Achievement of Land Use Policy Regarding Building Houses in Rural Areas

Lack of motivation of the rural people	Flexibility of local administration
Unemployment of the huge population	Scarcity of resources for huge population
Lack of public concern and management	Local people don't have sufficient information and do not know and follow the land use policy
Non-requirement of approved plan before building construction as per the land use policy	Lack of proper need assessment and planning
People find their comfort in their own way	Unawareness of rural people about the policy
Family segregation/Micro Families/ Single family establishment	Tendency of living independently in Bangladesh
Ineffective management and implementation	Community building concept is absent here
Failure or poor implementation of land use policy	Disobeyed law by the people and local political influence
Need of the huge growing population	Accommodating huge population in the rural area
Lack of proper village development plan and design	Absence of an integrated planned access road, drainage system, and sewerage, people wish to reside on the roadside

(continued)

Lack of motivation of the rural people	Flexibility of local administration
Rapid and unpanned industrialization spreading towards village level	Monitoring authorities are not well defined and lack of monitoring of local government authority
Unplanned and rapid urbanization	Lack of law enforcement by the Union Parishad
Lack of political and administrative will	Anyone including non-farmers can purchase land for non-agricultural purposes
Local administration is not empowered as per the policy	Mostly horizontal expansion and ignored vertical expansion

Figure 4

Assessments of Awareness Made by the Implementers of the Local Community for Minimum Use of Agricultural Land for Building Houses in Rural Areas

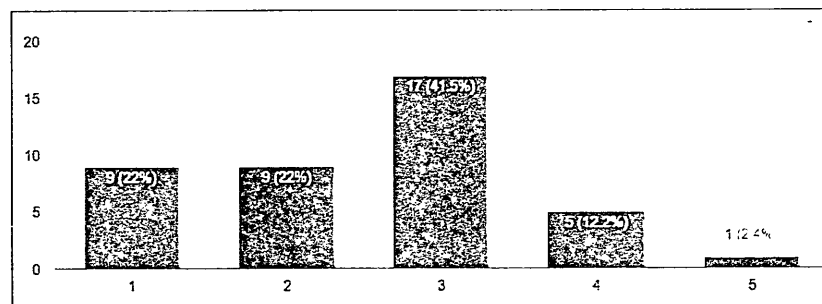


Figure 5

Appraisals of Awareness Made BY THE Implementers to the Village People for Building Model Houses and Planned Residential Areas in the Village

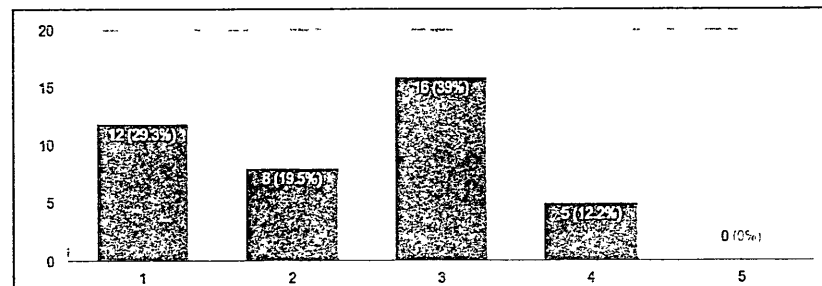
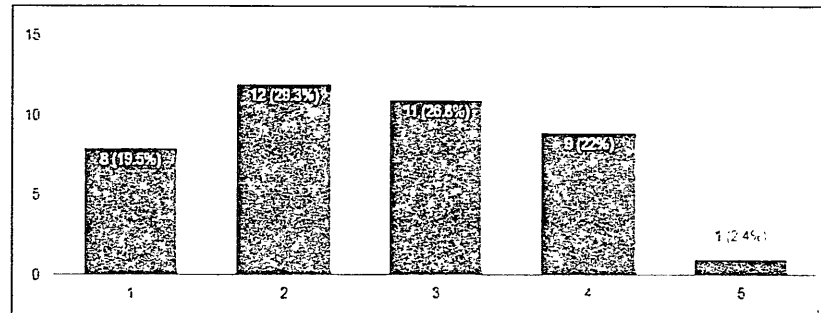


Figure 6

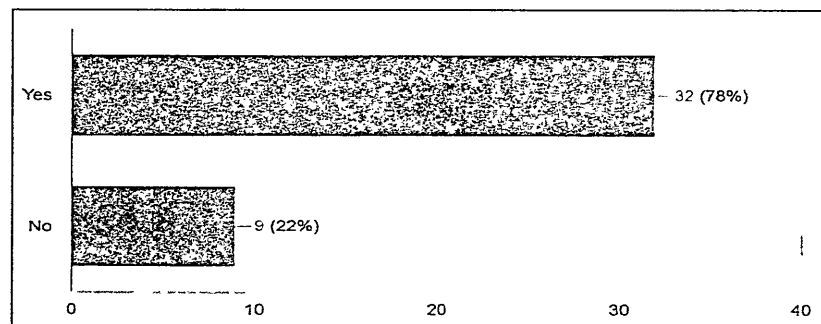
Degree of Making Aware the Implementers of the Villagers Making Multi-Storied Buildings in Rural Areas



Figures 4, 5, and 6 show the assessment of awareness made by the implementers for using minimum agricultural land for building houses, building model houses, and planned residential areas and multi-storied buildings in rural Bangladesh. The maximum data is on a 1-3 scale, which tends towards the lower level of awareness by the local administration. It also interviewed some villagers about the awareness of the local administration, who said that nobody is aware of the planning and policies, and they also said they don't know anything about the land use policy for making houses in rural areas. Moreover, they faced no legal barrier from the local administration while making houses using agricultural land.

Figure 7

Opinion of Field Level Officers to Encourage the Community People to Build Planned Housing as such Asrayon Project



On the other hand, Figure 7 demonstrates that about 78.0 percent of the local administration officials encourage the community people to build a planned house like the planned Asrayon project house. However, the villagers of the studied area said that nobody encouraged them to build planned houses using minimum agricultural land.

Figure 8

Opinion of Field Level Administration of Readily Available Model Planned Residential Areas in the Village as Support the National Land Use Policy

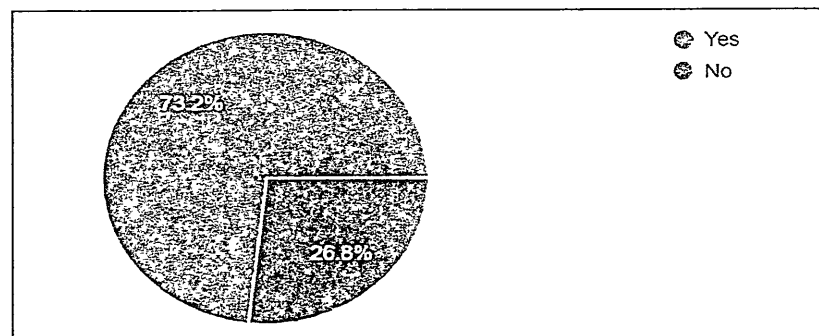
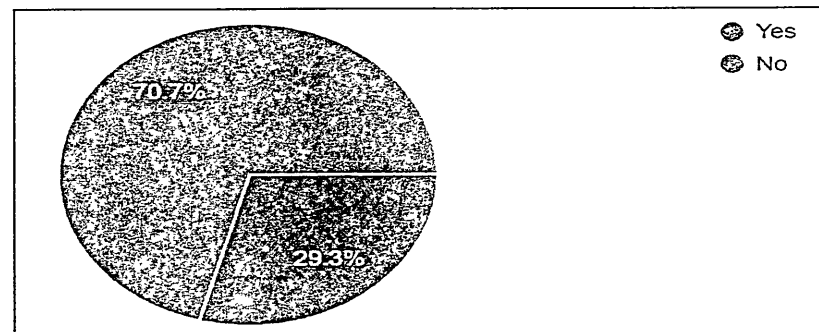


Figure 8 shows that 73.2 percent of the study respondents said there is almost no readily available model planned for a residential area in the village. The macro-level policy makers also admitted that they had no integrated action plan for model-planned residential areas.

Figure 9

Opinion of Sole Responsibility of the Local Administration to Implement the National Land Use Policy Regarding Rural Housing



The above figure 9 establishes that the local administration is not the sole agency or responsible agency for implementing the national land use policy regarding building houses in rural areas using agricultural land by the community people, as 70.7 percent said No. In this connection, it has been suggested that it would be the combined efforts of various public and private agencies to implement the national land use policy effectively (see Table 2).

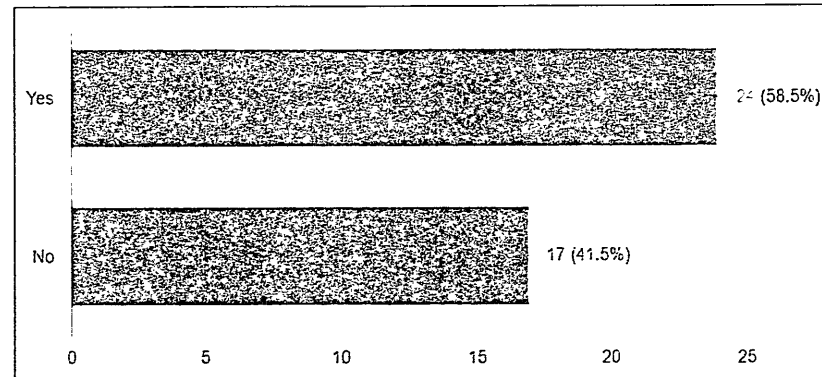
Table 2

Combined Involvement of the Organizations to Get the Desired Result of the Land Use Policy for Building Houses in Rural Areas

Sl. No	Organizations should involve to get desired result
1	Local government organizations like Union Parishad should be involved to get the desired result
2	LGED of local government division
3	Ministry of land should actively involve to implement the policy
4	District Administration & its organ local administration
5	Local leaders and People's representatives from the respective areas
6	National housing Authority
7	Agriculture Department of the concerned areas
8	Public health department of the government
9	Civil society organization of the locality
10	Upazila or sub-division level Land office and Registration office
11	Upazila committee should be actively involved
12	Upazila Engineer of the LGED
13	Financial institution division of the ministry of finance and commercial bank
14	All Upazila Parishad Officials
15	Bangladesh Bank, Micro Credit Regulatory Authority
16	Special organization should be built affiliated to Union Parishad
17	Municipality comprising expertise in technical work force especially urban planners
18	NGOs those are financing for building houses and related purposes
19	Public Works Department (PWD) of the government
20	Forest department
21	Water Resources Department

Figure 10

Provision of Taking Permission from Local Administration or Union Parishad to Build New Houses in the Rural Areas



The above figure 10 shows that 58.5 percent of the respondents said that there is a provision for getting approval from local administration or union parishad for making houses in rural areas. It supports that the Union Parishad Act 2009 has the provision of taking permission for making any building in rural areas stated in section 89 and schedule 5 (48) (Local Government Division, 2009). But the respondents from the village residents said that they were not conscious of the provision of approval from local bodies and nobody told them to get approval for the plan of their houses.

Table 3

Critical Factors that Affect the Implementation of National Land Use Policy Regarding Building Houses in Rural Areas

Sl. No	Critical factors that affect implementation of land use policy regarding building house in rural areas
1	Lack of awareness and no campaign for awareness by the local authority
2	Lack of motivation by the responsible authority
3	Lack of effective communication to the stakeholders by the competent authority
4	Flexibility of implementation of land use policy
5	Unorganized and unplanned urbanization and industrialization

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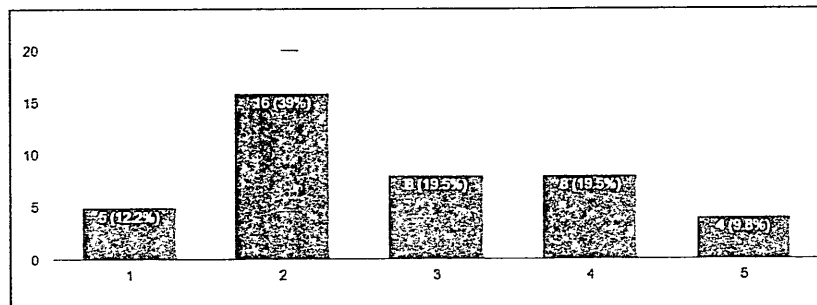
Sl. No	Critical factors that affect implementation of land use policy , regarding building house in rural areas
6	Local political influence for not abiding the land use policy of Bangladesh
7	People are reluctant to follow the land use policy of Bangladesh
8	Not the people but also the local representative are very few aware of the policy
9	Be strictly prohibited without getting permission from local government bodies
10	Lack of proper training and knowledge of both villagers and local government institutions
11	Over population of the country that seems unmanageable
12	There is critically scarcity of land for the huge population of 170 million in Bangladesh
13	Task are not properly assigned that who/which authority will implement national land use policy in Bangladesh
14	Lack of monitoring of policy implementation from the Ministry level
15	Dearth of proper planning and design of the policy
16	Prevailing poverty of the rural people in Bangladesh
17	Essential to change of SA&T Act 1950 section 83 of Bangladesh
18	Less capacity of local government and less involvement of local administration in the policy implementation
19	Lack of implementation of existing laws enforcement by the rural government body in Bangladesh
20	Implementers compliance attitude towards policy implementation
21	Lack of regulatory framework for implementation of the policy
22	Lack of consciousness of the rural people and local administration and local government
23	Lack of penalty endurance of rural people due to not obeying the land use policy
24	Lack of mass circulation of the law for necessity of building house in rural area using minimum agricultural land
25	Softness to the voter of public figure to cater vote and get to power
26	People don't know about the national land use policy of Bangladesh
27	Absent of land zoning and there is implementation failure in this case of land zoning in Bangladesh
28	Government should ban the manual brick manufacturing site immediately that also destroying the agricultural land in rural areas
29	No one is bound to comply to the policy, everyone is on their own motion
30	Low return from a well-constructed house in rural areas and low chance of rental earnings

(continued)

Sl. No	Critical factors that affect implementation of land use policy regarding building house in rural areas
31	Low flow of money in rural area for making multi storied house
32	Not having any specific area for making house or residential area like urban area
33	Spiraling high cost of construction materials that works behind not to build planned-house in rural areas
34	No local level specific and assigned authority for implementing the national land use policy in Bangladesh
35	Proper implementation of law and public reluctance are the critical factors
36	There are legal bindings in place for taking approval before building houses from the local government but no provision in the national land use policy
37	Local government bodies are lack of efficiencies and lack of appropriate technical setup though there is a provision for getting approval from union parishad.
38	Dissolve of the family structure, selfishness and segregation of joint family into nuclear family

Figure 11

Implementers Response to Take Steps to Restrain the use of Agricultural Land to Build Houses in the Rural Areas



The above figure 11 illustrates that the implementers are very hesitant to take any effective measure or steps to restrain the inhabitants from building houses in rural areas for using minimum agricultural land as most data sprays between 1 (12.2%), 2 (39.0%) and 3 (19.5%) respectively. The average value of the scale (1-5) is 2.75 which is skewed to the lowest level.

Table 4

Opinion of Using Fiscal Policy by the Government (Transfer Cash or Loan) to Support the Village People to Build Planned and Multi-Storied Building

Sl. No	Government may use fiscal policy (transfer cash or loan) to support the village people
1	Twenty respondents said 'Yes' for using fiscal policy to support the rural people to build house
2	Three respondents said 'No' for using fiscal policy to support the rural people to build house
3	Government should use fiscal Policy to support the village people
4	Good one with suitable conditions to support the needy people of village areas
5	Yes, there should be a fiscal policy. Moreover, some fixed design should be prepared and supplied so that land use could be minimized
6	Government should use fiscal Policy to support the village people
7	Government can provide loan to the poor people with low interest rate from Bank and other financial institutions
8	Huge amount of money should be allotted to implement the policy otherwise we will destroy the agricultural land
9	Yes, it will help them to build well-planned and sustainable houses Moreover, it will corroborate the 'my village my town' programme
10	Government can also provide materials to the joint family to retain the family structure
11	Yes, there should be a fiscal policy. Moreover, some fixed design should be prepared and supplied so that land use could be minimized in the rural areas for building house.
12	Yes, it would be very helpful for the poor people of the country
13	Yes, it is needed for the poor people of the country
14	Yes, it would be more effective for making planned house in rural Bangladesh
15	Yes. It will be fruitful a way to support the rural people
17	Yes, it would be more effective measure to build- multi storied house in rural areas

Summary of overall findings of the study

In this subsection, a summary of the findings related to the objectives of the evaluation research has been presented.

- **Effectiveness of National Land Use Policy:**

A significant portion of respondents (60.7%) felt that the objectives of the national land use policy regarding the minimal use of agricultural land for housing in rural areas were not achieved, indicating low effectiveness.

- **Local Administration Involvement:**

The local administration displayed low enthusiasm in implementing the land use policy, with 58.5% of respondents reporting minimal involvement. This lack of clarity in task definitions hindered effective participation.

- **Transformation of Agricultural Land:**

Respondents indicated a noticeable decrease in agricultural land due to the conversion of land for housing, corroborating previous studies on land-use changes in Bangladesh.

- **Awareness and Engagement:**

Figures illustrated a lack of awareness among the rural population regarding land use policies, with 78% of local administration officials claiming to encourage planned housing, while villagers reported no such encouragement.

- **Critical Factors Impacting Implementation:**

Several critical factors were identified, including lack of awareness, ineffective communication, local political influence, and the absence of a structured implementation plan. These factors contribute to the poor execution of land use policies.

- **Government Support through Fiscal Policy:**

There was a strong consensus among respondents for the government to adopt fiscal policies, such as providing loans or cash transfers, to assist villagers in building planned and multi-storied homes. This could help mitigate the challenges posed by agricultural land depletion.

CONCLUSION AND RECOMMENDATION

POLICY RECOMMENDATIONS:

Based on the policy evaluation research objectives and the study's findings, the underlying policy actions are needed to effectively implement the national land use policy regarding building houses in rural areas.

1. The government needs to create public awareness and carrot and stick method of motivational programme, interdepartmental communication, and collective responsibility and actions;
2. It needs proper and strict monitoring of the implementation as monitoring from the ministry is wholly absent at the field level and strict monitoring also essential from local govt institutions especially union parishad;
3. The authority should build up a database of land management, geographical research and land zoning for classifying areas in different categories i.e. residential, agricultural, industrial, community common services area etc.;
4. The ministry of land should engage more involvement of local governments and local administration and giving authority to local administration with specific guidelines;
5. It can set up specialized department to implement the national land use policy in Bangladesh;
6. It needs to implement My Village My Town policy, that has been adopted but not so emphasized and need government initiatives to build planned residential area/plot/ model house for further housing in rural areas depending on the number of family members;
7. The implementing agencies should strictly follow the policy and rigid implementation of policy are the actions needed to effectively implement the national land use policy and maintaining fairness about policy implementation;
8. It has been recommended to involve all class of people of the community for the minimum use of agricultural land to build house in rural areas;
9. The authority can campaign, arrange seminar, advertisement regarding land use policy on TV channels;
10. The local administration can distribute khas land or government owned land and purchasing land for the community to build houses in rural areas;
11. Implementation of population policy can also help to implement the national land use policy;

(continued)

12. It needs design, integrated planning for housing, public health, drainage, sewerage system in every village etc.;
13. There may have provision of mentioning the purpose of buying land use in deed registration from both seller and buyer side;
14. Government may provide incentives of transfer payment and house building loans to the community or Public Private Partnership or cluster wise flat projects in potential rural areas;
15. There should have mandatory provision in national land use policy for taking plan approval or permission before making houses and change the class of land from local authorities;
16. There might have system of no access to utility services if houses are built in agricultural land;
17. It needs to form a committee at local administration and local government including all stakeholders in the field level like the high-powered national committee for land use policy;
18. It is suggested to change of SA&T Act 1950 section 83 where it is stated that "A raiyat shall have the right to occupy and use the land comprised in his holding in any manner he likes" (Ministry of Land, 1950);
19. Stressed should be given on proper planning like urban planning and initiative, for this government should concentrate on (i) Ward-wise master plan for next 30 years. (ii) Coordination of ward plans. (iii) and supporting common utility at the ward with well-planned design and required facilities;
20. The authority needs to arrange more training of local government representatives, strengthen the man power, implement the punishment, including learning in the textbooks;
21. Government may get acquisition of land and organize in-situ rehabilitation with specific plot size and making a planned area in the village;
22. Government may introduce pre-planned and designed house as mandatory, developing plots for house building at union level and growth centers, bringing utility facilities for the residential areas;
23. The authority should encourage sub-registrars not to register deeds when businessmen/ real estate companies try to purchase huge agriculture land for non-agriculture purpose in the rural areas;
24. Government may encourage entrepreneurship development in the rural areas like urban developers;
25. The government should immediately fix the authority for the implementation and monitoring of land use policy;
26. The government need to revisit the national land use policy 2001 as they have started the implementation of the policy and clearly defined the responsibility of different ministries and department at both central and micro level especially the local government bodies of the country because it's a joint action and

(continued)

27. The land ministry can prepare an implementation action plan for immediate, medium- and long-term actions which is totally absent in the national land use policy 2001.
 28. Government should develop skilled manpower for rural planning and development and recruit at the local administration or local government level
 29. The policy makers should encourage the people about the benefit of family bondage and not to dissolve the family and segregate from joint to nuclear family
 30. The government may inspire the rural people to live in a community and build planned multi-storied house in rural Bangladesh.
 31. The government may stretch incentive to the land developer companies to invest in rural areas and sale apartment to the rural community
-

CONCLUSIONS

Policy evaluation research has assessed the effectiveness of the national land use policy for using minimum agricultural land in rural areas for building houses. The government of Bangladesh formulated the said policy in 2001 but has not effectively implemented policy and has not achieved its objectives that have been found from the field research and feedback from the policy activists at the ministry level. No policy evaluation literature has been found on the national land use policy, and the Ministry of Land has not undergone any policy evaluation since the formulation of the policy in 2001. It has been found to have thought-provoking findings concerning the implementation status of the national land use policy on the provision of building houses in rural Bangladesh. This study does not cover all the parts of national land use policy, and we want to keep the other aspects specially the urban house building to study further for future researchers. It is expected and assumed that the results of the evaluation research will recompense the policy activists at the ministry level to review the two-decades-old national land use policy of Bangladesh. This research will also augment some comprehension of village development planners and policymakers of Bangladesh to conserve agricultural land for feeding the huge population of Bangladesh. For effective implementation of the policy, there are need for active joint actions of the local government, local administration and local community involvement and effective governance, and would require an immediate implementation action plan, revision

of national land use policy and identifications of the role of each implementing agency for minimum use of agricultural land to build house in rural areas of Bangladesh.

ACKNOWLEDGMENT

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Evaluating Public Policies: Tools for Evidence-Based Decision Making

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What is the concern of Public Policy?

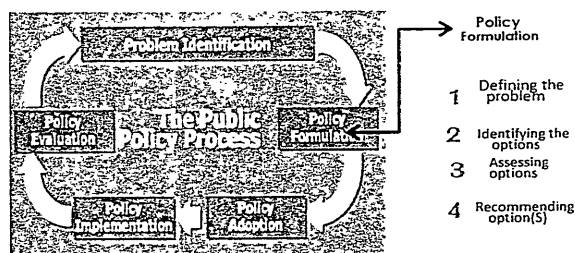


- What governments do?
- Why they do it?
- What different it makes?

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

Public Policy Making Process



Why the policy maker needs to evaluate public policy?

What is Policy Evaluation?

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

What is Policy Evaluation?



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

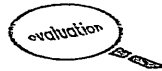
What is Policy Evaluation?

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



Objectives of Policy Evaluation

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



Objectives of Policy Evaluation

- Evaluations enable better decision-making

Objectives of Policy Evaluation Why evaluate?

- Evaluating policy performance and policy results helps policy makers understand why some policies work and others do not
- If the evidence produced is fed into the policy cycle, policy evaluations can optimize the value for money, accountability and transparency of the policy making process
- Provide the legitimacy for the use of public funds

Objectives of Policy Evaluation Why evaluate?

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

Objectives of Policy Evaluation Why evaluate?

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

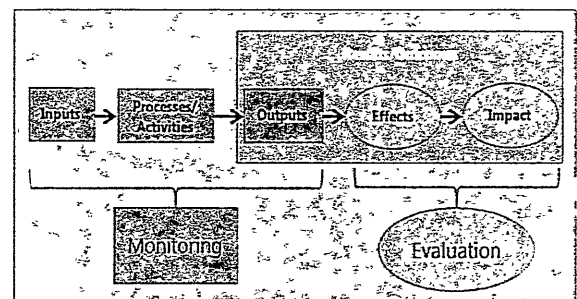
Objectives of Policy Evaluation Why evaluate? Political answers

- **Serving interest of whom**
 - Public interest Vs Private interest
 - Interest of majority Vs interest of minority
 - Is it re-distributive/affirmative
- **From 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

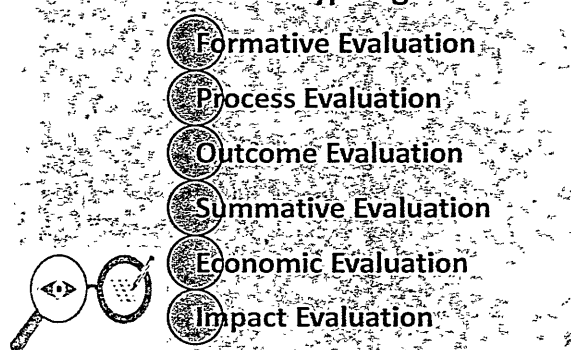
Objectives of Policy Evaluation Why evaluate? General

- **Policy Change: acting upon the evaluation of the policy/program**
 - Reforms (Policy and Institution)
 - Improvement
 - Expansion
 - Reduction
 - or incremental change
 - Policy termination (if needed)

Monitoring and Evaluation Framework



Evaluation typologies



Formative Evaluation

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



Process Evaluation

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

When:

- When program implementation begins
- During operation of an existing program

What:

- Whether program goals and strategies are working as they should
- Whether the program is reaching its target population, and what they think about it
- Whether programme/project is delivered as intended/planned
- Implementation assessment
- Special studies on quality, access, reach

Outcome Evaluation (objective-based evaluation)

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

When:

- After the program has run for some time period
- At an appropriate time to measure outcomes against set targets – usually benchmarked time periods

What:

- How much the program has affected the target population
- Clearly establish the degree of benefit provided by the program

Summative Evaluation

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

When:

- At the end of a program
- At the end of a program cycle

What:

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

Economic Evaluation (cost-benefit analysis)

Economic evaluation is used during the program's implementation and looks to measure the benefits of the programs against the costs.

Doing so generates useful quantitative data that measures the efficiency of the program. This data is like an audit, and provides useful information to sponsors and backers who often want to see what benefits their money would bring to beneficiaries.

When:

- At the beginning of a program, to remove potential leakages
- During the operation of a program, to find and remove inefficiencies.

What:

- What resources are being spent and where
- How these costs are translating into outcomes

Example of Policy Evaluation beyond Developed Countries

- *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*

Impact Evaluation

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

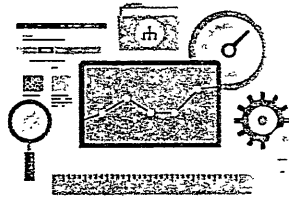
When:

- At the end of the program
- At pre-selected intervals in the program

What:

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

Theories of Evaluation



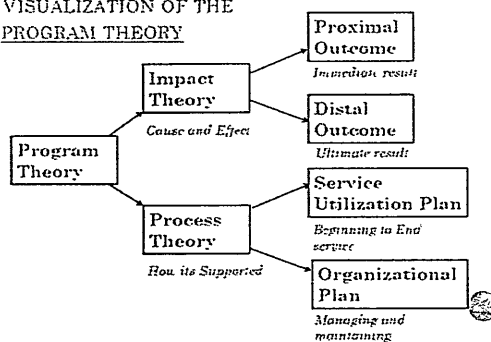
Theories of Evaluation

• Program Theory

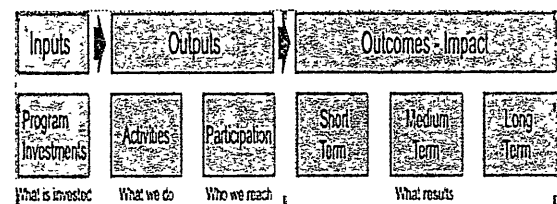
- The fundamental assumption behind program theory is solving social problem by intervening specific program.
- Program theory is defined as the set of assumptions regarding how the program is supposed to produce the societal benefit as well as the strategy and tactics adopted to achieve its anticipated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

Program Theory of Evaluation

VISUALIZATION OF THE PROGRAM THEORY



Logic Model



Why use logic models?

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

Benefits of Logic Model

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

Periods of Evaluation

Evaluation Before Implementation

1. Measure

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

Evaluation Before Implementation

2. Feasibility

3. Impact

4. Ethics
Morality

5. Expected
outputs,
Outcomes
and Ultimate
outcome

Evaluation during Implementation

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

Evaluation after Implementation

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

Evaluation after Implementation

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

Evaluation criteria

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

Key Agencies for Evaluation

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

Example of PE in SAARC (India)

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

Quality Control of Evaluation

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

Qualifications of Policy Evaluators

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

Evidence Based Evaluation

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

Key Questions

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

Politics of Evaluation

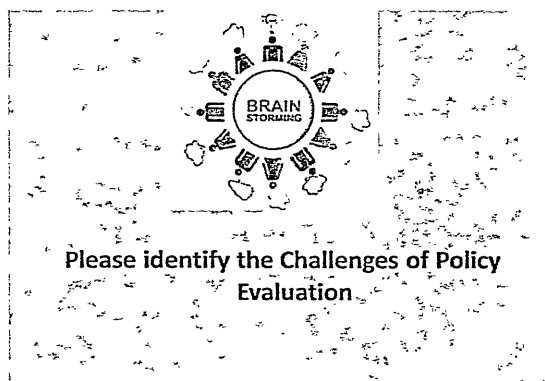
1. Eye-wash technique (selective evaluation)
2. White-wash technique
 - avoid objective evaluation
 - utilize surface information
 - select incompetent researcher
3. Submarine technique
 - exercise administrative power to terminate policy before evaluation

Politics of Evaluation

4. Posture
 - build image and good results through untrue objective evaluation
5. Postponement/ Delay to decrease attention
6. Substitution from major to minor success points
7. Ethical evaluation/ morality

Politics of Evaluation

8. Stakeholders interest
9. Power dynamics
10. Bias and objectivity
11. Use and misuse of findings
12. Transparency and accountability
13. Long-term consequences those aligned with political interest



Challenge 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



Methodology and Outlines of Policy Evaluation

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.

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.*

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

Full Evaluation Paper

- Title
 - Abstract and key words
- Introduction
 - Background
 - Objectives/Evaluation questions of the Study (Maximum 1-3)
 - Justifications of the study
- Literature Review
 - Conceptual/Theoretical/Analytical
- Methodology
- Data Analysis and Results/Findings
- Recommendations and matrix for actions/Implementation
- Conclusion
- References
- Annexure (if any)

Heartiest Thanks!

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01711489786

The whole-of-government approach to policy making. Special reference to inter-Ministerial meetings and stakeholder consultations

Mohammed Humayun Kabir
Addl. Secretary
Cabinet Division

মন্ত্রিপরিষদ বিভাগ

What is a Whole-of-government approach?

- Whole-of-Government Approach ("WGA") refers to the joint activities performed by diverse ministries, public administrations, and public agencies to provide a common solution to particular problems or issues, and involves some form of cross-boundary work and restructuring.
- It refers to a process where government activity uses formal and/or informal networks across different agencies within that government to coordinate the design and implementation of the range of interventions that the government's agencies will be making in order to increase the effectiveness of those interventions in achieving the desired objectives.

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Basically, the "Whole-of-Government" describes co-operation and coordination

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Key Principles

The whole-of-government approach is based on several key principles, including:

Collaboration: Government agencies and stakeholders work together to achieve a common goal.

Coordination: Agencies and stakeholders coordinate their efforts to avoid duplication and ensure a cohesive response.

Integration: Agencies and stakeholders integrate their policies, programs, and services to achieve a seamless and comprehensive response.

Citizen-centricity: The approach is focused on meeting the needs of citizens, rather than the interests of individual agencies.

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Key enablers of the whole-of-government approach

- Leadership and political will and commitment
- Clear mandate, shared vision and institutional arrangements
- Collaborative culture
- Legal and regulatory frameworks
- Clear and effective communication and information sharing channels
- Effective governance and management structures
- Adequate financial and human resources
- Monitoring and evaluation systems to measure the impact

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Benefits of the whole-of-government approach

- Enhanced policy coherence and coordination across government agencies
- Improved inter-ministerial coordination
- Facilitated cross-sectoral collaboration
- Improved efficiency and effectiveness in service delivery
- Improved decision-making and resource allocation
- Better utilization of expertise and knowledge across govt. agencies
- Increased public trust and confidence in government agencies

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Challenges of the whole-of-government approach

- Fragmented government structures
- Political instability
- Siloed mentality, organizational culture, and competing priorities
- Limited capacity and resources
- Inadequate institutional arrangements and a lack of clarity on roles and responsibilities
- Limited understanding of interagency collaboration
- Resistance to change and a reluctance to embrace new ways
- Limited awareness of the whole-of-the government approach

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What is a policy?

- a course or principle of action adopted or proposed by an organization or individual.
- In a broad sense, laws, rules, policies, strategies, plan of actions, programmes, projects, even a circular can be considered as a policy.
- What if a government does not take any action?
- Public policy is whatever governments chooses to do or not to do. [R. T. Dye 1981: Understanding Public Policy, Englewood Cliffs, NJ: Prentice-Hall Inc.]
- Meaning of policy as in the 'education policy', 'fisheries policy' etc. is defined as- "a label for a field of activity initiated by the government or a legitimate authority, as an expression of a general purpose or desired state of affairs; as specific decisions of government; as a particular set of activities having authorization, parliamentary approval, or statutory endorsement; as a programme involving particular packages of legislation and organization efforts." [E. W. Hogwood and J. A. Gunn, Policy Analysis for the Real World, Oxford, UK, Oxford University, 1984]

Difference between Policy, Strategy and Action Plan

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Approval procedures for policy/strategy/plan documents

Like many other parliamentary forms of government, the central cabinet is the highest policy-making body in Bangladesh. As stated in the Rules of Business 1996, section 4(ii), "No important policy decision shall be taken except with the approval of the cabinet". Thus the cabinet is the ultimate authority for approving a policy, and all policy-related issues must be cleared by it. These include all cases related to legislation, including the promulgation of ordinances; cases involving vital political, economic, and administrative policies; and proposals related to changing any existing policy or cabinet decisions.

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Approval procedures for policy/strategy/plan documents

As regards strategy/plan documents, no fixed procedure exists. The strategies and the plans for implementation of the policies are generally approved by the concerned National committees/Council of the Ministry. Procedure followed for approval of the strategy documents is not uniform for all the Ministries.

Table: Examples of Approval Authorities of Policies/Strategies and Plans

Name of the Document	Approval Authority
National Agricultural Policy	Cabinet
Plan of Action for implementation of National Agricultural Policy	National Agriculture Committee headed by the Minister for Agriculture
National Water Management Plan	Cabinet returned the plan with an opinion that it may be approved by the Ministry itself
Integrated Forest Management Plan	MoEF

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How long does it take to formulate a policy in Bangladesh?

- No prescribed time-frame.
- Usually it is a lengthy process

Name of the Policy	Year of inception	Year of completion
Environment Policy, 1992 and Implementation Plan	1991	1992
National Forest Policy, 1994	1992	1994
National Fish Policy, 1998	1988	1998
National Agricultural Policy, 1999	1995	1999
National Water Policy, 1999	1988	1999

Source: The Process of Policy and Strategy Formulation, Working Paper WP020, Prepared by D. K. Chowdhury, Salomon Centre, Dhaka, August 2003

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How is this issue related to the participants of this training session?

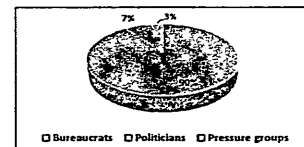


Chart: Bureaucrats' Role in Policy Making in Bangladesh

Source: Article 'Policy making process in Bangladesh' by Hedayet Islam Shakil, Abdullah Al Noman, Anika Afroz Hridi, Fatima Kabir Sharma, November 2016.

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What is Partnership?

Partnership is sharing resources, knowledge and other assets to achieve one or more goals that are mutually beneficial.

Partnership allows for many people to have a voice in addressing issues and creating positive change. As multiple perspectives are shared, a fuller understanding of the needs, assets, strategies, and abilities needed or available to address an issue is perceived.

Developing a partnership requires clear terms and open communication. It is best if each partner explicitly and clearly states how they understand their needs, goals, assets and roles in the partnership.

For example, partnership for health means voluntary joint action or decision-making in a harmonious and supportive way, for a common goal and outcome. It involves all players or stakeholders at different levels who, through their actions, will influence services delivery at any of the health delivery points in the district, region or country.

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What is Collaboration?

Collaboration means "to work together." It is a mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority and accountability for achieving results. It is more than simply sharing knowledge and information (communication) and more than a relationship that helps each party achieve its own goals (cooperation and coordination).

The purpose of collaboration is to create a shared vision and joint strategies to address concerns that go beyond the view of any particular party.

The idea of working together incorporates several closely related concepts fundamental to its practice. These include the distinction between adaptive and routine challenges; the notion of a holding environment in which to do adaptive work; the use of facilitation to guide or orchestrate adaptive work; and the use of consensus-based decision making rather than majority rule.

It does not transfer government authority. The line officer is still responsible for making decisions within his or her authority.

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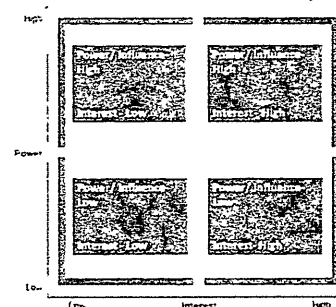
Who is a stakeholder?

A stakeholder is a person, group or organization with a vested interest, or stake, in the decision-making and activities of a business, organization or project. Stakeholders can be members of the organization they have a stake in, or they can have no official affiliation.

Stakeholders are individuals and groups who have an interest in the issue. This will include beneficiaries, their families and communities; actors in the local economy; government and community organizations and officials. This group also includes all potential partners.

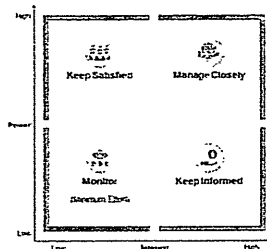
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Grid for Stakeholder Analysis



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High power/Less interest
Keep satisfied



High Power/ High Interest
Keep fully engaged
Make greater efforts to keep satisfied

Low power/low interest
Monitor (for there may be changes)

Low power/high interest
Keep informed
Leverage their interest

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Consultation with the Stakeholders

- Who are your stakeholders for policy formulation?
- Who is highly interested in your policy?
- Who is less interested in your policy?
- Who is highly influential in the policy?
- Who is less influential in the policy?
- How do you consult with them?

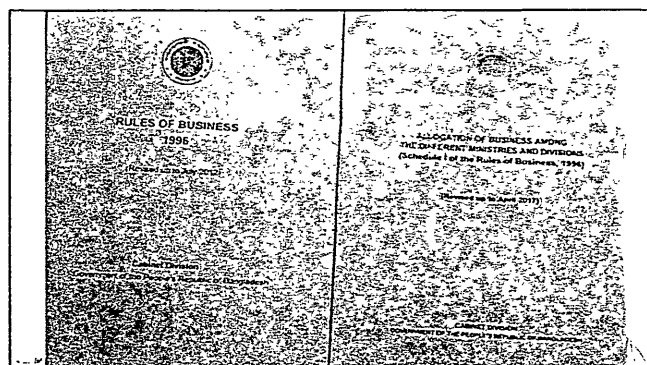
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Characteristics of a good consultation

- targeted at those most likely to be affected by the policy
- early enough to scope key issues and have an effect on the policy decisions to which they relate
- informed as a result of relevant information being disseminated in advance
- two-way so that both sides have the opportunity to exchange views and information, to listen, and to have their issues addressed
- gender-inclusive through awareness that men and women often have differing views and needs
- free from manipulation or coercion
- documented to keep track of who has been consulted and the key issues raised
- reported back in a timely way to those consulted, with clarification of next steps
- on-going as required during the formulation of the policy.

There is no one right way of undertaking consultation. Given its nature, the process will always be context-specific.

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Interministerial Consultation

1. When is Interministerial Consultation mandatory?
2. What to do if Ministries/Divisions don't agree on any particular issue?
3. Is there any cases that can be done without consultation?
4. Is consultation needed when the Prime Minister is in charge of a Ministry?
5. Can the Prime Minister call any case from any Ministry/Division?
6. Can the Minister for Finance call a case from any Ministry?
7. Can the Minister for Law, Justice and Parliamentary Affairs call a case from any Ministry?
8. Can any other Minister call a case from any other Ministry?
9. What are cases that need consultation with the Cabinet Division?
10. What are the cases that need consultation with the Ministry of Public Administration?
11. What are the cases that need consultation with the Finance Division?
12. What are the cases that need consultation with the Law and Justice Division?
13. What are the cases that need consultation with the Legislative and Parliamentary Affairs Division?
14. What are the cases that need consultation with the Ministry of Foreign Affairs?

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Interministerial Consultation (Ch. 3 of Rules of Business)

10. Consultation among Ministries and Divisions. – (1) When the subject of a case concerns more than one Ministry/Division no orders shall issue, nor shall the case be submitted to the Prime Minister or the Cabinet until it has been considered by all the Ministries/Divisions concerned and their view are properly recorded. Such consultation shall take place as early as may be practicable with the exact point of reference whereupon the opinion is sought for:

Provided that in case of urgency and with the approval of the Prime Minister this requirement may be dispensed with, but the case shall, at the earliest opportunity thereafter, be brought to the notice of the Ministry/Division concerned.

(2) If the various Ministries/Divisions concerned cannot reach agreement, and the Minister, after consultation with other Ministry/Division concerned, desires to press the case, it shall be submitted to the Prime Minister.

Provided that where the case concerns a Ministry/Division which is under direct charge of the Prime Minister the final views of the other Ministry/Division concerned shall be obtained before the case is submitted to the Prime Minister

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(3) When a case is referred by one Ministry/Division to another for consultation the relevant facts and the points necessitating the reference shall be clearly brought out.

(4) Even when consultation is not required, a Ministry/Division may, for purposes of information, pass copies of a communication received or issued by it or show a case, to such other Ministry/Division as it considers would be interested in, or would profit by it.

(5) The Prime Minister may call for a case from any Ministry/Division.

(6) A Minister may, with prior information of the Minister concerned, ask to see a case of any other Ministry/Division if it is required for the disposal of a case in his Ministry/Division. Similarly, the Minister for Finance may ask to see a case of any Ministry/Division in which financial considerations are involved. The Minister for Law, Justice and Parliamentary Affairs may ask to see a case of any Ministry/Division in which legal considerations are involved.

(7) If a Minister who has asked to see a case of another Ministry/Division desires any further action to be taken thereon, he shall consult the Minister and action, mutually agreed upon, shall be taken. In the absence of agreement the case shall be submitted to the Prime Minister for decision

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Consultation with the Cabinet Division

11. Consultation with Cabinet Division. – No Ministry shall, without previous consultation with the Cabinet Division, issue or otherwise any orders which involves –
- i) interpretation of these rules;
 - ii) reorganization of a Ministry/Division involving any change in the Allocation of Business among various Ministries and Divisions;
 - iii) a change in the Allocation of Business among various Ministries and Divisions;
 - iv) remuneration and privileges of the President, Prime Minister, Ministers, Ministers of State and Deputy Ministers; and
 - v) any other matter allocated to this Division under these rules

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**প্রশাসনিক উন্নয়ন সংক্রান্ত সচিব কমিটিতে প্রেরিত যেসব প্রস্তাবের বিষয়ে
আন্তঃমন্ত্রণালয় সভা করতে হয়**

১। Allocation of Business সংক্রান্ত প্রস্তাব

- (ক) সচিব স্বাক্ষরিত সারসংক্ষেপ;
(খ) আন্তঃমন্ত্রণালয় সভাকল্প;
(গ) Allocation of Business-এর তুলনামূলক বিবরণী;
(ঘ) সংশ্লিষ্ট মন্ত্রণালয়ে উপদেষ্টার মহোদয়ের সম্মতি;
২। বিভাগীয়/পরিচালন সংক্রান্ত প্রস্তাব
(ক) সচিব স্বাক্ষরিত সারসংক্ষেপ;
(খ) Organogram-এর জন্য চন্দ্রশাসন ও আবেগ সম্মতি;
(গ) Allocation of Business-এর জন্য আন্তঃমন্ত্রণালয় সভা;
(ঘ) Allocation of Business-এর তুলনামূলক বিবরণী;
(ঙ) সংশ্লিষ্ট মন্ত্রণালয়ের উপদেষ্টার মহোদয়ের সম্মতি;
৩। মন্ত্রণালয়/বিভাগ (নাম পরিবর্তন)
(ক) সচিব স্বাক্ষরিত সারসংক্ষেপ;
(খ) আন্তঃমন্ত্রণালয় সভা;
(গ) সংশ্লিষ্ট মন্ত্রণালয়ের উপদেষ্টার মহোদয়ের সম্মতি;

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উপদেষ্টা পরিষদের সভায় আইনের বসড়া উত্থাপনের পদ্ধতি

নির্ভরিত অনুমোদনের ক্ষেত্রে বসড়া আইন নিম্নলিখিত বিষয়সমূহ অনুসরণ করা আবশ্যিক:

- ক) সারসংক্ষেপের প্রথম অনুচ্ছেদে সংশ্লিষ্ট আইনের পাঁচটি সংশ্লিষ্ট আকারে উল্লেখ করতে হবে।
খ) ১য় অনুচ্ছেদে অংশীদারের মতামত, আন্তঃমন্ত্রণালয় সভার কার্যবিবরণী ও সর্বসাধারণের মতামত গ্রহণের ক্ষেত্রে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের ওয়েবসাইটে প্রকাশের বিষয়সমূহ উল্লেখ করতে হবে।
গ) তৃতীয় অনুচ্ছেদে বসড়া আইনের ৫য় চন্দ্রশাসন মন্ত্রণালয়ের 'বাংলা ভাষা ব্যবহারের বোর্ড' কর্তৃক প্রদত্ত করার বিবরণী এবং মন্ত্রিপরিষদ বিভাগের 'আইনের বসড়া পত্রিকা-নিরীক্ষা'র মতামত প্রদান সংক্রান্ত আন্তঃমন্ত্রণালয় কার্যবিবরণী'র সুপারিশ গ্রহণের বিষয় উল্লেখ করতে হবে।
ঘ) ৭ম অনুচ্ছেদে বসড়া আইনের উল্লেখযোগ্য বৈশিষ্ট্যসমূহ উল্লেখ করতে হবে [সর্বমোট ৫টি]।
ঙ) ৪য় অনুচ্ছেদে মন্ত্রিসভার নিকট অতিশ্রুত সিদ্ধান্তের বিষয়ে সুস্পষ্টভাবে উল্লেখ করতে হবে। [উদাহরণ - বণিত পরিশ্রমিত, 'চিহ্নিগাথার আইন ১০১১'-এর বসড়া মন্ত্রিসভার নির্ভরিত অনুমোদনের জন্য উপস্থাপন করা হলো।]
চ) সর্বশেষ অনুচ্ছেদে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের নাম এবং মন্ত্রণালয়/বিভাগের পরিচালক মাননীয় মন্ত্রী/প্রতিমন্ত্রী সারসংক্ষেপে লেখবেন, অনুমোদন করছেন এবং মন্ত্রিসভা-বৈঠকে উপস্থাপনের জন্য সম্মতি জানান করছেন। এই বাক্যটি শিবতে হবে।

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**চূড়ান্ত অনুমোদনের ক্ষেত্রে বসড়া আইন
নিম্নলিখিত বিষয়সমূহ অনুসরণ করা আবশ্যিক**

- ক) সারসংক্ষেপের প্রথম অনুচ্ছেদে সংশ্লিষ্ট আইনের পাঁচটি সংশ্লিষ্ট আকারে উল্লেখ করতে হবে।
খ) মন্ত্রিসভা-বৈঠকের নির্ভরিত অনুমোদনের বিষয় উল্লেখ করা আবশ্যিক।
গ) পেন্ডিংসমূহ ও সংসদ বিষয়ক বিভাগ কর্তৃক তৈরিকৃত বিবরণী বসড়া আইন উল্লেখ করতে হবে।
ঘ) বসড়া আইনের উল্লেখযোগ্য বৈশিষ্ট্যসমূহ উল্লেখ করতে হবে [সর্বমোট ৫টি]।
ঙ) মন্ত্রিসভার নিকট অতিশ্রুত সিদ্ধান্তের বিষয়ে সুস্পষ্টভাবে উল্লেখ করতে হবে। [উদাহরণ - বণিত পরিশ্রমিত, 'চিহ্নিগাথার আইন ১০১১'-এর বসড়া মন্ত্রিসভার নির্ভরিত অনুমোদনের জন্য উপস্থাপন করা হলো।]
চ) সর্বশেষ অনুচ্ছেদে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের নাম এবং 'মন্ত্রণালয়/বিভাগের পরিচালক মাননীয় মন্ত্রী/প্রতিমন্ত্রী সারসংক্ষেপে লেখবেন, অনুমোদন করছেন এবং মন্ত্রিসভা-বৈঠকে উপস্থাপনের জন্য সম্মতি জানান করছেন। এই বাক্যটি আবশ্যিকভাবে লিখতে হবে।

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সারসংক্ষেপ সংশোধন সংক্রান্ত পদ্ধতি

- ক) মন্ত্রিসভা কর্তৃক বিবেচিত হওয়া বিষয় যেন - আইন/অধ্যাদেশ/নির্দেশ/প্রতিবেদন ইত্যাদির বসড়া সারসংক্ষেপের অব্যবহিত পরে সংযুক্ত করতে হবে।
খ) প্রযোজ্যক্ষেত্রে তুলনামূলক বিবরণী (পূর্বের আইন/নির্দেশ/বিধান অনুসরণ করে এবং এর বিপরীতে প্রস্তাবিত বিষয়ের যথাযথতা) ছক আকারে সংযুক্ত করা দরকার। [উদাহরণ, তুলনামূলক বিবরণীতে সংশোধন/সংশোধন/পরিবর্তন/প্রতিস্থাপনের ক্ষেত্রে প্রস্তাবিত পদ/বাক্য সহজে চূড়ান্ত করা যায়।] তুলনামূলক বিবরণী (যেখানে আইন/নির্দেশ/প্রতিবেদন ইত্যাদির বসড়া আইন উল্লেখ করতে হবে।
গ) অংশীদারের মতামত, আন্তঃমন্ত্রণালয় সভার কার্যবিবরণী এবং উক্ত সভায় উপস্থিতির তালিকা আবশ্যিকভাবে সংযুক্ত করতে হবে।
ঘ) চূড়ান্তকৃত আইনের ক্ষেত্রে পেন্ডিংসমূহ ও সংসদ বিষয়ক বিভাগের তৈরিকৃত বসড়া আইন সারসংক্ষেপের অব্যবহিত পরে এবং তৈরিকৃত নোটিশ বসড়া আইনের অব্যবহিত পরে সংযুক্ত করা যাবে।
ঙ) পুরাতন আইনের কপি (যদি থাকে) সংযুক্ত করতে হবে।

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Consultation with Ministry of Public Administration

11. 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, issue or otherwise any orders which involves:-

- 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;
- organization of a working unit in a Ministry/Division otherwise than as a section
- creation and reorganization of an Attached Department
- initial appointment to all posts of NPS-IX and above in the Ministries/Division which are outside the purview of the Bangladesh Public Service Commission
- a change in terms and conditions of service of officers of all services other than defence and of ministerial servants in the Ministries/Divisions and Attached Departments subject to modification as may be made by the Government in the structure of services from time to time;

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- Posting of Non-Secretariat officers in the Ministries/Divisions or Attached Departments;
- Expenditure proposals relating to the Ministry of Finance;
- the interpretation of rules and orders made by the Ministry of Public Administration;
- Transfer of personnel of Development Project to Revenue setup after the project is completed;
- Rules for recruitment to any post or service including the question of removing a post or service from the purview of the Bangladesh Public Service Commission for the purpose of recruitment.

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Consultation with the Finance Division

13. Consultation with Finance Division. - (1) No Ministry shall without previous consultations with Finance Division authorize any orders not covered by the approved budget, which will affect directly or indirectly the finances of the Republic and which in particular involves:-

- i) relinquishment, remission or assignment of revenue, actual or potential, or grant of guarantee against it;
- ii) expenditure for which no provision exists in the budget;
- iii) levy of taxes, duties, cesses or fees;
- iv) floatation of loan;
- v) re-appropriation between major heads within budget grants;
- vi) alteration in the method of compilation of accounts or of the budget grants;
- vii) receipt or expenditure of foreign exchange unless already allocated;
- viii) change in the terms and conditions of service of Government servants, and employees of public corporations which have financial implications; and
- ix) interpretation of rules made by Finance Division

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(2) Cases where previous concurrences of Finance Division is required and the same is refused the proposal shall not be proceeded with. However, if a Ministry/Division desires to press the proposal, it may submit the case to the Prime Minister along with the views of Finance Division for decision.

(3) Every order of an administrative Ministry conveying a sanction to be enforced in audit which is not authorized in the approved budget shall be communicated to the audit authorities through the Finance Division;

(4) Finance Division shall be consulted on all economic and financial questions arising out of any case and, in particular, in the following cases:-

- i) preparation of export programme and import policy;
- ii) negotiation of trade and barter agreements;
- iii) determination of tariff policy;
- iv) determination of pricing policy;
- v) determination of investment policy; and
- vi) determination of labour policy.

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Consultation with the Law and Justice Division

14. Consultation with the Law and Justice Division. - (1) The Law and Justice Division shall be consulted:-

- i) on all legal questions out of any case;
- ii) on the interpretation of any law arising out of any proceedings;
- iii) before tendering advice on a mercy petition against an order of death sentence and pardon, respite, remission, suspension or commutation of any sentence;
- iv) before involving the Government in a criminal or civil proceeding instituted in a Court of Law; and
- v) whenever criminal or civil proceedings are instituted against the Government;

(2) No Ministry shall consult the Attorney-General except through the Law and Justice Division and in accordance with the procedure laid down by that Division;

(3) If there is disagreement between the Attorney-General and the Law and Justice Division, the case shall be submitted to the Minister of Law, Justice and Parliamentary Affairs for decision

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Consultation with the Legislative and Parliamentary Affairs Division

14 A. Consultation with the Legislative and Parliamentary Affairs Division. - (1) The Legislative and Parliamentary Affairs Division shall be consulted:-

- i) on all proposal for legislation;
- ii) on all legal questions arising out of any legislative proposal
- iii) preparation of important contracts, international agreements, international conventions pronouncing and modifying international law;
- iv) on interpretation of any legislation;
- v) before the issuance of or authorization of the issue of a rule, regulation or bye-law, etc., in exercise of statutory power.

(2) No Ministry shall consult the Attorney-General except through the Legislative and Parliamentary Affairs Division and in accordance with the procedure laid down by that Division.

(3) If there is disagreement between the Attorney-General and the Legislative and Parliamentary Affairs Division, the case shall be submitted to the Minister of Law, Justice and Parliamentary Affairs for decision.

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Consultation with the Ministry of Foreign Affairs

15. Consultation with Ministry of Foreign Affairs. - No Ministry shall without previous consultation with Ministry of Foreign Affairs dispose of a case which affects the foreign relations of Bangladesh.

Secretariat Instructions 210-213 also deals with provisions that other Ministries should follow in dealing with things related to foreign relations.

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অন্যান্য মন্ত্রণালয়/বিভাগের সহিত পরামর্শ

১৫১। অন্যান্য মন্ত্রণালয়/বিভাগের সহিত কোনো বিষয়ে পরামর্শ করিবার ক্ষেত্রে 'মূলক জব বিজ্ঞপ্তি' এর বিধান সতর্কতার সহিত পালন করিতে হইবে।
যতদূর পর্যন্ত সংশ্লিষ্ট সকল মন্ত্রণালয়/বিভাগ কর্তৃক পরামর্শ প্রদান করা না হয় ততদূর পর্যন্ত এই সম্পর্কে কোনো আদেশ জারি করা যাইবে না অথবা বিষয়টি নবিস্তা, প্রধানমন্ত্রী, রাষ্ট্রপতির নিকট পেশ করা হইবে না।

পরামর্শ গ্রহণ করার পদ্ধতি:

- (১) যে বিষয়ে অন্য মন্ত্রণালয়/বিভাগের পরামর্শ চাওয়া হইবে, তাকে সুনির্দিষ্টভাবে উল্লেখ করিয়া সংশ্লিষ্ট মন্ত্রণালয়/বিভাগে লিখিতভাবে প্রেরণ করিতে হইবে।
- (২) বিশেষের ক্ষেত্রে অথবা প্রয়োজনে ব্যক্তিগতভাবে প্রেরণ করিতে হইবে।
- (৩) পরামর্শ চাহিবার সময় সংশ্লিষ্ট বিষয়ে পূর্বে জারিকৃত নির্দেশাবলির বিবরণসহ একটি 'সহসংস্পর্শ সারসংক্ষেপ প্রেরণ করিতে হইবে। প্রয়োজনে প্রচেষ্টার সহিত বসতাক প্রেরণ করিতে হইবে।

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১৫২। কোনো বিষয় একাধিক মন্ত্রণালয়/বিভাগের সহিত পরামর্শ করিবার প্রয়োজন হইলে, তাকে একযোগে সমাধা করিতে হইবে। তবে যেসকল ক্ষেত্রে প্রেরিতব্য মসিদ, পত্রাদি অধিক সংখ্যায় প্রযুক্ত করিতে দিরা অভ্যাসিক সময় ও প্রদ ব্যয়িত হইবে সেই সকল ক্ষেত্রে এইরূপ পরামর্শ একযোগে করা হইবে না।

১৫৩। একাধিক মন্ত্রণালয়/বিভাগের সহিত পরামর্শের জন্য একই সময়ে যোগাযোগ করিতে হইলে দু'দফা অধিক 'সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের নিকট প্রেরণ করিতে হইবে। অন্যান্য মন্ত্রণালয়/বিভাগের নিকট 'সহসংস্পর্শ সারসংক্ষেপ' অফিস স্মারক, তদানুষ্ঠানিক নোট অথবা সচিবালয়/বিভাগের মাধ্যমে পরামর্শ চাওয়া যাইতে পারে। যেসকল বিষয় মৌখিক পরামর্শের মাধ্যমে নিষ্পত্তি করা যাইতে পারে, সেইসকল বিষয়ে এই রীতি প্রযোজ্য হইবে না।

১৫৪। যেসকল বিষয়ে পরামর্শের জন্য কোনো অফিস স্মারক প্রেরণ করাই অধিকতর বাঞ্ছনীয় বলিয়া বিবেচিত হইবে এবং প্রাসঙ্গিক বিধিমালা, আদেশাবলি ইত্যাদির বরাদ্দসূত্র সংশ্লিষ্ট করিতে হইবে।

১৫৫। যদি কোনো মন্ত্রণালয়/বিভাগ হইতে কোনো অসংস্পর্শ প্রত্যাবণ করা যায় তাহা হইলে প্রাপক মন্ত্রণালয়/বিভাগ বিষয়টি সংস্পর্শ করিবার জন্য প্রেরণ মন্ত্রণালয়/বিভাগের নিকট প্রয়োজনীয় সকল তথ্য সম্বন্ধে একত্র করে চাহিয়া পরাইবে। তবে এই ক্ষেত্রে যতদূর সম্ভব নথি ফেরত না পাঠাইয়া, পত্রের মাধ্যমে তাৎক্ষণিকভাবে তথ্য চাওয়া যাইবে।

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১৫৬। যদি একই প্রত্যাবণ দ্বিতীয় বার কোনো মন্ত্রণালয়/বিভাগ প্রেরণ করিতে হয় তাহা হইলে উহা সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের সর্বাপেক্ষা উচ্চতম কর্মকর্তা (যিনি উহা ইতোমধ্যেই দেখিয়েছেন)-এর নিকট পরাইতে হইবে।

১৫৭। যখন কোনো নথি অন্য কোনো মন্ত্রণালয়/বিভাগে পরামর্শের জন্য প্রেরণ করা হয় অথবা অন্য মন্ত্রণালয়/বিভাগ হইতে ফেরত প্রদান করা হয় এবং সেখা যায় যে মন্ত্রণালয়/বিভাগসমূহের মতামত প্রকাশ পাইয়াছে তখন অতিরিক্ত নোট লিখিবার পরিবর্তে সাধারণত ব্যক্তিগত আলাপ-আলোচনা করিতে হইবে। যে পর্যায়ে বিষয়টি গ্রহণ করা হইয়াছিল সেই পর্যায়ে যদি মতামতের আদান-প্রদান না হয় তাহা হইলে ব্যক্তিগত আলাপ-আলোচনা যথোপযুক্ত উচ্চতর পর্যায়ে চালাইতে হইবে। কোনো বিশেষ বিষয়ে দুইজন নথি ব্যক্তিগত আলাপ-আলোচনার পর এখনও হইল সন্তোষ প্রদায়কভাবে মিলিত হইবে এবং পূর্ণাঙ্গ সিদ্ধান্তকল্পে স্থপনান করিয়া একটি ফৌর নোট প্রেরণ করিবে এবং এই বিষয়ে আর কোনো নোট লিখা যাইবে না।

১৫৮। কার্যব্যবস্থা গ্রহণকারী কর্মকর্তার পক্ষে নিম্নোক্ত গ্রহণের ব্যাপারে কেবল বিপর্যয়তার কারণেই নথি ও বিষয়াদি অন্যান্য মন্ত্রণালয়/বিভাগে অথবা পরামর্শের জন্য প্রেরিত হইবে না এবং কোনো আদেশ, নিয়ম, বিধি নির্দেশ ইত্যাদির অধীনে প্রয়োজন না হইলে কোনো বিষয়েই অন্যান্য মন্ত্রণালয়/বিভাগে পরামর্শের জন্য প্রেরণ করা হইবে না।

মন্ত্রিপরিষদ বিভাগ

১৫৯। অন্যান্য মন্ত্রণালয়/বিভাগে পরামর্শের জন্য কোনো বিষয় প্রেরণ করা অপরিহার্য হইয়া পড়িলে বিষয়টির একটি 'সহসংস্পর্শ সাক্ষিত্যসহ অন্যানুষ্ঠানিক নোটে'র মাধ্যমে তথ্য করা হইবে এবং যেসকল আদেশ, নিয়ম, বিধি নির্দেশ ইত্যাদি বিধানের আওতাধীন বিষয়টি পরামর্শের জন্য প্রেরিত হইল এবং যেসকল প্রসঙ্গ মতামত চাওয়া হইল, সেই সকল আদেশ, নিয়ম, বিধি নির্দেশ ইত্যাদি বিধানের এবং সেই সকল প্রসঙ্গ তথ্যের পরিষ্কাররূপে নির্দিষ্টভাবে উল্লেখ করিতে হইবে। আইন, বিধি, প্রবিধান, চুক্তি অথবা আইনের নথীভুক্ত অন্যান্য মসিদ, নোট ও করা অথবা সেমিসিগেট মতামত প্রদান করা ঘটনা ও টেকনিক্যাল প্রকৃতির বিষয়ে অন্যান্য মন্ত্রণালয়/বিভাগ হইতে সেমিসিগেট ও সংশ্লিষ্ট বিভাগে কোনো বিষয় অথবা নথি প্রেরণ করা হইলে উক্ত বিষয়ের উপর সুনির্দিষ্ট ও সুস্পষ্ট সারসংক্ষেপসহ সংশ্লিষ্ট সকল কাগজপত্র নথির সহিত প্রেরণ করিতে হইবে।

মন্ত্রিপরিষদ বিভাগ

১৬০। কোনো বিষয়ের উপর পরামর্শ অথবা আদেশাবলির সুস্পষ্ট ব্যাখ্যা অথবা নিম্নোক্তরূপে ব্যাখ্যার প্রয়োজন হইলে কার্যব্যবস্থা গ্রহণকারী কর্মকর্তা সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের যথাযথ কর্তৃপক্ষের সহিত টেনিসমোনে অথবা জায়েজ প্রকল্পের মাধ্যমে পরামর্শ প্রদান করিবে এবং টেনিসমোনে অথবা জায়েজ প্রকল্পের মাধ্যমে প্রদত্ত মতামত নিশ্চিত করিয়া পত্র প্রয়োজন বলিয়া বিবেচিত হইলে প্রেরিত বিষয়ের সংশ্লিষ্ট প্রকল্পসমূহ এবং টেনিসমোনে অথবা জায়েজ প্রকল্পের মাধ্যমে প্রদত্ত মতামত নির্দিষ্টভাবে উল্লেখ করিয়া বিষয়টির একটি 'সহসংস্পর্শ সাক্ষিত্যসহ অন্যানুষ্ঠানিক নোটে'র মাধ্যমে তথ্য করা হইবে এবং পরামর্শের জন্য প্রেরণ করিবে।

১৬১। কোনো বিষয়ে কার্যব্যবস্থা গ্রহণ করিতে অথবা পূর্ণতরূপে হইলে পরামর্শের জন্য যে মন্ত্রণালয়/বিভাগে বিষয়টি প্রেরণ করা হইয়াছে সেই মন্ত্রণালয়/বিভাগের দ্বারা বিষয়টি দ্রুত নিষ্পত্তি করা হইবার জন্য প্রেরণকারী মন্ত্রণালয়/বিভাগ যুক্তিসংগত সময় অথবা তারিখের মধ্যে ব্যক্তিগতকৈ টেনিসমোনে অথবা ব্যক্তিগত যোগাযোগের মাধ্যমে বিষয়টি সম্পূর্ণ তালিম প্রদান করিবে।

মন্ত্রিপরিষদ বিভাগ

সচিবালয় বহির্ভূত কর্তৃপক্ষের সহিত পরামর্শ

১৬২। কোনো মন্ত্রণালয়/বিভাগ কর্তৃক অন্য মন্ত্রণালয়/বিভাগে প্রেরিত প্রত্যাবণের প্রথমোক্ত মন্ত্রণালয়/বিভাগের সম্মতি ব্যতিরেকে সচিবালয়ের বাহিরের কোনো প্রতিষ্ঠান, কর্তৃপক্ষ, কর্মকর্তার নিকট পরামর্শের জন্য প্রেরণ করা যাইবে না।

১৬৩। সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের সম্মতি পাইয়া বিশেষতঃ ভূতরি ক্ষেত্রে সচিবালয়ের বাহিরে কোনো কর্মকর্তার নিকট/প্রতিষ্ঠানে প্রত্যাবণ করা যাইতে পারে। 'গোপনীয়' চিহ্নিত কাগজপত্রের ক্ষেত্রে এইরূপ সম্মতি প্রদান করা যাইবে না। যে কর্মকর্তার নিকট প্রত্যাবণ করা হইতেছে তিনি ব্যক্তিগতভাবে উক্ত প্রত্যাবণ দ্বারা যদি কতিপয় অথবা প্রচলিত দল অথবা তারার মারাত্মক আচরণ যদি চরাতে বিবেচনাধীন থাকে, তাহা হইলে সেইসকল ক্ষেত্রেও সম্মতি দেওয়া যাইবে না।

মন্ত্রিপরিষদ বিভাগ

আন্তঃমন্ত্রণালয় সভা

১১.২। কোনো মন্ত্রণালয়/বিভাগের কোনও বিষয় অন্য কোনও মন্ত্রণালয়/বিভাগের নিকট এক মাসের অভ্যন্তরীণ অধিশূন্য পরিসরে অবশ্য কোনও বিষয় নিশ্চিতকৃত ক্ষেত্রে আন্তঃমন্ত্রণালয় সভা করা প্রয়োজন যে সকল বিষয় সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের অন্তর্গত কৃতদায়ক শর্তাধীন আন্তঃমন্ত্রণালয় সভা করিয়া নিশ্চিত করিতে হইবে।

মন্ত্রিপরিষদ বিভাগ

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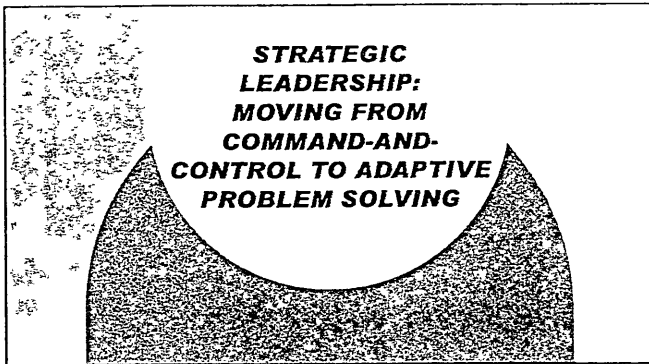
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ধন্যবাদ

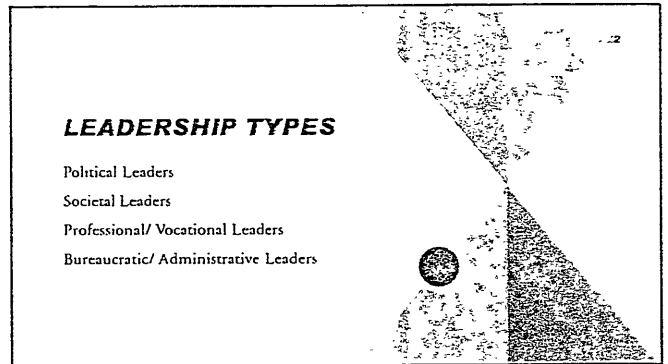
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Module:3

Public Policy Analysis

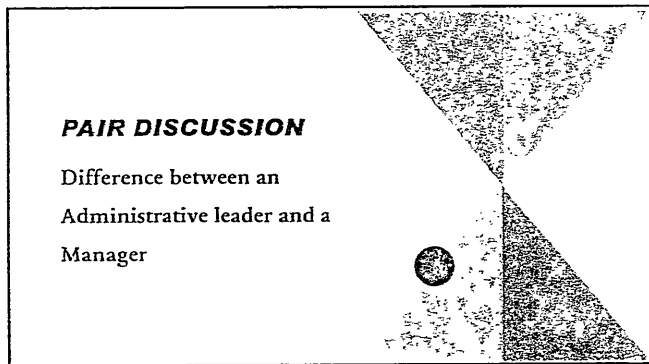


**STRATEGIC
LEADERSHIP:
MOVING FROM
COMMAND-AND-
CONTROL TO ADAPTIVE
PROBLEM SOLVING**



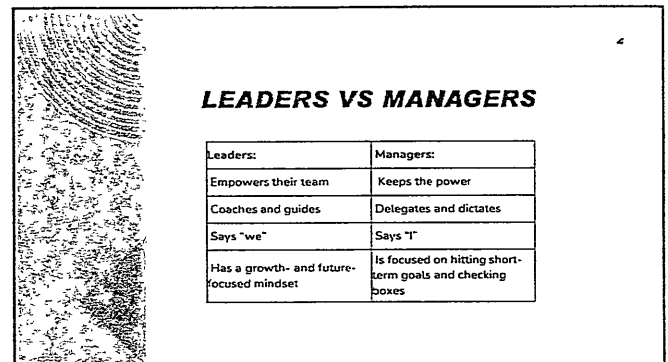
LEADERSHIP TYPES

- Political Leaders
- Societal Leaders
- Professional/ Vocational Leaders
- Bureaucratic/ Administrative Leaders



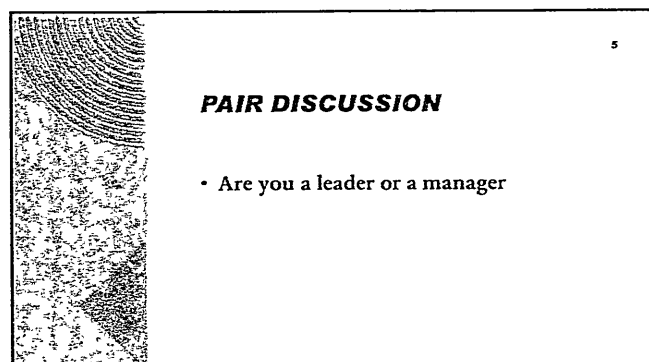
PAIR DISCUSSION

Difference between an
Administrative leader and a
Manager



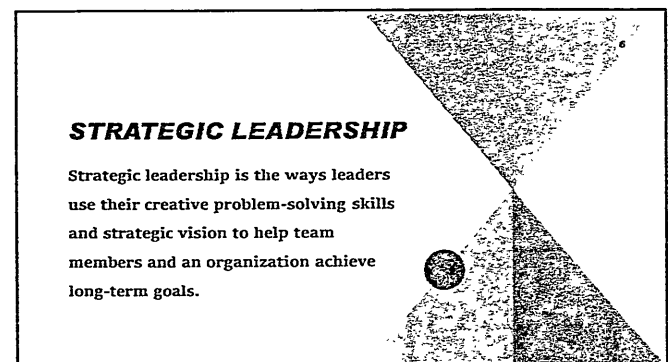
LEADERS VS MANAGERS

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



PAIR DISCUSSION

- Are you a leader or a manager



STRATEGIC LEADERSHIP

Strategic leadership is the ways leaders use their creative problem-solving skills and strategic vision to help team members and an organization achieve long-term goals.



COMMAND AND CONTROL LEADERSHIP IS REALLY ABOUT AUTHORITY, FORMAL OR INFORMAL. IT IS ABOUT ONE INDIVIDUAL MANAGING THE GROUP BOUNDARIES, SHOWING THE WAY FORWARD, AND ARTICULATE WHAT IS APPROPRIATE AND INAPPROPRIATE BEHAVIOR.

ADAPTIVE LEADERSHIP

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

ADAPTIVE LEADERSHIP

Adaptive Leadership is a set of practices, which is behavioral and unique to the context or situation. Thus, leading adaptively is not "one-and-done" or contingent upon positional authority, but can be practiced from any position in an organization, government, or society. It is deployed through contextually relevant interventions that help individuals make progress on complex challenges.



PAIR DISCUSSION

What type of leadership is prevalent in the bureaucracy?

ADAPTIVE CHALLENGE

An adaptive challenge is a problem (also known as wicked problem) that does not subside even when management applies the best-known methods and procedures to solve the problem.



SOLVING WICKED PROBLEM

In a developing country context, administrative leaders can address "wicked problems" having "complex and dynamic challenges" with a "collaborative approach" to bring together all stakeholders to "identify solutions"





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**ADAPTIVE LEADERSHIP
CHALLENGES**

- Activist challenge
- Development challenge
- Transition challenge
- Maintenance challenge
- Creative challenge
- Crisis challenge

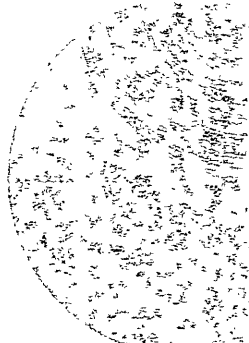


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**PAIR DISCUSSION:
ADAPTIVE CHALLENGES**

THANK YOU

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Chairman, IDRA
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The dynamics of public policy: Power, interest and Institutions in policy process

Dr. Md. Mohoshin Ali
Member Directing Staff
BPATC

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

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?

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.

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?

- 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?

- 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.

What is a Public Policy?

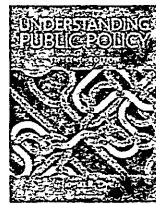
- Purposive course of action followed by a actor or set of actors in dealing with a problem or matter of concern (Anderson 1984)
- Public Policy refers to all of the laws regulations and other programs developed by government to solve problem

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)

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.

Features of Public Policy

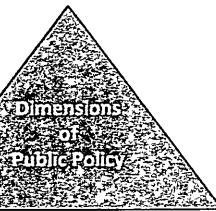
- Deliberate or intended: To combat air pollution
- Integration: Integrated with SDGs
- Desirability: Social Safety Net Program
- Economically viable: Denationalization of Public Jute Mills
- Politically acceptable: Not to export our natural gas
- Legitimacy: Validated by competent authority
- Universal: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

What is the concern of Public Policy?



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

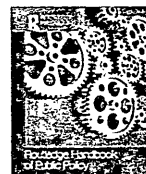
LOGOS
Logic/Reason/Rationale
➤ Structure of the Policy
➤ Reference to studies, statistics, case studies



ETHOS
Credibility/Trust/Validation
➤ Credible institution, proper validation
➤ Support of the people

PATHOS
Emotion/Values
➤ Empathy, people-pleasing
➤ for the benefit of the people, stakeholder's participation

Rationales for Public Policy



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

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

Context of Public Policy



Social context: Social changes (e.g. population, migration)



Economic context: State of the economy (e.g. surplus, deficit)



Political context: Political/ideological issues (e.g. imperialism)



Government context: Structure of government (e.g. parastatal, power)



International context: Value system, international relations

Typology of Public Policy

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

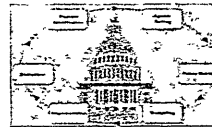
Typology of Public Policy

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

Typology of Public Policy

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

Theories/Approaches of Public-making



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

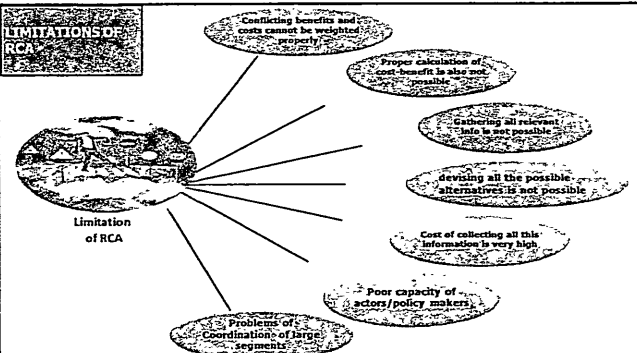
The Rational Model of Policy Making



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

LIMITATIONS OF RCA



From Rational Process to Carnegie Model (Bounded Rationality)

Bounded Rationality

Based on the argument that the rational model doesn't really consider the realities of organizational 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 favour



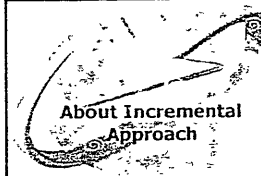
James March



Richard Cyert

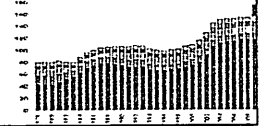
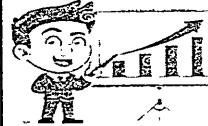


Simon

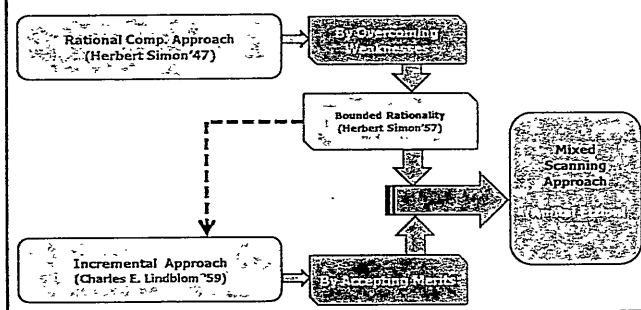


Process of taking decision on the basis of previous program experience after adjusting incrementally.

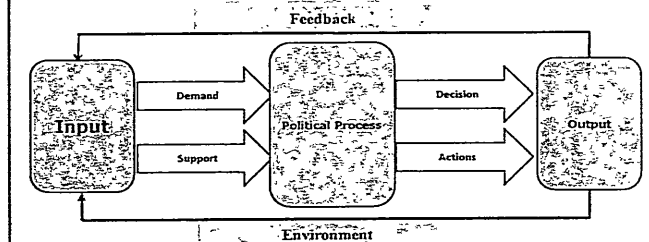
Generally, current decision is taken after a little adjustment on base-year or previous year's program.



Mixed-Scanning Process of Policy-making



The Political System Model



> The Right to Information Act, 2009 is the outcome of advocacy of Manusher Jonney Foundation.

> Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendro

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 compromises and balancing interest.

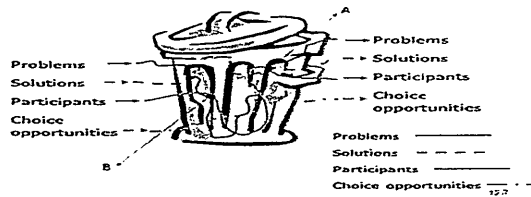
Elite-Mass Model of Decision Making

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

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 is largely due to chance.



Please identify salient features of a good public policy

**Success
of Public
Policy=**

• Good policy + Good politics +
- Good Citizen

Principles of Good Policy Design

- Evidence-based (grounded in data and research)
- Participatory (involves stakeholders)
- Adaptive and Flexible (allows for changes when needed)
- Equitable (addresses fairness and inclusivity)
- Efficient and Feasible (minimizes cost and maximizes impact)
- Transparent and democratic
- Authoritative
- Consultative

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

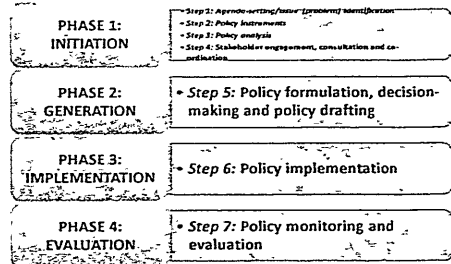
Good Public Policy

- 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)

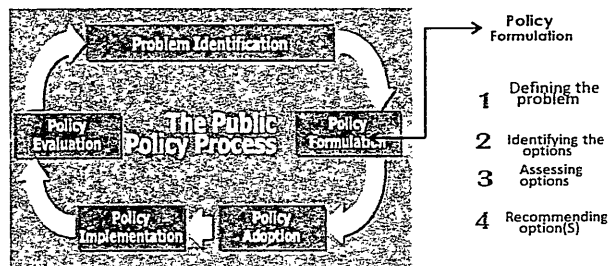
Key Elements of Policy Design

1. Problem Definition
 1. Identify and clearly define the issue to be solved
 2. Example: "Low school attendance rates" → specific causes (poverty, distance, lack of awareness)
2. Goals and Objectives
 1. Set SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound)
 2. Example: Increase school attendance by 20% in 3 years
3. Policy Instruments
 1. Choose tools to achieve the goal
 2. Types:
 1. Regulatory (laws, rules)
 2. Economic (tax incentives, subsidies)
 3. Informational (campaigns, awareness programs)
 4. Voluntary (partnerships, community initiatives)
4. Stakeholder Engagement
 1. Include government agencies, NGOs, private sector, and citizens
 2. Ensures buy-in and reduces resistance
5. Feasibility Analysis
 1. Assess political, economic, administrative, and social feasibility
 2. Example: Is there enough budget, public support, or institutional capacity?
6. Designing Implementation Plan
 1. Define roles, responsibilities, timelines, and monitoring systems
7. Monitoring & Evaluation (M&E) Framework
 1. Build feedback loops to assess success and adjust policy

PUBLIC POLICY MAKING PROCESS



Public Policy Making Process



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

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, usu. 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

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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

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

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

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

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

Policy formulation

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

Policy alternatives

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

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

Qualifications of Policy Analysts

- 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

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

Criteria Used for Judging Policy Alternatives

- | | |
|--------------------------------|--------------------------------------|
| • Effectiveness and Efficiency | • Freedom |
| • Costs | • Legality |
| • Benefits | • Constitutionality |
| • Risks | • Unintended consequences, |
| • Uncertainty | • Sustainability/ Policy Consistency |
| • Political feasibility | • Technical feasibility |
| • Administrative feasibility | |
| • Equity | |

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

Main Parts to Public Policy-Making

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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 of a particular policy
- According to Gasper (1996), it is the basis of legitimating a proposed public policy
 - Policy argument is a justification that places logical analysis of proposed public policy for convincing the policy-maker in that direction that it would caused benefit the society or contribute in achieving a particular social goal

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)

Why Policy Arguments

- In order to justify your policy proposal
- To convince key stakeholders
- To convince opposition
- In order to convince Parliamentary Standing Committee
- In order to convince policy makers

Modes of Policy Argument

Mode	Typical Arguments	Typical Evidence	Typical Justification
Authoritative Or Legal	Authority Claims are based on arguments from authority, based on legal instruments	Constitutional requirements Legal backup Consistency Separation of power Check and balance	
AnalysCentric	Method Claims are based on arguments from validity of methods or rules employed by analysts; derived from mathematics, systems analysis or economics	Methodological validity Reliable tools for measurement Economically accepted Rationale and logical Theoretically valid Conceptually valid Empirical evidence	

Modes of Policy Argument

Mode	Typical Arguments	Typical Evidence	Typical Justification
Explanatory	Cause & Effects Claims are based on arguments from cause and effects; example: theory about org behaviour	Scientific facts Theoretical validity Consistency Reasoning Coherence	
Value-Critical	Ethics Claims are based on arguments from ethics; example: moral principles (equality), norms (right of privacy)	Normative moral arguments social utility arguments generally accepted standards of society	

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

Mode	Typical Arguments	Typical Evidence	Typical Justification
Authoritative	Authority Such type of policy needs authority to enforce since Article 18 of Constitution prohibited activities which is injurious to public health		
Intuitive	Insight/Tacit Knowledge Violation of this rule must not be a matter of impunity		
AnalysCentric	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 of number of lung-cancer has been evident in India for adaption of same policy		
Value-Critical	Ethics A smoker has no right to harm his neighboring non-smoker		

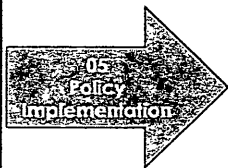
Policy adoption

- 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

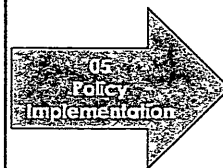
- Factors to consider
- Policy recommendations are normally drafted by senior managers and then referred to higher management authority for deliberation, approval and adoption
- It remains the responsibility of the highest decision-making authority (executive powers) to approve or reject a particular 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



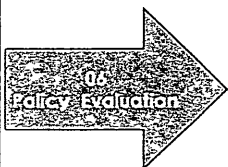
- set of activities directed toward putting a program into effect (Jones, 1984)
- the decided policy is enforced
- what is done to carry into effect or apply adopted policies.
- the process of putting a decision or plan into effect; execution
- an act or instance of implementing something: the process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

Policy Implementation



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

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

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 Change

- **Change:** acting upon the evaluation of the pgm – could result in pgm. expansion, reduction, elimination, or incremental change
- **Cost** is typically a driving factor in policy eval. and any policy change

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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(ix) 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
- Parliament/Parliamentary Committees
- Development partners
- CSOs/NGOs/Think tanks

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

BANGLADESH SENIOR PUBLIC SERVICE TRAINING

Group Presentation

Group 1

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

BANGLADESH SENIOR PUBLIC SERVICE TRAINING

Group Presentation

Group 1

Key Takeaways

Heartiest Thanks!
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Strategic Management in the Public Sector: Governance Strategy vs Operational Planning vs Long-term Strategic Planning in Government.

Abdul Baki
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Outline of Discussion

- Governance Strategy: Core elements and functions
- Relationship and importance of Operational Planning and Long-term Strategic Planning
- Policy Implications for Senior Civil Servants
- Case studies
- Conclusion

2

Introduction

- **Objective of the session:**
 - To clarify the distinctions and linkages between governance strategy, operational planning, and long-term strategic planning in government.
- **Why it matters for civil servants:**
 - Governments face increasing complexity: economic shocks, climate risks, digital transformation, and social demands.
 - Without clear strategy and planning, public institutions risk fragmentation, inefficiency, and public mistrust.

3

Governance Strategy

- Governance strategy is the overarching framework that determines how government institutions exercise authority, make decisions, ensure accountability, and engage citizens.
 - High-level direction set by political and administrative leadership.
 - Ensures legitimacy, accountability, and citizen trust.
 - Involves laws, regulations, institutional reforms, and oversight mechanisms.
- It is not about what policies are chosen (that's political) but about how those policies are designed, implemented, and monitored.

4

Governance Strategy

- **Key elements:**
 - Vision and mission aligned with national development priorities.
 - Policy frameworks (e.g., education policy, digital governance).
 - Ethics, transparency, and anti-corruption mechanisms.
 - Coordination among ministries and agencies.
- In the public sector, governance strategy is the "rules of the game" — it ensures fairness, legitimacy, and trust in government processes.

5

Core Dimensions of Governance Strategy

- Governance strategy usually rests on four interrelated pillars:
 - Accountability & Transparency
 - Rule of Law & Institutional Integrity
 - Participation & Inclusiveness
 - Effectiveness & Responsiveness

6

Functions of Governance Strategy in the Public Sector

- **Sets the Rules of Engagement:** Determines how ministries, agencies, and stakeholders interact.
- **Shapes Public Trust:** Citizens care not only about outcomes (roads, schools, healthcare) but also about whether processes are fair, corruption-free, and accountable.
- **Provides Stability Beyond Politics:** Political leadership may change, but governance frameworks (laws, norms, checks and balances) ensure continuity.
- **Reduces Risks of Failure:** Without governance strategy, even the best policies may fail due to corruption, inefficiency, or lack of coordination.

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International Examples

- **Singapore:** Governance strategy based on meritocracy, zero tolerance for corruption, and strong rule of law.
- **Rwanda:** Post-genocide governance reforms — decentralization and performance contracts for local leaders.
- **South Korea:** Citizen-centric e-governance reforms, improving both trust and service delivery.

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Operational Planning

- Short- to medium-term plans (1–3 years) that translate policies into concrete actions and measurable outputs.
- **Focus:**
 - Efficiency, service delivery, resource allocation, day-to-day management.
- **Examples:**
 - Annual Development Programme (ADP) in Bangladesh.
 - Line ministry action plans, performance-based budgets.
- **Key Role:**
 - Ensures that strategic intentions are executed effectively.

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Long-Term Strategic Planning

- Vision-oriented planning that spans 10–20 years, aligning national goals with global commitments (e.g., SDGs, Vision 2041).
- **Focus:**
 - National competitiveness, resilience, structural reforms.
- **Key Role:**
 - Provides continuity beyond political cycles; anticipates future challenges.
 - National visions (10–20 years).
 - Cross-sector coordination and donor engagement.
- **Examples:**
 - Perspective Plan 2021–2041 of Bangladesh.
 - Five-Year Plans as intermediate roadmaps.

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Risks if Governance Strategy is Weak

- Corruption and leakage of resources.
- Policy capture by elites or vested interests.
- Erosion of public trust → reduced compliance, social unrest.
- Implementation failure despite well-designed policies.
- Inequality in service access (urban vs rural, rich vs poor).

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Policy Implications for Senior Civil Servants

- **Bridge Planning Horizons:** Link annual operational plans with long-term strategies.
- **Strengthen institutions, not just individuals:** Build systems that survive beyond political cycles.
- **Promote citizen engagement:** Feedback loops (digital apps, social audits, complaint systems).
- **Emphasize data and monitoring:** Evidence-based decision making and accountability.
- **Promote Policy Coherence:** Ensure cross-ministerial coordination.
- **Capacity Development:** Train mid- and senior-level officers in strategic management and scenario planning.

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Comparison Framework

Dimension	Governance Strategy	Operational Planning	Long-Term Strategic Planning
Time Horizon	Continuous, principle-based	1–3 years (short term)	10–20 years (long term)
Focus	Accountability, legitimacy, trust	Implementation, efficiency, delivery	National vision, transformation, resilience
Key Actors	Political leadership, oversight	Line ministries, agencies	National Planning Commissions, inter-ministerial
Output	Governance frameworks, reforms	Annual plans, performance reports	Perspective plans, sectoral strategies
Risk if Missing	Corruption, weak accountability	Implementation gap, waste of resources	Policy myopia, vulnerability to shocks

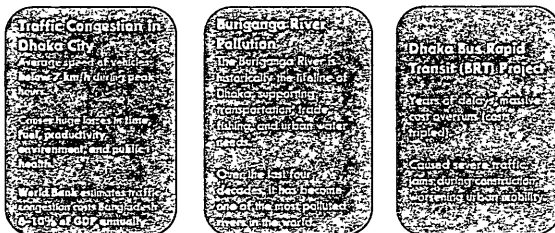
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Case study

- 1) Traffic Congestion in Dhaka City
- 2) Dhaka Bus Rapid Transit (BRT) Project
- 3) Buriganga River Pollution

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Case studies cont'd....



Please discuss and Identify:

- Policy gaps, Institutional bottlenecks and Enforcement issue (Accountability)

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Case Analysis: Traffic Congestion in Dhaka City

- **Background**
 - Dhaka, one of the fastest-growing megacities, faces severe traffic congestion.
 - Average speed of vehicles: often below 7 km/h during peak hours (similar to walking speed).
 - Causes huge losses in time, fuel, productivity, environment, and public health.
- **Evidence of Governance Strategy Failure**
 - World Bank estimates traffic congestion costs Bangladesh 6–10% of GDP annually.
 - Dhaka consistently ranks among the world's slowest cities despite multiple plans.
 - Implementation delays (BRT project stuck for over a decade) reflect weak governance capacity.

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Major Bottlenecks to Overcome Dhaka's Traffic Congestion

- Institutional Bottlenecks
- Governance & Policy Bottlenecks
- Infrastructure Bottlenecks
- Public Transport Bottlenecks
- Social & Behavioral Bottlenecks
- Long-Term Urban Planning Bottlenecks

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Lessons for Strategic Management

- Need for integrated governance strategy across institutions.
- Strengthen operational planning through digital systems, stronger enforcement, smart traffic management.
- Ensure long-term vision is implementable, sustainable, and inclusive.
- Public participation and stakeholder engagement are critical for policy acceptance.

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Case Study: Dhaka Bus Rapid Transit (BRT) Project

- **Strategy:** Initially designed as a modern public transport solution to ease Dhaka's traffic congestion.
- **Failures:**
 - Poor feasibility studies and unrealistic planning.
 - Years of delays, massive cost overruns (costs tripled).
 - Faulty design led to flooding of construction sites and frequent accidents.
 - Caused severe traffic jams during construction, worsening urban mobility.

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• Why Bad Governance Strategy?

- Lack of alignment between governance strategy, operational execution, and long-term planning.
- Weak coordination among agencies and poor contractor oversight.
- Resulted in social, environmental, and economic costs without achieving intended outcomes.
- In short:
 - **Bad strategy: Dhaka BRT Project** (poor planning, weak execution, governance failure).

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Case: Buriganga River Pollution

1. Background

- The Buriganga River is historically the lifeline of Dhaka, supporting transportation, trade, fishing, and urban water needs.
- Over the last four decades, it has become one of the most polluted rivers in the world.
- Main polluters: Tanneries (previously in Hazaribagh, now shifted to Savar), textile dyeing industries, solid waste dumping, untreated sewage, and encroachment.

2. Governance Failures

- a) **Weak Regulatory Enforcement**
 - The Department of Environment (DoE) issued rules requiring effluent treatment plants (ETPs), but most factories ignored them with little penalty.
 - Laws exist (e.g., Environment Conservation Act 1995, Environment Court Act 2000) but enforcement has been inconsistent and politically compromised.

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• b) Failure in Policy Implementation

- Court orders and government decisions to relocate Hazaribagh tanneries were delayed for nearly two decades.
- When finally shifted to Savar, the Central Effluent Treatment Plant (CETP) was incomplete or dysfunctional — meaning pollution simply moved locations.
- c) **Poor Coordination Across Agencies**
 - Dhaka Water Supply and Sewerage Authority (WASA), Dhaka City Corporations, BIWTA (Bangladesh Inland Water Transport Authority), and DoE all had overlapping but poorly coordinated responsibilities.
 - This created a "many hands, no accountability" problem.
- d) **Political Economy of Pollution**
 - Industrial lobbies (tannery and textile owners) exercised strong political influence.
 - Pollution continued because closing factories risked export revenue, jobs, and vested interests.

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a) Lack of Long-term Strategic Vision

- Governance focused on short-term fixes (relocation, fines) instead of a long-term integrated river basin management strategy.
- No strong investment in sewage treatment plants for Dhaka city, so untreated domestic waste still flows into the river.
- 3. **Consequences of Governance Failure**
 - Environmental: The river is biologically "dead" in many stretches; dissolved oxygen levels fall below survival limits for aquatic life.
 - Public Health: Polluted water spreads waterborne diseases, skin problems, and respiratory illnesses among surrounding communities.
 - Economic: River transport declined, fish populations collapsed, and treatment costs for water supply rose sharply.
 - Social: Communities relying on the river (boatmen, fisherman, riverside dwellers) faced livelihood destruction.

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4. Why It Is a Governance Failure

- Not a lack of laws: Bangladesh has environmental laws and court rulings.
- But a lack of enforcement, coordination, and accountability.
- Demonstrates mismatch between governance strategy, operational planning, and long-term vision — a classic case of institutional weakness, regulatory capture, and political interference.
- Summary: The Buriganga River pollution reflects governance failure where existing policies and institutions were undermined by weak enforcement, vested interests, and fragmented responsibilities — leading to environmental collapse, health risks, and economic loss.

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Challenges in Public Sector Strategic Management

- Political cycles vs. long-term needs.
- Resource constraints and donor dependency.
- Institutional fragmentation and weak coordination.
- Accountability and corruption issues.
- Citizen engagement and communication gaps.

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Conclusion & Reflections

- Strategic management in the public sector is not just about documents; it is about **culture, leadership, and accountability**.
- Success requires political will, bureaucratic capacity, and citizen trust.
- Senior civil servants must act as the bridge between political vision and citizen outcomes.

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Thank You
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Module:4

Public Sector

Reforms/Innovation

Initiative

Changes necessary to improve organizational performance

Prepare a plan to execute the Regional Trade Agreement (RTA) Policy 2022

- To introduce a Trade Expert Pool in the MOC
- To develop a coordination mechanism for consultation among relevant ministries, divisions, and departments

TASK

STRUCTURE

PEOPLE

TECHNOLOGY

- To enhance the capacities of ministry officials in trade agreement negotiations, change attitude and mindset through capacity-building training
- To allocate sufficient budget
- To update existing software

SWOT Analysis of RIAP

	Task [vision, mission, goals, rules, regulations, SOPs]	Structure [decision flow, relations, culture, responsibility distribution, coordination]	Technology [budget, technology, materials, linkage with external organizations]	People [actors' competencies, training, their sufficiency, motivation]
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Module:5

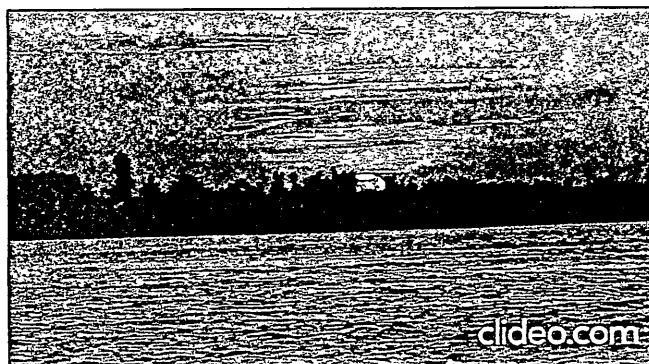
Partnerships and Negotiations

Evolving Development Cooperation:
From Aid Effectiveness to
Development Effectiveness

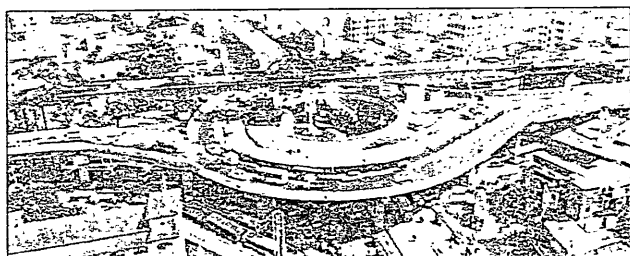
WHAT, WHY, AND WHO

Development Assistance

- Consequence of Foreign Assistance?
- Benefit? Loss ??
- Alternatives? Way Forward ??
- Role of ERD, IRD, FD, Line Ministry and Executing Agency?



BRT Project



What is Foreign Assistance/ODA?

□ As per OECD-DAC (Organization for Economic Cooperation and Development- Development Assistance Committee), foreign assistance/ODA must meet the following 3 criteria:

- i. It should be undertaken by the Government/Government Agencies/Official Institutions
- ii. The main objective is the promotion of economic development and welfare in developing countries
- iii. It has concessional terms, having a grant element of at least 25%

Development Cooperation (DC)

DC can be defined as an activity that meets the following four criteria (UNDCF 2016):

- i) activity that aims explicitly to support national and international development priorities;
- ii) is not driven by profit;
- iii) discriminates in favour of developing countries;
- iv) and is biased on cooperative relationship that seek to enhance developing country ownership.

DC is part of international cooperation, but there are fields of international cooperation that are not directly related to development, such as sharing rules on international flights or adopting preventive measures against terrorism

NTA/2016

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What is Aid Effectiveness?

Aid Effectiveness and Development Effectiveness

- Aid Effectiveness may be defined as 'large extent for the planning, management and deployment of aid that is aligned with national development strategies and is targeted towards development outcomes including poverty reduction.'
- Aid effectiveness is the effectiveness of development aid in achieving economic or human development (or development targets).
- Aid effectiveness is about making aid work effectively and efficiently.
- Development effectiveness is the achievement of sustainable development results that have country level impacts, that have developmental, economic and social benefits.
- Development effectiveness is the capability of States and other development actors to transform societies in order to achieve positive and sustainable development outcomes for its citizens.
- Aid agencies are always looking for new ways to improve aid effectiveness, including conditionality, capacity building and support for improved governance.

Development Effectiveness

- Creates maximum impacts for the receiving country
- Reduces the transaction cost
- Helps in graduating from aid dependency to self reliance.

1

Why We Borrow/Why External Borrowing?

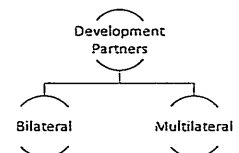
- Budget Deficit
- Lower Borrowing Cost compared to domestic market
- Balance of Payment and help to maintain Foreign Exchange Rate Risk
- Longer maturity period
- Comfort to External Suppliers (Risk mitigation factor)
- Opportunity to Exchange Technical and Technological Experience
- Maintain International Relations
- Assistance for trade: Help to increase exports and FDI by building capacity, improving trade infrastructure, and creating a better trade environment

Nexus between Development Assistance and Economic Development

- Economic growth and poverty reduction are generally considered the prime motives of development assistance in almost all mission statements of development partners/countries
- The effectiveness of foreign aid is a topic of intense debate in the scientific community and among policy analysts
- Some studies have found that foreign assistance has a robust and positive effect on economic growth in recipient countries, while others obtained a significant effect only in countries with certain characteristics, such as good governance and better institutions
- A number of studies demonstrate that other factors such as the donors' political, economic and strategic interests play a pivotal role in aid allocation, particularly with regard to bilateral aid

Development partners

- Grants
- Lenders of Loans
- Provider of Technical Assistance/Commodity Assistance/Budget Support



Foreign aid: loan and grant

- Loan
 - Concessional
 - Non-concessional

Concessional Loan Vs Non-Concessional Loan

- Concessional Loan
- Grant Element equal or above 25%
- Low Interest rate
- Longer repayment Period
- Non-Concessional Loan
- Grant Element below 25%
- High Interest rate
- Shorter repayment Period
- Projects which have a high Rate of Returns such as infrastructure

Grant Element: The grant element measures the concessionality of a loan.

- Concessional vs Non-Concessional
- Grant element
- Calculation of Grant element: $FV - PV / FV \times 100$

FV=300

PV= 198

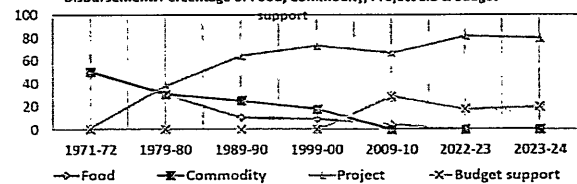
Grant Element=?

[Grace Period, Repayment time, Interest rate]

Reasons for Fiscal Deficit

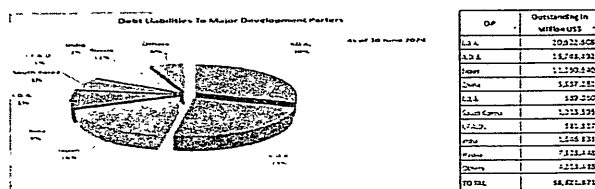
- **Low Tax Revenue:** Limited tax base and inefficient tax collection systems leading to lower government revenue.
- **High Public Investment:** Increased spending on infrastructure, education, and healthcare to support development goals.
- **Subsidies:** Government subsidies on fuel, food, and other essentials to support low-income populations.
- **Debt Obligations:** Servicing external debt, which can be significant in economies with large foreign-denominated debt.
- **Borrowing Costs:** High costs of borrowing due to higher interest rates and lower credit ratings.
- **External Shocks:** Vulnerability to external shocks like commodity price fluctuations, natural disasters, and currency devaluations.

Disbursement: Percentage of Food, Commodity, Project aid & Budget

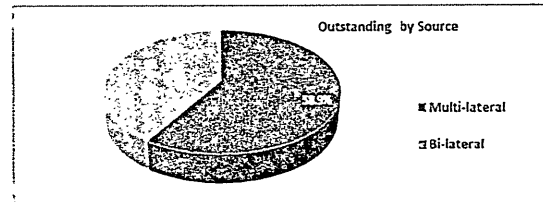


* Food and Commodity assistance decreasing to zero

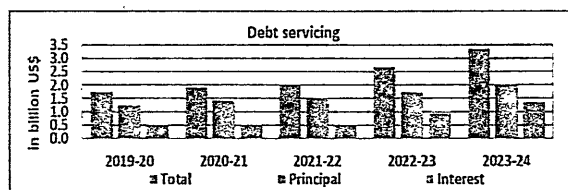
Debt Outstanding as a percentage and
amount as of 30 June 2024



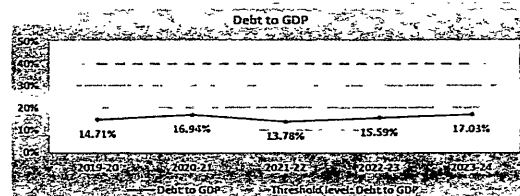
Share of Multilateral and Bilateral debt stock
as of 30 June 2024



Last five years debt servicing scenario

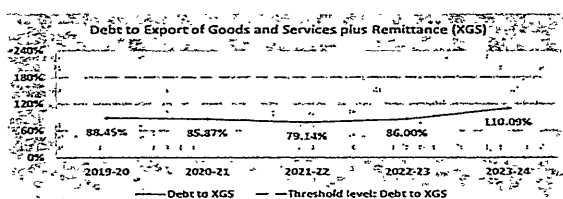


Different Debt sustainability indicators with a threshold

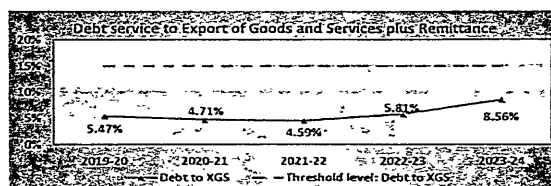


*Debt carrying capacity of Bangladesh is medium

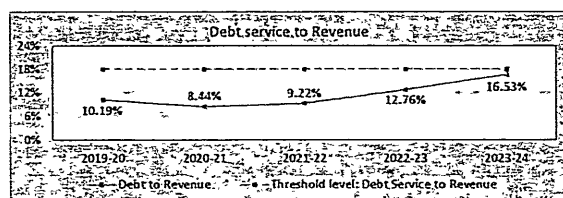
Different Debt sustainability indicators with a threshold contd...



Different Debt sustainability indicators with a threshold contd...



Different Debt sustainability indicators with a threshold contd...



This ratio is near the threshold limit. So need to increase the revenue collection

Positive Examples of Effective Foreign Aid

VN Vietnam: Using Aid Strategically for Growth

- Context: Transitioned from a war-torn socialist state to a middle-income economy.
- Aid Role: Used aid for infrastructure (roads, power), poverty reduction, and export sector development. Worked closely with Japan, World Bank, and UN to align aid with national development plans.
- Outcome: Achieved rapid poverty reduction and export-led industrialization. Foreign aid helped support a smooth integration into global trade.
- Lesson: Aid can support structural transformation when paired with reform-minded leadership.

Positive Examples of Effective Foreign Aid

BD Bangladesh: A Mixed but Evolving Success

- Context: Heavy aid dependence in the 1970s–1990s; gradually shifting to self-financing.
- Aid Role: Support for microfinance (BRAC, Grameen), health (child immunization), education (stipends), Infrastructure: Roads, energy, climate adaptation.
- Outcome: Became a global model in child mortality reduction and disaster management. Still dependent on external support for refugees (Rohingya) and climate action.
-  Lesson: Bangladesh shows how aid can complement domestic innovation and resilience—but long-term reliance must be avoided.

Positive Examples of Effective Foreign Aid

RW Rwanda: Aid-Driven Transformation

- Context: After the 1994 genocide, Rwanda faced collapse—90% of its budget came from aid.
- Aid Role: Donors provided budget support, health financing, and governance reforms. Massive investment in health (vaccination, HIV), education, and ICT.
- Outcome: Life expectancy rose from ~48 in 1995 to over 69 in 2023. One of the few African countries to meet many MDG targets. Now trying to reduce aid dependence with domestic resource mobilization.
-  Lesson: Aid can catalyze recovery and inclusive growth if it's transparent and focused on results.

Positive Examples of Effective Foreign Aid

KR South Korea: From Aid Recipient to Donor

- Context: After the Korean War (1950–1953), South Korea was one of the poorest countries in the world.
- Aid Role: Received massive US aid in the 1950s–60s, including food, infrastructure, and technical assistance. Used aid to build a strong education system, roads, and energy infrastructure. Aid was combined with strong governance, export-oriented policies, and investment in human capital.
- Outcome: Today, South Korea is a member of the OECD and now gives foreign aid through KOICA.
-  Lesson: Aid works when paired with national ownership, long-term vision, and industrial policy.

Examples Where Aid Had Mixed or Negative Outcomes

ZM Zambia: Donor-Driven but Not Sustained

- Context: Received major aid flows for health, education, and governance.
- Problems: Donor-funded programs were not integrated into national budgets. Once donors exited, many services (especially in health) collapsed.
- Outcome: Growth remained volatile; public debt surged post-aid withdrawal.
-  Lesson: Aid must be embedded in long-term fiscal planning and capacity-building.

Examples Where Aid Had Mixed or Negative Outcomes

NE Niger — Aid and Corruption

- Context: Niger is a low-income country heavily reliant on aid for basic services.
- Issues: Large aid inflows sometimes fueled elite capture and corruption. Aid diverted from intended projects to private pockets or political clients. Donor focus on short-term humanitarian crises overshadowed long-term development needs.
- Outcome: Limited improvements in poverty and governance despite significant aid.
- Lesson: Without transparency and accountability, aid can exacerbate corruption.

Examples Where Aid Had Mixed or Negative Outcomes

NG Nigeria — Resource Curse and Aid Ineffectiveness

- Context: Despite oil wealth and aid inflows, Nigeria struggles with poverty and poor governance.
- Issues:
 - Aid combined with resource revenues sometimes led to mismanagement and rent-seeking.
 - Political elites used aid to consolidate power rather than reduce poverty.
 - Donors often failed to enforce conditionality or promote reforms.
- Outcome: Persistent poverty and inequality, despite decades of aid.
- Lesson: Aid effectiveness requires good governance and anti-corruption measures.

Takeways

Country	Aid Type	Result	Key Lessons
South Korea	Post-war reconstruction	From aid recipient to donor	Industrial policy + governance mattered
Rwanda	Post-conflict development	Public health & ICT success	Strong state ownership + donor alignment
Vietnam	Growth & poverty reduction	Rapid transition to MIC	Used aid for reforms & trade competitiveness
Bangladesh	Mixed sectoral aid	Social success + resilience	Blended aid with local innovation
Haiti	Humanitarian aid	Failed state dependence	No accountability or system strengthening
Zambia	Health & governance	Unsustainable programs	Donor-exit exposed lack of local capacity

Why Sudden Exit from Aid is Usually Impossible or Risky

1. Aid Dependency is Often Deep-Rooted

- Many countries rely on aid for crucial sectors like health, education, infrastructure, and budget support.
- Aid often fills gaps caused by weak domestic revenue systems or fragile institutions.
- A sudden withdrawal would create fiscal shocks and service delivery gaps.

2. Domestic Revenue Systems May Not Be Ready

- Most aid-dependent countries have low tax-to-GDP ratios and limited capacity to raise domestic funds quickly.
- Building a robust tax system takes years of reforms, training, and institution-building.

Why Sudden Exit from Aid is Usually Impossible or Risky

3. Economic and Institutional Constraints

- Sudden loss of aid can cause economic instability:
 - Currency depreciation
 - Reduced public spending
 - Increased borrowing at higher cost
- Weak institutions may struggle to manage the transition.

4. Social and Political Risks

- Cuts in essential services like healthcare or social protection can provoke unrest.
- Governments face pressure to maintain subsidies and programs funded by aid.

Why Sudden Exit from Aid is Usually Impossible or Risky

5. Donors Prefer Gradual Transitions

- Most donors design graduation strategies with milestones over years or decades.
- They often link aid reductions to improved governance, economic performance, and domestic resource mobilization.

6. Examples of Sudden Aid Withdrawal and Consequences

- Sudan (late 2010s): Sanctions and aid suspensions led to a severe humanitarian crisis.
- Greece (2015): Sudden cuts in EU support amid debt crisis caused fiscal distress.
- Venezuela: Political crisis caused donor withdrawal and collapsed social services.

Summary

Sudden Aid Exit

Causes fiscal shocks and service gaps

Risks political instability

Weakens social safety nets

Gradual Aid Graduation

Allows time to build domestic capacity

Builds sustainable institutions

Enables economic diversification

How Countries Successfully Reduce Aid Reliance Gradually

- Strengthen tax collection (e.g., digitization of tax systems).
- Improve governance and reduce corruption.
- Diversify the economy and boost exports.
- Develop domestic capital markets to reduce reliance on external finance.
- Engage donors in long-term aid exit strategies.

Countries Successfully Graduating from Aid Dependency

- **RW Rwanda**
- **Background:** One of the most aid-dependent countries post-1994 genocide.
- **How they succeeded:**
 - Used aid for rebuilding governance, health, and education systems.
 - Prioritized domestic revenue mobilization and poverty reduction.
 - Improved public financial management and donor coordination.
- **Result:** Rapid improvement in socio-economic indicators and gradual reduction in aid dependency.

Countries Successfully Graduating from Aid Dependency

- **CL Chile**
- **Background:** Received aid and loans for development projects in mid-20th century.
- **How they succeeded:**
 - Adopted market-friendly reforms in the 1980s and 1990s.
 - Built strong institutions to manage mining wealth.
 - Improved tax systems and social policies.
 - Reduced aid reliance by increasing exports and domestic revenue.
- **Result:** Now an upper-middle-income country with low aid dependency.

Countries Successfully Graduating from Aid Dependency

- **SG Singapore**
- **Background:** Gained independence in 1965 with limited natural resources and initial aid.
- **How they succeeded:**
 - Focused on building a business-friendly environment and attracting FDI.
 - Prioritized human capital development and anti-corruption.
 - Used aid sparingly and strategically to fill immediate gaps.
 - Promoted strong public sector efficiency and fiscal discipline.
- **Result:** Today, Singapore is a global financial hub with no need for aid.

Countries Successfully Graduating from Aid Dependency

- **KR South Korea**
- **Background:** Post-Korean War, South Korea was heavily reliant on foreign aid.
- **How they succeeded:**
 - Invested massively in education, technology, and infrastructure.
 - Implemented strong industrial policies focusing on export-led growth.
 - Developed effective governance and institutions to manage resources.
 - Gradually shifted from aid to domestic resource mobilization and export earnings.
- **Result:** From one of the poorest countries in the 1950s, South Korea is now a high-income country and a major aid donor.

Countries Successfully Graduating from Aid Dependency

- **BD Bangladesh (Emerging Example)**
- **Background:** Long-term heavy aid dependence since independence.
- **How they are succeeding:**
 - Strong growth driven by garments exports and remittances.
 - Improvements in tax collection and infrastructure.
 - Gradual decline in aid as a share of GDP from the 2000s onward.?
- **Result:** Still aid-dependent in some sectors but growing domestic resources and FDI reduce reliance.?

Key Lessons from These Countries

- Strong governance and institutions underpin aid graduation.
- Investment in human capital and infrastructure is critical.
- Economic diversification through exports and private investment reduces aid needs.
- Sound fiscal policies and domestic revenue mobilization build resilience.
- Aid is most effective when used as a catalyst, not a crutch.

A Critical Perspective on Foreign Aid in Bangladesh (2024–2025)

"Aid is not about generosity—it's about power." — Dambisa Moyo, *Dead Aid*

1. Aid Is Not Neutral — It Is Political

- While donors present aid as altruistic, in reality, much of it is tied to the political and strategic interests of the donor countries.
- Indian lines of credit, for instance, require up to 75% of the value to be spent on Indian contractors. This is aid in name, but effectively a subsidy to the Indian private sector—delivered through Bangladesh's development budget.
- Chinese BRI projects come with opaque terms, few local jobs. Bangladesh's loans for energy projects like Payra have raised debt servicing burdens without clear long-term competitiveness.
- Even Western aid is increasingly driven by geopolitical containment—focusing on refugee containment, counterterrorism, or climate optics, not transformational change.

A Critical Perspective on Foreign Aid in Bangladesh (2024–2025)

2. Chronic Aid Dependence Weakens Domestic Initiative:

- Bangladesh's tax-to-GDP ratio hovers around 8.5%—among the lowest in South Asia.
- Despite decades of growth, we continue to rely heavily on foreign grants, concessional loans, and budgetary support. This structural aid dependency leads to several distortions: Ministries delay or underperform on projects, waiting for donor funding or technical input.
- Policy agendas become skewed toward donor-friendly sectors (e.g., climate, gender workshops) while structural reforms (e.g., land reform, labor rights) are neglected.
- Civil society grows dependent on external funding, often adopting donor language rather than grassroots priorities.
- In short, aid has outsourced both development planning and political responsibility.

A Critical Perspective on Foreign Aid in Bangladesh (2024–2025)

3. Tied Aid and Cost Inflation

- More than 40% of foreign aid to Bangladesh remains tied, meaning it must be used to procure goods or services from the donor country. This inflates project costs, limits competition, and reduces long-term value.
- A tied aid-funded hospital may cost 30% more than a locally contracted one.
- Consultancy-heavy projects often spend the majority of their budgets on expatriate experts, not on building Bangladeshi capacity.
- What this creates is "boomerang aid"—money that enters and exits the country without building anything sustainable.

Summary of Structural Criticisms

Problem	Consequence for Bangladesh
Donor political interests	Loss of sovereignty and policy distortion
Chronic aid dependence	Weak domestic revenue and planning systems
Tied aid and consultancy bias	Inflated costs, lost local value
Aid as a reform substitute	Little structural transformation
Debt-led development	Rising repayment burden with unclear benefits
Accountability distortion	Weak democratic governance and reform inertia

Policy Recommendations for Bangladesh

Area	Recommendation
Domestic Revenue	Accelerate NBR reforms; raise tax-to-GDP to 15–20 %
Aid Utilization	Use conditional support to build capacity, not replace policy—or burden future budgets.
FDI Attractiveness	Stabilize macro policy, reduce red tape, provide realistic but limited incentives.
Debt Management	Prioritize new investments over servicing; shift from loans to untied grants.
Integrated Financing Strategy	Align ODA, debt, FDI, tax policy under a unified vision framework.

Financing from JICA

- Fixed/ floating
- Fixed rate :
- Interest rate- 1.20%, Front-end fee: 0.20%
- Concessional loan. (But tied loan to some extent)
- At present 2.35%

Financing from the International Development Association (IDA), WB

- Floating /fixed
- Concessional & Non-concessional
- For this loan agreement:
- Interest rate: 1.25%
- Service charge: 0.75%
- Commitment fee: 0.50%

IDA-21(From July 2025)
0.75+0.75

Financing from the International Islamic Trade Finance Corporation (ITFC)

- Energy Financing: 1650 + 600 = 2250 million USD
- SOFR+ 1.75% per annum
- Admin fee 0.20% p.a
- 6 months tenor

Rome Declaration on Harmonization (2003)

The Rome Declaration on Harmonization set out an ambitious program of activities:

- To ensure that harmonization efforts are adapted to the country context and donor assistance is aligned with the recipient's priorities;
- To expand country-led efforts to streamline donor procedures and practices;
- To review and identify ways to adapt institutions' and countries' policies, procedures, and practices to facilitate harmonization;
- To implement the good practices, principles and standards formulated by the development community as the foundation for harmonization.

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Paris Declaration on Aid Effectiveness (2005)

The Paris Declaration is grounded on five mutually reinforcing principles:

- **Ownership:** Partner countries exercise effective leadership over their development policies and strategies, and coordinate development actions.
- **Alignment:** Donors base their overall support on partner countries' national development strategies, institutions, and procedures.
- **Harmonization:** Donors' actions are more harmonized, transparent, and collectively effective.
- **Managing for results:** Managing resources and improving decision making for development results.
- **Mutual accountability:** Donors and partners are accountable to each other and their electorates for development results.

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Accra Agenda for Action (2008)

Key points agreed in the AAA

- ✓ **Predictability:** donors provide, when possible, 3 to 5 year estimates of their planned aid.
- ✓ **Country systems:** partner countries strengthen their capacities; developing country systems are used to deliver aid as the first option.
- ✓ **Conditionality:** donors switch from prescriptive conditions on how and when aid money is spent to conditions based on the developing country's own objectives.
- ✓ **Untying:** donors relax restrictions that prevent developing countries from buying the goods and services they need wherever they can get the best quality at the lowest price.

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Busan Partnership for Development Effectiveness

Busan partnership in 2011/4th HLF

- More than 3000 delegates from Government, Development Partners, CSOs, Academia, Private Sector, Media etc. met to review the global progress in improving the impact and value for money of development aid
- Marks a turning point for international development cooperation as for the first time establishes an agreed framework for development cooperation that embraces traditional donors, South-South cooperation, the BRICS, CSOs and private funders.
- The Busan Partnership for Effective Development Cooperation reaffirms four shared principles: (1) *ownership of development priorities by developing countries*; (2) *focus on results*; (3) *inclusive development partnerships*; and (4) *transparency and accountability*
- Global monitoring framework has been established to support international accountability for 'making progress in the implementation of commitments and actions agreed in Busan'.

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Addis Ababa Action Agenda

- Countries on 16 July 2015 agreed on a series of bold measures to overhaul global finance practices and generate investments for tackling a range of economic, social and environmental challenges
- Addis Ababa Action Agenda, provided a foundation for implementing the SDGs. The agreement was reached by the 193 UN Member States
- In support of implementation of SDGs, the AAAA contains more than 100 concrete measures. It addresses all sources of finance, and covers cooperation on a range of issues including technology, science, innovation, trade and capacity building.
- DRM (Domestic Resource Mobilization) was central to the agenda. Countries agreed to an array of measures aimed at widening the revenue base, improving tax collection, and combatting tax evasion and illicit financial flows.
- AAAA also underscored the importance of aligning private investment with sustainable development, along with public policies and regulatory frameworks to set the right incentives.
- Countries also stressed the importance of nationally owned sustainable development strategies, supported by integrated national

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2nd High Level Meeting in Nairobi (HLM2)

Objectives of HLM2:

- Took stock of the implementation of development effectiveness principles and commitments
- Provided a learning space on development effectiveness, showcasing successful examples
- Identified innovative approaches to sustainable development that can be scaled up
- Positioned the Global Partnership to effectively contribute to implementation of the SDGs and the Addis Ababa Action Agenda
- Produced the **Nairobi Outcome Document** for existing and new development actors to implement Agenda 2030 and realise the SDGs.

Reaffirmed all previous commitments made in Rome (2003), Paris (2005), Accra (2008), Busan (2011) and the first High-Level Meeting of the Global Partnership for Effective Development Cooperation in Mexico City (2014). Committed to energies the implementation of these commitments with a pledge of leaving no-one behind.

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AID EFFECTIVENESS: THE KEY ELEMENTS

Inclusive National Ownership	- The country sets the development agenda based on its own needs and priorities - Demonstrates strong leadership in aid coordination - Engaging all stakeholders (central government, local authorities, civil society etc) in setting priorities and planning development; it creates opportunities for participation and ownership - Avoid conditionality and tied aid
Alignment and harmonisation	- Donors align with country priorities - Donors use country systems - Donors harmonize the way they work (missions, analysis, reporting, procedures etc.)
Transparency and accountability	- Know what money is going where, for what purpose, and with what results - People's access to information and data - Ensuring that funding decisions are made transparently as promised - Holding both government and donors responsible for their commitments through regular reviews

3/12/2024

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AID EFFECTIVENESS: THE KEY ELEMENTS (continued)

Predictability	- Disbursement needs to be timely and follow commitments, so that the recipient can properly manage its development activities - Donors need to give an indication of spending over the medium term (e.g. multi-year country strategy papers), allowing the country to do quality planning
Results	- Aid is focused on real and measurable impact on development - Focus on outcome – how does aid help the beneficiaries (e.g. to reduce poverty) – rather than input (e.g. cash, tractors, consultants)
Effective Implementation	- Achieving real and measurable targets - Following the implementation timeline - Expenditure within the budget and the purpose

3/12/2024

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Factors Promoting Aid Effectiveness

- Ensuring Government ownership and demonstrating strong leadership
- Making development strategies operational
- Strengthening country systems (e.g. PFM, procurement, reporting, auditing etc.) and use of country system
- Alignment of aid flows on national strategies
- Strengthening of local capacities by coordinated support
- Making aid more predictable and untied
- Use of common arrangements, joint mission and analysis
- Managing for the results
- Ensuring mutual accountability and responsibility

3/12/2024

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Factors Undermining Aid Effectiveness

Providers' Side

- The use of aid as foreign policy tool
- Reluctance to untie aid
- Lack of transparency in aid allocation and management
- Lack of medium term predictability of aid commitments
- Recycling aid money through continued use of costly provider-based consultant
- Interventions in recipients' use of aid funds
- Evaluating aid results based on outputs instead of sustainable development outcomes

3/12/2024

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Factors Undermining Aid Effectiveness *contd..***Recipient Side:**

- Lack of clear development goals and priorities
- Overly ambitious goals relative to available resources
- Weak institutional and human resource capacities
- Corruption
- Poor oversight and audit institutions
- Lack of stakeholder participation in development processes

3/12/2026

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ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES**Grants**

- Particularly relevant for projects or programmes focusing on human and institutional capacity development
- Highly prone to country ownership
- Is it really needed?
- Tied/open
- Sustainability issue/exit policy

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES**Concessional Loans**

- Should have at least grant element of 25%
- Should have the potential of triggering stronger country ownership
- Suitable for social sector project
- Terms- rate of interest, grace period, maturity
- Components and allocation
- Current and future obligation
- Relevance and extent of consultancy

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES**Non-concessional loans:**

- While the Government prefers concessional loans, non-concessional loans may be pursued for projects with significant growth potential
- Require approval of the Standing Committee on Non-Concessional Loan
- Terms: interest rate, grace period, commitment fee, etc
- Objective is to get most competitive deal signified by the grant element

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES**Budget Support**

- Govt. first preference is to receive general or sector budget support
- Increase ownership, promote alignment to national priorities, strengthen country system
- DPs provide assistance directly to govt. accounts and the govt. make development budget as per their own needs and priorities without DPs' interference

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES**Project vs. Programme Support:**

- Ideally Govt. prefers programme support over stand-alone projects
- Programme support should align with government sectors
- Programme Support reduces transaction costs, duplication, fragmentation, while improves coherence, harmonization of procedures and reporting
- Project aid should be used to address specific, clearly defined, short-term issues and should be aligned with govt priorities
- Project support should use government financial management, procurement, and monitoring and evaluation systems
- In order to promote sector based cooperation, the government may request DPs to allocate (X%) of ODA through sector wide approach.

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES

Project vs. Programme Support (contd.):

- We should work to develop a strategic plan for strengthening sector-wide cooperation approach in the country.
- Investment project loan worth less than USD 10 million should not be considered for resource mobilization as a stand-alone project.
- Large scale infrastructure and investment projects of highly technical nature, should be preferred for resource mobilization as stand-alone projects.

ELEMENTS TO CONSIDER FOR DIFFERENT AID MODALITIES

Tied Aid

- DPs impose restrictions relating to the source or nature of goods and services to be used.
- It is contrary to the spirit of international agreements on development effectiveness and has the well-known consequence of reducing the real value of the assistance by limiting competition in tendering and limiting the use of local markets.
- Government's preference is for all aid to be untied.

Ensuring Results of Aid: Policy Implications

- There must be clear objective, strategy, policy and role & responsibilities of institutions involved in aid management
- Introducing Result-Based Monitoring and Evaluation system for ensuring effective use of aid
- Establishing strong collaboration and consultation between the LMs and ERD. Online connectivity with implementing agencies, LMs and ERD to monitor disbursement, utilization and project implementation status. Establishing Whole of Government approach with ERD and other Ministries for better coordination
- Continuous skill development program for the officials involved in project
- Enough engagement and consultation of the officials should be ensured while developing foreign assisted programs/projects in the LMs

Strategic Guidance for Future Activities

- Continuing Prudent External Borrowing strategy with a view to maximizing grant and concessional loans as long as we have the access.
- Continued focus on mobilizing external resources for implementing SDGs and national plan.
- Continued priority to mobilize finance for infrastructure related projects. Limited non-concessional loans are being mobilized for infrastructure projects which have a high Rate of Returns including power.
- Continued efforts to ensure just share from Green Climate Fund (GCF) for mitigating risks of Climate Change. The procedures need to be simplified
- Oversight mechanism will be strengthened

External Resource Mobilization in the changing scenario

Strength	• Macro-economic Stability • Concentrating in growth driving sectors: infrastructure, social sector • Comfortable debt sustainability position
Weakness	• Time and Cost overrun due to slow Project implementation and disbursement • Governance • Capacity of the officials
Opportunity	• Changing economic Power Structure and emergence of new financier • GCF for mitigating risk of climate change • South-South Cooperation
Threat	• Limited concessional external resources • Decreasing trend of Grant aid • Increasing trends of borrowing cost • Refugee Crisis and Reduction of aid to domestic refugees expenses

Conclusion

- Foreign aid could be transferred as a long term assets/wealth for the nation if we can manage it effectively
- Effective utilization of foreign aid can help in achieving the desired economic goal of the country;

THANKS

Cohesive National Position in International Negotiation and Dynamics of Negotiation

M Humayun Kabir
Ambassador/Secretary (Retd.)
BPATC
SSC Course, 120
18 December 2025

1

Outline

- National Negotiation Position?
- Negotiation dynamics
 - > Linkages,
 - > Values,
 - > Bargaining
 - > Power Game
 - > Approach
 - > Linkages

2

Can there be a national position on Negotiation?

- There is no singular "national position on negotiation" because negotiation is a general skill and process rather than a topic for a single national position.
- However, governments and organizations can
 - > Develop frameworks for negotiation, which include fostering negotiation readiness, including commitment from the political and policy making process,
 - > Establish institutional frameworks,
 - > Build skills through training,
 - > Create formal or informal forums for dispute resolution.
- > The nature of negotiation is highly context-specific, involving principles, types of negotiation, and specialized approaches rather than a universal, national policy.

3

Key Aspects of Establishing a National Approach to Negotiation

Developing Negotiation Readiness:

- > **Mindset Shift:** Cultivating a perspective that compromise and collaboration are more effective than deadlock for achieving public good and progress. Bangladesh situation-
 - > Highly polarized,
 - > absolutist mindset,
 - > exclusionary in approach, and
 - > violent in manifestation?
- > **Skills Development:** Providing training, practice, and observation opportunities for Policy makers, Diplomats, and Bureaucrats to improve their negotiation abilities. *Minimal approach.*
- > **Establishing Institutional Frameworks:** Creating platforms, such as policy dialogue workshops or task forces, where representatives can meet to resolve differences.
- > **Forums for Dialogue: Norms of Behavior:** Encouraging the establishment of established procedures and regular meetings to normalize negotiation as the preferred approach.

4

Key Aspects of Establishing a National Approach to Negotiation-II

Context-Specific Approaches:

- > **Types of Negotiation:** Understanding different negotiation strategies, like compromising to find a middle ground, is crucial for various contexts.
- > **Principles of Negotiation:** Adhering to established principles, such as preparing positively, being reasonable, and focusing on key terms first, is vital for successful outcomes.
- > **Reward mechanisms:** Inculcate a value of cooperation for peacefully resolving conflicts and differences in all layers of society. Unless rewarded, people will be disinclined to take risks and pursue challenging conflict resolution means.
- > **Legal support:** A solid, effective and workable legal protection to those who engage in conflict resolution process has to be protected and supports to create a social climate where people will come forward to assist such a process.

In summary

- > A "national position on negotiation" would likely consist of promoting these elements across sectors and contexts, ensuring that individuals, groups and State actors are prepared and empowered to negotiate effectively to resolve conflicts and advance public interest goals. Likewise, specialized capacity building is required for conducting negotiations with the outside partners.

5

Negotiation Dynamics

6

Outline

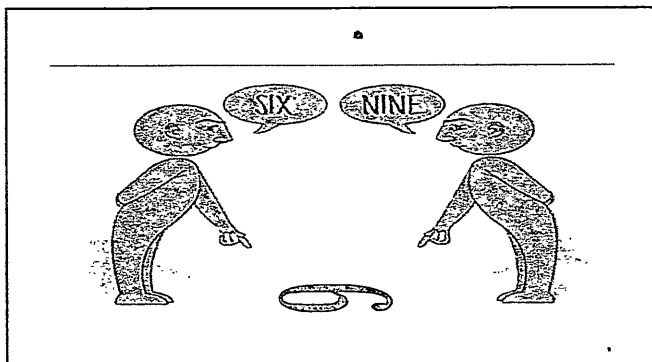
- Negotiation
 - Value of negotiation
 - Power Game
 - Linkages
 - Values
 - Bargaining
 - Approach
 - Outcome
- Simulations

7

Prelude

- Negotiation is an interdependent process which connects itself to both forward and backward linkages.
- Understanding these linkages is a must to successfully navigate through the maze of negotiation.
- It could involve politics, policy, economics, sociology, psychology and governance, administration and communication, among other things.
- The capacity to blend them together with a view to maximizing the outcome is the desired goal of a negotiating process.

8



9

Conflict analysis

Backward linkages

- Conflict or disputes;
- Conflict grows out of (a) Perception, (b) Feeling, © Action.
- There are three ways for actors to analyze their conflict.
- Adversarial: Viewing the conflict as "us vs. them", either win or lose, all or nothing.
- Reflective: Looking inward and reflecting on the hurt and pain the conflict has caused and considering the best way to achieve real goals.
- Integrative: Looking both at one's own side and the need to understand the views of the opponents.

Typically, the ebb and flow of negotiations will include a range of elements from all three approaches

10

Forward Linkages

- a. Negotiation
- b. Mediation
- c. Arbitration
- d. Litigation

11

Why study negotiation?

For many developing countries, including Bangladesh,

- Negotiations is a governance and management tool;
- Negotiations is of existential value, its sovereignty issue; It is the first and last line of defense, its security dimension;
- It is an effective means to explore future opportunities in a globalized world. Aid, trade, investment, migration, technology all are linked with negotiations, its opportunity value.

12

Negotiation?

- Raymond Cohen defined it, "as a process of communication between states seeking to arrive at a mutually acceptable outcome on some issue or issues of shared concern." This is a
- Rational approach; Decision making approach
- Ideological Approach-
- Transformational Approach-
- Normative Approach-

13

Power game

Negotiations is a power game, power can be exercised in two ways- Coercive and Persuasive. In negotiations, one uses persuasive power, could otherwise be termed as moral or soft power.

Competition:

- Value addition: Power comes out of capacity to solve a problem through value addition/value creation.
- Perception: Perception sometimes sets the reality. Critical test of effectiveness in a negotiation is what one has convinced an opponent about his/her strength, not always whether or not that can actually exist. North Korea/US.
- Situation context: It is also played on a situational context. Doctor/Patient

Balancers:

- Interdependence makes competitors equal.
- Outcome does not always depend on the size of the protagonists.
- Weakest party has power too- power to deny solution.

14

Linkages

- Linkage is defined as the way one event influences or determines the process or outcome of another event. When each event is a negotiation, this constitutes "negotiation linkage."
- It is not unusual to find a single international negotiation grounded in a net-work of negotiations involving the same parties, negotiating over the same issues in bilateral, regional and multilateral settings
- Context to outcome: Is the linkage clearly addressed?
- Issue to Issue: US heightened tariff on India on import of Russian oil.
- Domestic and External: Tariff as a tool for domestic gains by President Trump, for example.

15

Value

- Negotiation is essentially a value process, it creates value and distributes values between or among contending parties.

- Value is resolving a dispute/conflict peacefully;
- Value is a material gain;
- Value is a trust;
- Value is a relationship;
- Value is common future.

16

Approach-Distributive

- Distributive bargaining approach in negotiations aims at maximizing the outcome for one party with a win lose outcome. It may revolve around a single issue. The following tactics are generally observed.
- Coercion-Threat of force or its use to wrestle concessions.
- Opening strong- Stating positions higher than normal expectations. Set preconditions.
- Salami tactics-Prolong negotiations, create hindrances to progress, offer small concessions, so the other side will reject it.
- Blame game: Put the responsibility on the other side and put the blame for failure on the other side.

17

Integrative approach

- Integrative bargaining approach intends to create value by working together with the counterpart to reach a mutually beneficial outcome.
- Multiple Issues – Integrative negotiations usually entail a multitude of issues up for negotiation. Sharing –They help each side understand the other's interests. One can't solve a problem without knowing the parameters. Cooperation is essential. Problem Solving – Find solutions to each other's problems. Bridge Building – More and more States are engaging in long-term relationships. Relationships offer greater security and the promise of future success.

18

Bargaining

- Research and Brain storming- Creating options
- Explore *Best Alternative to a Negotiated Agreement* (BATNA): Aspiration value(High), Reservation Value(Low) and walk away point(Out). Assessment is critical for generating power in a negotiation.
- *Zone of Possible Agreement* (ZOPA): Exploring the Striking Zone, then trade off for a common ground.
- First Offer or Anchoring
- Consensus: Multiple Offer, Multiple Equivalent Simultaneous Offer(MESO): This technique is offered to unlock a stalemate or to facilitate easy progress in the bargaining process.
- Broaden options, not look for a single answer. The solution is not limited to black or white. There are many shades of grey in between. There are many colours to create.

19

Outcome

Any negotiations end up in an outcome, which could take any form:

- ✓ Agreed Minutes,
- ✓ MOU
- ✓ Declaration
- ✓ Agreement,
- ✓ Treaty,
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20

Strategy

- Context: Understanding the context in which a conflict emerges and how to address that issue through negotiation.
- Goal: Set the goal, Modesty is preferred. Creating and Claiming Value through creating Trust, Set the stage for success with tone and substance.
- Resources: What kind of Mandate one has, what kind of team built up, what kind of research conducted, what kind of preparation done, what kind of outcome you expect?
- Process: Empower yourself through boosting assertiveness and self efficacy, Risk analysis, First offer and Anchoring, Emotional Intelligence, Cross cultural awareness, Exploring common and uncommon ground.
- Empowering the counterpart through Reciprocation, Empathy, and offer to find solution, Explore interest in larger context to create value? Bilateral or Third party mediation? Or validation in any form?
- Outcome: Dispute/Conflict resolved, suspended, not resolved? Mutually happy or unhappy with outcome?
- Learning: What worked, what did not work, Inputs for the future.

21

Skills: Attitude

- Inclusiveness: Commitment to inclusivity and collaboration can set firmer foundations for consolidating peace.
- Empathy: Growing empathy for others. It helps to create an inclusive solution.
- Fairness and justice: This basic principle strengthens social cohesion and promotes good will among community members.
- Diversity and pluralism: Respecting the value and diversity pluralism creates an environment of tolerance and social harmony.

22

Skills: Practices

- 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.

23

Summary

- Negotiation is a skill, and a power game.
- Good understanding on Issues, Linkages, Approach, Bargaining and Values are important elements to understand.
- Both individual and institutional skills are required for a successful negotiation.
- For a country like Bangladesh, it has an existential value, and opportunity value as well.
- Both right attitude and right level of engagement can make a negotiation successful.

24

• Any question, or comment?

Thank you!

23

Cohesive National Policy on Negotiation and Dynamics of Negotiation

M Humayun Kabir
Ambassador/Secretary (Retd.)
BPATC
SSC Course
17 September 2025

1

Outline

- National Negotiation Policy?
- Negotiation dynamics
 - Linkages,
 - Values,
 - Bargaining
 - Power Game
 - Approach
 - Linkages
- Simulations

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 - Highly polarized,
 - absolutist mindset,
 - exclusionary in approach, and
 - violent in manifestation?
- Skills Development: Providing training, practice, and observation opportunities for managers and representatives to improve their negotiation abilities. *Minimal approach.*
- Establishing Institutional Frameworks:
 - Forums for Dialogue: Creating ongoing platforms, such as policy dialogue workshops or task forces, where representatives can meet to resolve differences.
 - Norms of Behavior: Encouraging the establishment of established procedures and regular meetings to normalize negotiation as the preferred approach. *Culture of Peace outside, Culture of Violence inside?* Not a consistent approach!

4

Key Aspects of Establishing a National Approach to Negotiation-II

Context-Specific Approaches:

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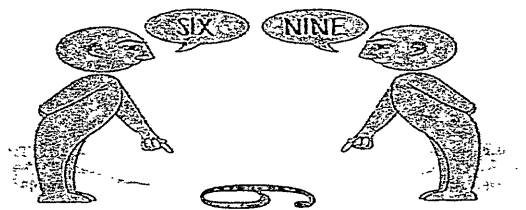
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Who is right?



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18

Bargaining

- Bargaining is about creating value for both parties despite the differences. Yet, before discussions even begin, there are three levers that determine how the bargaining stage will play out:
- **Engaging:** How do you engage with each other? Is this a friendly conversation, or do you fall into enemy territory?
- **Framing:** How do you define the negotiation? For instance, is it a battle, partnership, or problem to be solved together?
- **Norming:** How do you relate to one another? What behaviors are established that characterize the negotiation? You typically define these levers in a negotiation's first few minutes simultaneously.

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Bargaining

- Research and Brain storming- Creating options
- **Explore Best Alternative to a Negotiated Agreement (BATNA):** Aspiration value(High), Reservation Value(Low) and walk away point(Out). Assessment is critical for generating power in a negotiation.
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- **Diversity and pluralism:** Respecting the value and diversity pluralism creates an environment of tolerance and social harmony.

23

Skills: Practices

- **Effective Listening:**
- **Critical Thinking:** Developing critical thinking to view life from multiple dimensions and perspectives and develop solutions.
- **Conflict resolution skills:** Learning conflict management/resolution and peace building skills, including use of technology suitably to promote peace.
- **Engagement:** Holding dialogues and interactions among community members from different faiths, ideology and persuasions could be helpful to maintain balance and promote peace in the society.

24

Summary

- Negotiation is a skill, and a power game.
- Good understanding on Issues, Linkages, Approach, Bargaining and Values are important elements to understand.
- Both individual and institutional skills are required for a successful negotiation.
- For a country like Bangladesh, it has an existential value, and opportunity value as well.
- Both right attitude and right level of engagement can make a negotiation successful.

25

Simulation

26

- Any question, or comment?

Thank you!

27

Simulation on Bilateral Negotiation: Trade deal negotiation (tariff vs market access)

Prepared by:
Shabbir Ahmad Chowdhury
Member, Bangladesh Public Service Commission and
Former Secretary, Ministry of Foreign Affairs, Dhaka
07 January, 2025

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

Interactive session

Background of bilateral political, economic and trade relations between Bangladesh and USA

During the Liberation War of Bangladesh, the US Government did not support the separation of Bangladesh from Pakistan, but Senator Edward Kennedy and many US citizens were against the atrocities conducted against the innocent Bangladeshi women, children and unarmed men. Bangladesh and USA established diplomatic relations in 4 April 1972. Since then, the relation was growing from strength to strength. USA extended support to Bangladesh in terms of aid, grant, loan, technical assistance, scholarship for higher studies etc. Bangladesh also used to get preferences and concessions on its exports to USA. USA also extended support and assistance through the United States Agency for International Development (USAID). On the Rohingya issue, USA extended political support to Bangladesh.

Bangladesh however, has some differences with USA in areas of international relations. Bangladesh does not have diplomatic relations with Israel and it has a close relation with Palestine whereas in case of USA it is just the opposite. Bangladesh is a member of Non Aligned Movement (NAM) and maintains a balanced relationship with both NATO members as well as Russia and its allies. Bangladesh did not support the US invasion of Iraq in 2003. Bangladesh also maintains a neutral position on the Ukraine issue. USA is critical about the situation of Bangladesh on human rights, child labour, labour rights and factory safety conditions. The relation went low from 2013 to 2024. USA suspended GSP facilities after the Rana Plaza incident in 2013. The largest volume of export from Bangladesh takes place in USA. Bangladesh did not comply with US proposal to export cotton to Bangladesh. Besides, in defence cooperation, Bangladesh did not agree to sign to agreements called General Security of Military Information Agreement (GSOMIA) and Acquisition and Cross-Servicing Agreement). In 2020, USA imposed sanctions on the Rapid Action Battalion (RAB) and did not invite Bangladesh to the Democracy Summit for 2021 and 2022.

After Donald Trump assumed charge as President of USA in Jan, 2025, he suspended the assistances of USAID extended to all countries including Bangladesh. Besides, USA imposed a large amount of tariff to many countries of the world including Bangladesh where it is 20%. This has created a difficulty for Bangladesh.

The simulation session:

(1) The procedures:

The session is designed in a way so that every trainee can participate in the proceedings. The negotiation will take place between the delegations from Bangladesh and USA on reducing the Tariff on the trades between the two countries. The meeting is taking place in USA. Bangladesh will try to justify the reduction of tariff imposed by USA whereas USA will try to keep the tariff as it is. There will be 15 members in each delegation. The names of the delegations from USA are A1, A2,..... A15 and those from Bangladesh are B1, B2,..... B15.

(2) The session:

A draft intervention has been prepared for each participant as follows to give an idea. The participants may deliver their intervention in their own way. Each participant has to keep his/her intervention limited to a maximum duration of two minutes.

A1:

Excellencies, ladies and gentlemen, It is our pleasure to welcome you and the members of your delegation to this meeting. Let the members of my delegation introduce themselves.

[The members will introduce themselves]

Excellency, now the floor is yours.

B1:

At the outset, on behalf of my delegation, I would like to express my heartiest thanks for the warm welcome extended to my delegation. We are pleased that the US authorities concerned have agreed to hold the meeting in a rather short notice and at a time when they are busy with important issues. I would like to request the members of my delegation to please introduce themselves.

[The members will introduce themselves]

A2:

Excellencies and distinguished delegates, I would like to submit before you the list of agenda in front of you. The agenda items are:

- (1) Bilateral relations
- (2) Trade relations- tariff vs market access)
- (3) Any other business

Please let me know if you have any comments or suggestions on the agenda. As I do not see anyone raising the flag, the list of the agenda is adopted. Excellency, now the floor is yours.

B2:

Thanks your Excellency for offering me the floor. Bangladesh and USA have been enjoying excellent bilateral relations ever since the establishment of diplomatic relations on 4 April 1972. USA has been offering assistance and support to Bangladesh in multifarious ways. Bangladesh is also adopting a foreign policy following the principles of equity and justice so that peace and harmony prevails in the world. We share the values of people's power and democracy, good governance, justice and equity for all, human rights, gender equity. Bangladesh and USA have been enjoying excellent trade relations for many years. In case of disagreement, we try to resolve the areas of discord through discussions. In the international relations, we have many things in common. We also have some differences, but we consider such differences as an outcome of independent foreign policy and we are maintaining good relations with these differences through mutual respect.

A3:

Thanks your Excellency for a commendable presentation on the US-Bangladesh bilateral relations. In its relationship with other countries and international organizations, USA adopts a policy governed by respect for human rights, freedom of speech, democracy and justice which coincide with those of Bangladesh. USA has been extending technical support, training, aid and grant almost all over the world so that the under-developed countries can overcome their economic and social problems and lead them to the path of development. USA expresses its pleasure that our two friendly countries have been maintaining friendly relations for more than half a century and this relation has grown from strength to strength over these many years.

B3:

USA happens to be the largest destination of the exports from Bangladesh. In fact, Bangladesh has been exporting mostly ready-made garments and pharmaceutical products for a long time. Recently the imposition of 20% tariff has created a lot of challenges for Bangladesh. Bangladesh mostly exports ready-made garments to USA and almost 75% of our total exports are based on textiles. Our exports are yet to be diversified and Bangladesh is trying its best to bring a variety in its export items. Until that time, the imposition but USA of a high tariff will create a negative impact in the economy of Bangladesh. So we would like to request you to review and reconsider your tariff plans so that we can achieve a win-win situation.

A4:

Thanks your Excellency for your views. For other countries, the tariff rate is much higher. Among the South Asian and South East Asian countries, Bangladesh is under the lowest tariff list of USA. This decision has been taken by USA because USA was undergoing undue trade transaction with most of the countries of the world.

Many countries of the world are imposing high tariffs on the US products imported by them and conducting their trade much to their advantage. USA has been generous in this respect for a long time. But the global economic and political situation is now changing significantly and unfortunately much to the disadvantage of USA. USA has to get involved into numerous issues around the world in order to ensure its security and those of its allies and these are imposing huge financial load on USA.

B4:

Bangladesh sincerely appreciates the role of USA in international trade. It is known all over the world that USA was generously extending trade facilities to the LDC countries since long time back. Bangladesh also extends its gratitude to USA for its assistance in trade through GSP. However, after the Rana Plaza incident in 2013, USA stopped the GSP facilities which were a sudden economic shock for Bangladesh. We understand that the Rana Plaza incident was an undesirable and big flaw of internal management, but this unexpected and unintentional accident was among few mishaps among a large number of such factories all over the country. We are very much aware, cautious and serious about the factory safety rules and vigilant in supervising to ensure that such rules are observed without fail. Yet few issues take place despite the efforts of all concerned. We would, therefore, like to request USA to consider resuming the GSP facility.

A5:

The question of lifting the GSP facility is not unique for Bangladesh. We have taken similar steps for other countries as well. USA has an obligation to make their business with other countries ensuring that in these countries human rights are ensured, labour laws are in force and factory conditions are proper. So in terms of GSP facility, USA cannot make any exception to any country. The economy of Bangladesh is getting better every year. Both its per capita GDP as well as the total GDP is going up and especially during the last two decades, its economy has improved significantly. Bangladesh will soon graduate from LDC country to lower middle income developing countries. As per trade rules, the GSP or tariff concessions are withdrawn for the countries which have improved economically.

B5:

Thanks your Excellency for well explaining the position on GSP and LDC. It is no doubt that Bangladesh wishes to graduate from LDC and Bangladesh is also aware of the challenges that it will have to encounter after the graduation. However, unexpected situation has made it very difficult for Bangladesh to continue its economic growth in the same pace. In August, 2017, about

1 million Rohingas took refuge in Bangladesh due to perpetrations conducted by the government of Myanmar against them. Unless Bangladesh permitted entry to these helpless people, genocide was inevitable. With a challenging economic situation like that in Bangladesh, it was indeed, an acute economic hardship to host this huge population for the last eight years. We appreciate the political and economic support extended to these helpless people by countries and international organizations, including USA, but obviously such assistances are inadequate compared to the magnitude of the crisis. The Rohingya crisis is an example of gross violation of human rights. Bangladesh is not responsible for this crisis and it will be unjust if Bangladesh alone has to pay the price for it.

A6:

Thanks your Excellency. I agree with you that the support received by Bangladesh from the world on the Rohingya crisis is much less than required. USA assures that it will do its best to resolve the issue. Meanwhile, USA also assures Bangladesh that it will extend support and assistance to Bangladesh in overcoming the challenges on its way to graduating from LDC to lower middle income developing countries. USA also assures that it will help Bangladesh in diversifying its export products in all possible ways so that Bangladesh can get rid of the dependence of only textiles. Bangladesh needs to emphasize on foreign direct investment and create a congenial atmosphere to facilitate such investment from other countries.

B6:

Excellencies, ladies and gentlemen, Bangladesh was very much aware of the fact that it will have to face challenges once it graduates from LDC, the challenges like - termination of GSP facilities and quotas during export, termination of other assistance and support as LDCs, increased subscription in international organizations etc. However, a number of unpredictable hurdles came after Bangladesh decided to graduate from LDC. Outbreak of COVID-19 is one of such menaces that significantly created a set-back for Bangladesh against its way to development. After the sudden outbreak of the pandemic, it took a lot of toll for Bangladesh to domestically combat the pandemic. Moreover, Bangladesh took part in the global efforts to counter the devastating consequences of the disease and in doing so, Bangladesh had to face many odds including financial challenges. So graduation from LDC will no doubt come with increasing obstacles for Bangladesh. So considering these undesirable and unpredictable issues, we may revisit our trade deals. Bangladesh attaches priority in creating a favourable atmosphere to promote and protect foreign direct investment.

A7:

Thanks your Excellency for enlightening us on your vulnerable position due to the unpredictable issues. Situations of these types are invariably applicable for all the countries of the world. Even in a country like USA, which happens to be the largest economy of the world for many years, had to face enormous challenges as soon as COVID-19 crippled the whole world. USA had to keep many of its projects and activities, both domestic and international, in suspension. In many cases, it even had to cancel those projects. Besides, it took the responsibility to send vaccines and COVID related medical equipments to other countries. Due to COVID lockdown and restriction of movements, US trades were badly affected. So these multifarious effects of the pandemic have created negative impact on the economy of USA. This is why, USA had to review its economic and trade plans both within the country and beyond.

B7:

Thanks your Excellency. I am sorry to mention that Bangladesh in no way, neither directly nor indirectly is involved with the Ukraine crisis. But unfortunately, Bangladesh had to severely pay

the price due to the Ukraine War. I am not going to say anything about the rationality of the war or to determine the responsibility of any party of the war. The war and its negative impacts in the world are an unfortunate reality where Bangladesh has been affected like many other countries of the world. Bangladesh has trade relations with the warring parties and such trade has been disrupted, the fuel price abruptly increased immediately after the war started, the projects and development activities with the relevant countries were affected and even came to a standstill. We have no idea when this war will end neither have any clue when or whether we can resume the unfinished projects. These economic damages are in many cases irreversible. These unforeseen issues can affect any country anytime and it is expected that we revisit and reschedule our former plans so that we can mitigate the gravity of the negative impacts.

A8:

The Russian invasion of Ukraine is an unfortunate and undesirable event in the world history. This menace is not a natural phenomena, it is created by human beings. This war has caused multifarious damages to almost all the countries of the world. So it is the responsibility of all the countries of the world to condemn the war and also condemn the parties responsible for starting and sustaining the war. USA had to pay a lot of price and is still paying the price. Due to the consequences of the war, the trade relation of USA with many countries of the world has been disturbed. As a responsible country of the world in countering any aggression by any country against the other, USA takes appropriate measures to protect the victim of aggression. USA had to keep extra fund provisions in providing support to Ukraine just like the other allies of Ukraine. Such extra economic pressure has affected numerous US development projects. So we hope that you understand the necessity of US to review its trade policy and plans.

B8:

Excellencies, ladies and gentleman, the climate issue is a big challenge for us. Bangladesh emit only 0.47% of the global carbon emission whereas it is paying a huge price due to climate change calamities. Bangladesh is one of the climate vulnerable countries of the world. Due to the rise of the sea water level, many habitants near the Bay of Bengal coastal region are being compelled to leave their homes and seek shelter elsewhere. The number of these climate migrants and refugees are on the rise every year. Bangladesh is a party to almost all the climate change based agreements of the world and therefore undertaking financial hardship in implementing the obligations in those agreements. So these hardships have retarded our development process in spite of all the efforts by Bangladesh in economic advancement. Bangladesh cannot be blamed for these adversities and its consequences and unfortunately Bangladesh became a victim due to climate change. We believe that our request for these trade concessions is not an undue submission.

A9:

Thanks your Excellencies, ladies and gentlemen. USA is now one of the most developed countries of the world and it has been so for a long time. Many countries have been benefitted from USA in terms of its technological support and cooperation, technology transfer, its advanced educational system etc. However, this has been possible only because USA first developed itself through industrialization by the traditional mode of energy from fossil fuel. In the past centuries, such developments took place in Europe using the same means of energy. So global warming, climate change and all the adversities taking place due to their consequences are phenomena that have been going on since long time ago. Unfortunately now a days a few countries are being held responsible for these adversities. It is also taking much toll for USA to implement clean energy in the near future. USA is very much aware of the climate issues and trying its best to combat them in best possible ways, but the disproportionate demand by the

countries of the world, I am afraid, will possibly obstruct our collective efforts than resolve the issue. So we assure you of our priority to the climate disaster and also request through you to all concerned to proceed on the basis of mutual understanding and consensus.

B9:

Bangladesh has trade relations with a good number of countries of the world. The export from Bangladesh to the EU countries constitutes 50% of the total export from Bangladesh to all the countries. The EU countries are quite serious and vigilant on the observance by Bangladesh on the labour laws and their protocols, factory conditions and other obligations. Yet the EU countries did not withdraw the GSP facilities after the Rana Plaza incident. Because it was an accident and a lapse of responsibility by one person and he was duly brought to justice for his negligence and irresponsibility. Out of about 4500 factories all over the country, this is one such incident. Besides, understanding the fact behind this incident, the other countries did neither withdraw similar facilities extended to Bangladesh. A number of countries have agreed to continue the GSP facilities as well as low and no tariff against Bangladeshi exports even after graduation from LDC. They have considered and taken into account the unforeseen problems faced by Bangladesh for the last several years.

A10:

Excellencies, we have thoroughly noted your cares and concerns. The relations among the states in the world are widely different due to historical reasons, communication facilities and geographical location. USA has trade relations with most of the countries of the world. However, the extents of such relations vary in many ways. Recently USA imposed tariff on different countries with different amounts based on the principles of reciprocity and equity. USA has been offering trade concessions to many countries for a long time at the cost of US economy. Considering the huge liability both within the country and beyond, USA is now compelled to take these factors into account and re-adjust the tariff rates on the basis of fairness. So we do not see any reason for misunderstanding. However, we have duly noted the concerns expressed by Bangladesh and we assure you that we will do our best to address them.

B10:

We sincerely appreciate the understanding and assurances expressed by the distinguished US delegation. Ever since the independence of Bangladesh in 1971, it has been maintaining its foreign relations on the principles of friendship with all countries and no enmity against any country. It strictly follows the ideology of peaceful co-existence, non-interference into the internal affairs of the other countries and pacific settlement of disputes through dialogue, discussion and negotiation. Bangladesh condemns all actions of aggression, invasion and atrocities against women, children and unarmed men. Bangladesh cooperates and offers assurances of support with the international community in the global mission on suppression of terrorism, eradication of drug trafficking and psychotropic substances. Bangladesh is a member of the non-aligned movement and maintained a balanced relationship during the cold war. Bangladesh has instantly cooperated with USA efforts in maintaining peace and security in the Indo-Pacific region and thus formulated its "Indo-Pacific Outlook". Bangladesh assures that it will continue such support and cooperation with USA and other countries as well. Bangladesh always unambiguously adhered to the principles enshrined in the Charter of the United Nations while maintaining its relations with other countries.

A11:

We sincerely appreciate the policy adopted by Bangladesh on its international relations in general and its cooperation with USA on security issues in particular. USA has a big

responsibility to shoulder in this regards. After the end of World War 2, USA and its allies formed NATO to ensure the security of its member states through collective support and cooperation. USA has to share the largest portion of subscription among all the member states. Besides, USA also shares the largest amount of subscription in the United Nations as well as other international organizations. USA is also offering training, logistical support and assistance to the countries which do not have the adequate resources to combat terrorism. After World War2, many countries of the world have sought the support of USA for their security and USA came forward accordingly. These support and assistance have no doubt claimed lives and resources of USA for a long time. USA now needs to prudently take similar decisions where huge expenditure is involved.

B11:

We are certain that the countries concerned, including Bangladesh, appreciate the support and cooperation received from USA for so many years in order to ensure security against terrorist activities in the respective countries. Bangladesh never allows anyone to use its land to harbour any terrorist or conduct any terrorist activities. Likewise, Bangladesh is always vigilant against use of its land for drug trafficking. Bangladesh is in close contact with USA and other European countries in receiving the training and support for combating terrorism and drugs. Bangladesh is one of the large numbers of troops contributors in the United Nations Peace Keeping Missions. This shows the commitment of Bangladesh in maintaining international peace and security. Bangladesh has made commendable progress in human rights related issues, control of extra-judicial killing and enforced disappearances. Bangladesh is looking forward to holding a free, fair, transparent and universally acceptable election early next year. So USA may consider lifting sanctions against Bangladesh imposed few years back on these issues.

A12:

Thanks your Excellency for sharing the position of Bangladesh on these important issues. USA commends the steps taken Bangladesh in suppression of terrorism and eradication of drug trafficking. The UN member countries including USA appreciate Bangladesh for its significant role in the United Nations Peace Keeping Missions. USA is also in close contact with Bangladesh in evaluating its position on human rights related issues. Such position of USA is applicable for all the countries of the world. The policy of USA stipulates that USA maintain relationship with countries based on shared values in maintenance of human rights in their respective countries. Unless the countries concerned maintain the internationally accepted standards, USA will fail to fulfill its obligations if USA continues to hold the relations unconditionally. USA is reviewing its position and will certainly proceed with the appropriate action. USA is eagerly looking forward to seeing a free, fair, transparent and participatory election in Bangladesh. We are hopeful that our relationship will be further strengthened in the coming days.

B12:

Excellencies, ladies and gentlemen,
In the social front, Bangladesh is trying its best to establish social justice. has long been pursuing the goal of achieving gender equity, prevention of violence against women and stop child marriage. Bangladesh established free education for female students till her adolescence. This step has significantly increased the rate of literacy of female.
Besides, the laws on violence against women are harsh and being strictly enforced. Consequently, such crimes against women are being contained and their dignities are being protected commendably. Bangladesh has also taken steps so that they get treatment based on equity and social justice. However, in few cases, it is difficult to implement such rights because if

religious laws. The stakeholders are trying to materialize such laws through convincing by discussions and social events. Bangladesh is thankful to USA for their support and assistance in these areas from time to time. Bangladesh can be proud to be a country where people can freely practice their respective religions. Sometimes the disturbing news on religious violence is nothing but vicious politically motivated issues. Hatred speech on religion is strictly prohibited and subject to judicial proceedings.

A13:

Thanks your Excellency. USA appreciates Bangladesh on its successful and commendable progress in social justice in general and on women's welfare in particular. We are confident that the success story in Bangladesh can be a role model for many countries in the world where justice on women is not up to the mark. USA will be pleased to assist Bangladesh in materializing its plans and projects on women empowerment and justice for them. We thank Bangladesh for their mutual respect for beliefs of other religions. USA also ensures that every citizen can practice his or her own religion without fear or hindrance.

B13:

Excellencies, it is our pleasure to inform you that Bangladesh is employing all efforts to contain trafficking in person. Bangladesh appreciates voluntary migration following the rules and laws. Such migration will no doubt have a positive effect in the economies of both the sending and the receiving countries. A number of Bangladeshi nationals are in USA on H1 visa. Due to the recent US policy, the validity of many such visas are not being extended. As a result many high skilled employees are returning to Bangladesh. Their presence in USA is assisting to the economy of both USA and Bangladesh. The relationship between Bangladesh and USA has grown over the years from aid to trade to development partner to strategic partner. The resumption of the visa will uplift such partnership. Bangladesh also wishes that USA will review its decision to resume the USAID activities and its projects in Bangladesh. The Bangladeshi students aspiring to pursue their higher studies in USA are facing problems in getting US F1 visa. It would be appreciated if US authorities could look into the matter. Bright students, no matter where they come from, elevate the reputation of the educational establishments. Bangladesh also assures that it will do its best to assist USA in resolving the issue of irregular Bangladeshi migrants in USA.

A14:

Thanks your Excellency for raising these important points for discussion. USA rates Bangladesh at a commendable level on its actions taken with respect to trafficking in person. USA will always extend support to Bangladesh on this matter whenever required. Regarding the H1 visa, now many establishments in USA are getting closed and companies under vulnerable condition are not working with minimum employees. Therefore, they are being bound not to further extend the H1 visa, not to speak of recruiting new employees. USA is well aware of this situation and trying its best to restore the former position. USA will also do its best to ease the issuance of US F1 visa. USA appreciated Bangladesh's efforts in assisting USA in resolving the issue of irregular migrants. USA hopes that Bangladesh will take appropriate action on the long standing US request for importing US cotton. Besides, USA also hopes that Bangladesh will re-evaluate US request on signing General Security of Military Information Agreement (GSOMIA) and Acquisition and Cross-Servicing Agreement).

B14:

Thank you Excellency for the further offer of US assistance to Bangladesh in drug trafficking. Bangladesh expresses its appreciation for USA's offer of assistance in facilitating and expediting the H1 and F1 visa. Bangladesh is already working on the cotton import issue. We have

reviewed our trade and defence policy in the changed political circumstances. So we hope that the cotton import issue will see satisfactory progress. Relating to GSOMIA and ACSA, the defence authorities in Bangladesh are thoroughly looking into it. Since these sensitive matters involve other stakeholders, we are discussing with them to reach a consensus.

A15:

Thank you very much distinguished delegates to discuss the issues of common concern in a friendly and candid atmosphere. We certainly do not have to agree always in all issues, but it does not mean that we shall not discuss. Conversations in the negotiating table will enable us to express each other's position and also create a platform so that we understand each other better and gradually lead ourselves to a consensus. We wish to see you again in USA.

B15:

Thank you Excellency once again for your hospitality and hosting this important meeting in a rather short notice. During the last two days, we have no doubt made our positions clear. We of course have differences, but it does not mean that our bilateral relations have been diminished due to the lack of consensus between our two friendly countries. On the contrary, as rightly said by you, the discussions during the last two days have created an opportunity for us to analyze our position so that we can curtail those differences so that we can achieve a win-win situation. In the next meeting, Excellency, we would like to see you and your delegation in Bangladesh. Thank you Excellencies, ladies and gentlemen and see you again.

Module:6

Digital Transformation of the Government



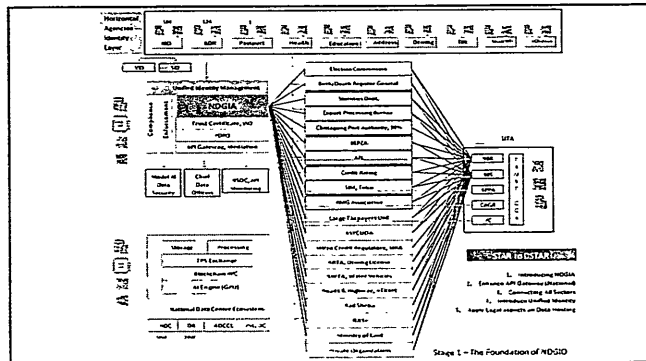
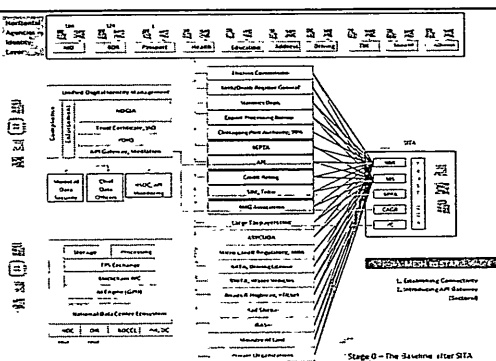
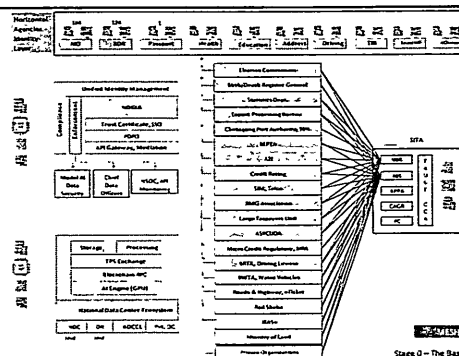
Digital Transformation of Government: Leveraging AI for future-ready governance

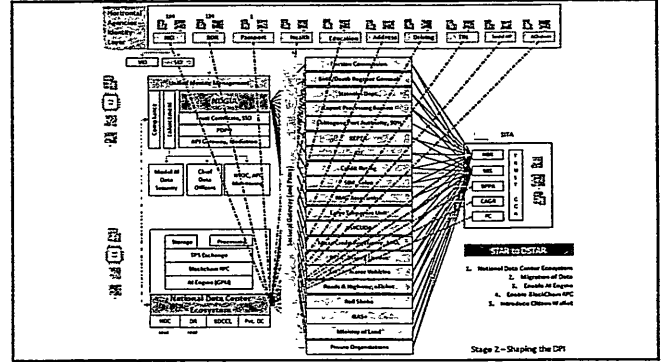
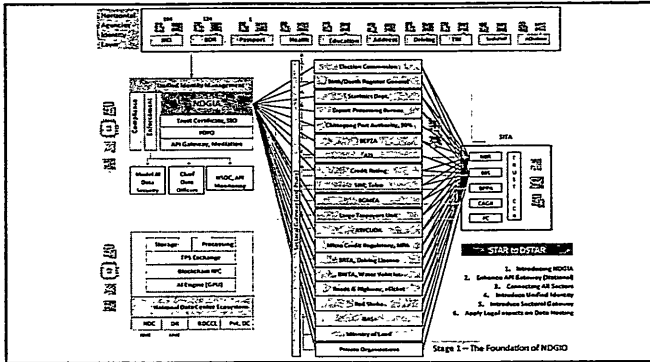
NATIONAL ICT FRAMEWORK

Application Layer	Social Welfare	Local Government	Education & Upskilling	Safety & Security
	Health Care	Electional	Climate & Sustainability	Commerce
	Tax/fee expansion		Power & Energy	Administrative
	Information Dissemination		Land Management	Smart City
	HazaratSheba	Vehicle Registration	National Single Window	Smart Agriculture
Digital Infrastructure Layer	Authentication Layer - Single Sign-On			
	National AI Platform (Cloud GPU, Master Data Analytics, AI ready dataset, etc.)			
	Digital Signature, Trust Certificates		National Cyber Security Operation Center (NSOC)	
	Universal Digital Identity Management		Interoperable Payment System	
	NIDEX (including Open API Standard, and Consent Sensors)			
	Quality and Affordable Broadband Connectivity		National Data Center Ecosystem	
	Cyber Security Ordinance		Personal Data Protection Ordinance	
	National Data Governance Ordinance		AI Policy	
	Postal Policy		Telecommunication Networks and Licensing Policy	
			Smart Device Access	

Sequences of Interoperable Digital Transformation Journey (C2)

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





Presentation Outline

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

Context



The world is experiencing exponential change due to advancement in technologies



The unprecedented development of advanced technologies has served as an 'incredible catalyst' for change

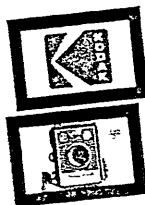


World's 90% data were produced within last few years

Organisations that Failed to Navigate Change

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

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



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

Organisations that Failed to Navigate Change

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

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

NOKIA



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

Organisations that Failed to Navigate Change

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

XEROX



Problem:

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

Organizations that Successfully Navigated Change

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



APPLE

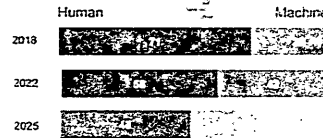
Reaching
50 Million
users

It took about 19 years for the Internet to reach 50 million users. There is a lesson in this: the speed of change is accelerating. The world is moving faster than ever before. The future is now.

Automation

Rate of automation

Division of labour as share of hours spent (%)

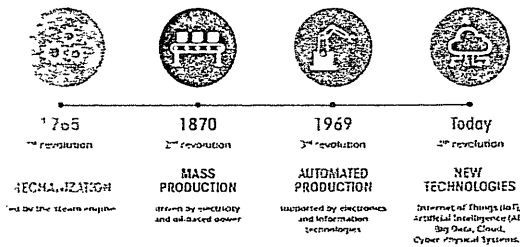


Source: Future of Jobs Report 2018, World Economic Forum

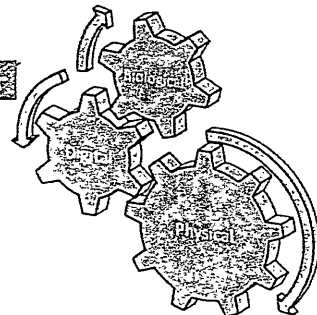
WORLD
ECONOMIC
FORUM
COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

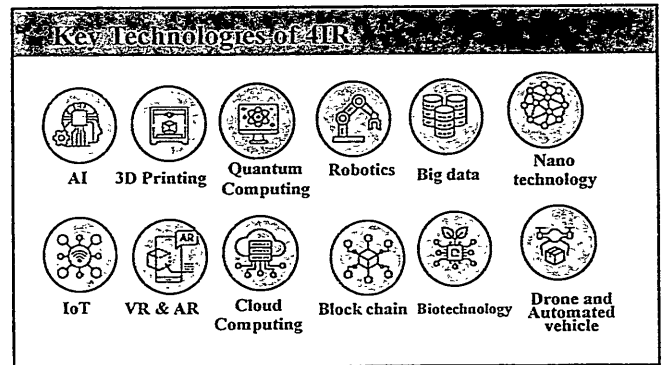
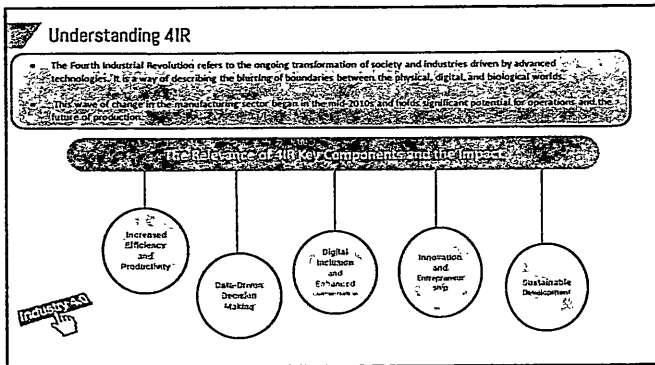
Historical Context

Four Industrial Revolutions



3-Way Merger

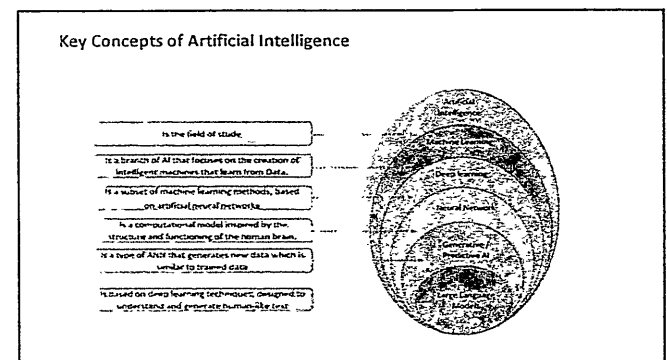
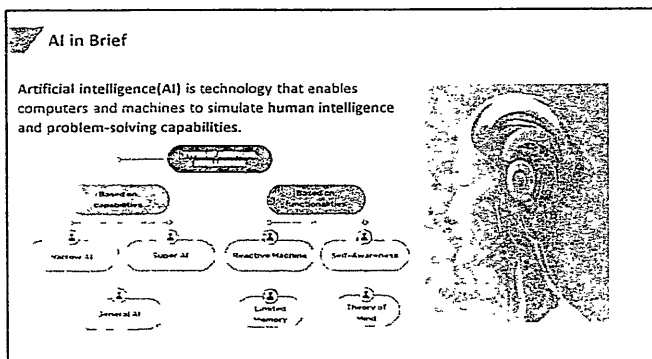
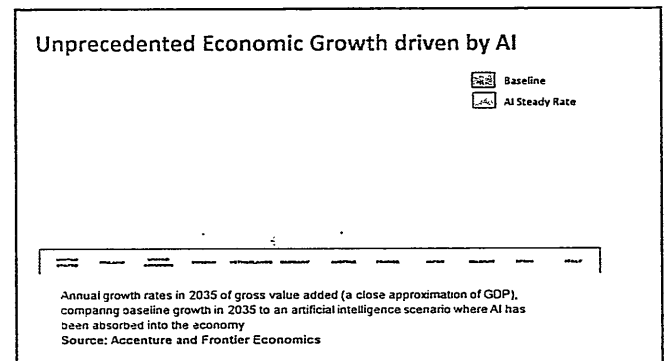


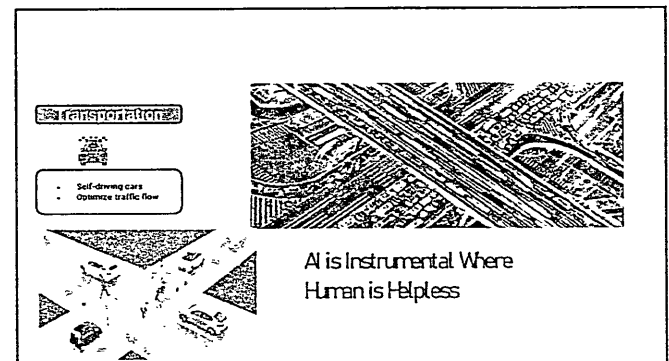
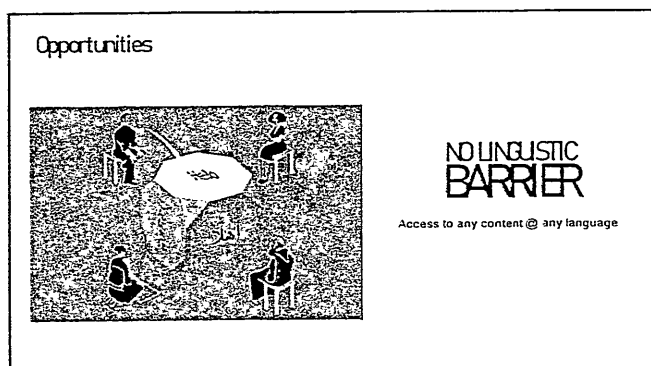
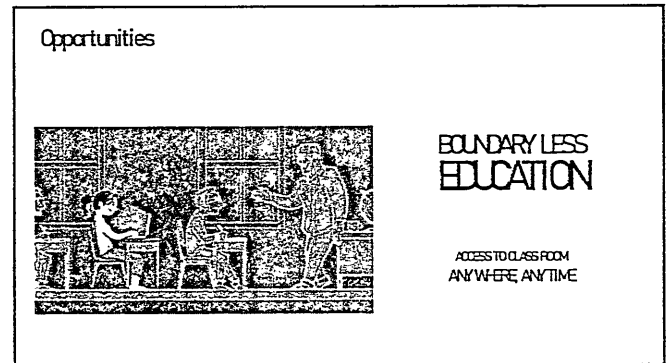
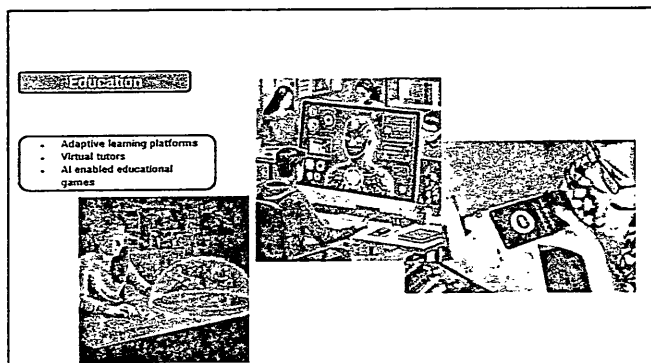
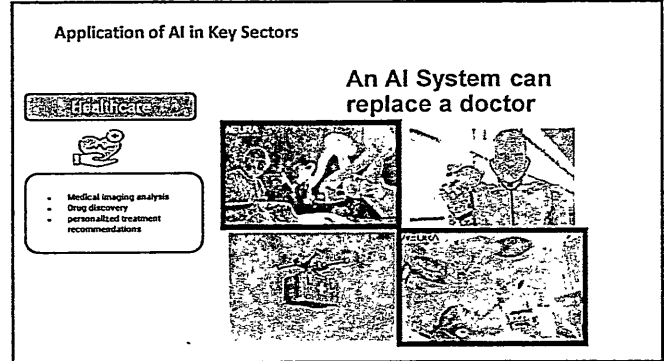
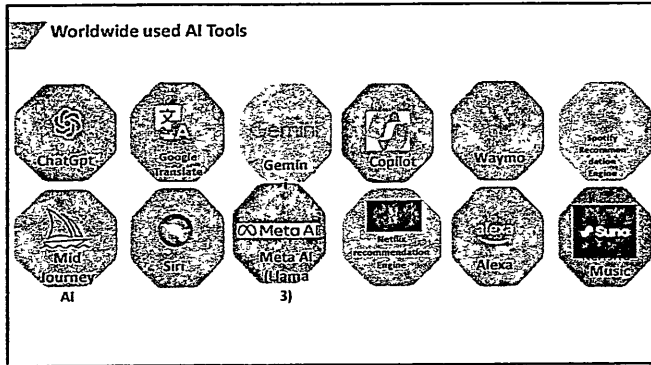


Generative AI has the potential to change the world in ways that we can't even imagine.

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

Sundar Pichai, Google CEO



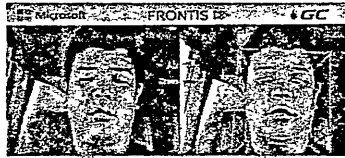


AI in Traffic Safety

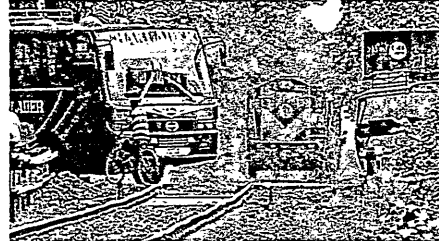


AI Can Detect
Driver's
Distraction

AI Can Guide
& Suggest for
Safety

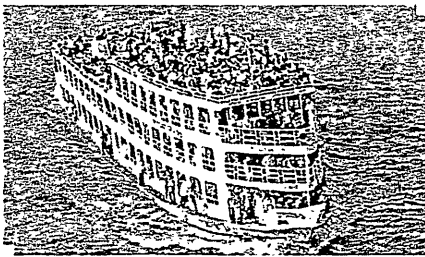


AI in Transportation



AI Can Ensure Safe
Rail Transport

AI in Transportation



AI May Ensure
Safer Water
Transport

Agriculture



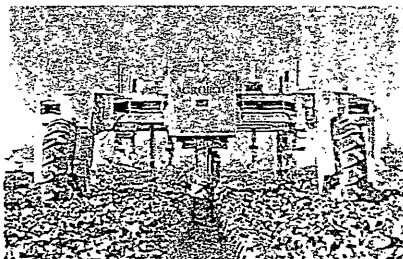
- Crop monitoring
- Pest detection
- Disease detection



MACHINE WILLABLE TO
TALK WITH CROPS
MAKE DECISION
AND EXECUTE

We are in the era, where

Agrobot
knows
everything
about farming



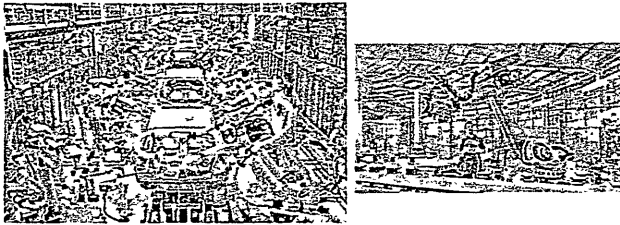
Telecommunication



- Network optimization
- Virtual assistance
- Fraud detection & security



Robots in Manufacturing



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

Drone in Disaster Management

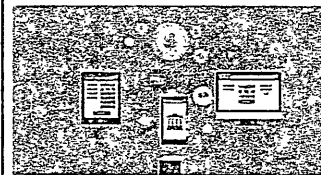


Financial Services

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



Banking Transformation

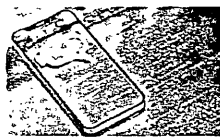


- ❖ Predictive Advisory Services
- ❖ Risk Assessment
- ❖ Fraud Detection & Mitigation
- ❖ Biometric Identification
- ❖ Digital Wallet
- ❖ Client Personalization
- ❖ Virtual Customer Support



Public Services and Governance

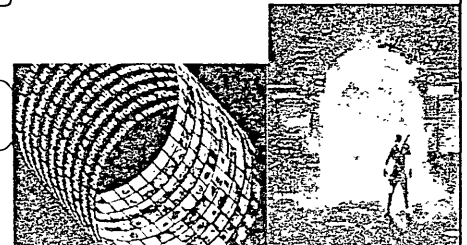
- **Smart Cities:** AI can improve urban planning, energy efficiency, and waste management.
- **Crime Prevention:** AI can analyze crime data and enhance public safety.
- **E-Governance:** AI can streamline citizen services and reduce bureaucratic delays.

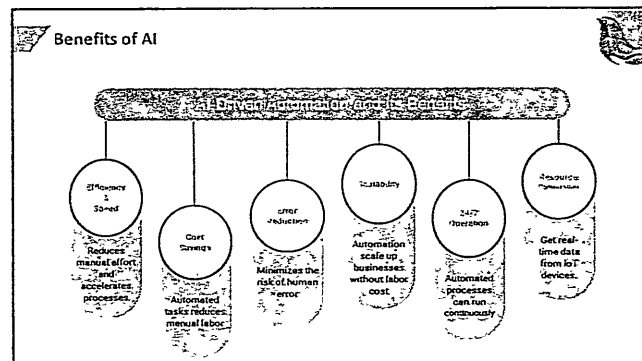
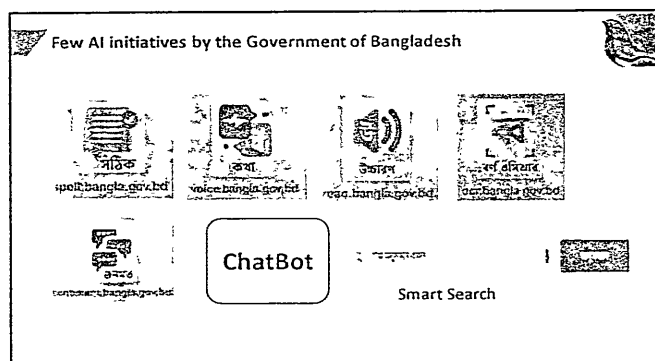
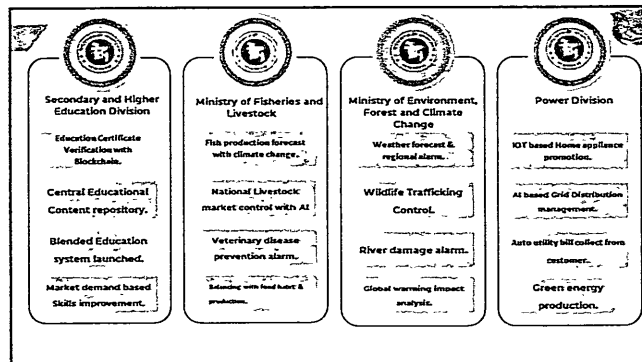
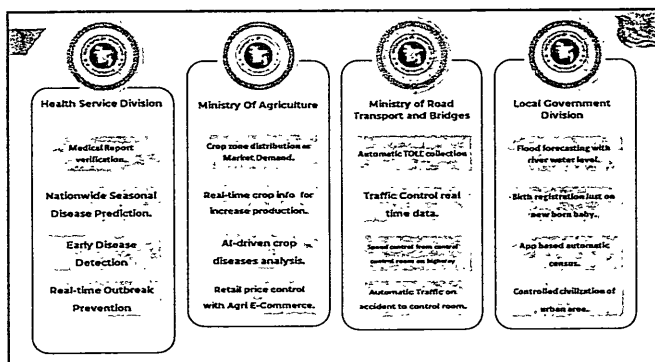
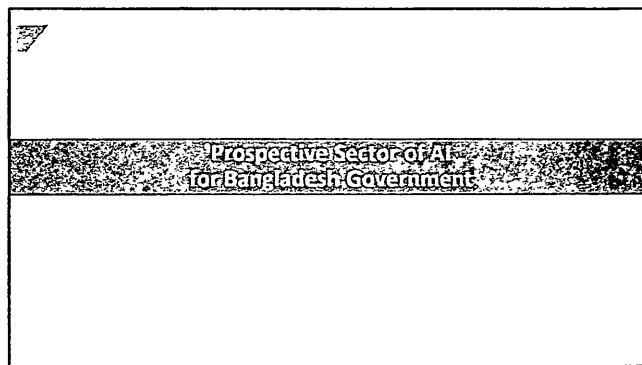
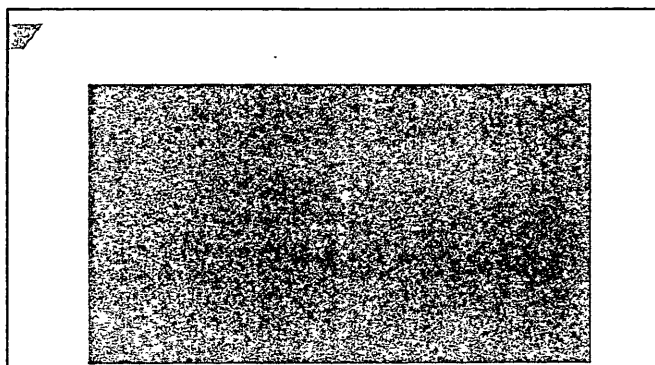


Art and Animation



- Content recommendation
- Content creation
- Audience engagement
- Game development
- Music composition
- Art and animation





Future Impact of AI

Personalized Healthcare Services

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

Improved Public Safety

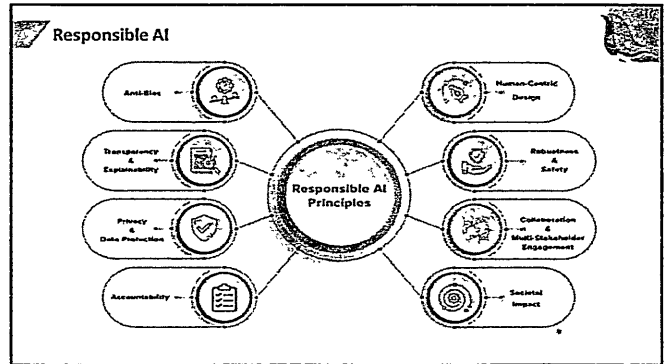
- AI-powered surveillance and crime prediction tools can help law enforcement agencies prevent crimes and respond to emergencies more effectively.

Ethical and Regulatory Considerations

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

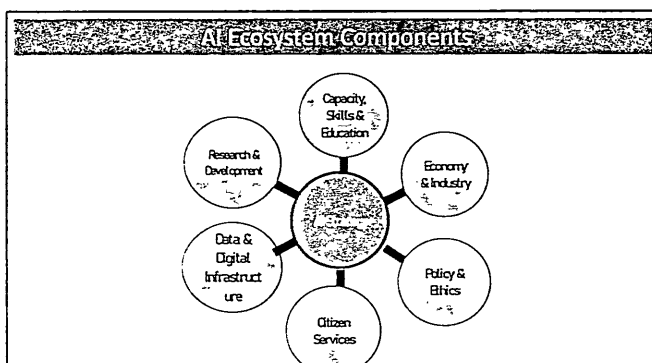
Optimized Resource Allocation

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



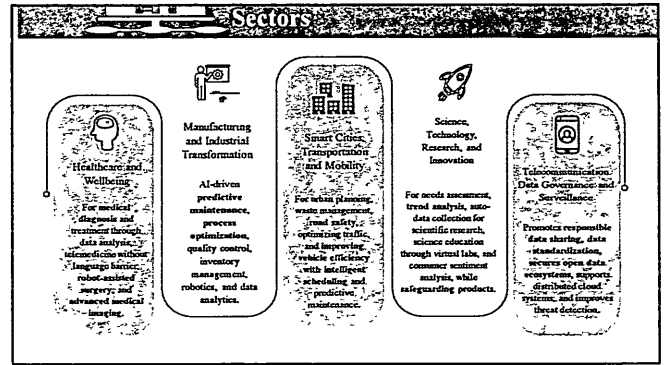
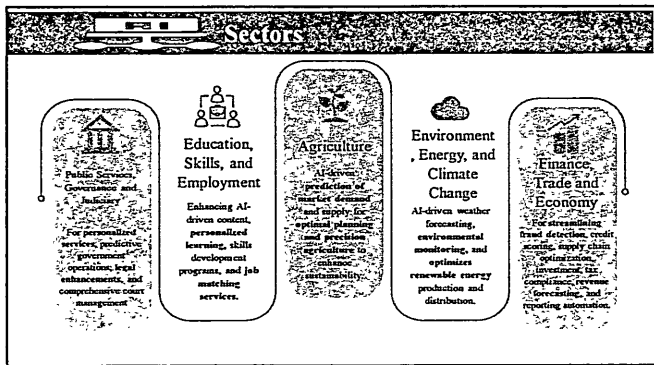
Ethics and Considerations in AI Adoption

- AI has made significant advancements & has the potential to automate many tasks. It's important to recognize that AI isn't a magic solution that can do everything for you. We can't fully depend on AI.
- AI models can inherit biases present in training data, raising concerns about fairness and potential discrimination. Ensuring unbiased data and ethical model development is crucial.
- Lack of transparency in AI algorithms and decision-making processes raises ethical concerns. Clear communication about how AI is used is essential for building trust.
- The automation of tasks through AI may lead to job displacement, requiring considerations for reskilling and upskilling the workforce.
- AI systems often involve the processing of personal data, necessitating robust privacy measures to protect individuals' sensitive information.
- Considerations should be made regarding the broader societal impact of AI, addressing issues like accessibility, inclusivity, and ensuring that AI benefits all segments of the population.



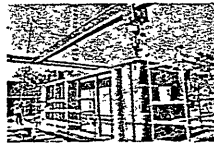
National Artificial Intelligence Policy 2025 (draft)

The image shows the cover of the 'National Artificial Intelligence Policy 2025 (draft)' document. It features the ICT logo and the text 'Smart Bangladesh'.

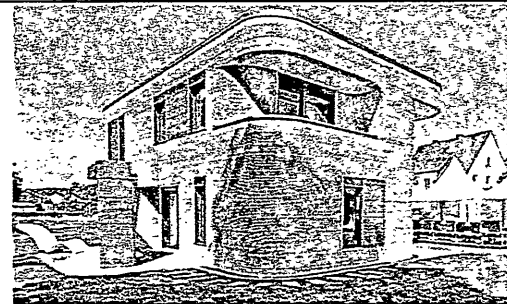


3D printing

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



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



CNN
<https://edition.cnn.com/style/article/3d-printed-house-scli/index.html>

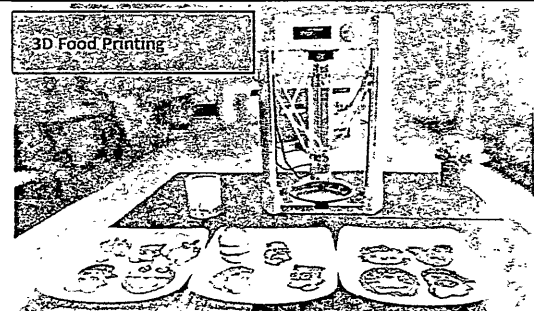
GIRA
<https://www.gira.com/en/en/inspirations/references/3d-house-germanv#>

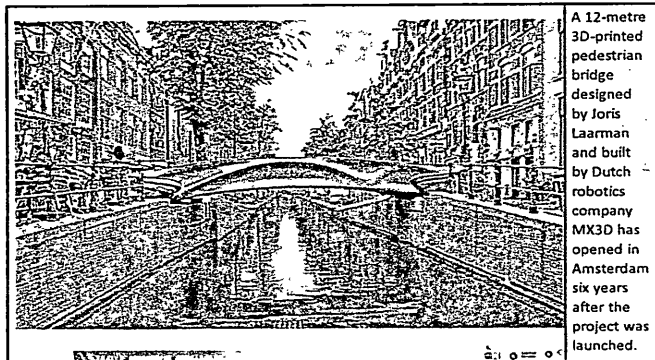
<https://www.youtube.com/watch?v=qWBA-6NgUg>

3D Printer

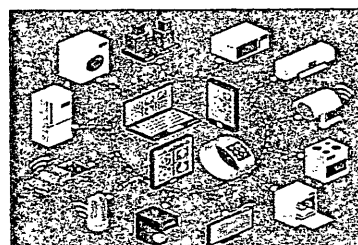


Printed body organ through 3D printer

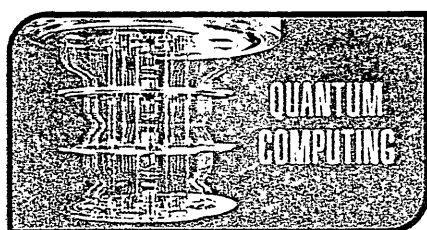
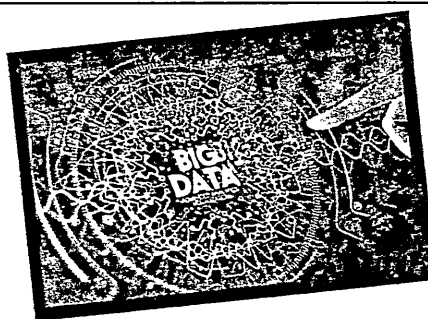
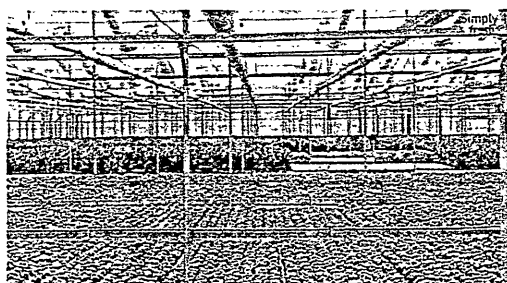




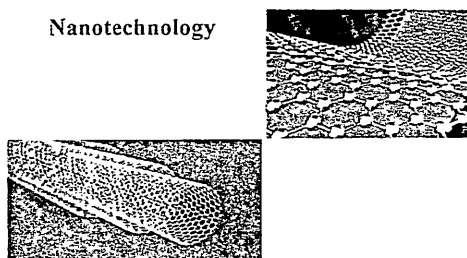
Internet of Things (IoT)

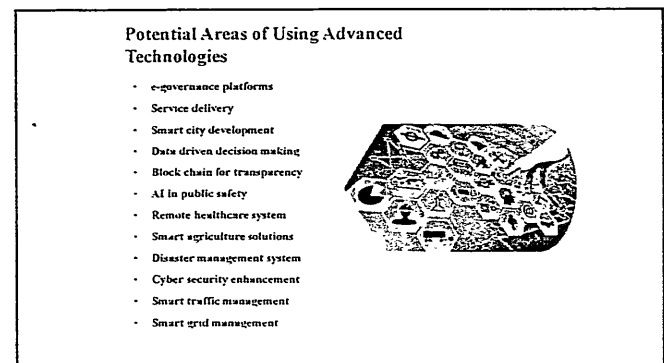
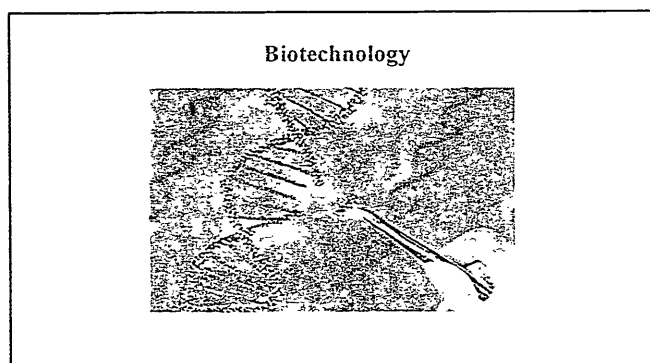
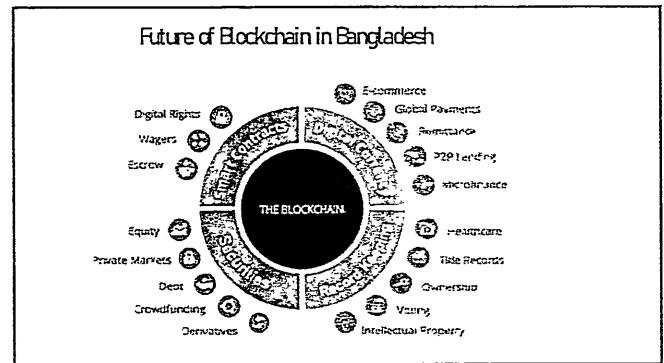
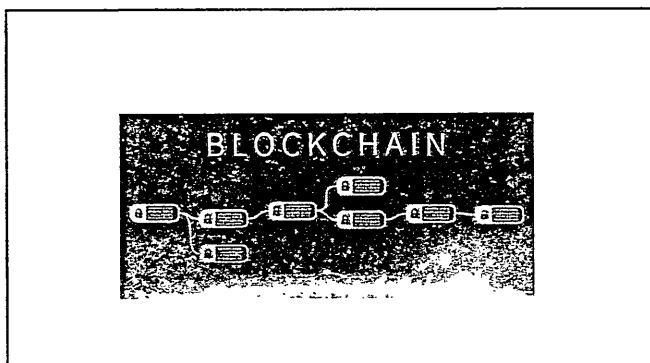
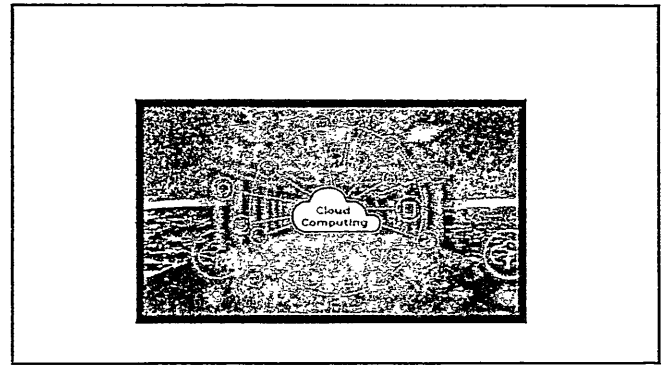
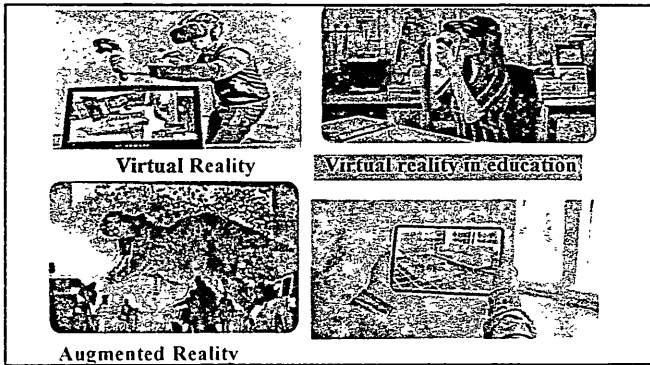


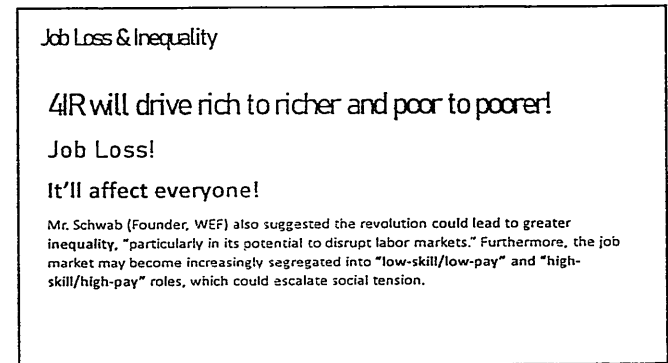
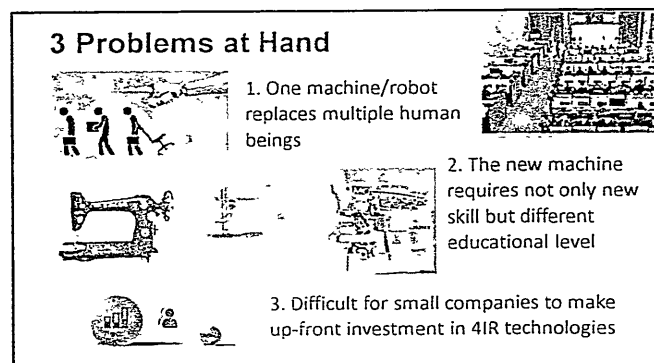
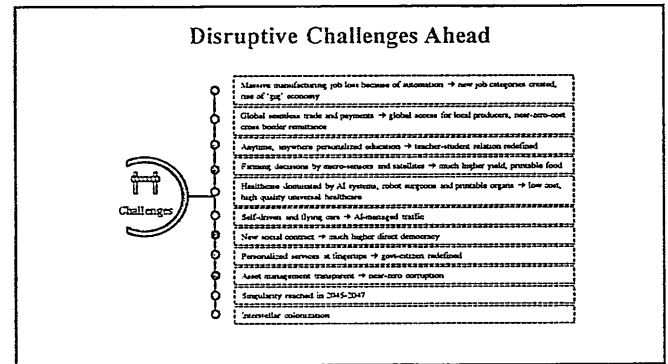
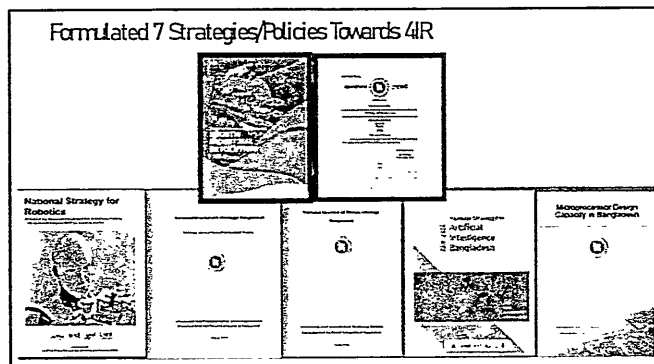
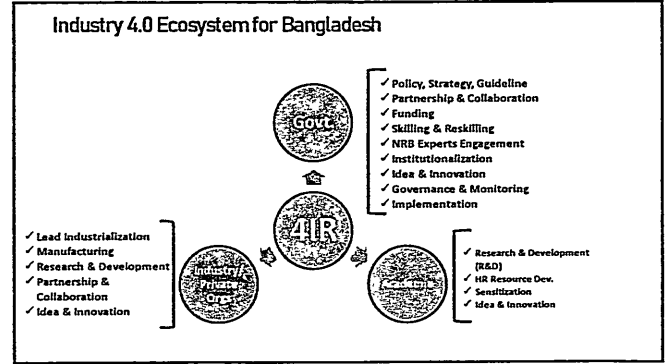
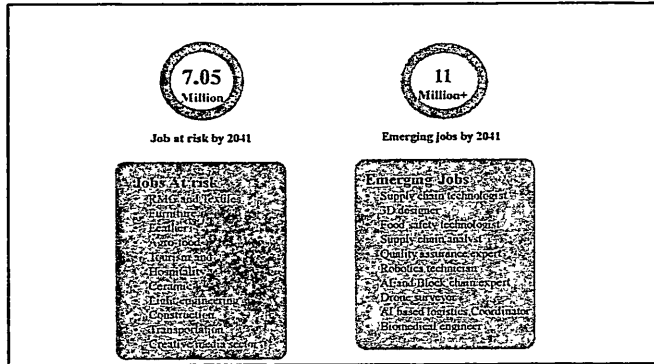
Precision Farming



Nanotechnology

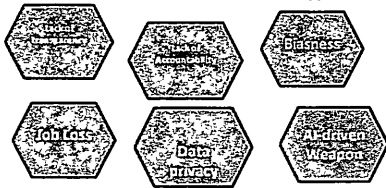






AI Challenges

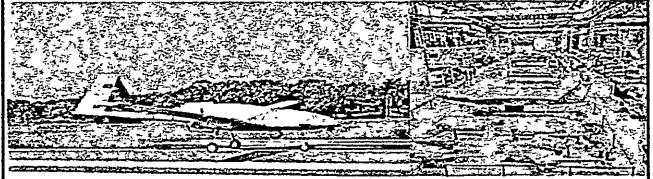
The Problem With Artificial Intelligence Isn't the Science, It's the Application.



"We need to be super careful with AI. Potentially more dangerous than nukes"

- Elon Musk, CEO, SpaceX

Lethal Weaponry (Bayraktar TB2 Drone)



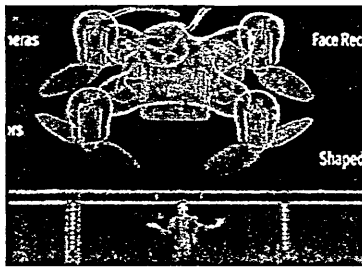
Game Changer in Azerbaijan – Armenia War, 2020

Only TB2 destroyed \$1 billion worth military weapon of Armenia

– PM, Azerbaijan

Ref: https://www.youtube.com/watch?v=S_X_9oWLMfU&t=187s

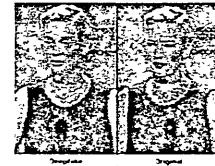
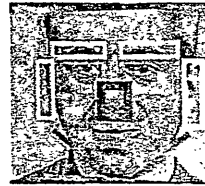
New weapon swarm of drones with AI (Slaughterbots)



https://www.youtube.com/watch?v=M7mIX_0VK4g

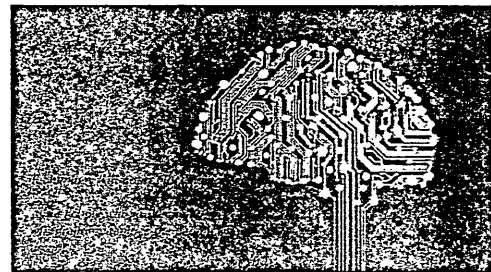
Deep Fake

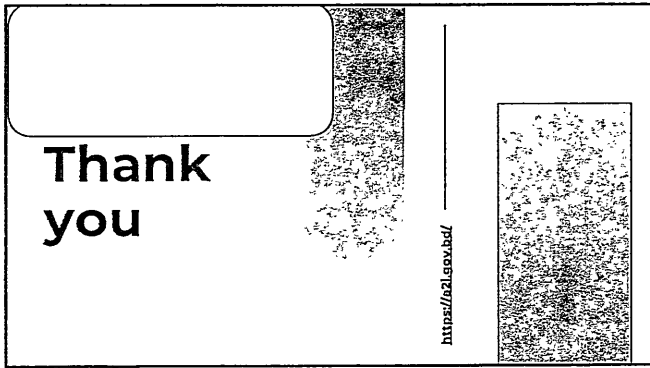
Deepfake technology uses artificial intelligence (AI) and machine learning to create hyper-realistic digital manipulations of audio, video, or images



Way-Forward to Industry 4.0

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





The digitalization of Estonia

Content

1. The birth of digital Estonia
2. The goals
3. The solutions
4. The results

The key drivers

- 1991- regaining independence
- Few resources
- Small country
- Desire to move forward
- Not being afraid to take a risk

Small country cannot win a small war

"When you want to succeed as bad as you want to breathe, then you'll be successful."
Elio Thomas

The first steps

- 1996 Tiger Leap project
- Goal: To prioritize Information Technology Infrastructure
- 1994 Information Policy passed
- 1998 Personal Data Protection Act
- 1998 First Internet bank

QUESTIONS: How to the Business?

Next: e-Estonia

- 2000
- Digital Signatures Act
- a digital signature has the same legal consequences as a hand-written signature
- e-Tax
- or 85 percent of tax declarations are filed electronically
- Mobile Parking
- 90% of Estonian parking payments
- e-Cabinet
- typical meeting lasts 30-50 minutes, unlike in other countries

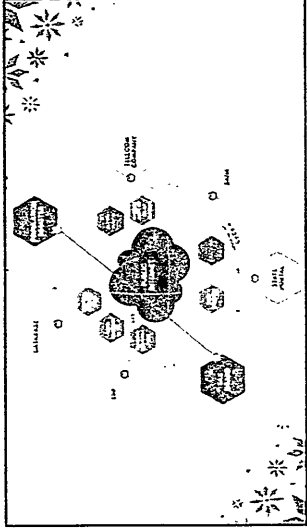
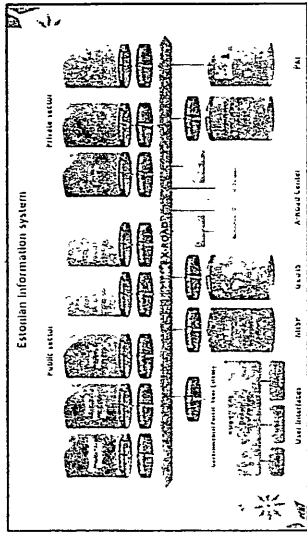
X-Road

- 2001

Open and decentralized system that links together various services and databases

BENEFITS:

- Allows databases to interact, making integrated e-services possible
- Institutions are not locked into any one type of database or software provider
- Invisible, fast, secure



The beginning of ID-card

- 2002
 - ID-card introduced
 - Law on e-Election passed
- 2005
 - First e-Elections
 - 11,000 working days saved which is around 500,000 euros in average wages (2011)
 - e-Police
- 2007-2008
 - Cyber Security expert
 - NATO's Cyber Defense Center

Other e-services

Once you go digital, you'll never go back

- 2007
 - e-Business register
 - requiring a company to no more than 18 minutes
- 2008
 - e-Health system
 - increased efficiency in the health care system, since patients finally
- 2010
 - e-Prescription
 - eliminated paper-based system for issuing and handling medical prescriptions

ID-card: one card to rule them all

Using the 2048-bit public key encryption, it is used as definitive proof of ID in an electronic environment.

Examples of how the ID Card is regularly used in Estonia:

- As a national ID card for legal travel within the EU for Estonian citizens
- As the national health insurance card
- As a proof of identification when logging into bank accounts from a home computer
- As a pre-paid public transport ticket
- For digital signatures
- For voting
- For accessing government databases to check one's medical records, file taxes, etc.
- For picking up e-Prescriptions

E-residency

A government-issued secure digital identity available to everybody in the world interested in running a local or independent international business online.

- E-residents receive a smart ID-card to use for:
 - secure digital authentication
 - digital signing of any documents
- This way, the eID gives access to all the services and interviews available only to Estonians

"Estonia is the first country to have a state-run app store. The platform is called e-Residency and instead of games, calendars or yet another word processor it gives you government."

Taru Kutsa, e-Residency Advisor

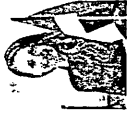
The results of e-Estonia

- Transparency and accessibility in government
- Safe, convenient and flexible exchange of private, government and corporate data
- A healthier, better educated population with easy access to social services
- A prosperous environment for business and entrepreneurship



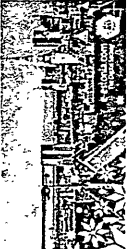
Feedback from a citizen

- Proud of my country
- Want to share the experience with others
- Being an active citizen even if you live away from home
- Young
- Keeping documents up-to-date
- Paying bills on time
- Reduced corruption and bureaucracy
- Trust and confidence in services provided
- Saved time

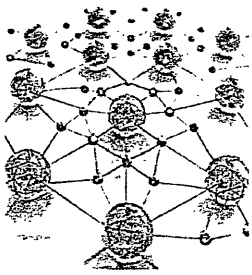


By Julia Vassilova

Thank you!



Source:
www.e-estonia.com
www.aria.ee



**Interoperability and Data Sharing
Across Government : Overcoming Silos
between Ministries and Departments**

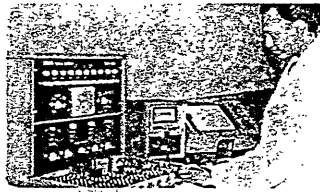
Md Mamunur Rashid Bhuiyan
Additional Secretary, ICT Division

**Data has no value if it cannot move.
Interoperability ensures it moves with trust.**
Don Tapscott (Author, Blockchain Revolution)

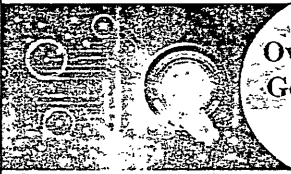
Agenda

01 Context	02 Concept of Interoperability and Data Sharing
03 Current status of Interoperability and data sharing	04 Interoperability and DPI
05 Best Practices	06 Challenges and Way Forward

1964

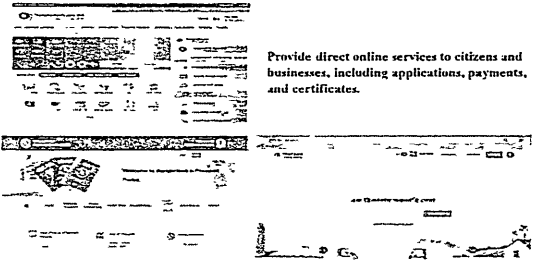


IBM 1620



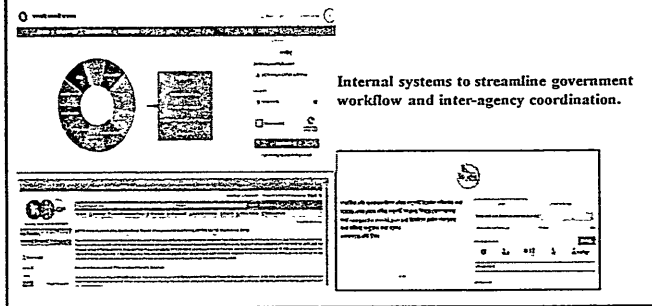
Overview of Existing e-Governance Initiatives

Service Delivery



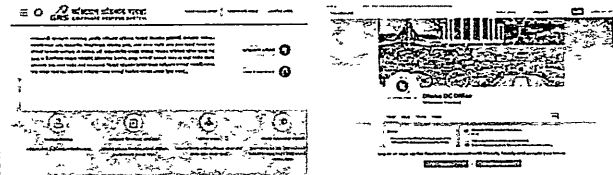
Provide direct online services to citizens and businesses, including applications, payments, and certificates.

Internal Operations

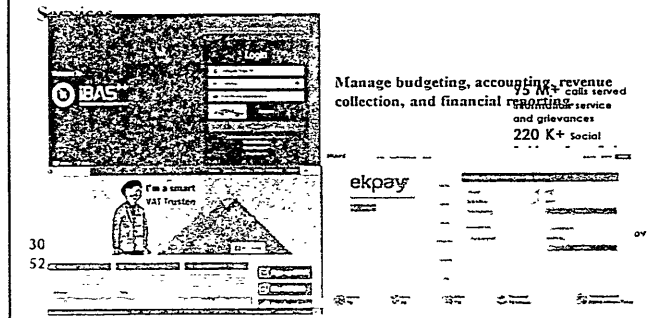


Communication & Engagement Platforms

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

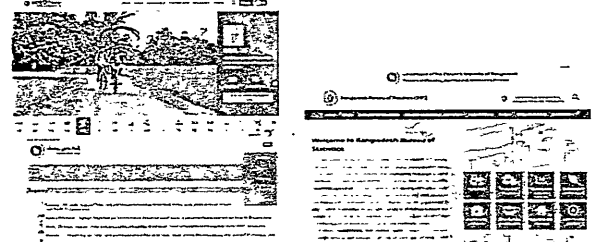


e-Gov Financial Systems

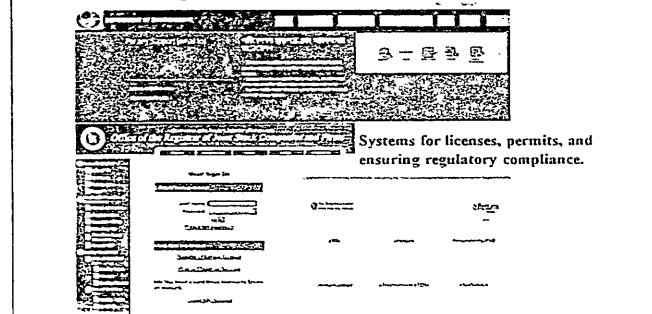


Data & Analytics Systems

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

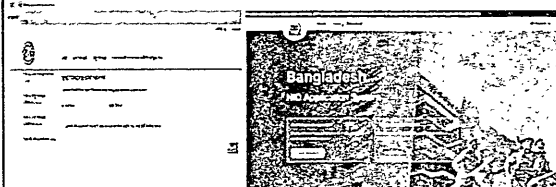


Regulatory and Compliance

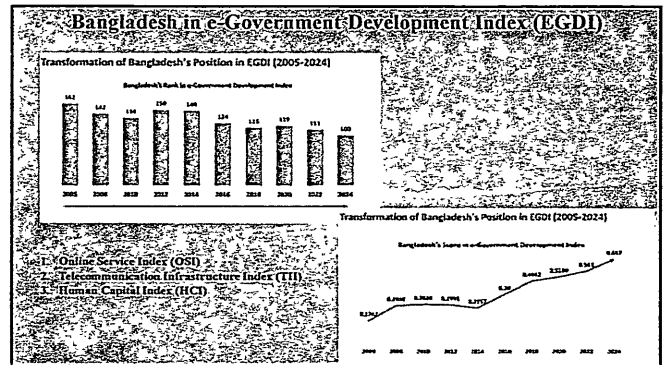


Security & Identity Systems

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



Issue	Status/Coverage	Challenges
Internet connectivity	100% Airtel, 3G/4G	Availability & reliability, last mile connectivity
Data centers	Airtel, NDC	Disaster recovery, cost
Digital Services	Handital	Not end to end
Mobile subscribers	186.7M	Proper regulation
Government portals	33K	Not updated regularly, static
Cybersecurity	Cybersecurity Ordinance 2017	Infrastructure
Interoperability	BNDI, National data governance Ordinance 2025	Legal implementation
Use of advanced technology in governance	Very limited AI, Blockchain, IoT, Robotics Strategy	Lack of skilled workforce and infrastructure
Personal data protection	UDPO 2025	Institutional arrangement is not sufficient
Data driven decision	Very limited	Opinion based decision
Internal operations	Moderate digitalization	Prevalence of manual process
Digital Financial Services	Growing	Absence of stringent regulation



Ministries/Divisions and Agencies are developing many digital systems
Then what is the problem?

Very limited scope of data exchange among the systems

The Current Reality

Most Ministries/Divisions built their systems independently:

- NID (EC)
- BRN (LGD)
- Education MIS (EMIS)
- Health (Health ID)
- BRTA
- Tax (TIN, VAT)
- Passport & Immigration
- Land MIS (e-Mutation, DLRS)
- Social Safety Net MIS

These systems don't automatically talk to each other

National Data Governance Ordinance-2025

- A High Level Board Headed by PM/CA to determine policies on data governance
- Formation of National Data Governance Authority under PMO/CAO
- Cabinet Division in the role of Coordination
- Establishes National Data Governance & Interoperability Architecture (BNDIA)
- Ensures secure data lifecycle: collection, use, sharing & retention
- Introduces NRDEX (National Responsible Data Exchange) platform for responsible data exchange across agencies
- Mandates interoperability, legal & technical compliance
- Focus on privacy, zero-trust security & citizen data rights
- Strengthens institutional roles for oversight, enforcement & standards

Interoperability in Digital Systems

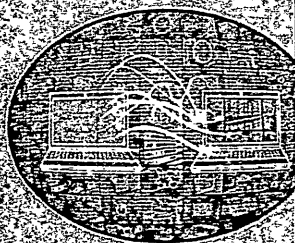
Interoperability in digital systems means different systems can connect, share information and understand each other's data so that they can work together smoothly.

Types of interoperability include:

- Technical: Compatibility of systems, protocols, APIs
- Semantic: Common understanding of data formats and definitions (e.g. NID - National ID)
- Organizational: Alignment of policies, procedures, standards, governance
- Legal: Legal framework, regulatory framework, ethical aspects of interoperability

Concepts of Data Exchange

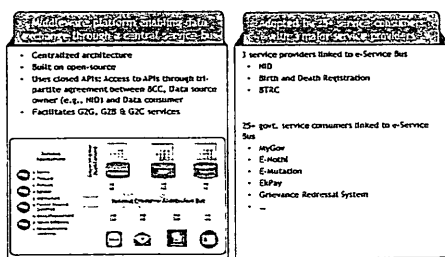
- Open data portals
- Point-to-point data exchange
- Central data exchanges
- National Digital Public Infrastructure Data Exchange
- Centralized
- Decentralized
- Consent based data exchange
- Cross-border data exchanges
- Specialized thematic data exchange



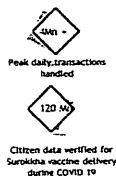
Benchmarks | Data Exchanges globally have played a key role in enabling innovation to foster inclusive socio-economic development across sectors

Transport	Health	Energy	Finance	Government	Education
Enabled the digital verification of 120 M+ citizens for the delivery of Suraskha vaccine in COVID-19	Facilitated the digitization of 99% (1000+) govt. services in Estonia saving 1000+ years working time annually	Facilitated interoperability across 45+ govt. ministries enabling digital delivery of 220+ govt. services	Provided agriculture data-advisory services to 250,000+ farmers in digitally underserved areas in Kenya	Enabled the creation of 24+ M+ digital health records adopted by ~100% of health institutions in Australia	Enabled a 25% increase in water accessibility in Sierra Leone through water point data exchanges

Current State | BMD & National e-Service Bus



Key statistics



Current State | National e-Service Bus enables data exchange between govt. service providers and consumers

- Centralized data exchange architecture
- Plans to develop individual sectoral service buses for sectoral use-cases
- Peak daily transaction: 4 Mn (during COVID-19)
- Upgrade to 5 Mn daily transaction limit planned
- Data exchange takes place through a private LAM network post authentication of transacting parties
- No-data-cache mechanism to uphold data privacy
- Absence of consent management system
- BMDA (under eGov CRT) acts as the custodian; need for institutionalization of BMDA as an independent body
- National Personal data protection ordinance currently being drafted; to be actioned in 2025
- Adopted by 25+ service consumers (e.g., Porichoy, MyGov etc.)
- Low initial investment from participating data exchange members
- Minimal maintenance effort for data providers/requestors

How Interoperability Can Help Bangladesh?

Interoperability is the ability of different systems, organizations, and people to work together to share, use and exchange information. It is a key factor in the success of digital transformation initiatives. In Bangladesh, interoperability can help in various ways:

- Improved Service Delivery:** By enabling different government departments to share data and services, citizens can receive faster and more efficient services.
- Cost Reduction:** Interoperability can reduce the need for duplicate data and services, leading to cost savings for the government.
- Increased Transparency:** Interoperability can make government operations more transparent, allowing citizens to track the progress of their services.
- Enhanced Security:** Interoperability can help in the development of a more secure digital infrastructure, reducing the risk of data breaches.
- Support for Digital Transformation:** Interoperability is a key enabler for digital transformation, allowing different systems and organizations to work together to achieve common goals.

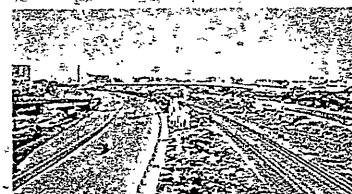
Digital Public Infrastructure

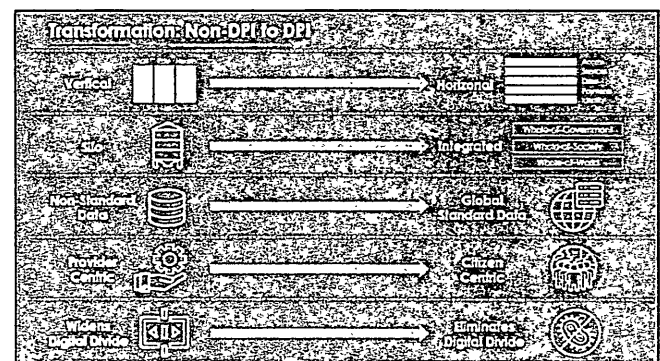
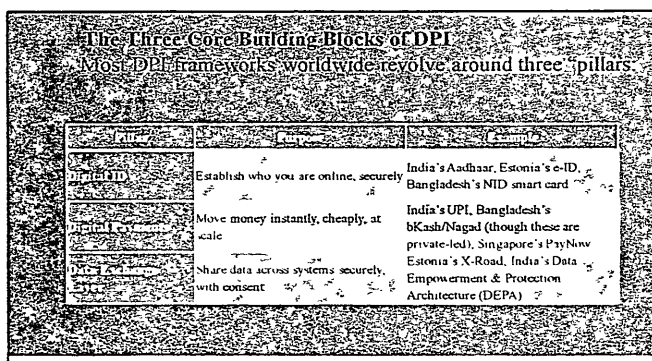
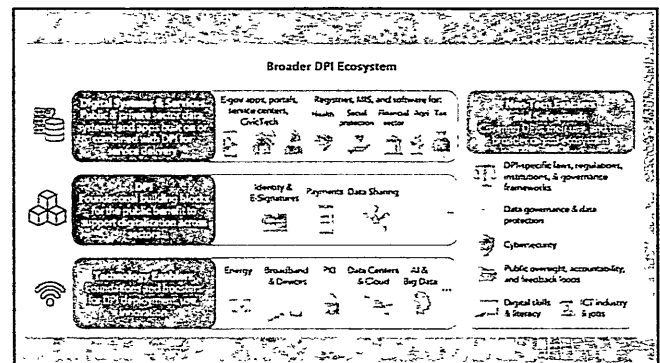
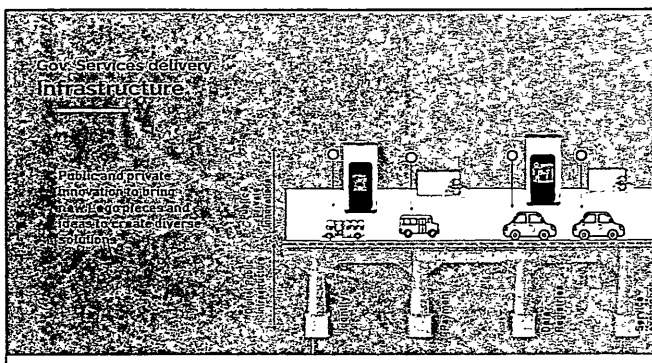
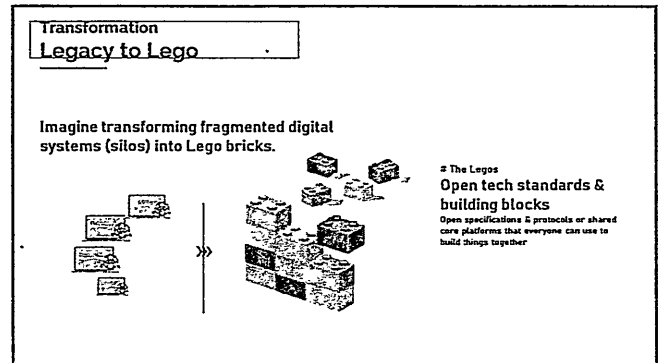
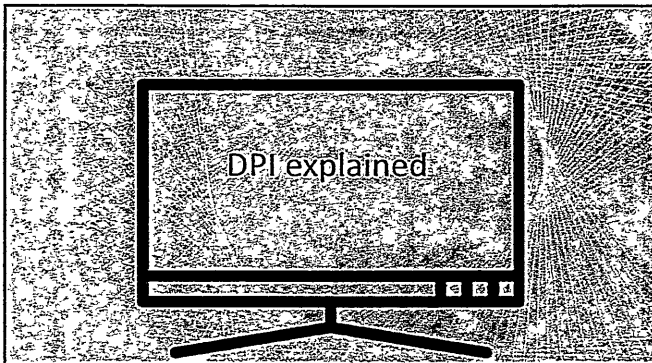
Foundational digital building block for the public benefit

”

Just as we built roads, highways, and airports in the 20th century, we must now build a digital infrastructure that is open, accessible, and empowers everyone.

-Bill Gates





DPI in Practice?

Imagine you want to apply for a government welfare/benefit without DPI:

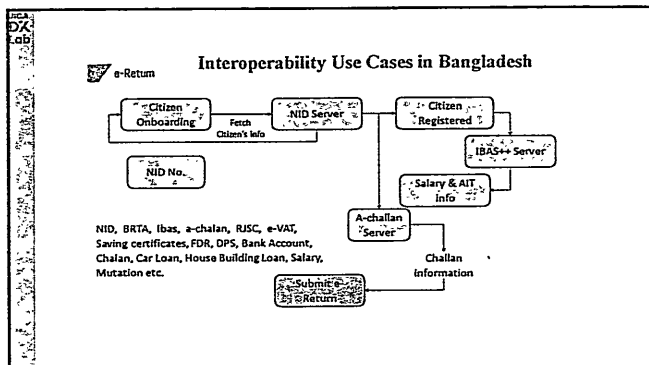
You fill out paper forms, provide photocopies of your NID, show bank statements, etc.
Every agency keeps separate records, and you might have to visit them in person.

With DPI:

Digital ID lets you authenticate yourself instantly online (e.g., face scan or OTP).

Data exchange platform securely fetches your eligibility info from tax, education, or social welfare databases — with your consent.

Digital payments system sends your approved benefit directly to your account or mobile wallet — instantly.



Interoperability in Social Safety Net Programs

1. **NID check:** Beneficiary identity is verified from the NID database.

2. **Bank/MFS link:** Verified list shared with banks/bKash/Nagad for account validation.

3. **Direct payment:** Allowances sent digitally; payment status comes back to the system.

Summary: $NID \div Bank/MFS \div Government\ system = transparent\ SSV\ payments$.

Unique ID is the central to Interoperability

Single source of truth prevents duplication and fraud.
Cross sector data exchange can map services to one ID.
Seamless service delivery can verify identity digitally.
Financial interoperability KYC.
Targeted welfare and subsidies data matching.
Accountability and auditability creates transparent records.

Global Best Practices

Estonia (e-ID): Unified digital ID system, strong legal framework, legally binding signatures.

India (Aadhaar): API-driven architecture for service access, biometric verification, financial inclusion.

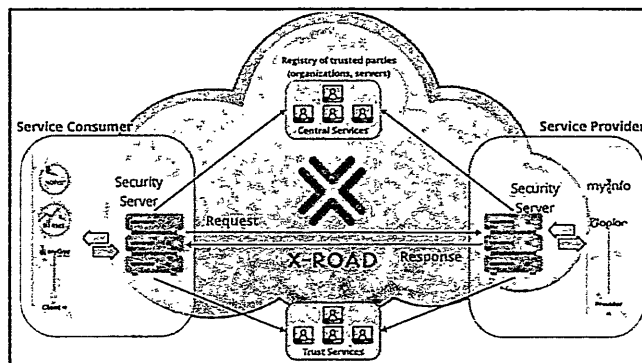
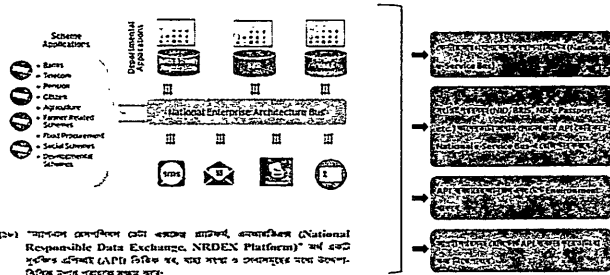
Singapore (SingPass): National digital ID for both public and private, secure multi-factor authentication.

Finland (e-ID): Integrated with the health banking, built on MyData principles and strong user consent.

Brazil (CPF): Centralized digital service platform, strong focus on rural inclusion and accessibility.

Please identify a digital service or system where interoperability/data sharing scope is missing? What problems does this cause, and how could it be addressed?

Interoperability Scenario of e-Government Systems for Bangladesh



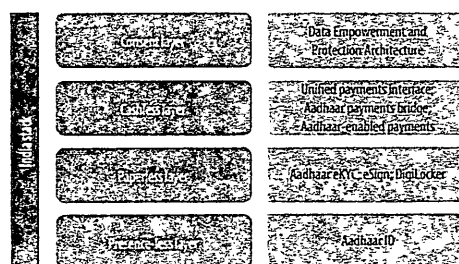
X-Road's secure data exchange platform connecting various government departments/enabling agencies to simplify data exchange and digitalize services.

Key Objectives

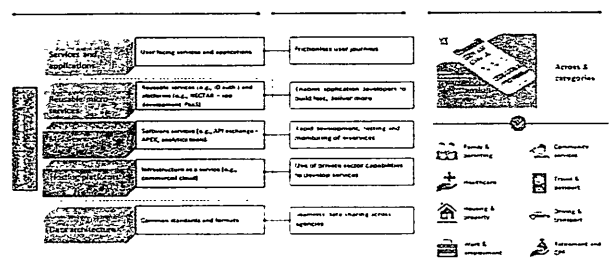
- Mandatory data exchange between government agencies
- Only metadata (what was exchanged by whom) is stored by central authority
- Eliminates data duplication by using one data base per parameter
- Only allows credible requests to pass through the platform
- Data shared with private sector providing public services

Key Impacts

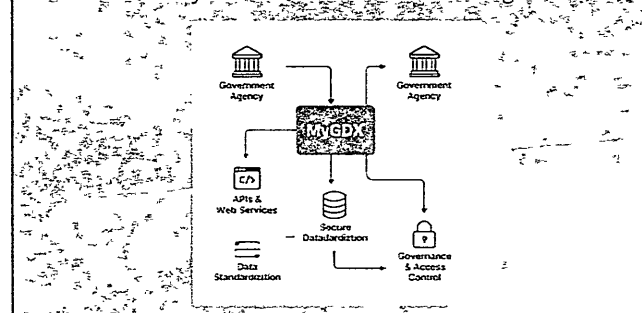
- ~1B Annual queries incl. digital signature verification
- 1000 hrs Working time saved by X-Road last year
- 99% Services available digitally
- 98% ID card penetration enabled by X-Road
- 53% Orgs and indirect users of X-Road services

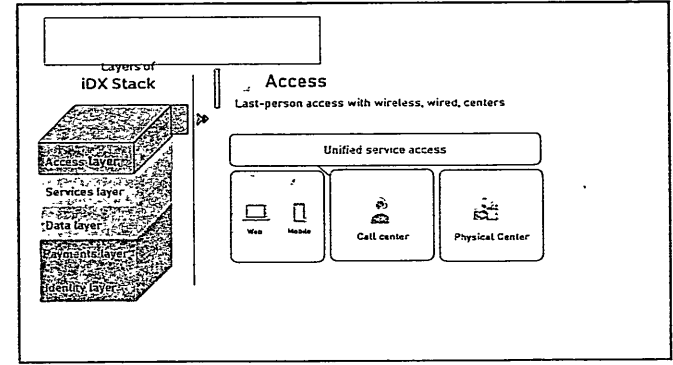
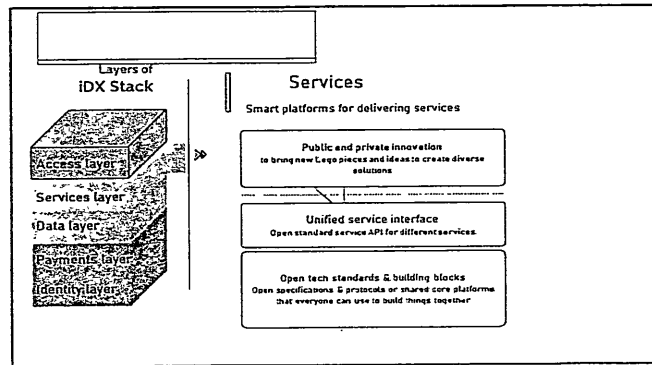
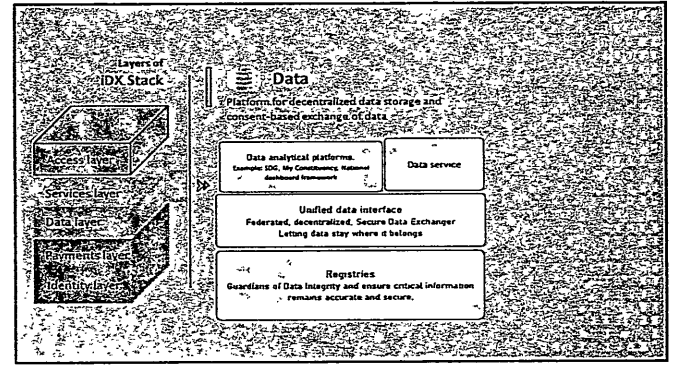
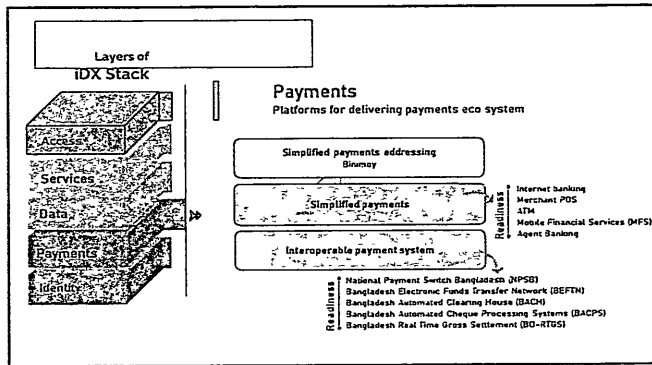
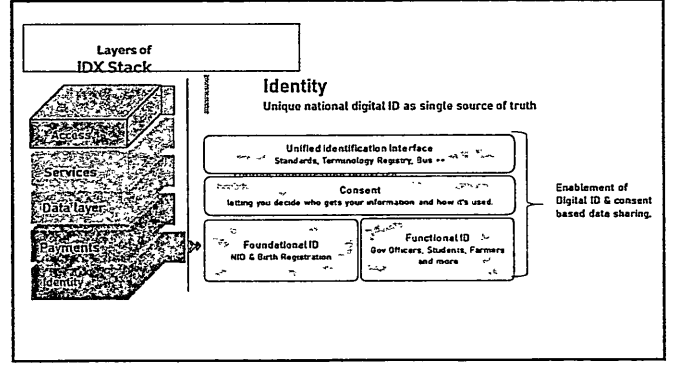
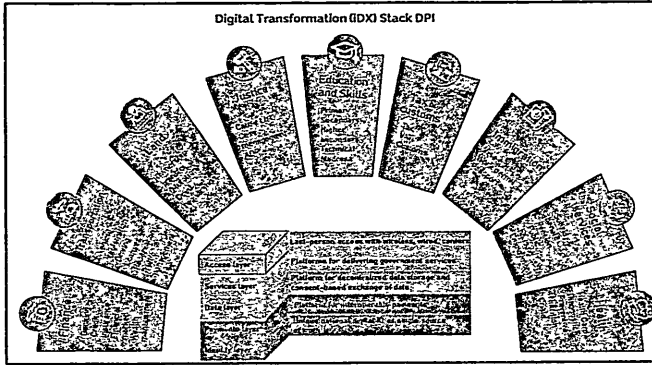


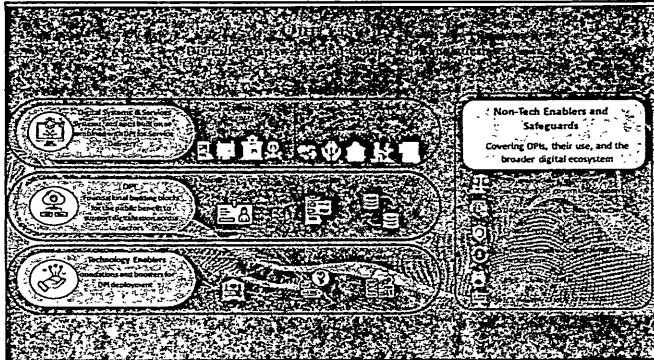
Singapore's Government Technology Stack (SGTS) is the open and modular national DPI enabling frictionless digital user journeys of digital services



Malaysian Government Data Exchange







Cyber Security and Data Exchange



"There are only two types of entities: those that have been hacked, and those that will be."

— Robert Mueller, former Director, FBI

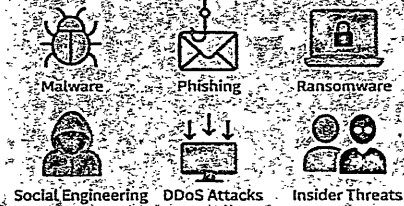
Cyber Security And Data Exchange

Key areas:

- + **Network Security:** Protecting computer networks from unauthorized access, attacks and disruptions (Firewalls, IDS/IPS, Encryption)
- + **Application Security:** Securing software applications from vulnerabilities and cyber threats (Secure coding practices, Web application firewalls, Regular software updates & patching, Authentication & authorization)
- + **Operational Security:** Protecting organizational processes, assets and personnel from security threats (Access controls, awareness training, Risk assessment)



Common Cyber Threats & Attacks



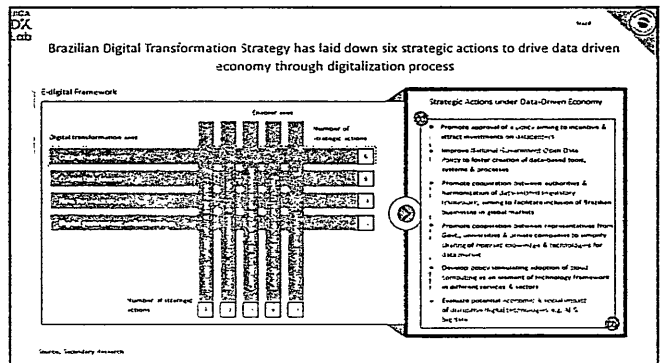
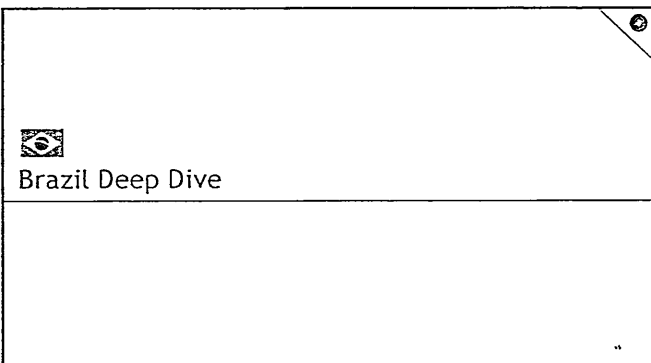
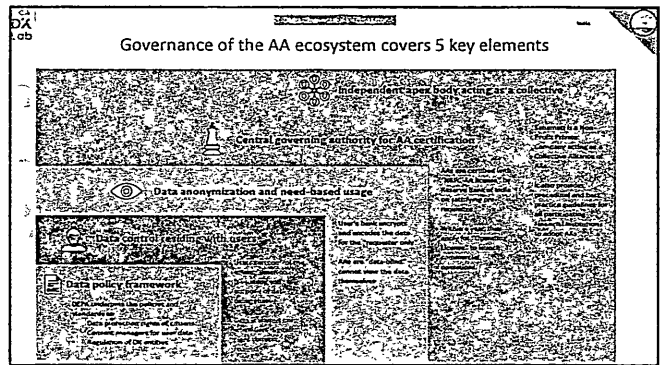
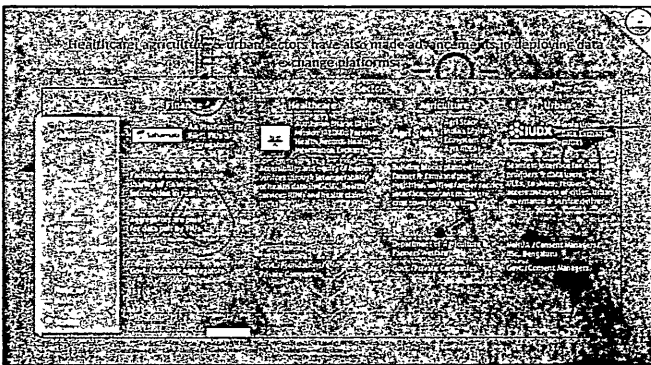
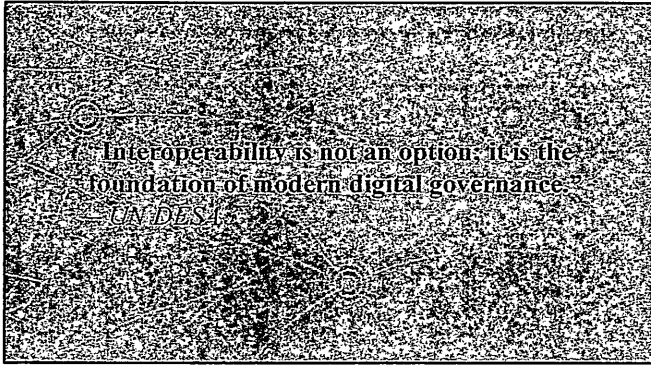
DPI Implementation Challenges

- **Privacy Risks:** Without a strong Personal Data Protection Act, citizen data could be misused.
- **Vendor Lock-in:** Core systems are built by single vendor, future upgrades get costly.
- **Digital Divide:** Must work over USSD/SMS for rural, low-tech users; smartphone-only DPI excludes millions.
- **Cyber Security Threats:** National-scale systems attract state-level attackers; need 24/7 SOC (Security Operations Center).
- **Change Management:** Government staff must be trained to use APIs and integrate.

Path Forward: What Bangladesh Needs to Do :



- ✓ **Develop a National Interoperability Framework (NIF):** Led by ICT Division to guide system integration.
- ✓ **Establish a Secure National API Gateway:** With standard protocols and a centralized service registry.
- ✓ **Implement Data Protection Law and Develop Data Protection Frameworks:** Include API governance and consent-based data sharing.
- ✓ **Digitally Transform Core Registries:** Modernize NID, land, health, education, and address systems.
- ✓ **Start Small, Then Scale:** Pilot integrations (e.g., NID + Land + Payment) before nationwide rollout.



As an initiative of the strategic actions, X-Via platform offers interoperability & secure data exchange for national digital transformation (II/II)

Source: Secondary Research

"Conecta gov.br" also developed as a secure information exchange platform which benefits citizens by preventing duplication of data that Govt. already has

Benefit	Impact
For citizens: Govt. systems obtain information automatically w/o proof, without having to request it from citizen	~75 3.00 Millions of transactions on the platform
For Govt.: Stops manual checking of information submitted by citizens and decreases incidence of errors & fraud, faster & safer services and cost saving	550 Millions of transactions on the platform
For Govt.: API Catalog: Brings together APIs available to public agencies e.g., social security benefits, citizen base registry, family group income range, digital & facial biometric verification	~90 Millions of transactions on the platform
API Manager: Available free of charge to agencies & entities of Federal Executive Branch - One can release or revoke access to your API, get management reports on API consumption, have control of who is accessing your APIs etc.	Public services with automated processes

Source: Secondary Research

Malaysia Deep Dive

Source: Secondary Research

As an initiative to the strategic initiative, MyGDX data sharing platform operationalized to enable seamless & secured data sharing across agencies (II/II)

Key Features	Adoption Statistics
Secure: Secure data sharing platform for all forms of data classification	>290,000 Transactions (starting May 2019)
Digital: Digital governance management through a single portal	130 Active API Catalog
Integration: Helps realize cross-agency integration	20 Integrated Systems
Engage in: Management & culture Engagement program and data sharing culture	>25 Data Provider Agency
Technical Support: Data sharing platform technical support services (MyGDX2.0 components)	9 Data Consumer Agency
	>275 Number of Users
	>140 API Subscriptions
	>440 IIS integrations

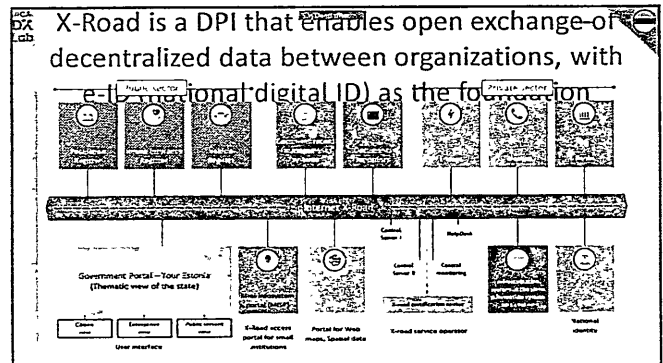
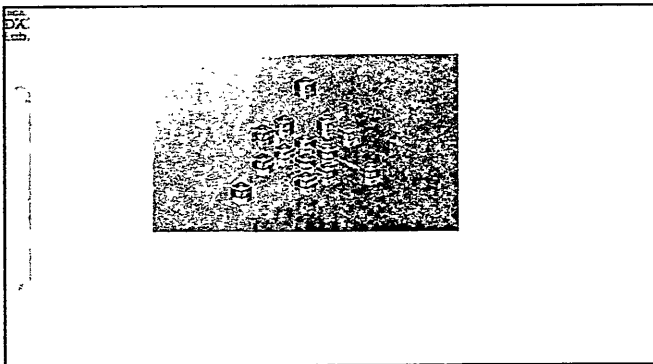
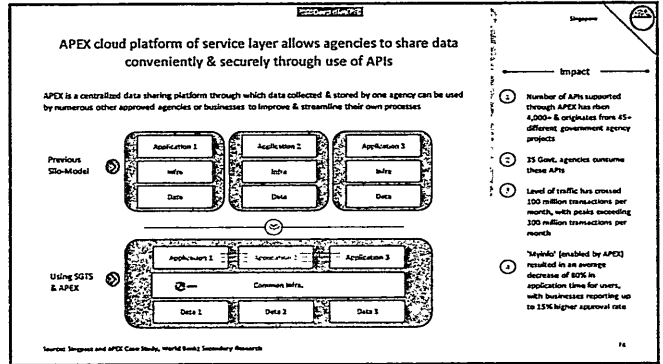
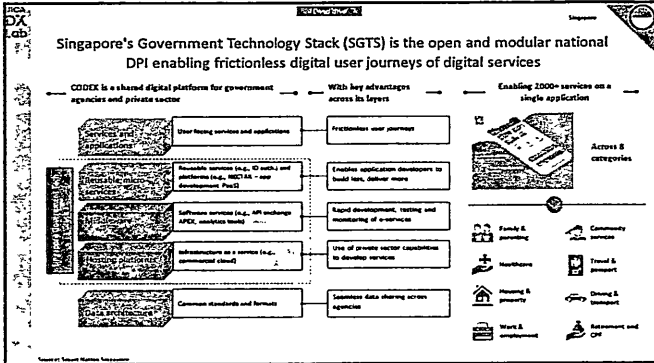
Source: Secondary Research

As an initiative to the strategic initiative, MyGDX data sharing platform operationalized to enable seamless & secured data sharing across agencies (II/II)

Source: Secondary Research

Besides national initiatives, 28 initiatives have been identified across 4 sectors & mapped under 3 themes i.e. Digital Adoption, Digital Sharing & Analytics & Digital Skills

Source: Secondary Research



Module:7

Economic Policy and Development Strategy

Debt Management Bangladesh: Sustainability & Policy Issues

Md. Monzurul Haque
Joint Secretary
Finance Division,

Senior Staff Course (SSC)
BPATC

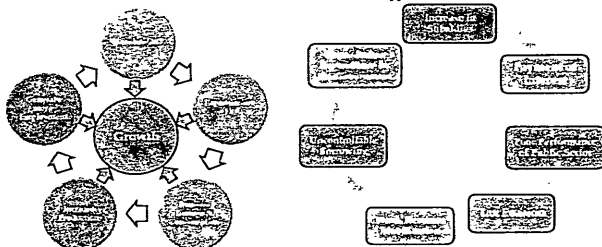
Outline

- o Philosophy and Rationale of Deficit Budget
- o Major Macroeconomic Indicators of Bangladesh
- o Sources of borrowing & their Cost and Risk factors
- o Policy trade-offs, Coordination and Institutional reforms
- o Debt Portfolio of BD
- o Macroeconomic and Structural factors and its impact on DM
- o Debt sustainability of BD
- o Challenges and Recent initiatives

Reasons for Fiscal Deficit

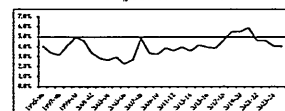
One side of the coin

Opposite side of the coin

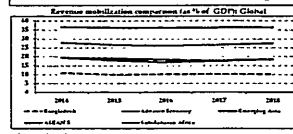
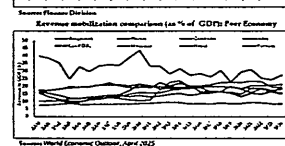
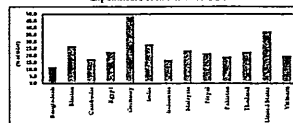


Scenario of Major Macroeconomic indicators in BD

Budget Deficit as % of GDP

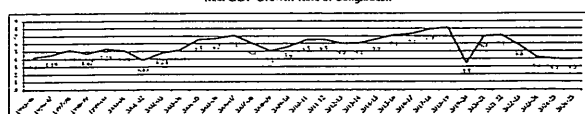


Expenditure Trend as % of GDP

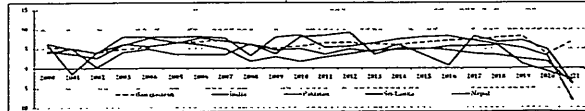


Scenario of Major Macroeconomic indicators in BD

Real GDP Growth Rate of Bangladesh

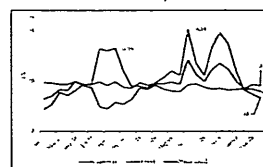


GDP Growth Rate: A comparison with SAARC Countries

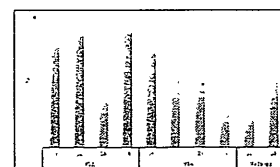


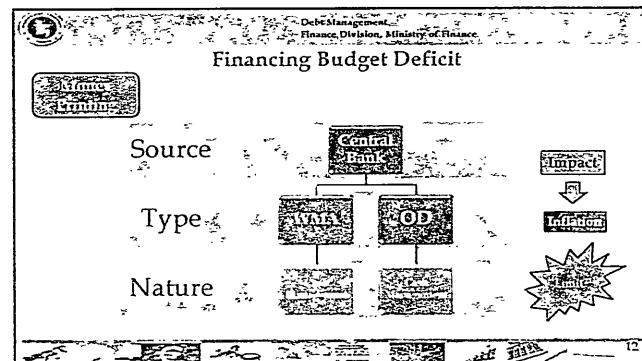
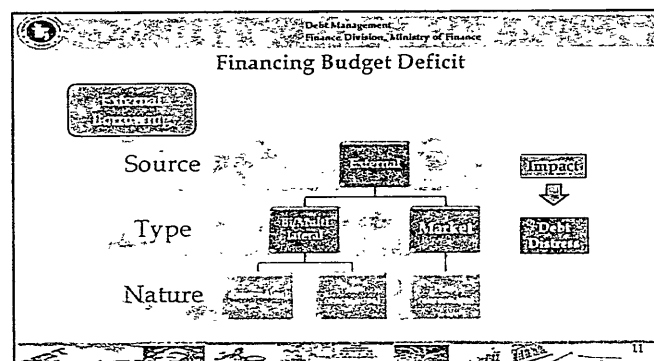
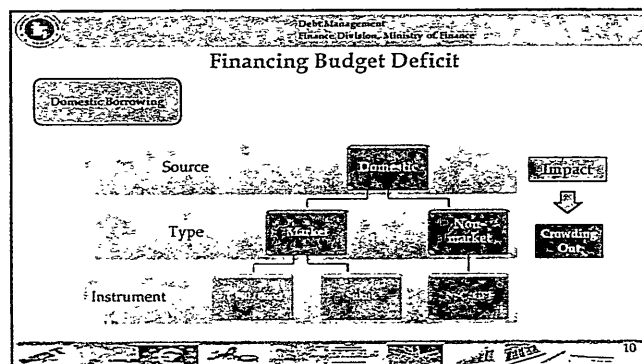
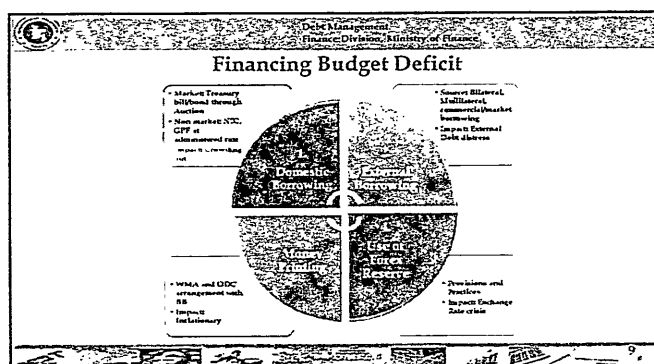
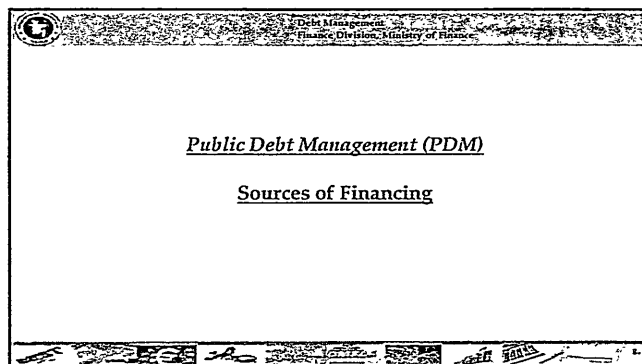
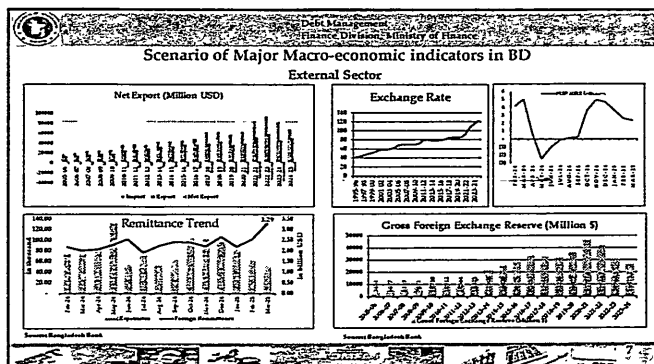
Scenario of Major Macroeconomic indicators in BD

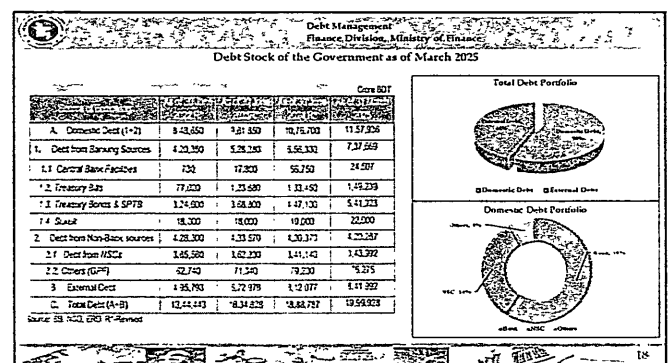
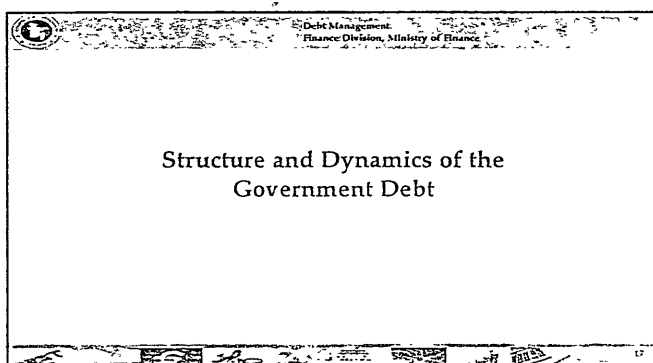
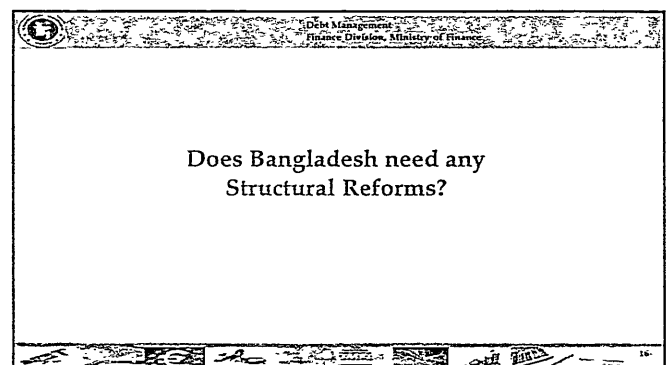
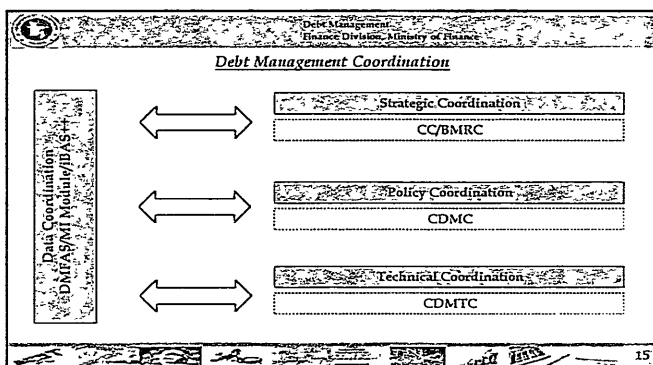
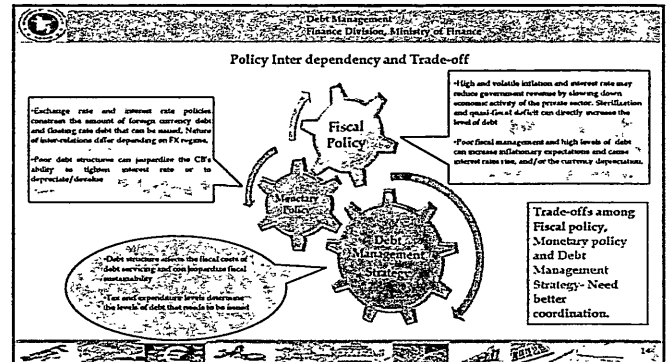
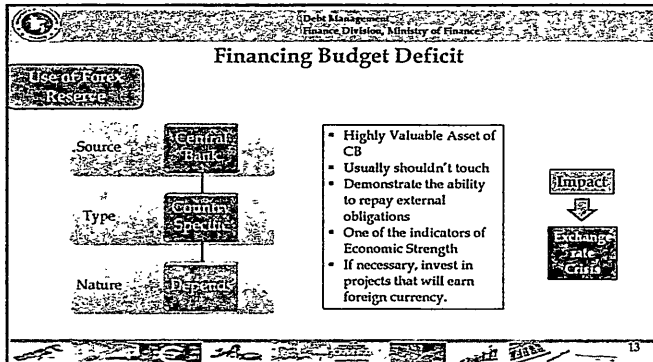
Recent Inflation Dynamics

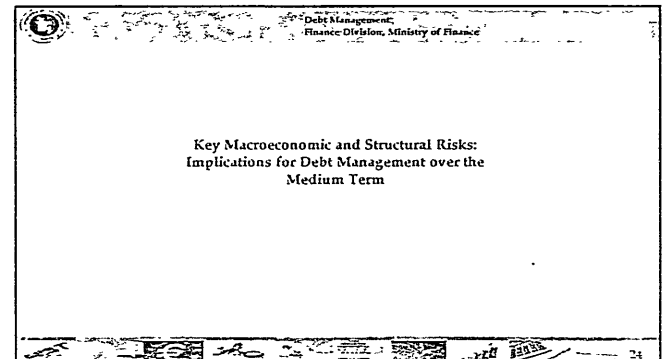
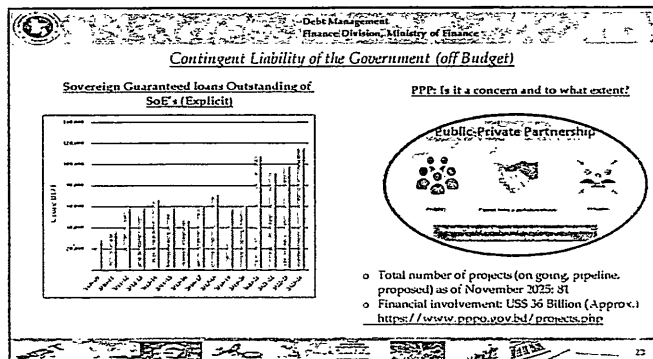
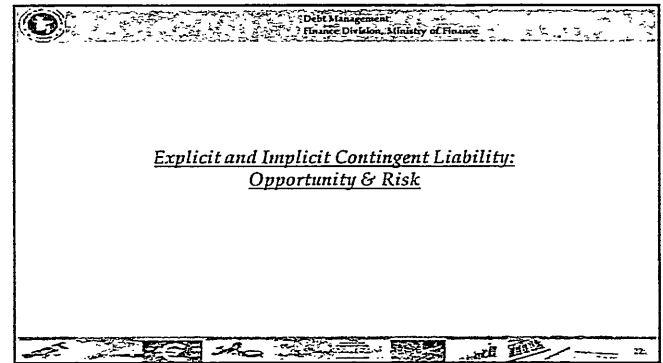
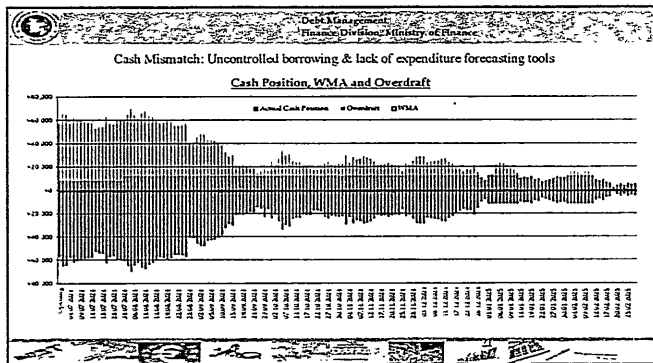
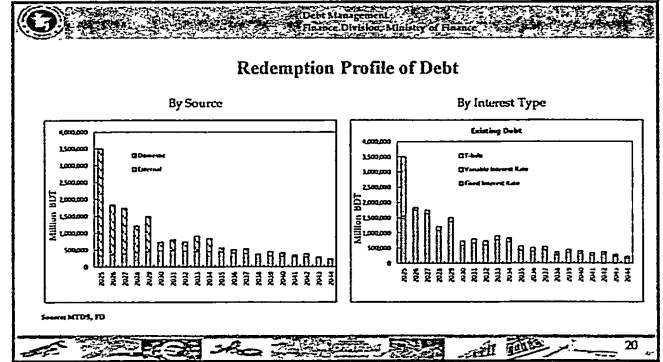
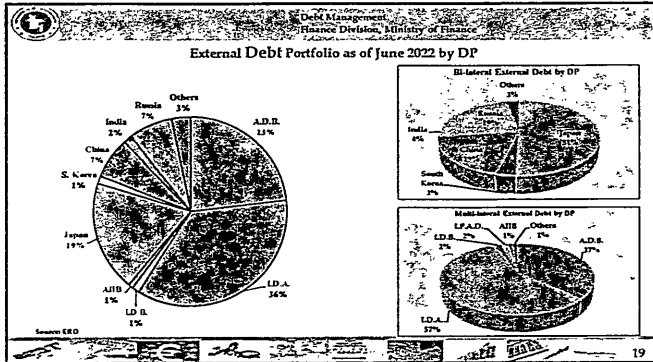


Quarterly GDP Growth (%)



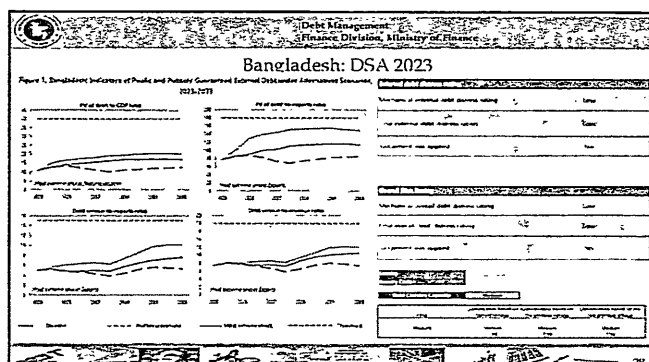
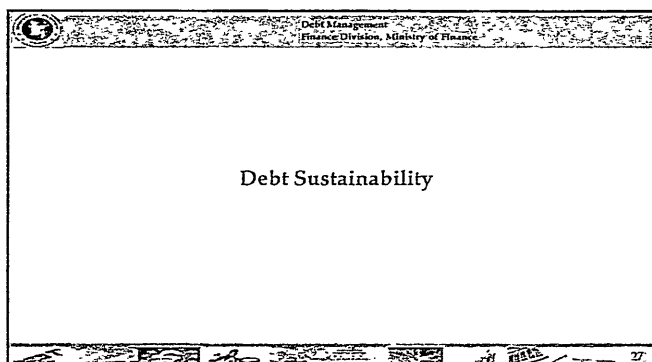






Debt Management Finance Division, Ministry of Finance			
Key Macroeconomic Risks and Implications for Debt Management			
Indicator	Risk	Implications for Debt Management	Degree of Risk
GDP	Sluggish growth due to pandemic and war	Leads to lower government revenues and an increase in social expenditure, widening the fiscal deficit and thereby, increasing the debt level and interest cost.	High
Balance of Payments	Low Remittances inflow, export and higher import	Pressure on the BoP, currency depreciation, directly affecting the external debt service in terms of local currency.	High
Monetary conditions	BIDFI	Negative real interest rates, Global inflation risk, leads domestic prices to be increasing (especially for hike and lead to reversing the loose long-term domestic borrowing).	Medium

Debt Management Finance Division, Ministry of Finance			
Key Structural Risks and Implications for Debt Management			
Source	Risk	Implications for Debt Management	Degree of Risk
Government Financing	Access to concessional financing will decline due to graduation from LDC.	Alternative financing from semi-concessional or market sources may open up but interest cost will rise.	Medium
National Savings	The NSC remains the major financing instrument till date.	The NSC constrains domestic financing via market-based instruments. It is also considered an impediment to developing the secondary bond market.	Medium
Contingent Liabilities	State-owned banks and enterprises contain hidden debt, potentially requiring bail-out support.	Risks of materialization of contingent liability risks, leading to debt liabilities by the government.	High
Climate	The exposure to climate shocks is particularly relevant to Bangladesh and warrants a focus on climate financing.	In the absence of a centralized debt management with broad expertise, climate financing may not materialize.	Medium



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

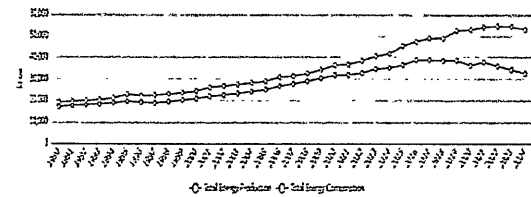
Debt Management Finance Division, Ministry of Finance	
Recent Initiatives to Improve the DM	
- o Updating the legal issues (Debt Act/Rules etc.) - o Automation of Retail Debt Management - o Market-linked NSC interest rate - o Deepen of G. Secs Market (BCTB rules, Trading facilities on DSE, CSE Platform) - o Developing of an Integrated Debt Database - o Prepared the 3rd Medium Term Debt Management Strategy (MTDS) - o Capacity development of officials for conducting DSA by own	



ENERGY SECURITY OF THE COUNTRY

Ijaz Hossain

Energy Production vs. Energy Consumption



Gas Production vs. Gas Consumption

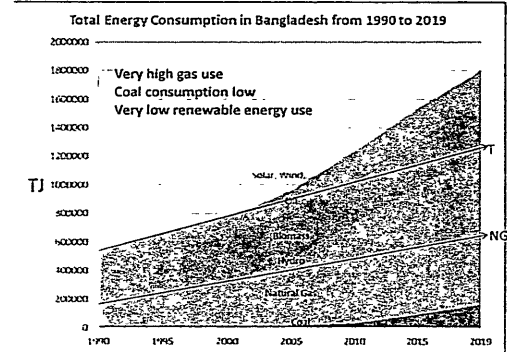
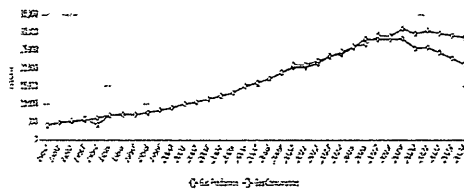
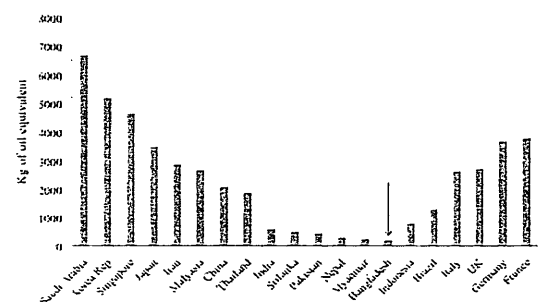


Table 1: Total Primary Energy FY 2023-24 in MTOE (Million Ton Oil Equivalent)

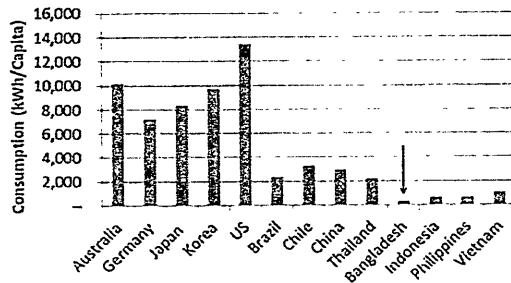
Name	Unit	Amount	MTOE
Oil (Crude - Refined)	K ton	8,850.78	8.85
LPG	K ton	1,439.00	1.44
Natural Gas	Bcf	747.76	17.34
LNG	Bcf	247.58	5.74
Coal (Imported)	K ton	12,704.32	8.03
Coal (Local)	K ton	907.12	0.57
RE (Hydro)	MW	230.00	0.17
RE (Solar + wind)	MW	1,144.00	0.84
Electricity (Imported)	MW	2,656.00	1.96
Biomass			13.43
Total Primary Energy			58.38

97.7% of the Energy is Fossil fuels; 56% of the fuels/electricity are imported
This is totally unsustainable from Climate Change and affordability perspective

Per Capita Energy Consumption in Kg of Oil Equivalent



Per Capita Electricity Consumption in kWh



Ranking of Electricity consumption per capita, 2022

Rank	Country/Region	kWh / Capita
	World	3,427
116	Guatemala	0.624
117	Sri Lanka	0.581
118	Nicaragua	0.601
119	Pakistan	0.625
120	Bangladesh	0.596
125	India	1.021
	Electricity Region	
	Asia Pacific	3,206
119	Sri Lanka	0.581
120	Pakistan	0.625
121	Bangladesh	0.596
122	Myanmar	0.351
123	Nepal	0.372

History of Gas Utilization

1960-1980

- Fertilizer + Industry
- Domestic + Commercial

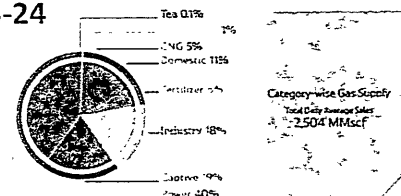
1980-1990

- Power Plants
- Tea + Bricks

1990-2000

- CNG first introduced in 1995; took off from 2005
- Captive Power started in the mid nineties because of power crisis; new connections curtailed from 2015

2023-24



Source: Financial Management Division, Petrobangla.

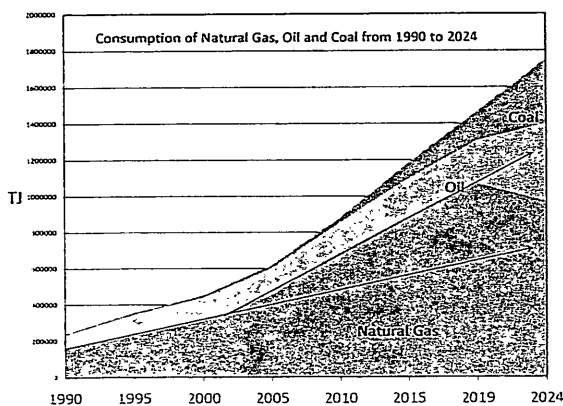
59% gas is used for power generation

11% for Residential

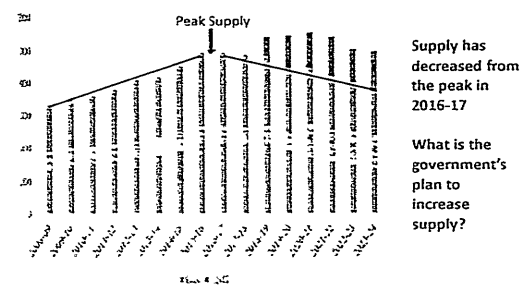
5% CNG

6% Fertilizer

Not shown here is 8.5% Distribution and Transmission System Loss

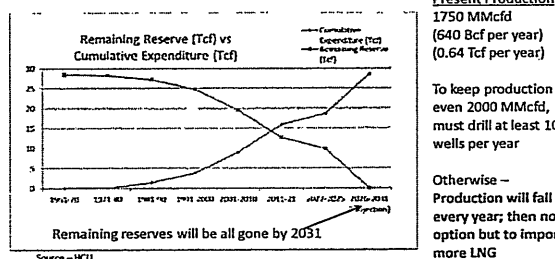


Total gas supply (local + LNG)



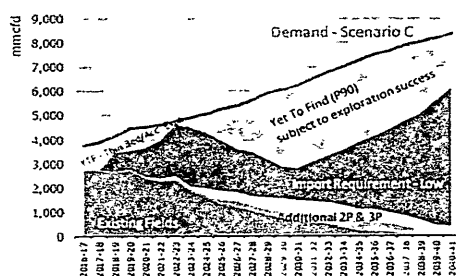
Source: Petrobangla and Energy Data Center, Hydrocarbon Unit

- ### Remaining Reserves vs. Cumulative Expenditure



2030 gas requirement ~ 4,600 MMcfd

Domestic Production (IEPMP) = 2000 MMcfd



Old FSRUs (one expanded) = 1100 MMcfd

Capacity expansion of the other FSRU = 100 MMcfd

Capacity expansion of the other FSRU = 100 MMcfd

2 new FSRU = 1130 – 1750 MMcfd

Total = 4.330 - 4.950 MMcfd

- Through vigorous exploration we have to keep domestic production at 2,000 MMcf/d
- Keep existing FSRUs fully functional and add 100 MMcf/d capacity
- Build 2 new FSRUs to supply at least 1,400 MMcf/d
- Have enough DOLLARS (\$\$\$\$) to purchase 2,600 MMcf/d of LNG
- Without ability to purchase LNG, FSRU increase will be useless

Petrobangla/USGS Natural Gas Assessments
of Undiscovered, Conventional Resources
of Bangladesh

[illegible]

NEGLECTED GAS EXPLORATION

Myanmar's Offshore Gas Fields close to Bangladesh

GEOExPro

THE GLOBAL ENERGY PROSPECTS AND A THREATENING FUTURE

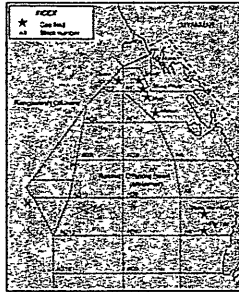
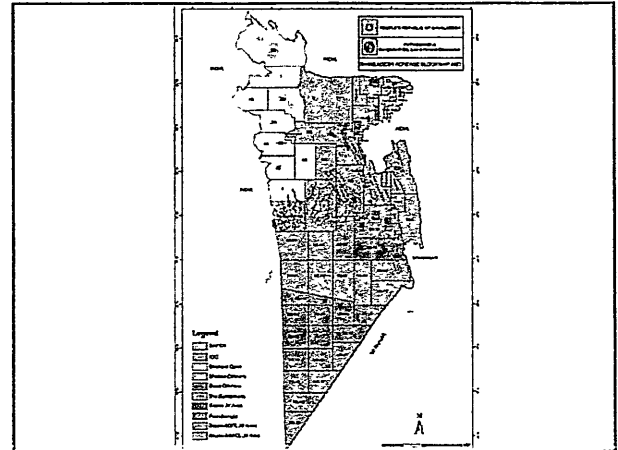


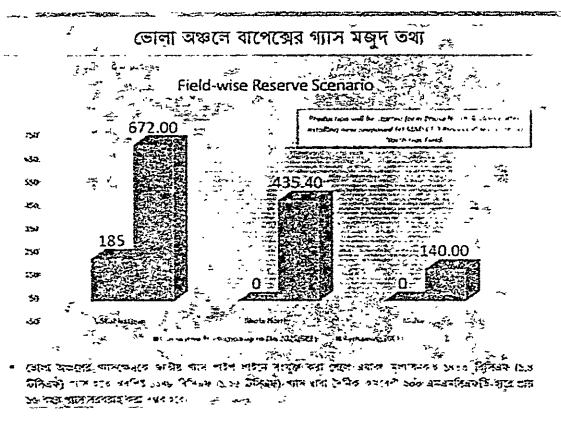
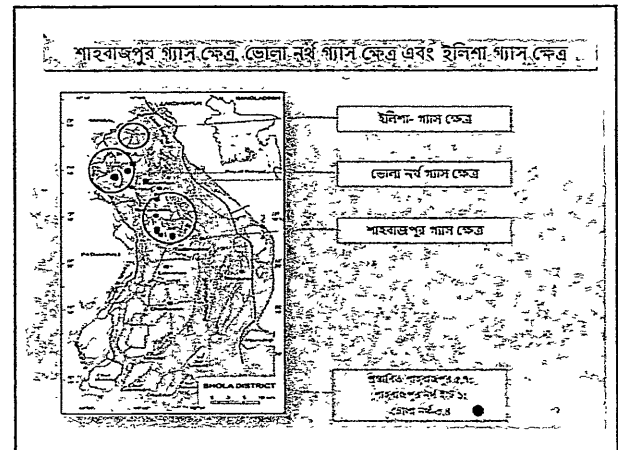
Figure 4: Offshore gas fields and discovered gas fields in the offshore Andaman Sea, Myanmar (T)

Offshore Gas
Exploration
Need to be
Started as Soon
as Possible

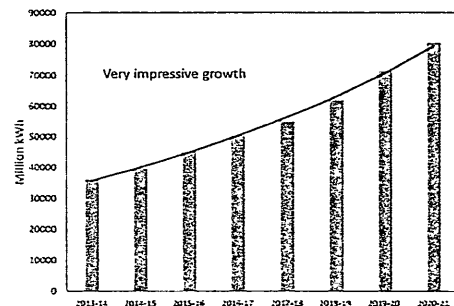


Vigorous Exploration Needed

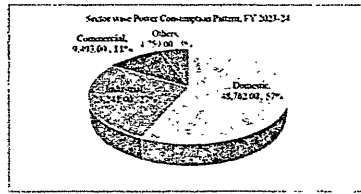
- FUNDS needed to increase exploratory drilling activities at least 2-fold; can sell Gas Bonds to finance exploratory drilling
- BAPEX should be strengthened; incentivized with bonuses
- Chevron has been producing gas with excellent field and production management for more than 15 years. They have excess gas processing capacity at Bibiyana. Now they want to do further exploration and investment. Bangladesh should take this opportunity because if they find gas, it can be quickly produced
- Gas field companies can engage reservoir experts to reevaluate their fields and identify drilling prospects (Flanks, thin beds, etc.) and engage drilling contractors to optimize production
- Petrobangla can set up another company to do exploratory drilling using foreign companies having reservoir and drilling expertise



Total Electricity Consumption



Electricity Consumption



The consumption of grid electricity by the **INDUSTRY** sector is half that of the **DOMESTIC** sector

In 2010, these two were equal

Figure 16: Sector wise Power consumption Pattern (in GWh), FY 2023-24

Domestic electricity consumption has gone up significantly due to expanding rural electrification

WE HAVE THE POWER PLANTS BUT WHERE ARE THE FUELS

Installed Capacity of 1975 Power Plants as on December 2023

Plant Type	Capacity (MW)	Percentage (%)
Coal	11,794	23.62%
Oil	7,127	14.21%
Gas	11,794	23.62%
Renewables	1,099	2.19%
Imported	1,160	2.32%
Hydro	1,160	2.32%
Nuclear	0	0.00%
Other	0	0.00%
Total	50,000	100.00%

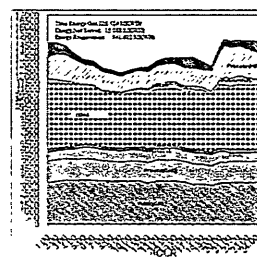
Gas – 11,794 MW
Oil – 7,127 MW
Coal – 7,179 MW
Imported – 1,160 MW
Renewables – 1,099 MW

If we get rid of all oil-fired power plants we can reduce over capacity by nearly 25%
But, can we?

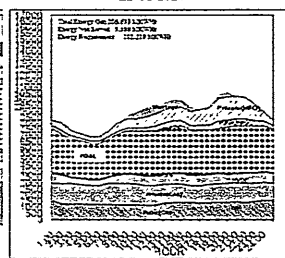
Excess Power Generation Capacity (Too many power plants)

Indicators	September 2024	Remarks
Installed capacity	27,904 MW (Derated)	More than 9,000 MW in pipeline
Peak Generation	16794 MW (2025-07-24)	How much is this expected to grow?
Ratio of PEAK to CAPACITY	1.66	Indicates excess capacity
Worldwide recommended excess capacity	1.15 – 1.25	15% Reserve Margin is considered adequate

Daily Energy Curve
01-09-2024



Daily Energy Curve
21-01-2024



- As can be seen Baseload in Bangladesh is as low as 6500 MW in winter
- Grid is heavily reliant on oil-fired power plants; used throughout the day
- These are being used even during the hours when solar power is available
- Cannot be removed because we do not have enough gas nor do we have enough simple cycle power plants

Fuel Diversification for Power Generation

	Fuel Mix in 2010	Fuel Mix in 2020	Remarks
Natural Gas	82.8%	53.9%	
Coal	4.3%	5.6%	By end of 2024 nearly 4000 MW to be added
Oil	8.95%	33.5%	Not desirable
Import	0	5.7%	Will increase
Nuclear	0	0	Expected to be commissioned in 2023-24
Renewable	3.95%	1.3%	More than 500 MW in the pipeline

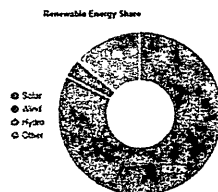
- Decreased gas usage but increased oil usage
- Should have been increase in coal and renewables
- Good achievement has been the introduction of IMPORTS

The COAL Dilemma

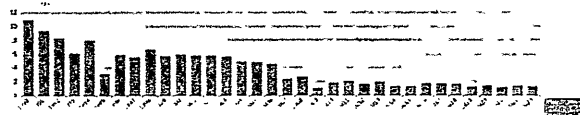
- Need to IMPORT more than 10 Million Tons of coal per year
- By 2030 this may exceed 15 Million Tons
- The pressure on our Foreign Currency Reserve is clear
- Why are we not mining our own coal?
- Have the environmental and social concerns been thoroughly scrutinized?
- We must ensure energy security through domestic energy resources such as natural gas, coal and renewables
- We have been neglecting all our energy resources – gas, coal and renewables (solar, wind and biomass)
- We only think of IMPORT

What is the present situation with Renewable Energy?

	2011	2012	2013
Solar	377.1	1020.31	1397.54
Wind	0	62	62
Hydro	0	230	230
Biomass to Electricity	0.69	0	0.69
Biomass to Electricity	0.4	0	0.4
Total	378.19	1312.37	1690.63



Percent of Renewable Electricity in Total Electricity Generation



1990 11% Renewables (230 MW Hydro)

2023 1.33% Renewables (old 230 MW Hydro + some new Solar)

Solar PV Electricity

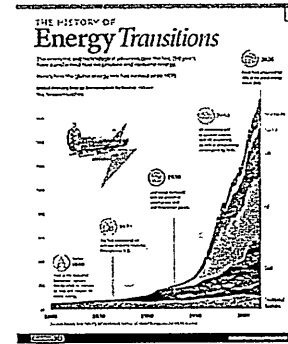
- Why are we neglecting Solar PV?
- Utility scale solar PV = Tk. 10-12/kWh
- Industrial Rooftop Solar PV = Tk. 6-8/kWh (cheaper than grid electricity)
- Solar PV + Battery = Tk. 20-25 but Tk. 15-20 by 2030
- Oil prices at \$100/Bbl, Solar PV+Battery electricity is cheaper than even Furnace Oil based electricity

Thank You!

Transition towards Efficient and Green Energy

Dr. Ijaz Hossain
Retired Professor of Chemical Engineering Department, BUET

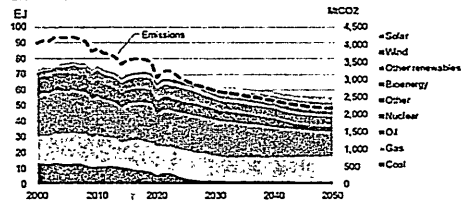
History of Energy Transitions



What does energy transition mean?

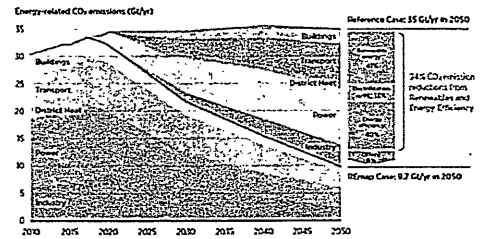
Europe's Fossil Fuel Needs Drop 28% by 2050

Total primary energy by fuel and energy-related CO₂ emissions, Europe, Economic Transition Scenario



Source: BloombergNEF. Note: The Economic Transition Scenario is an economics-driven outlook on how the energy system evolves out to 2050

CO₂ emission reduction potential by technology in the Reference Case and REmap, 2010–2050



Dolf Gielen, Francesco Boshell, Dieter Seypp, Margret D. Saeftel, Nicholas Wagner, Ricardo Garcia, The role of renewable energy in the global energy transformation, Energy Strategy Reviews, Volume 24, 2019

DECARBONISATION PILLARS WITH EXAMPLES OF TECHNOLOGIES FOR INDUSTRY

Energy efficiency	Industrial process	Substitution of low- and no-carbon fuels and feedstocks for fossil fuels	CCUS technology
Energy efficiency advancements maximize industrial energy demand, directly reducing the GHG emissions associated with fossil fuel combustion.	Industrial process technologies that utilize electricity for energy, rather than combusting fossil fuels directly, enable the sector to leverage advancements in low-carbon electricity from both grid and onsite generation sources.	Substitution of low- and no-carbon fuels and feedstocks for fossil fuels can further reduce combustion associated emissions for industrial processes.	This multi-component strategy for mitigating difficult-to-abate emissions involves capturing generated CO ₂ before it can enter the atmosphere, utilizing captured CO ₂ whenever possible and storing captured CO ₂ long term to avoid atmospheric release.
Energy efficiency technology examples:	Industrial process technology examples:	CCUS technology examples:	CCUS technology examples:
- Energy management approaches - Thermal integration of process heat - Smart manufacturing - Improved technologies and processes, system integration	- Electrification of process heat (e.g., heat pumps) - Electrification of hydrogen production for industrial process use	- Fast flexible processes - Clean hydrogen fuel and feedstocks - Biofuels and biofeedstocks - Concentrating solar power - Nuclear - Geothermal	- Pre-combustion chemical absorption of CO₂ - CO₂ capture and other CCUS supportive infrastructure

Source: BloombergNEF, Energy Strategy Reviews, Volume 24, 2019

Breakdown of renewables use in total final energy consumption in 2050

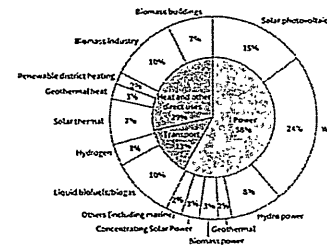


Figure 5. Breakdown of renewables use in total final energy consumption in 2050. Source: Gracyby authors, Adapted from Gielen et al. (2019).

Tracking Technologies that will dominate Energy Transition

- **Electric vehicle** sales grow by 55%, reaching a record high of more than 10 million. And for the first time ever, announced manufacturing capacity for electric vehicle batteries is sufficient to fulfil expected demand requirements in 2030 in the NZE Scenario.
- **Nuclear** capacity additions grow by 40%, with 8 GW newly installed. While higher deployment is needed in the Net Zero Scenario, the growth in 2022 represents a clear step forward after capacity additions had remained stable from 2019 to 2021.
- **Heat pumps** saw another record year, with 11% growth in sales. This is close to the 15% average compound annual growth needed to fully align with the Net Zero Scenario.
- **Electrolyser** installed capacity grow by more than 20%, while electrolyser manufacturing capacity grow by more than 25%. The bigger story though is likely yet to come - based on the current pipeline of projects under development and their expected operation dates, electrolyser capacity could reach almost 3 GW by the end of 2023, a more than four-fold increase in total capacity compared to 2022.
- **Economic efficiency** of the economy overall grow by more than twice the level the previous year. This is a positive step forward following several years of relatively weak improvements.

Hydrogen and Ammonia Production

Green electricity (solar, wind hydro, etc) used to produce GREEN hydrogen by splitting water in an electrolyzer

50 kWh is required to produce 1 kg of hydrogen; so it is expensive

Intense research is underway to improve hydrogen technology

Research underway to utilize hydrogen in cars, trucks, power plants, planes

Green Ammonia synthesized from green hydrogen

Hydrogen Production Costs from Different Sources

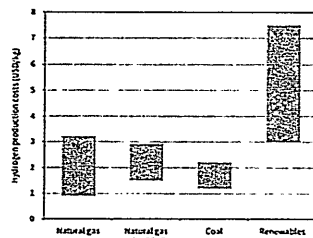
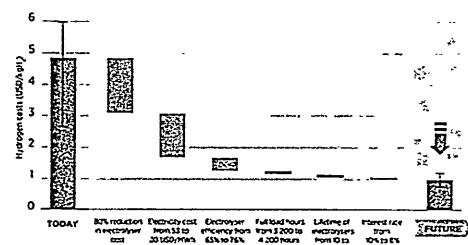


Figure 6. Hydrogen production costs by production source in 2018. Source: Graphic adapted from IEA (International Energy Agency) (2019).

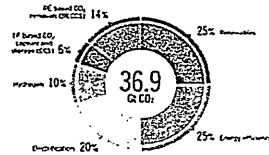
The journey to a competitive green hydrogen



Energy Transition

Renewables, efficiency and electrification dominate energy transition

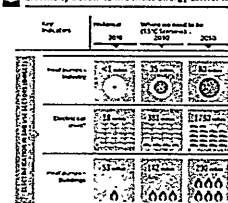
Reducing emissions by 2050 through six technological avenues



90% of all decarbonisation in 2050 will involve renewable energy through direct supply of low-cost power, efficiency, electrification, bioenergy with CCS and green hydrogen.

Energy Transition

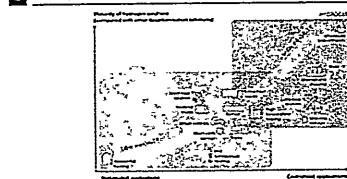
Electricity becomes the main energy carrier in future energy systems



- Global electricity demand in end-use sectors will rise 3.2 times the 2019 levels to reach ca. 110,000 TWh by 2050.
- The share of electricity in end-use sectors like industry, buildings, transport to reach 28%, 54%, and 9% in 2050, respectively.
- Policymakers should identify priorities for electrification with a focus on hard-to-abate sectors and devise strategies for its deployment.

Energy Transition

Green hydrogen needs to move from niche to mainstream by 2030

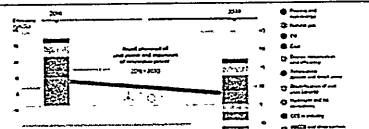


Policy-makers should identify priorities for indirect electrification using green hydrogen with a focus on hard-to-abate sectors and devise strategies for its deployment.

2020/04

Energy Transition

Key milestones and actions for rapid emission reductions



- Ramping up renewables, together with an aggressive energy efficiency strategy, is the most realistic path toward halving of emissions by 2035.
- The decarbonization of end-uses needs to make much faster progress, with many solutions provided through electrification, green hydrogen and the direct use of renewables.
- A comprehensive set of policies is needed to achieve the necessary levels of deployment by 2030 and maximize benefits.

2020/04

"JEPA Zero CO2 Emissions 2050" Roadmap for its Business in Japan.

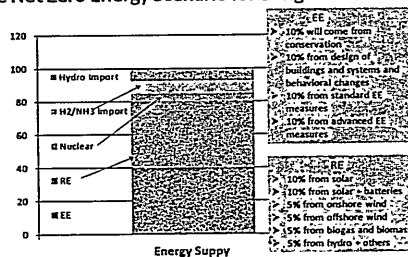
- Our goal is to contribute to the achievement of Japan's 2050 net-zero emissions and hydrogen 100% utilization by 2050.
- The roadmap is a business plan for achieving net-zero emissions through the introduction of renewable energy.
- The roadmap is a business plan for achieving net-zero emissions through the introduction of renewable energy.



Our goal is to contribute to the achievement of Japan's 2050 net-zero emissions and hydrogen 100% utilization by 2050.

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Future Net Zero Energy Scenario for Bangladesh



Sustainable Energy for Bangladesh

Time and Milestones	Key Actions	Notes
I Up to 2035	Vigorous gas exploration to reduce import of LNG	Funding for exploration and RE development
II Up to 2040	Increase RE to 10% (solar and onshore wind)	
III Up to 2050	Increase RE to 20% (include offshore wind and biomass)	
IV Up to 2060	Reduce energy consumption by 20% through conservation and established EE measures	Land issue needs sorting out
V Beyond 2060	Increase RE to 40% (all RE applications + Batteries)	
VI Up to 2070	Reduce energy consumption by 40% through behavioral change, proper design of buildings and energy systems plus advanced EE measures (heat pumps, trigeneration, electrification, CCUS, etc.)	Will depend on new technologies and future funding
VII Beyond 2070	Advanced RE applications	
VIII Beyond 2070	Import green hydrogen and ammonia	
IX Beyond 2070	Import green electricity (hydro, solar and nuclear)	commitment of developed nations

Thank You!

LDC Graduation and Bangladesh: Strategic Pathways, Development Opportunities, and Policy Challenges

Senior Staff Course

Organised by Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

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

15 December 2025

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- Implications of LDC Graduation

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- Smooth Transition Strategy (STS)
- Addressing the Challenges of LDC Graduation
- Key Building Blocks of Graduation Strategy

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

Section 1: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

	FY1973	FY1981	FY1991	FY2001	FY2011	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GDP (USD bn)	8.1	20.3	31.0	54.0	120.6	304.0	323.11	355.04	450	452	450	462
GDP growth rate (%)	3.3	7.2	5.5	5.1	6.5	8.2	3.51	6.9	7.1	5.70	4.22	3.97
Per capita GDP (USD)	120.0	260.0	320.0	427.9	927.9	1909.0	1024	2227	2773	2749	2770	2820
Population (mn)	0.6	0.71	0.79	0.5	22.9	76.6	22.67	20.79	21.00	21.43	21.46	21.49
Population growth rate (%)	0.01	0.30	0.70	0.9	1.17	1.64	18.21	24.70	21.20	21.61	21.91	22.51
Human Development Index (HDI)	0.6	0.9	1.0	0.3	2.7	5.0	54.70	65.59	101.59	92.45	84.25	54.8
Human Development Index (HDI) growth rate (%)	14.8	12.9	16.8	24.3	44.0	31.5	37.30	29.29	32.04	33.73	30.60	
Export earnings (USD bn)	50.0	37.4	49.5	69.3	60.1	72.0	61.5	59.1	50.28	50.22	52.77	73.37
Export earnings growth rate (%)	50.0	52.3	70.4	90.3	102.7	101.2	94.70	96.00	70.50	72.60	81.15	118.15
Export earnings per capita (USD)	13.76	7.8	23.6	10.7	5.3	2.9	3.3	3.0	2.8	2.9	4.9	

Note: a. Data for FY1976

* GDP growth rate and per capita GNI per annum are provisional figures based on base year 2015-16

** (July-May)

*** (July-April)

Bangladesh's Development Track Record (contd.)

Positive milestones and Drivers of Growth

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

Section 2: Bangladesh's LDC Graduation Journey

- Bangladesh is undertaking a dual graduation journey which entails many challenges: Middle Income Graduation and LDC graduation.
 - *Bangladesh's middle Income Graduation:* Middle Income category is a World Bank defined concept according to only GNI Per Capita (GNI per capita according to Atlas method). Bangladesh graduated from Lower Income Country (LIC) status to Lower Middle Income Country (LMIC) status in 2015.
 - Income threshold (for FY 2025):

LIC: USD 1135 or below	UMIC: USD 4496-13935
LMIC: USD 1136-4495	HIC: above USD 13935
 - A major implication of middle income graduation is related to terms of borrowings which will become more stringent. Transition from primarily concessional to non-concession borrowings: higher interest rate; longer grace period and repayment period; upfront payments etc.
 - *LDC is a UN criteria.* After much deliberation, the UN came to the conclusion that there was a sub-strata among the developing countries which was likely to face growing challenges in their development journey. These countries were in need of special and differential treatment (S&DT) through a set of international support measures (ISMs) to enable them to successfully address the challenges of development, and help achieve accelerated economic growth and higher socio-economic standards. A separate category 'Least Developed Country-LDC' was created in 1971.

LDC graduation criteria

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

LDC Graduation Criteria

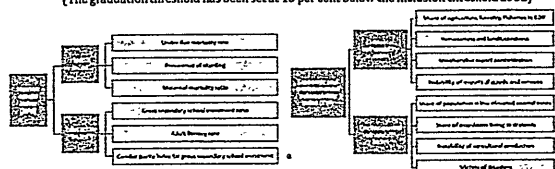
GNI Per Capita = 1220 USD and above
(The graduation threshold is set at 20 per cent above the inclusion threshold. At present this is USD 1306)

HAI = 66 and above

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

EVI = 32 and below

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



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DEVELOPMENT OPPORTUNITIES, AND POLICY CHALLENGES" 777

LDC Graduation Process

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

•

PMR @ CDC GRADUATION AND BANGALORE STRATEGIC PARTNER

DEVELOPMENT OPPORTUNITIES AND POLICY CHALLENGES

Bangladesh's Inclusion in the LDC Group and its Graduation

- Joining the LDC group was a debatable agenda when the issue was discussed at meetings of the first post-independence agreement and in the then policy circles. Also, there was opposition in International circles since Bangladesh was a country with a large population and that, it was neither an island country or a land-locked country. In the end, the government of Bangladesh decided to pursue the cause in the UN and Bangladesh became a member of the LDC group in December 1975.
- Bangladesh was recommended for graduation in 2018 by the CDP. It was the first country which met all the three criteria for graduation since 1988 as recommended at the biennial review in 2021.
- On recommendation from the CDP and ECOSOC (in February 2021), the proposal for Bangladesh's graduation (along with Nepal and Lao PDR) was endorsed in November 2021 at the 76th UN GA session (with a delay of two years in view of COVID 19) to be effective on 24th November 2026. When this takes place, Afghanistan will be left as the only LDC in South Asia beyond 2026.
- The Interim government took quick decision to keep to the time line of November 2026 for Bangladesh's LDC graduation. Bangladesh will be the only country to take place when a newly elected government is expected to be in place.
- Inclusion to LDC group is voluntary. A country may choose not to be included in the LDC group. In 2006, when given the choice, Zimbabwe declined to join the LDC group for political and national pride reasons. However, graduation is not voluntary, but involuntary. If a country meets the graduation criteria, it is recommended by the CDP and ECOSOC for graduation and the UNGA takes the final decision in this regard. However a government may send a request for deferment of the graduation to the CDP for consideration, with proper justification for the

EMERGENT ORIENTATION AND RANGING OF STRATEGIC PATHWAYS

DEVELOPMENT OPPORTUNITIES, AND POLICY CHALLENGES

Banqladesh's Graduation the LDC Group

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

1. PKP/ELC: EDUCATION AND BANGLADESH: STRATEGIC PERSPECTIVE

DEVELOPMENT OPPORTUNITIES, AND POLICY CHALLENGES

Section 3: Challenges of LDC Graduation

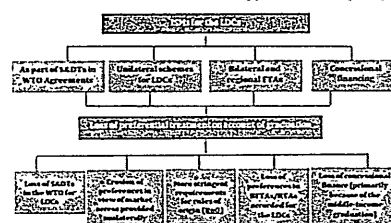
The Benefits Originating from Being an LDC

- ❑ As an LDC Bangladesh enjoys preferential market access under autonomous initiatives operated by preference-providing WTO member countries. For example, as part of LDC-specific preferential market access schemes.
 - These preferences are allowed and codified under the WTO Enabling Clause of 1979.
 - These are offered: Multilaterally as part of various WTO Agreements (e.g. NAMA, AOA, TRIPS, SPS-TBT, TFA; GATS; 193 S&DTs in 16 Agreements, 25 exclusively for the LDCs). Bilaterally (e.g. EU-EBA, LDC- specific GSP Schemes). And also as part of RTAs (e.g. in SAFTA, India offers DF-QF market access to all SAARC LDCs).
- ❑ Together the above constitutes international support measures (ISMs) for the LDCs.
- ❑ On graduation, LDC-specific ISMs will no more be available to Bangladesh and other LDCs, with consequent impacts for both national and global spaces.

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DEVELOPMENT OPPORTUNITIES, AND POLICY CHALLENGES OF

Graduation and Loss of International Support Measures (ISMs)



Source: Rahman, M. (2021)

2025 RELEASE UNDER E.O. 14176

DEVELOPMENT OPPORTUNITIES AND POLICY CHALLENGES

Benefits of LDC Graduation

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

Implications of LDC Graduation

Four Areas of Impacts: Four Elements of Strategies

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

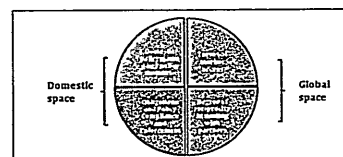


Figure 2: Impact of LDC graduation on policy space

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

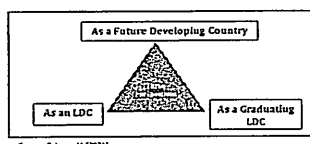
- Bangladesh is the one country among the group of LDCs which has benefited the most among the LDCs thanks to the LDC-specific ISMs. Many LDCs didn't have the supply-side capacities to take advantage of the market access preferences, TRIPS waiver for the pharmaceutical sector and other preferential treatment.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

Implications of LDC Graduation

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

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

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

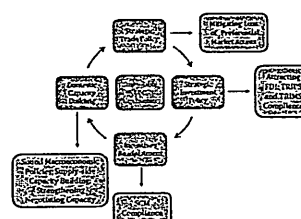


Sources: Rahman, M. (2021)

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

Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward



Learning From Republic of Korea: Lessons For Bangladesh

Foundations of Korea's Long Run Growth



Sources: Innovative Growth Learning Innovations and Technology for Development, 2021, World Bank Group. Edited by Hossain Lubab Saib, Ummeima Rabb, and Ahsanul Kabir.

Smooth Transition Strategy (STS)

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

Addressing the Challenges of LDC Graduation

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

Addressing the Challenges of LDC Graduation

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

Strategies in View of WTO: MC13 Decision and Graduating LDCs

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

Strategies to take advantage of built-in measures

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

□ Support for Graduating LDCs in Various Trade-related Areas

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

Source: UNOMILS (n.d.)

Key Building Blocs of Graduation Strategy

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

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

Renewed emphasis on regional cooperation

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

Build the Required Negotiating Capacity

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

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

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

Is Deferment of LDC Graduation an option for Bangladesh?

- That the ISMS and PoAs for the LDCs have not been very effective is borne out by the fact that only 8 LDCs have graduated since 1971. 27 developing countries joined the original list of 25 LDCs. Today the number of LDCs stands at 44.
- Two LDC Graduation Criteria were fixed at constant scores in 2011 (HAI at 660 and EVI at 32). This resulted in many LDCs being eligible for graduation at one go.
- Not that graduation has not been postponed in the past in case of a number of LDCs:
 - > For example, graduation of Pacific Islands such as Vanuatu and Kiribati were postponed several times (climate vulnerability).
 - > Maldives' graduation was deferred for six years (graduated in 2011, instead of 2005).
 - > Nepal was supposed to graduate in 2001 but will be graduating in 2026 along with Bangladesh (deferred by 3 years because of earthquake in 2017).
 - > Angola was slated to graduate in 2021 (however, its graduation has been postponed indefinitely) because of economic deterioration particularly because of falling oil prices).
 - > Solomon Island was slated to graduate in 2023 (it was allowed additional three years in August 2023; graduation is to be effective in 2027).
 - > Graduation of Timor-Leste and Myanmar (although these countries were slated for LDC graduation) has been postponed indefinitely for various reasons.
- However, any such application will need to be justified to be considered seriously and favourably. It will be tough call since Bangladesh currently remains in comfortable zone in terms of all three graduation criteria (possible reasons for deferment of graduation: challenges of political transition; vulnerability to shocks; lack of preparedness and concerns as regards sustainability of the graduation).
- Bangladesh needs to take adequate preparation keeping the timeline of November 2026 in the perspective. It can decide as to whether to request CDP for deferment as the deadline approaches.

Is Deferment of LDC Graduation an option for Bangladesh?

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

Final Words

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

Thank You

Module:8

Project & Procurement Management

Three-weeks Basic Training on **Public Procurement Management**

Approval of Tender, Award, Signing and Debriefing

Bangladesh Public Procurement Authority (BPPA)
Implementation Monitoring and Evaluation Division
Ministry of Planning, Bangladesh

 **Presentation Outline** Session M2-9
Slide No.2/46

Act [Section: 8, 20, 21, 52, 53]

- 01 Approval of Tender
- 02 Rejection of all tender
- 03 Contract Award
- 04 Signing and Debriefing



Rules: [20, 36, 47, 48, 49, 122 & 123]

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

 **Approval Process** Session M2-9
Slide No.3/46

Three Distinct Streams of Approval



**MINISTRY
DIVISION
DEPARTMENT
DIRECTORATE**



**CORPORATION
AUTONOMOUS BODY
SEMI-AUTONOMOUS
BODY**



COMPANIES

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

 **Approving Authorities (AA)** Session M2-9
Slide No.4/46

AA Approves Tender

**HOPE (CEO, SECY)
PD
PM
AO
MINISTRY
CCGP**

**BOARD OF
DIRECTORS**

**AS DESIGNATED
BY COMPANY'S
OWN
ADMINISTRATIVE
AND
FINANCIAL
DELEGATIONS**

Determined by DoFP / Sub-Delegation except CCGP

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

 **Approval Of Tender** Session M2-9
Slide No.5/46

Companies registered under the Companies Act, 1994 (Act No.18 of 1994), using public funds follow own administrative and financial delegations with regards to the approval of the ER and NOA

More freedom

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

 **Approval Of Tender** Session M2-9
Slide No.6/46

Rule 48(5) Upon receipt of approval, PE

- Issues NOA within 3 working days but before the validity period provided that no complaint or appeal is pending
- Ensures confidentiality in regard to approval by all officers and staff concerned with the process either directly or indirectly

Tender validity date is the toe line

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Approval Of Tender Session: M2-9 Slide No.27/46

Rule-48(6) Further Notable

- PE submits quarterly reports indicating the time taken stating reasons for delays to the CPTU above the thresholds
 - Goods and Works : Tk. 10 m & above
 - Services : Tk. 5 m & above
- PE, EC, TSC and AA, leading up to NOA, follows time-limits in Schedule VI
- PE uses the check lists in Schedule III

Compliance monitoring

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

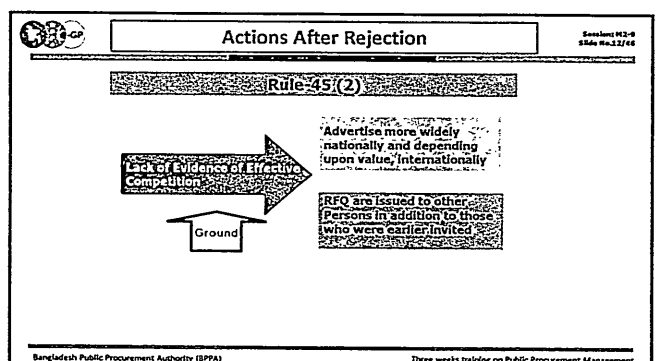
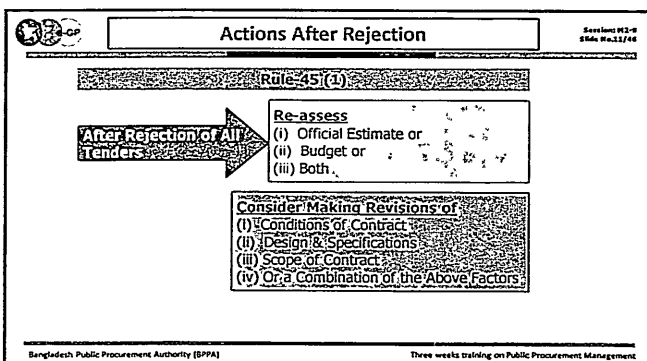
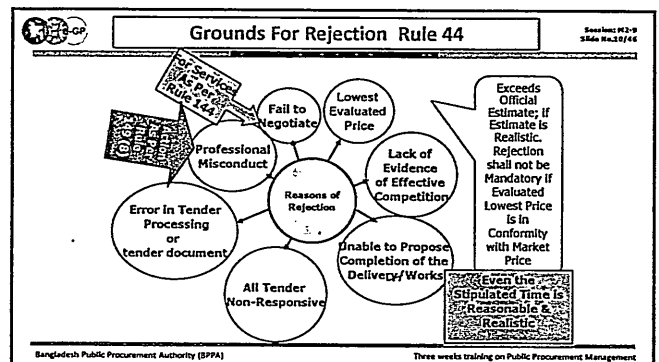
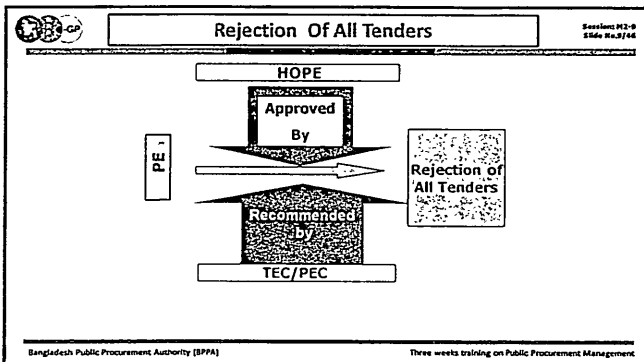
Approval Of Tender Session: M2-9 Slide No.28/46

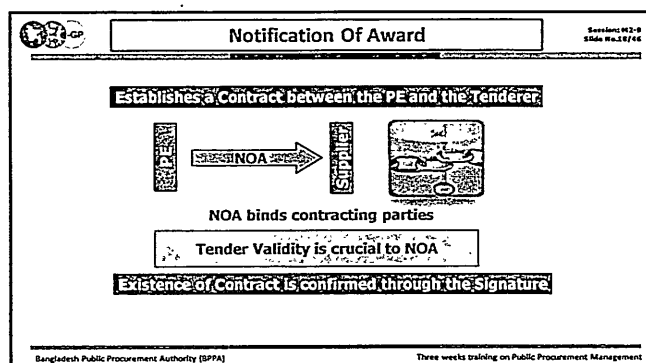
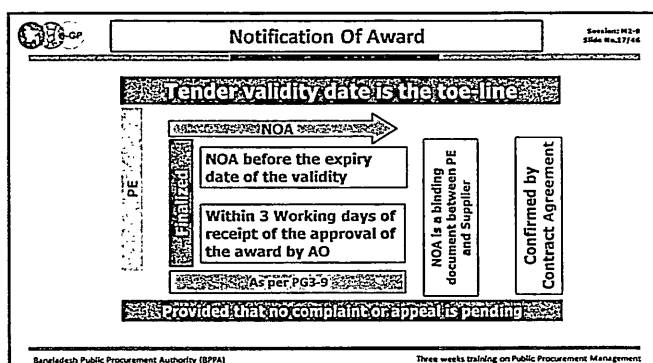
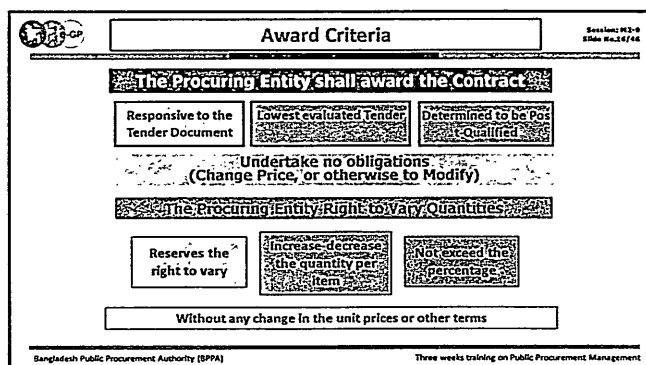
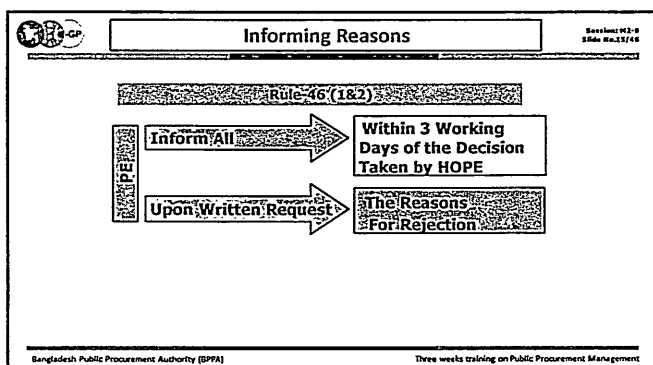
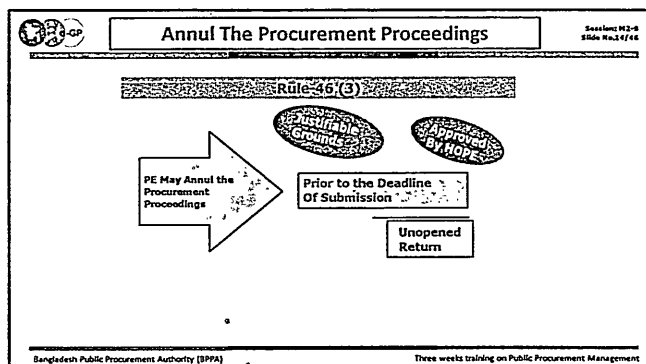
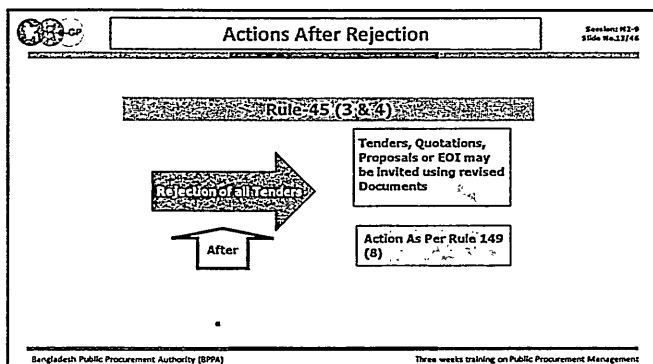
Rule-122

- ER be finalised and NOA issued before the expiry of the Tender or Proposal validity
- ERs be sent to the AA strictly adhering to Rule- 48
- AA approves after review or raises objections, within the time-limit specified in Rule- 48
- objections if raised are sent to the Chairperson of the EC and who meets them within 5 working days from the date of receipt; following same route Rule-122(4)
- AA while instructs to re-process that leads to cancellation of Tenders or Proposals
- PE then in accordance with Rule-44 may proceed to a re-tender

PPA 2006 & PPR 2015 are key to approval process

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management





Contract Forms: NOA

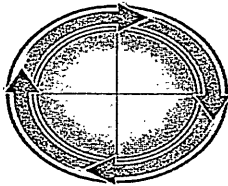
Session: M3-9
Slide No. 32/44

- Provides basis of acceptance of the Tender of the winning Tenderer by the PE binding upon both the parties
- Specifies Tender Number, Name of the winning Tenderer with address, approved Contract price after necessary correction and modification, and the Name of the PE
- Request for furnishing PS of specified amount by specified date
- Deadline for signing of the Contract

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Contract Forms

Session: M3-9
Slide No. 32/44



PG3-9	NOA
PG3-10	Contract Agreement
PG3-11	BG for Performance Security
PG3-12	BG for Advance Payment

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Performance Security

Session: M3-9
Slide No. 32/44

Performance Security At the Tenderer's option (National)

Bank Draft	Pay Order	Bank Guarantee
------------	-----------	----------------

(International)

- Only in the form of Bank Guarantee
- Issued by an internationally reputable bank
- Endorsed by correspondent bank located in Bangladesh

Time limit for furnishing PS

- National → 7/10/14 days from Issuance of NOA
- International → 28 days from Issuance of NOA

Authenticity

- Verified by PE prior finalization
- Not authentic no Contract
- Action in accordance with 64(5) of ACT

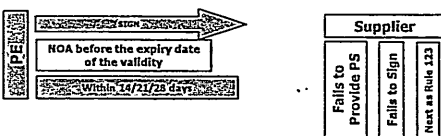
VALIDITY → 28 days beyond date of completion (including Warranty)

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Signing and Debriefing

Session: M3-9
Slide No. 32/44

As PE Issues NOA, PE shall send the draft Contract Agreement & all documents forming the Contract to successful Tenderer (Rule-123)

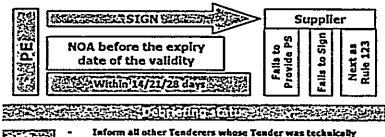


Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Signing and Debriefing

Session: M3-9
Slide No. 32/44

As PE Issues NOA, PE shall send the draft Contract Agreement & all documents forming the Contract to successful Tenderer (Rule-123)



Inform all other Tenderers whose Tender was technically responsive but they have been unsuccessful

Publish the name of successful Tenderer in PE's website, if any

Posted on the BPPA's website, above threshold

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

PATC, 120 SSC

How the following qualifications criteria are evaluated and verified?

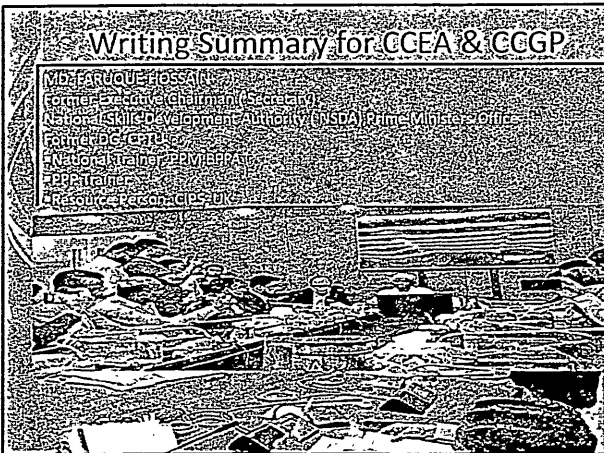
Qualification Criteria	Documents to be submitted	Verification process
The maximum [02] number of arbitration against the Tenderer over a period [Three Years(03)]		
The Tenderer shall have minimum of [05] years of overall experience in the supply of goods and related services.		
The Tenderer shall have successfully completed minimum [02] numbers supply contract of similar goods and related services each with a value of Tk.[4.00 crore] within last [03] years. i.e. years counting backwards from the date of publication of IFT in the newspaper.		
The minimum production/supply capacity of Goods is/are: [25 units per year]		
The minimum amount of liquid asset or working capital or credit facility is Tk. [4 crore]		

How the following qualifications criteria are evaluated and verified?

Qualification Criteria	Documents to be submitted	Verification
The maximum [02] number of arbitration against the Tenderer over a period [Three Years(03)]	Declaration	No verification
The Tenderer shall have minimum of [05] years of overall experience in the supply of goods and related services.	Trade license	Issuing authority if TEC feels the document is unauthentic
The Tenderer shall have successfully completed minimum [02] numbers supply contract of similar goods and related services each with a value of Tk.[4.00 crore] within last [03] years, i.e. years counting backwards from the date of publication of IFT in the newspaper.	Completion certificate issued by contracting authority	Written communication
The minimum production/supply capacity of Goods is/are: [25 units per year]	Evidence of supply and manufacturing	Issuing authority

Writing Summary for CCEA & CCGP

MD FARUQUE HOSSAIN
 Former Executive Chairman (Secretary)
 National Skills Development Authority (NSDA) Prime Minister's Office
 Chairman CCEA
 National Training PMV/PPA
 Appointments
 Resource Person CCEA/CCGP



Writing Summary for CCEA & CCGP

Cabinet Committee for Economic Affairs
 Cabinet Committee for Government Purchase



Approves Tenders/Proposals

HOPE (CEO, SECY)	PD	AS DESIGNATED
PD	PM	BY COMPANY'S
PM	AO	OWN
AO	BOARD OF	ADMINISTRATIVE
MINISTRY	DIRECTORS	AND
CCGP	MINISTRY	FINANCIAL
	CCGP	DELEGATIONS

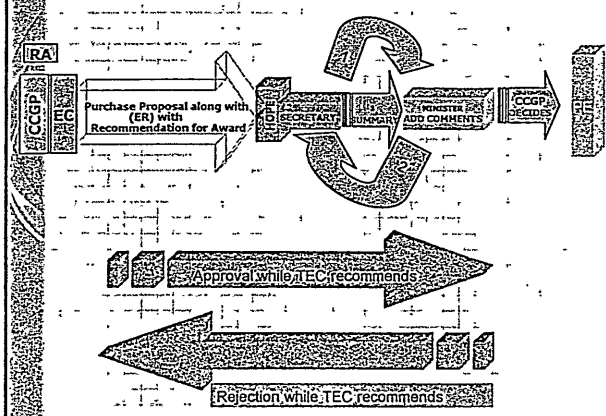
Determined by DoFP/Sub-Delegation except CCGP

Rule-11

- > AA decides in compliance with the provisions of the Act and these Rules on the recommendations of EC
 - > AA considering the overall recommendations of the TEC/PEC, may either-
 - (a) approve the recommendations; or
 - (b) seek any clarification from the TEC/PEC through PE on any specific issues in connection with such recommendations; or
- explaining the reasons -
- (i) reject the recommendations for a re-evaluation; or
 - (ii) reject the recommendations with instructions to reprocess

Decision making

Rule-36(3)(a) Ministry/Division/Directorate



Rules of Business 1996

RULES OF BUSINESS

• 1996

- (Revised up to July 2012)
- Cabinet Division

Rule-22: Procedure regarding meetings of the Committees of the Cabinet Page 13

Rules of Business 1996

18. Committees of the Cabinet.-(1)

- The Cabinet/Prime Minister may constitute committees of the Cabinet.
- Assign functions.
- The composition and functions of such Committees may be amended or modified by the Prime Minister.

(2) The Cabinet/Prime Minister may constitute *Ad-hoc* Cabinet Committees for specific purposes.

(3) Any decision taken by such Committees which is not required to be ratified by the Cabinet shall have the force of a decision of the Cabinet when approved by the Prime Minister.

(4) The minutes of discussions and decision of Committees of the Cabinet shall be circulated to all members of the Cabinet by the Cabinet.

(5)

- Committee composed of Secretaries to the Government and such other officials as may be necessary may be constituted to provide Secretarial and Administrative support to the Committees of the Cabinet.

- The Prime Minister shall decide constitution, composition and functions of such Committee.

Rules of Business 1996

19. Manner of submission of cases to the Cabinet.-(1)

- In respect of all cases to be submitted to the Cabinet, the Secretary of the Ministry concerned shall transmit to the Cabinet Secretary a concise and clear memorandum of the case, hereinafter referred to as the Summary, giving the background and relevant facts, the points for decision and the recommendations of the Minister-in-charge.
- The summary shall be self-contained as far as possible and shall include as appendices such relevant papers as may be necessary for proper appreciation of the case.
- The number or sets of the summary to be supplied shall be specified by the Cabinet Secretary.

(2) Where a case concerns more than one Ministry/Division the summary shall, in terms of the provision of Rules 10 (1), contain the recommendations of the Ministries/Divisions of agreement is reached amongst them, or shall state the points of differences and the recommendations of each Ministry/Division concerned if no agreement is reached.

Rules of Business 1996

(3) In case of any proposal involving expenditure for abatement of revenue, the views of the Finance Division shall be obtained and recorded in the Summary. In case of development expenditure, the views of the Planning Commission should also be obtained and recorded in the Summary.

(4) A case for inclusion in the agenda of a meeting of the Cabinet must reach Cabinet Division at least four clear days in advance of meeting.

Provided that a case received later may be included if it relates to an urgent issue and prior approval of the Prime Minister is obtained for its inclusion by the Minister-in-charge.

(5) It shall be the duty of the Cabinet Secretary to satisfy himself that the papers submitted by a Secretary are complete and in appropriate form.

20. Procedure regarding disposal of cases by circulation.-(1) When a case is circulated for recording opinion, the Cabinet Secretary shall, under orders of the Prime Minister specify the time by which opinion should be communicated to him. If a Minister does not communicate his opinion by that time, it will be presumed that he accepts the recommendations contained in the summary. If a difference of opinion amongst Ministers is observed in the course of circulation, the Cabinet Secretary shall submit the case in the form of a Summary to the Prime Minister for his approval.

Rules of Business 1996

21(3) No case shall be discussed unless the Summary relating to it has been circulated

21(6)(b) a record of the decisions and shall submit a copy of these record, as early as possible, to the Prime Minister for his approval.

Rules of Business 1996

22. Procedure regarding meetings of the Committees of the Cabinet.-(1)

- Meetings of the Committees of the Cabinet shall be convened by the Cabinet Division, or

- The Ministry/Division providing secretarial services under the direction of the Minister designated as convener of the Committee, who shall preside over the meeting.

- In the absence of a designated convener, the senior-most Minister shall convene and preside over the meeting.

Rules of Business 1996

22. Procedure regarding meeting of the Committees of the Cabinet.

(2) The first meeting of an *ad-hoc* committee shall normally be held within 10 days of the appointment of the Committee, and the Committee shall normally complete its deliberations within a total period of one month unless the Cabinet/Prime Minister has specified otherwise.

(3) Officials of the Ministries/Divisions concerned may be associated with the deliberations of the Committees as and when considered necessary.

(4) The provisions of the Rules 19 and 21 shall apply, *mutatis mutandis*, to the manner of submission of cases to, and the procedure for the meetings of the Committees of the Cabinet.

[illegible]



সিপিটিউর সভায় উপস্থানের নিমিত্ত সাদরস্বাগত প্রদত্ত

১৯৭৬ সাল

১৯৭৬ সাল

১৯৭৬ সাল

- জনসংগঠন
- সিপিটিউর সভায় উপস্থানের নিমিত্ত সাদরস্বাগত প্রদত্ত
- একক সভায় একাধিক প্যানেলে বিভক্ত করা হলে যৌক্তিকতা ও বিরোধ
- বিভাগ প্রকাশের বিরোধ (প্রকৌশলিকেশন/মডেলিং হলে বিভাগীয়)
- সিপিটিউর প্রয়োজনে প্রকাশ সংক্রান্ত তথ্য
- বিভাগীয় রূপ/সিপিটিউর প্রয়োজনে প্রকাশিত বিভাগীয় রূপ সংক্রান্ত
- দরপত্র প্রক্রিয়াকরণের বিভিন্ন তারিখসহ বিরোধ

১১. বিসিডিপিবি সভায় উপস্থান প্রেরণ নিমিত্ত সারসংক্ষেপ প্রস্তুত

- দরপত্র বিজ্ঞপ্তি প্রকাশের তারিখ;
- প্রাক-দরপত্র সভার তারিখ;
- দরপত্রাদাখিলের শেষ তারিখ ও সময়;
- দরপত্রের বিবেচনার মেয়াদ;
- দরপত্র উন্মুক্তকরণের তারিখ ও সময়;
- কোন কোন দরপত্রকার বিজ্ঞপ্তি প্রকাশিত হয়েছে এবং কপি সংখ্যক;
- কতটি দরপত্র দাখিল/বিস্তৃত হয়েছে;
- কতটি দরপত্র দাখিল হয়েছে;
- উন্মুক্তকরণের সময় কোন দরপত্র প্রত্যাখ্য, প্রতিস্থাপন, সংশোধন হয়েছে।
- উন্মুক্তকরণ নিতি সংযুক্ত করতে হবে;

- উদ্ভাবন ও মূল্যায়ন কমিটি সংক্রান্ত তথ্য;
- কমিটির গঠনের বিজ্ঞপ্তি সংশ্লিষ্টকরণ;
- মূল্যায়ন কমিটির দায়িত্ব প্রশ্নের তারিখ ও মূল্যায়ন শেষের তারিখ;
- প্রাথমিক মূল্যায়ন শিট;
- কারিগরি মূল্যায়ন শিট;
- কারিগরি বিনির্দেশ প্রতিপালন শিট;
- কারিগরি সার কমিটি গঠিত হলে তার বিবরণ ও কার্যবিবরণী
- আর্থিক তুলনামূলক বিবরণী

১০

১০। প্রিন্সিপ্লস অফ উইথারিং এর নিমিত্ত কারণ সংক্ষেপে প্রস্তাব

- প্রাথমিক মূল্যায়নে দরদ্রদাতাগণের বিবরণ ও কেউ পরবর্তী মূল্যায়নের জন্য যদি প্রত্যেক কেনা?
- কারিগরি মূল্যায়নে দরদ্রদাতা কারা এবং মূল্যায়নের ক্ষমতাফল?
- তাদের মূল্যায়ন হয়েছে- কারা নিন- বেসম্পন্ন সিত হয়েছে কেন?
- বেসম্পন্ন সিদ্ধদের আর্থিক প্রত্যাহার তখনামূলক বিবরণ (সংখ্যতি)
- গানিতিক ক্রেটি থাকলে তার বিবরণ;
- ডিসকাউন্ট প্রত্যাহার থাকলে তার ক্ষমাফল;
- ক্রেতার ব্যক্তি বাড়িলে/কমানো তার বিবরণ
- মূল্যায়নে সবমিল দরদ্রদাতা কে এবং তার প্রত্যাহার কত?

১১. নিম্নলিখিত বিষয়গুলির উপস্থাপনের নিমিত্ত পারসংক্ষেপ প্রস্তুত করুন।

- দাঁড়ির প্রাক্কলিত মূল্য প্রাথমিকভাবে নির্ধারিত হয়েছে। কিন্তু প্রারম্ভিক
- সব নিম্ন মূল্য দাঁড়ির প্রাক্কলিত দলের সঙ্গে সামঞ্জস্যপূর্ণ হয়েছে। তবে মোট খরচ বৃদ্ধি পায়।
- মোট অর্থ ডিসেন্ট থাকলে তার বিবরণ;
- মূল্যায়নকারীদের একতরফী ঘোষণা উল্লেখ ও সংযুক্তি;
- এই বিষয় নিয়ে কোন অভিযোগ/আপীল থাকলে তার খরচনামাদাতা

সিপিইএ সভায় উপস্থাপনের নিমিত্ত সারসংক্ষেপ প্রস্তুত

সারা তত্ত্ব (১) (২)

- কারিগরি কারম্যে কেবল একজন দরপত্রদাতা থাকিলে;
- দাবিদা নিবন্ধনের জন্য প্রকল্প দলিতো সরাসরি কৃষিসম্পাদনের ব্যবস্থা থাকিলে;
- ভেরিফিকেশন অভিরিত সরবরাহ;
- সরকার কর্তৃক নিয়ন্ত্রিত মজুদ প্রত্যাশায় সম্মত;
- বিশেষ ক্ষেত্রে সরকারি মালিকানাধীন (উৎপাদনকারী বা সংযোজনকারী) প্রতিষ্ঠানের নিকট থেকে নিয়ন্ত্রিত অধিরম্যে অতি জরুরী বা প্রয়োজনীয় প্রত্যাশায়;

সিপিইএ সভায় উপস্থাপনের নিমিত্ত সারসংক্ষেপ প্রস্তুত

শেষ প্যারা

যন্ত্রপাতির আনবীয় মন্ত্রী সার সংক্ষেপটি সদর অবলোকন করেছেন এবং সরকারি ক্রয় সংক্রান্ত যন্ত্রপাতির উপস্থাপনের জন্য সদর সম্মতি প্রাপ্ত করেছেন।

সিপিইএ সভায় উপস্থাপনের নিমিত্ত সারসংক্ষেপ প্রস্তুত

সমাপ্তি

প্রশ্ন ও উত্তর




Three-weeks Basic Training on **Public Procurement Management**

Tender Opening and Evaluation

Bangladesh Public Procurement Authority (BPPA)
 Implementation Monitoring and Evaluation Division
 Ministry of Planning, Bangladesh


Presentation Outline
Session M2-9
Slide No.2/46

01 Tender Opening

02 Tender Evaluation

Preliminary
Technical
Financial
Post-Qualification

Bangladesh Public Procurement Authority (BPPA)
 Three weeks training on Public Procurement Management


Tender Opening
Session M2-9
Slide No.3/46



A **Tender Opening Committee (TOC)** shall, immediately after the deadline for submission of tenders and at the place stated in the tender document, open tenders in the presence of interested tenderers or their authorized representatives who attend.

Section 47(1) of PPA

Bangladesh Public Procurement Authority (BPPA)
 Three weeks training on Public Procurement Management


Tender Opening Cont'd
Session M2-9
Slide No.4/46

Rule 117 and ITT Clauses

TOC (constituted under Rule-10) shall open, all Tenders received on or before the submission deadline, in public and in only one place

- Steps to be followed in Schedule IV, D, of the PPR, 2008
- Immediately after submission deadline at the primary place but no later than ONE HOUR after expiry of the deadline
- Late tenders, "Withdrawn" and "Substituted" Tenders shall not be opened, but returned unopened

Bangladesh Public Procurement Authority (BPPA)
 Three weeks training on Public Procurement Management


Tender Opening Cont'd
Session M2-9
Slide No.5/46

TOC shall ensure:

- Examination and verification** of authenticity of 'W', 'S', 'M' or 'O', if any
- Chairperson of **TOC** will read aloud each Tender and record in the **TOS**
- Only those Modification, Discounts **read aloud** at the Tender opening will be considered in the evaluation
- All pages of the original will be initiated by TOC
- No delayed opening on the plea of absence of Tenderers
- Representative shall be duly authorized

No tender will be rejected at the Tender opening

Bangladesh Public Procurement Authority (BPPA)
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Tender Opening Cont'd
Session M2-9
Slide No.6/46

Upon completion of Opening Tender Opening Sheet (TOS) to be prepared

TOS signed by:

All TOC Members

- Attending Tenderers/Authorised Representatives

TOS issued to:

- HOPE or AO**
- Members of TOC
- Project Director
- Tenderers having submitted timely

Omission of a Tenderer's signature to a TOS does not invalidate the Tender

Bangladesh Public Procurement Authority (BPPA)
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Tender Opening Cont'd Session: M2-9
Slide No. 27/46

Upon Completion of Opening:

Obligations :

Member Secretary (Rule-117)

- Ensures opening procedure is followed
- Certifies that TDs are sent to PE

PE (Rule-60)

- Ensures safe custody of Tender Documents
- Hands over to EC Chairperson within max^m 1 Working Days

Prepare Tender Opening Sheet

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Mission Statement Session: M2-9
Slide No. 28/46

Evaluation

Regardless of how well the other steps in the procurement process are conducted, if Tenders are not evaluated correctly and fairly, the process has Failed

It is the responsibility of TEC who will make the evaluation correct and fair.

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Underlying Principles: Tender Evaluation Session: M2-9
Slide No. 29/46

- **Criteria**
 - Application of criteria from **TENDER DOCUMENT (TD)** only,
 - Procedures specified in TD
- **Times (Schedule VI : flow chart)**
 - Complete evaluation and **NOA** within Tender Validity
 - Be mindful of other functions of TEC
- **Responsiveness**
 - Determination based only on contents of Tender [Rule 118 (1, 18)]
- **Confidentiality [Rule 118 (10)]**
 - All clarification remind Tenderers for confidentiality
 - Any breach of that may result Tender being disqualified

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Main Stages Session: M2-9
Slide No. 30/46

Tender Evaluation Rules 118 (2) & 119 (4)

- > Preliminary Examination
- > Technical Evaluation & Responsiveness
- > Financial Evaluation & Price Comparison
- > Post-qualification

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Session: M2-9
Slide No. 31/46

Purpose:

- > To eliminate Tenders from consideration if they are **incomplete, invalid and ineligible.**

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session: M2-9
Slide No. 32/46

- **Step 1:** Completeness of Tender
- **Step 2:** Verification of eligibility of Tenderer
- **Step 3:** Tender Validity – as specified in TDS
- **Step 4:** Tender Security – amount, validity, format as specified in TDS
- **Step 5:** Notices for W (withdrawal), S (substitution), M (modification)

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session #2-9 Slide No.12/16

STEP 1

Completeness (Documents provided and signed)

- > Tender Submission Letter PG3-1
 - confirmation attached
- > Tenderer Information Sheet PG3-2
 - documents on eligibility attached ITT 5.11
 - documents on qualifications attached ITT 28
- > Price Schedule PG3-4A/4B provided

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session #2-9 Slide No.13/16

STEP 1 cont'd

Completeness (Documents provided and signed)

- > Specifications Submission and Compliance Sheet PG3-5
- > Manufacturer's Authorisation PG3-6, if required
- > Tender Security provided & Signed PG3-7

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session #2-9 Slide No.14/16

STEP 2

Verification of Eligibility

- > Reject the tender if any of the following documents or information is missing: ITT 47.2



- Tender Submission Letter
- Priced Schedule
- Written confirmation authorizing the signatory of the Tender to commit the Tender
- Valid Tender Security

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session #2-9 Slide No.15/16

STEP 2 Cont'd

Eligibility Criteria (Clearly in Tender Document)

- Tenderer enrolled in relevant professional or trade organization
- Legal capacity
- Fulfillment of tax obligations
- Not insolvent, bankrupt or in process of bankruptcy
- Eligibility of Tenderer's country of origin
- For Works: Eligibility and conformity of Materials, Equipment and Services

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Preliminary Examination Steps Session #2-9 Slide No.17/16

STEP 3

Verification of Tender Validity

- > Verify that Tenders are remaining valid for the period specified in the TDS
 - after the date of Tender Submission deadline ITT 29,
 - declared in Tender Submission Letter PG3-1



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Preliminary Examination Steps Session #2-9 Slide No.18/16

STEP 4

Verify Details of Tender Security (TS)

- > Amount as specified in TDS ITT 31.2
- > TS validity period as required by TD ITT 32.1c
- > Format in compliance with TD ITT 32.1 a

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Preliminary Examination Steps Session M3-9 Slide No.23/46

STEP 5

ITT-40: Verification of Written Notice for:

- > Withdrawal (W)
- > Substitution (S)
- > Modification (M)

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Technical Evaluation Session M3-9 Slide No.23/46

Purpose

- Only those Tenders "surviving" the preliminary examination need to be examined under Technical Evaluation
- To examine and verify compliance, adequacy and authenticity of the documentary evidence for meeting **Qualification Criteria** in Tender Documents
- To identify and reject Tenders that are non-compliant with the mandatory technical requirements

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Technical Examination & Responsiveness Session M3-9 Slide No.23/46

ITT-48: Procedure

- > Step 6: Country of Origin Declaration ITT- 48.6a
- > Step 7: Technical Specifications and documentary evidence ITT- 48.6b
- > Step 8: Tenderer's Qualifications ITT- 48.6c

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Technical Examination & Responsiveness Session M3-9 Slide No.23/46

STEP 6

ITT-48.6a: Origin of Goods & Related Services



- > Verification of completeness of the country of origin declaration to establish eligibility of Goods and Related Services

ITT-6/PC3-1AMB

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Technical Examination & Responsiveness Session M3-9 Slide No.23/46

STEP 7

ITT-48.6b: Technical Specifications

- > Verification and examination of documentary evidence and completed Specification Submission Sheet
- > Comply with Technical Specification (Sec-7)

ITT-21C&P63-5

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Technical Examination & Responsiveness Session M3-9 Slide No.23/46

STEP 8

ITT-48.6c: Tenderer's Qualifications



- > Verification and examination of documentary evidence that the Tenderer's qualifications conform to the Tender Documents

ITT-12&15&21&31&28

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Tender Evaluation Session: M2-9 Side No. 25/46

RESPONSIVE TENDER

- > Comply with mandatory requirements
- > Based on documentary evidence as requested without recourse extrinsic evidence
- > Information not requested shall not be considered
- > Non responsive Tender shall not be made responsive by correction of Deviation

Without material (major) deviation/reservation

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Tender Evaluation Session: M2-9 Side No. 26/46

MATERIAL DEVIATION OR RESERVATION

Rule 118 (6) & ITT-48

- a) affects in any substantial way the scope, quality or performance
- b) limits in any substantial way, the PE's rights or the Tenderer's obligations
- c) whose rectification would unfairly affect the competitive position of other Tenderers presenting responsive tenders

Definition of Deviation & Reservation

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Tender Evaluation Session: M2-9 Side No. 27/46

MINOR DEVIATIONS, ERRORS, OVERSIGHTS

Rule 118 (7)

A Tender may be regarded as responsive, even if it contains:

- Minor or insignificant deviations, which do not meaningfully alter or depart from the technical specifications, characteristics and commercial terms and conditions or other requirements set out in the Tender Document and any such deviations shall be quantified in monetary terms, as far as possible
- Errors or oversights, which if corrected, would not alter the key aspects of the Tender

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Tender Evaluation Session: M2-9 Side No. 28/46

Rule 118 (8) & ITT-49

- > TEC can seek clarification in writing
- > Any changes in the prices or substance of the Tender shall not be sought, offered, or permitted, except to confirm correction of arithmetical errors
- > Neither the clarification nor the response shall not be directed to make an apparently non-responsive Tender responsive
- > Tenderer not responding to TEC's request shall not be considered for evaluation

Request only, signed by the Chairperson of TEC

NO NEGOTIATIONS

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Financial Evaluation Session: M2-9 Side No. 29/46

ITT-51-53 Procedure

- > Step 9: Conform to requirements ITT- 52.1
- > Step 10: Check of tax, VAT etc. ITT- 24.13
- > Step 11: Correction of Arithmetic Errors ITT-52.2b
- > Step 12: Price modifications, discounts ITT- 52.2e
- > Step 13: Factors affecting economic value ITT- 52.2d
- > Step 14: Unpriced items Rule 118 (20 & 21)
- > Step 15: Significantly Low-priced Tender (SLT) Rule 118 (25 & 26)

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Tender Evaluation Session: M2-9 Side No. 30/46

STEP 10

Rule 118 (19) Check of Tax/VAT etc.

- > Tender prices inclusive of taxes, customs duties and VAT for national procurement of Goods



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Tender Evaluation Session: H2-9 Slide No.31/46

STEP 11

Rule 118 (12) ITT-52/2

 > A TEC shall correct any arithmetical errors that are discovered during the financial examination of tenders and shall promptly notify the concerned Tenderer of any such correction.

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Tender Evaluation Session: H2-9 Slide No.32/46

STEP 12 Price Modifications/Discounts

- > TEC shall consider price modifications read out at Tender opening ITT 40
- > The TEC shall evaluate and compare the Tenders taking into account:
 - Lowest evaluated tender for each lot
 - Least cost combination considering discounts and the applicable methodology

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Tender Evaluation Session: H2-9 Slide No.33/46

STEP 13

ITT-52/2d Factors affecting the Economic Value

 > Adjustment for Deviation in the Delivery and Completion Schedule

> Cost of mandatory Spare Parts

ITT-52/6

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Tender Evaluation Session: H2-9 Slide No.34/46

STEP 13 cont'd

Rule 118 (24) Factors affecting the Economic Value

The successful Tenderer shall be the Tenderer who submitted a responsive Tender with the lowest evaluated Tender cost, calculated upon the basis of factors affecting the economic value of the Tender which have been specified in the Tender Document and to the extent practicable, these factors shall be objective and quantifiable and shall be given a relative weighting in the evaluation method or be expressed in monetary terms, wherever practicable.

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Tender Evaluation Session: H2-9 Slide No.35/46

STEP 14

Rule-118 (20) & (21) Price of Unpriced Items

- > If any Tenderer offered only 80% or minimum percent of the items of a lot, for Tenders invited on lot-by-lot basis for Goods Procurement, the TEC shall calculate the total lot price by adding up the average prices offered by other responsive Tenderers for the missing items to the lot value to establish the winning lot Tender.
- > If the Tenderer offered less than the specified considered non-responsive

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Tender Evaluation Session: H2-9 Slide No.36/46

FINAL CALCULATION

ITT-53 Price comparison

Based on Step 9 – 14, sum up the final calculated tender price per lot

Evaluate and compare the tenders taking into account:

- ✓ Lowest evaluated tender for each lot
- ✓ Unconditional discount in the Tender Submission Letter



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Tender Evaluation Session: H2-9 Slide No.37/46

STEP 15

Rule 118 (25) Significantly Low-priced Tender (SLT)

In the financial evaluation of acceptable tenders, after applying necessary corrections such as arithmetic adjustments, price discounts, consideration of other financial or economic impacts, etc., **significantly low-priced tenders shall be identified in accordance with the method described in Schedule 18 for national procurement, and such tenders shall be considered financially unacceptable (non-responsive).**

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Tender Evaluation Session: H2-9 Slide No.38/46

STEP 15 cont'd

Rule 118 (26) Significantly Low-priced Tender (SLT)

After significantly low-priced tenders have been identified and declared unacceptable (Non-responsive) in accordance with sub-rule (25) and Schedule 18, the remaining tenders, which are considered acceptable in all respects, shall be evaluated, and among them, the lowest tenderer shall thereafter be recommended for issuance of the Notification of Award (NOA).

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Tender Evaluation Session: H2-9 Slide No.41/46

STEP 15 cont'd

Schedule XVIII Significantly Low-priced Tender (SLT)

SLT (Significantly Low-Priced Tender) means a tender in which the tenderer has quoted a price, together with its constituent elements, that is substantially lower when compared against the official estimated cost of the procurement, the prevailing recent market prices, and the prices submitted by other responsive tenderers, to such an extent that it gives rise to serious concern on the part of the Procuring Entity as to the tenderer's ability to perform the contract at the quoted price.

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Tender Evaluation Session: H2-9 Slide No.42/46

STEP 15 cont'd

Schedule XVIII Significantly Low-priced Tender (SLT)

SLT Identification & Evaluation Process

1. Weighted Average Calculation ($\bar{x}$)

$$\bar{x} = 0.5 \times \frac{1}{n} \sum_{i=1}^n x_i + 0.2 \times x_{OCE} + 0.3 \times x_{RPP}$$

Where, x_i = Quoted Price of Responsive Tenderers
 n = Number of Responsive Tenderers
 x_{OCE} = Official Cost Estimate
 x_{RPP} = Rate according to Recent Price Index (Data from e-GP System)
2. Standard Deviation Calculation (s_d)

$$s_d = \sqrt{\frac{1}{n} \sum_{i=1}^n (x_i - \bar{x})^2}$$
3. The lower limit of the acceptable price Calculation

$$\text{Lower Limit} = \bar{x} - s_d$$

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Tender Evaluation Session: H2-9 Slide No.41/46

IN CASE OF TIE IN THE LOWEST EVALUATED PRICE

- In the case of a Goods contract, compare past performance and the quality of goods and other relevant criteria

Rule 118 (31-33) In no case by lottery (Exception Section 49 (1) a of PPA)

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Tender Evaluation Session: H2-9 Slide No.42/46

POST-QUALIFICATION

IT 55 & Rule 121

- Based on the qualification criteria specified in the TD ITT 12-15 (see Step 8), the TEC shall verify to its satisfaction that the successful tenderer is qualified to perform the contract satisfactorily by
 - Contacting references
 - Obtain most up-to-date information
 - Visit premises, if needed

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 **Tender Evaluation** Session: H2-9
Slide No.43/44

TENDER EVALUATION COMPLETED

Rule 118

- TEC prepare Tender Evaluation Report (TER)
- All members shall sign
- Certification by TEC
- TEC member may provide Note of dissent
- Approving authority makes decision based on information and recommendation in TER

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

 **Tender Evaluation** Session: H2-9
Slide No.44/45

EVALUATION: SPECIAL CONDITIONS

Some special issues

Single Tender received may be evaluated [Rule 118(16)].

- Only one Tender found compliant with the Tender Document and the price is close to the official estimate and comparable with the market price may also be sent to the Approving authority with recommendation for award.
- All members of TEC who participated in the evaluation shall sign the evaluation Report with mentioning their name and designation [Rule 118(3)].

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 **Tender Evaluation** Session: H2-9
Slide No.45/46

EVALUATION: SPECIAL CONDITIONS

Some special issues

In the submitted evaluation report, the Tender Evaluation Committee will declare that they have ensured with rationality that the lowest evaluated price is consistent with the official estimated cost [Rule 48 (2)].

Each member of the Evaluation Committee shall –

(a) sign individually a declaration of impartiality in the following manner – "I (name of the Evaluation Committee member & designation) do hereby declare and confirm that I have no business or other links to any of the competing Tenderers or Applicant"; and..

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 **Tender Evaluation** Session: H2-9
Slide No.46/47

EVALUATION: SPECIAL CONDITIONS

Some special issues

(b) sign collectively in the Tender or Proposal Evaluation Report, by certifying that – "The Evaluation Committee certifies that the examination and evaluation has followed the requirements of the Act, the Rules made there under and the terms and conditions of the prescribed Application, Tender or Proposal Document and that all facts and information have been correctly reflected in the Evaluation Report and, that no substantial or important information has been omitted". [Rule 11 (14)]

Bangladesh Public Procurement Authority (BPPA) Three weeks training on Public Procurement Management

Development Planning

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)

Design of the Presentation

- Planning
- Function & Organizational Structure of Planning Commission
- Perspective Plan and Delta Plan
- Five Year Plan
- ADP

What is planning?

- Planning is choosing a goal and developing a strategy to achieve that goal
- Planning is establishing relationships between means and ends with the objective of achieving the latter by the most efficient use of the former
- Planning is the exercise of intelligence to deal with facts and situations as they are and find a way to solve problems (Jawaharlal Nehru "Strategy of the Third Plan" in India).

Classification of Planning

- Long Term planning
about 10/25 Years
- Medium Term Planning
about 5/7 years
- Short Term Planning
About 1/2 Years

History of Development Planning in Bangladesh

- > Indian Planning Commission was established in 1950 and Pakistan Planning Commission in 1953
- > Provincial Planning Board was established in 1956 and named as East Pakistan Planning Department
- > Planning Cell was established in 1971
- > Planning Commission of Bangladesh was established in 1972
- > Project Implementation Bureau (PIB) was established in 1975

History of Development Planning in Bangladesh (con.)

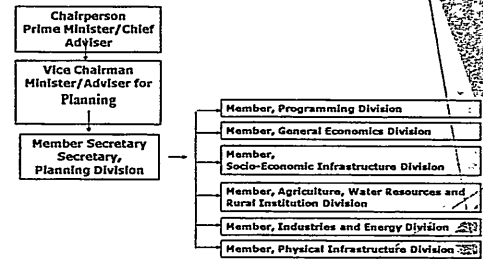
- > The Planning Division was established in 1975
- > Planning cells in different Ministries/Divisions in 1975
- > External Resource Mobilization was entrusted to ERD in 1975
- > First Five Year Plan was adopted in 1973
- > After independence, Bangladesh followed socialist type economy and all industries were nationalized
- > Gradually private sector participation in industry was allowed

Bangladesh Planning Commission

Bangladesh Constitution: Article 15

- The country should follow the path of a planned economy for realizing its development objectives
- It shall be a fundamental responsibility of the state to attain through planned economic growth, a constant increase of productive forces and a steady improvement in the material and cultural, standard of living of the people with a view to securing to its citizens –
 - (a) the provision of the basic necessities of life, including food, clothing, shelter, education and medical care

Structure of Planning Commission



Planning Commission Meeting

- Hon'ble Prime Minister/Chief Adviser - Chairperson
- Hon'ble Minister/Adviser for Finance - Vice Chairperson
- Member, Programming Division - Member
- Member, General Economics Div - Member
- Member, Socio-economic Infrastructure Division - Member
- Member, Agriculture, Water Resources and Rural Institution Division - Member
- Member, Industries and Energy Division - Member
- Member, Physical Infrastructure Division - Member
- Secretary, Planning Division - Member-Secretary
- Extended PC includes Secretary Fin Div, ERD, SID and IMED

Important Roles of Planning Commission

- Advisory : Advising the Govt. in matters of Dev. Goals & objectives, Priorities, Strategies and Policy measures
- Executive : Preparation of Plans (Long, Medium, Short term), Processing of Dev. Projects, Preparation of ADP
- Coordinating: Co-coordinating of whole range of Planning activities

Functions of the Planning Commission

- ▶ **Policy Planning:** determination of goals, objectives and policy measures for development plans
- ▶ **Sectoral Planning:** identification of the role that various sectors of the economy are required to play in the context of the Plan objectives and goals
- ▶ **Project Planning:** appraisal of projects embodying investment decisions of the implementation of the sectoral plans
- ▶ **Evaluation:** impact analysis of projects, programme and plans on the people's living standard
- ▶ **ADP:** Preparation of ADP

Functions of Programming Division

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

Functions of GED

- Co-ordination of finalization of Perspective plan, Five year plan, Policy Plan and Sectoral plan etc
- Poverty Reduction Strategy Paper, MDGs, SDGs, Vision Paper etc
- Assist to determine Macro-economic Policies
- Evaluation of Plans and Policies
- Review of macro-economic situation

Functions of 4 Sector Divisions

- a. Socio-Economic Infrastructure Division
 - b. Agriculture, Water Resources and Rural Institution Div
 - c. Industries and Energy Division
 - d. Physical Infrastructure Division
- Formulation of sectoral plans relating to the ministry of concern sectors.
 - Process and apprise of development projects for approval
 - Preparation of sectoral Annual Development programmes in consultation with line ministries
 - Formulation of sectoral development and Planning Policies

Development Philosophy of Bangladesh

- Enhance growth with equity and social justice considering goal of our development strategy
- Reduce poverty and income inequality by ensuring access of the poor to economic resources and employment
- Reduce regional disparity in development
- Enhance economic participation of women

Development Plans/Strategies in Bangladesh

Plan Period (FY)	Plans
1973-78	1st Five Year Plan
1978-80	Two Year Plan
1980-85	2nd Five Year Plan
1985-90	3rd Five Year Plan
1990-95	4th Five Year Plan
1998-02	5th Five Year Plan

Development Plans/Strategies in Bangladesh

Plan Period (FY)	Plans
2002-04	Interim Poverty Reduction Strategy Paper (IPRSP)
2004-08	Unlocking the Potential: National Strategy for Accelerated Poverty Reduction (NSAPR-I)
2008-10	Steps Towards Change: National Strategy for Accelerated Poverty Reduction (NSAPR-II)
2010-15	6th Five Years Plan
2015-20	7th Five Years Plan
2020-25	8th Five Years Plan

First Five-Year Plan (1973-1978)

Objectives:

- To reduce poverty
- To continue and complete the work of reconstruction;
- To increase the rate of growth of G.D.P. to at least 5.5 percent per annum,
- To expand the output of essential consumption items.
- To arrest the rising trend in the general price level;
- To increase per capita income at the modest rate of 2.5 percent per annum
- To consolidate the gains made so far in the socialist transformation of Bangladesh.
- To reduce dependence on foreign aid over time

Second Five-Year Plan (1980-85)

Objectives

- ▶ To reach self-sufficiency in food in the shortest possible time;
- ▶ To expand opportunities for gainful employment ;
- ▶ To ensure an equitable growth;
- ▶ To eliminate illiteracy and achieve universal primary education;
- ▶ To reduce the rate of population growth;
- ▶ To promote participation of people in development activities through devolution of administration and development of local institutions; and
- ▶ To attain a higher degree of self-reliance through domestic resource mobilization

Third Five-Year Plan (1985-1990)

Objectives

- ▶ Reduction of population growth.
- ▶ Expansion of productive employment.
- ▶ Universal primary education and human resource development.
- ▶ Development of technological base for bringing about a long term structural change.
- ▶ Food self-sufficiency.
- ▶ Satisfaction of minimum basic needs of people.

The Fourth Five-Year Plan(1990-1995)

Objectives :

- ▶ Accelerating economic growth
- ▶ Poverty alleviation
- ▶ Employment generation
- ▶ Increased self-reliance
- ▶ Women empowerment

The Fifth Five-Year Plan(1998-2002)

- ▶ Development of industries essentially based on comparative advantage of the country.
- ▶ Development of hitherto neglected areas like the north-west region, Chittagong Hill Tracts and coastal area
- ▶ Strengthening of the country's scientific and technological knowledge-base;
- ▶ Protection and preservation of environment
- ▶ Closing the gender gap,
- ▶ Establishment of social justice;
- ▶ Putting in place effective local government institutions

Bangladesh PRSPs: historical context

- ▶ Millennium Declaration / MDGs in 2000 by the UN
- ▶ WB and IMF introduced PRSP in 2002
- ▶ I-PRSP: A National Strategy for Economic Growth, Poverty Reduction and Social Development
- ▶ Bangladesh prepared its first PRSP 'Unlocking the Potential: NSAPR (2004 -2007)
- ▶ 1st PRSP was extended up to June 2008
- ▶ 2nd PRSP 'Moving Ahead: NSAPR II (2008 -2010) was launched in Oct 2008

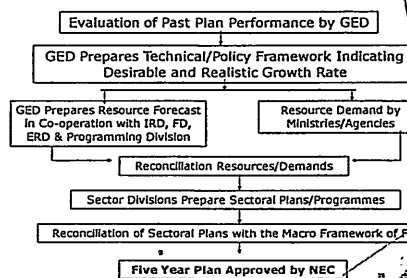
The 6th Five Year Plan

- Sixth Five Year Plan emphasized on
 - Achieving higher GDP growth
 - Human Resource Development
 - Achieving Energy Security
 - Poverty reduction
 - Reducing inequality
 - Reducing Regional Disparity

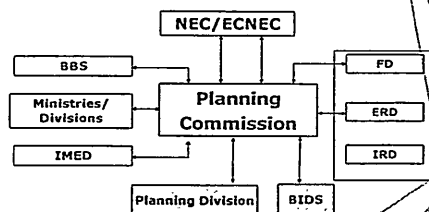
Preparation of Five Year Plan

- 1) Evaluation of previous plan by GED
- 2) Formulation of theoretical/policy framework by GED based on desired rational rate of growth
- 3) Reconciliation of demand for resources by ministries with available resources
- 4) Formulation of sector wise plan by sector division
- 5) Reconciliation of sectoral plans with macro economic framework of the Five Year Plan
- 6) Approval of Five Year Plan by NEC

Steps in Formulation of Five-Year Plan



Institutional Linkages of Planning Commission with other Ministries/Organizations



National Economic Council (NEC)

NEC is the highest body for consideration of Development Policy Planning

Composition

- Chairperson Hon'ble PM/CA
- Members of the Council of Minister/Adviser

Persons required to assist NEC

- Cabinet Secretary
- Principle Secretary
- Governor, Bangladesh Bank
- All Members of Planning Commission
- Secretaries of Ministries/Divisions

Functions of NEC

- Provides overall guidance for perspective plan, Five Year Plans, PRS, ADP & Economic Policies
- Finalizes & approves plans, programmes & policies
- Reviews implementation progress of development programmes/projects
- Takes any decision as and when necessary for socio-economic development
- Appoint committees as required to assist NEC

Development Plans/Strategies in Bangladesh

Plan Period (FY)	Plans	Avg. Growth Target	Actual Growth	% Target
1973-78	1st Five Year Plan	5.5	4.0	72.73
1978-80	Two Year Plan	5.6	3.5	62.50
1980-85	2nd Five Year Plan	5.4	3.8	70.37
1985-90	3rd Five Year Plan	5.4	3.8	70.37
1990-95	4th Five Year Plan	5.0	4.2	84.00
1997-02	5th Five Year Plan	7.0	5.1	72.86

Development Plans/Strategies in Bangladesh

Plan Period (FY)	Plans	Av. Growth Target	Actual Growth	% Target
2002-04	Interim Poverty Reduction Strategy Paper (IPRSP)		6.21	-
2004-08	Unlocking the Potential: National Strategy for Accelerated Poverty Reduction (NSAPR-I)		6.41	-
2008-10	Steps Towards Change: National Strategy for Accelerated Poverty Reduction (NSAPR-II)		6.33	-
2010-15	6th Five Years Plan	7.3	6.3	86.30
2015-20	7th Five Years Plan	7.44	7.13	95.83

Poverty Targets for the Eighth Plan Period

Indicators	FY2021	FY2022	FY2023	FY2024	FY2025
Incidence of Poverty	23.0	20.0	18.5	17.0	15.6
Incidence of Extreme Poverty	12.0	10.0	9.1	8.3	7.4

Employment Targets for the Eighth Plan Period

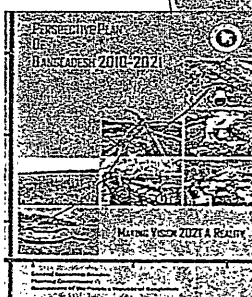
Indicators	FY2021	FY2022	FY2023	FY2024	FY2025
Additional Domestic Employment (million)	1.43	1.52	1.61	1.72	1.80
Additional Overseas Employment (million)	0.58	0.61	0.65	0.69	0.72
Additional Total Employment (million)	2.01	2.13	2.26	2.41	2.52
Additional Labor Force (million)	1.49	1.53	1.56	1.60	1.63

First Perspective Plan of Bangladesh

- The first Perspective Plan (2010 - 2021) has contained Vision 2021:

"Bangladesh will soon become a middle-income country in order to meet people's economic and social rights as well as civil and political rights continue to be protected"

- It is the 1st Long-term Plan Document of Bangladesh based on the "Vision 2021".
- It focuses specific social and economic targets to become a Middle Income Country by 2021.

**Bangladesh Delta Plan 2100**

The Bangladesh Delta Plan (BDP) 2100 is the plan for moving Bangladesh forward for the next 100 years.

We have formulated BDP 2100 exactly in the same way we want to build Bangladesh

Principles and Features of BDP 2100

BDP 2100 is a long term and visionary plan covering the 21st Century

- Holistic and integrated Plan, considering many themes and sectors, individual strategies as well as integrated ones for the whole country considering the needs of all water-related sectors have been articulated in a single plan
- Techno-economic water centric plan, which covers both technical and economic issues (GDP growth, Poverty Reduction, Employment, Food Security, Investment, etc.)
- Implementable plan having an investment programme upto year 2030 linked with financial resources
- ❖ BDP 2100 has strongly focused on Climate Change issues and Adaptive Delta Management (ADM) approach which is a paradigm shift in planning and managing projects.

BDP 2100 Vision & Goals

Vision: Achieving Safe, Climate Resilient and Prosperous Delta

Mission:

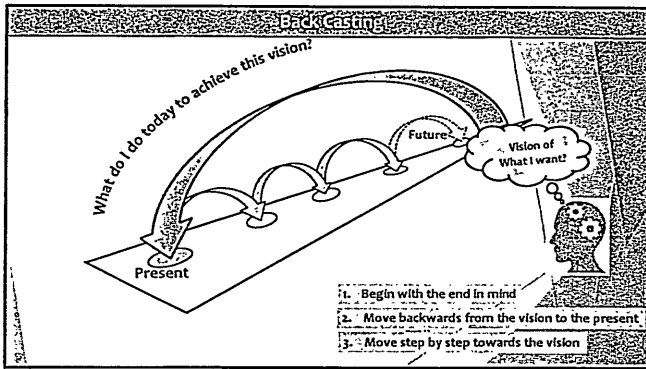
Ensure long term water and food security, economic growth and environmental sustainability while effectively reducing vulnerability to natural disasters and building resilience to climate change and other delta challenges through robust, adaptive and integrated strategies, and equitable water governance.

Higher Level Goals

- Goal 1: Eliminate extreme poverty by 2030
- Goal 2: Achieve Upper Middle Income Country (UMIC) status by 2030
- Goal 3: Being a prosperous country beyond 2041

Delta (BDP 2100) Goals

- Goal 1: Ensure safety from floods and climate change related disasters
- Goal 2: Ensure water security and efficiency of water usages
- Goal 3: Ensure sustainable and integrated river systems and estuaries management
- Goal 4: Conserve and preserve wetlands and ecosystems and promote their wise use
- Goal 5: Develop effective institutions and equitable governance for in-country and trans-boundary WR mgt
- Goal 6: Achieve optimal use of land and water resources



Six Hotspot Areas

Hotspot is defined as "a place of significant activity or danger". Hotspots are prototypical areas where similar hydrological and climate change vulnerability characteristics and problems converge also influenced by natural hazards.

In BDP 2100, Hotspot is a broad grouping of districts and areas facing similar risks evolved by Hydrology, climate change and natural hazards.

Six (6) Hotspot areas have been identified :

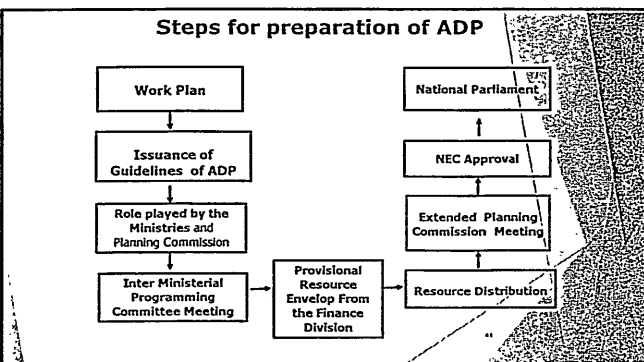
1. Coastal Zone (27,738 sq km);
2. Barind and Drought Prone Areas (22,848 sq km);
3. Haor and Flash Flood Areas (16,574 sq km);
4. Chattogram Hill Tracts (13,295 sq km);
5. River Systems and Estuaries (35,204 Sq km); and
6. Urban Areas (19,823 sq km).

BDP 2100 Investment Plan

- An investment plan comprising of 80 projects (65 infrastructure projects and 15 knowledge/institutional capacity building projects) of different sectors and hotspots have been identified for implementation up to the year 2030.
- An approximate amount of 37.526 billion USD (2,978.27 billion BDT) would be needed for the implementation of these projects
- The total new Delta investments proposed for the 8th FYP amounts to 47 new projects involving a total cost of BDT 1400 billion or US\$17.6 billion.

Annual Development Program (ADP)

- ADP is the tools of the Government through which resources are allocated to different Development Projects under different ministries/divisions
- To achieve the National Goals specified in the Planning Documents of the Country



Steps for preparation of ADP

Mainly 9 steps followed for ADP preparation:

Step 1 : Work Plan

- First of all a Work Plan is prepared by the Programming Division of Planning Commission for formulation of ADP within the targeted time

Steps for preparation of ADP

Step 2 : Issuance of Guidelines

A guideline for ADP is prepared by the Programming Division of Planning Commission

Get approval by the Honorable Planning Minister and Circulate it to all Ministries/Divisions/Executing Agencies and Concerned Sector Divisions of Planning Commission

- ▶ Guideline is prepared on the basis of PRS or FYP relevancies with the MDG's and the priorities of the Government

Steps for preparation of ADP

Step 3 : Role played by the Ministries and Planning Commission

- ▶ Following guidelines, all the Ministries/ Divisions send their ADP proposal with allocation in the on going projects and Large number of unapproved projects list with the project profiles/DPP to the concerned Sector Divisions of Planning Commission
- ▶ Sector Divisions of Planning Commission examine the documents and send the unapproved projects list to the Programming Division

Steps for preparation of ADP

Step 4 : Inter Ministerial Programming Committee Meeting

- ▶ Inter ministerial programming Committee meeting recommends Projects for inclusion in ADP without allocation as attachment based on the national priority, importance of projects, availability of Project Document and foreign aid lined up projects

Steps for preparation of ADP

Step 5 : Provisional Resource envelope from Finance Division

- ▶ Programming Division requests Finance Division to inform the ADP Resource Envelope and ERD to inform Project aid amount
- ▶ Finance Division makes a ceiling to the MTBF Ministries/Divisions based on the inter ministerial meeting
- ▶ Based on the decision of the Budget Monitoring Resource Committee, Finance Division sends Provisional Resource Envelope to the Programming Division of Planning Commission

Steps for preparation of ADP

Step 6 : Resource Distribution

- ▶ Programming Division sends the "Call Notice-1" in the prescribed ADP format to the sector divisions of Planning Commission to get overall ADP demand
- ▶ Based on the demand analysis, national priority and following the guidelines, Programming Division distributes the resource (provisional) to the 17 economic sectors of Planning Commission
- ▶ Programming Division distributes project wise PA and JDCF to the Sector Divisions of Planning Commission to reflect in the ADP

Steps for preparation of ADP Contd.

- ▶ After consultation with the Ministry/Division, Sector divisions of Planning Commission allocates resources project wise and send to the Programming Division
- ▶ Programming Division analyses project wise resource allocation and send to the Sector Division if there is any revision
- ▶ Sector Divisions respond by sending revised demand after necessary corrections or amendments for perfection
- ▶ Finally Programming Division reflects the project wise allocation in ADP
- ▶ Draft ADP is prepared

Steps for preparation of ADP *Contd.*

Step 7 : Extended Committee Meeting

- ▶ The draft ADP is placed in the Extended Planning Commission Committee meeting chaired by Honorable Planning Minister
- ▶ Extended Committee recommends for placing the ADP to NEC for approval

Steps for preparation of ADP

Step 8 : NEC Approval

- ▶ Draft ADP is approved by NEC with observation/ correction, if any
- ▶ Approved ADP is sent to Finance Division to incorporate in the proposed National Budget

Thank You

DEVELOPMENT PROJECT PROPOSAL (DPP)

PART-A

Project Summary

1. **Project Title** :
- 2.1 Sponsoring Ministry/Division :
- 2.2 Implementing Agency (ies) :
- 2.3 **Concerned Division of Planning Commission** :
3. **Objectives and Targets (of Beneficiaries) of the Project** :
(Please specify in quantity and/or in percentage and write in bullet form)
4. **Project Implementation Period**
 - (i) Date of Commencement :
 - (ii) Date of Completion :
- 5.1 **Estimated Cost of the Project (Taka in lac)**

Total	:
GOB	:
(JDCF/DRGA-CF or any other Debt Cancellation)	
Project Aid (PA)	:
Own Fund	: -
Others	: -
- 5.2 **Exchange Rate(s) with Date** :
(Source: Bangladesh Bank)

6. Mode of Financing

6.1 Mode of Financing with Source

(Taka in Lac)

Source Mode	GOB (FE)	PA (RPA)	Own Fund (FE)	Others (Specify)	PA Source
(1)	(2)	(3)	(4)	(5)	(6)
Investment					
Loan/Credit					
Equity					
Grant					
Others (Specify)					
Total					

6.2 Year wise Estimated Cost:

(Taka in Lac)

Financial Year	GOB (FE)	Project Aid (PA)		Own Fund (FE)	Others (Specify)	Total
		Reimbursabl e PA(RPA)	Direct PA (DPA)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)=(2)+(3)+(4)+ (5)+(6)
Total						

6.3 Financing Plan of the proposed project considering MTBF ceiling and allocation required for ongoing projects in ADP: Annexure VII

7.1 Location of the Project:

Sl. No.	Division	District	City Corporation/ Pouroshova/ Upazila
(1)	(2)	(3)	(4)

(Attach map, where necessary)

7.2 Justification of selecting the project area:

8. Location wise Cost Breakdown: Annexure I

9. Estimated Cost Summary (Taka in Lac):

Economic Code	Economic code wise Item Description	Unit	Quantity	Total Cost*	GOB (FE)	Project Aid				Own Fund (FE)	Others	% of Total Project Cost
						RPA		DPA				
						Through GOB	Special Account **	Through PD	Through DP			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
(a) Revenue:												
	Sub Total (Revenue):											
(b) Capital :												
	Sub Total (Capital):											
	Total Cost (Revenue & Capital)											
	(c) Physical Contingency:											
	(d) Price Contingency:											
	Grand Total (a + b + c + d)											

* Column 6=(7+8+9+10+11+12+13)

** DOSA, CONTASA, SAFE, Imprest, etc.

10. Logical Frame:

(i) Planned date of project commencement :

(ii) Planned date of project completion :

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Goal			
Objective/ Purpose			
Output			
Input			

11. Project Management:

11.1 Proposed Project Management Setup (*As per Annexure-II*)

11.2 Implementation Arrangement

12. Financial and Procurement Plan:

12.1 Procurement Plan [*As per Annexure -III(a), III(b) & III(c)*]

12.2 Year wise Financial and Physical Target Plan (*As per Annexure-IV*)

13. After completion, whether the output of the project needs to be transferred to the revenue budget:

13.1 If yes, briefly narrate the institutional arrangement and technical & financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

13.2 If not, briefly narrate the institutional arrangement and financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

***Signature of the Officer(s) Responsible for the
Preparation of the DPP with Seal and Date***

PART B

Project Details

14. Background Information:

- 14.1 Background with Problem Statement
- 14.2 Linkages (to Other Projects & Institutions)
- 14.3 Poverty Situation

15. Project Description:

- 15.1 Objectives
- 15.2 Outcomes
- 15.3 Outputs
- 15.4 Activities

16. Population Statistics

- 16.1 Population Coverage
- 16.2 Population disaggregated data by women, senior citizens, children, physically & mentally challenged etc.

- 17. **Whether any pre-appraisal/feasibility study/pre-investment study was done before formulation of this project? If so, attach summary of findings & recommendations. (If not, mention the causes)**

18. Financial & Economic Analysis, (Attach Calculation Sheet):

18.1 Net Present Value (NPV), *considering 12% discount rate*

(i) Financial

(ii) Economic

18.2 Benefit-Cost Ratio (BCR), *considering 12% discount rate*

(i) Financial

(ii) Economic

18.3 Internal Rate of Return (IRR)

(i) Financial

(ii) Economic

19. Lessons Learnt from Similar Nature of Project(s):

19.1 Indicate which issues lead to make project successful

19.2 Indicate which issues did not work well.

20. Basis of Item wise Cost Estimate and Date:

Sl. No.	Major Items	Unit	Unit Cost	Basis	Source	Date
(1)	(2)	(3)	(4)	(5)	(6)	(7)

21. Comparative Cost of Major Items of Similar Other Projects:

Sl. No.	Major Items	Unit	Unit Cost of the Item (Taka in Lac)			Remarks
			Proposed Project	Similar Ongoing Project (*)	Similar Completed Project (**)	
(1)	(2)	(3)	(4)	(5)	(6)	(7)

* Name of the similar ongoing projects

** Name of the similar completed projects

22. **Detailed Annual Phasing of Cost** (*As per Annexure –V(a) & V(b)*)
23. **Technical Specification/Design of Major Items** (To be attached)
24. **Amortization Schedule for repayment of loan taken from Government**
(*As per Annexure -VI*)
25. **The effect/impact, adaptation and specific mitigation measures thereof, if any, on:**
 - 25.1 other projects/existing installations
 - 25.2 environmental sustainability like land, water, air, bio-diversity, ecosystem services (If the project is ‘Red Category’ attach the EIA document)
 - 25.3 disaster management, climate change
 - 25.4 gender, women, children, person with special needs, excluded groups etc.
 - 25.5 employments
 - 25.6 poverty situation
 - 25.7 organizational arrangement/setup
 - 25.8 institutional productivity
 - 25.9 regional disparities
 - 25.10 populations
26. **Environmental Clearance:**
 - 26.1 Environmental impact wise project category (Red/Orange/Green)
 - 26.2 Whether environmental clearance under the Environmental Conservation Act, 1995 (Revised 2010) has been obtained? (*If yes, attach the certificate. If not, mention the cause*)

27. Specific linkage with (i) Bangladesh Delta Plan 2100, (ii) Perspective Plan 2021-2041, (iii) Five Year Plan, (iv) SDG targets and (v) Ministry/Sector Priority (*Mention the pages with clauses of respective document/ attach the relevant pages of those document*)
- 28.1 Contribution of the Project in achieving the Vision, Mission of the Ministry/Division and Implementing Agency
- 28.2 Alignment with the *Allocation of Business* of the Sponsoring Ministry/Division.
29. Whether private sector/local government or NGO's participation is considered? (*If yes, describe how they will be involved*)
30. Major Terms and Conditions of Foreign Financing:
31. Involvement of Compensation, Rehabilitation/Resettlement issues (*Indicate the magnitude and cost, if applicable:*)
32. Risk Analysis and Mitigation Measures (*Identify risks during implementation & operation*):
33. Other Important Issues (*Technical or others*):
- 33.1 Sustainability of the Project Benefits with Exit Plan

34. Others, If any.

*Signature of the Head of the
Executing Agency with Seal and Date*

*Signature of the Sr.
Secretary/Secretary of the Sponsoring
Ministry/Division with Seal and Date*

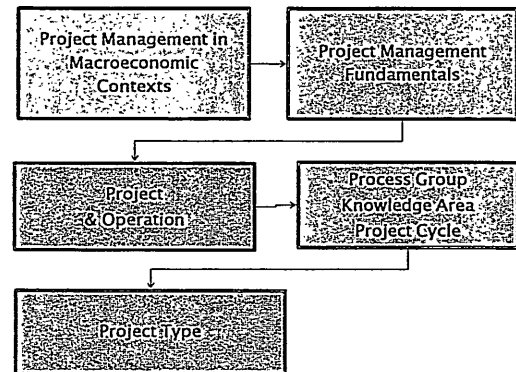
Fundamentals of Project Management

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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

Session Map



2

Gross Domestic Product (GDP)

GDP is the total value of everything produced by all the people and companies in the country in a year.

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

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

3

Concept of Project

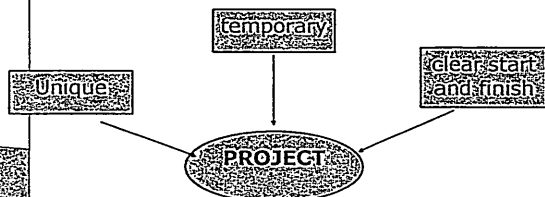
> Concept of project is not new. Has been in use for hundreds of years.

- Pyramids
- Great Wall
- Taj Mahal
- Panama Canal etc

4

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

A project can create:

- › A product that can be either component of another item or an item in itself,
- › A service or a capability to perform a service,
- › An improvement in the existing product or service lines;
- › A result, such as an outcome or document.

PMBOK, 6th edition

5

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."

7

So Project can be defined as:

Project is a time bound action plan to achieve specific objectives with specific resources, budget and performance parameters in certain location.

8

Characteristics of Project

- Specific objectives
- Clear beginning and end
- Temporary
- Unique output/service
- Specific resources
- Specific budget
- Specific schedule

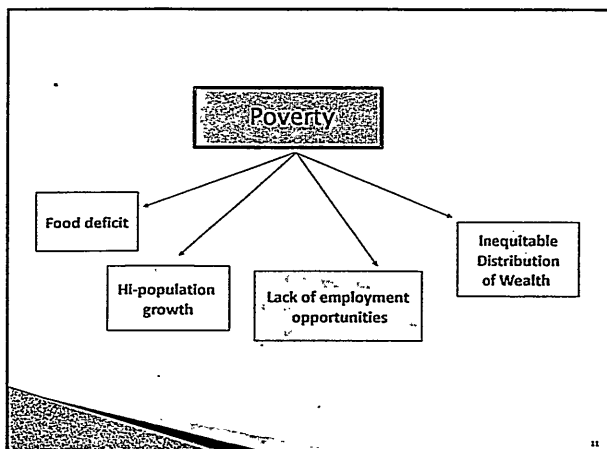
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Origin of Project Concept

Problem:

- (1) Poverty of a region
- (2) Poor Communication of an area
- (3) Traffic Jam of a City

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11

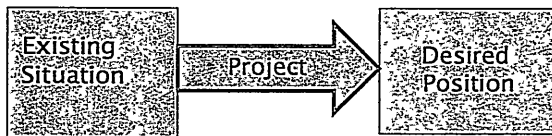
Concept of Project

Vision :

- (1) Poverty free country
- (2) Improved Communication
- (3) Developed Traffic System

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Problem



13

- **Program:** A program is a group of related projects or sub programs managed in a coordinated way to obtain benefits and control, not available from managing them individually.
- **Portfolio:** A portfolio refers to a collection of projects, programs, sub portfolios, and operations managed as a group to achieve strategic objectives.

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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.

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PMI- PMBOK

- 5 Process Groups
- 10 Knowledge Areas
- 49 processes

BPMI/PMI/PMI 3/12/2012

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Process Groups

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling and
5. Closing

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5 Process Groups

1	2	3	4	5
Initiating	Planning	Executing	Monitoring and Controlling	Closing

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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 Procurement Management
10. Project Stakeholder Management

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Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resources					
Communications					
Risk					
Procurement					
Stakeholders					

Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration	• Develop Project charter	• Develop project mgt. plan	• Direct & manage project work • Manage project knowledge	• M & C project work • Perform integrated change control	• Close project or phase
Scope		• Plan scope mgt. • Collect requirements • Define Scope • Create WBS		• Validate scope • Control scope	
Schedule		• Plan schedule mgt. • Define activities • Sequence activities • Estimate activity duration • Develop schedule		• Control schedule	
Cost		• Plan cost mgt. • Estimate costs • Determine budget		• Control costs	
Quality		• Plan quality mgt.	• Manage quality	• Control quality	

Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Resources		• Plan resource mgt. • Estimate activity resources	• Acquire resources • Develop team • Manage team	• Control resources	
Communications		• Plan communication mgt.	• Manage communications	• Monitor communications	
Risk		• Plan risk mgt. • Identify risk • Perform qualitative risk • Perform quantitative risk • Plan risk response	• Implement risk response	• Monitor risks	
Procurement		• Plan procurement mgt.	• Conduct procurements	• Control procurements	
Stakeholders	Identify stakeholders	• Plan stakeholder engagement	• Manage stakeholder engagement	• Monitor stakeholder engagement	

Initiation Process Group

- 1 Develop Project Charter
- 2 Identify stakeholders

Planning Process Group

1	Develop Project Mgt. Plan	13	Determine Budget
2	Plan Scope Management Plan	14	Plan Quality Management
3	Collect Requirements	15	Plan Resource Management
4	Define Scope	16	Estimate Activity Resources
5	Create WBS	17	Plan Communications Mgt.
6	Plan Schedule Management Plan	18	Plan Risk Management
7	Define Activities	19	Identify Risks
8	Sequence Activities	20	Perform qualitative risk analysis
9	Estimate Activity Durations	21	Perform quantitative risk analysis
10	Develop Schedule	22	Plan Risk Responses
11	Plan Cost Management	23	Plan Procurement Management
12	Estimate Costs	24	Plan Stakeholder management

25

Executing Process Group

1	Direct and Manage Project Work
2	Manage Project Knowledge
3	Manage Quality
4	Acquire Resources
5	Develop Project Team
6	Manage Project Team
7	Manage Communications
8	Implement Risk Responses
9	Conduct Procurement
10	Manage Stakeholder Engagement

PMATC/LESC 3/12/2012

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Monitoring and Controlling Process Group

1	Monitor and Control Project Work
2	Perform Integrated Change Control
3	Validate Scope
4	Control Scope
5	Control Schedule
6	Control Costs
7	Control Quality
8	Control Resources
9	Monitor Communications
10	Monitor Risks
11	Control Procurements
12	Monitor Stakeholder Engagement

27

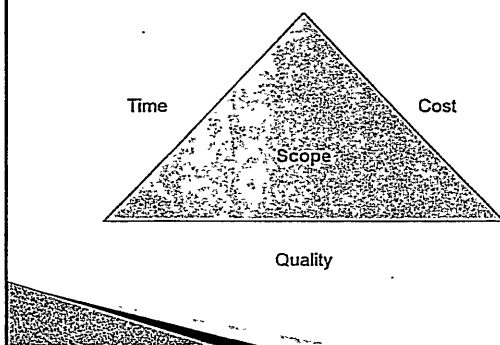
Closing

1	Close Project or Phase
---	------------------------

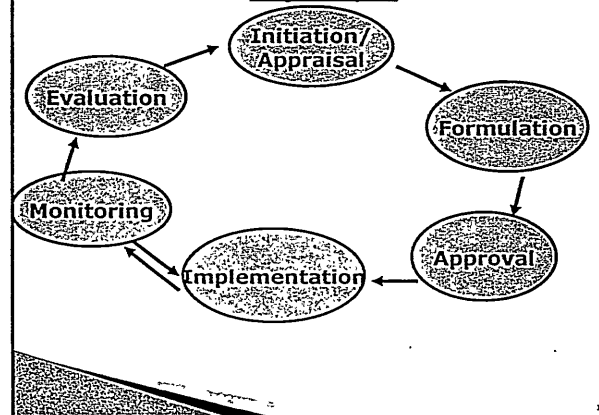
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A Balanced Project



Project Cycle



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Project Cycle

■ Pre-implementation	> Project Initiation > Appraisal > Formulation > Approval
■ Implementation	> Executing > Monitoring
■ Post-implementation	> Closing > Evaluation

21

Types of Project

According to Nature of project

- > Development Project
- > Technical Assistance Project
- > Feasibility Study Project

22

Types of Project

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.

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Types of Project

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

24

Types of Development Project based on Return/Benefit

- ▶ Type 'X': Self-financing projects i.e. projects which earn revenue through sale of output.
- ▶ Type 'Y': These are productive but non-revenue earning projects i.e. projects which give rise to tangible output, benefit of which do not accrue directly to projects themselves but to other parties.
- ▶ Type 'Z': Service sector projects i.e. projects which do not give rise to tangible output but provide service benefits to the society

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Types of Project

According to Source of Funding

- ❖ GOB Funded Project
- ❖ Foreign Assistance Project
- ❖ Own Funded Project

* JDCF Project (GOB Nature)

26

THANKS

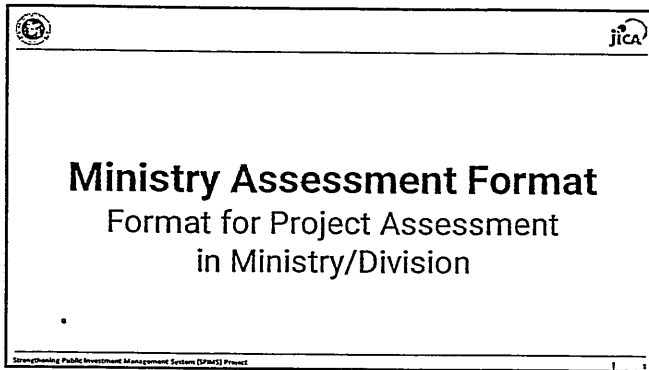
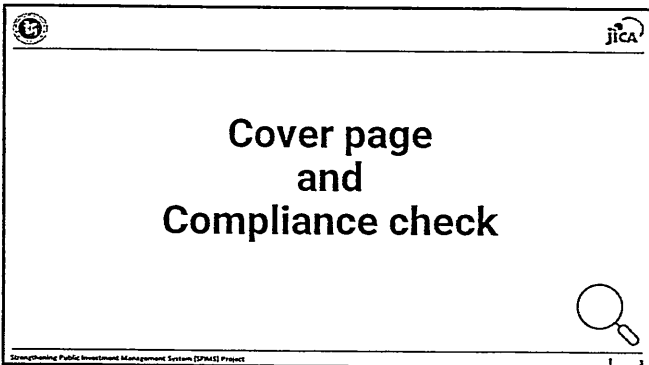


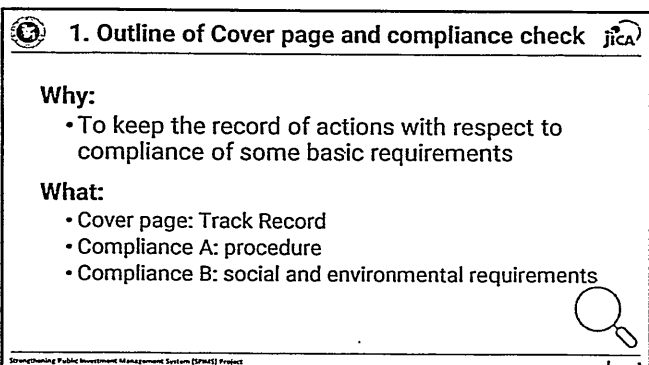
Table of Contents of Format
• Cover page and Compliance Check • Part I Basic Information • Part II Clarity of Logical Framework • Part III Land Acquisition, Rehabilitation/ Resettlement • Part IV Environment Requirements, Disaster & Climate Change Risks • Part V Sector-Specific Analysis • Part VI Cost Benefit Analysis • Part VII Evaluation Criteria • [After receiving Recast DPP] Check Sheet

Strengthening Public Investment Management System (SPIMS) Project



Contents
1. Outline of Cover page and Compliance check 2. Items in Cover page: Track Record 3. Questions in Compliance Check

Strengthening Public Investment Management System (SPIMS) Project



2. Items in Cover page: Track Record
• Receiving the DPP • Date of signature by Head of Agency • Date of receiving the DPP by Ministry Division • Date of receiving the DPP by Desk Officer • Assessing the DPP • Date of organizing Project Scrutiny Committee Meeting • Date of receiving the recast DPP • Date of endorsing the recast DPP • Sending the DPP • Date of submitting the recast DPP with Working Paper and MAF

Monitoring the Progress

Strengthening Public Investment Management System (SPIMS) Project

3. Questions in Compliance Check

3.1 Compliance A: procedure

- ✓ Examination by Committee of Agency
- ✓ Feasibility Study (More than TK. 50 Crore)
- ✓ [if applicable] Foreign Aid/ Loan (PDPP)
- ✓ [if applicable] : Projects of State-owned/Autonomous Institutions (No-Objection Letter and Prior consent)

The DPP should be sent back to the Agency.



Strengthening Public Investment Management System (SPIMS) Project

3. Questions in Compliance Check

3.2 Compliance B: Social, Environmental, and Disaster & Climate Change Risks

- ✓ Land Acquisition
- ✓ Rehabilitation/ Resettlement
- ✓ Environmental consideration
- ✓ Disaster & Climate Change Risks

Need to study further in relevant Parts of MAF: Part III or Part IV.



Strengthening Public Investment Management System (SPIMS) Project

Part I

Basic Information



Strengthening Public Investment Management System (SPIMS) Project

Part I Basic Information

Why:

- To confirm the basic information of the project

What:

- Sponsoring Ministry/Division
- Implementing Agency
- Concerned Sector Division of the Planning Commission
- Project Implementation Period
- Estimated Cost of the Project
- Project Location

Note: the project should be formulated within the jurisdiction of Sponsoring Ministry/Division as per the Allocation of Business.



Strengthening Public Investment Management System (SPIMS) Project

Part II

Clarity of Logical Framework



Strengthening Public Investment Management System (SPIMS) Project

Contents

1. Outline of Part II
2. Questions in Part II



Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part II

Why:
To understand the project design by applying the **standardized framework**

- Whether the contents and structure of the project are reflected correctly;
- consequently, whether the project is designed properly.

What is Logical Framework

- A tool for presenting a project's essence in one matrix.
- A tool for project management

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part II

Logical Framework as Standardized framework of Project Design

Officers in charge of project formulation

Officers in charge of project appraisal/evaluation

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part II

What:

- The adequacy of Narrative Summary
- The adequacy of Objectively Verifiable Indicators (OVI) and Means of Verification (MOV)
- The adequacy of Important Assumptions

Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part II

1. Project Purpose (2 questions)
2. Project Goal (3 questions)
3. Outputs (3 questions)
4. Inputs (4 questions)

Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part II

2.1 Project Purpose

- 1) Is the Project Purpose in the Narrative Summary stated clearly?
 - Direct result of the achievements of the Outputs
 - Expressed as positive changes in welfare/conditions for the beneficiaries
 - Highest objective, which the implementing agency shall bear responsibility for its achievement
- 2) Are the Objectively Verifiable Indicators (OVIs) for the Project Purpose set up clearly? Is the corresponding Means of Verification (MOV) set up clearly?
 - It should capture the essence of the NS.
 - SMART (Specific, Measurable, Achievable, Relevant, Time-bound), QQTL (Quality, Quantity, Time, Location)
 - MOV should be practical.

Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part II

2.2 Project Goal

- 1) Is the Project Goal in the Narrative Summary stated clearly?
 - A long-term indirect effect of the project, 2-5 years after project completion
- 2) Are the OVIs for the Project Goal set up clearly? Is the corresponding MOV set up clearly?
 - It should capture the essence of the NS.
 - SMART, QQTL
 - MOV should be practical.
- 3) Are important assumptions of the Project Purpose level indicated appropriately as conditions of Project Goal achievement?
 - Uncontrollable but important, and specific

Strengthening Public Investment Management System (SPIMS) Project

Project Approval Process

Md Shamimul Haque
Additional Secretary (Director)
CPTU, Ministry of Planning

National Trainer (CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

1

Points to be Discussed

- New Project Approval Process
- Revised Project Approval Process

2

Project Initiation

- ▶ Understanding and analysis of existing situation
- ▶ Analysis should include Strengths and Weakness, Opportunities and Threats (SWOT) of system and resources.

Activities of this stage:

- Study national plan
- National goal
- Sectoral priorities
- Project ranking in relation to priorities
- Define broad goal
- Select the project

5

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

4

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

5

Investment Project Processing

- ▶ For project of Roads and Highways consider Project Appraisal Framework(PAF)
- ▶ Executing Agency prepare project document in DPP Format and send it to administrative ministry
- ▶ Planning Wing/Branch of Ministry examine the DPP and place it to the Project Scrutiny Committee headed by secretary.

6

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)

7

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)

8

Investment Project Processing (con.)

- › For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate
- › After receiving DPP from Ministry, Sector-Division of Planning Commission complete appraisal
- › After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting

PEC is headed by member of Planning Commission

9

Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Plan. Com.	Chairperson
02	Chief, concerned Sector Division of the Plan. Com.	Member
03	Representative of Programming Division, Plan Com.	Member
04	Representative of General Economics Division, Plan Com.	Member
05	Representative of concerned Sector of IMED	Member
06	Representative of ECNEC Wing of Planning Division	Member
07	Representative of the sponsoring Ministry/Division	Member
08	Representative of Finance Division	Member
09	Representative of Economic Relations Division (if aid)	Member
10	Representative of M/o. Public Administration	Member
11	Representative of M/o. Environment and Forest	Member
12	Representative of M/o. Woman and Children Affairs	Member
13	Head of the concerned Executive Agency	Member
		10

Project Evaluation Committee (PEC)

Terms of Reference:

- Appraisal of acceptability of Development projects
- Examination of Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest in the DPP necessary amendment/ modification / alterations if necessary
- Formulate recommendations for approval by the competent authority

11

Investment Project Processing

- › PEC Recommend for approval or for necessary modification
- › PC can send DPP to Ministry for recast
- › Otherwise PC place it to the approval authority according to project cost
- › Approval authority
 - Honorable Planning Minister or
 - ECNEC

12

Investment Project Processing (con)

- ▶ If project cost up to 50 crore, Hon'ble Planning Minister approves it
- ▶ If project cost above 50 crore, ECNEC approves it

1
3

Executive Committee of National Economic Council (ECNEC)

- Hon'ble P.M. – Chairperson
- Hon'ble Minister for Finance – Alternate Chairman
- Other Members:
 - Minister for Road Transport and Bridges
 - Minister for Agriculture
 - Minister for Information
 - Minister for Local Govt Rural Dev and Cooperative
 - Minister for Education
 - Minister for Planning
 - Minister for Industries
 - Minister for Health and Family Welfare
 - Minister for Commerce
 - Minister for Housing and Public Works
 - Minister for Environment, Forest and Climate Change
 - Minister for Land
 - State Minister for Planning
 - Concern Minister/State Minister

1
4

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 aid of the development partners

15

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

1
6

Revision of Investment Project

- ▶ Two times revision allowed
- ▶ No post facto approval

1st Revision:

- ▶ Prepare in RDPP format.
- ▶ Concerned Ministry approve Revised Project whether cost increase/decrease (from original cost) up to 15% or in amount BDT 40 crore (which is less)
- ▶ With the recommendation of DPEC under conditions

1
7

Departmental Project Evaluation Committee

01.	Secretary of concerned Ministry /Division	Chairperson
02.	Representative of concerned Sector division of Plan. Com.	Member
03.	Joint chief/Deputy 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

1
8

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

1
9

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

2
0

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)
- ▶ For more than one year or 2nd time extension Planning Commission member approves
- ▶ For 3rd time Planning Minister extend project duration

2
1

TA Project Processing

- ▶ Executing Agency prepare project document in TPP Format and send it to administrative ministry
- ▶ Planning Wing/Branch of Ministry examine the TPP
- ▶ If total cost up to 10 crore and proportion of GOB within 30% of project cost, have to place it to DSPEC meeting
- ▶ Respective Minister approves TPP with recommendations of DSPEC

2
2

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	- Chairperson
02.	Representative of concerned Wing of the Plan. Com.	- Member
03.	Representative of concerned Ministry/Division	- Member
04.	Representative of Economic Relations Division (ERD)	- Member
05.	Representative of concerned Sector/sub-sector of IMED	- Member
06.	Representative of M/O. Establishment	- Member
07.	Representative of Finance Division	- Member
08.	Representative of National Board of Revenue (NBR)	- Member
09.	Representative of GED	- Member
10.	Representative of SICT	Member
11.	Representative of Programming Division	Member
12.	Representative of ECNEC Wing of Plan Div	Member
13.	Head of the concerned Executive Agency	Member

2
3

TA Project Processing (con.)

- ▶ Ministry send the TPP cost above 10 crore or GOB contribution above 30% to Planning Commission (PC)
- ▶ PC place it in SPEC meeting
- ▶ SPEC headed by Member
- ▶ Planning Minister approves TA Project upto 50 crore with the recommendation of SPEC.
- ▶ Above 50 crore ECNEC approves

2
4

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

25

Revision of TA Project

- › Two times project revision allowed
- › No post facto approval
- › If need 3rd revision— Prior permission from Planning Minister for processing

1st Revision:

- Prepare in RTPP format.
- Ministry approve Revised Project cost up to 25% increase/decrease or up to BDT 20 crore (which is less) with the recommendation of DSPEC

26

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

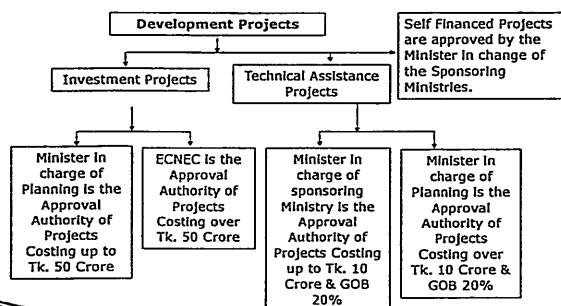
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Time Extension of TA Project without cost

- › Respective Minister extend project duration up to 1 year with the recommendation of ERD
- › For more than one year or 2nd time extension Planning Commission member approve with the recommendation of ERD
- › 3rd time extension by Planning Minister

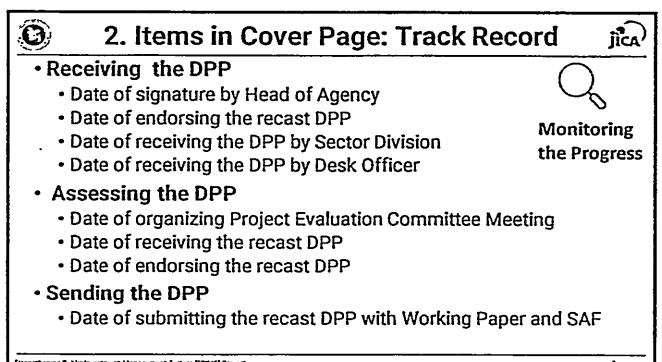
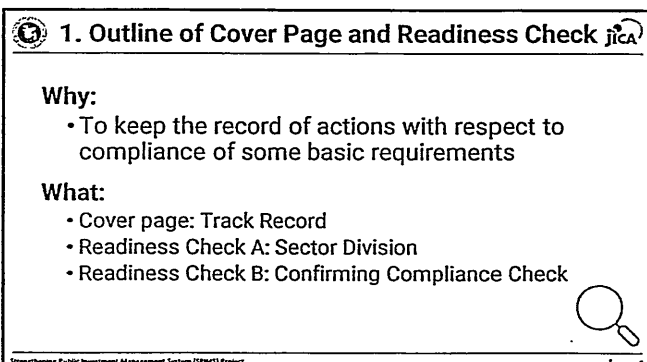
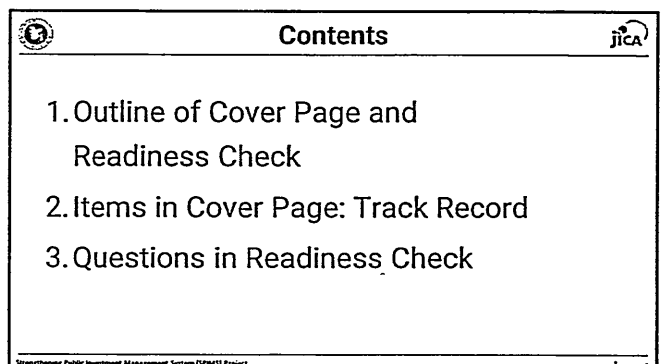
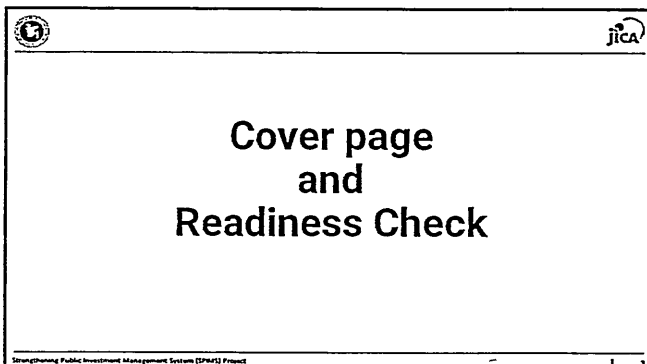
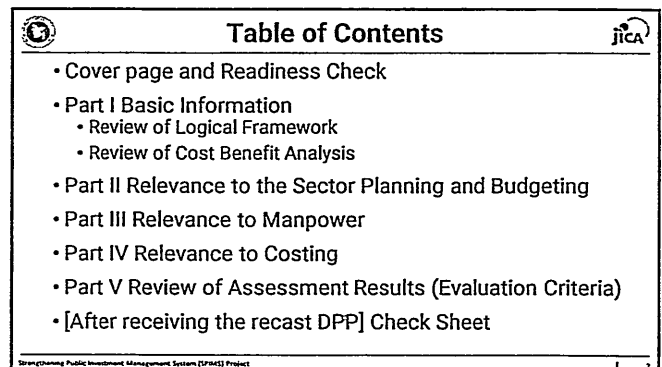
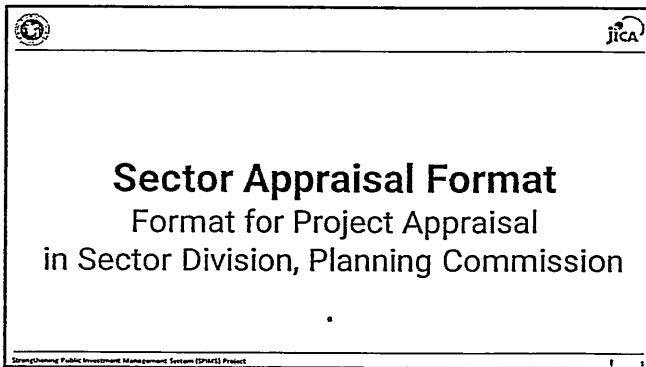
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Project Approval



29

THANK YOU



3. Questions in Readiness Check 

A. Sector Division

- Inclusion in the current ADP/RADP
- Project Scrutiny Committee
- Inter-ministerial meeting (Project linking more than one Sector/Ministry/Division)



Strengthening Public Investment Management System (SPIMS) Project

3. Questions in Readiness Check 

B. Confirming Compliance Check

B-1 Procedure

- Examination by Committee of Agency
- Feasibility Study
- Foreign Aid/ Loan
- Projects of State-owned/Autonomous Institutions
- Manpower Rationalization Committee

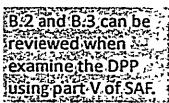


Strengthening Public Investment Management System (SPIMS) Project

3. Questions in Readiness Check 

B-2 Social, Environmental, and Disaster & Climate Change Risks

- Land Acquisition
- Rehabilitation/ Resettlement
- Environmental consideration
- Disaster & Climate Change Risks



B-3 Allocation of Business and Sector Specific Requirements



Strengthening Public Investment Management System (SPIMS) Project

Part I

Basic Information

Strengthening Public Investment Management System (SPIMS) Project

Contents 

1. Outline of Part I
2. Review of Logical Framework
3. Review of Cost Benefit Analysis



Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part I 

Why:

- To confirm the basic information of the project, and review the core parts of project assessment results

What:

- Basic Information
 - Sponsoring Ministry/Division
 - Implementing Agency
 - Concerned Sector Division of the Planning Commission
 - Project Implementation Period
 - Estimated Cost of the Project
 - Project Location
 - Year Wise Cost
- Review of Logical Framework and Cost Benefit Analysis



Strengthening Public Investment Management System (SPIMS) Project

2. Review of Logical Framework

Why:
To review the project design from third-party points of view

What:

- The appropriateness of the logical sequence of the project including important assumptions.
 - Are the purpose/ objective and goals overestimated?
 - Are any critical important assumptions missing?
- The adequacy of Objectively Verifiable Indicators (OVI) and Means of Verification (MOV)
 - Do the indicators represent the narrative summary?
 - Are the OVI and MOV practically available?

Strengthening Public Investment Management System (SPIMS) Project

3. Review of Cost Benefit Analysis

Why:
To review the economic and financial value of the project from third-party points of view

What (next slide in detail):

- The accuracy of the scope and method
- The results of analysis
 - Net Present Value (NPV)
 - Benefit-Cost Ratio (BCR)
 - Internal Rate of Return (IRR)

Strengthening Public Investment Management System (SPIMS) Project

3. Review of Cost Benefit Analysis

The accuracy of the scope and method

- Financial Analysis
 - Is cost (expenditure) underestimated?
 - Is benefit (profit) overestimated?
- Economic Analysis
 - Is cost underestimated?
 - Is benefit overestimated?

The results of analysis (NPV, BCR, IRR)

- Is the proposed project worth public investment, taking into account both financial and economic value?

Strengthening Public Investment Management System (SPIMS) Project

3. Review of Cost Benefit Analysis

Decision Making	CBA Outcome	EIRR < DR ENPV < 0 EBCR < 1	EIRR > DR ENPV > 0 EBCR > 0
	FIRR < DR FNPV < 0 FBCR < 1	No Go	Go and Finance the gap
	FIRR > DR FNPV > 0 FBCR > 1	Go & Tax or internalize the welfare cost	Go But No Subsidies

EIRR = Economic Internal Rate of Return
FIRR = Financial Internal Rate of Return
DR = Discount Rate

Strengthening Public Investment Management System (SPIMS) Project

Part II

Relevance with the Sector Planning and Budgeting

Strengthening Public Investment Management System (SPIMS) Project

Contents

1. Outline of Part II
2. Outline of Part II.1 Sector Planning
3. Questions in Part II.1
4. Outline of Part II.2 Sector Budgeting
5. Questions in Part II.2

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part II

Why:
To appraise the relevance of the proposed project with the sector strategy/ plan and budget from the Sector's viewpoints

What:

- **Sector Planning:** Relevance of the project with the sector strategy
- **Sector Budgeting:** Relevance of the project with the sector budgetary resources

2. Outline of Part II.1 Sector Planning

Why
To confirm that "the extent to which the proposed project can contribute the sector's purpose".

What
Relations between the proposed project and the development plan of the sector, by looking into the key indicators of the sector

2. Outline of Part II.1 Sector Planning

Documents

- Long Term: Delta Plan 2100, Perspective Plan 2041
- Medium Term: Five Year Plan
- Sector Action Plan/ Sector Strategy Paper

Other references

- Annual Report of the Sector, Ministry/Division
- Periodic Monitoring Report

3. Questions in Part II.1

- (1) Existence of the Sector Strategy Paper (SSP)
- (2) Comments related to the relevance with the SSP
- (3) Comments related to the relevance of the project in terms of the Bangladesh Delta Plan 2100, Perspective Plan 2021-2041, Five Year Plan, and other documents related to Sector Policy and SDGs (if any)

4. Outline of Part II.2 Sector Budgeting

Why
To confirm that "financing the proposed project is appropriate in the context of the overall economic situation of the country".

What
Budget allocation to the proposed project in the multi-year perspective, by referring to the Fiscal Space of the Sector

4. Outline of Part II.2 Sector Budgeting

Key elements

- Budget Ceiling (Dot line)
- Baseline Estimate (Double line)
- Fiscal Space (Gray area)

Documents/ Data

- Multi-Year Public Investment Programme (in ADP Management System: AMS)
- Financial Plan (Annexure VII of DPP)
- Unapproved new projects of the Sector (in the APD/RADP)

5. Questions in Part II.1

- (1) Existence of the Multi-Year Public Investment Programme (MYPIP)
- (2) Comments related to the relevance with the MYPIP*
- (3) Comments related to the relevance with the MTBF (Annexure VII of DPP)
- (4) Comments related to the relevance with unapproved new projects included in the ADP/RADP




Strengthening Public Investment Management System (SPIMS) Project

Part III

Relevance to Manpower




Strengthening Public Investment Management System (SPIMS) Project

Contents

1. Outline of Part III
2. Questions in Part III




Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part III

Why:
To review the manpower setup from third-party points of view

What:

- Manpower during project implementation
- Manpower during O&M

Manpower setup should be reconsidered, when project design and/or budget ranges are modified.




Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part III

- 1. Confirmation of manpower setting**
 - During Project Implementation (DPP item 11. Annexure II)
 - During O&M (DPP item 13, and 32., Exit Plan/O&M Plan)

Note:

- The Manpower Rationalization Committee of Finance Division provides recommendations.




Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part III

- 2. Manpower during project implementation**
 - (1) Comments by Manpower Rationalization Committee
 - (2) Review the manpower setup
 - Organization's structure
 - Posts
 - Incurred Cost
 - Schedule
 - Distribution of manpower
 - Balance and burden of duties
 - Technical requirements




Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part III

3. Manpower during O&M

(1) Comments by Manpower Rationalization Committee

(2) Review the manpower setup

- O&M management responsibility
- Organization's structure
- Incurred Cost
- Government involvement in O&M
- Technical requirements
- Budget

2 patterns
 A. the organization for O&M already exists
 B. the organization for O&M will be newly formed



Strengthening Public Investment Management System (SPIMS) Project

Part IV

Relevance to Costing



Strengthening Public Investment Management System (SPIMS) Project

Contents

1. Outline of Part IV

2. Questions in Part IV



Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part IV

Why:
 To review the cost estimation from third-party points of view

Note: Paragraph 3.1.10 of the Green Book 2022
 In special cases cost rationalization of the proposed project may be done by the Cost Rationalization Committee constituted by the PEC.



Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part IV

What:

- Cost estimation during project implementation
- Cost estimation during O&M

Review based on the following aspects

- Are cost estimates underestimated by excluding the cost of necessary Inputs to produce the planned Outputs?
- Are cost estimates overestimated by including the cost of Inputs that are not required to produce the Planned Outputs?



Strengthening Public Investment Management System (SPIMS) Project

2. Questions in Part III

1. Cost estimation for project implementation
2. Price contingency and physical contingency
3. Vehicles and equipment
4. Cost estimation for operation and maintenance



Strengthening Public Investment Management System (SPIMS) Project

Part V

**Review of Assessment
Results (Evaluation Criteria)**

Strengthening Public Investment Management System (SPIMS) Project

Contents

1. Outline of Part V
2. Questions in Part V

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part V

Why:
To review the value of project considering the evaluation criteria from third-party points of view

Evaluation criteria

- A framework for determining the value of a project in a systematic manner
- Evaluation Criteria in Ministry Assessment is based on OECD-DAC's Evaluation Criteria: one of the most widely used and tested sets of evaluation criteria

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part V

What:

1. **Relevance:** Justification of the project in relation to development priorities.
2. **Effectiveness:** The extent to which the Project Purpose would be achieved on the basis of Outputs.
3. **Efficiency:** How efficiently Inputs & Activities are converted into Outputs.

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part V

4. **Impact:** Significant higher-level or long-term effects of the project, both positive and negative, and intended and unintended.
5. **Sustainability:** The extent to which the positive effects of the project will continue after completion of the project.

Risks: Risk and mitigation measures during the project implementation, and O&M

Strengthening Public Investment Management System (SPIMS) Project

1. Outline of Part V

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

Strengthening Public Investment Management System (SPIMS) Project

 **2. Questions in Part V** 

1. **Relevance:** 1) Strategies, 2) Financial Resources, 3) Beneficiaries, and 4) Project Location
2. **Effectiveness:** 1) Outputs – Project purpose
3. **Efficiency:** 1) Cost estimation/ Cost comparison, 2) Duration, 3) Materials, 4) Manpower 5) Risk during implementation and 6) Mitigation Measures
4. **Impact:** A) Longer term effect, B) Indirect effect 1) During Implementation (Negative& Positive), and 2) During O&M (Negative & Positive)
5. **Sustainability:** 1) Institutional, 2) Organizational, and 3) Financial
6. **Risk:** 1) Risk during O&M and 2) Mitigation Measures

Strengthening Public Investment Management System (SPIMS) Project 43

 **Check Sheet** 

Check Sheet
Use after receiving the Recast DPP

Strengthening Public Investment Management System (SPIMS) Project 44

 **Check Sheet** 

Why:

- To confirm if the DPP is recast based on Project Evaluation Committee (PEC) Meeting's decision

If the PEC Meeting needs to be held again, use the SAF to examine the recast DPP

What:

- Cost Rationalization Committee
- All relevant parts of SAF that have been commented on by the PEC.



Strengthening Public Investment Management System (SPIMS) Project 45

 **Frequently Asked Question (FAQ)** 

1. **Is the SAF applicable for assessing the TAPP/TPP?**
Answer: No, the SAF is not applicable for assessing the TAPP/TPP. The SAF is only applicable for Development Projects.
2. **Is the SAF applicable for the Revised DPP/ TAPP?**
Answer: No, the SAF is not applicable for the Revised DPP and TAPP/TPP. The SAF is only applicable for the new DPP/ Recast DPP (including foreign-financed projects).
3. **Should the Ministry/ Division send the MAF and Check Sheet to the Sector Division, Planning Commission?**
Answer: Yes, the Ministry/ Division should send the MAF and Check Sheet to the Sector Division, Planning Commission together with the DPP. The Project Scrutiny Committee Working Paper and Meeting Minutes should be attached to the DPP.



Strengthening Public Investment Management System (SPIMS) Project 46

Debt Management Bangladesh:
Sustainability & Policy Issues

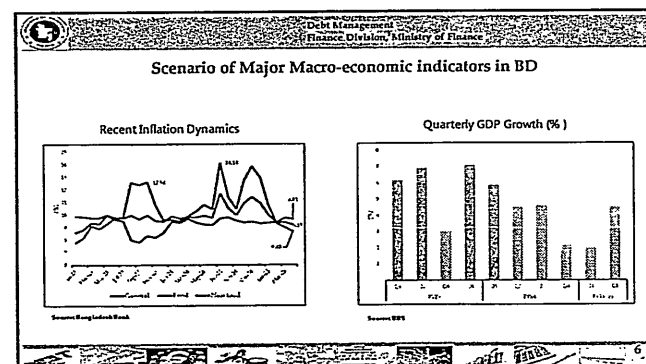
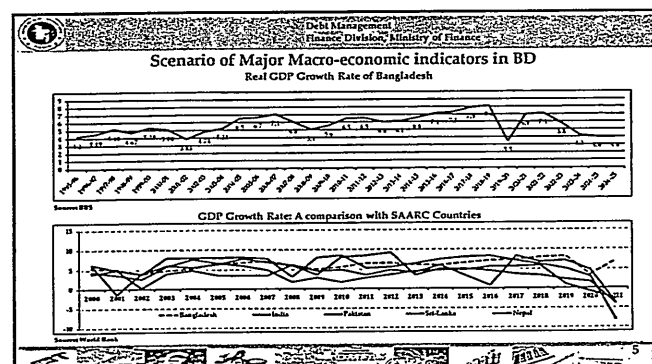
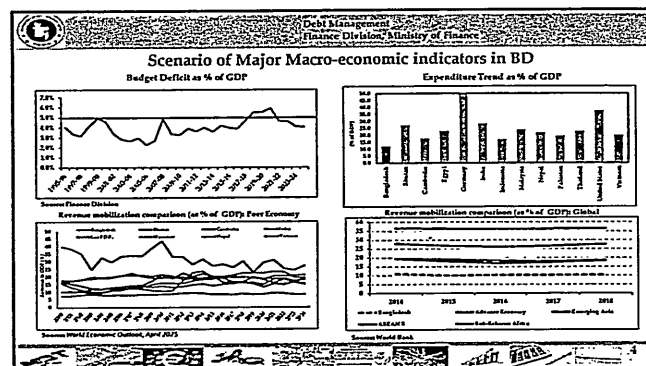
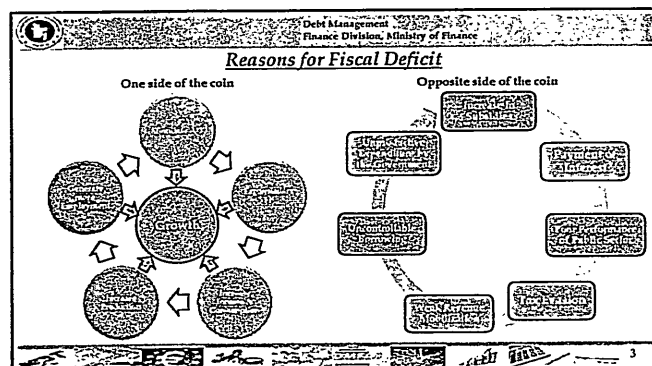
Md. Monzorul Haque
Joint Secretary
Finance Division

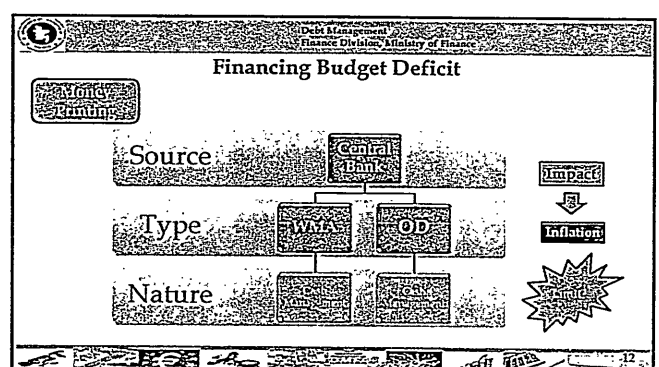
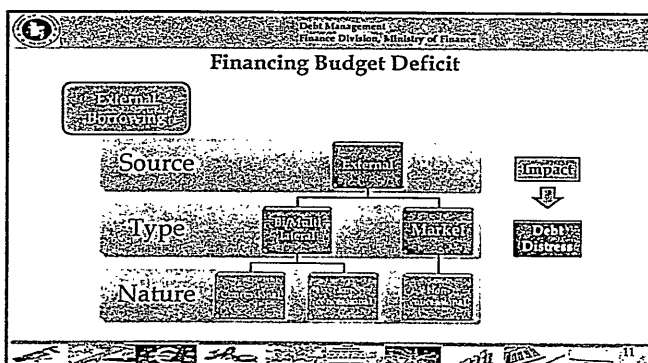
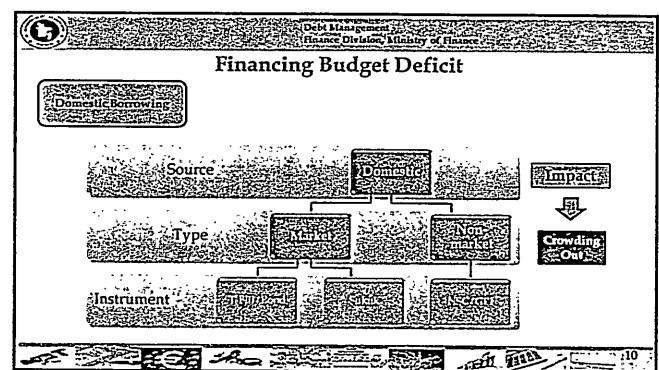
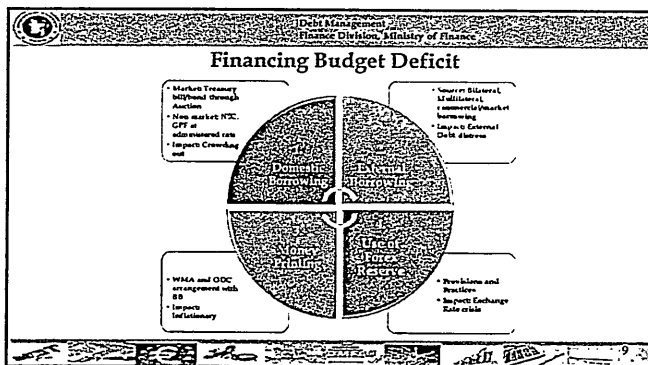
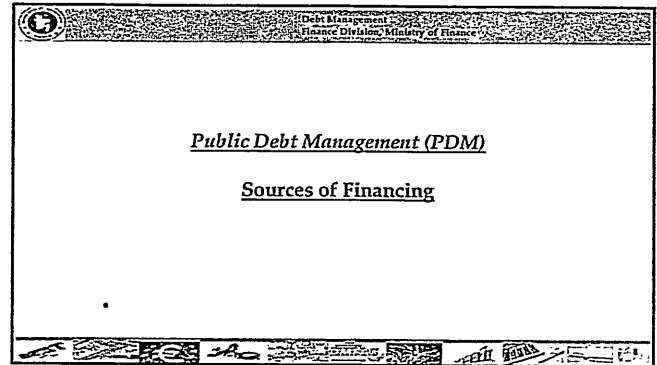
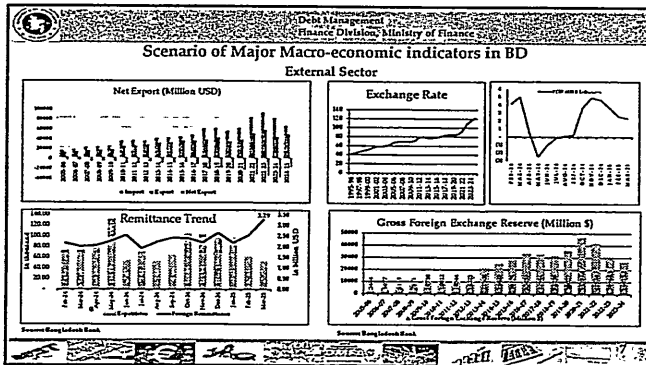
Senior Staff Course (SSC)
BPATC

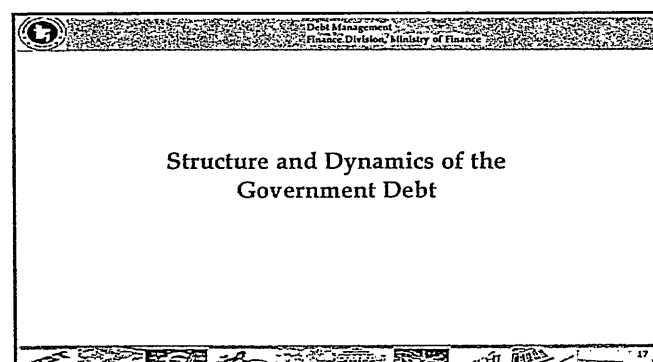
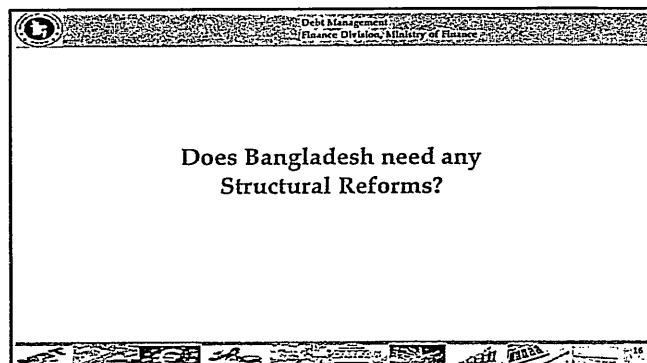
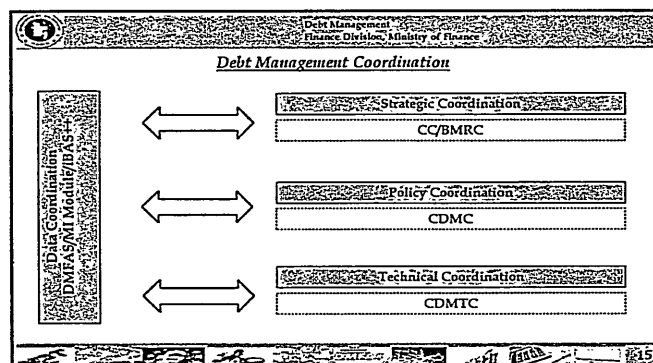
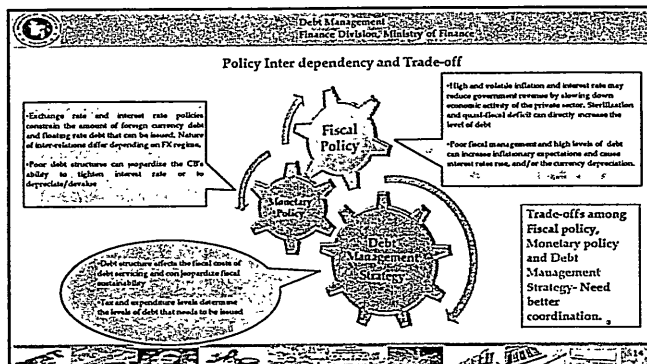
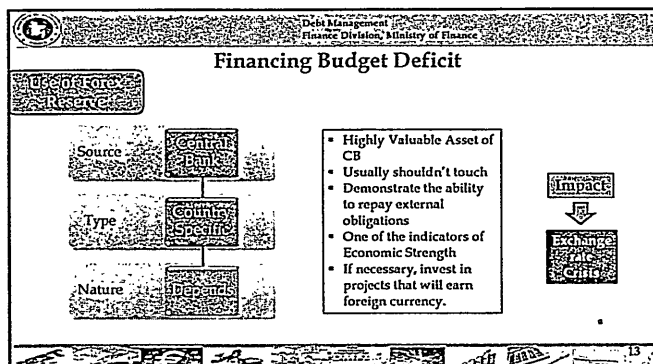
Debt Management Bangladesh:
Sustainability & Policy Issues

Outline

- Philosophy and Rationale of Deficit Budget
- Major Macroeconomic Indicators of Bangladesh
- Sources of borrowing & their Cost and Risk factors
- Policy trade-offs, Coordination and Institutional reforms
- Debt Portfolio of BD
- Macroeconomic and Structural factors and its impact on DM
- Debt sustainability of BD
- Challenges and Recent initiatives







Debt Management
Finance Division, Ministry of Finance

Debt Stock of the Government as of March 2015

	Domestic Debt (A+B)	External Debt (C)	Total Debt (A+B+C)
A. Domestic Debt (A+B)	8,43,650	9,81,650	18,25,300
1. Debt from Banking Sources	4,20,350	5,28,250	9,48,600
1.1. Central Bank Facilities	750	17,600	18,350
1.2. Treasury Bills	77,000	1,33,450	2,10,450
1.3. Treasury Bonds & STPB	3,24,600	3,68,800	6,93,400
1.4. SALR	18,000	18,000	36,000
2. Debt from Non-Bank sources	4,28,300	4,33,570	8,61,870
2.1. Debt from FSCs	3,65,500	3,62,230	7,27,730
2.2. Others (GPF)	62,740	71,340	1,34,080
B. External Debt (C)	9,81,650	6,72,978	16,54,628
Total Debt (A+B+C)	18,25,300	16,54,628	34,79,928

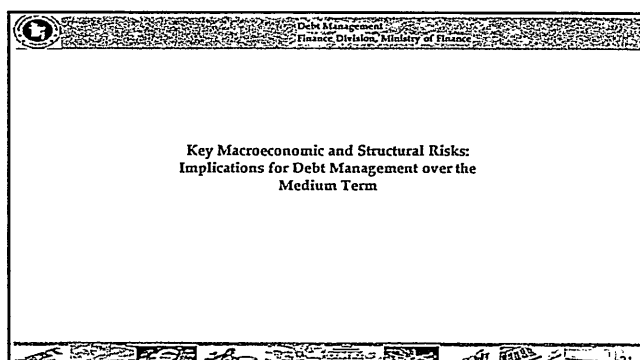
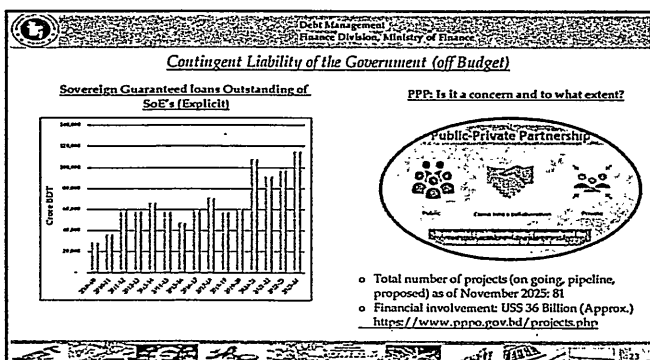
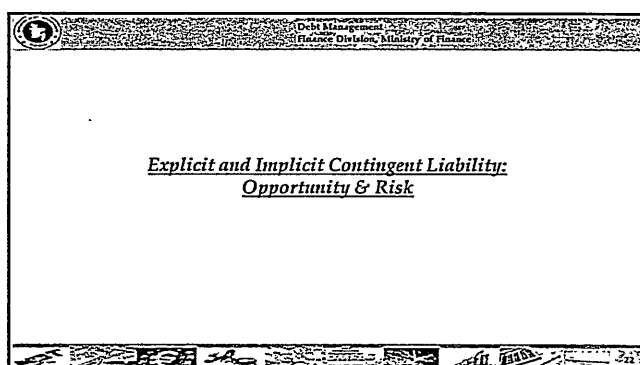
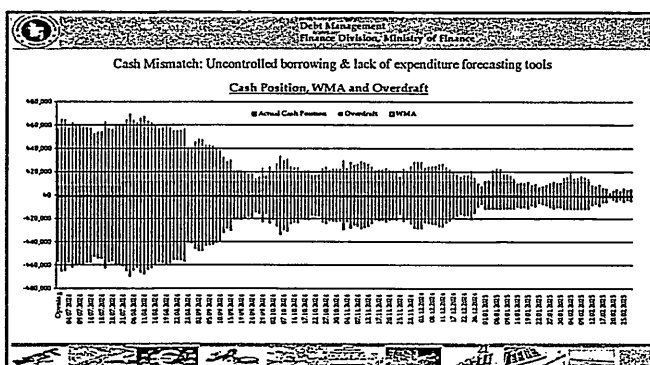
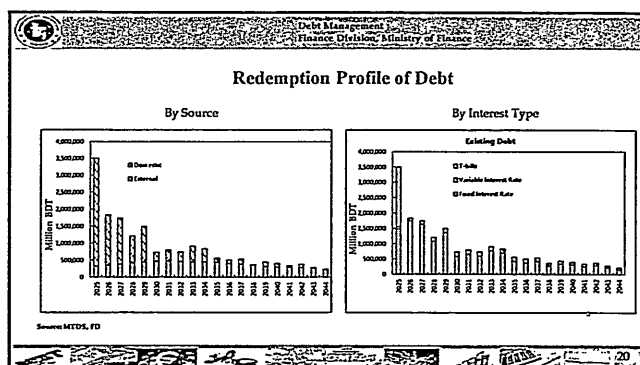
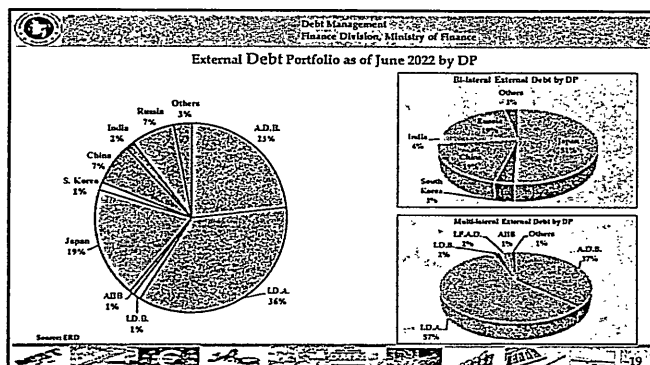
Source: BL, KCO, EDC, R-Report

Total Debt Portfolio

Domestic Debt: 50.3%, External Debt: 49.7%

Domestic Debt Portfolio

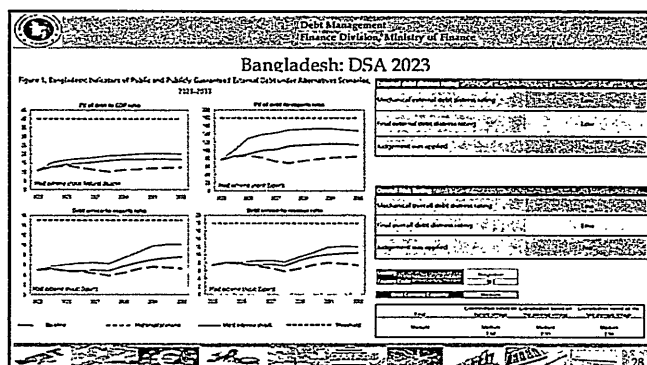
Bank: 50.3%, Non-Bank: 49.7%



Debt Management Strategy Finance Division, Ministry of Finance			
Key Macroeconomic Risks and Implications for Debt Management			
Risk Category	Risk Description	Implications for Debt Management	Debt Risk Rating
GD	Sluggish growth due to pandemic and war	Leads to lower government revenues and an increase in social expenditure, widening the fiscal deficit, and thereby, increasing the debt level and interest cost.	High
Balance of Payments	Low Remittances inflow, export and higher import.	Pressure on the BoP, currency depreciation, directly affecting the external debt service in terms of local currency.	High
Monetary conditions	Negative real interest rates. Global inflation risk leads domestic prices to be increasing (especially for hike and lead to reversing the loose long-term domestic borrowing).	Borrowing costs of new debt in nominal terms would be increasing (especially for monetary policy stance).	Medium

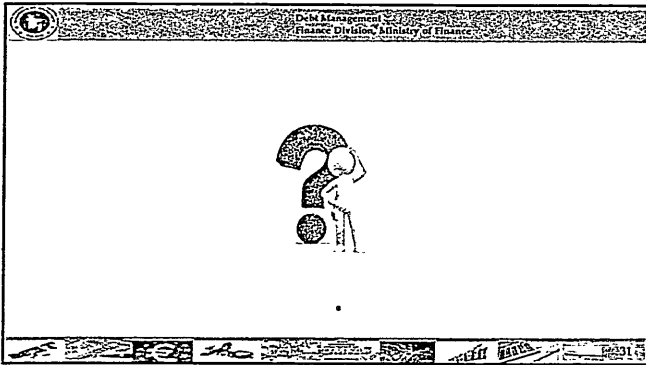
Debt Management Strategy Finance Division, Ministry of Finance			
Key Structural Risks and Implications for Debt Management			
Risk Category	Risk Description	Implications for Debt Management	Debt Risk Rating
Concessional financing	Access to concessional financing will decline due to graduation from LIC.	Alternative financing from semi-concessional or market sources may open up but interest cost will be higher.	Medium
National Savings	The NSC remains the major financing instrument till date.	The NSC constrains domestic financing via market-based instruments. It is also considered an impediment to developing the secondary bond market.	Medium
Contingent liability	State-owned banks and enterprises contain hidden debt, potentially requiring bail-out support.	Risks of materialization of contingent liability leading to debt liabilities by the government.	High
Climate Change	The exposure to climate shocks is particularly relevant to Bangladesh and management with broad expertise, climate warrants a focus on climate financing.	Financing may not materialize.	Medium

Debt Management Strategy Finance Division, Ministry of Finance	
Debt Sustainability	



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

Debt Management Strategy Finance Division, Ministry of Finance	
Recent Initiatives to Improve the DM	
- o Updating the legal issues (Debt Act/Rules etc.) - o Automation of Retail Debt Management - o Market-linked NSC interest rate - o Deepen of G. Secs Market (BGTB rules, Trading facilities on DSE, CSE Platform) - o Developing of an Integrated Debt Database - o Prepared the 3rd Medium Term Debt Management Strategy (MTDS) - o Capacity development of officials for conducting DSA by own	



Module:9

Cross-Cutting Issues

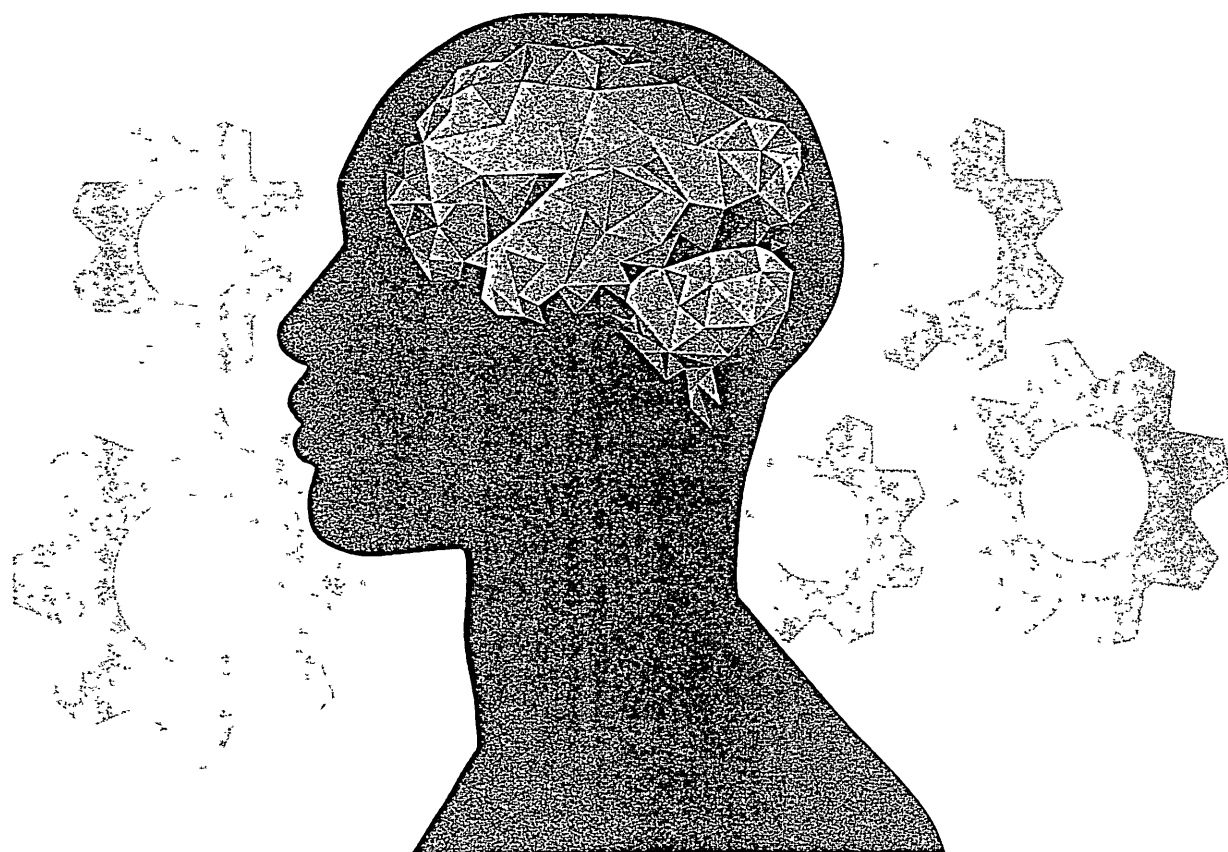
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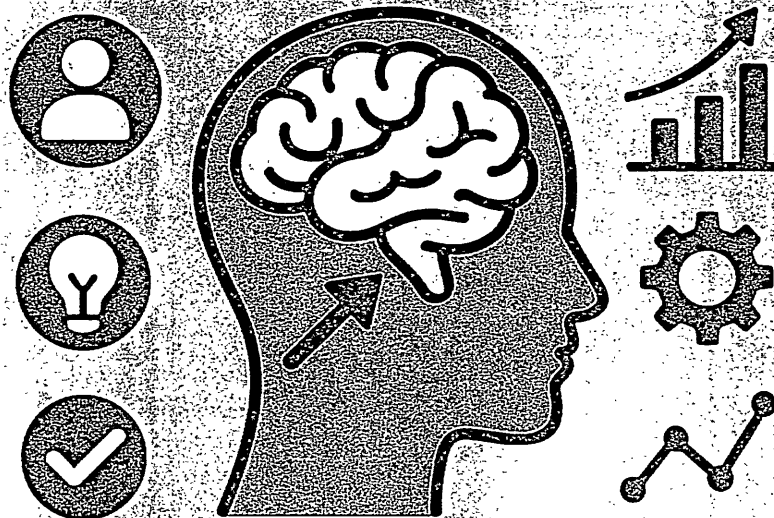
***Training Session on
'Behavioral Science, Ethical Standard
and Virtue'***



Dr. Md. Mokhles ur Rahman
MPA, Harvard University, USA
Senior Secretary & Member Planning
Commission

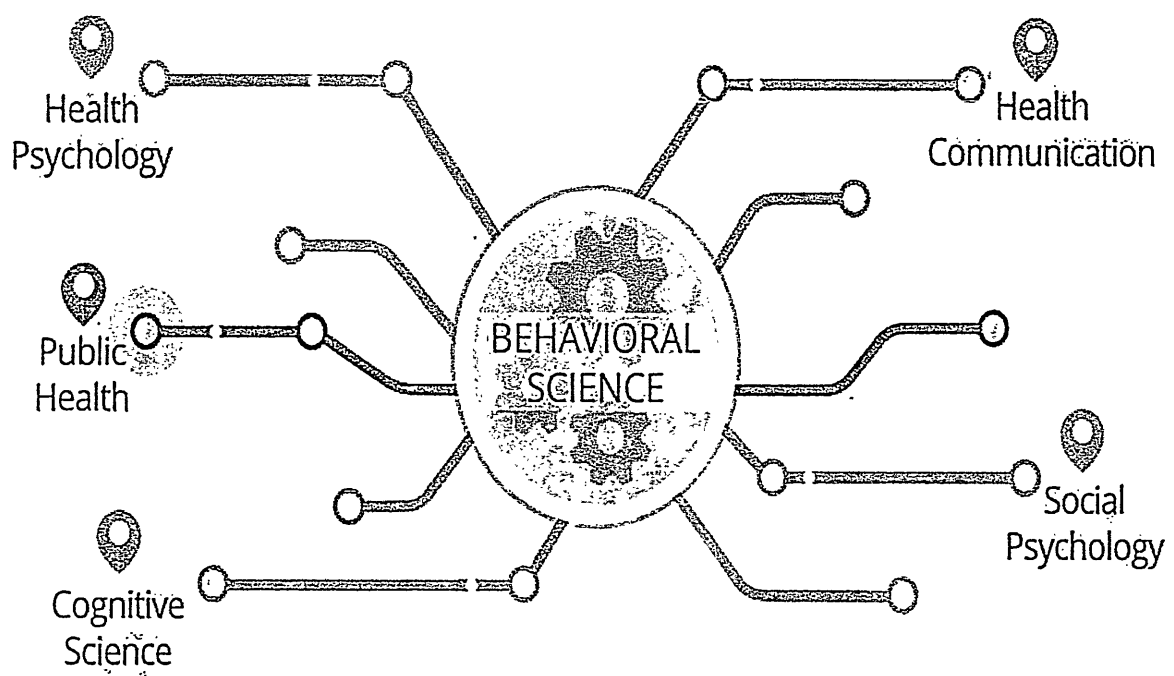


BEHAVIORAL SCIENCE



Behavioral Science

- ❖ Definition
- ❖ Purpose
- ❖ Key areas
- ❖ Applications
- ❖ Important principles
- ❖ Benefits



➤ Five Behavioral Sciences:

- ⇒ Psychology
- ⇒ Sociology
- ⇒ Anthropology
- ⇒ Management and
- ⇒ Medicine

➤ Importance of Behavioral Sciences:

- ⇒ Affect human behavior
- ⇒ Psychological influences
- ⇒ Behavioral influences
- ⇒ Biological influences
- ⇒ Societal influences
- ⇒ Understanding behavioral science and recruitment

➤ **Behavioral Science in the Workplace:**

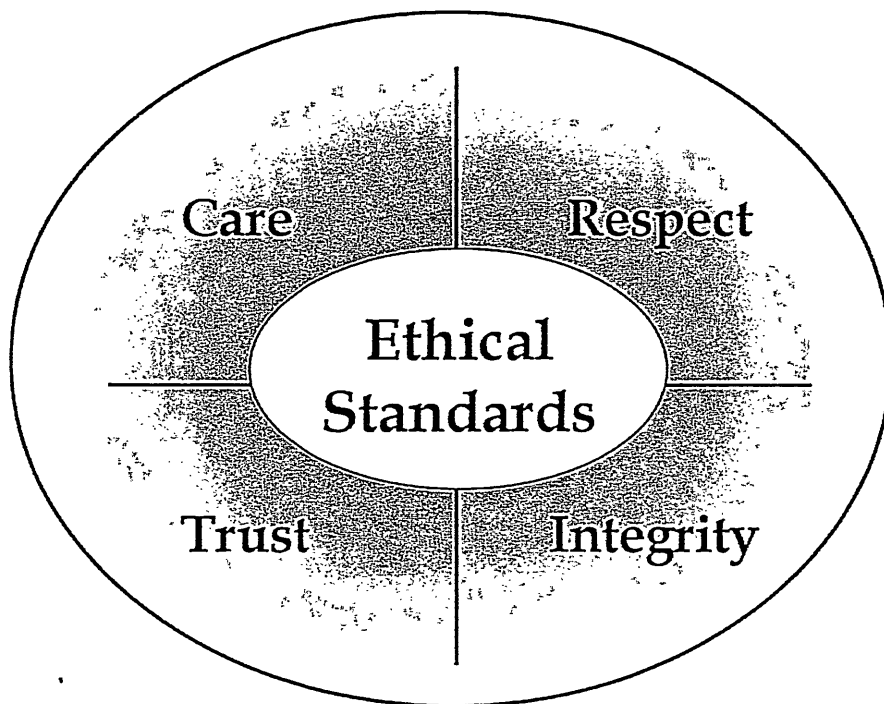
- ⇒ Effective performance management
- ⇒ Promoting or stifling creativity and innovation
- ⇒ Encourage healthy behaviors
- ⇒ Fostering the well-being of employees
- ⇒ Better interpersonal relations in the workplace

Behavioral Sciences Supports:

- ✓ Increase impact
- ✓ Simplify administration
- ✓ Enhance efficiency
- ✓ Design evidence-based policies
- ✓ Save costs and time

Ethical Standards





Ethical Standard:

- ➡ Integrity**
- ➡ Objectivity**
- ➡ Professional competence and due care**
- ➡ Confidentiality**
- ➡ Professional behavior**
- ➡ Accountability**

Examples of Ethical Standard:

- **Honesty and truthfulness**
- Confidentiality and privacy
- Respect for diversity and equality
- Fair treatment and non-discrimination
- Accountability for one's actions

Ethical Standard in the Workplace:

- ➡ Follow company policies and laws**
- ➡ Avoid conflicts of interest**
- ➡ Report unethical behavior**
- ➡ Treat everyone with respect and fairness**



Importance of Virtue:

- ➞ **Helps people make ethical decisions**
- ➞ **Builds trust and respect in society**
- ➞ **Creates a strong moral character**
- ➞ **Promotes peace and cooperation among individual**

Types of Virtue:

- **Moral virtues: Honesty, Courage & Compassion**
- **Intellectual virtues: Wisdom, Curiosity & Critical Thinking**
- **Civic virtues: Justice, Responsibility, Patriotism**
- **Spiritual virtues: Faith, Humility & Forgiveness**

Examples of Virtue:

- ➡ **Helping others without expecting reward**
- ➡ **Admitting mistakes honestly**
- ➡ **Treating everyone with respect**
- ➡ **Taking responsibility for your actions**

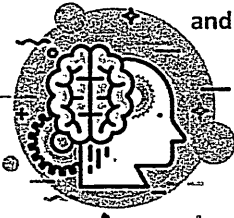


Q & A

Thank
you




Changing Attitude & Mindset, and Empathy Building for Better Service Delivery



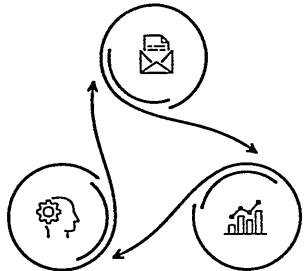
Md. Abu Bakar Siddique, Grade- 1 (retd)
Vice-chairman
Bangladesh Telecommunication Regulatory
Commission




Attitude

Mindset

Empathy





Attitude

Work attitude refers to an individual's feelings, beliefs, and behaviors toward their job, the organization they work for, and their colleagues. It's a fundamental concept in organizational behavior because it significantly impacts various outcomes, including productivity, performance, employee retention, and overall workplace culture.




Components of Work Attitude

Cognitive Component

This relates to an individual's thoughts, beliefs, and knowledge about their job or workplace.

Affective Component

This involves an individual's feelings and emotions about their job or workplace.

Behavioral Component

This refers to an individual's tendency or intention to act in a certain way based on their cognitive and affective components.

↑

Attitudes generally have three components, and this applies to work attitudes as well.

When people consistently act to see positive change, they'll go. When people consistently act to see negative change, they'll go. When people consistently act to see negative change, they'll go.




Benefit for attitude



Creates a positive environment
When you implement a positive attitude at work, your colleagues and team members may be more likely to follow your example.



Reduces stress
By changing your reaction to stressors at work and thinking positively, you may be able to accomplish more tasks. This can help to reduce the overall stress levels.



Increases productivity levels
When you feel better about your work, you may be able to think more creatively.



Demonstrates leadership capabilities
Managers and leaders often prefer to promote employees who have the potential to influence others positively.



Improves decision-making
When you have a positive attitude, you can think more critically and focus on solutions rather than challenges.



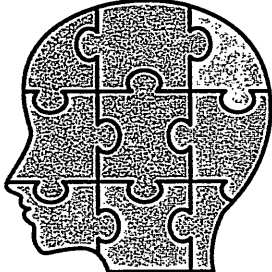

Ways To Develop and Maintain a Positive Attitude at Work

Adjust Your Vocabulary
Using positive language rather than negative can help you improve your overall attitude while at work.

Find Solutions
Rather than making complaints, consider potential solutions to the issue.

Show Your Appreciation
Try doing nice things for others in your office without expecting anything in return.

Interact With Positive People
Make an effort to increase your interactions with positive people, as this can help you develop a more positive mindset.



Develop Goals
Developing both professional and personal goals for yourself can allow you to work toward achieving something important to you and overcome setbacks more quickly, allowing you to reduce negative feelings more easily.

Learn New Things
Take some time each day to learn something new.

Think Ahead
You can often work more productively, avoid stress and improve your attitude by thinking about things before they occur.

How Attitude can be changed



- Persuasion (Through Communication)**
Persuasion involves using communication to guide people toward adopting a new attitude or modifying an existing one. Key factors influence the effectiveness of persuasive messages are Source Characteristics, Message Characteristics, Audience Characteristics.
- Cognitive Dissonance Theory (Leon Festinger)**
This theory suggests that people strive for consistency between their thoughts, feelings, and behaviors. When there's an inconsistency (dissonance), it creates psychological discomfort, which motivates individuals to reduce that discomfort.
- Social Influence**
Our attitudes are heavily shaped by the people and groups around us like Conformity, Compliance, Identification and Internalization.
- Experience and Learning**
Having a positive or negative personal experience with an attitude object can profoundly change one's attitude towards it. Learning and adopting attitudes by observing the behaviors and attitudes of others, particularly those we look up to.
- Self-Perception Theory**
This theory suggests that sometimes, we infer our attitudes by observing our own behavior, especially when our initial attitudes are weak or ambiguous.

Factors that make attitude change difficult



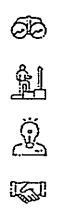
- Strongly Held Attitudes**
Attitudes that are deeply rooted in personal values, past experiences, and group identity are highly resistant to change.
- Personal Relevance**
Attitudes about issues that directly affect one's individual well-being are harder to shift.
- Prior Commitment**
Once someone publicly commits to an attitude, they are less likely to change it due to consistency pressures.
- Resistance to Persuasion**
People can actively resist persuasive attempts by:
 - Forming**: Knowing in advance that an attempt will be made to persuade them and preparing to resist.
 - Immunity**: Being exposed to weak arguments against their attitude, which then helps them build "resistance" to stronger attacks.
 - Reactance**: A negative emotional reaction where one feels their freedom to hold a certain attitude is being threatened.

Changing mindset with attitude

The relationship between attitude and mindset is often described as hierarchical. Mindsets are broader, deeper, and more ingrained sets of beliefs that form the foundation for our attitudes. Attitudes, in turn, are more specific evaluations and predispositions towards particular things, people, or situations.

when an attitude is changed, it can contribute to a shift in mindset

How Changing Attitude Can Change Mindset



- New Emotional Response**
If your attitude toward challenges becomes more positive (e.g., seeing failure as a lesson instead of defeat), over time your mindset may shift from fixed to growth.
- Behavior**
A positive attitude leads to more constructive behaviors (trying harder, persisting). These actions give positive results, reinforcing a belief that you possess a core of the growth mindset. In psychology, this is a feedback loop between cognitive, emotional, and behavioral states.
- Attitude Reinforcement**
A positive attitude leads to more constructive behaviors (trying harder, persisting). These actions give positive results, reinforcing a belief that you possess a core of the growth mindset. In psychology, this is a feedback loop between cognitive, emotional, and behavioral states.
- Mindset**
With an attitude that makes you more confident, less skeptical, and more open to challenges, you're primed for a change in mindset. For instance, adopting a more grateful or hopeful attitude can lead to a more solution-focused mindset.
- Attitude Opening the Mind to New Possibilities**
With an attitude that makes you more confident, less skeptical, and more open to challenges, you're primed for a change in mindset. For instance, adopting a more grateful or hopeful attitude can lead to a more solution-focused mindset.
- Social and Environmental Influence**
When someone's attitude changes due to new influences (peers, mentors, environment), it often exposes them to new ways of thinking—gradually transforming their mindset.

Changing an attitude is often the first step in a dynamic process that can lead to a deeper mindset transformation. It's like adjusting a single dial (attitude) that, over time and with consistent reinforcement, can recalibrate the entire operating system (mindset).

Empathy

Empathy is the ability to understand and share the feelings, thoughts, and experiences of another person from their perspective. It's about putting yourself in someone else's shoes and genuinely connecting with what they are going through, without necessarily having had the exact same experience yourself.

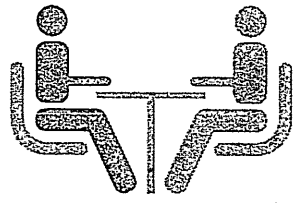
Cognitive Empathy

Cognitive empathy means that you can understand another person's perspective. It is also referred to as perspective-taking or putting yourself in someone else's shoes.

Emotional Empathy

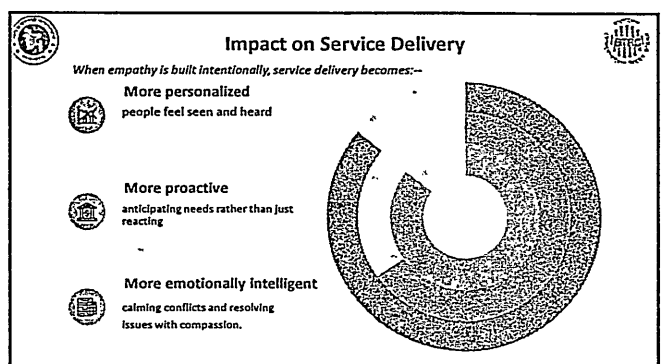
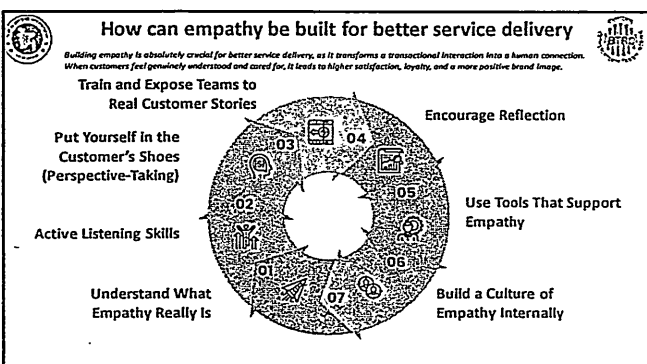
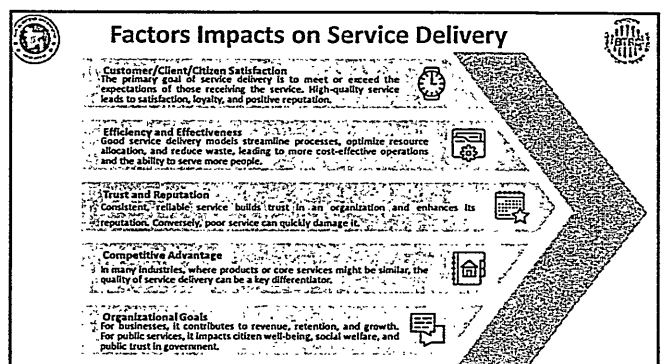
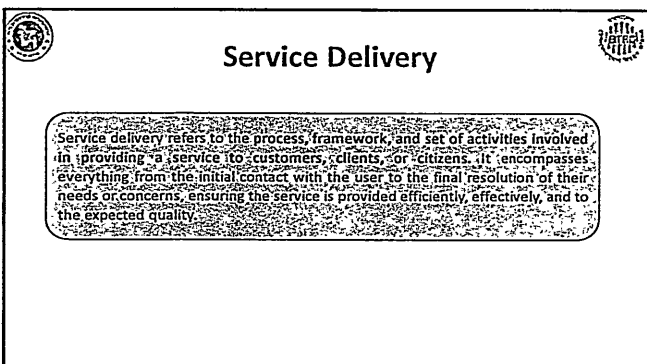
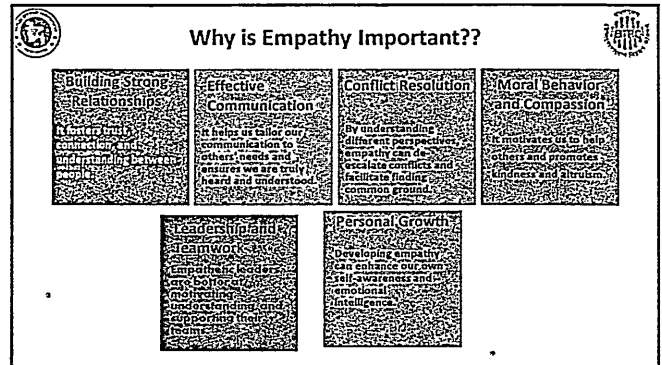
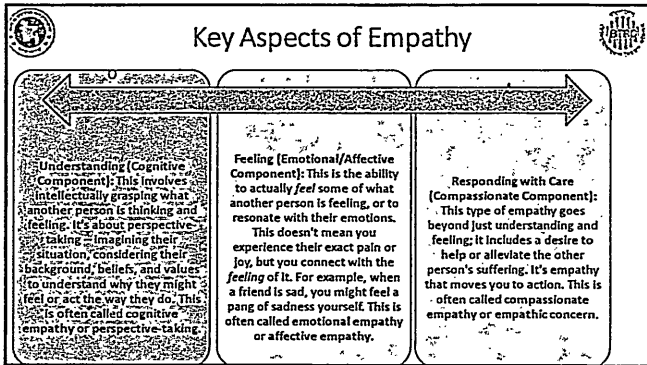
Emotional empathy is when you can "feel" another person's emotions.

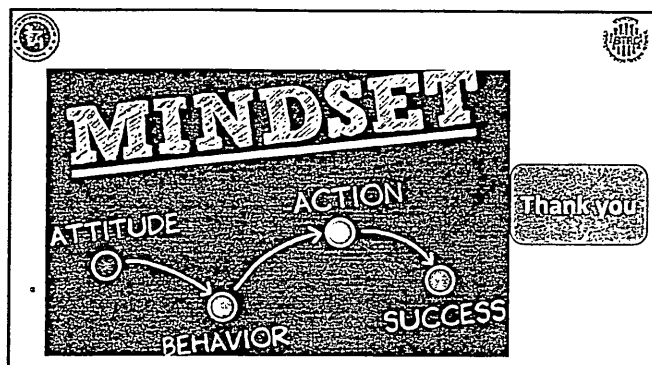
Empathy vs. Sympathy



Sympathy means feeling for someone – you acknowledge their suffering and feel concern or pity for them, but you maintain a certain emotional distance. (e.g., "I feel sorry for you.")

Empathy means feeling with someone – you immerse yourself more deeply in their experience and try to understand it from their internal frame of reference. (e.g., "I understand what you're going through, and I can feel a bit of that pain with you.")





White Paper on State of the Bangladesh Economy

Dissection of a Development Narrative

Prepared by

the White Paper Committee 2024

Constituted by

the Hon'ble Chief Adviser of
the Government of Bangladesh

Dhaka: 30 November 2024

Professor Muhammad Yunus on the White Paper*

Dear Citizens, at the very outset of our journey as the Interim Government, we took the decision to constitute a White Paper Committee with the mandate to prepare a document on the State of the Economy. The idea was to have an evidence-based assessment as regards where the economy was when we got on with the responsibility of governing the country. I am happy that the 12-member White Paper Committee, led by Dr Debapriya, has completed this hard task on time, and has handed over to us a 400-page detailed report.

The people of the country were astounded on reading the report. Institutions and individuals, both here in Bangladesh and abroad, have shown unprecedented interest in this report. The print and electronic media in Bangladesh have been covering the findings of the report extensively, and wide-ranging discussions are being held on various media programmes and talk shows. The fascist government left a broken economy, everyone understands that, but they didn't have any concrete idea as to the extent and magnitude of harm done to our country and our economy. The White Paper Committee has now come up with estimates of the damage done to the economy: Reading this report, people are looking at one another in disbelief. They are literally dumbfounded!

In broad daylight, thousands of crore taka were siphoned off from the banks and laundered abroad. But no one could say anything about it, do anything about it. Those who took the money were not dissuaded from doing so, rather they were assisted by concerned people. Because the looters were close to the people in power, their own people. Mega projects were taken up, with borrowed money. Under the guise of implementing these large scale projects, what was taking place was large scale looting. The White Paper has revealed how costs were escalated, who benefitted from all these, and how this money was laundered abroad.

The White Paper Committee has unearthed that almost half the development budget was looted. A system of crony capitalism was created whose beneficiaries were the autocracy and its close associates. The report states that if the various benefits and incentives that were given to the select set of favoured groups could be brought down by half, this would have made it possible for the education budget to be doubled, and the health budget to be tripled.

The laundered money is our money. Your hard-earned money is being spent to underwrite the expenses incurred for their life of luxury abroad, and they are doing this blatantly and openly. Recently The Guardian has published a feature about the enormous amount of assets that they have built with the stolen money. This illicit money is now being spent to create disturbances in the country to facilitate their return to power. You are witness to how this laundered money is being spent against the interest of our country, and for maligning us through false and fabricated propaganda.

The economic growth that was being touted was shown to be fake. People of the country and partners around the world were being told how wonderfully Bangladesh was growing in leaps and bounds. This false narrative has now been corrected thanks to the report prepared by the White Paper Committee.

**This excerpt has been transcribed and translated from the address to the Nation by the Honourable Chief Adviser of the Interim Government of Bangladesh, delivered on the occasion of Great Victory Day, 16 December 2024.*

Thus, one of the world's most celebrated development stories of recent times was built on unstable foundations and deep-rooted systemic flaws. Interestingly, several international partners were enthusiastic supporters of this false narrative.

A critical question that arises is: 'Why have things turned out this way?'

The Kleptocratic Legacy

The answer lies in unchecked corruption, the abuse of public resources, and the misuse of discretionary powers over the course of a decade and a half. This misgovernance was fundamentally rooted in a pervasive lack of democratic accountability, stemming from fraudulent national elections in 2014, 2018, and 2024. These elections, along with the disempowerment of local government elections, led to the centralisation of power under an authoritarian regime. To sustain itself, this regime promoted collusion between ruling politicians, certain bureaucrats, and business elites.

This anti-development alliance not only undermined institutional integrity and democratic accountability but also stymied institutional and policy reforms to maximise personal gains. A major consequence of these collusive behaviours was the gradual erosion of the role of the three critical branches of the state: the legislature, the executive, and the judiciary. This process also paralysed non-state actors, including the media, civil society, and the private sector, through intimidation, self-censorship, and co-optation.

What began as crony capitalism evolved into the rise of oligarchs who exerted control over political governance and economic management. As a result, the government lost its policy sovereignty. These oligarchs influenced key aspects of the economy to serve their own interests, concealed by an illusory development narrative sustained by inflated and misleading data.

This alliance fostered a culture that enabled corruption, stifled reform, and suppressed pluralistic voices, excluding stakeholders who could have meaningfully contributed to the nation's progress. Indeed, when faced with an upheaval from the student-led movement, the then-head of government failed to create space for political negotiation, preventing a peaceful transition.

Manifestations of Corruption

As noted previously, the economic legacy left to the current government was characterised by widespread and deeply entrenched corruption, particularly in the management of public resources. The White Paper Committee identified several prominent channels of corruption, which are outlined below.

- *Banking Loan Scams:* Fraudulent practices, including illusory bank loans and loan misappropriation.
- *Bank Takeover:* Forced acquisition of bank ownership facilitated by state machinery.
- *Illicit Financial Outflows:* Large-scale laundering of ill-gotten money abroad.

- *Politically Motivated Unviable Projects:* Resources are squandered on unfeasible projects, leading to delays and inflated costs.
- *Inflated Project Costs:* Systematic overestimation of costs to siphon funds.
- *Project Cost Escalation Post-Approval:* Artificially inflated costs after project approval to divert resources.
- *Non-Competitive Tender Processes:* Cronyism and favouritism dominate procurement, excluding qualified bidders.
- *Unnecessary or Poorly Designed Projects:* Wastage of resources due to weak feasibility studies, resulting in delays and cost overruns.
- *Nepotism in Appointments:* Political connections, rather than merit, often determine appointments, especially for project management roles.
- *Illegal Land and Asset Acquisitions:* Land and assets are acquired through illegitimate means.
- *Misappropriation of Land Acquisition Funds:* Politically vulnerable landowners are coerced into unfair deals, and funds intended for land acquisition are misused.
- *Awarding Overpriced Contracts:* Contracts are awarded to politically connected contractors at inflated prices, often without competitive bidding.
- *Abuse of Project Resources:* Misuse of vehicles, travel budgets, and other project resources for personal or political gain.
- *Bribery as a Standard Management Practice:* Bribes are routinely exchanged to expedite processes or secure favours.
- *Misallocation of Public Funds:* Funds intended for development are diverted for political or personal gain.
- *Tax Exemptions for Elites:* Tax policies disproportionately benefit powerful groups.
- *Distorted Supply Chains:* Manipulated supply chains lead to unfair pricing and market inefficiencies.
- *Sharing Insider Information:* Leaked policy decisions benefit select groups financially.
- *Collusive Corruption:* Collaboration between public officials and private actors for mutual benefit.
- *Extortion-Based Corruption:* Coercion is employed to extract bribes or enforce unfair deals.
- *Monopolistic Corruption:* Market conditions are manipulated to favour specific individuals or entities.
- *Pre-emptive Information Sharing Corruption:* Early access to critical information is exploited for undue advantage.
- *Information Concealment Corruption:* Withholding important information to mislead stakeholders.
- *Corruption by Inaction:* Deliberate delays are used to create opportunities for rent-seeking.
- *Corruption for Career Advancement:* Bribes and connections are leveraged to secure promotions or influential positions.
- *Commission-Sharing Corruption:* High-level officials demand a share of commissions in exchange for approvals.
- *Corruption for Political Favour:* Resources and decisions are manipulated to secure political loyalty.
- *Legislative Manipulation Corruption:* Laws and policies are tailored to serve vested interests.

The White Paper identifies the banking sector as the most corruption-ridden, followed by physical infrastructure, and energy and power. Information and Communication Technology (ICT), due to its operational and technological novelty, is also identified as one of the most corruption-affected sectors.

Foreword

Time present and time past

Are both perhaps present in time future,

And time future contained in time past.

— T.S. Eliot, *Four Quartets: Burnt Norton* (1936)

The Context

The current government, which came to power through a student-citizen uprising, is confronted with an economy burdened by significant structural challenges and macroeconomic pressures. Rising inequality and a lack of distributive justice are among the most alarming features of the economy. These issues are evident in areas such as public finance management, external balance sustainability, and the human development status of disadvantaged communities. The Interim Government of Bangladesh (GoB) must address these challenges as it strives to restore macroeconomic stability and implement reforms that promote inclusive development.

Recognising the gravity of the situation, the Interim Government issued a gazette notification on 29 August 2024 to establish a committee tasked with preparing a White Paper on the state of the economy. The twelve-member committee was given three months¹ to provide an objective assessment of the economic conditions inherited by the government. This document is the result of that directive.

Design of the White Paper

The preparation of the White Paper is, at its core, a transparency initiative that offers an honest evaluation of the economy's 'ground zero'. The White Paper adopts an integrated approach, drawing on real-time empirical data and the perspectives of informed stakeholders to provide not only an account of 'what happened' but also an analysis of 'why it happened'. While such an exercise cannot be fully complete without addressing future implications, this document touches on them in a limited manner.

Although commissioned by the government, the authors of the White Paper remain solely responsible for its content. The government is free to select from the policy recommendations presented in the report.

The authors acknowledge that the scope and depth of the analyses in this report are limited, primarily due to time and resource constraints. Nonetheless, the White Paper serves as a valuable resource for the

¹ The White Paper was completed and submitted to the Chief Adviser of the Government of Bangladesh on 1 December 2024, within the agreed timeframe.

Commissions, committees, and task forces established by the government to examine specific economic reform issues.

This report is the culmination of an intense and inclusive consultative process. The process was structured around three broad pillars: (a) team mobilisation and logistical arrangements, (b) data generation, information collection, and consultations, and (c) consolidation, drafting, and validation of the report.

A total of 60 consultations were held: the White Paper Committee members convened 618 times to plan and discuss their tasks, conducted 22 policy-related consultations, 17 technical consultations and key informant interviews, and held three public hearings outside Dhaka (in Sylhet, Chattogram, and Rajshahi). A complete list of meetings is provided separately in the report.

In response to the committee's open call, more than 340 ideas, views, and inputs were received via emails, posts, and White Paper social media platforms.

The Overarching Findings

The White Paper investigates and outlines the situation in specific areas of the economy. The 23 chapters of the document are grouped into five broad categories: (i) Macroeconomic Issues, (ii) Structural Challenges, (iii) Social Dimensions, (iv) Institutional Aspects, and (v) Policy Outlook.

The review in the White Paper confirms the prevailing understanding of the economic difficulties and the hardships experienced by citizens. The investigation reveals that prolonged periods of misleading data, poor financial management, reckless macroeconomic policies, public finance mismanagement, and external sector imbalances have inflicted serious damage on the economy. The severity of these issues is deeper than generally recognised.

The previous government's economic management relied on a development narrative supported by inflated gross domestic product (GDP) growth figures. This fabricated development story could not conceal the stagnation in the tax-GDP and private investment-GDP ratios, nor the lack of resources for human development sectors, including social protection. The record on poverty alleviation turned out to be illusory. As our analysis shows, the country's data ecosystem became increasingly driven by political preferences.

The misleading economic indicators were accompanied by serious institutional flaws, particularly in the financial and energy sectors. These issues are closely linked to the initiation of overpriced mega projects and the large-scale outflow of illicit finance.

This non-exhaustive list of pervasive corrupt practices underscores the urgent need for systemic reforms and robust accountability mechanisms to restore governance integrity and economic resilience.

Magnitude of Corruption

One wonders to what extent corruption occurred because of these fraudulent practices. The White Paper Committee has provided several estimates, which are presented below.

- **Revenue Leakages and Fiscal Drainage:** Systemic tax evasion, misuse of exemptions, and poorly managed public finances have deprived the state of critical resources, stalling development. Between 2009 and 2023, illicit financial outflows averaged USD 16 billion annually—more than double the combined value of net foreign aid and foreign direct investment (FDI) inflows. Furthermore, halving tax exemptions could double education funding and triple health allocations, highlighting the significant fiscal opportunities lost to corruption.
- **Public Investments:** Corruption in large-scale public projects has caused an average cost escalation of 70% and delays of over five years. Of the \$60 billion invested in Annual Development Programme (ADP) and development projects over the past 15 years, \$14–24 billion (1.61–2.80 lakh crore BDT) has been lost to political extortion, bribery, and inflated budgets. Misappropriation of funds during land acquisitions and the appointment of patronised project directors have further strained resources, undermining potential benefits from infrastructure and social investments.
- **Distorted Supply Chains:** Manipulated domestic production figures and understated demand for key commodities, such as rice, edible oil, and wheat, have destabilised markets. Erratic and politically influenced procurement policies have benefited powerful business groups while exacerbating consumer hardships. The absence of robust, regular stock monitoring has compounded these distortions.
- **Banking and Financial Systems:** Politically influenced lending practices have exacerbated the banking sector crisis, with distressed assets (as of June 2024) equivalent to the cost of constructing 14 Dhaka Metro systems or 24 Padma Bridges. Persistent loan defaults and high-profile scams have eroded financial stability and diverted capital away from productive sectors.
- **Labour Migration:** Over the past decade, BDT 13.4 lakh crore (BDT 1.34 trillion) has been funnelled through hundi transactions by recruitment agencies for visa purchases—an amount four times the cost of constructing Dhaka MRT 06 (Uttara-Motijheel). Syndicates and exploitative recruitment practices have deprived migrant workers of equitable access to employment and diminished remittance contributions to the economy.
- **Social Safety Nets (SSNs):** Misallocations within social protection programmes have left millions vulnerable. As of 2022, 73% of SSN beneficiaries were classified as non-poor, up from 66% in 2016. Over 20 million individuals remain just two days of lost work away from falling into poverty, highlighting the systemic inequities exacerbated by corruption.
- **Environmental Mismanagement:** Corruption within climate adaptation funding has exacerbated environmental degradation. Politically patronised mismanagement of climate resources has derailed sustainability initiatives, threatening long-term resilience against climate-induced risks.

Closure

This White Paper is the collective work of the Committee. I express my deep gratitude to the esteemed members of the White Paper Committee and all colleagues who have provided invaluable input and support. Their dedication to a better future for Bangladesh is truly commendable.

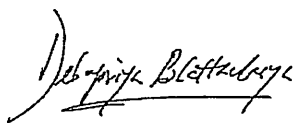
I also thank the interviewees and stakeholder groups, both from Bangladesh and abroad, whose support has been crucial in preparing this report. All those who contributed are acknowledged in the following section.

Lastly, I extend my heartfelt thanks to the Chief Adviser, Professor Muhammad Yunus, for granting us the opportunity to remain professionally and substantively engaged in this historic moment of Bangladesh's transition.

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- Members of the print and electronic media who covered the process and progress of the White Paper Committee's work.



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Bangladesh and Reform Experience: Reflections and Outlook

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At the 120th Senior Staff Course
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Table of Contents

1. The Setting
2. The Enigma of Economic Reforms
3. Bangladesh's Reform Legacy
4. White Paper 2024 and the Reform Agenda
5. Current Reform Experience
6. Two Parting Thoughts

Acknowledgement

Contribution of Maliha Rahman, Programme Associate, CPD is thankfully acknowledged

1. The Setting

(i) It is a unique privilege to address the high gathering of the distinguished accounting professionals from South Asia.

(ii) As we know, accounting plays a critical role in the functioning of the economy. It provides the information needed to make informed decisions about resource mobilisation, investment, financing, and economic policy. Accounting plays a crucial role in ensuring that financial markets are efficient and transparent. This is essential for promoting economic growth and stability. Thank you, colleagues, for providing these excellent services.

1. The Setting

3. The importance of Cost and Management Accountants is one of the special highlights in the era of "disruptive development". As low-middle-income economies transition towards a more rule-based, transparent, efficient and accountable market economy and public governance, the role of professional accountants is poised to rise further.

4. The defining role of professional accountants in the context of Bangladesh was recently revealed during the preparation of the White Paper 2024, where we noted at least 29 aggregate ways of corruption and malfeasance. These could have been preempted if the professional accountants had been more proactive. Thus, to me, accountants are the "Custodian of Economic Good Faith".

2. The Enigma of Economic Reforms

Economic reforms are an *enigma*

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

It is very *contextual* defying stereotypes.

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

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

2. The Enigma of Economic Reforms

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

These could be, inter alia,

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

2. The Enigma of Economic Reforms

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

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2. The Enigma of Economic Reforms

How do we assess the success of reforms?

1. Direct/ explicit impact

Immediate effects on intended beneficiaries

2. Indirect/ spillover impact

Broader effects beyond target group

3. Positive and negative impact

Policies can generate both benefits and unintended harm

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2. The Enigma of Economic Reforms

4. Immediate and future impact

Short-term vs. long-term outcomes

5. Benefit and cost in terms of social returns

Evaluates whether societal benefits outweigh costs

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2. The Enigma of Economic Reforms

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

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

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

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

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2. The Enigma of Economic Reforms

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

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

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

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

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

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3. Bangladesh's Reform Legacy

Bangladesh is not new in the reform realm.

i. Reforms in the immediate post-independence era.

ii. Liberalisation, deregulation and privatisation of the late 1970s and early 1980s.

iii. Enactment of the Local Government Reorganisation Ordinance (LGRD) in 1982 leading to conversion of thanas into upazilas, among others.

iv. Structural adjustment programmes and poverty alleviation efforts of 1990s.

v. Emphasis on digitalisation since 2010.

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3. Bangladesh's Reform Legacy

Certain successful reform instances-

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

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4. White Paper 2024 and the Reform Agenda

The White Paper Revealed

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

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

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

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4. White Paper 2024 and the Reform Agenda

The Kleptocratic Legacy

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

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

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

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4. White Paper 2024 and the Reform Agenda

Key Manifestations

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

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4. White Paper 2024 and the Reform Agenda

1. Priority Reform Domains

- Six key areas: banking, energy, revenue, illicit finance, public expenditure, and data.
- Integrated reforms needed beyond existing task forces.

2. Economic Stabilisation Plan

Urgent macro stability: tackle inflation, banking woes, low fiscal space. Boost jobs, investment, infrastructure. Improve coordination; support export, FDI, and social protection. Backed by advisory council and real-time data, with target of FY2025–26 consolidation.

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4. White Paper 2024 and the Reform Agenda

3. FY2026 Budget Framework

Expand tax base, curb evasion, and reprioritise public spending. Protect social services, complete foreign-funded projects. Strengthen governance, compliance, and concessional financing.

4. Mid-Term Planning Format

Shift from 5-year plan to 2-year flexible strategy. Ensure policy continuity, development partner confidence, and focus on social and green investments.

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4. White Paper 2024 and the Reform Agenda

5. Forum for International Development Partners

Planned to realign development and LDC transition priorities with partners.
Focus on fiscal discipline, exit strategies for subsidies, and targeted social spending.

6. LDC Graduation Strategy

Graduation due in Nov 2026; all criteria met.
Avoid delay—risks political backlash.
Align STS with mid-term plans; ensure strong institutional leadership for implementation.

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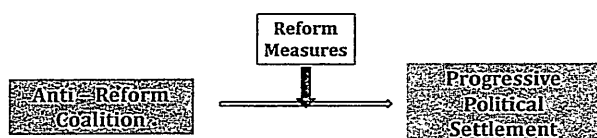
4. White Paper 2024 and the Reform Agenda

7. Accelerating SDG Delivery

Major gaps in data, equity, and public service delivery.
Need for renewed focus on localisation, integration, and institutional strengthening post-COVID.

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4. White Paper 2024 and the Reform Agenda



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5. Current Reform Experience

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

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5. Current Reform Experience

Did we satisfy the necessary requisites for successful reforms ?

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

Possibly not...

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6. Two Parting Thoughts

1. Preparation of a Desk Clearing List - It is time for the Interim Government to prepare a desk clearing list re reforms so as to consolidate their footprints as these initiatives evolve in a time bound fashion.
2. Embedding into Election Manifesto - It is now time to initiate efforts to embed the reform issue in the election manifesto of political parties and ensure the continuity of the reform initiatives with vigour.

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Thank You

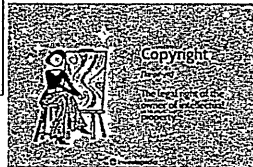
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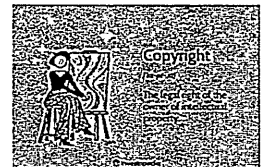
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Copyrights

• Neighbouring Rights:

In wider sense also include related rights (or Neighbouring rights)- rights of performers, actors, singers and musician), also rights of the broadcasting organizations over broadcasts.

©opyright



Types of IPR

Copyrights

- Limited in times.
- Minimum Life+50 Years
- In Bangladesh: Life+60 Years

©opyright

How long?

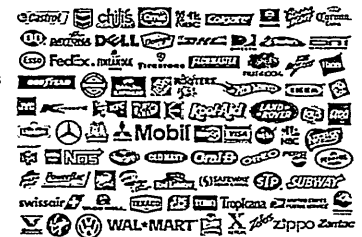


Types of IPR

Industrial Property:

Trade marks:

Which distinguish goods and services of one undertaking from those of other undertakings

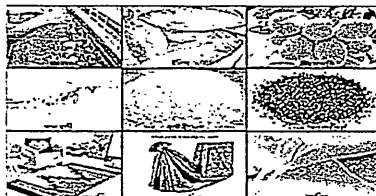


Types of IPR

Industrial Property:

Geographical Indicators

Which identify goods originating in a place where the given characteristic of the goods essentially attributable to its geographical origin.

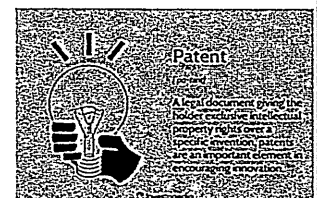


Types of IPR

Industrial Property:

Patents

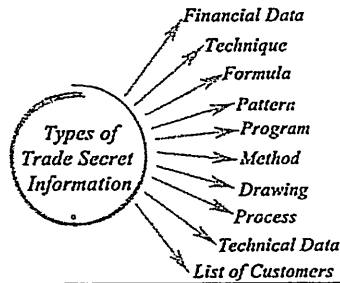
- A patent is an exclusive right granted for an invention, which is a product or a process that provides, in general, a new way of doing something,
- Patents give inventors the exclusive right to make, use, and sell their invention for a certain period of time (usually 20 years).



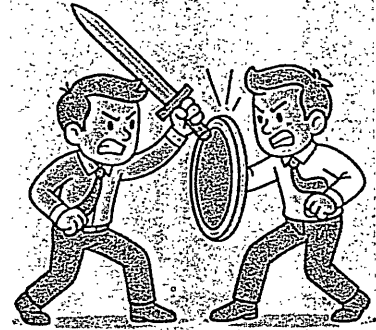
Types of IPR

Trade Secrets

As long as it remain secrete.



What is IP?



Why IP Matters

- Reduces risks
- Prevents imitation
- Supports export readiness



Importance of IP rights for Traders

- 01 Exclusivity**
Control features
Compete globally
- 02 Avoiding Infringement**
Check foreign IP
Territorial nature
- 03 Licensing & Market Access**
Enables franchising
Stronger bargaining
- 04 Adaptation Protection**
Localization may create new IP
- 05 Branding & Marketing**
Trademarks drive brand image

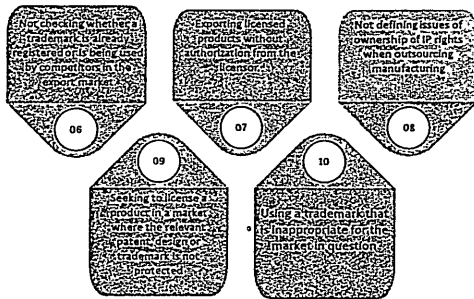
Importance of IP rights for Traders

- 01 Marketing of the product**
- 02 Timing of participation in fairs and exhibitions**
- 03 Pricing of the product**
- 04 Fund-raising**
- 05 Negotiation with distributors, importers or other partners**

Some Common Concerns about IP



Some Common Concerns about IP



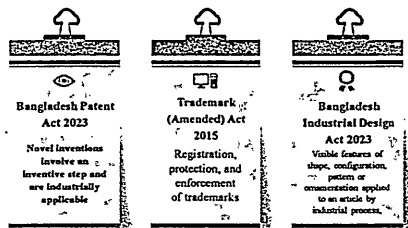
Balancing Between

Ensuring IPs are not caught off-guard, infringing on the IP rights of others

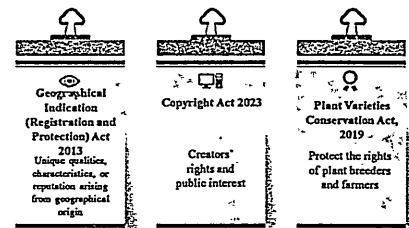
and

Limiting the opportunities for competitors to free-ride on their firm's inventiveness and creativity

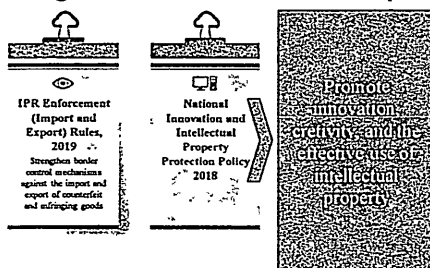
Bangladesh: Current IP Landscape



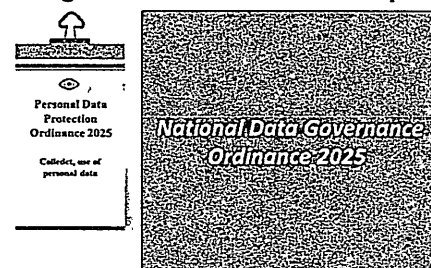
Bangladesh: Current IP Landscape



Bangladesh: Current IP Landscape



Bangladesh: Current IP Landscape



National Innovation and Intellectual Property Protection Policy 2018: Strategies

Goal 3: Create IP and derive economic and commercial benefits

9. Establish National Innovation Fund (NIF)
9. Set up IP facilitation centres in FICCI/DCOI and IP associations
10. Allocate funds in the national budget to promote science, technology, innovation and creativity
10. Provide exclusive IP support (budgetary, skill development, capacity building) to MSME and individuals
12. Promote the use of IPR tools for business development. Provide IP support (administrative and legal) against piracy and abuse
13. Provide support to establish SMOs and foster linkage among government, academic, research and technology institutions, and industry associations

National Innovation and Intellectual Property Protection Policy 2018: Strategies

Goal 3: Create IP and derive economic and commercial benefits

11. Ensure necessary institutional/governmental support to universities and research organizations
12. Educate local scientists on technology transfer issues
13. Assist local scientists and research entities for commercialization of innovation and utilization of capacity
17. Coordinate innovation, creativity, commercialization and valuation of IP in different public sector research facilities

National Innovation and Intellectual Property Protection Policy 2018: Strategies

Goal 4: Strengthen the legal framework

1. Undertake a comprehensive review of the national IP regime and enact or revise appropriate law
2. An effective collaborative mechanism among the administrative ministries of the respective IP offices
3. A national multi-stakeholder consultation process
4. A permanent mechanism for mapping the gaps
5. Periodically review the impact of law

National Innovation and Intellectual Property Protection Policy 2018: Strategies

Goal 5: Foster respect for IPR

6. Provide specialized training programs for relevant officials
7. Ensure better enforcement of IPR through appropriate support (legal, institutional, administrative)
8. Establish a linkage between IP and law enforcement agencies
9. Include IP matters in the training curriculum for administrative, judicial, police and customs officials
10. Set up dedicated IP courts all over the country
11. Establish effective linkage of the IPR with IP Office or IP rights courts
12. Re-frame and strengthen the Anti-Piracy Task Force

National Innovation and Intellectual Property Protection Policy 2018: Strategies

Goal 6: Protect, promote and manage TK and TCEs and Genetic resources

1. Establish laws of protection and TCEs
2. Redesigning IP system to protect TCEs, traditional knowledge, folklore, etc.
3. Establish a national mechanism to build effective cultural institutions with other countries
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National Route

Filing application country by country



- Difficult
- Expensive
- Time-consuming
- Complex due to differences in IP laws

Regional Route

EPO, ARIPO, OAPI



International Systems



Bangladesh: Current IP Landscape

LDC Specific Flexibilities

LDC-Specific Benefits under the WTO TRIPS Agreement

1. Extended Transition Periods for Implementation (Article 66.1)

- Least Developed Countries (LDCs) are not required to implement most TRIPS obligations immediately.
- The WTO TRIPS Council has granted repeated extensions of this transition period.
 - General transition: until 1 July 2034 (latest decision IP/C/88, 2021).
 - Pharmaceuticals-specific transition: until 1 January 2033 (Decision IP/C/73, 2015).

Benefit: LDCs may delay enforcement of most IP standards, including patents, copyrights, and trademarks, to foster economic development and public health needs.

LDC-Specific Benefits under the WTO TRIPS Agreement

2. No Patent or Data Protection for Pharmaceuticals

- Legal basis: Doha Declaration on TRIPS and Public Health (2001); TRIPS Council Decision (IP/C/73).
- LDCs are exempted from granting or enforcing patents and exclusive marketing rights for pharmaceutical products until 2033.
- They are also exempted from maintaining "mailbox" applications (Article 70.8) and exclusive marketing rights (Article 70.9).

Benefit: LDCs (like Bangladesh) can manufacture or import generic medicines without violating TRIPS provisions, ensuring affordable access to essential medicines and public health protection.

LDC-Specific Benefits under the WTO TRIPS Agreement

3. Compulsory Licensing and Government Use (Article 31)

- Even LDCs that adopt patent protection can issue:
- Compulsory licenses in cases of public health, national emergency, or non-commercial public use.
- The government uses authorizations for affordable medicine production.

Benefit: LDCs can produce or import generic medicines without patent infringement, ensuring access to affordable medicines.

LDC-Specific Benefits under the WTO TRIPS Agreement

4. Parallel Importation Rights (Article 6)

- TRIPS allows countries to decide their own "exhaustion regime," meaning goods legally sold elsewhere can be imported without the patent holder's consent.

Benefit:

LDCs can import patented goods (e.g., medicine, technology components) at lower global market prices.

LDC-Specific Benefits under the WTO TRIPS Agreement

5. Exclusion from Patentability (Articles 27.2 & 27.3)

- LDCs may exclude from patent protection:
 - Inventions contrary to public order or morality.
 - Diagnostic, therapeutic, and surgical methods.
 - Plants, animals, and essentially biological processes.

Benefit:

Helps protect biodiversity, food security, and traditional knowledge while avoiding complex patent management burdens.

LDC-Specific Benefits under the WTO TRIPS Agreement

6. Bolar Exception (Article 30)

- Allows use of patented inventions for research and regulatory approval of generic products before patent expiry.

Benefit:

Enables local pharmaceutical industry to produce generic versions of drugs immediately after patent expiry.

LDC-Specific Benefits under the WTO TRIPS Agreement

7. Technology Transfer Obligations for Developed Members (Article 66.2)

- Developed-country WTO Members are obliged to provide incentives to their enterprises to promote technology transfer to LDCs, to help them build a sound and viable technological base.

Benefit:

LDCs can receive capacity-building support, training, and technology access programs, often via Technology Bank, WIPO, UNCTAD, or bilateral cooperation.

LDC-Specific Benefits under the WTO TRIPS Agreement

8. Policy Flexibility and Tailored Implementation (Article 67)

- Developed Members must provide technical and financial cooperation to LDCs in drafting and implementing IP laws and institutions.

Benefit:

Ensures LDCs can adapt IP laws to local needs and receive training and technical assistance from developed countries.

LDC-Specific Benefits under the WTO TRIPS Agreement

9. Interpretation Principles (Articles 7 & 8)

- These articles recognize that IP protection should:
 - Promote innovation and technology transfer,
 - Balance private rights and public interest,
 - And allow members to adopt measures to protect public health and nutrition.

Benefit:

Provides legal justification for flexible IP enforcement measures to protect public health and nutrition.

But, Enforcement of IP also brings benefits...



Economic Benefits of IP Enforcement



1. IP turns knowledge into capital
- Intellectual property transforms ideas and creativity into economic assets.
 - They make innovation ownable, tradable, and investable, allowing individuals and firms to earn returns on innovation.



2. IP attracts foreign direct investment (FDI)
- Strong IP regimes signal legal certainty and predictability.
 - Multinational firms are more willing to transfer proprietary technology or open R&D centers when IP protection is reliable.



3. IP fosters innovation and entrepreneurship
- Entrepreneurs use IP to protect novel ideas, making it easier to secure venture capital and partnerships.
 - Startups can leverage trademarks and designs to build brand value even without major technological innovation.
 - A functioning IP system helps reduce imitation risk, so innovators feel secure to enter the market.

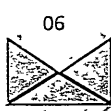


4. IP promotes the creative and cultural industries
- Copyright and related rights reward artists, musicians, writers, and digital content creators.
 - Strong copyright regimes encourage the development of software, film, and digital pictures.

Economic Benefits of IP Enforcement



5. IP supports rural and traditional economies
- Geographical Indications (GIs) and Plant Variety Protection can raise incomes for farmers and artisans by differentiating products.
 - Helps preserve traditional knowledge and cultural heritage.



6. IP encourages technology transfer and adaptation
- Through licensing and joint ventures, patents facilitate structured technology transfer.
 - Universities and R&D institutions use IP to commercialize research outputs (via Technology Transfer Offices).



7. IP balances innovation incentives with public welfare
- A well-designed IP system ensures access to medicines, education, and technologies through flexibilities (e.g., compulsory licensing, fair use).
 - Balanced IP regimes promote both innovation and social inclusion.



8. IP protects consumers
- Not to be cheated with fake products.
 - Enhance trust in the vendors.
 - Ensures perceived value from money.

Warning!

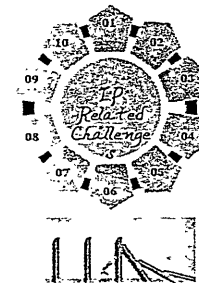
Risks:

Over-protection can raise costs, limit access, and slow diffusion of technology.

GII

Challenges after Graduation

10. Risk to Traditional Knowledge (TK) and Genetic Resources
9. Weak Institutional and Enforcement Capacity
8. Slowdown of Innovation and Reverse Engineering
7. Pressure on Creative and Digital Industries
6. Increased Compliance Burden for SMEs.



1. Pharma products price will be higher.
2. Cost of life-saving drugs will be costlier
3. Computer software will be unaffordable
4. Books and magazines will be costlier
5. Higher Costs of Technology Access and Transfer

Forward to Address the IP-Related Graduation Challenges



Strengthening the
Legal and
Institutional
Framework

Develop IP
culture through
awareness

Promote
Innovation,
SMEs, and
Technology
Transfer

Establish IP
Valuation
System

Access TRIPS
Flexibilities for
Public Health

Forward to Address the IP-Related Graduation Challenges



Regional
Cooperation and
International
Engagement

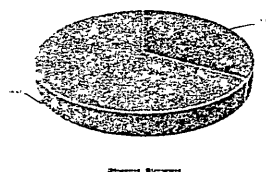
FTA and PTA
Negotiation

Implementation
and Sequencing

Fund for
R&D

Develop
Industry-
Academia
collaboration

Registration of IP Asset in Pharmaceutical Sector



Source: House of Consultant Private Ltd.

Awareness of Off Patented and Patented API



☒ Yes ☐ No

Awareness of Off Patented and Patented API	
	Yes
Industry Experts	50
Executives	50

Conclusion: Key Messages

- A balanced, inclusive IP regime can be a strategic asset for Bangladesh's post-LDC competitiveness.
- Protect public health while enabling innovation, codifying flexibilities, and strengthening institutions.
- Focus on SMEs, TTOs, IP valuation, and regional cooperation to sustain growth and equity.

Thank You

Md. Haffizur Rahman
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The World Bank
Email: hafiz_marsoon@yahoo.com



The Changing Geoeconomic Landscape of the Indo-Pacific

A South Asian Perspective

120th Senior Staff Course
Bangladesh Public Administration Training Center
Savar, Dhaka, Bangladesh
December 16, 2025

Professor Shahab Enam Khan
Executive Director, Bangladesh Center for Indo-Pacific Affairs
Jahangirnagar University




The End of Liberal Internationalism

Old World	New Reality	Impact on South Asia
Democracy promotion, open trade, rule-based institutions, multilateral cooperation	Transactional multipolarity, geoeconomic warfare, "America First" doctrine	Traditional hedging strategies becoming untenable as great powers demand alignment

The 2025 Trump NSS calls the post-Cold War liberal order a "catastrophic mistake"—marking the beginning of an era where economic security equals national security.

The Paradigm Shift

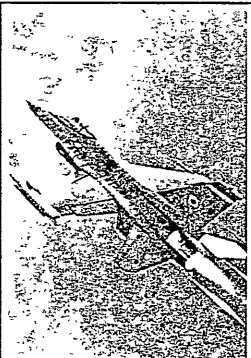
Biden's 2022 Indo-Pacific Strategy	Trump's 2025 National Security Strategy
- Free and open region - Democracy and human rights - International norms - Multilateral engagement	- Transactional relationships "Flexible realism" - Pro-American worker focus - Tariffs as strategic tools

For South Asian states, Democratic credentials alone will no longer provide shelter from American economic pressure.



Geoeconomics Replaces Geopolitics

1	2	3
Economic Security	Strategic Tools	New Doctrine
Industrial base and technological edge as core national power	Tariffs, investment screening, supply chain control	Interdependence as weapon, not pacifying force



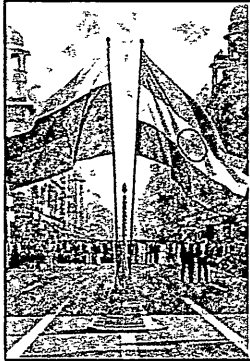
Pakistan F-16 Upgrade: A Strategic Signal

\$686M 92 2040

Upgrade Package Value	Link-16 Systems	Extended Operational Life
Approved December 8, 2025	Real-time tactical data links	For Block 32 and MLU 4-15 fleet

Strategic Implications of F-16 Upgrade

Enhanced Capability Link-16 enables seamless integration between Pakistan Air Force and U.S. Air Force in exercises and potential contingency operations	Regional Context Arrives after May 2025 India-Pakistan five-day military confrontation following Kashmir rebel attack	Dual-Track Approach U.S. courting both Qasbi and Islamabad simultaneously—transactional logic in action
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Putin's Delhi Visit: December 2025

Symbolic Gestures

Modi personally welcomed Putin at airport, breaking protocol. Streets lined with Russian-Indian flags. Most-tracked flight on FlightRadar.

Economic Ties

India-Russia trade surged from \$10B to \$69B since 2022, primarily discounted Russian crude oil.

Key Agreements

- Economic cooperation through 2030
- Uninterrupted fuel shipments
- Potential Su-57 and S-400 deals

India's Strategic Message

"It is an effort to reaffirm the India-Russia relationship at a time when India has been under growing pressure to sever that relationship, or at least downgrade it in some ways."

To Washington

India has options beyond Western partnerships—even while negotiating trade deals after 50% tariffs

To Moscow

Strategic partnership remains intact despite Western pressure and Ukraine invasion

Reconfiguring Indian Ocean Security

Fluid Alignments

Bloc politics replaced by transactional multipolar system

Militarization

New pressures on states prioritizing development over defense

Multi-Alignment

Smaller states must navigate without India's size or Pakistan's leverage

Bay of Bengal

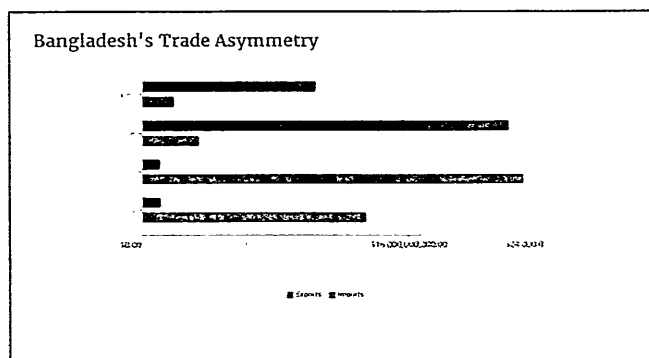
Rising strategic significance for all major powers

Bangladesh's Strategic Dilemma

Friend to All, Enemy to None?

Traditional balancing act becoming increasingly untenable amid:

01 Recent tariff negotiations with United States	02 Resurgence of alliance politics in multipolar landscape
03 U.S.-China strategic rivalry intensification	04 Shifting geopolitical dynamics across Middle East, Central Asia, South Asia



The Impossible Choice

Export Dependence

Western markets essential for \$52B garment sector survival

Supply Chain Reality

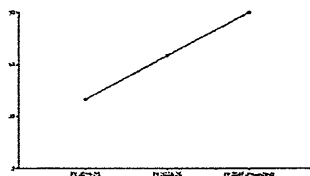
70% of garment raw materials imported from China

Infrastructure Footprint

Chinese-built ports, power plants, submarine base, telecom networks

Bangladesh cannot afford to comply with U.S. pressure to reduce Chinese dependence; it cannot afford not to comply.

Energy Security Crisis



Natural gas accounts for 43% of electricity generation. The 2022 energy crisis—when global LNG prices surged after Russia invaded Ukraine—caused industrial disruptions.

The Renewable Energy Paradox

Policy Target
20% renewable electricity by 2030

Climate Vulnerability
U.S. rejection of "Net Zero ideologies" complicates climate finance



Supply Chain Reality
China controls 80% of global solar panel production

Current Barrier
37% duty on imported renewable energy components

Port Geopolitics: The String of Pearls

Gwadar, Pakistan
Chinese-built deep-sea port

Chittagong, Bangladesh
70% of trade, severe congestion

Hambantota, Sri Lanka
79-year Chinese lease after debt

Kyaukpadaung, Myanmar
Chinese-controlled deep-water port

Matarbari Deep Sea Port

Strategic Pivot

After Sonadia Island project with China failed, Bangladesh turned to Japan with \$1.099 billion concessional financing.

Location Significance

14 nautical miles from Chittagong, overlooking Myanmar's Rakhine region—critical geopolitical juncture.

Japan's Vision

- Free and Open Indo-Pacific centerpiece
- Bay of Bengal Industrial Growth Belt
- Counter to Chinese influence



Competing Strategic Interests in Bangladesh Ports

China
Access to Bay of Bengal, reduce Malacca Strait dependence

India
Counter Chinese influence, secure northeastern states

United States
Counterbalance Chinese infrastructure, Free and Open Indo-Pacific

Japan
Regional integration, competition with China for influence

BNS Pukia
Chinese-supported submarine base at Cox's Bazar

Defence Modernization: Forces Goal 2030

Strategic Vision

Multidimensional military capabilities with domestic defence industrial capacity

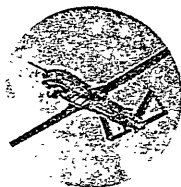
Current Dependency

China accounts for 57% of arms sales—tanks, artillery, aircraft, naval vessels

Long-Term Lock-In

Equipment creates dependencies for spare parts, maintenance, training, upgrades

Diversifying Defence Partnerships



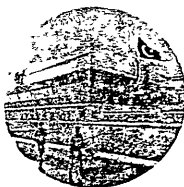
Turkey

Bayraktar TB2 UCAVs, NATO-standard equipment, network-centric warfare concepts



United States

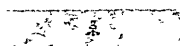
UH-60L Black Hawk helicopters, Coast Guard cutters, enhanced cooperation interest



China and Pakistan

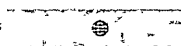
Cost-effective production methods, joint research opportunities—but India scrutiny

Bangla-22: Indigenous Interoperability



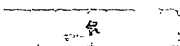
Link-22 Standard

Bangladesh Navy developing indigenous data link systems



Western Alignment

Aligns with NATO interoperability standards



Strategic Flexibility

Maintains options across multiple defence partnerships

From Hedging to Graduated Autonomy Engage All, Alliance with Balance

Old Approach

Reactive hedging: "Friend to all, enemy to none"

New Reality

Geoeconomic blocs demand alignment

Strategic Response

Deliberate statecraft with graduated autonomy

Strategic autonomy means pursuing national interests without external constraints—not isolation, but multi-alignment on one's own terms.

Graduated Autonomy Framework

Foundation

Progressively enhance statecraft institutions toward strategic autonomy within structural constraints

Capability Building

Enable independent decisions free from absolute dependence on powerful states

Flexible Engagement

Emphasize diversification and instrumental use of partnerships

Strategic Autonomy

Pursue national interests with genuine independence

Supply Chain Statecraft: Core Concepts

Control & Diversification

Achieve supply chain control through robust policy and institutional reforms

Strategic Leverage

Leverage economic connectivity through deliberate strategic actions

Network Positioning

Forge effective alliances and establish strategic network positions

Redundancy & Optionality

Prioritize redundancy to mitigate risk of supply chain coercion



Policy Recommendation 1: Institutional Reforms and Supply Chain Diversity



High-Level Coordination

Establish Trade Policy Coordination Mechanism reporting to head of government



Inter-Agency Integration

Include Commerce, Finance, Foreign Affairs ministries plus private sector leaders



Tariff Reform

Eliminate para-tariffs that double nominal protection rate and undermine competitiveness

The 32% duty on renewable energy components exemplifies policies requiring immediate reform.

Policy Recommendation 2: Strategic Infrastructure

01

Complete 27-km Matarbari access road linking port with Dhaka through multimodal networks

02

Establish Special Economic Zones around Matarbari integrating port with manufacturing

03

Develop indigenous cloud computing infrastructure for sensitive data handling

04

Build fibre-optic networks and 5G prioritizing security and strategic autonomy

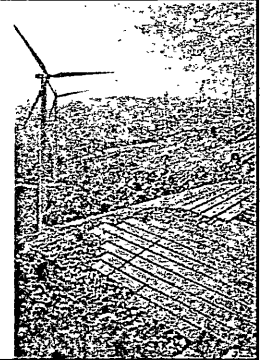
Policy Recommendation 3: Energy Transition

Immediate Actions

- Eliminate duties on renewable energy components
- Accelerate solar and wind deployment
- Modernize grid for variable renewable sources

Strategic Initiatives

- Develop indigenous solar panel assembly capabilities
- Diversify technology transfer agreements
- National strategy for Rare Earth Elements



Policy Recommendation 4: Strategic Diplomacy

Major Powers

Maintain constructive ties with U.S. and China through economic cooperation over security alliances



Coalition Building

Foster partnerships with ASEAN, African nations, South Asian states for collective leverage

Economic Integration

Explore RCEP engagement and U.S. Partnership for Global Infrastructure



Middle Powers

Develop ties with Japan, South Korea, Turkey, EU for technology transfer and market access

Policy Recommendation 5: Upgrading Strategic Capacity and Autonomy

Political Consensus

1 Economic transformation and technological upgrading at center of policy

Institutional Capacity

2 Inter-agency coordination, strategic planning, adaptive learning processes

Soft Power Assets

3 Democratic governance, development success, climate leadership, peacekeeping

Hard Power Development

4 Domestic defence industry, deterrence capabilities, SLOC protection

The Stakes for Bangladesh

\$5.73B

At Risk
Potential export loss post-LDC graduation

2041

Development Goal
Upper-middle-income status target year

2026

Critical Year
Adaptation or strategic irrelevance

The path of passive adaptation—permitting rivalries among global powers to determine outcomes—leads inevitably to strategic irrelevance and increased vulnerability.

Reading the New Rulebook

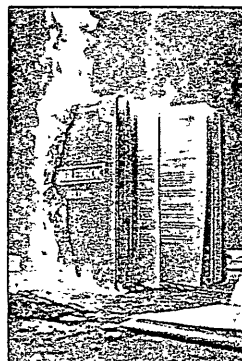
Old Rulebook

Liberal internationalism, protective norms, multilateral institutions, predictable alignments

New Rulebook

Transactional multipolarity, conditional deals, geoeconomic warfare, fluid partnerships

Success requires extraordinary leadership, advanced governance frameworks, and relentless commitment to enhancing domestic capabilities that minimize external dependence. The question: Are South Asian capitals reading the new rulebook—or clinging to the old one as it burns?



TRIPS and Intellectual property policy in Bangladesh's post LDC era.

Dr. Farhana Iris
Director (Joint Secretary), IMS



OUTLINE

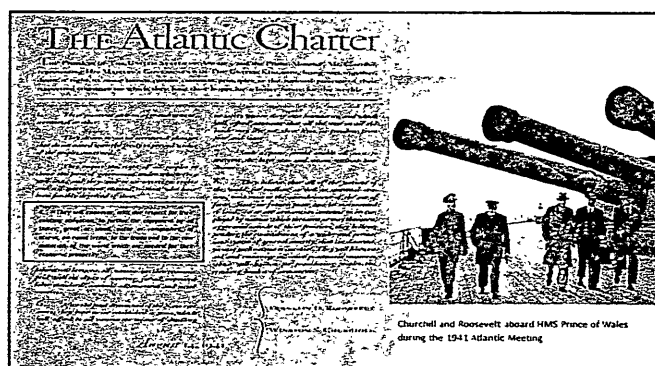
1. INTRODUCTION

2. IP and TRIPS

3. TRIPS WAIVER

4. GRADUATION IMPLICATION

5. CONCLUSION



THE URUGUAY ROUND (1986-93)

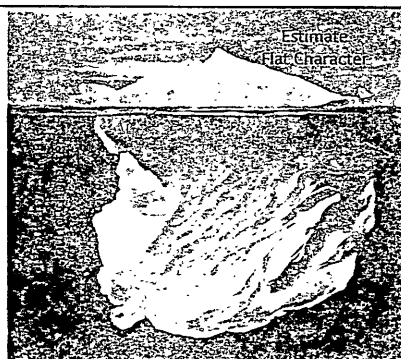
- The Uruguay Round was a landmark in the history of the trading system. Agriculture and textile and clothing were brought back into the fold in GATT.

Between the strong and the weak, between the rich and the poor... it is freedom which oppresses and the law which sets free. (Abbe Jean-Baptiste Lacordaire 1802-1861).



WHY TRIPS?

Punta del este (1986)
Need to effective and adequate protection

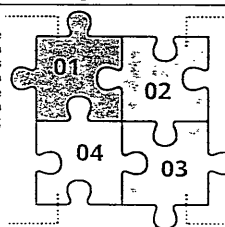


THE BASIC STRUCTURE OF THE WTO AGREEMENT

The Marrakesh Agreement Establishing the WTO includes 4 Annexes (Called Multilateral Agreement from Uruguay package, single undertaking)

Annex 1
Annex 1 A: Revised GATT, the other agreements trade in goods and member's Schedule of concession
Annex 1 B: GATS, Schedule of Service, Exemption
Annex 1 C: TRIPS

Annex 4
Covers the Plurilateral Trade Agreements.



Annex 2
Sets the rules and procedures for dispute settlement contained in the Understanding on Rules and Procedures Governing the Settlement of Dispute (DSU)

Annex 3
Regular review of developments and trends in national and international trade policy under the TPRM.

Annex 1C: Agreement of Trade Related Aspects of Intellectual Property Rights (TRIPS)

IP rights???

Exclusive rights
Territorial rights
And tangible

Main Area

It sets minimum standards of protection

Objective (Article 7)

Promotion of technological innovation, transfer and dissemination technology, Conducive to social and economic welfare and balance of rights and obligation

Based on

WIPO convention
Rome Convention

Inforce

1 January 1995

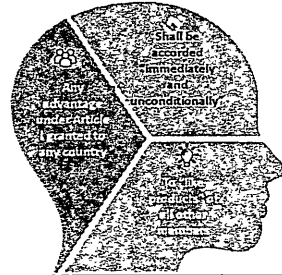
Principle

MFN, National Treatment, Exhaustion.

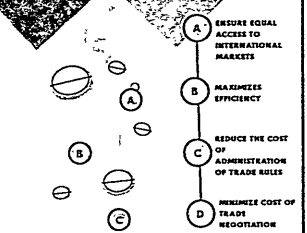
Aim

Reducing distortions and impediments to international trade, promoting effective and adequate protection of IP rights.

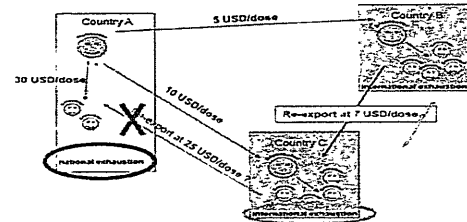
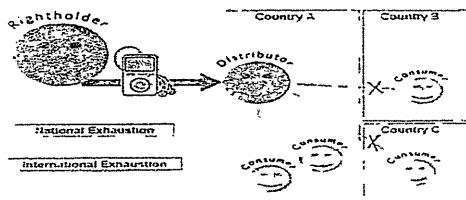
THE MAIN ELEMENTS OF THE MFN PRINCIPLE



BENEFITS OF THE MFN PRINCIPLE



Article 6: Exhaustion



What are IPRs?

Copyrights
Authors of artistic and literary works
Related rights
Performance
Phonogram producers
Broadcasting

Industrial Property
Trade marks
GI
Patent (innovation)
Industrial design

RIGHTS OF AUTHORS OF LITERARY AND ARTISTIC WORKS

Terms of Protection: 50 years

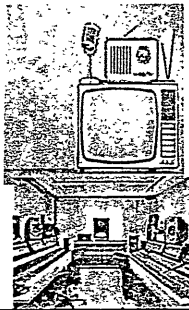


Authors or those who derive the right from author have the right to determine how their works are used for a minimum period of time after the death of the author

RELATED RIGHTS



"IP: New Opportunities"



TRADE MARK

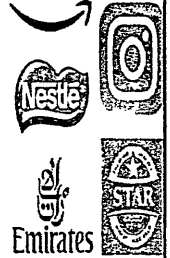
Typical Trade Mark: Combination of colour and shape,
Non Traditional Trade Mark: Colour, sound, smell.
Terms of Protection: Not less than 7 years



Art. 15.1 - What can be a trademark?

Any sign, or any combination of signs, capable of distinguishing the goods or services of one undertaking from those of other undertakings, shall be capable of constituting a trademark.

Such signs, in particular words including personal names, letters, numerals, figurative elements and combinations of colours as well as any combination of such signs, shall be eligible for registration as trademarks.



What is a patent?

- A bundle of rights given to the holder to protect new inventions, which prevents others from exploiting the invention

What is an invention?

- A new solution to a technical problem
- Often excludes discoveries, scientific theories, mathematical methods

How is a patent obtained?

- By application to the jurisdiction(s) where protection is sought

Objectives of patent protection

Promote innovation



- Allow innovators to recoup costs
- Encourage investment and competition

Transfer technology



- Provide information on latest technology
- Promote trade, "D" licensing

TRIPS and Public Health

Legal and universal access to medicines



- TRIPS
- Doha 2001
- Protocol 2005

Article 31: Other Use Without Authorization of the Right Holder (Flexibility)

(b) such..... the proposed user has made efforts to obtain authorization from the right holder on reasonable commercial terms and conditions and that such efforts have not been successful within a reasonable period of time. This requirement may be waived by a Member in the case of a national emergency or other circumstances of extreme urgency or in cases of public non-commercial use. In situations of national emergency or other circumstances of extreme urgency, the right holder shall, nevertheless, be notified as soon as reasonably practicable.....

(f) any such use shall be authorized predominantly for the supply of the domestic market of the Member authorizing such use;

This flexibility is general and confusion whether LDC could enjoy

Doha Declaration on Public Health

6. We recognize that WTO Members with insufficient or no manufacturing capacities in the pharmaceutical sector could face difficulties in making effective use of compulsory licensing under the TRIPS Agreement. We instruct the Council for TRIPS to find an expeditious solution to this problem and to report to the General Council before the end of 2002."

- These provisions in the Declaration ensure that governments may issue compulsory licenses on patents for medicines, or take other steps to protect public health.

What is Technology Transfer?



NEW ZEALAND 19/12/1951/123 1)

New Zealand: training, education and "know-how", along with any capital component.

- physical objects or equipment;
- skills and human aspects of technology management and learning;
- designs and blueprints which constitute the document-embodied knowledge on information and technology; and
- production arrangement linkages within which technology is operated.



EU 19/12/1951/123 1)

Technology transfer refers to the ways and means through which companies, individuals and organizations acquire technology or know-how from third parties, whether such technology is IPR-protected or not (i.e. including confidential know-how).

The acquisition by LDCs of a sound and viable technological base does not depend solely on the provision of physical objects or equipment, but also on the acquisition of know-how, on management and production skills, on improved access to knowledge sources, as well as on adaptation to local economic, social and cultural conditions.

Some Channels of Technology Transfer



EXPORTS OR IMPORTS
OF FINAL GOODS (TRADE)



LICENSES



PURCHASE OF FOREIGN
FIRM THROUGH MEEFER
TO ACQUIRE TECHNOLOGY



STRATEGIC ALLIANCE OR
JOINT VENTURE



ACQUISITION OF PEOPLE
FOR WORK OR EDUCATION



OPEN SOURCES OF
KNOWLEDGE

SMALL DIFFERENCE AND CRITICAL JUNCTURE

The great inequality of the modern world emerged in the 19th century and was caused by the uneven dissemination of technology and manufacturing production

Tuning point in between Neolithic and Industrial revolution

Poor countries remain poor because they are poor.....



PRIORITY
AREAS



13th WTO MINISTERIAL CONFERENCE

• TRIPS Agreement Article 66.2

• TRIPS Non-Violation and Situation Complaints (urge Members to agree to a permanent moratorium on the application of GATT 1994, paragraphs 1(b) and 1(c) of Article XXIII, TRIPS 64.2-5 years moratorium, not to bring at DSB) members have not yet agreed on whether and how such complaints could be used under the TRIPS Agreement

Trade-related response to COVID-19 (Emergency measures for trade-related capacity building, addressing supply-side bottlenecks and development of trade-related infrastructure. Aid for trade should not substitute emergency measures for the least developed countries (ODA) and least developed countries (LDCs) and other developing countries (Not to take any measures that distort trade)

TRIPS Non-Violation and Situation Complaints (routine activity)



13th WTO MINISTERIAL
CONFERENCE
ABU DHABI - UAE

2024

- ☐ Continue to examine the scope and modalities for Non-Violation and Situation Complaints
- ☐ Not to initiate such complaint till MC14
- ☐ Implication for Bangladesh:
 - ☐ The decision is not related to LDCs or graduated LDCs.
 - ☐ Implication may be ascertained when modalities will be adopted, and TRIPS obligations become mandatory after graduation.

Intellectual Property and Innovation: Technology Transfer case studies (IP/C/W/717 10 March 2025) Communication from Aus, JP, SK, EU, USA, UK, Canada, Taiwan, Singapore, NZ, Stz etc.

- > motivated to create a marketplace framework that attracts the voluntary transfer of technology and investment in technological innovation.
- > This discussion paper solicits case studies on the voluntary transfer of patent-protected or trade secret technology from one WTO Member to another
- > Availability of Technology: Informal transfer of knowledge can also disseminate technology as researchers, students, and scientists communicate with each other through publications, conferences, meetings, and other exchanges.
- > In instances where a given technology is protected by a patent or patents, the patent owner has the right to exclude others from using the technology in those countries where a patent has already been granted, and can set the parameters around accessing and using the technology until the term of protection expires.
- > The owner of the trade secret can choose to share the technology with others, but must take reasonable steps under the circumstances to keep it secret in order to maintain it as a trade secret.

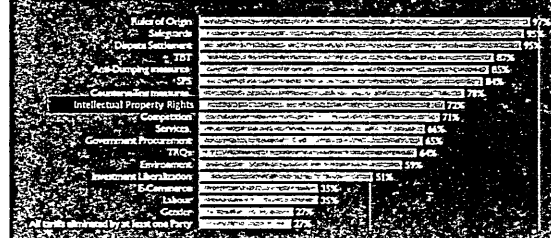
Policy Issues Period: IP and....

IP marriages

- IP and human rights
- IP and biodiversity
- IP and public health
- IP and TK
- IP and agriculture
- IP and innovation
- IP and development
- IP and economics
- IP and climate change
- IP and competition policy
- IP and technology transfer

Bangladesh Can do

Broad areas included in RTAs



Thomas Edison was awarded 1,093 U.S. patents across a wide variety of technologies, including his foreign patents filed in other countries, his total is 2,332.

His record wasn't surpassed until 2003 by a Japanese inventor, 72 years after Edison's final patent application.

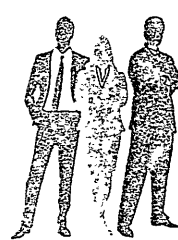


Challenges and Needs

- Traditional Legal law sometimes is not supportive
- Lack of IP related Lawyer
- No Strong academic system in relation to IP
- Lack of people's awareness
- Need: Technical Assistance

Lesson from Hong Kong- An IP traded Hub

- Sound legal framework
- Robust IP protection
- Sound financial regime (has a simple, predictable and low tax system and no foreign exchange)
- Availability of financing
- Good support services
- Gateway - Located in the heart of
- R&D and creative capabilities



Thank you
Open discussion

Module:10

Learning Good Practices



Briefing on ICT Services and ERP System

Dr. Mohammad Ziaul Islam
System Analyst & Module Director
Module-6: Digital Transformation of the Government, 120th SSC
system.analyst@bpatc.gov.bd, 01819-448979

Training Activities
Hardware and Networking
Software/Online Activities

ICT Training

ICT Training is mandatory for the following courses-

- Core Courses- FTC, ACAD, SSC, PPMC
- Special Foundation Courses- SFTC (DoICT, BCC, LGED, EC, Env. etc.)
- Short Courses- TOT, FMC, PMC, MOMC.

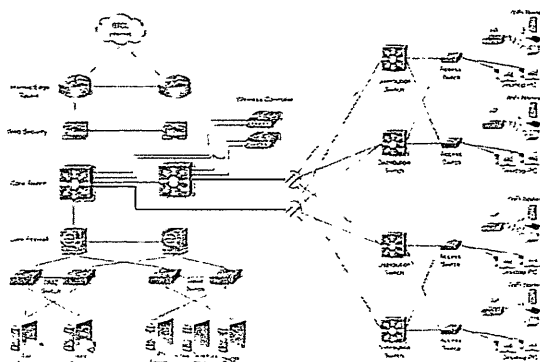
➤ ICT Training/Workshop for-

- Officer- (Grade- 03-10)
- Staff- (Grade- 11-20)

Around **400** hours ICT sessions per year.

Hardware & Network
Infrastructure

Logical Network Diagram



BPATC LAN & Internet

- All the Office buildings are network & Internet connected through fibre backbone.
- All the Computers and Laptops are network & Internet connected.
- Internet Bandwidth- 1,000 Mbps (500 Mbps from BTCL, 500Mbps from Private Company).

BPATC Computer items

Item	Number	Item	Number
Desktop Computer	561	Server	14
Laptop	587	Scanner	105
Printer	156	Network Switch	56
UPS	50 Online 263 Offline	Access Point	110
Display Board	25	Kiosk	05

BPATC Computer Lab Information (8)

LAB	COMPUTER	PRINTER	SCANNER	UPS	PROJ	User
Library-1	61	1	1	2	1	FTC Participants
Library-2	61	1	1	2	1	
Library-3	33	1	1	2	1	FTC, ACAD, SFTC
M. ICT-1	65	1	1	2	1	
ITC Lab (R-2 (5))	33	1	1	2	1	PPMC, SSC, ACAD, & ACBD
Library	10	1	1	1	-	Library User
Dor-3	12	1	1	1	-	Participants
Dor-15	33	1	1	2	1	Participants
Total:	314	08	08	14	06	

BPATC Computer Lab Facilities

- Practice & Report/ppt Preparation
- Printing (Through Network Printer)
- Internet/E-mail
(through LAN & Wi-Fi)
- Scanning etc.

Lab Time (ITC Computer Lab)

Sunday to Thursday

Time: 8.30 AM – 9.30 PM

Saturday

Time: 2.30 PM – 9.30 PM

Friday : Close

BPATC Computer LAB



BPATC Data Centre/ Network Control System

Laptop with Wi-Fi

Wi-Fi: SSC_BPATC
Password:

Wi-Fi : SSC_BPATC
Password : bpatc@ssc#

Online/Software Activities

Website of BPATC

www.bpatc.gov.bd

BPATC ERP

ERP (Enterprise Resource Planning)

Office Automation- 7 Customized Software-

- 1) Personnel Management Information System (PMIS);
- 2) Computerized Training Management System (CTMS);
- 3) Store Management System (SMS);
- 4) Accounts and Finance Management System (A&FMS);
- 5) Transport Management System (TMS);
- 6) Dormitory Management System (DMS);
- 7) Computer Equipment Management System (CEMS).

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.

ERP- 02 new Modules

Office Automation- 02 Customized Software-

- 1) Clinic Management System (CMS)
- 2) Research Management System (RMS).

Online Registration Approval System

Other online activities

- e-Library;
- e-Clinic Management Systems;
- Online Payment (Bus Ticket, Transport, Medical, Swimming Pool fees etc.);
- E-Learning Platform(ongoing);
- Turnitin (Plagiarism Software);
- Zoom Meeting- 20 users License;
- Cisco Webex Meeting- 01 user etc.

Future Activities/Roadmap

Future Activities

- Incorporating 4IR Technologies (AI, IoT, Bigdata etc.);
- Network & Internet Security Systems- Upgrade;
- AI based CCTV System;
- IP PABX (Public Addressing);
- Website- Upgrade;
- ERP- Upgrade;
- Turnitin (Plagiarism Software);
- Online Meeting- (Zoom, Cisco Webex, Boithok etc.).

ICT Manpower (Proposed)-112

- System Manager- 01
- Sr. System Analyst- 02
- System Analyst- 02
- Sr. Programmer 02
- Asst. System Analyst- 04
- Programmer- 03
- Asst. Director -01
- Asst. Programmer- 11
- Asst. Hardware/Maintenance Engineer- 04
- Data Entry Control Supervisor- 04
- Lab Technician- 16
- PA -01
- Data Entry Control Operator- 12
- Computer Typist- 17
- LAB Attendant-16
- MLSS/Office Sohayok-15

Q/A



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

Welcome to Course Briefing

120th Senior Staff Course
(09 November- 23 December 2025)



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

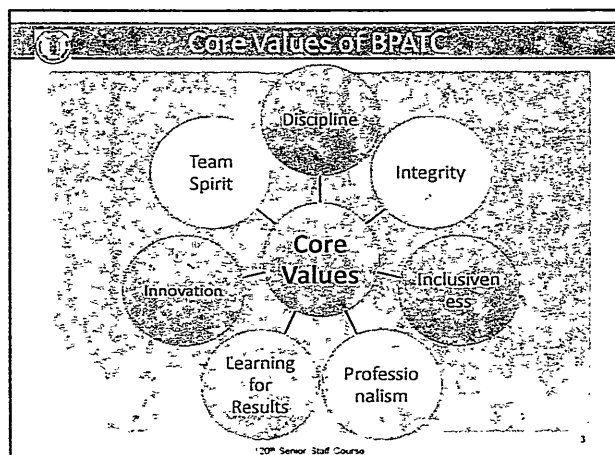
Course Management Team

Course Advisor
Sayeed Mahbub Khan, Rector, BPATC
Course Director

Mr. Md. Atikuzzaman, MDS
Course Coordinators

Mr. Md. Rafiqul Islam, Director
Ms. Afia Rahman Mukta, Deputy Director (C.C)

120th Senior Staff Course



Centre Course Theme

120th SENIOR STAFF COURSE
CURRICULUM & BROCHURE
09 November - 23 December 2025

"Building a Culture of Effective, Inclusive and Accountable Public Administration System"

Building Effective, Inclusive and Accountable Public Administration System

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
Savar, Dhaka-1362
www.bpatc.gov.bd

120th Senior Staff Course

Goal & Objectives of the SSC

To enhance the leadership and management capacities of senior public administrators to promote inclusive growth and development in Bangladesh.

1. To develop leadership capability focusing on enhanced team-building skill and innovativeness;
2. To enhance decision-making and strategic-thinking skills for evolving socio-economic environment;
3. To optimize communication and negotiation skills for inclusive development.

120th Senior Staff Course

General Expectations... (1)

You are expected to be-

- > Disciplined in all occasions
- > Punctual
 - ✓ be on time, at least five minutes before first session of the day and two minutes before other sessions
 - ✓ delay is not admissible in any kind of activities
- > SMART

120th Senior Staff Course



General Expectations.. (2)

You are expected to be-

- Organized
- Respectful to others (such as Faculty Members, Guest Speakers, Personnel of BPATC, Fellow Participants, Participants of other Courses etc.)
- If you have any complaint/observation, please inform concerned Coordinator/s

120th Senior Staff Course

7



Senior Staff Course

- The training course is fully residential
- Pen picture of the participant during training at BPATC is kept in his/her dossier in the concerned ministry/division

120th Senior Staff Course

8



General Norms: Visiting Faculty

- No participant shall meet or otherwise be called by any faculty member in his/her office room
- In case of emergency, such meeting can be arranged in the course office with the intervention of the CMT
- Wearing Name Badge is mandatory during your stay at BPATC and in all training activities (except PT and Sports)

120th Senior Staff Course

9



General Norms: Visiting Faculty

- No participant shall meet or otherwise be called by any faculty member in his/her office room
- In case of emergency, such meeting can be arranged in the course office with the intervention of the CMT
- Wearing Name Badge is mandatory during your stay at BPATC and in all training activities (except PT and Sports)

120th Senior Staff Course

10



Use of Name Badge

Raihan

Roll 101

120th SSC

- Name badge is mandatory all time while at BPATC and in all training activities except sports and PT sessions

120th Senior Staff Course

11



During Classes and Other Sessions

- Be on time and do not engage in side talk
- Don't carry cell phone in the classroom
- MUST not go outside the class frequently
- Participate effectively to group and class discussion

120th Senior Staff Course

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During Class and Other Sessions

- Offer 'Vote of Thanks (VoT)' to the Guest Speaker/s after the session. Manager of the Day is usually assigned for that task.
- Before tea break or lunch invite speaker to have tea or lunch (In case).
- In case of any urgency, please inform the coordinator/resource person of the session

120th Senior Staff Course

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Use of Common Facilities

- Please be *respectful* to other users in sharing common facilities like Library, Multipurpose Building, Medical Centre etc.
- Do not carry cell phone in the Library
- Entry to the Library in sports outfit is prohibited

120th Senior Staff Course



Dress Code

Male Participants: Formal sessions

- Wear white/light coloured shirt (with one pocket) and full pant, shoes and tie
- Wear complete suit in important formal occasions
- Sports and PT sessions: White English/Tennis half pant/track suit, white coloured T-shirt and white keds with white socks

120th Senior Staff Course

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Dress Code cont'd...

FEMALE PARTICIPANTS : Formal Sessions

- Wear Sari of decent color in regular academic sessions
- Must wear Sari in important formal occasions with Blazer
- Sports and PT sessions: White colored three pieces /tracksuit, white scarf and white colored keds with white socks

120th Senior Staff Course

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Use of Dormitory Facility

- Dormitory entrance will be closed at 10:30 PM. Enter the dormitory well ahead of the prescribed time
- Guests are not permitted in the dormitory
- There is a guest room to meet guest
- ITC lobby is reserved for the other courses and official activities of the centre.

120th Senior Staff Course

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Use of Dormitory Facility...

- Participants' or their guests' transport are not permitted to park in the campus
- In case of any inconveniences in the dormitory please write the complaint by yourself in the register book, NOT by Room boys/girls

120th Senior Staff Course

In the Cafeteria

- Food will be served from the respective counter/booth/cafeteria
- Use spoon, fork, knife, napkin and make no unnecessary sound/noise
- Be well-dressed
- Be decent with cafeteria personnel
- Don't ask for food after scheduled time

120th Senior Staff Course
19

Meal Time

✓ Participants MUST follow the timetable

Breakfast	Tea Break	Lunch & Prayer	Evening Tea	Dinner
07:30-08:15 Must enter by 08:05 AM	10:40-11:05	13:15-14:15	Subject to change	19:30-21:00

✓ If any issue arises, please Inform your concerned CC first.

120th Senior Staff Course
20

Evaluation

- 10 Modules, 750 marks
- Written Examinations, Individual Assignments, Group Assignments, Presentation, and overall Conduct and Discipline in the course
- Evaluation/Assessment will be conducted by Module Directors, Evaluation Department and CMT

120th Senior Staff Course
21

Module Overview

Sl. No.	Module	Evaluation Method	Individual	Group
01	Module 1: Public Sector Ethos	Group Presentation	-	25
02	Module 2: Strategic Management in Public Sector	Group Presentation	-	50
03	Module 3: Public Policy Analysis	Individual Assignment + Presentation	50+25	-
04	Module 4: Public Sector Reform/Innovation Initiative	Individual Action Plan + Presentation	50+50	-
05	Module 5: Partnerships and Negotiations	Simulation	-	50
06	Module 6: Digital Transformation of the Government	Group Assignment	-	50
07	Module 7: Economic Policy and Development Strategy	Group Presentation	-	50
08	Module 8: Project & Procurement Management	Group Assignment	-	50
09	Module 9: Cross-cutting Issues	Individual Assignment	50	-
10	Module 10: Learning Good Practices	-	-	100+100
-	Evaluation by CMT	-	20	-
-	Evaluation by Ext Dept	-	30	-
-		-	275	475
Total Marks			750	

120th Senior Staff Course
22

Tentative Schedule for Field Visit

Visit/Data Collection Program	Date
Data Collection	25-27 November
Organization Visit	- 23 rd November, 2025 & - 4 th December, 2025
Study Visit	10-11 December

120th Senior Staff Course
23

Tentative Schedule for Field Visit

Month	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
November	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30						
December		01	02	03	04	05	06
	07	08	09	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23				

120th Senior Staff Course
24

Examination/Assessment

- Copying/something similar in the report is strictly prohibited.
- Assignment/report prepared by others will be handled seriously.

120th Senior Staff Course 25

Examination/Assessment

- Without referencing (wherever needed) others work in preparation of assignment/report, is treated as copying/plagiarism.

120th Senior Staff Course

Smoking and Others

- Smoking/alcohol/drug is strictly prohibited in the centre
- Unique opportunity for you to quit such a detrimental habit, if you have any



120th Senior Staff Course 27

Smoking Zone

Non-smoking Campus!



**Multipurpose
Top Floor &
Left corner of
(Outside) ITC
: Scope for
Smoking**

120th Senior Staff Course 28

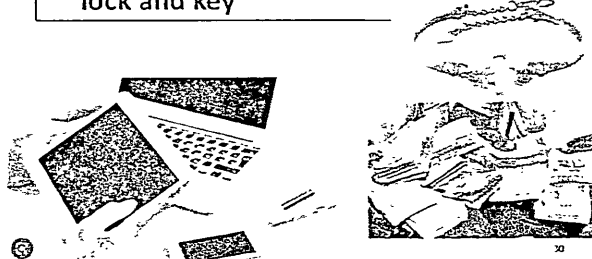
Leave and Holidays

- NO leave will be permitted during the course
- Without prior permission, you are not allowed to go outside the centre even if you do not have any training session
- Some weekends will be used for training purpose

120th Senior Staff Course 29

Precaution

- Please keep your belongings and valuables (cash and others) under lock and key



30

Zero Tolerance



➤ Towards any kind of violation of discipline, norms, rules, regulations and instructions

120th Senior Staff Course 31

Reminder cont'd

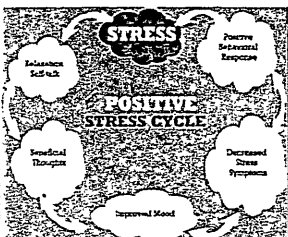
☐ Please go through the Brochure and all other materials carefully given to you

☐ Please check and follow the daily training schedule attentively

✓ These are very important

120th Senior Staff Course 32

Stress



➤ There might be lots of Stress during the Training

➤ Please help us to help you to complete the course successfully

120th Senior Staff Course 33

Duties of citizens and of public servants

- 21. (1) It is the duty of every citizen to observe the Constitution and the laws, to maintain discipline, to perform public duties and to protect public property
- (2) Every person in the service of the Republic has a duty to strive at all times to serve the people

120th Senior Staff Course 34

"Intellectual growth should commence at birth and cease only at death."
— Albert Einstein



"Live as if you were to die tomorrow. Learn as if you were to live forever."
— Mahatma Gandhi



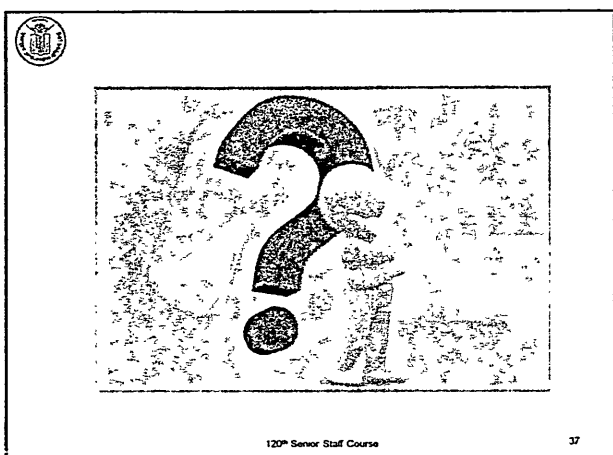
"Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young."
— Henry Ford



120th Senior Staff Course 35

Wish you a happy, productive and memorable stay at BPATC

120th Senior Staff Course 36



GENERAL INSTRUCTIONS FOR COURSE END EVALUATION

Department of Evaluation



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

PRE-REQUIREMENTS

- Laptop/Cell Phone with Internet Access
- Experience of the Training (you attended)
- Critical and Constructive Thinking
- Patience (for investing some time)
- Mindset for an Individual Task

H.B. Any personal identifiers will remain confidential

GENERAL INSTRUCTIONS

- Please log in to your ERP account (i.e., you used for speakers' evaluation)
- After login, you would notice a dedicated tab named 'End-of-Course Evaluation'
- Please click on that tab, and then you would get a course-related survey form/questionnaire
- We request you to share your constructive feedback with us and press 'submission' button within the stipulated time. Successful completion will be notified by a transient pop-up message

GENERAL INSTRUCTIONS

- Please write only 'Not Applicable' if any question/heading is not relevant for you. ERP software needs input in all the boxes!
- In the survey template, 1 = Lowest Value, 5 = Highest Value
- In case of any confusion, please contact us

THANKS!

YOUR CONTRIBUTION WILL BE SIGNIFICANT FOR
BPATC

Learning to save lives

Prof. Dr. Mohsin Ahmed

MD, MSc, FIC, ACC, ESC, FRCG, FAPSC
Professor & Head
Department of Cardiology
Kurmitola General Hospital, Dhaka, Bangladesh
mohsinahmed07@gmail.com
8801613393185

Heart - The Miracle Organ

B-ROLL

Heart Animation

Sudden cardiac death

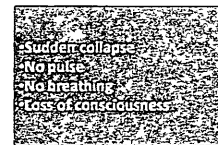
- Heart starts beating in 5th week of the pregnancy
- Works 24 / 7 throughout your life
- Beats around 1 Lakh times every day
- Functioning is vital to all the organs in the body

Sudden Cardiac Arrest

Sudden cardiac arrest is the sudden cessation of cardiac activity so that sudden loss of blood flow throughout the body resulting from the heart not being able to pump blood efficiently.

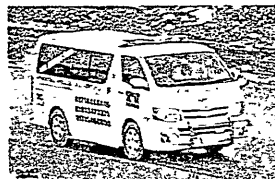
Sudden Cardiac Arrest

- It is a condition in which the heart suddenly and unexpectedly stop beating and the cessation of blood flow occurs towards the brain and other vital organs.



Sudden Cardiac Arrest

- Sudden cardiac arrest is the most common cause of death around the globe.
- 92% of sudden cardiac arrest victims die before they ever reach the hospital.



Sudden Cardiac Arrest

Major killer worldwide

- > 350,000 out-of-hospital cardiac arrests annually in the U.S., nearly 90% of them fatal.
- > Over 250,000 deaths a year in the U.S. alone.
- > Only 5 - 10 % of its victims survive.

Sudden Cardiac Arrest is a national public health crisis.



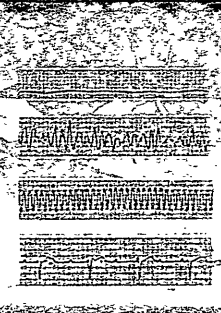
Sudden Cardiac Arrest



Every two minutes someone suffers a sudden cardiac arrest (SCA).

Types (forms) of cardiac arrest

- 1) Asystole (isoelectric line)
- 2) Ventricular fibrillation (VF)
- 3) Pulseless Ventricular tachycardia (VT)
- 4) PEA: pulseless electrical activity.



Sudden Cardiac Arrest

Cardiac causes-

- Heart attack (Ischemic heart disease) – 80% of all causes
- Cardiomyopathy
- Heart valve disease
- Congenital heart disease
- Acute myocarditis

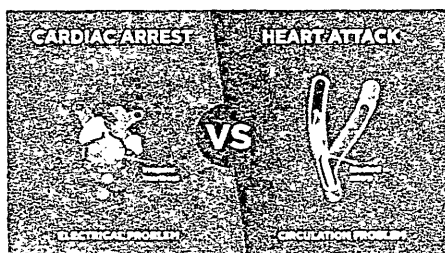
Non Cardiac Causes –

- Hypoxia –any cause
- Severe Hemorrhage
- Drug overdose
- Electrocutation
- Drowning

Sudden Cardiac Arrest

Reversible Causes

- Hypovolemia
- Hypoxia
- Hydrogen ion (acidosis)
- Hypoglycemia
- Hypo-/hyperkalemia
- Hypothermia
- Tension pneumothorax
- Tamponade, cardiac
- Toxins
- Thrombosis, pulmonary
- Thrombosis, coronary



CARDIAC ARREST is an ELECTRICAL problem



The person will be UNCONSCIOUS
Call 999 & Start CPR

A HEART ATTACK is a CIRCULATION problem



The person will probably be CONSCIOUS
Call 999 & Keep them calm

Do You Know the Difference?

HEART ATTACK vs. CARDIAC ARREST

CIRCULATION

A blockage or narrowing of the coronary arteries, usually at an artery branch close to the heart, causing decreased flow to part of the heart.

SYMPTOMS

NOES OR DAYS BEFORE
(Heart may not feel normal)

- Chest Pain
- Shortness of Breath
- Weakness
- Unusual Fatigue
- Sweating
- Nausea
- Light-headedness

ELECTRICAL

The heart stops beating entirely, either from a malfunction in the heart's electrical system or from a severe blockage of the coronary arteries.

SYMPTOMS

NOES OR DAYS BEFORE
(Heart may not feel normal)

- Sudden Collapse
- Loss of Consciousness
- No Pulse
- No Breathing
- No Response

TAKE ACTION

Every minute matters! Whether you suspect it's cardiac arrest or a heart attack, the first step is always to call 911 or another emergency number.

HEART ATTACK

Call 911
or another emergency number

Chest & Shortness of Breath
Other signs of heart attack by a doctor

Take Aspirin
If you think you're having a heart attack, take 160 mg of aspirin. If you're not sure, call 911 for more information. Do not take aspirin if you're allergic to it.

CARDIAC ARREST

Call 911
or another emergency number

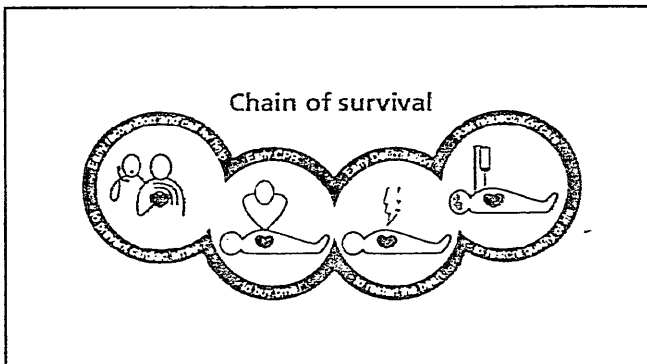
Start CPR
Learn how to perform CPR. Push hard and fast in the center of the chest.

Use an AED
Automated External Defibrillator. Follow the voice prompts. It's safe for everyone.

Management of sudden cardiac arrest

Basic life support (BLS)

Advanced life support (ALS)



Chain of Survival of Sudden Cardiac Arrest

- Recognition of cardiac arrest and activation of the emergency response system
- Early cardiopulmonary resuscitation (CPR) with an emphasis on chest compressions
- Rapid defibrillation
- Advanced resuscitation by Emergency Medical Services and other healthcare providers
- Post-cardiac arrest care
- Recovery (including additional treatment, observation, rehabilitation, and psychological support)

WHAT IS CPR?

Cardiopulmonary Resuscitation (CPR) is an emergency lifesaving procedure performed when the heart stops beating (sudden cardiac arrest).

CPR combines rescue breathing and chest compressions.

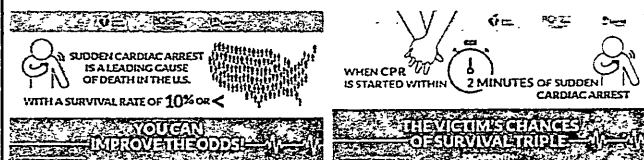
CPR works by circulating blood flow to the brain & keeping vital medical services & resources available.

Immediate CPR can double or triple chances of survival.

Survival Statistics

- Only 8% of those who experience a cardiac arrest outside of a hospital survive.
- Only 32% receive CPR from a bystander.
- When the heart and lungs stop working, the victim only has about 5 minutes before brain death starts to occur.
- Survival depends on keeping the blood flowing.
- Immediate CPR can double or triple chances of survival after cardiac arrest.

How CPR Can Help



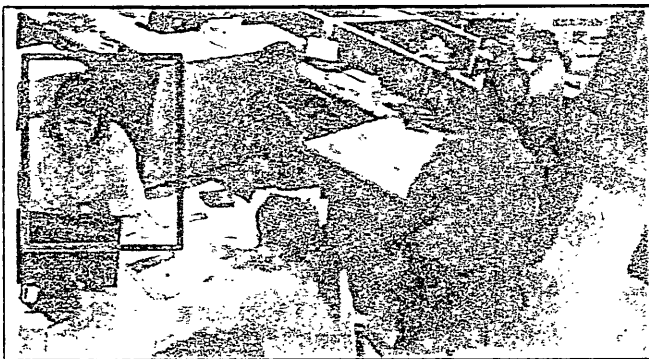
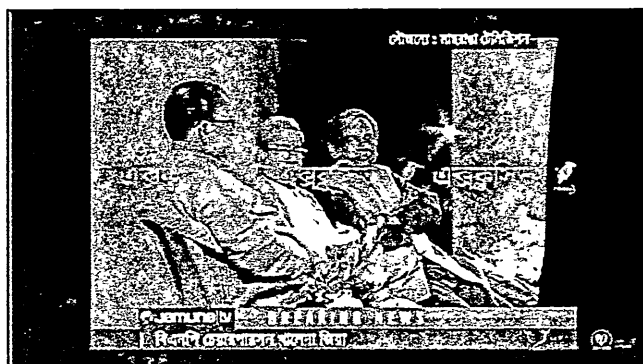
Do You Know CPR?

- 70% of Americans do not know CPR.
- Unfortunately, About 98% population of Bangladesh are not trained in the basic life-saving technique of CPR.



Who, When, Where?

- 88% of cardiac arrests occur at home.
- The person's life you save could be a loved one.
- It could happen to anyone, any time—even without warning to people who appear healthy.



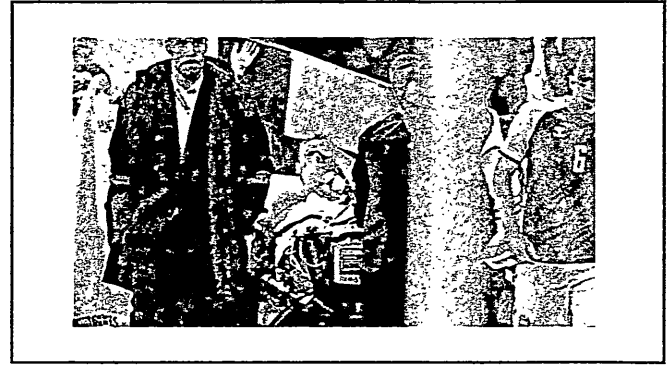
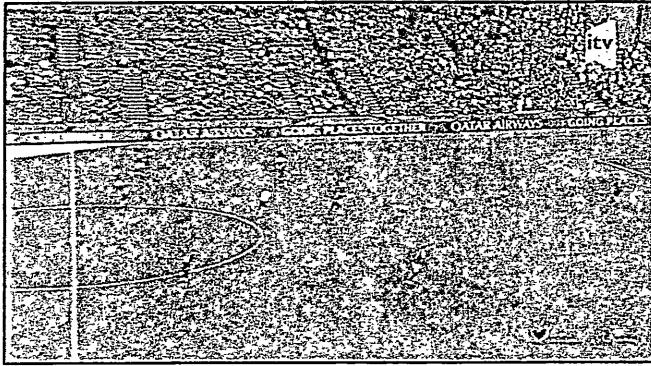
Local footballer Christian Eklund wants to be a professional, and played during Euro 2020 football

The Eero 1972 match between Denmark and Poland resulted in a heavy loss for the latter Danish soccer players. Christian Eriksen celebrated in the first half of the game.

Eriksen suffered a cardiac arrest and was taken to a hospital he was treated and Denmark's team doctor, Morten Hansen.

Eriksen's teammates then formed a ring around him as medical personnel took him to ground where he needed performed CPR.



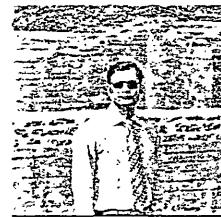


At least 153 killed in crowd crush during Halloween festivities in Seoul



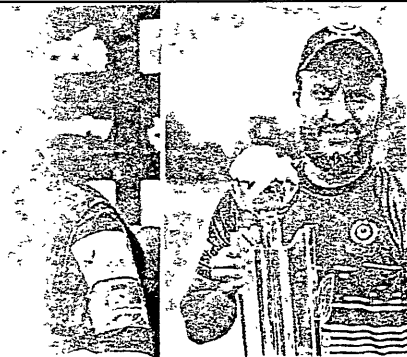
Former captain of Bangladesh cricket team, Tamim Iqbal has been survived after sudden cardiac arrest and heart attack

Dr M Zaman Maruf

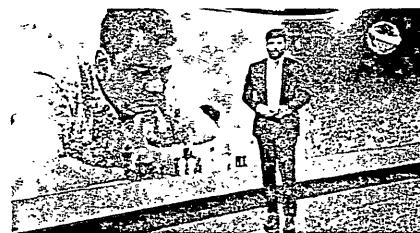


Tamim Iqbal has been survived after performing CPR for 22 mins

The unsung Hero
Yakub Chowdhury
Dalim, trainer



Grandmaster Ziaur Rahman's unfortunate death



CPR: Step by Step

Check that the area is safe, then perform the following basic CPR steps:

1. Call 911 or ask someone else to.
2. Lay the person on their back and open their airway.
3. Check for breathing. If they are not breathing, start CPR.
4. Perform 30 chest compressions.
5. Perform two rescue breaths.
6. Repeat until an ambulance or automated external defibrillator (AED) arrives.

Chest compressions

Adult: press down 2 inches
Child: press down 2 inches
Infant: press down 1.5 inches

Perform 30 chest compressions at a rate of 100 per minute, letting the chest rise between each.

Repeat

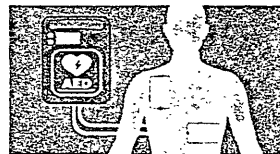
- Repeat the cycle of 30 chest compressions and two rescue breaths until the person starts breathing or ambulance arrives.
- If an AED arrives, carry on performing CPR until the machine is set up and ready to use.

Rescue breaths

Open airways by tilting the chin slightly
Watch for chest rising
Pinch nose and give two rescue breaths

AED – Automated External Defibrillator

- An AED is a type of computerized defibrillator that automatically analyzes the heart rhythm on people who are experiencing cardiac arrest.
- When appropriate, it delivers an electrical shock to the heart to restore its normal rhythm.
- The conversion of a ventricular



মোনাকো, ফ্রান্সের পাশে পৃথিবীর ২য় ক্ষুদ্রতম দেশ। মাত্র ২ বর্গকিলোমিটার আয়তন। সেখানে পাকে AED (Automated External Defibrillator) গাছের পাশে ঝুলানো দেখলাম। আবার এটো মার্ক দেয়া ৩০ মিটার দূরে মেশিনটি আছে।

