158th Advanced Course on Administration and Development (ACAD)

(19 July to 16 September 2026)

Omnibus (Volume-II)

Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

158th Advanced Course on Administration and Development (ACAD)

(19 July to 16 September 2026)

Course Management Team

Course Advisor

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Member Directing Staff (MDS) (D&E)

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Course Director

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Course Coordinators

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

INDEX

Sl. No	Title	Page No.
1.	Daily Schedule	**01-38**
2.	Module 1: Public Service and Operational Issues	**39-89**
3.	Module 2: Policy & Planning	**90-153**
4.	Module 3: Economic Management	**154-165**
5.	Module 4: Artificial Intelligence (AI) in Governance	**166-218**
6.	Module 5: Research for Governance	**219-220**
7.	Module 6: Project Management and Financing	**221-283**
8.	Module 7: Procurement Management	**284-325**
9.	Module 8: Development Partnership and Negotiations	**326-373**
10.	Module 9: Communication Competency	**374-393**
11.	Module 10: Fitness and Well-being	**394-426**
12.	Module 11: Contemporary Issues	**427-455**
13.	Module 12: Learning Good Practices	**456-473**
14.	Extension Lecture	**474-487**

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DAILY SCHEDULE

Date: 18.7.2026 **Day 00: Saturday**

Time	Event	Speaker/Attached Faculty	Venue
16:30	Departure from RPATC Dhaka to BPATC	Course Management Team (CMT) and Participants	RPATC Dhaka (49 New Eskaton)
17:30 - 18:30	Arrival at BPATC	CMT / AD (Dormitory)	15 Storied Dormitory BPATC
19:30 - 20:30	Course Briefing	CMT	ITC-207
20:30 - 21:30	Dinner	AD (Dormitory)	Aparajita Dining, ITC

- **This schedule may be changed due to unavoidable circumstances.**

(Sanjida Shahnaz)
Course Coordinator
158th ACAD
Cell No: 01747274511

Distribution:
1. All MDSs, BPATC, Savar, Dhaka;
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6. Concerned Speaker.....;
7. Technical Supervisor(s)/Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
8. Dormitory Supervisors/Supervisor, Day Care Centre, BPATC, Savar, Dhaka;
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DAILY SCHEDULE

Date: 19.7.2026 **Day 01: Sunday**

Time	Session Code	Event	Speaker/Attached Faculty	Venue
07:15 – 08:00	-	Breakfast	AD (Dormitory)	Aparajita Dining, ITC
08:00 - 09:00	-	Pay Tribute to the National Martyrs' Memorial.	CMT & Participants	National Martyrs' Memorial, Savar
09:15 - 10:40	-	Inaugural Ceremony (Arrival of the Chief Guest at 09:30 am)	Rector CMT	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Aparajita Dining, ITC
11:05 - 12:05	-	Module Briefing and Service (Medical, Service, and Library) Briefing	Module Directors, Medical Officer, DD (Service), Librarian	ITC-207
12:15 - 13:15	-	Committee Formation & Evaluation Briefing	CMT & Participants DD(Evaluation)	ITC-207
13:15 - 14:15	-	Inaugural Lunch	AD (Dormitory)	Aparajita Dining, ITC
14:15 - 15:15	-	ERP Briefing and Laptop Distribution	IT Team of BPATC	ITC-207
15:25 – 16:25	10.01	Sedentary Life Style and Effects	Dr. Md. Mostafizur Rahman (Former Medical Officer)	ITC-207
17:30 - 18:20	-	Afternoon Games	AD Sports	Indoor Games Hall
19.15-20:15	-	Medical Check-up	Medical officer/Participants	BPATC Medical Centre
20:00- 21:00	-	Dinner	AD (Dormitory)	Aparajita Dining, ITC

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DAILY SCHEDULE

Date: 20.7.2026 **Day 02: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Aparajita, ITC
08:30 - 09:30 09:40 - 10:40	1.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md. Mohoshin Ali MDS	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Aparajita, ITC
11:05 - 12:05 12:15 - 13:15	2.01	Public Service Management: Reform Initiatives & Best Practices	Ms. Farah Shammi, NDC Secretary, Coordination and Reforms	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Aparajita, ITC & Mosque
14:15 – 15:15	5.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Dr. Md. Zohurul Islam MDS	ITC-207
17:20 - 18:20	-	Afternoon Games	AD Sports	Indoor Games Hall
19:15 – 20:00	-	Health Check up	Medical Officer	Medical Centre
20:00 - 21:00	-	Dinner	AD (Dormitory)	Aparajita, ITC

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DAILY SCHEDULE

Date: 21.7.2026 **Day 03: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	1.02	Innovation for Public Service Improvement	Mr. Md. Mamunur Rashid Bhuiyan Acting Secretary ICT Division Ministry of Posts, Telecommunication, and Information Technology	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	5.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Dr. Md. Zohurul Islam MDS	ITC-207
12:15 - 13:15	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	Dr. Md. Zohurul Islam MDS	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15	5.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	Dr. Md. Zohurul Islam MDS	ITC-207
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 22.7.2026 **Day 04: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	1.03	Strategic Management in the Public Sector: tools and Framework	**Professor Dr. Mohammad Thoufiqul Islam** Chairman, Management, DU	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05	7.01	Overview on PPA 2006 and PPR 2025	**Mr. Md. Rafiqul Islam** Director	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15	1.05	The Law Making Process: From Draft Bill to Parliamentary Approval	**Mr. Md. Nazmul Hoque** Joint Secretary, Bangladesh Parliament Secretariat	ITC-207
15:25 – 16:25				
17:30 - 18:20	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 - 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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DAILY SCHEDULE

Date: 23.7.2026 **Day 05: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	2.02	Evidence-Informed Policy Formulation: Process, Actors, and the Political Economy	**Dr. Rizwan Khair** Former MDS BPATC & **Dr. Mohammad Rezaul Karim** Deputy Director	**ITC-207**
09:40 - 10:40				
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05	2.02	Evidence-Informed Policy Formulation: Process, Actors, and the Political Economy	**Dr. Rizwan Khair** Former MDS BPATC & **Dr. Mohammad Rezaul Karim** Deputy Director	**ITC-207**
12:15 - 13:15	5.01.03	Session with Consultants/Mentors to share topic/title & writing Research Proposal	Dr. Md. Zohurul Islam, MDS Dr. Md. Roushon Jamal, Director Dr. Mehedi Masud, Director Dr. Md. Morshed Alom, DD Mr. Shamim Hosen, DD Ms. Afia Rahman Mukta, DD(C.C.)	**ITC-207**
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:30 – 14:30	-	Departure from BPATC	CMT	**In front of Indoor Games Hall**

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DAILY SCHEDULE

Date: 26.7.2026 **Day 06: Sunday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30 09:40 - 10:40	4.01	E-Governance: Digital Service Delivery, Citizen Connectivity, and Readiness	**Dr. Jahid Hossain Panir** MDS	**ITC-207**
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05 12:15 - 13:15	4.02	Digital Platform and Cyber Security	**Major General Ibne Fazal Shayekhuzzaman** BSP (BAR), SGP, AFWC, PSC (Major General), Bangladesh Army	**ITC-207**
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15 15:25 – 16:25	3.1	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges, and Lessons from South-East Asia	**Dr. Kazi Iqbal** Director (Research) Bangladesh Institute of Development Studies (BIDS)	**ITC-207**
17:30 - 18:20	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 - 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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DAILY SCHEDULE

Date: 27.7.2026 **Day 07: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	4.03	Frontier Technologies for Governance: Artificial Intelligence (AI), Internet of Things, Big Data, etc.	**Mr. Md. Mamunur Rashid Bhuiyan** Acting Secretary, ICT Division	**ITC-207**
09:40 - 10:40				
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05	4.04	Artificial Intelligence (AI) for Daily Office Work (Documentation, Communication, Presentation & Task Management)	**Mr. Saddam Hossain** Co-Founder & Chief Executive Officer Designers do Futuro / The Discovery AI LLC	**ITC-207**
12:15 - 13:15				
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15	4.04	Artificial Intelligence (AI) for Daily Office Work (Documentation, Communication, Presentation & Task Management)	**Mr. Saddam Hossain** Co-Founder & Chief Executive Officer Designers do Futuro / The Discovery AI LLC	**ITC-207**
17:30 - 18:20	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 - 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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DAILY SCHEDULE

Date: 28.7.2026 **Day 08: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	2.04	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	Dr. Md Mohoshin Ali MDS	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	1.06	GPSM as a Tool for Enhancing Transparency and Accountability in Public Administration	Mr. Numeri Zaman, MDS Mr. Shamim Adnan, DD	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15	5.01.04	Session with Consultants/Mentors to share topic/title & writing Research Proposal	Concerned Mentors	ITC-207
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 29.7.2026 **Day 09: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	2.03	Preparing Policy Argument	Dr. Md Sanwar Jahan Bhuiyan Former Secretary	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	2.07	ADP and Financing Modalities and Procedures	Mr. Khandker Ahsan Hossain Additional Secretary (LPR), Planning Division	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15	3.04	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	Mr. Mohammad Muslim Chowdhury Former C & AG	ITC-207
15:25 – 16:25				
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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(19 July 2026 - 16 September 2026)

DAILY SCHEDULE

Date: 30.7.2026 **Day 10: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 / 09:40 - 10:40	9.01	Emotional Intelligence	Professor Dr. Nazrul Islam Independent University Bangladesh	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 / 12:15 - 13:15	2.06	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Mr. Md. Sayeedul Haque Former Chief, Programming Division, Bangladesh Planning Commission	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:30 – 14:30	-	Departure from BPATC	CMT	In front of Indoor Games Hall

- **This schedule may be changed due to unavoidable circumstances.**
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(Sanjida Shahnaz)
Course Coordinator
158th ACAD
Cell No: 01747274511

Distribution (Not as per seniority):
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5. PS to Rector, BPATC, Savar, Dhaka (for kind information of the Rector);
6. Concerned Speaker.....;
7. Technical Supervisor(s)/Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
8. Dormitory Supervisors/Supervisor, Day Care Center, BPATC, Savar, Dhaka;
9. Receptionist, Savar, Dhaka;
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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
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(19 July 2026 - 16 September 2026)

DAILY SCHEDULE

Date: 02.8.2026 **Day 11: Sunday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30 09:40 - 10:40	1.07	Steps, Compliance, and Documentation Required for Audit Objection Settlement	**Mr. Md. Nurul Islam** Deputy Comptroller and Auditor GeneraL	ITC-207
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05 12:15 - 13:15	8.01	Fundamentals of Negotiation: Distributive and Integrative Approaches, and Strategic Steps	**Mr. Abu Saleh Mohammad Obaidullah** Joint Secretary, Construction of Multipurpose Cyclone Shelters in Coastal Cyclone Prone Areas (Phase 3), DDM	ITC-207
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15	5.01.05	Session with Consultants/Mentors to share topic/title & writing Research Proposal	**Concerned Mentors**	ITC-207
17:30 - 18:20	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 - 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 03.8.2026 **Day 12: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	10.03	Stress Management and Strategies for Ensuring Work-Life Balance	Mr. Md. Abu Bakar Siddique, Grade- 1 Vice-Chairman, BTRC	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	3.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Mr. Md Monzorul Haque Joint Secretary, Finance Division	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15 15:25 – 16:25	1.04	Role of interagency Collaboration in public service improvement	Mr. Mohammed Humayun Kabir Add. Sec., Cabinet Division	ITC-207
17:40 - 18:40	6.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Mr. Md Shamimul Haque DG, Bangladesh Bureau of Statistics	ITC-207
18:40 – 19:10	-	Prayer Break	AD (Dormitory)	ITC-408, 508
19:10 – 20:10	6.01	Project Preparation, Management, and Approval Process	Mr. Md Shamimul Haque DG, Bangladesh Bureau of Statistics	ITC-207
20:10 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 06.8.2026 **Day 14: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	2.05	Sectoral Policy Analysis	Mr. Kabir Ahamed Additional Secretary Physical Infrastructure Division Bangladesh Planning Commission	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	3.02	Budget Making Process and MTBF	Mr. Md. Hasanul Matin Additional Secretary Finance Division	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:30	-	Film Screening on the Occasion of July Mass Uprising Day 2026	CMT	ITC-207
15:45 - 15:45	-	Departure from BPATC	CMT	In front of Indoor Games Hall

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DAILY SCHEDULE

Date: 12.8.2026 **Day 18: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	4.05	AI for Data Management and Decision Making (Data Analysis, Decision making with AI, HR & Finance Management)	Dr. Fazlul Husan Siddiqui Professor, Dept. of CSE, DUET, Gazipur	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	4.05	AI for Data Management and Decision Making (Data Analysis, Decision making with AI, HR & Finance Management)	Mr. Md Taufiqul Islam Joint Secretary, Cabinet Division	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 16:25	-	Evaluation (IA/Practical) on Module 4	Dr. Md. Jahid Hossain Panir MDS	ITC-207
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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6. Concerned Speaker.....;
7. Technical Supervisor(s) Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
8. Dormitory Supervisors Supervisor, Day Care Center, BPATC, Savar, Dhaka;
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DAILY SCHEDULE

Date: 13.8.2026 **Day 19: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	8.02	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	Mr. Abu Saleh Mohammad Obaidullah Joint Secretary, Construction of Multipurpose Cyclone Shelters in Coastal Cyclone Prone Areas (Phase 3), DDM	ITC-207
09:40 - 10:40	8.03	Simulation on International Negotiations	Mr. Abu Saleh Mohammad Obaidullah Joint Secretary, Construction of Multipurpose Cyclone Shelters in Coastal Cyclone Prone Areas (Phase 3), DDM	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	8.03	Simulation on International Negotiations	Mr. Abu Saleh Mohammad Obaidullah Joint Secretary, Construction of Multipurpose Cyclone Shelters in Coastal Cyclone Prone Areas (Phase 3), DDM	ITC-207
12:15 - 13:15	9.00	Presentation on Learning Points (Recap) (Roll Nos.: 106, 113, 102, 122, 103)	Mr. Md. Sharif Hasan Director	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
15:00 -15:00	-	Departure from BPATC	CMT	

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DAILY SCHEDULE

Date: 16.8.2026 **Day 20: Sunday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	7.03	Steps in Public Procurement: Goods and Works (National and International)	Mr. S.M. Moin Uddin Ahmed Former Secretary	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	10.02	Occupational Health Hazard and its Management	Mr. Ratan Kumar Das Physiotherapist, BPATC Medical Centre	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:00	-	Photo session of different committees	CMT	In front of LT
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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(Sanjida Shahmz)
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DAILY SCHEDULE

Date: 17.8.2026 **Day 21: Monday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	6.05	Project Appraisal	Mr. Abu Sayed Md. Kamruzzaman, NDC Chief Executive Officer (Secretary), BPPA	ITC-207
10:40 - 11:05	-	Health Break & Knowledge Sharing with SSC Participant's	AD (Dormitory)	Vision Garden, ITC
11:05 - 12:05 12:15 - 13:15	6.07	PPP in Bangladesh: Status, Opportunities and Challenges	Dr. Md. Mushfiqur Rahman Former Secretary	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 - 16:25	8.06	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	Dr. Shahab Enam Khan Professor, IR, JU	ITC-207
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 19.8.2026 **Day 23: Wednesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	7.04	Noting & Drafting for Tenders (Specifying the Conditions)	Mr. Md. Faruque Hossain Former Secretary	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	7.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Mr. Md. Faruque Hossain Former Secretary	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15	5.02.02	Data Interpretation in Groups with Research Consultants/ Mentors	Dr. Md. Zohurul Islam, MDS Dr. Md. Roushon Jamal, Director Dr. Mehedi Masud, Director Mr. Shamim Hosen, Deputy Director Dr. Md. Morshed Alom, Deputy Director Ms. Afia Rahman Mukta, Deputy Director	ITC-207
15:25 – 16:25	9.00	Presentation on Learning Points (Recap) (Roll nos.: 105, 107, 109, 112, 116)	Mr. Md. Moin Uddin Director	ITC-207
17:30 - 18:20	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 - 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 20.8.2026 **Day 24: Thursday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	8.08	Simulation on Negotiation: Multilateral Negotiation (SDGs or Mitigation)	**Ms. Mirana Mahrukh** Secretary, Power Division	**ITC-207**
09:40 - 10:40				
10:40 - 11:05	-	**Health Break & Knowledge Sharing with SSC Participant's**	AD (Dormitory)	**Vision Garden, ITC**
11:05 - 12:05	10.06	Non-Communicable Diseases (NCDs): Early Detection, Prevention and Management	**Professor Dr. Anupam Hossain** Public Health and Communication Specialist	**ITC-207**
12:15 - 13:15				
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:30 – 14:30	-	**Departure for Dhaka**	CMT & Participants	**In front of Indoor Games Hall**

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DAILY SCHEDULE(Revised)

Date: 20.8.2026 **Day 24: Thursday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	-	Preparation for Seminar Paper/ Article Presentation	**CMT**	**ITC-207**
09:40 - 10:40				
10:40 - 11:05	-	**Health Break & Knowledge Sharing with SSC Participant's**	AD (Dormitory)	**Vision Garden, ITC**
11:05 - 12:05	10.06	Non-Communicable Diseases (NCDs): Early Detection, Prevention and Management	**Professor Dr. Anupam Hossain** Public Health and Communication Specialist	**ITC-207**
12:15 - 13:15				
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:30 – 14:30	-	**Departure for Dhaka**	CMT & Participants	**In front of Indoor Games Hall**

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6. Concerned Speaker.....;
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8. Dormitory Supervisors/Supervisor, Day Care Center, BPATC, Savar, Dhaka;
9. Receptionist, Savar, Dhaka;
10. All Notice Boards, BPATC, Savar, Dhaka;
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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
158th Advanced Course on Administration and Development
(19 July 2026 - 16 September 2026)

DAILY SCHEDULE

Date: 23.8.2026 **Day 25: Sunday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	6.02	Project Planning, Project Need, and Stakeholder Analysis	**Mr. Md. Shamimul Haque** Director General (Additional Secretary) Bangladesh Bureau of Statistics	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05	6.04	Project Proposal Development in Reference with MAF & SAF	**Mr. Md. Shamimul Haque** Director General (Additional Secretary) Bangladesh Bureau of Statistics	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 - 15:15	5.02.03	**Session with Mentors**	Concerned Research Mentors	**ITC-207**
15:25- 16:25	9.00	Presentation on Learning Points (Recap) **(Roll nos.: 101, 111, 118, 121, 125)**	**Mr. Md. Moin Uddin** Director	**ITC-207**
17:30 - 18:20	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 - 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

- **This schedule may be changed due to unavoidable circumstances.**
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(Sanjida Shahnaz)
Course Coordinator
158th ACAD
Cell No: 01747274511

Distribution (Not as per seniority):
1. All MDSs, BPATC, Savar, Dhaka;
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4. DD (Service/Finance/MIS/Evaluation/Sports), Medical Officer, BPATC, Savar, Dhaka;
5. PS to Rector, BPATC, Savar, Dhaka (for kind information of the Rector);
6. Concerned Speaker.....;
7. Technical Supervisor(s)/Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
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DAILY SCHEDULE

Date: 24.8.2026 **Day 26: Monday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	7.02	Annual Procurement Planning and Preparation of Technical Specification	Mr. Md Aknur Rahman, Ph.D. Additional Secretary APD Wing, MoPA	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	7.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	Mr. Md Aknur Rahman, Ph.D. Additional Secretary APD Wing, MoPA	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 - 15:15	9.05	Individual Presentation (Journal Article) (Roll Nos: 102, 103, 105, 106, 107)	Dr. Mehedi Masud Director	ITC-207
15:25- 16:25	9.00	Presentation on Learning Points (Recap) (Roll nos.: 104, 110, 117, 120, 123)	Mr. Md. Moin Uddin Director	ITC-207
17:30 - 18:10	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
19:00 -21:00	6.09	Monitoring and Evalution of Projects and the Role of IMED	Mr. Shirajun Noor Chowdhury Secretary IMED, Ministry of Planning	ITC-207
21:00 - 22:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 25.8.2026 **Day 27: Tuesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	7.09	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	Mr. Mohammed Humayun Kabir Add. Secretary, Cabinet Division	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	9.05	Individual Presentation (Journal Article) (Roll Nos: 108, 109, 112, 113, 114, 115, 116, 119, 122, 124)	Mr. Md. Rafiqul Islam Director	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 - 15:15	10.05	Nutrition for a Healthy Lifestyle: Balanced Diet and Well-being	Prof. Dr. Sunjida Shahriah Member Secretary, Palliative Care Society of Bangladesh & Executive Editor, Biomedical Journal and Palliative Care Journal	ITC-207
15:25- 16:25				
17:00 – 17:00	-	Departure for Dhaka	CMT & Participants	In front of Indoor Games Hall

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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 27.8.2026 **Day 28: Thursday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	9.02	Techniques for Enhancing Professional English	Dr. A F M Amir Hossaion Joint Secretary Ministry of Housing and Public Works	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	3.05	Five Years Strategic Framework for Reforms and Development	Dr. Monzur Hossain Member (Secretary) General Economics Division	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:30 – 14:30	-	Departure for Dhaka	CMT & Participants	In front of Indoor Games Hall

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6. Concerned Speaker.....;
7. Technical Supervisor(s)/Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
8. Dormitory Supervisors/Supervisor, Day Care Center, BPATC, Savar, Dhaka;
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Bangladesh Public Administration Training Centre
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DAILY SCHEDULE

Date: 30.8.2026 Day 29: Sunday

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	11.04	Harnessing the Potentials of Marine Resources (Blue Economy)	Dr. Md. Shahedur Rashid Professor, JU	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	09.05	Individual Presentation (Journal Article) (Roll Nos: 101, 104, 110, 111, 117, 118, 120, 121, 123, 125)	Mr. Shabbir Ahmmad Director	ITC-207
12:15 - 13:15				
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15	5.02.05	Session with Research Mentors to Write and Finalize the Paper	Concerned Mentors	ITC-207
17:30 – 18:00	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
19:00 – 21:00	8.04	International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols	Mr. Shabbir Ahmad Chowdhury Member (Secretary), PSC	ITC-207
21:00 – 21:40	-	Dinner	AD (Dormitory)	Rangan, ITC

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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 31.8.2026 **Day 30: Monday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	-	Presentation of Artificial Intelligence Action Plan (AIAP)	Mr. Mohammad Manirul Islam Add. Secretary, CPT Wing, MoPA & Mr. Sabbir Mahbub, AI Consultant, UNDP	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	11.09	Capital Market and Its Regulation: Bangladesh Context	Ms. Farzana Lafarukh Former Commissioner, BSEC	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15 15:25 – 16:25	6.10	External Financing for Development Projects	Mr. AKM Sohel Add. Secretary, ERD	ITC-207
16:30 – 17:00	-	Poster Presentation on AIAP Initiatives with PPMC participants	Chief Guest: Mr. Sayeed Mahbub Khan, Rector	Vision Garden
17:30 – 18:00	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
19:00 – 21:00	11.08	Media Relations and Effective Public Relation Management	Dr. S. M. Shameem Reza Professor Department of Mass Communication & Journalism, University of Dhaka	ITC-207
21:00 – 21:40	-	Dinner	AD (Dormitory)	Rangan, ITC

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6. Concerned Speaker.....;
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Bangladesh Public Administration Training Centre
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DAILY SCHEDULE

Date: 01.9.2026 **Day 31: Tuesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	6.03	Log Frame and Project Risk Analysis	Mr. Md. Shamimul Haque DG, BBS	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 - 13:15	6.08	Sustainability and Transfer of Projects	Mr. Md. Shamimul Haque DG, BBS	ITC-207
13:15 - 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15 15:25 - 16:25	6.06	Critical Aspects of Complex and Big Projects Management	Mr. Faruque Hossain Former Secretary	ITC-207
17:30 – 18:00	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
19:00 – 21:00	11.03	Climate Change and Disaster: Global Targets and National Action Agenda	Professor Ainun Nishat Professor Emeritus BRAC University	ITC-207
21:00 – 21:40	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 02.9.2026 **Day 32: Wednesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30	11.11	Compliance with Court Orders: Administrative and Legal Responsibilities of the Public Offices	Mr. Tanvir Ahmed Joint Secretary, Cabinet Division	ITC-207
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05	8.05	Simulation on Trade Negotiations (International and Regional)	Dr. Nazneen Kawshar Chowdhury Executive Chairperson (Secretary) NSDA	ITC-207
12:15 - 13:15				
13:20– 17:30	-	Visit to Snowtex Outerwear Ltd	CMT & Managing Director Snowtex Outerwear Ltd.	Snowtex Outerwear Ltd.
20:00 – 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 03.9.2026 **Day 33: Thursday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	7.07	Practical Exercise on Managing e-GP (Participants are requested to bring their laptops)	Mr. Mohammed Salah Uddin Director (Deputy Secretary) Bangladesh Public Procurement Authority (BPPA)	ITC-207
10:40 - 11:05	-	Health Break	AD (Dormitory)	Rangan, ITC
11:05 - 12:05 12:15 – 13:15	7.07	Practical Exercise on Managing e-GP (Participants are requested to bring their laptops)	Mr. Mohammed Salah Uddin Director (Deputy Secretary) Bangladesh Public Procurement Authority (BPPA)	ITC-207
13:15 – 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:30 – 14:30	-	Departure for Dhaka	CMT & Participants	In front of Indoor Games Hall

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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158th Advanced Course on Administration and Development

(19 July 2026 – 16 September 2026)

DAILY SCHEDULE

Date: 05.9.2026 to 07.9.2026 **Day: Saturday to Monday**

Date/Time	Event	Responsible Person	Venue
05th September, 2026 To 07th September 2026	Study Tour	CMT & Participants	Cox's Bazar

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6. Concerned Speaker.....;
7. Technical Supervisor(s)/Care-Taker-1, Cafe Manager, BPATC, Savar, Dhaka;
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DAILY SCHEDULE

Date: 08.9.2026 **Day-36: Tuesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30 09:40 - 10:40	9.03	Professional English Writing and Presentation Skills: Exercise	**Mr. Hasan Murtaza Masum** Joint Secretary, MoPA	**ITC-207**
10:40 - 11:05	-	**Health Break & Tea with Rector (101, 102, 103, 104, 105)**	AD (Dormitory)	**Rangan, ITC, Rector's Room**
11:05 - 12:05 12:15 - 13:15	11.01	Bangladesh Before All	**Mr. Shamim Hosen** Deputy Director	**ITC-207**
13:15– 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15 15:25 - 16:25	8.07	Regional Trade Scenario in South Asia and Lessons for Bangladesh	**Mr. Md. Hafizur Rahman** Former Administrator, FBCCI	**ITC-207**
17:30 – 18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00 – 21:00	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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Note

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Savar, Dhaka-1343
158th Advanced Course on Administration and Development
(19 July 2026 - 16 September 2026)

DAILY SCHEDULE

Date: 09.9.2026 Day 37: Wednesday

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	5.02.06	Seminar Paper Presentation (Roll: 101,102,103,104, 105, 106)	Mr. Md. Rakib Hossain, NDC Former Secretary Dr. Md. Zohurul Islam, MDS	ITC-207
10:40 - 11:05	-	Health Break & Tea with Rector (Roll No: 106, 107, 108, 109, 110, 111,112)	AD (Dormitory)	Rangan, ITC, Rector's Room
11:05 - 12:05 12:15 - 13:15	5.02.06	Seminar Paper Presentation (Roll No: 107, 108, 109, 110, 111, 112, 114)	Mr. Md. Rakib Hossain, NDC Former Secretary Dr. Md. Zohurul Islam, MDS	ITC-207
13:15– 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:15 – 15:15 15:25 - 16:25	7.08	Notification of Award (NOA) and Contract Management	Mr. Md. Faruque Hossain Former Secretary (retd.)	ITC-207
17:30 – 18:00	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00 – 21:00	-	Dinner	AD (Dormitory)	Rangan, ITC

- This schedule may be changed due to unavoidable circumstances.
- Requested to do speaker evaluation carefully.

(Sanjida Shahnaz)
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Cell No: 01747274511

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DAILY SCHEDULE

Date: 10.9.2026 **Day 38: Thursday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:30 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	5.02.06	Seminar Paper Presentation (Roll: 113, 115, 116, 117, 118, 119)	Dr. A. K. M. Motinur Rahman Vice Chancellor, Islamic University, Kushtia Dr. Md. Zohurul Islam, MDS	ITC-205
10:40 - 11:05	-	Health Break & Tea with Rector (Roll No: 113, 114, 115, 116, 117, 118, 119)	AD (Dormitory)	Rangan, ITC, Rector's Room
11:05 - 12:05 12:15 - 13:15	5.02.06	Seminar Paper Presentation (Roll No: 120, 121, 122, 123, 124, 125)	Dr. A. K. M. Motinur Rahman Vice Chancellor, Islamic University, Kushtia Dr. Md. Zohurul Islam, MDS	ITC-205
13:15– 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:30– 14:30	-	Departure from BPATC	CMT	In front of Indoor Games Hall

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DAILY SCHEDULE

Date: 13 September 2026 **Day 39: Sunday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:40 - 06:40	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	11.02	International Investment in Bangladesh: Opportunities and Challenge	**Professor M Niaz Asadullah** Senior Fellow, IDEAS, Malaysia	**ITC-205**
09:40 - 10:40				
10:40 - 11:05	-	Health Break	AD (Dormitory)	**Rangan, ITC**
11:05 - 12:05	11.10	Demographic Transformation: Growth Development for Bangladesh	**Dr. Md. Mohoshin Ali** MDS	**ITC-205**
12:15 - 13:15				
13:15– 14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**Rangan, ITC & Mosque**
14:15 – 15:15	10.04	Common Health-Related Issues	**Dr. Mohsin Ahmed** Professor & Head Department of Cardiology United Medical College Hospital	**ITC-205**
15:25 - 16:25				
17:30 – 18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
18:30 - 21:00	-	**Rehearsal for Guest Night**	**CMT**	**Mini Auditorium**
21:00 – 21:30	-	**Dinner**	AD (Dormitory)	**Rangan, ITC**

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DAILY SCHEDULE

Date: 14 September 2026 **Day 40: Monday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
05:30 - 06:40	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30 - 08:15	-	Breakfast	AD (Dormitory)	Rangan, ITC
08:30 - 09:30 09:40 - 10:40	11.12	Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals	Mr. Mohammad Shamim Sohel Additional Secretary Administration and Rules Wing Cabinet Division	ITC-205
10:40 - 11:05	-	Health Break & Tea with Rector (Roll No: 120 to 125)	AD (Dormitory)	Rangan, ITC, Rector's Room
11:05 - 12:05 12:15 - 13:15	9.04	Development Debate (D1 & D2)	Mr. Md. Sharif Hasan (Director) Mr. Shamim Adnan (DD)	ITC-205
13:15 – 13:25	-	Inauguration of Green Corner	Rector CMT	Vision Garden
13:25– 14:15	-	Lunch and Prayer Break	AD (Dormitory)	Rangan, ITC & Mosque
14:45 – 16:00		Friendly Volleyball Match	Rector CMT	Indoor Games Hall
18:45 – 21:00	-	Rehearsal for Guest Night	CMT	Mini Auditorium
21:00 – 21:45	-	Dinner	AD (Dormitory)	Rangan, ITC

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DAILY SCHEDULE

Date: 15 September 2026 **Day 41: Tuesday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
05:30 - 06:40	-	Morning PT	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30 - 08:15	-	Breakfast	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	9.04	Development Debate **Motion: Weak law enforcement is the primary driver of rising social crime rates in Bangladesh** Arguments Architects (For) Vs Policy Mavericks (Against)	**Mr. Abdul Baki** Former secretary to the Government **Mr. Md. Sharif Hasan** Director **Ms. Afia Rahman Mukta** Deputy Director(C.C)	**ITC-205**
09:40 - 10:40	-	Discussion with PPR	Mr. Shamim Adnan DD, PPR	**ITC-205**
10:40 - 11:05	-	Health Break	**AD (Dormitory)**	**Rangan, ITC**
11:05 - 12:05 / 12:15 - 13:15	11.15	Preparation of Income Tax Return	**Mr. Mohammad Amirul Karim Munshi** Additional commissioner Of Taxes	**ITC-205**
13:15– 14:15	-	Lunch and Prayer Break	AD.(Dormitory)	**Rangan, ITC & Mosque**
14:15 – 16:25	-	Rehearsal for Guest Night	CMT	**Mini Auditorium**
18:40 – 20:30	-	**Guest Night**	Rector	**Mini Auditorium**
20:30 – 21:30	-	**Dinner**	**AD (Dormitory)**	**Aparajita, ITC**

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DAILY SCHEDULE

Date: 16 September 2026 **Day 42: Tuesday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
07:30 - 08:15	-	**Breakfast**	AD (Dormitory)	**Rangan, ITC**
08:30 - 09:30	-	Session with CMT	CMT	**ITC-205**
09:40 - 10:40	-	Course End Evaluation	DD Evaluation/ Evaluation Officer	**ITC-205**
10:40 - 11:05	-	Health Break	**AD (Dormitory)**	**Rangan, ITC**
11:05 - 12:05	-	**Laptop return**	ICT Team	**ITC-205**
12:15 - 13:15	-	Certificate Awarding Ceremony	Rector	**Mini Auditorium**
13:15– 14:15	-	**Closing Lunch**	AD (Dormitory)	**Rangan, ITC**
15:00 – 15:00	-	**Departure from the Centre**	CMT	**Indoor Games Hall**

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Module:1

Public Service and Operational Issues

Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

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

Why Study Public Policy?

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

What is a Public Policy?

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

Session outlines

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

Define Public

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

What is a Public Policy?

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

Public Policy: The Underpinnings

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

What is a Public Policy?

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

What is a Public Policy?

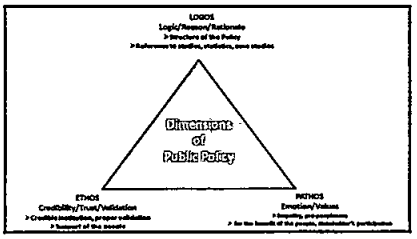
Public policy is all about:

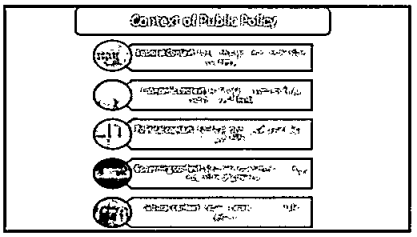
- The intentions of the legislative authority towards society
- The direction in which the legislator wants to steer society
- The way of utilization of national resources

Public Policy

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

(Dye 1978)





Features of Public Policy

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

Rationales for Public Policy

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

Typology of Public Policy

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

What is the concern of Public Policy?

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

Public policy epitomizes...

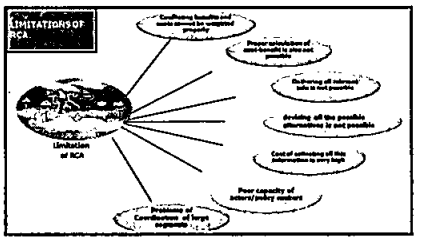
- As a Programme
  - As a model (incentives will increase output)
  - As a process, where policy is considered over a long period of time.
- As policy deliverables
  - As an output, that is what the government actually delivers (land redistributed)
  - As an outcome, what government achieves, identified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

Typology of Public Policy

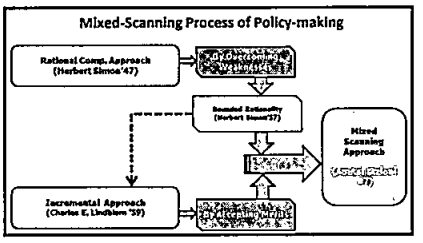
- **Redistributive Public Policy**
  - **Taken for changing social and economic status of underprivileged**
  - **Concerned with reducing disparity between and among the segments of society**
  - **Subsidy providing policy for farmers, VGF-VGD policy etc.**
  - **Progressive Tax Policy for transfer benefits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

Typology of Public Policy

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



Mixed-Scanning Process of Policy-making

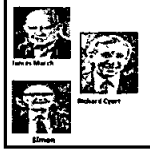


Theories/Approaches of Public-making

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

Bounded Rationality

Tom Rational Process to Carnegie Model (Bounded Rationality)

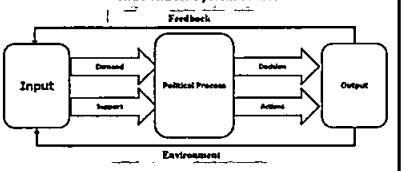


Based on the argument that the rational model doesn't really consider the realities of organizational decision making – that it is often subject to incomplete information, different perceptions and conflict over goals and resources.

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 perceptions, experience and knowledge to take decisions
- **Coalitions**
  - similar interests group together to influence the decision-making process in their favour

The Political System Model



- The Right to Information Act, 2000 is the outcome of advocacy of Manushi Sansthan Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Jin e Bhalah Kendro

The Rational Model of Policy Making

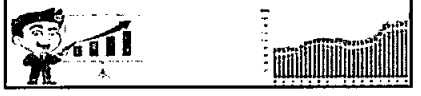
Features

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

About Incremental Approach

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

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



Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

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

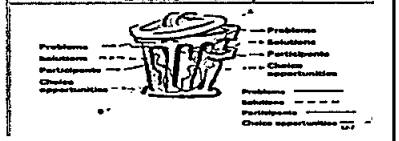
Good Public Policy

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

Criterion to be Public Policies

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

Garbage Can Model of Organizational Decision-Making



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

Good Public Policy

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

Sources of Public Policy

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

Please identify salient features of a good public policy

Success of Public Policy

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

Dynamics of Public Policy: Power

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

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

Dynamics of Public Policy: Interest

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

- Types of Interests:
  - Public Interest – Collective welfare (e.g., education, health, security).
  - Private Interest – Specific group/individual benefit (e.g., business lobbying).
  - Conflicting Interests – Competing agendas create negotiation & compromise.
- Key Stakeholders: Government, political parties, pressure groups, NGOs, citizens.

Problem Analysis Templates
will cover by someone

Public Policy Making Process

- Agenda setting/Problem Identification

.....is the process by which problems and alternatives solutions come to the attention of members of the public and government officials

- agencies & government officials meet to discuss the problem at hand

---

PUBLIC POLICY Making PROCESS

PHASE 1: INITIATION	[illegible]
PHASE 2: GENERATION	• Step 5: Policy formulation, decision-making and policy drafting
PHASE 3: IMPLEMENTATION	• Step 6: Policy implementation
PHASE 4: EVALUATION	• Step 7: Policy monitoring and evaluation

---

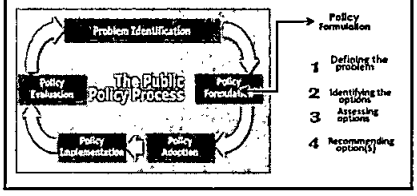
Stakeholders and sources of policy in the process

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

Agenda Setting (cont.)

- (Kingdon, 1995) – intersection of 3 largely independent sets of activities ("streams") flowing through society creates opportunities for issues to emerge onto the agenda
  - "Problem stream": bits of info available on the problem, 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*

Public Policy Making Process



Stakeholders and sources of policy in the process

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

Agenda setting/Problem Identification

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

Stakeholder engagement, consultation and co-ordination

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

Strong policy formulation need Policy Analysis

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

Criteria Used for Judging Policy Alternatives

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

Policy formulation

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

Qualifications of Policy Analysis for formulation

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

Main Parts to Public Policy-Making

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

Policy alternatives

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

Policy Analysis Criteria

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

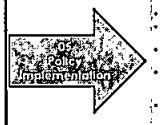
Policy adoption

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

Policy adoption

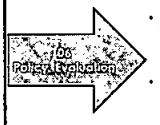
- Factors to consider
- Policy recommendations are normally drafted by senior managers and then referred to higher management authority for deliberation, approval and adoption
- It remains the responsibility of the highest decision-making authority (executive powers) to approve or reject a particular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

Policy Implementation



- set of activities directed toward putting a program into effect (Jones, 1984)
- the decided policy is enforced
- what is done to carry into effect or apply adopted polices.
- 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 Evaluation

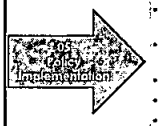


- policy evaluation is concerned with the estimation, assessment and appraisal of a particular policy (Anderson, 1994).
- It is a careful retrospective assessment of the merit, worth, and value of administration, output and outcome of government interventions as intended to play a role in future, practical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

Policy Content/Template

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

Policy Implementation

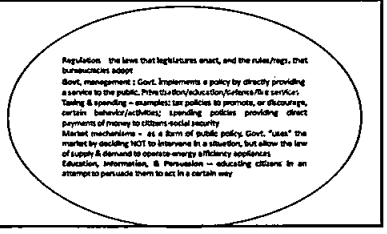


- Engaging implementing agencies
- Developing implementation strategies
- Planning/programming
- Resourcing
- Monitoring

Policy making bodies in Bangladesh

- Cabinet: the ultimate authority of approving a policy
- Ministry-the major responsibility of the ministry is 'policy formulation' [Clause 4(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
- Parliamentary Committees
- Development partners
- CSOs/NGOs/Think tanks

Instruments of Public Policy



Policy Evaluation

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

Nature of policy making in Bangladesh

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

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

Key Learning Points

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

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

Heartiest Thanks!
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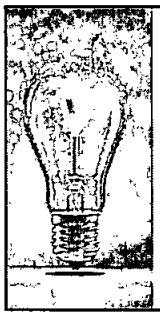
01711489786



Innovation for Public Service Improvement

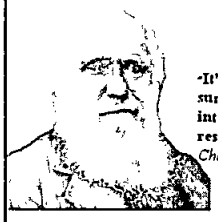
Md. Mamunur Rashid Bhuiyan
Acting Secretary, ICT Division

Presentation Outline

01 Concept of invention, creativity and innovation
02 Evolution of public sector innovation
03 Types of Innovation
04 Steps of public sector innovation
05 State of public sector innovation in Bangladesh
06 Challenges
07 Sustainability of Innovation
08 Innovation in Future Government

Problems in Traditional Public Administration

Manual process and paper-based systems	Slow service delivery	Limited access to information
Centralized decision making	Limited citizen engagement	High administrative costs
Inconsistent service quality	Limited data for decision making	Inter-agency data sharing gaps



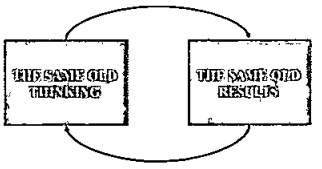
"It's not the strongest that survive, nor the most intelligent, but the most responsive to change." — *Charles Darwin*

Context

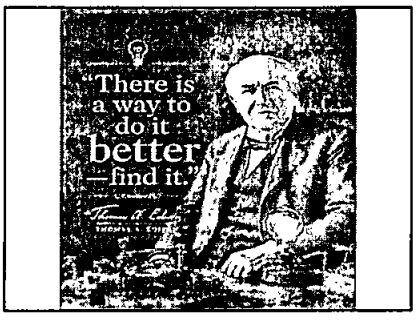
The world is experiencing exponential change due to advancement in technologies

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

Governments are redesigning services using advanced technologies and user-centric digital platforms.



If you always do what you always did, you will always get what you always got.

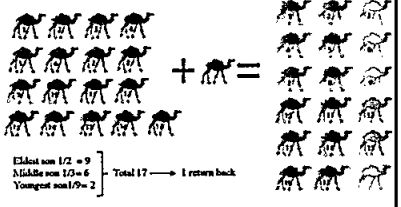


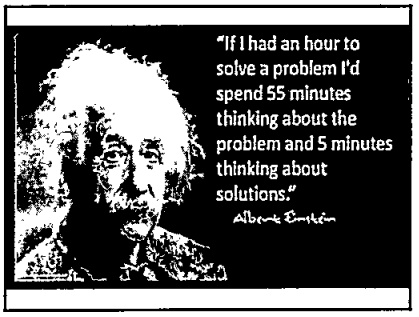
Public sector innovation is how governments stay relevant, responsive, and responsible in a fast-changing world.

Thinking Out of the Box

47

Using catalyst





Characteristics of Innovation

Novelty

Introducing something new, whether it's a product, process, or approach

Capability to solve a problem

It solves a specific problem

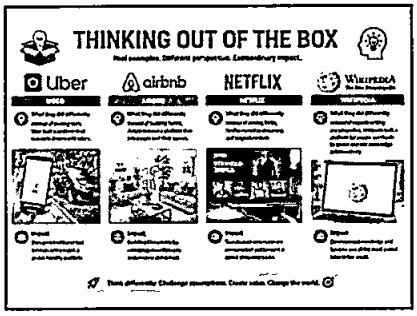
Value Creation

Ensuring that the innovation addresses real needs or enhances outcomes

Application

Going beyond ideas to practical implementation

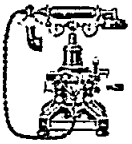
THINKING OUT OF THE BOX



Invention

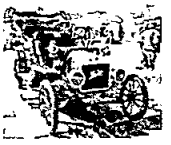
A new manmade device or process

Something that has never been made before



Invention vs Innovation

Invention



Innovation

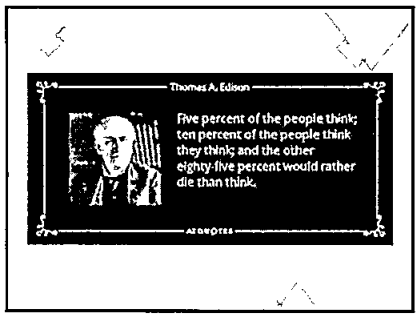
It's easier to think outside the box if you don't draw one around yourself.
- Jason Kravitz

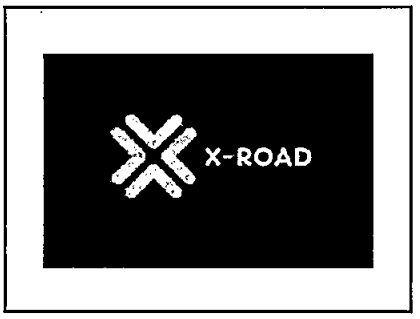
Innovation

Creativity and Innovation

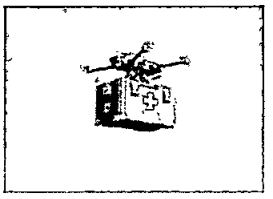
Creativity is related to the generation of ideas which are new and unique

Innovation is about implementing those ideas to create value



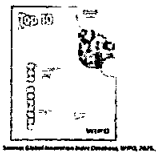


Drone delivery of Medical Supplies in Rwanda



Global Innovation Index 2025: Best 10 Countries

Total 139 countries

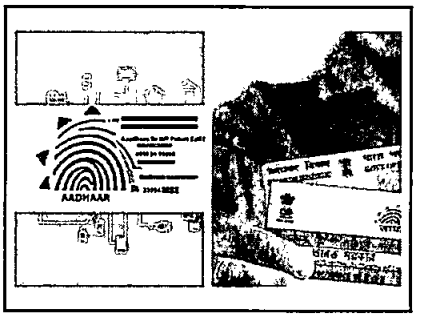


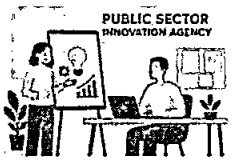
Bangladesh in GII

Year	GII Position
2020	116th
2021	116th
2022	101st
2023	102nd
2024	106th
2025	104th

Ranking in the Region

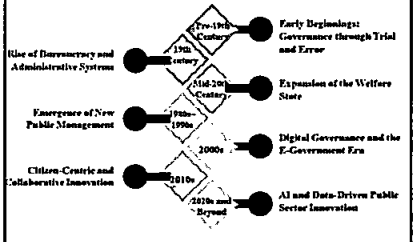
Rank	Economy	Score
38	India	38.3
93	Sri Lanka	22.6
99	Pakistan	21.9
106	Bangladesh	19.1
107	Nepal	18.06

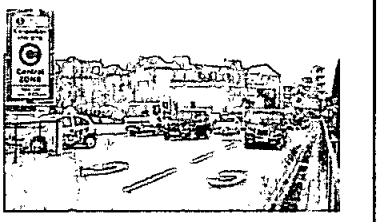




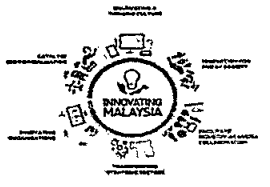
Public Sector Innovation Agencies Worldwide

Evolution of Public Sector Innovation

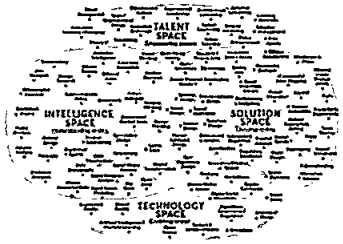




Malaysian Innovation Agency, PMO



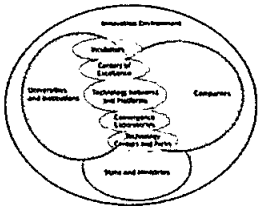
NESTA-UK



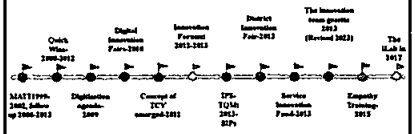
Evolution of PSI in Bangladesh

Early Years	Focus on post-independence rebuilding and basic service delivery
1990s–2000s	Structural reforms and early ICT adoption
2008–2015	Digitization initiatives paved the way for ICT-driven public sector innovation, Quick wins
2015–2020	Scaling digital services and enhancing accessibility
2020–Present	Emphasis on emerging technologies, and sustainability

Innovation Triple Helix in China

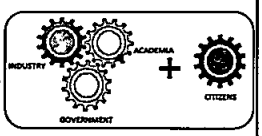


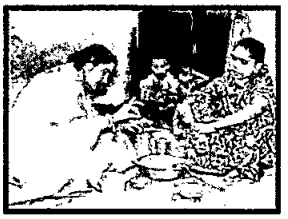
Innovation Journey in Bangladesh

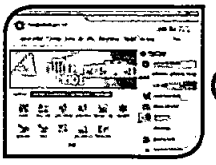


EU Approach: Triple to Quadruple Helix

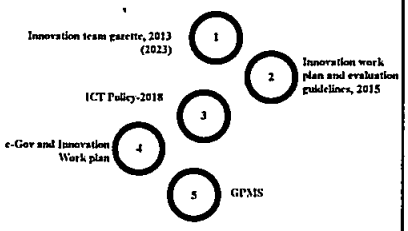
- The aim is to bridge the gaps between innovation and society.
- Under the triple helix model, the emerging technologies do not always match the demands and needs of society, thus limiting their potential impact.
- EU has taken this approach for the development of a competitive knowledge-based society.



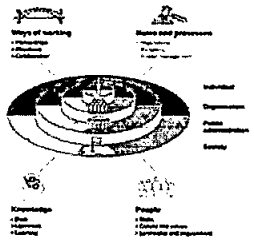




Policies related to Public Sector Innovation



Building Blocks for Public Sector Innovation

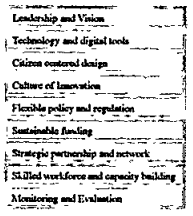


Innovation as Extent of Change

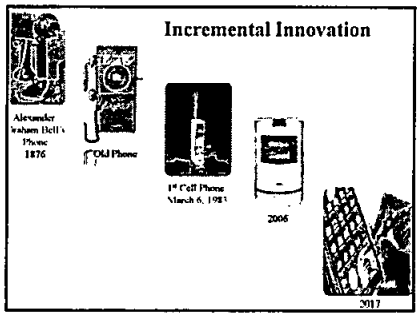
Institutional Arrangement

- The Cabinet Division
- Agency to Innovate, ICT Division
- Governance Innovation Unit, CAO
- Ministries/Divisions, Agencies
- Innovation teams

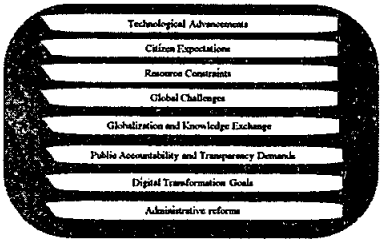
Building blocks for Public Sector Innovation



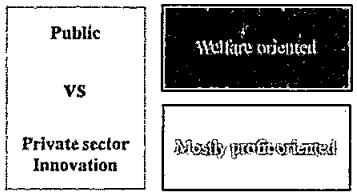
Incremental Innovation



Drivers of Public Sector Innovation

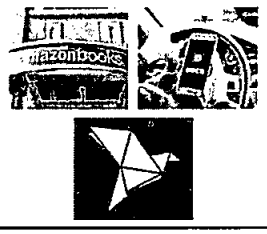


Public vs Private Sector Innovation

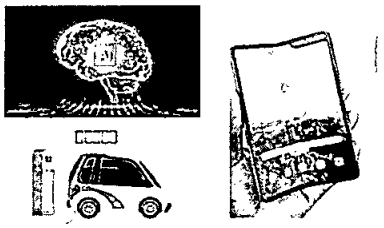


Disruptive Innovation

বিদ্যমান অবস্থার ব্যাপক পরিবর্তনকারী উদ্ভাবন



Radical Innovation
যুগান্তকারী উদ্ভাবন



Service Innovation

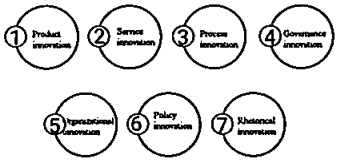
Positive changes in service delivery that substantially reduces time (T), cost (C) and Visit (V) for the service recipients

Time ↓
or
Cost ↓
or
Visit ↓

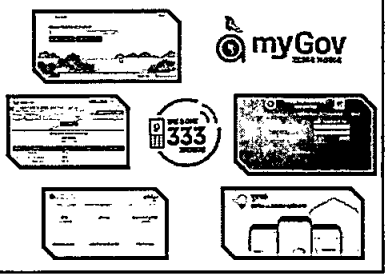
Current Status of PSI in Bangladesh

- Mostly focused on service and process innovations
- Innovation team dependent
- Weak institutional arrangement
- Weak policy framework
- Less focus on sustainability
- Mostly Fragmented
- Capacity and skill gap

Functional Classification of Innovation



Service Innovation



Service Innovation

Service Innovation

Service innovation is the introduction of a **modified practice** in delivering services to the people which will-
add value for the customers

Empathy-Triggered Innovation

Empathy-Triggered Innovation is a type of innovation that starts by deeply understanding the needs, feelings, and experiences of people (customers, citizens, or users) and then designing solutions that address those needs effectively.

"Innovation that begins with putting yourself in someone else's shoes."

•Helps create solutions that really matter to people, not just what organizations think is needed

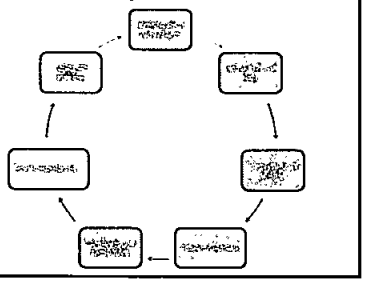
Key Principles
1.Observe and empathize: Understand real user experiences
2.Identify pain points: Discover unmet needs, frustrations, or challenges
3.Ideate solutions: Brainstorm ways to solve these problems
4.Prototype and test: Make small experiments, gather feedback
5.Refine for adoption: Scale solutions that work

Some Questions Related to PSI

Private sectors innovate to maximize profit; why should public sector innovate?	01
Is innovation in the public sector is the wastage of time and money?	02
Innovation is a spontaneous incident; can you do it in a regular and systematic manner?	03
Is it mandatory to use technology for innovation?	04

05

Steps of PSI

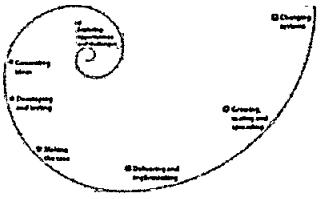


Issues of Consideration Regarding Selection of Services

- Solution is within our means and less or no dependence on others

South Korea, a country devoid of oil

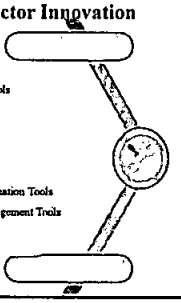
Stages of Innovation



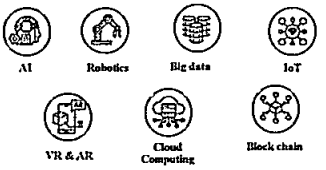
Source: NESTA, UK

Tools for Public Sector Innovation

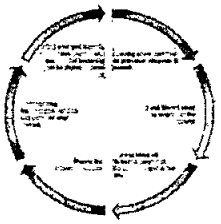
- Digital and Technological Tools
- Design thinking
- Behavioral Insights
- Innovation labs
- Crowdsourcing tools
- Communication and Dissemination Tools
- Financial and Resource Management Tools



4IR Technologies and Innovation



OECD Innovation Life Cycle



ICT, Mandatory?

S-Oil company (South Korea)
video

ICT is enabler

4IR and Public Sector Innovation

AI
Enables automation, prediction, decision-making, and personalization.

IoT
Connects devices for real-time data, leading to smart services and infrastructure.

Blockchain
Enhances transparency, trust, and security in transactions and data sharing.

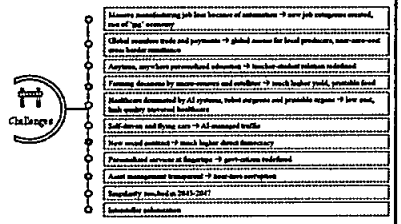
Big Data
Enables data-driven insights for better policies and services.

RPA
Automates repetitive tasks, improving speed and accuracy.

Cloud Computing
Provides scalable infrastructure for faster deployment of services.

AR/VR
Enhances training, education, and simulation-based public services.

Disruptive Challenges Ahead



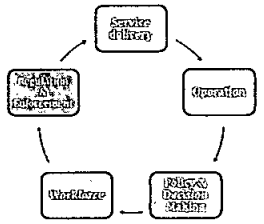
Operations

- Integrated center office
- Pay as you go model of services
- Public sector digital factories
- Cognitive automation

Self correcting Government

Unprecedented data sharing and analytics can help government to build a collective memory-the ability to understand and learn from past failure and success and ultimately become self correcting

Future Government Domains & Innovation



Policy and Decision Making

- Data driven anticipatory decision making
- Crowd-sourced and distributed policy making
- Government by simulation
- Self correcting government
- Customized decision making
- Adaptive decision making

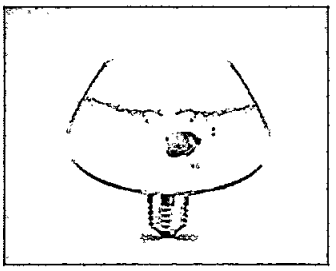
Workforce

- Talent cloud
- Human machine collaboration
- Just in time civil service
- Adaptive workplaces

Service delivery

- Personalized service
- No touch government
- Once only government
- Omnichannel delivery
- Life events

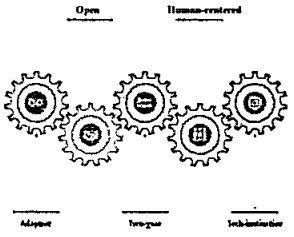
Key drivers and forces



Regulation and Enforcement

- Adaptive regulation
- Outcome-based regulation
- Regulatory sandbox
- Collaborative regulation
- Touchless compliance

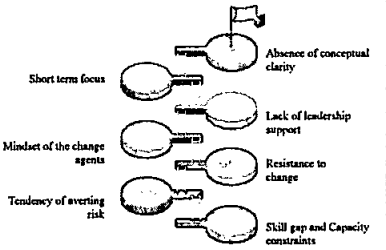
Five big paradigm shifts



Two-gear

- Use cross functional teams to develop innovations for current operations;
- Use small teams with direct line to leadership to protect future-focused innovations from being crowded out by today's challenge.

Challenges of PSI



Adaptive

- Shift from waterfall to agile policy development;
- Support lifelong learning, maximizing skills through training;
- Shift organizational focus from cleaning up problems to preventing them.

Human-centered

- Use methods like user experience design to put stakeholders at the center of a solution;
- Deliver an experience, not just a service;

Tech-instinctive

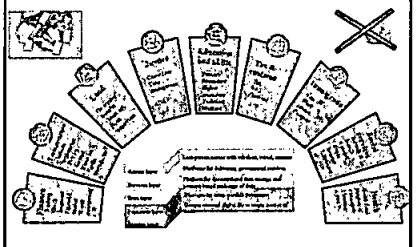
- Establish sensing systems to track emerging technologies and business implications;
- Spin in commercial technology into government to speed innovation;
- Find ways for machines and human workers to augment each other's capabilities.

People resist change

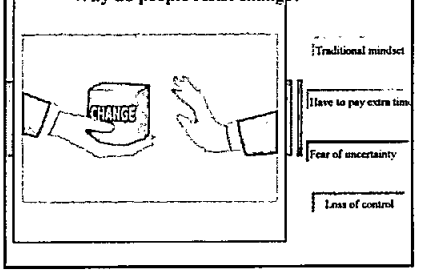
Open

- Create dedicated structures to work with external ecosystem;
- Encourage a diverse provider mix;
- Use procurement to spawn innovative new delivery models;

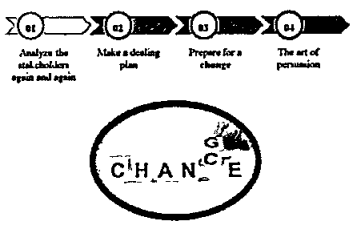
Inclusive Digital Transformation (iDX) Stack DPI



Why do people resist change?



How to deal with the situation?

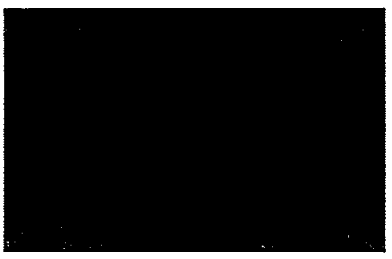


Let's begin……

Sustainability of PSI

"Public sector innovation is not an option. It is an imperative."
— OECD (Organization for Economic Co-operation and Development)

Starfish video



TEACHING CASE · HANDOUT

Digitizing the Deed

Strategic Management and Land Service Reform in the Bangladesh Public Sector — case study with group work session

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Companion to the session: Strategic Management in the Public Sector — Tools & Frameworks for the Bangladesh Public Sector

Presenter: Professor Dr. Mohammad Thoufiqul Islam, Chairman, Department of Management, University of Dhaka

This case was prepared for discussion. The protagonists Rahima Begum and Mr. Farid Ahmed are fictional composites; institutional facts and statistics are drawn from public sources current to 2026. The case is not intended to illustrate either effective or ineffective handling of an administrative situation.

Part A — The Case

1. A Tuesday at the Land Office

Rahima Begum, a secondary-school teacher in Tangail, inherited a small plot of agricultural land when her father died. To have the land recorded in her name — the process known as mutation, or namjari — she visited the office of the Assistant Commissioner (Land). On her first visit she was told the file could not move without a certified copy of the khatiyan (record of rights). On her second, a broker (dalal) waiting outside the gate offered to "manage everything" for a fee equal to two months of her salary. On her third visit, three months later, the file had still not moved.

Stories like Rahima's are the reason land services consistently rank among the most corruption-prone public services in surveys by Transparency International Bangladesh (TIB), and why a large share of the more than 3.7 million cases pending in the country's courts are land-related disputes. Land touches almost every citizen, every bank loan secured by property, and every industrial project seeking a site — which makes it a strategic bottleneck for the whole economy.

2. The Assignment

Mr. Farid Ahmed, a Deputy Secretary in the Ministry of Land, has been asked to prepare a strategy paper for the ministry's next phase of digital land service reform. His terms of reference are explicit: the paper must **use recognized strategic management tools** (environmental scanning, EFAS/IFAS/SFAS, TOWS, the change matrix, and the Balanced Scorecard), and it must **show how the recommended strategy serves the country's declared national priorities** — Vision 2041, the Five-Year Plan framework, the SDGs, the anti-corruption agenda, and a smooth graduation from Least Developed Country (LDC) status in November 2026.

The paper is due before the next meeting of the ministry's budget committee, where funds for the coming Annual Development Programme (ADP) will be contested. Fiscal space is tight: growth slowed to 3.49% in FY2024–25 (recovering to 4.50% in the first quarter of FY2025–26), while inflation stood at 8.71% in March 2026. Every taka must be justified.

3. Land Administration in Bangladesh: The Machinery

Bangladesh's public sector is comparatively lean — roughly 1.4 million civil servants, about 8 per 1,000 citizens — organized through some forty ministries and divisions, and reaching citizens through 4,571 Union Parishads, municipalities, and city corporations. Land administration, however, is famously fragmented:

- **Record and mutation.** The Ministry of Land, through Assistant Commissioners (Land) and Union Land Offices, maintains the record of rights and processes mutations.
- **Registration.** Deed registration sits with Sub-Registrar offices under the Law Ministry's registration directorate — a separate hierarchy with separate records.
- **Survey and settlement.** Periodic surveys update maps and khatiyans, often decades apart, so paper records drift away from reality on the ground.

A sale registered at the Sub-Registrar's office does not automatically update the record of rights; the buyer must separately apply for mutation. In the gap between the two systems live the brokers, the disputes, and much of the litigation backlog.

4. The Digital Push So Far

From the late 2010s, the government moved core land services online. The e-Mutation system made namjari applications digital nationwide and won a United Nations Public Service Award in 2020; millions of mutation cases have since been disposed of online, with average disposal times cut from months toward weeks. Citizens can obtain certified copies of khatiyans through e-Porcha, pay land development tax online, and track applications on land.gov.bd. More recently, the government began linking registration and mutation so that Sub-Registrar offices electronically notify land offices of registered deeds, allowing mutation to start automatically — first in pilot areas, then expanding.

Yet Mr. Ahmed's file review is sobering. Internet connectivity and power are uneven in rural offices. Many staff lack digital skills, and training budgets are thin. Legacy records being digitized are riddled with errors, so a fast online process can still produce a wrong result. Some brokers have simply moved online, filing applications on citizens' behalf for a fee. And the deeper institutional weaknesses documented for the public sector as a whole — bureaucratic layering, weak accountability, politicized postings — do not disappear because a form is now a web page. Bangladesh scores −0.8 on the World Bank's Worldwide Governance Indicators, 28/100 on the Corruption Perceptions Index (149th of 180), and attracts foreign direct investment of only 0.69% of GDP — among the lowest in South Asia.

5. The Decision

Three broad options are on Mr. Ahmed's desk for the next phase:

Option	What it involves	Character of change
A — Consolidate	Deepen what exists: clean and verify digitized records, train AC (Land) office staff, strengthen helpdesks and grievance redress, harden the e-Mutation platform.	Incremental — low risk, steady improvement, limited headline impact.
B — Transform	"One land, one record": full integration of registration, records, and maps; automatic mutation upon registered sale; NID-linked ownership; eventual title guarantee.	Transformational — high risk, high cost, requires inter-ministerial coordination and legal change, but attacks the root cause.
C — Sequence	A staged hybrid: consolidate in the weakest districts while piloting full integration in ready districts, scaling on evidence.	Mixed — politically easier to fund, but risks running two systems and losing momentum.

The budget committee will ask hard questions: Why this option and not the cheaper one? Which national priority does it serve, and how will we know it is working? Mr. Ahmed opens a blank document and types a heading: "Strategic Factor Analysis."

Exhibits: Exhibit 1 — Macroeconomic context (FY2024–26)

Indicator	Value
GDP (nominal, FY2024–25 provisional)	BDT 55,527,527 million
GDP growth, FY2024–25 / Q1 FY2025–26	3.49% / 4.50%
GNI (FY2024–25)	BDT 58,178,353 million
Per capita income (FY2024–25)	USD 2,820
Inflation, March 2026 (food / non-food)	8.71% (8.24% / 9.09%)

Exhibit 2 — Governance and institutional indicators

Indicator	Value
Worldwide Governance Indicators (WGI) composite	−0.8 (scale −2.5 to +2.5)
Corruption Perceptions Index (CPI)	28/100, rank 149/180
Pending court cases (large share land-related)	3.7 million+
FDI as share of GDP	0.69%
Civil service size	≈1.4 million (≈8 per 1,000 citizens)

Exhibit 3 — Reference EFAS and IFAS for the public sector (from the session)

These sector-level matrices were built in the session. Your group will adapt them to land services specifically.

External factor (EFAS)	Weight	Rating	Score
Digitalization	0.20	4	0.80
Foreign aid & partnerships	0.15	3	0.45
Corruption	0.25	2	0.50
Climate change	0.20	2	0.40
Political risk	0.20	2	0.40
Total	**1.00**		**2.55**

Internal factor (IFAS)	Weight	Rating	Score
Skilled workforce	0.20	3	0.60
Policy authority	0.25	4	1.00
Bureaucracy	0.20	2	0.40
Inefficiency	0.20	2	0.40
Accountability	0.15	2	0.30
Total	**1.00**		**2.70**

Exhibit 4 — Key stakeholders

Ministry of Land and field offices (AC Land, Union Land Offices) · Law Ministry / Sub-Registrars ·i and ICT Division · Cabinet Division (Annual Performance Agreements) · Finance Division / Planning Commission (ADP) · courts · banks and investors · development partners · citizens — and the brokers whose income depends on friction.

Case Questions

1. **Scan the environment.** What are the three most important external opportunities and threats, and the three most important internal strengths and weaknesses, for digital land service reform specifically? Build a mini EFAS and IFAS (weights summing to 1.00; ratings 1–4) and interpret the totals.
2. **Synthesize.** Combine your matrices into an SFAS: which three or four strategic factors will decide success or failure? Justify each weight.
3. **Formulate.** Using a TOWS matrix, derive one SO, ST, WO, and WT strategy. Tag every strategy with the national priority it serves (Vision 2041, Five-Year Plan/ADP, SDG 16, anti-corruption agenda, LDC graduation).
4. **Choose and classify.** Which of Options A, B, or C should Mr. Ahmed recommend? Place your chosen strategy on the change matrix (routine / adjustment / evolution / revolution) and defend the level of risk it accepts, given the fiscal constraint.
5. **Evaluate.** Design a one-page Balanced Scorecard for the reform — one goal and one measurable indicator per perspective (financial, citizen, internal process, learning & growth) — written so it could be inserted directly into the ministry's Annual Performance Agreement (APA).

Part B — Group Work Session

Goal: use the tools to take a strategic decision and interpret it — exactly what the budget committee will demand of Mr. Ahmed. Total time: 60 minutes (45 build + 15 present and debrief). Groups of 5–6.

Roles (assign in the first 2 minutes)

Role	Responsibility
Facilitator	Keeps the group on the question being asked, not the one it wishes were asked.
Analyst	Owns the numbers — checks weights sum to 1.00 and scores multiply correctly.
Scribe	Fills in the worksheets below, legibly enough to photograph and submit.
Timekeeper	Enforces the schedule; calls two-minute warnings.
Presenter(s)	Delivers the 3-minute pitch as if to the ministry's budget committee.

Schedule

Minutes	Activity
0–5	Assign roles; agree the scope (whole reform, or one option).
5–15	Task 1 — Mini EFAS and IFAS (Worksheets 1–2): three factors each side, weights, ratings, totals.
15–22	Task 2 — SFAS: circle the 3–4 factors that matter most and agree why.
22–32	Task 3 — TOWS (Worksheet 3): one strategy per quadrant, each tagged with a national priority.
32–38	Task 4 — Decide: pick Option A, B, or C; place it on the change matrix; note the single biggest risk.
38–45	Task 5 — BSC/APA (Worksheet 4): one indicator per perspective; rehearse the pitch.
45–60	Presentations (3 minutes per group) and instructor debrief.

Ground Rules

- Use real Bangladesh evidence where you can — the exhibits, BBS data, the SDG Tracker, TIB findings.
- Every strategy must name the national priority it serves; a strategy that serves no priority does not get funded.
- Indicators must be measurable and dated ("reduce average mutation disposal time to 21 days by June 2027"), not aspirations ("improve efficiency").
- Disagreement is data: record the strongest objection your group could not resolve and mention it in the pitch.

Worksheet 1 — Mini EFAS (external)

External factor (O or T)	Weight	Rating 1–4	Score
Total	**1.00**		

Worksheet 2 — Mini IFAS (internal)

Internal factor (S or W)	Weight	Rating 1–4	Score
Total	**1.00**		

Worksheet 3 — TOWS

	Opportunities (O)	Threats (T)
Strengths (S)	**SO strategy:** Priority served:	**ST strategy:** Priority served:
Weaknesses (W)	**WO strategy:** Priority served:	**WT strategy:** Priority served:

Worksheet 4 — Balanced Scorecard / APA extract

Perspective	Goal	Indicator, target & date
Financial		
Citizen		
Internal process		
Learning & growth		

Deliverable: photograph the four worksheets plus one line stating your chosen option and change-matrix classification, and submit before leaving. The pitch is scored with the rubric your instructor holds.

STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

Tools & Frameworks for the Bangladesh Public Sector

THE THEME

Why It Matters in the Public Sector

CONTEXT

The Bangladesh Public Sector at a Glance

≈1.4M

4,571

40+

ROADMAP

Session Plan

01 Discussion on Theme

02 Introducing the Tools

03 Interactive Session

THE MODEL

Four Basic Elements — Applied to Bangladesh

CONTEXT

Key Economic Indicators (FY2024–26)

3.49%

$2,820

8.71%

55.5T

THE THEME

What Is Strategic Management?

DIRECTION SETTING

Mission, Vision, Objectives, Strategies, Policies

CONTEXT

Governance & Institutional Challenges

−0.8

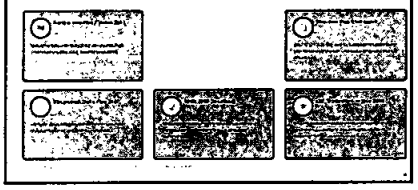
28/100

3.7M+

0.69%

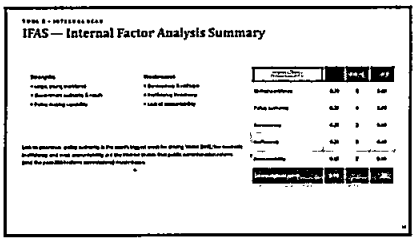
THE ANCHOR

Bangladesh's National Priorities Landscape



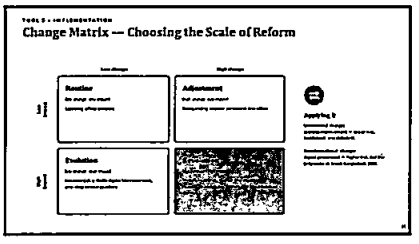
TOOL 2 · INTERNAL SCAN

IFAS — Internal Factor Analysis Summary



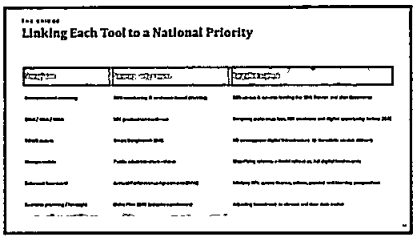
TOOL 3 · IMPLEMENTATION

Change Matrix — Choosing the Scale of Reform



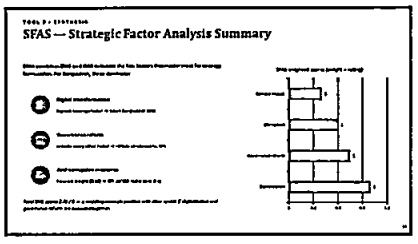
THE BRIDGE

Linking Each Tool to a National Priority



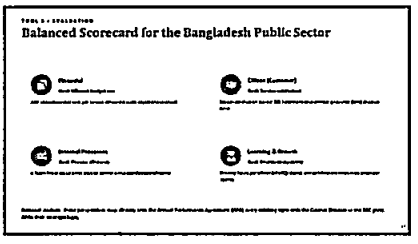
TOOL 2 · STRATEGIC

SFAS — Strategic Factor Analysis Summary



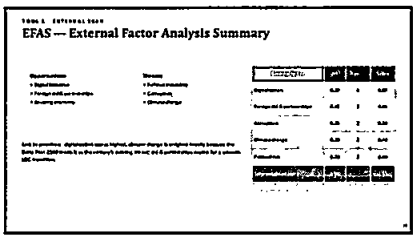
TOOL 5 · EVALUATION

Balanced Scorecard for the Bangladesh Public Sector



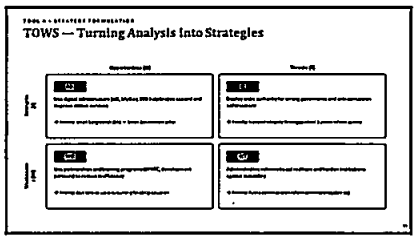
TOOL 1 · EXTERNAL SCAN

EFAS — External Factor Analysis Summary



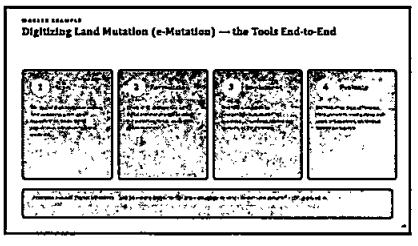
TOOL 4 · STRATEGY FORMULATION

TOWS — Turning Analysis into Strategies



WORKED EXAMPLE

Digitizing Land Mutation (e-Mutation) — the Tools End-to-End



Learning from Singapore — and Adapting It

Thank You!

Group Work — Decide Strategically, Then Interpret

Conclusion

Inter-agency collaboration for improving public service delivery

Mohammed Humayun Kabir
Addl. Secretary
Cabinet Division

WHAT IS COLLABORATION?

"Mutually beneficial and well defined relationship entered into by two or more stakeholders to achieve common goals. It occurs when stakeholders work together to address problems and seize opportunities through shared effort, contribution of resources, decision making and ownership of the final products or outcomes."

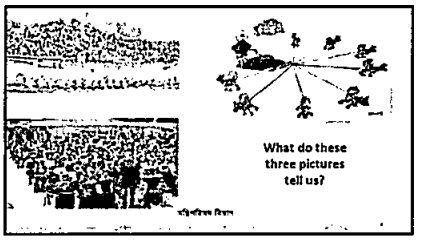
Bergen, A., & Hawkins, L.

Is there any government service that can be provided by a single organization?

Session Outline....

1. Analysis of cases relevant to interagency collaboration
2. Introduction to interagency collaboration
3. Benefits of interagency collaboration
4. Challenges of interagency collaboration
5. Strategies for interagency collaboration
6. Interagency collaboration in the light of different theories
7. Stakeholder analysis for better collaboration
8. Whole of the government approach for better collaboration

When do people collaborate?



What do these three pictures tell us?

What is Collaboration?

bridges

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 that go beyond the view of any particular party.

Does collaboration transfer government authority?

What improves public service delivery?

Let us analyse some case studies...

Learning from the case studies:

1. What does case study no. 1 reveal?
2. What does case study no. 2 reveal?
3. What does case study no. 3 reveal?
4. What does case study no. 4 reveal?
5. What does case study no. 5 reveal?
6. What does case study no. 6 reveal?
7. What does case study no. 7 reveal?

In addition, interagency collaboration leads to-

1. Enhances Efficiency and Reduces Duplication

* Many public problems overlap across sectors (e.g., health and education, policing and social services).
* Collaboration helps agencies share resources, streamline processes, and avoid redundant work.
* This leads to faster service delivery and better use of public funds.

5. Encourages Innovation

* Bringing diverse professionals together introduces new ideas, perspectives, and best practices.
* Innovation is more likely when agencies co-create solutions.

6. Strengthens Public Trust

* When services are seamless and responsive, citizens perceive government as competent and coordinated.
* Reduced bureaucracy and more user-friendly services increase satisfaction.

What do case study no. 6 and 7 teach us?

Have we been able to learn from our mistakes?

It's fine to celebrate success but it is more important to heed the lessons of failure.

Bill Gates

2. Promotes Holistic and Integrated Solutions

* Social issues like poverty, crime, education gaps, and public health are multidimensional.
* Inter-agency cooperation ensures solutions consider all dimensions instead of being fragmented.

Example: A joint task force of police, social welfare, and health services can address youth crime through prevention, not just enforcement.

7. Supports Crisis and Emergency Response

* Situations such as pandemics, natural disasters, or security threats demand rapid, coordinated action.
* Cross-agency networks enable timely and unified responses, saving lives and resources.

8. Facilitates Better Policy Implementation

* Policies often cut across sectors.
*Collaboration ensures coherent implementation, reducing policy conflicts or gaps.

Why Interagency Collaboration?

Output (Service to the public)

3. Enables Knowledge and Information Sharing

* Agencies often hold different pieces of the puzzle.
* Sharing expertise, data, and technology strengthens decision-making.
* Improved information flow prevents mistakes and enhances continuity of service.

4. Improves Accountability and Transparency

* Joint initiatives require clearer roles, responsibilities, and performance metrics.
* Collaborative governance promotes mutual accountability and better oversight.

Challenges to interagency collaboration

A. Bureaucratic Silos

Organizational silos, characterized by rigid boundaries and resistance to change, are a major barrier to collaboration. These silos can limit information sharing and impede coordinated action.

B. Power Dynamics and Inequities

Power asymmetries between agencies can lead to imbalances in decision-making, undermining trust and cooperation.

Challenges to Interagency collaboration

C. Resource Constraints

Limited financial, human, and technological resources can hinder the establishment and sustainability of collaborative networks.

D. Cultural Differences

Variations in organizational cultures and priorities can create friction, making it challenging to achieve consensus and shared goals.

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.

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

Comparative Analysis of Theoretical Frameworks for Inter-Agency Collaboration (in the light of ten theories)

Theory	Orientation	Core Assumption
New Public Management (NPM)	Managerial, market-based	Efficiency drives improvement; competition enhances performance.
New Public Governance (NPG)	Network- and relationship-based	Public problems require multi-actor networks.
Collaborative Governance	Structured collaboration	Government must share decision-making with stakeholders.
Network Governance	Inter-organizational	Public services delivered through networks, not hierarchies.
Joined-Up Government (JUG)	Cross-cutting policy alignment	Government works collectively to address "wicked problems."

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

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

Comparative Analysis of Theoretical Frameworks for Inter-Agency Collaboration (in the light of ten theories)

Theory	Orientation	Core Assumption
Whole-of-Government (WoG)	Integration/horizontal coordination	Silos must be reduced for coherent policy and service delivery.
Institutional Theory	Sociological, rule-based	Institutions shape organizational behavior and collaboration.
Public Value Theory	Value/outcome oriented	Collaboration is needed to maximize societal value.
Multi-Level Governance (MLG)	Vertical integration	Collaboration across levels: local, national, global.
Collective Impact	Cross-sector problem-solving	Social problems require structured cross-sector efforts.

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.

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

With whom do government agencies need to collaborate?

Collaboration with the Stakeholders

- Which agencies are stakeholders of the task/service?
- Which agencies have high impact on the task/service?
- Which agencies have less impact in the task/service?
- Which agencies have high relevance to the task/service?
- Which agencies have less relevance to the task/service?
- How do you collaborate with them?

Strategies for Effective Collaboration:

Building Trust and Relationships
Trust is the foundation of effective networks. Regular communication, transparency, and joint problem-solving initiatives can foster trust among agencies.

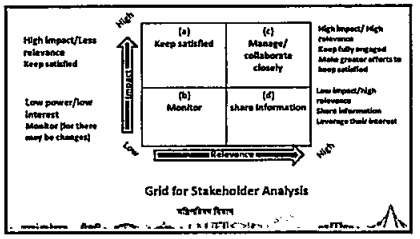
Establishing Clear Goals and Roles
Clearly defined objectives and responsibilities prevent misunderstandings and ensure that all stakeholders are aligned.

Leveraging Technology
Digital platforms and tools can facilitate real-time communication, data sharing, and performance monitoring, enhancing collaboration.

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.

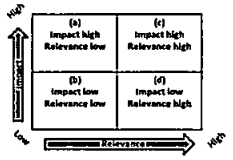


Grid for Stakeholder Analysis

Strategies for Effective Collaboration

Capacity Building
Investing in training programs and resources equips agencies with the skills and tools needed for effective collaboration.

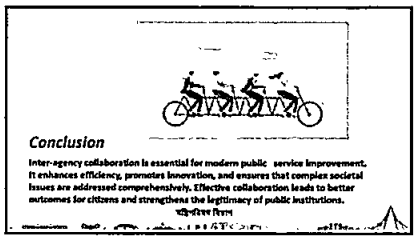
Policy and Institutional Support
Enabling policies and frameworks can institutionalize collaboration, providing the necessary authority and resources for sustained partnerships.



Grid for Stakeholder Analysis

How to decide whether your organization will collaborate With other agencies on a particular issue?

?

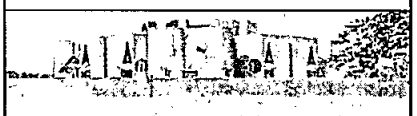


Conclusion

Inter-agency collaboration is essential for modern public service improvement. It enhances efficiency, promotes innovation, and ensures that complex societal issues are addressed comprehensively. Effective collaboration leads to better outcomes for citizens and strengthens the legitimacy of public institutions.

ধন্যবাদ

The Law Making Process: From Draft Bill To Parliamentary Approval.



Md Nazmul Hoque
Joint Secretary
Bangladesh Parliament Secretariat

Legislation

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

Legislation (Ordinance)

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

Bangladesh Parliament

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

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

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

Legislation (Bill)

- "Bill" means a motion for making a law;
- Article 80, (1) Every proposal in Parliament for making a law shall be made in the form of a Bill.
- Article 75. (1) Subject to this Constitution –

(a) the procedure of Parliament shall be regulated by rules of procedure made by it, and until such rules are made shall be regulated by rules of procedure made by the President;

Types of Bill

- Money Bill: Bill related with the article 81(1) of the Constitution, Such as Finance Bill 2026.
- Bill related with public money expenditure: Any other Bill related with the expenditure of public money except Money Bill. Like-National Primary Education Academy Bill, 2024.
- General Bill: Any other Bill which is not a Money Bill or not a Bill related with public money expenditure . Like –Highways Bill, 2021.
- Prior recommendation of President is required to introduce a Bill-related with public expenditure or Money Bill.

Key Functions of Parliament

1. **Legislative Functions**
   - Enactment and amendment of laws
   - Approval of Annual financial statement [Budget Approval]
2. **Supervisory functions**
   Oversee the Executive
3. **Representational functions**
   MPs' representational functions

Legislation (Act)

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

Nature of Bills

- Government Bill: Introduced by Minister;
- Private Member's Bill: Introduced by non Minister MP;
- 1st- 13th Parliament (up to 2nd session), Total 1692 Bills have been passed and become Acts of Parliament;
- Government Bill-1683;
- Private Member's Bill-09.

3 Stages of the formulation of laws

- ☐Pre Legislative Phase/Approval of the Cabinet
- ☐Legislative Phase/Approval of the Parliament
- ☐ Post Legislative Phase/ Assent of the President

Introduction of a Bill / First Reading

- ☐Seeking permission of the Speaker to introduce the Bill
- ☐Introducing the Bill by the Minister
- ☐Introducing the Bill may be opposed by any MP (Rule 74)
- ☐Gazette Publication (Rule-76)

Consideration of a Bill / Second Reading

- Discussion of principles of the Bill (Rule 78)
  - MPs' Proposal for eliciting Public Opinion and sending the Bill to a Select Committee.
- Clause by clause discussion of the Bill

i. Accept the motion of the consideration of the Bill by the House
ii. Members explanation in favor of their proposed amendments
iii. Explanation by the Minister on the proposed amendments
iv. Put the clauses/schedules to the vote of the House by the Speaker

Pre Legislative Phase/Approval of the Cabinet

(Secretariat Instructions, 2024, (228-229)

- ☐ Prepare the draft by the concerned Ministry/Division
- ☐ Inter Ministerial Meeting & Meeting with Stakeholders (If necessary) (Rule-10 of ROB*)
- ☐ Publish in website of the Ministry to elicit public opinion (Rule-31 of ROB*)
- ☐Inter Ministerial Committee of Cabinet Division to scrutinize draft Bill
- ☐Language Check by [illegible] (review), MOPA (If necessary)
- ☐Primary approval of the Cabinet (in Principle)
- ☐Vetting from the Legislative and Parliamentary Affairs Division (LPAD)
- ☐Final approval of the Cabinet
- ☐Recommendation of the President in advance (Article 82) (If necessary)
- ☐Send the proposal in Parliament in the form of a Bill

* RoB: Rules of Business, 1996

Committee Stage

After introducing a Bill, any of the following motions can be made:

(a) taken into consideration by the House either at once or on some future day; or
(b) be referred to a Standing Committee; or
(c) be referred to a Select Committee; or
(d) be circulated for the purpose of eliciting opinion there on"(Rule 77)

(Generally motion of "referred to a Standing Committee" is proposed)

Passing of Bill / Third Reading

- Minister's move that "the Bill be passed"
- The Bill will be passed by a majority of the votes of the MPs present. Two-third majority Vote required for Constitution Amendment Bill.
- After passing the Bill, Speaker has the power to correct the patent errors and secretary has the power to correct clerical errors of the Bill (Rule 92).
- The Minister/MP may at any stage of a Bill move for leave to withdraw the Bill introduced by him (Before Passing) (Rule 93).

Legislative Phase/Approval of the Parliament

Government Bill

- ☐Submitting a notice to the Parliament Secretary by the Minister
- ☐Printing of the Bill with approval of the Speaker
- ☐Sending the copies of the Bill to the MPs
- ☐Inclusion of the Bill in the Order of the Day

Committee stage (Cont.)

Report of Select / Standing Committee

- Presentation of report of Standing Committee (Govt. Bills)
- Report of the Committee on Private Members Bills and Resolutions (Private Members Bill) (Rule 223 (b))
- Finance Bill and Appropriation Bill not referred to any committee (Rule 126)

Post Legislative Phase/ Assent of the President

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

Bill returned by the President

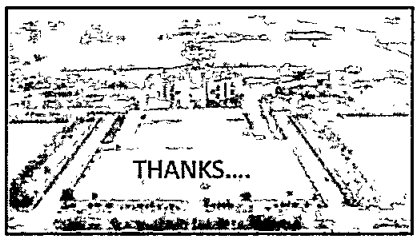
১) স্থানীয় সরকার (জেলা পরিষদ) বিল, ১৯৮৭, 3rd Parliament

২) The Code of Civil Procedure (Amendment) Bill, 1997, 7th Parliament

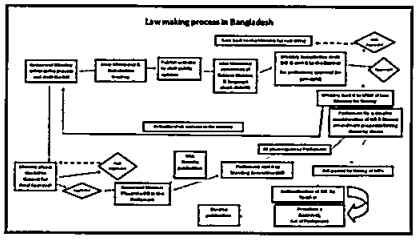
৩) শ্রম (সংশোধন) বিল, ২০২৩, 11th Parliament

Private Members Bills

[illegible]	[illegible]	[illegible]
1st Parliament	0	0
2nd Parliament	47	3
3rd Parliament	5	3
4th Parliament	8	0
5th Parliament	74	1
6th Parliament	0	0
7th Parliament	51	1
8th Parliament	54	2
9th Parliament	21	3
10th Parliament	26	0
11th Parliament	10	0
12th Parliament	0	0
13th Parliament (2nd Session)	11	0
total	296	9



Law making process in Bangladesh



Private Members Bills

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[illegible]	[illegible]	[illegible]	[illegible]

Acts passed from 1st to 13th Parliament

Parliament	Session days	Passed Bills
1st Parliament [07/04/1973 to 06/11/1975 = 2yrs. 06 months]	324	154
2nd Par. [03/04/1979 to 24/03/1982 = 2yrs. 11 months]	206	85
3rd Par. [10/07/1986 to 06/12/1987 = 1yr. 05 months]	75	38
4th Par. [15/04/1988 to 06/12/1990 = 2yrs. 07 months]	168	142
5th Par. [05/04/1991 to 24/11/1995 = 4 yrs. 08 months]	400	173
6th Par. [19/03/1996 to 30/03/1996 = 12 days]	84	1
7th Par. [14/07/1996 to 13/07/2001 = 5yrs.]	382	191
8th Par. [28/10/2001 to 27/10/2006 = 5yrs.]	373	143
9th Par. [25/01/2008 to 24/01/2014 = 5 yrs.]	415	271
10th Par. [29/01/2014 to 28/01/2018 = 5 yrs.]	410	193
11th Par. [30/01/2018 to 29/01/2024 = 5yrs.]	173	164
12th Par. [30/01/2024 to 06/08/2024 = 190 days]	47	10
13th Par. [12/03/2026 to 15-07-2026] [2nd session]	51	104
Total=	2940	1682

Q & A...

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

..... মন্ত্রণালয়

প্রাপক : সিনিয়র সচিব/ সচিব
বাংলাদেশ জাতীয় সংসদ সচিবালয়
ঢাকা।

জনাব,

বাংলাদেশ জাতীয় সংসদের কার্যপ্রণালী-বিধির ৭৫ বিধির (১) উপ-বিধির বিধান অনুযায়ী আমি এই মর্মে নোটিশ প্রদান করিতেছি যে, জাতীয় সংসদের আসন্ন/চলতি অধিবেশনে আমি .... বিলটি উত্থাপনের জন্য অনুমতির প্রস্তাব করিব। উদ্দেশ্য ও কারণ সম্বলিত বিবৃতিসহ বিলের দুইটি প্রতিলিপি এতদ্‌সংগে প্রেরণ করা হইল।

*২। এই বিলটি একটি অর্থ বিল (Money Bill) এবং তাহা উত্থাপনের জন্য সংবিধানের ৮২ অনুচ্ছেদ অনুসারে মহামান্য রাষ্ট্রপতির সুপারিশ গ্রহণ করা হইয়াছে (কপি সংযুক্ত)।

*৩। এই বিলটিতে সরকারি অর্থ ব্যয়ের প্রশ্ন জড়িত আছে বিধায় তাহা উত্থাপনের জন্য সংবিধানের ৮২ অনুচ্ছেদ অনুসারে মহামান্য রাষ্ট্রপতির সুপারিশ গ্রহণ করা হইয়াছে (কপি সংযুক্ত)।

৪। অনিবার্য কারণবশতঃ এই বিলটি উত্থাপনের জন্য অনুমতির প্রস্তাব করিবার ৭ দিনের নোটিশ প্রদান করা সম্ভব হয় নাই, সেইহেতু মাননীয় স্পীকার মহোদয়কে কার্যপ্রণালী-বিধির ৭৫ বিধির (১) উপ-বিধি স্থগিত করিয়া স্বল্পতর মেয়াদের নোটিশে বিলটি উত্থাপনের অনুমতি দিতে অনুরোধ করা হইল।

৫। কার্যপ্রণালী-বিধির ৭৭ বিধির (ক) দফানুযায়ী ..... বার ..... সাল, আমি প্রস্তাব করিব যে, বিলটি সংসদ কর্তৃক অবিলম্বে বিবেচনার জন্য গ্রহণ করা হউক। মাননীয় স্পীকার মহোদয়কে বিধি স্থগিতের ক্ষমতা প্রয়োগ করিয়া ৭৭ বিধির সময়-সীমা স্থগিত করতঃ উপরোল্লিখিত প্রস্তাবটি উত্থাপনের অনুমতি দিতেও অনুরোধ করা হইল।

একান্ত আস্থাভাজন,

..... মন্ত্রী/প্রতিমন্ত্রী।

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* দরকার না হইলে কাটিয়া দিবেন।

রেজিস্টার্ড নং ডি এ-১

বাংলাদেশ গেজেট

অতিরিক্ত সংখ্যা

কর্তৃপক্ষ কর্তৃক প্রকাশিত

রবিবার, অক্টোবর ২৭, ২০১৩

বাংলাদেশ জাতীয় সংসদ

ঢাকা, ২৭ অক্টোবর, ২০১৩/১২ কার্তিক, ১৪২০

সংসদ কর্তৃক গৃহীত নিম্নলিখিত আইনটি ২৭ অক্টোবর, ২০১৩ (১২ কার্তিক, ১৪২০) তারিখে রাষ্ট্রপতির সম্মতি লাভ করিয়াছে এবং এতদ্বারা এই আইনটি সর্বসাধারণের অবগতির জন্য প্রকাশ করা যাইতেছে:—

২০১৩ সনের ৪৯ নং আইন

সন্তান কর্তৃক পিতা-মাতার ভরণ-পোষণ নিশ্চিতকরণের লক্ষ্যে প্রণীত আইন

যেহেতু সন্তান কর্তৃক পিতা-মাতার ভরণ-পোষণ নিশ্চিকরণের লক্ষ্যে বিধান করা সমীচীন ও প্রয়োজনীয়;

সেহেতু এতদ্বারা নিম্নরূপ আইন করা হইল:—

১। **সংক্ষিপ্ত শিরোনাম ও প্রবর্তন।**—(১) এই আইন পিতা-মাতার ভরণ-পোষণ আইন, ২০১৩ নামে অভিহিত হইবে।

(২) ইহা অবিলম্বে কার্যকর হইবে।

২। সংজ্ঞা।—বিষয় বা প্রসঙ্গের পরিপন্থী কোন কিছু না থাকিলে এই আইনে—

(ক) "পিতা" অর্থ এমন ব্যক্তি যিনি সন্তানের জনক;

(খ) "ভরণ-পোষণ" অর্থ খাওয়া-দাওয়া, বস্ত্র, চিকিৎসা ও বসবাসের সুবিধা এবং সঙ্গ প্রদান;

মূল্য ঃ টাকা ৪.০০

(গ) "মাতা" অর্থ এমন ব্যক্তি যিনি সন্তানের গর্ভধারিণী;

(ঘ) "সন্তান" অর্থ পিতার ঔরসে এবং মাতার গর্ভে জন্ম নেওয়া সক্ষম ও সামর্থ্যবান পুত্র বা কন্যা;

৩। **পিতা-মাতার ভরণ-পোষণ।**—(১) প্রত্যেক সন্তানকে তাহার পিতা-মাতার ভরণ-পোষণ নিশ্চিত করিতে হইবে।

(২) কোন পিতা-মাতার একাধিক সন্তান থাকিলে সেইক্ষেত্রে সন্তানগণ নিজেদের মধ্যে আলাপ-আলোচনা করিয়া তাহাদের পিতা-মাতার ভরণ-পোষণ নিশ্চিত করিবে।

(৩) এই ধারার অধীন পিতা-মাতার ভরণ-পোষণ নিশ্চিত করিবার ক্ষেত্রে প্রত্যেক সন্তানকে পিতা-মাতার একইসঙ্গে একই স্থানে বসবাস নিশ্চিত করিতে হইবে।

(৪) কোন সন্তান তাহার পিতা বা মাতাকে বা উভয়কে তাহার, বা ক্ষেত্রমত, তাহাদের ইচ্ছার বিরুদ্ধে, কোন বৃদ্ধ নিবাস কিংবা অন্য কোথাও একত্রে কিংবা আলাদা আলাদাভাবে বসবাস করিতে বাধ্য করিবে না।

(৫) প্রত্যেক সন্তান তাহার পিতা এবং মাতার স্বাস্থ্য সম্পর্কে নিয়মিত খোঁজ খবর রাখিবে, প্রয়োজনীয় চিকিৎসা সেবা ও পরিচর্যা করিবে।

(৬) পিতা বা মাতা কিংবা উভয়, সন্তান হইতে পৃথকভাবে বসবাস করিলে, সেইক্ষেত্রে প্রত্যেক সন্তানকে নিয়মিতভাবে তাহার, বা ক্ষেত্রমত, তাহাদের সহিত সাক্ষাত করিতে হইবে।

(৭) কোন পিতা বা মাতা কিংবা উভয়ে, সন্তানদের সহিত বসবাস না করিয়া পৃথকভাবে বসবাস করিলে, সেইক্ষেত্রে উক্ত পিতা বা মাতার প্রত্যেক সন্তান তাহার দৈনন্দিন আয়-রোজগার, বা ক্ষেত্রমত, মাসিক আয় বা বাৎসরিক আয় হইতে যুক্তিসঙ্গত পরিমাণ অর্থ পিতা বা মাতা, বা ক্ষেত্রমত, উভয়কে নিয়মিত প্রদান করিবে।

৪। **পিতা-মাতার অবর্তমানে দাদা-দাদী, নানা-নানীর ভরণ-পোষণ।**—প্রত্যেক সন্তান তাহার—

(ক) পিতার অবর্তমানে দাদা-দাদীকে; এবং

(খ) মাতার অবর্তমানে নানা-নানীকে—

ধারা ৩ এ বর্ণিত ভরণ-পোষণ প্রদানে বাধ্য থাকিবে এবং এই ভরণ পোষণ পিতা-মাতার ভরণ-পোষণ হিসাবে গণ্য হইবে।

৫। **পিতা-মাতার ভরণ-পোষণ না করিবার দণ্ড**—(১) কোন সন্তান কর্তৃক ধারা ৩ এর যে কোন উপ-ধারার বিধান কিংবা ধারা ৪ এর বিধান লংঘন অপরাধ বলিয়া গণ্য হইবে এবং উক্ত অপরাধের জন্য অনূর্ধ্ব ১(এক) লক্ষ টাকা অর্থদণ্ডে দণ্ডিত হইবে; বা উক্ত অর্থদণ্ড অনাদায়ের ক্ষেত্রে অনূর্ধ্ব ৩(তিন) মাস কারাদণ্ডে দণ্ডিত হইবে।

(২) কোন সন্তানের স্ত্রী, বা ক্ষেত্রমত, স্বামী কিংবা পুত্র-কন্যা বা অন্য কোন নিকট আত্মীয় ব্যক্তি—

(ক) পিতা-মাতার বা দাদা-দাদীর বা নানা-নানীর ভরণ-পোষণ প্রদানে বাধা প্রদান করিলে; বা

(খ) পিতা-মাতার বা দাদা-দাদীর বা নানা-নানীর ভরণ-পোষণ প্রদানে অসহযোগিতা করিলে—

তিনি উক্তরূপ অপরাধ সংঘটনে সহায়তা করিয়াছে গণ্যে উপ-ধারা (১) এ উল্লিখিত দণ্ডে দণ্ডিত হইবে।

৬। **অপরাধের আমলযোগ্যতা, জামিনযোগ্যতা ও আপোষযোগ্যতা।**—এই আইনের অধীন অপরাধ আমলযোগ্য (cognizable), জামিনযোগ্য (bailable) ও আপোষযোগ্য (compoundable) হইবে।

৭। **অপরাধ বিচারার্থ গ্রহণ ও বিচার।**—(১) Code of Criminal Procedure, 1898 (Act V of 1898) এ যাহা কিছুই থাকুক না কেন, এই আইনের অধীন সংঘটিত অপরাধ ১ম শ্রেণীর জুডিশিয়াল ম্যাজিস্ট্রেট বা মেট্রোপলিটন ম্যাজিস্ট্রেটের আদালতে বিচারযোগ্য হইবে।

(২) কোন আদালত এই আইনের অধীন সংঘটিত অপরাধ সংশ্লিষ্ট সন্তানের পিতা বা মাতার লিখিত অভিযোগ ব্যতীত আমলে গ্রহণ করিবে না।

৮। **আপোষ-নিষ্পত্তি।**—(১) আদালত এই আইনের অধীন প্রাপ্ত অভিযোগ আপোষ-নিষ্পত্তির জন্য সংশ্লিষ্ট ইউনিয়ন পরিষদের চেয়ারম্যান বা মেম্বার, কিংবা ক্ষেত্রমত, সিটি কর্পোরেশন বা পৌরসভার মেয়র বা কাউন্সিলর, কিংবা অন্য যে কোন উপযুক্ত ব্যক্তির নিকট প্রেরণ করিতে পারিবে।

(২) উপ-ধারা (১) এর অধীন কোন অভিযোগ আপোষ-নিষ্পত্তির জন্য প্রেরিত হইলে, সংশ্লিষ্ট চেয়ারম্যান, মেয়র, মেম্বার বা কাউন্সিলর উভয় পক্ষকে শুনানীর সুযোগ প্রদান করিয়া, উহা নিষ্পত্তি করিবে এবং এইরূপে নিষ্পত্তিকৃত অভিযোগ উপযুক্ত আদালত কর্তৃক নিষ্পত্তিকৃত বলিয়া গণ্য হইবে।

৯। **বিধি প্রণয়নের ক্ষমতা।**—সরকার, সরকারি গেজেটে প্রজ্ঞাপন দ্বারা, এই আইনের উদ্দেশ্য পূরণকল্পে বিধি প্রণয়ন করিতে পারিবে।

মোঃ আশরাফুল মকবুল
সিনিয়র সচিব।

মোঃ নজরুল ইসলাম (উপসচিব), উপপরিচালক, বাংলাদেশ সরকারি মুদ্রণালয়, তেজগাঁও, ঢাকা কর্তৃক মুদ্রিত।
আবদুর রশিদ (উপসচিব), উপপরিচালক, বাংলাদেশ ফরম ও প্রকাশনা অফিস,
তেজগাঁও, ঢাকা কর্তৃক প্রকাশিত। www.bgpress.gov.bd

সদস্যদের জন্য
১৩-০৭-২০২৬ তারিখ
পর্যন্ত প্রাপ্ত নোটিশ।

বাংলাদেশ জাতীয় সংসদ সচিবালয়
লেজিসলেটিভ সাপোর্ট উইং
আইন প্রণয়ন শাখা-৩

স্থায়ী কমিটি কর্তৃক সুপারিশকৃত
"বগুড়া বিশ্ববিদ্যালয় বিল, ২০২৬"

সংশোধনী তালিকা নং-১

১। জনাব মোঃ গোলাম রছুল (যশোর-৪), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ১৫ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

২। সাবিকুন্নাহার (মহিলা আসন-৩৯), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৩। মোসাঃ নাজমুন নাহার (মহিলা আসন-৪০), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৪। মোঃ শফিকুল ইসলাম (পটুয়াখালী-২), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ আগস্ট তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৫। জনাব মোঃ মাসুদ পারভেজ (চুয়াডাঙ্গা-১), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৬। জনাব মোঃ ফজলুর রহমান সাঈদ (জয়পুরহাট-১), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৭। জনাব আব্দুল মুনতাকিম (নীলফামারী-৪), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৮। জনাব মোঃ রুহুল আমিন (চুয়াডাঙ্গা-২), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

৯। জনাব মোঃ ইলিয়াস মোল্লা (ফরিদপুর-১), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১০। জনাব ওবায়দুল্লাহ সালাফী (নীলফামারী-৩), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ জুলাই তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১১। জনাব মোঃ নাজমুল হুদা (মেহেরপুর-২), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ জুলাই তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১২। জনাব শাহজাহান চৌধুরী (চট্টগ্রাম-১৫), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৩। রুমিন ফারহানা (ব্রাহ্মণবাড়িয়া-২), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৪। জনাব জি, এম, নজরুল ইসলাম (সাতক্ষীরা-৪), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৫। শেখ মজিবুর রহমান ইকবাল (কিশোরগঞ্জ-৫), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৬। জনাব মোঃ কামরুল হাসান (ময়মনসিংহ-৬), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৭। জনাব মোঃ আমির হামজা (কুষ্টিয়া-৩), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৮। জনাব মোঃ আফজাল হোসেন (কুষ্টিয়া-৪), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

১৯। জনাব মোঃ রাশেদুল ইসলাম রাশেদ (শেরপুর-১), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

২০। জনাব মোঃ আব্দুস সাত্তার (নীলফামারী-১), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

২১। জনাব মুহাম্মাদ আলী আছগার (পাবনা-৩), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

২২। জনাব মোহাম্মদ আবুল হাসান (সিলেট-৫), সদস্য প্রস্তাব করিবেন যেঃ-
"২০২৬ খ্রিষ্টাব্দের ২৮ আগস্ট তারিখের মধ্যে জনমত যাচাইয়ের জন্য বিলটি প্রচার করা হউক।"

ঢাকা
৩০ আষাঢ় ১৪৩৩
১৪ জুলাই ২০২৬

ব্যারিস্টার মোঃ গোলাম সরওয়ার ভূঁইয়া
সংসদ সচিব।

সদস্যদের জন্য
১২-০৭-২০২৬ তারিখ
পর্যন্ত প্রাপ্ত নোটিশ।

বাংলাদেশ জাতীয় সংসদ সচিবালয়
লেজিসলেটিভ সাপোর্ট উইং
আইন প্রণয়ন শাখা-৩

স্থায়ী কমিটি কর্তৃক সুপারিশকৃত
"বগুড়া বিশ্ববিদ্যালয় বিল, ২০২৬"

সংশোধনী তালিকা নং-২

১। জনাব মোঃ গোলাম রছুল (যশোর-৪), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ১৫ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক)ঃ-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোহাম্মদ আজীজুর রহমান	সভাপতি	৮৫ যশোর-১
(২)	জনাব মুহাম্মদ মোসলেহ উদ্দিন ফরিদ	সদস্য	৮৬ যশোর-২
(৩)	জনাব মোঃ গোলাম রছুল	সদস্য	৮৮ যশোর-৪।"

২। জনাব মোঃ মাসুদ পারভেজ (চুয়াডাঙ্গা-১), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক)ঃ-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব শাহজাহান চৌধুরী	সভাপতি	২৯২ চট্টগ্রাম-১৫
(২)	জনাব মোঃ মাসুদ পারভেজ	সদস্য	৭৯ চুয়াডাঙ্গা-১
(৩)	জনাব মোঃ রহুল আমিন	সদস্য	৮০ চুয়াডাঙ্গা-২।"

৩। জনাব মোঃ ফজলুর রহমান সাঈদ (জয়পুরহাট-১), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক)ঃ-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মোঃ ফজলুর রহমান সাঈদ	সদস্য	৩৪ জয়পুরহাট-১।"

৪। জনাব মোঃ রহুল আমিন (চুয়াডাঙ্গা-২), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক)ঃ-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব শাহজাহান চৌধুরী	সভাপতি	২৯২ চট্টগ্রাম-১৫
(২)	জনাব মোঃ মাসুদ পারভেজ	সদস্য	৭৯ চুয়াডাঙ্গা-১
(৩)	জনাব মোঃ রহুল আমিন	সদস্য	৮০ চুয়াডাঙ্গা-২।"

৫। জনাব মোঃ ইলিয়াস মোল্লা (ফরিদপুর-১), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মোঃ ইলিয়াস মোল্লা	সদস্য	২১১ ফরিদপুর-১।"

৬। জনাব শাহজাহান চৌধুরী (চট্টগ্রাম-১৫), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব শাহজাহান চৌধুরী	সভাপতি	২৯২ চট্টগ্রাম-১৫
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মোহাম্মদ জহিরুল ইসলাম	সদস্য	২৯৩ চট্টগ্রাম-১৬।"

৭। রুমিন ফারহানা (ব্রাহ্মণবাড়িয়া-২), সদস্য প্রস্তাব করিবেন যে :-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	রুমিন ফারহানা	সভাপতি	২৪৪ ব্রাহ্মণবাড়িয়া-২
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	শেখ মজিবুর রহমান ইকবাল	সদস্য	১৬৬ কিশোরগঞ্জ-৫।"

৮। জনাব জি, এম, নজরুল ইসলাম (সাতক্ষীরা-৪), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব জি, এম, নজরুল ইসলাম	সদস্য	১০৮ সাতক্ষীরা-৪।"

৯। শেখ মজিবুর রহমান ইকবাল (কিশোরগঞ্জ-৫), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	রুমিন ফারহানা	সভাপতি	২৪৪ ব্রাহ্মণবাড়িয়া-২
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	শেখ মজিবুর রহমান ইকবাল	সদস্য	১৬৬ কিশোরগঞ্জ-৫।"

১০। জনাব মোঃ কামরুল হাসান (ময়মনসিংহ-৬), সদস্য প্রস্তাব করিবেন যে :-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৪ (চার) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ রাশেদুর ইসলাম রাশেদ	সদস্য	১৪৩ শেরপুর-১।"
(৩)	জনাব মোঃ কামরুল হাসান	সদস্য	১৫১ ময়মনসিং-৬।"

১১। জনাব মোঃ আমির হামজা (কুষ্টিয়া-৩), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব শাহজাহান চৌধুরী	সভাপতি	২৯২ চট্টগ্রাম-১৫
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মোঃ আমির হামজা	সদস্য	৭৭ কুষ্টিয়া-৩।"

১২। জনাব মোঃ আফজাল হোসেন (কুষ্টিয়া-৪), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ আব্দুল গফুর	সভাপতি	৭৬ কুষ্টিয়া-২
(২)	জনাব মোঃ আমির হামজা	সদস্য	৭৭ কুষ্টিয়া-৩।
(৩)	জনাব মোঃ আফজাল হোসেন	সদস্য	৭৮কুষ্টিয়া-৪।"

১৩। জনাব মোঃ রাশেদুল ইসলাম রাশেদ (শেরপুর-১), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ কামরুল হাসান	সদস্য	১৫১ ময়মনসিং-৬
(৩)	জনাব মোঃ রাশেদুর ইসলাম রাশেদ	সদস্য	১৪৩ শেরপুর-১।"

১৪। জনাব মোঃ আব্দুস সাত্তার (নীলফামারী-১), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ মুজিবুর রহমান	সভাপতি	৫২ রাজশাহী-১
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মোঃ আব্দুস সাত্তার	সদস্য	১২ নীলফামারী-১।"

১৫। জনাব মুহাম্মাদ আলী আছগার (পাবনা-৩), সদস্য প্রস্তাব করিবেন যেঃ-

"২০২৬ খ্রিষ্টাব্দের ২০ সেপ্টেম্বর তারিখের মধ্যে রিপোর্ট পেশ করার জন্য বিলটি নিম্নে বর্ণিত ৩ (তিন) জন সদস্যের সমন্বয়ে গঠিত একটি বাছাই কমিটিতে প্রেরণ করা হউক (এবং এই বাছাই কমিটির কোরাম ৩ (তিন) জন নির্ধারণ করা হউক):-

ক্রমিক নং	সদস্যের নাম	পদবী	নির্বাচনী এলাকা
(১)	জনাব মোঃ আব্দুল বাতেন	সভাপতি	১৮৯ ঢাকা-১৬
(২)	জনাব মোঃ আব্দুল গফুর	সদস্য	৭৬ কুষ্টিয়া-২
(৩)	জনাব মুহাম্মাদ আলী আছগার	সদস্য	৭০ পাবনা-৩।"

ঢাকা
৩০ আষাঢ় ১৪৩৩
১৪ জুলাই ২০২৬

ব্যারিস্টার মোঃ গোলাম সরওয়ার ভূঁইয়া
সংসদ সচিব।

সদস্যদের জন্য
১৪-০৭-২০২৬ তারিখ
পর্যন্ত প্রাপ্ত নোটিশ।

বাংলাদেশ জাতীয় সংসদ সচিবালয়
লেজিসলেটিভ সাপোর্ট উইং
আইন প্রণয়ন শাখা-৩

স্থায়ী কমিটি কর্তৃক সুপারিশকৃত
"বগুড়া বিশ্ববিদ্যালয় বিল, ২০২৬"

সংশোধনী তালিকা নং-৩

দফা-৪৪

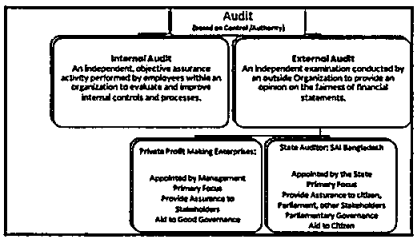
৬। তাসমিয়া প্রধান (মহিলা আসন-৪৭), সদস্য প্রস্তাব করিবেন যে :-
বিলের ৪৪ দফার (৮) উপ-দফার পরে নিম্নোক্ত নূতন (৯) উপ-দফাটি সন্নিবেশন করা হউক, যথা:-
"(৯) সংবিধি প্রণয়নের পূর্বে বিশ্ববিদ্যালয়ের শিক্ষক, কর্মকর্তা ও অন্যান্য কর্মচারীর কর্মের শর্তাবলী সংক্রান্ত বিষয় সরকারি চাকুরি আইন, ২০১৮ অনুযায়ী নিষ্পত্তি হবে।"।

ঢাকা
৩০ আষাঢ় ১৪৩৩
১৪ জুলাই ২০২৬

ব্যারিস্টার মো: গোলাম সরওয়ার ভূঁইয়া
সংসদ সচিব।

Steps, Compliance and Documentation Required for Audit Objection Settlement

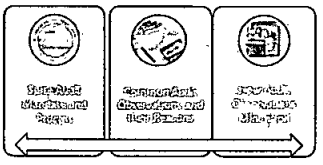
Md. Nurul Islam
Director General
Foreign Aided Projects Audit Directorate



Mandate

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

Session Outline



Responsibilities

Auditor's Responsibilities:

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

Auditee's Responsibilities:

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

Mandate

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

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

What is Audit?

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

Audit Categories by Timing

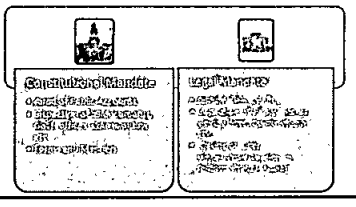
Pre-Audit

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

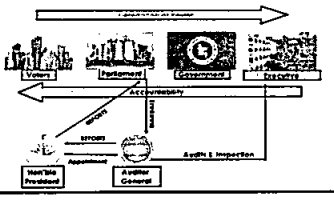
Post-Audit

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

Audit Mandate



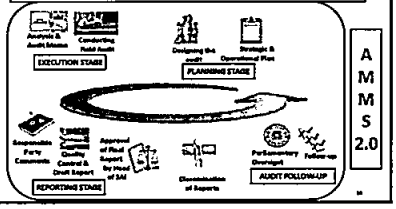
Public Sector Accountability



Types of Audit

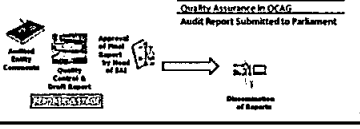
Financial audit	Performance audit	Compliance audit
• Auditor determine whether an entity's financial information is presented in accordance with the applicable financial reporting and regulatory framework	• Auditors review the subject matter from the perspectives of economy, efficiency and effectiveness	• Auditors look for, whether, the subject matter is in compliance with the authorities identified as criteria

Audit Process



Stage 3 - Reporting

- Draft Audit Inspection Report (AIR)
- Exit Meeting with Auditee
- Quality Control at Audit Directorate
- Issue Final AIR
- Quality Assurance in QCAG
- Audit Report Submitted to Parliament



QUIZ 1: Types of Audit?

1. 110 k.m. roads were built in the Hill Tracks but 17 connecting bridges were not built.
2. During physical verification it was observed that the machineries were made in China instead of Japan.
3. Tk 230 crore of MPO payments were lying with schedule banks but shown as expenditure in the Appropriation Accounts.
4. Procurements were made in RFQ method exceeding annual ceiling.
5. Solar powered 200 water pumps were procured but during audit it was observed that 65% stopped working within first 6 months.

AIMS 2.0: Automation of Audit Process

Planning	Conducting	Reporting
• Selection of Auditee Organizations • Audit Team Formation • Audit Schedule • Audit Plan Preparation	• Submit Audit Query • Issue Audit Memo	• Prepare Audit Inspection Report (AIR) • Send the AIR to PAO/Head of Agency

Responsible Party can

See audit plan and know about audit team and audit time from system	Submit reply on audit memos & attach relevant evidence through system	See Audit Inspection Report (AIR) & also send reply through AIMS

Common Audit Observations

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

Responsibilities

Responsible Party

FINANCIAL AUDIT	COMPLIANCE AUDIT	PERFORMANCE AUDIT
• Accuracy & completeness of accounts • Accounts free from material misstatement due to fraud/error • Implement audit recommendations • Mitigate identified IC weaknesses	• Authorities governing audited entity are complied with. • Internal Control Systems are strengthened. • Risks of error & fraud are mitigated. • Implement audit recommendations	• Achieve predetermined goals. • Activity, function, systems, procedures managed properly. • Achieved economy, efficiency, effectiveness in use of resources

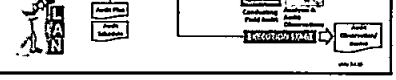
Audit Process: Stage 1 & 2

Stage 1: Audit Planning

- Audit Directorate Annual Plan
- Team Formation
- Data Collection
- Materiality and Risk Analysis
- Prepare Audit Plan
- Approved Audit Plan by DG

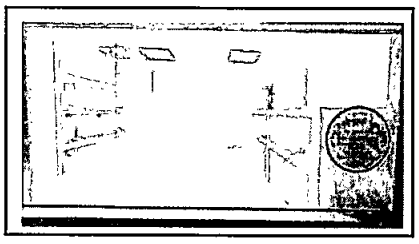
Stage 2 – Audit Execution

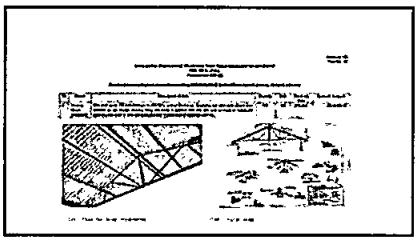
- Issue Engagement Letter
- Entry Meeting with Entity Head
- Submit Requisition for Documents
- Collection & Analysis of Evidence
- Issue Audit Memo
- Seek and Discuss

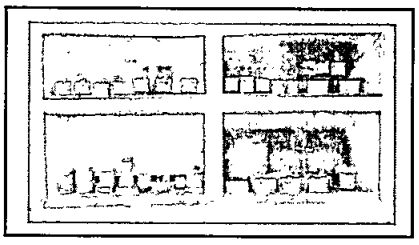


Common Audit Observations

- Financial loss of Tk. 123,97,19,514.00 due to reducing the quantity of negative quoted items in variation;
- Financial loss of Tk. 207,78,45,780.00 due to payment of excess amount to the contractor for price adjustment by showing incorrect calculation changing base index mentioned in the contract;
- Loss of project money amounting to Tk 35,428,750.00 due to payments made to the contractor for providing the Engineer's Semi-Permanent Residential Accommodation without any work being done.
- Loss of govt. money for giving undue price adjustment amounting to Tk. 224,13,36,570/-

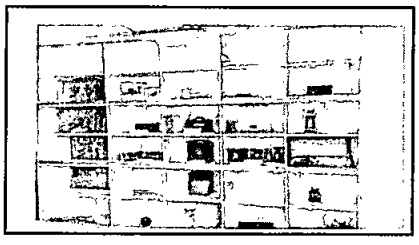


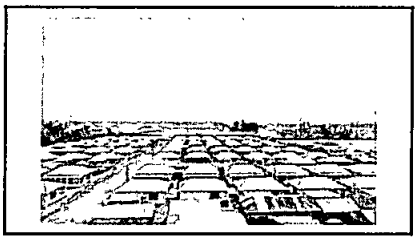




Reasons for Audit Observation

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





Documents To Be Required

- Budget provision
- Proper budget & account classification code
- Bills are mathematically correct
- Expenditure sanction
- Standard Tender Document(STD)
- Tender opening report
- Tender evaluation report
- Technical committee report
- NOA
- Test report(if applicable)
- Enlistment of contractor(if applicable)
- DPP/RDPP provision
- Specification
- Approval of additional amount
- Rates and Specification of goods conform to the contracted items
- Receiving documents as per specifications
- Deduction of liquidated damage(if applicable)
- Deduction of IT and VAT

Documents to be maintained

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

Parliamentary Oversight

STANDING COMMITTEE ON PUBLIC ACCOUNTS

- 15 member Standing Committee
- Created as per Article 76(3)(a) of Constitution
- Functions & Constitution : Section 233, 234, Rules of Procedures.

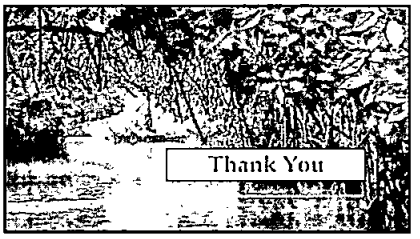
1. Examination of Appropriation Accounts, Finance Accounts, other Accounts placed before Parliament
2. Examine statement of accounts of state corporations, trading and manufacturing schemes, concerns and projects, autonomous & semi-autonomous bodies, receipts or stores and stocks.
3. Examine Report of the CAG
4. Report to Parliament with recommendations of remedial measures.

Settlement of Audit Observations

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

Way Forward for Good Governance

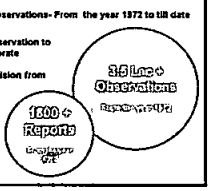
- Implement applicable rules and regulations;
- Record all transactions timely and accurately in the books of accounts;
- Keep proper documents in an orderly manner;
- Preserve all records and documents in good condition;
- Provide all relevant records and documents to audit;
- Provide complete Spot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



Precaution in Handling Audit Observations

RP Module highlights

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



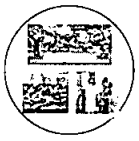
89

Module:2
Policy & Planning

Public Service Management

Reform Initiatives & Best Practices

Farah Shammi, ndc
Secretary, Coordination & Reforms
Cabinet Division



PART 1 • CONCEPT

What Is Public Service Management?

The organisation, direction and delivery of services provided by, or on behalf of, the state — to create public value for citizens.

A crossroads discipline
Public administration, management and political science meet here.

Pursues public value
Health, education, security welfare and justice — not profit.

Answers to citizens
Accountable to the public and their representatives, not shareholders.

Part 1 • Concept

PART 1 • CONCEPT

Four Paradigms Compared

	Public Administration	Public Management	New Public Management	Public Service Management
PERIOD	1967–1980s	1970s	1980s–90s	2010s–
GUIDING IDEA	Administer rules impartially	Manage for results	Compete, incentive, deliver	Co-create public value
CITIZEN SEEN AS	Subject	Client	Customer	Citizen & partner
COORDINATION	Hierarchy	Line management	Markets & contracts	Networks & relationships
SIGNATURE THINKERS	Wilson • Weber	Perry • Kramer	Hood • Osborne & Gaebler	Osborne • Moore

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Session Roadmap

1 **Concept**
What public service management is, and how it differs from private management.

2 **Evolution**
From classical bureaucracy to New Public Management and beyond.

3 **Reform: Bangladesh Journey**
Fifty years of administrative reform commissions, 1973–2025.

4 **Best Practices**
RTI, grievance redress and participatory service delivery.

5 **Performance**
From the APA to the Government Performance Monitoring System.

Public Services are those goods and services which are provided by the government because a market failure has occurred and market has not provided them.

These are (theoretically) non-rival and non-excludable:

1. **Use of it is available to all: i.e. street lighting**
2. **It provides for public health and safety: i.e. Police and Military**
3. **It provides for general welfare of the society: i.e. Primary Education, safety net programme**
4. **Services may provided by both public and private means: i.e. water and sanitation**

Traditional Public Management	*New Public Management*
Rules	Objectives
Line process	Efficiency
Responsibility	Direction
Formation	Innovation
Society	Operation
Complaint : rules	Law
Inquiry	Effectiveness
Public interest	Profit

---

1 PART ONE

Understanding Public Service Management

Definition, distinctive character, functions and the enduring tensions of managing in the public sector

---

Paradigm Shift of Public Service Management

[illegible]

Institutions for Public Service Management/Delivery

1. Bureaucracy
2. Civil Service
3. Public Service
4. Public Organizations
5. Local Government Institutions

Bureaucracy

Characterized with lifelong secure employment, hierarchical organization with formal relation, system of specialization, meritocracy , impersonality and guided by a set of rules and procedures.

Institutions for Public Service Management

1.Public Organizations
1.Ministry
2.Departments
3.Directorates
4.Subordinate organizations
5.Statutory Bodies
6.Commissions etc.

2.Local Government Institutions

2.Developing Institutional Framework for Service Delivery

- Forming Ministry and Divisions and allocating business
- Forming Directorate/ departments/ attached department for deconcentrating businesses
- Forming autonomous bodies/special authorities for delegation of authority and responsibility regarding public services
- Forming Local Govt. Organization (City Corporation, Municipality, District/Upazila/Union Councils) for devolving of authority & responsibility regarding public services
- Forming regulatory bodies for managing and regulating NGOs and Private Sector

Civil Service (10+16)

Small number of neutral permanent core officials of the Republic; neutral in nature and function-based cadre; generally working in Central or Federal Govt. Generally managed by Cabinet/ Civil Service Commission/or Central Personnel Unit.

Merit-based recruitment and promotion

May be considered as superior/ elite service excluded uniform services.

May have separate code of conduct, highly paid and privileged with indemnity and entitlement.

Working closely with Ministers, contributing policy formulation and extend consultation service to Ministers. Accountable for public finance management.

Issues of Public Service Delivery System

1.Political Context of Public Service Delivery
2.Developing Institutional Framework for Service Delivery
3.Managing own (Public) organization

3. Managing own (Public) organization
•Delivery of Public Services

Assessing needs of the clients and prioritize them
Forming Citizen Centric Service Delivery
Introducing Citizen Charters and making it functional
Introducing Citizen Service Cards
Introducing On-line service delivery
Introducing One stop service delivery
Managing G2G, G2C, C2C service rendering interfaces efficiently

Public Service

A public servant is generally a person who is employed by the government, either through appointment or election.

Generally manages public services of local govt. institutions and field administration.

Devolved with delegated administrative and financial authorities.

Policy implementation is the main job. Working in department, agency or local govt. organizations.

1.Political Context of Public Service Delivery

Understanding Party (Party in Position) Manifesto and Vision of the Nation
Translating Party manifesto and national vision into Development Plans and Programmes
- Perspective Plan
- Five-year Plan
- Annual Development Program

Developing Regular Project/Program on the basis of Fundamental State Policy
Implementing Development Projects

•Managing Networks and Interfaces

Politician- Civil Servant Interface
Civil-Military Interface
Civil Servant- Civil Society Interface
Public –Private Partnership/ outsourcing-measuring
Network governance
Public Value Creation -(Integrity, Impartiality, Responsiveness, Respect, Accountability, Human Rights, Leadership)
Partnership for Development, PPP
Virtual Governance, Real-time Governance etc.

•Managing Performance and Transparency

-Crossing organizational Missions and Objectives
• Devising Performance Targets & KPIs & publishing performance reports

PART 1 · CONCEPT

The Core Managerial Functions

Gulick's classic formulation — still the backbone of public management.

01 **Planning**
Setting goals and the means to reach them.

02 **Organising**
Structuring authority and units of work.

03 **Staffing**
Recruiting, developing and retaining people.

04 **Directing**
Decoding and issuing operating instructions.

05 **Coordinating**
Aligning parts into a coherent whole.

06 **Reporting & Budgeting**
Accounting for results and resources.

PART 2 · GLOBAL

The Open Government Movement

Obama Initiative, 2009

Data.gov — a central open-data portal

FOIA reforms expanding public access

Co-founded the OGP in 2011

Open Government Partnership

Founded 2011 by eight governments

Members commit to National Action Plans

Government + civil society collaboration

PART 3 · BANGLADESH

The Inherited Challenge, 1971

A development-hungry new nation inherited a colonial administrative structure built to control subjects — not to serve citizens.

Over-centralised
Power concentrated at the centre, far from the citizen.

Clues & rank bound
A rigid hierarchy of classes and generalist ranks.

Control-oriented
Designed for revenue and order, not development.

2 PART TWO
Reform: The Global Context

Performance-management systems and the open-government movement that reshaped public services worldwide.

PART 2 · GLOBAL

What the Global Evidence Suggests

Clarity of purpose
Agree a few outcomes that matter — not a hundred metrics.

Transparency by default
Publish once, serve many; disclosure deters leakage.

Citizens as co-producers
Voice before design beats surveys after failure.

Feedback that changes rules
Data and complaints must loop back into how services run.

Capability, not just structure
Reorganising leaves fails without skilled, motivated people.

Fit to context
No universal blueprint — borrow ideas, adapt to your state.

PART 2 · BANGLADESH

Seven Reform Efforts, 1972–2025

1973	1976	1982	1992	1997	2007	2014
ASRC	**P&SC**	**CARR**	**ARC**	**PARC**	**RRC**	**PARC**
Administrative & Services Reorganisation Committee	Pay & Services Commission (Ahmed)	Committee for Administrative Reform	Administrative Reorganisation Committee	Public Administration Reform Commission	Regulatory Reform Commission	Reform Commission (interim, 2025)

PART 2 · GLOBAL

Waves of Global Reform

1980s–90s
Efficiency & Markets
Privatisation, contracting and performance targets — doing more with less.

2000s–2010s
Performance & Results
Results-based management, outcome measurement, agency accountability.

2010s–2020s
Transparency & Openness
Open data, freedom of information, the Open Government Partnership.

2020s–now
Participation & Co-Production
Citizen engagement, social accountability, digital service delivery.

3 PART THREE
Reform: The Bangladesh Journey

5 fifty years of administrative reform commissions — from the ASRC of 1972 to the PARC of 2024–25.

1972 · ASRC

Administrative & Services Reorganisation Committee

CHAIR
Prof. Muzaffar Ahmad Chowdhury

FRAMED
18 March 1972 · reported 1973

PURPOSE
Recast the inherited colonial, class-bound structure into a development-oriented system.

RECOMMENDATIONS & FATE
Classless civil service
Approved 1975 — but no 70 grades, not the 10 recommended.

Single unified civil service
Partly done via the Deputy Secretary pool; full unification pending.

Separation of the judiciary
Delivered 2007 following the Masdar Hossain judgment.

CP 92

1976 • PAGE

Pay & Services Commission — Rashid Commission

CHAIR
M. A. Rashid · 14 members

FORMED
20 February 1976

PURPOSE
Reform the civil-service structure, rationalise pay, and build merit-based personnel management.

RECOMMENDATIONS & FATE
28 organised cadre services
Formally launched 1 September 1980.

Senior Service Pool (SSP)
Formed 1979 — abolished 1980 amid conflict and complexity.

21 national pay grades
Introduced 1980, replacing the earlier 10 grades.

Public Service Management · SPATC — Part 3 · Bangladesh

1987 • PAGE

Public Administration Reform Commission

CHAIR
A. T. M. Shamsul Haque

FORMED
January 1987

PURPOSE
Raise efficiency, accountability and transparency; both over-centralisation and secrecy.

RECOMMENDATIONS & FATE
Service billboards, pension simplification, WAN
Fully implemented; wide-area network established.

Independent ACC; merit-quota reform
ACC formed; recruitment quota subsequently abolished.

Ombudsman + reform-monitoring body
Never established.

Public Service Management · SPATC — Part 3 · Bangladesh

2024-25 • PAGE

Bold Proposals Still on the Table

Leaner government
Ministries 42 → 25; divisions 91 → 40.

Provincial system
Four provinces; a Capital City Government for Dhaka.

Cadre restructuring
Replace the unified BCS with 14 separate services.

Three PSCs
Separate commissions for general, education & health.

Superior Executive Service
Competitive entry to Deputy / Additional Secretary posts.

Openness in service
APE replaces ACR; online annual asset disclosure.

1992 • PAGE

Committee for Administrative Reform / Reorganisation

CHAIR
Rear Admiral M. A. Khan

FORMED
28 April 1982 · reported 22 June 1982

PURPOSE
Meaningful decentralisation — bring administration closer to the people.

RECOMMENDATIONS & FATE
Upazila as the basic administrative unit
From 1983 thanas upgraded; sub-divisions became 64 districts.

Directly elected three-tier local government
Ordinances 1985 & 1990; upazila elections revived 2006.

Fiscal decentralisation & local revenue power
Largely unimplemented; local bodies still depend on central grants.

Public Service Management · SPATC — Part 3 · Bangladesh

2007 • PAGE

Regulatory Reforms Commission

CHAIR
Dr. Akbar Ali Khan · 17 members

TERM
30 Oct 2007 – 29 Oct 2010

PURPOSE
Ease business and investment; cut red tape by simplifying obsolete rules.

RECOMMENDATIONS & FATE
Online gazette & pre-publication of rules
BS Press partial live; Rules of Business amended.

One-stop investment approval
Delivered through BIDA (One-Stop Service Act 2015).

Customs modernisation & land digitisation
Customs Act 2023; simulation and digital tilsitan ongoing.

Public Service Management · SPATC — Part 3 · Bangladesh

PART 2 • BANGLADESH

Fifty Years, Recurring Themes

Decentralisation & fiscal autonomy	Still largely centred	Rationalising the ministries	Rose to 56 trusted
Establishing the Ombudsman	Never created	Separation of the judiciary	Achieved 2007
Merit-based, classless service	Partial	Citizen-facing transparency	Implemented from 2007

Public Service Management · SPATC — Part 3 · Bangladesh

1993 • PAGE

Administrative Reorganisation Committee

CHAIR
M. Nurun Nabi Chowdhury

FORMED
August 1993 · reported June 1996

PURPOSE
Reformatise a structure blocked by 25 years of unchecked growth.

RECOMMENDATIONS & FATE
Cut ministries from 35 to 22
Not done — the count instead grew toward 54.

Citizens Charter & service billboards
Introduced across offices in 2007.

Establish the Ombudsman
Law passed 1995 — office still not established 40+ years on.

Public Service Management · SPATC — Part 3 · Bangladesh

2024-25 • PAGE

Reform Commission — Already Implemented

CHAIR
Abdul Muyeed Chowdhury

FORMED
3 Oct 2024 · reported 31 Jan 2025

CONTEXT
Born of the July–August 2024 uprising; a people-oriented, service-minded administration.

ALREADY IMPLEMENTED
Police verification abolished for passports
Circular issued 10 February 2025.

Public hearings made mandatory
Released 30 July 2025 under the RTI Act.

NBR split; revenue policy vs management
Ordinance gazetted 12 May 2025.

Public Service Management · SPATC — Part 3 · Bangladesh

4 PART FOUR

Best Practices

Citizens Charter; Right to Information, grievance redress and participatory service delivery. Public hearing

PART 4 • CITIZEN-CENTRIC

Social Accountability: Three Directions

Horizontal

One state body checks another — audit offices, anti-corruption commissions, the judiciary.

Vertical

Power-holders answer to those they affect — most visibly through elections.

Diagonal

Citizens and NGOs engage directly — participatory budgeting, citizen audits, public hearings.

Public Service Management · BPATC — Part 4 · Citizen-Centric

PART 4 • CITIZEN-CENTRIC

Grievance Redress System

Channels

gra.gov.bd — lodge and track complaints

333 — national call line and service routing

Ministry cells — handling and bound association

Field administration — district, upazila and local offices

Marks of a good system

Accessible	Responsible
Time-bound	Fair
Visible to leaders	Learning-oriented

Public Service Management · BPATC — Part 4 · Citizen-Centric

5 PART FIVE

Performance Management

From the APA to GPMS — moving from control and evaluation toward developing public services.

PART 4 • CITIZEN-CENTRIC

Right to Information: A Human Right

Every citizen's right to access information held by public authorities — to ask how decisions are made and how public money is used.

Sweden, 1766
The world's first freedom-of-information law.

UDHR, Article 19
Recognised in the UDHR and the ICCPR.

SDG 16.10
Public access to information as a development target.

Public Service Management · BPATC — Part 4 · Citizen-Centric

PART 4 • CITIZEN-CENTRIC

Participatory & Digital Service Delivery

Participation

Word Shows	Public hearings
Participatory budgeting	Community scorecards
Social audits	Charter feedback

Digital platforms

mytiles	data.gov.bd
Digital Centres	0A2 / 333
e-GP / e-payments	Agency websites

Digital works only when understandable, inclusive, updated and connected to a responsible back office.

Public Service Management · BPATC — Part 4 · Citizen-Centric

PART 5 • PERFORMANCE

Performance Management in Bangladesh Today

Not yet full-fledged
Evaluates performance, but does not systematically improve it.

Tactical, not strategic
Focused on annual tasks rather than long-term capability.

A control mechanism
Built to control and rank, not to motivate and develop.

The 'Not Me' syndrome
Responsibility diffuses across people, agencies and government.

Public Service Management · BPATC — Part 5 · Performance

PART 4 • CITIZEN-CENTRIC

RTI Act 2009 in Practice

What the law requires

Any citizen may seek information from public authorities

Authorities must preserve, catalogue and disclose records

Designated Information Officers & appellate authorities

Unjustified denial can trigger appeal and sanction.

Best practice: proactive disclosure

Publish structure, rules, service lists, fees, timelines and budgets — once, for everyone.

Fewer repeat requests and walk-out; less brokerage and gatekeeping. Rule of thumb: publish once, serve many.

Public Service Management · BPATC — Part 4 · Citizen-Centric

- Decentralization;
- The 'new contractual' appointment in public administration;
- Accountability for performance;
- The separation of policy making from policy implementation, and
- The Citizens Charter initiative.

  - Cutting red tape 'shifting from systems in which people are accountable for following rules to systems in which they are accountable for achieving results';
  - Putting citizen first;
  - Empowering employees to get results;

SYNTHESIS

The Way Forward

01 **Disclose by default** Publish service standards, fees and timelines.

02 **Close the feedback loop** Turn complaints and ratings into changes in how services run.

03 **Engage before you design** Bring citizens in early — especially women, rural and disabled groups.

04 **Manage to develop, not to punish** Use GPMS to build capability and motivation, not only to rank.

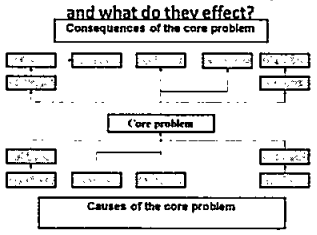
05 **Connect the back office** A platform is only as good as the responsible office behind it.

Public Service Management · BPATC — Synthesis

Thank you for your engagement.

Policy Analysis

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



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

IDENTIFY THE PROBLEM/ ISSUE

Identification of Stakeholders

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

Linkage of Identified Policy Solutions/Options with Causes

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

Problem Identification

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

Put them in a box

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

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

USE following criteria for assessing the identified policy solutions/ options

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

Fiscal Impacts

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

Environmental Impacts

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

Key questions for the Impact Assessment

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

Economic Impacts

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

Recommended option/ options

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

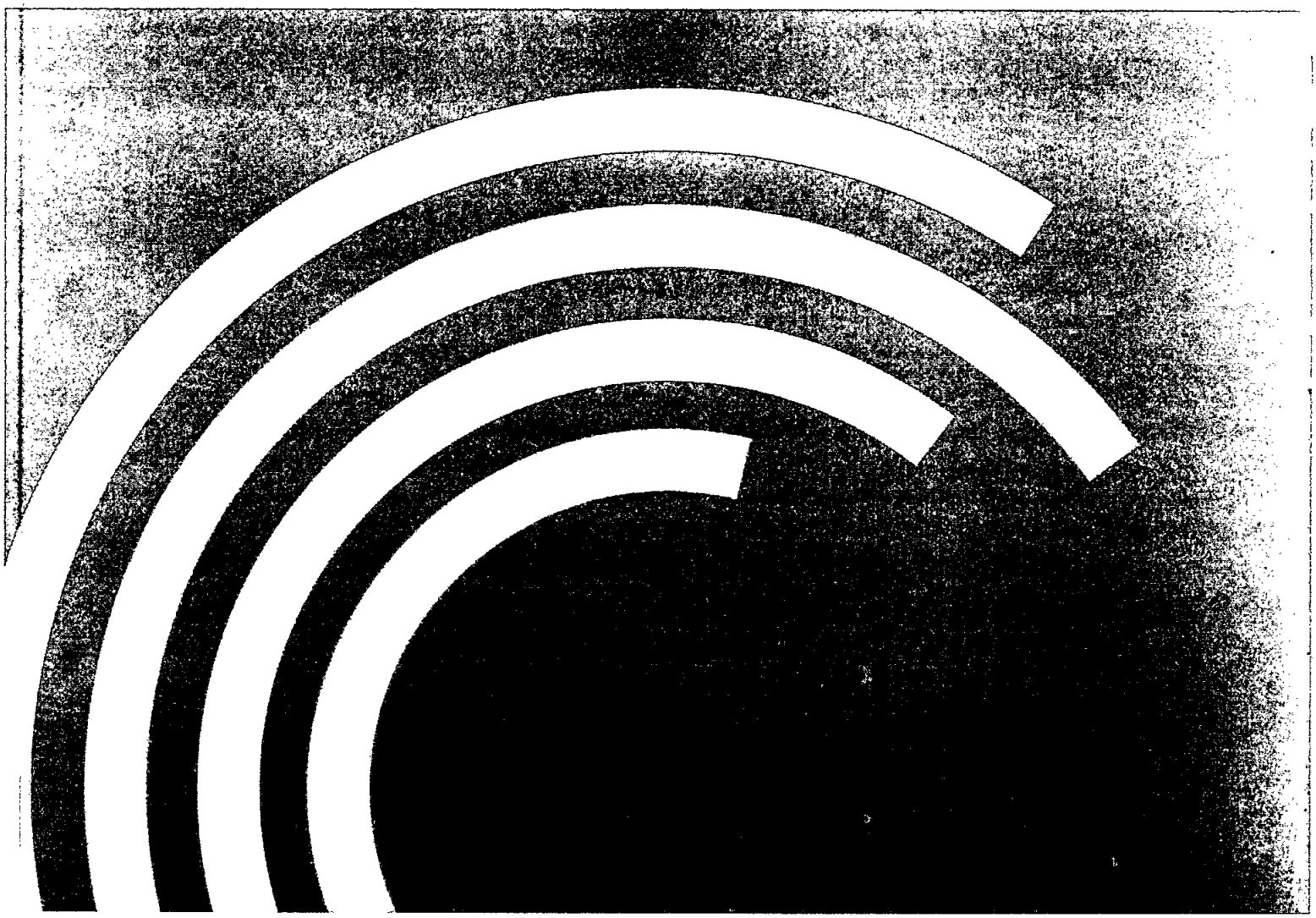
Administrative

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

Social Impacts

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

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



EVIDENCE-BASED POLICYMAKING COLLABORATIVE

Principles of Evidence-Based Policymaking

September 2016

Evidence-Based Policymaking Collaborative

EVIDENCECOLLABORATIVE.ORG

OP 98

The potential for a golden era of evidence-based policymaking has never been greater. The increased availability of data, new investments in rigorous research, and a growing public focus on results have given policymakers expanded abilities to determine whether public investments achieve their intended outcomes and to make informed choices based on evaluations of social costs and benefits. We believe that policy and practice rooted in evidence can lead to better use of taxpayer dollars and better outcomes for children, adults, and families.

This brief describes four principles of evidence-based policymaking that policymakers, agency heads, and other public leaders can use to improve results in the public sector. These principles represent the consensus of researchers and practitioners from different backgrounds who are interested in improving how policy decisions are made and how programs are managed. Our democratic process sets goals for policies and programs, and evidence-based policymaking is an important tool to help achieve those goals.

These principles can serve as a foundation for a common policymaking framework. Although policymakers at different points on the ideological spectrum disagree on the proper size and scope of government services, all agree that the services government *does* provide should work well. An evidence-based policymaking framework may ultimately promote bipartisan collaboration in important policy areas.

What is evidence-based policymaking and why is it important?

Evidence-based policymaking has two goals: *to use what we already know* from program evaluation to make policy decisions and *to build more knowledge* to better inform future decisions. This approach prioritizes rigorous research findings, data, analytics, and evaluation of new innovations above anecdotes, ideology, marketing, and inertia around the status quo.

Evidence-based policymaking can take many forms: using research findings to inform new policies or improve effectiveness of existing programs, supporting data collection and analysis for research and management, developing policies that incentivize the use of evidence, and so on. It has most frequently been applied to social and human services programs, but a wide variety of government programs could benefit from building and using evidence.

The movement toward evidence-based policymaking has seen significant progress in recent years at the federal, state, and local levels. But these efforts are still nascent, and many government actors could strengthen their use of evidence-based approaches. Some public agencies lack the capacity, skills, or funding to effectively use and build evidence; others lack the commitment from agency leaders to thoroughly integrate evidence into decisionmaking. We are encouraged, however, by the growing number of agencies that, with the support of political leaders and career public servants, are building a results-focused culture of learning and continuous improvement.

In an era of intense partisanship and constrained public resources, evidence-based policymaking can help bridge the partisan political divide and support research-based debate about what outcomes we

want to achieve, for whom, and at what cost. It encourages transparency and accountability by clearly stating the goals of policies and programs and then independently evaluating their results to see if those goals were achieved. By centering on outcomes, an evidence-based framework focuses policymaking on effectiveness of social interventions and efficiency in use of resources, an approach that greatly increases the chances of bipartisan agreement.

Evidence-based policymaking also encourages a virtuous cycle of knowledge building. By evaluating policies and programs and using program data, we can learn how well programs are working. We can then use that information to improve programs or to terminate consistently ineffective programs and find better approaches. From there, the cycle of learning and improving continues.

Principles of evidence-based policymaking

These principles are guidelines that apply to policymaking at every level of government and reflect a consensus among researchers across the ideological spectrum. They create a set of core ideas that a range of stakeholders can champion to promote evidence-based policymaking. They also establish a foundation for the work of the Evidence-Based Policymaking Collaborative. In the pages that follow, we will define each principle and its component elements.

First Principles of Evidence-Based Policymaking

1. Build and compile rigorous evidence about what works, including costs and benefits.
2. Monitor program delivery and use impact evaluation to measure program effectiveness.
3. Use rigorous evidence to improve programs, scale what works, and redirect funds away from consistently ineffective programs.
4. Encourage innovation and test new approaches.

100

Principle One: Build and compile rigorous evidence about what works, including costs and benefits.

DEFINING KEY TERMS

Evidence	• The available body of facts and other information indicating whether a belief or proposition is true or valid,[1] in this case regarding the impacts of programs
Rigorous evidence about what works	• The evidence produced by rigorous evaluations, such as randomized controlled trials and well-designed quasi-experimental studies, that measure program impact • Impact is the net effect of a program relative to the status quo[2]
Build evidence	• To conduct research and evaluations to identify social programs and policies that produce desirable outcomes (e.g., educational skills attainment, improved health, economic mobility, and economic well-being) by employing a range of rigorous methodologies
Compile evidence	• To assemble evaluations—in "what works" clearinghouses, for example—to clearly describe programs, the methodology by which they were evaluated, and their effects
Costs and benefits	• To analyze how much a program or policy costs per outcome achieved (cost analysis) and, in some cases, also measure the monetary value of benefits produced by the program so that costs and benefits can be directly compared (cost-benefit analysis)[3]

WHY IS THIS PRINCIPLE IMPORTANT?

To make the best use of limited public resources and deliver better outcomes for taxpayers, it is necessary to *build evidence* about what works through research and evaluation. Many government-funded programs have not been rigorously evaluated for outcomes or effectiveness. The absence of rigorous evaluation does not necessarily mean that these programs are ineffective, but it does mean we are in the dark about their true impact.[4]

Subjecting programs and policies to *rigorous* evaluation is the best way to build evidence about what works. Programs that have undergone rigorous evaluation contribute to an evidence base and help us

[1] *Oxford Dictionaries Online*, s.v. "evidence," accessed August 26, 2016, http://www.oxforddictionaries.com/us/definition/american_english/evidence.
[2] Peter Tatian, "Performance Measurement to Evaluation" (Washington, DC: Urban Institute, 2016), http://urbn.is/2bY6Ch3.
[3] "Benefit-Cost Results," Washington State Institute for Public Policy, last updated June 2016, http://www.wsipp.wa.gov/BenefitCost.
[4] Justin Milner and Matthew Eldridge, "From Evidence to Outcomes: Using Evidence to Inform Pay for Success Project Design" (Washington, DC: Urban Institute, 2016), http://urbn.is/2bY8Ddh.

101

estimate the likely effects of scaling up programs. As with all areas of scientific inquiry, this evidence base is not static and is updated and expanded as new evidence is created.

Several other elements are critical to the evidence-building process. One is independence: evaluators must be impartial to ensure the validity and rigor of new evidence. Agency leaders can help evaluation staff identify the most relevant questions to examine, but the evaluation itself and the publication of results must be free of influence from program or political leadership that might have a vested interest in a particular outcome. Privacy must also be protected when using or sharing data, particularly administrative and statistical data containing personally identifiable information.

Moreover, it is also important to *compile evidence* in ways that can be used by policymakers and practitioners in the field to select and implement programs proven effective. Online "clearinghouses" of research help users distinguish between programs with stronger or weaker evidence. Examples include the US Department of Education's What Works Clearinghouse and the University of Colorado Boulder's Blueprints for Healthy Youth Development. The Pew-MacArthur Results First Initiative has compiled data from eight research clearinghouses into a single online resource, the Results First Clearinghouse Database, which summarizes evidence on a range of social policy interventions.

The building of an evidence base should focus not only on determining what works, but also on measuring the costs and benefits of interventions. Cost analysis measures the monetary costs of interventions per outcome achieved. It allows different interventions with the same goal to be directly compared in terms of cost efficiency. Another tool is cost-benefit analysis, which measures both the costs and benefits of programs to calculate a return on investment. Cost-benefit analysis can help policymakers compare the relative benefits of spending on programs with the same general goals (e.g., boosting school readiness) or programs with different goals (e.g., boosting school readiness versus reducing delinquency). Cost-benefit analysis models, such as the one developed by the Washington State Institute for Public Policy, can help governments do more with limited resources.

01102

Principle Two: Monitor program delivery and use impact evaluation to measure program effectiveness.

DEFINING KEY TERMS

Monitor program delivery	• To clearly define the key components of a program model and track the inputs, activities, outputs, and outcomes of program service delivery through process evaluation and performance management • To check whether services are delivered as intended, in terms of quantity and quality, and whether programs are meeting their goals
Use impact evaluation to measure program effectiveness	• The systematic collection of information about a program to identify (or estimate) the specific contribution of that program to intended outcomes • That specific contribution, in the language of evaluators, is known as a program's *impact*[5]

WHY IS THIS PRINCIPLE IMPORTANT?

There are two key elements to this principle: monitoring a program as it is delivered and evaluating the success of the program. Both steps are important for building knowledge about what works and acting on that knowledge (as discussed in principle three).

Monitoring program delivery ensures basic accountability by making sure that programs operate as intended. Monitoring programs is also critical for identifying problems or opportunities for improvement in program delivery so that programs can continually improve. In cases where programs are replicating established models—such as a job training program in Minneapolis that aims to use the same approach as one in Saint Paul—program monitoring can help ensure fidelity to the model by tracking how well the new program is implementing the core characteristics or intentions of the original.[6]

Impact evaluation, on the other hand, aims to answer a specific question: how are things different because of this program relative to the status quo that would have existed without it? Rigorous impact evaluation provides policymakers and program managers with hard evidence about what a program actually achieves or which versions of a program are more effective. It also helps ensure that public investments go beyond simply paying for activities and places emphasis on better results and outcomes for society.

[5] Ibid.
[6] Pew-MacArthur Results First Initiative, "Implementation Oversight for Evidence-Based Programs: A policymaker's guide to effective program delivery" (Washington, DC: Pew-MacArthur Results First Initiative, 2016), http://www.pewtrusts.org/~/media/assets/2016/05/rf_programimplementationbrief.pdf.

103

One useful strategy to reduce cost barriers to rigorous evaluation is to conduct low-cost randomized controlled trials (RCTs). RCTs are widely recognized as the gold standard for impact evaluations, but they can be expensive because of the cost of data collection. Low-cost RCTs reduce or eliminate the need for data collection by using existing program data (e.g., test scores, arrest records, and earnings records) already being collected. These administrative data, if they are high quality, can be repurposed to conduct low-cost RCTs at a fraction of the traditional expense. They can also potentially increase evaluation quality by providing a more accurate or complete picture of program outcomes than survey results. For all these reasons, low-cost RCTs have the potential to make RCTs the norm for program evaluation.[7] A competition funded by the Laura and John Arnold Foundation and the Annie E. Casey Foundation has already supported low-cost RCTs in education, health care, workplace safety, and other issue areas.[8]

Principle Three: Use rigorous evidence to improve programs, scale what works, and redirect funds away from consistently ineffective programs

DEFINING KEY TERMS

Improve programs	• To adapt a program so that it produces better results, particularly around participant outcomes
Scale what works	• To take a program that has worked for one population and implement it in a larger population, a different population, or a population in a different context
Redirect funds	• To defund a program that has failed to achieve desirable outcomes in favor of a program that is more effective or is likely to be more effective

WHY IS THIS PRINCIPLE IMPORTANT?

Program evaluation is too often thought of as a "thumbs up or thumbs down" determination—does this program work or not? In reality, evaluation can also be an important tool for program *improvement*. For example, impact evaluation can test different approaches within the same program, such as when the National Evaluation of Welfare-to-Work Strategies compared the effects of two available strategies for

[7] Maya Shankar, "How Low-cost Randomized Controlled Trials Can Drive Effective Social Spending," *The White House Blog*, July 30, 2014, https://www.whitehouse.gov/blog/2014/07/30/how-low-cost-randomized-controlled-trials-can-drive-effective-social-spending.
[8] Laura and John Arnold Foundation, "Request for Proposals: Low-Cost Randomized Controlled Trials to Drive Effective Social Spending," (Houston, TX: Laura and John Arnold Foundation, 2015), http://www.arnoldfoundation.org/wp-content/uploads/Request-for-Proposals-Low-Cost-RCT-FINAL.pdf.

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preparing welfare recipients for employment.[9] More broadly, findings from program evaluations can and should be used to refine program strategy and improve results.

Scaling programs is another way to apply impact evaluations and is an important way to broaden the reach of approaches backed by strong evidence. A program proven effective in one neighborhood, for example, might be scaled up across a city. If shown to be effective across the city, the program might be further scaled up across the state. Federal policymakers might also scale up evidence-based approaches across the nation. For example, the nationwide scaling of permanent supportive housing—a model with strong evidence—has helped drive a dramatic reduction in veterans experiencing homelessness.

Scaling programs is not easy, but it is an important tool in helping local and federal policymakers realize the potential of evidence-based policymaking. However, even as programs are being scaled up and implemented in new settings, it is important to include an evaluation component to continue building evidence. For example, the Teen Pregnancy Prevention Program and the Home Visiting Program at the US Department of Health and Human Services are helping to scale up evidence-based approaches to new jurisdictions while using program evaluation to learn from these expanded efforts. Lessons from these initiatives can then inform broader policy efforts in the future.

When the evidence base is strong enough to convincingly show that a program is ineffective, inefficient, or even harmful, policymakers should *redirect funds* away from that program. Policymakers might instead invest in programs with stronger supporting evidence or decide to test newer, innovative approaches. Just as it is important to do what works, it is also important to stop what is not working.

For the past few years, Results for America has published the *Federal Invest in What Works Index*. The *Index* tracks the progress of seven federal agencies in building the infrastructure necessary to use data, evidence, and evaluation in budget, policy, and management decisions. It rates agencies on the extent to which they use evidence in their largest grant programs, effectively apply data to their decisionmaking, and redirect funds away from ineffective programs. The *Index* can be a resource for any federal, state, or local agency that wants to monitor its own capacity to build and use evidence.

[9] Gayle Hamilton et al., *National Evaluation of Welfare-to-Work Strategies: How Effective Are Different Welfare-to-Work Approaches? Five-Year Adult and Child Impacts for Eleven Programs* (Washington, DC: US Department of Health and Human Services and US Department of Education, 2001), http://www.mdrc.org/sites/default/files/full_391.pdf.

Principle Four: Encourage innovation and test new approaches.

DEFINING KEY TERMS

Innovation	• Building on theory and existing research to develop new ways to address specific program or policy challenges
Test new approaches	• To determine with rigorous evaluation whether new approaches actually work and achieve desired outcomes

WHY IS THIS PRINCIPLE IMPORTANT?

Although a key goal of evidence-based policymaking is to focus resources on approaches backed by strong evidence, *only* using approaches backed by strong evidence prevents us from finding new and innovative ways to address the nation's challenges. That is why encouraging *innovation* should always be an important part of evidence-based policymaking. This is especially true in policy areas where the evidence base is thin and there is limited research to guide funding and programmatic decisions. Testing innovative approaches in these areas is an essential way to advance evidence-based policy.

For grant programs, a tiered-evidence design can be a useful strategy to spur innovation. Tiered-evidence grant programs include a dedicated funding tier for innovative and relatively untested approaches, often called the development or proof of concept tier. Funding in this tier supports both program activities and evaluation so that grantees can build evidence about their new approach. Grantees that have built more evidence and demonstrated program effectiveness can move up tiers and receive larger grants to support validation and scaling. The US Department of Education's Investing in Innovation Fund uses a tiered-evidence design to fund practices aimed at boosting student achievement and other education-related goals. The fund includes a development tier designed to establish an evidence base for untested programs. Between 2010 and 2015, it funded 105 development grants totaling over $350 million.[10]

Waiver demonstrations with evaluation requirements are another useful tool to advance both evidence-based policy and innovation. These demonstrations typically involve federal agencies allowing states or localities to waive certain federal laws or regulations to test new ways to serve program participants and advance community goals. In exchange, those jurisdictions must rigorously evaluate their approaches to determine if they work better than the status quo. This combination of innovation and learning can be a powerful tool for identifying new and more effective policies and programs.

Although testing program design choices is an explicit goal of waiver demonstrations, in other cases, unexpected local conditions can sometimes create opportunities for innovation. In these situations, promising variations to the program model should be analyzed. Rapid-cycle testing of the new program

[10] "Awards," Investing in Innovation Fund (i3). accessed August 26, 2016, http://www.ed.gov/programs/innovation/awards.html.

can use subgroups of program participants to test innovations to the model as they are implemented. Depending on evaluation results, the innovative program can be implemented with the full population or participants can be returned to the initial program.

Conclusion

Evidence-based policy is a critical resource as we strive to meet our nation's most important challenges while ensuring that public funds are used as effectively and efficiently as possible. It is a tool to help government learn what works. Of course, evidence and research will not be the only factor in policy decisions. Rather, the goal is to give evidence of program effectiveness a seat at the table when decisions are being made. The principles presented here are basic building blocks in that process. They can be applied at every level of government and at various points in the policymaking process, including the testing of new approaches, improvement of existing programs, identification of ineffective programs, and scaling of programs with strong evidence. Incorporating the principles of evidence-based policymaking into decisionmaking on a regular basis will improve the effectiveness of government programs and help solve the nation's social problems.

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BROOKINGS

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Evidence-Based Policymaking Collaborative

With support from the Laura and John Arnold Foundation, researchers from the Urban Institute, Brookings Institution, American Enterprise Institute, and The Pew-MacArthur Results First Initiative have formed the Evidence-Based Policymaking Collaborative. The Collaborative brings together researchers from organizations across the ideological spectrum to create tools to support evidence-based policymaking at the federal level. The Collaborative's work is assisted by an Advisory Group consisting of stakeholders throughout the evidence-based policymaking field. The opinions expressed in this brief do not necessarily reflect the views of all members of the Evidence-Based Policymaking Collaborative.

Problem Identification

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

VERERIFYING, DEFINING, AND DETAILING THE PROBLEM

Problem Definition
Developing Problem Statements
Back-of-the-Envelope Calculations
Quick Decision Analysis
Political Analysis
First Cut Policy Analysis

PROBLEM DEFINITION

The first thing the policy analyst must do is to ask:

1) Does a problem exist?
2) Can anything be done about it?
3) Does the client have the power?

If the answers are no, then there is no point in doing a policy analysis.

Pitfalls in public policy problem definition:

1) accepting the client's definition of the problem
2) looking only for the simple and obvious
3) thinking that any and all problems need a public solution
4) confusing the need for short- versus long-term solutions
5) confusing the values of individuals versus collectivities

Don't Need Public Policies	**Do Need Public Policies**
Individual problems	Social problems
Widespread problems	Serious problems
Relative problems	Absolute problems

DEVELOPING PROBLEM STATEMENTS

In developing problem statements:

1) think about the problem
2) delineate the boundaries of the problem
3) develop a fact base
4) list goals and objectives for policy solutions
5) identify the policy envelope (key players)
6) develop preliminary costs and benefits

7) review the problem statement

BACK-OF-THE-ENVELOPE CALCULATIONS

One of the first things a policy analyst will do is to try to get a handle on the possible dimensions of the problem and potential solutions. The analyst may ask,

1) How many people are we talking about?
2) What is the likely cost per unit of service?
3) How much of the target population can we serve?
4) How much do we have available to spend?
5) Will more staff be needed?
6) Will this impact the budget/tax rate?
7) What are the trends in this area?
8) What will happen if we do nothing?

For example, try to estimate these parameters if half the children in the state are not receiving the required immunizations before beginning school. Start with the number of children in the state up to age 5. Which immunizations are required? How much does each one cost? How many children could realistically be reached? How much do we have available to spend? Could we get more from the Federal government? Will more state staff be needed, or can this be handled by the private/non-profit sector? Will this impact the budget/tax rate? What are the trends in this area--is the problem increasing or decreasing over time? What will happen if we do nothing?

The information for doing back-of-the-envelope calculations can come from

1) reference works
2) experts
3) past studies or quick research
4) informed guesses, extrapolation, rules of thumb, estimation, parallel reasoning, triangulation, etc.

QUICK DECISION ANALYSIS

Quick decision analysis is a variation on the technique of making decision trees. Decision trees are ways of diagraming a problem, when the problem has more than one solution. It is a tool to help policy analysts see the logical alternatives to a problem.

POLITICAL ANALYSIS

Policy analysts recognize that politics is important at all stages of the policy process, including policy analysis. There are a number of ways to communicate about potential political influences or factors that may impinge on the policy analysis. These

techniques attempt to allow political factors to be treated like any other important considerations in policy analysis.

The analyst may draw up a list of issues involved in defining the problem, and identify a number of potential political actors who have taken positions on those issues. A table can display the likely support or opposition of each group to each issue.

For example, what are the issues involved in raising the age at which teens can get a driver's licence to 18? Which groups are likely to support (+) or oppose (-) problem definitions that focus on these issues?

Groups	Lower teen auto accident, death & injury rates	Hardship for teens who work or commute to school	Lower insurance rates for family cars
M.A.D.D.	+	?	?
Parents/Voters	+	-	+
Insurance Lobby	+	-	-

FIRST CUT POLICY ANALYSIS

An issue paper is a study that is conducted in preparation of making a decision on whether or not to do a policy analysis. It describes the problem, the attendant issues, the political groups involved, and concludes whether or not a policy analysis will be feasible.

A first cut policy analysis concentrates on identifying preliminary recommendations. It is a mini-policy analysis, conducted in a short period of time, using simple techniques. It forms the basis for a much more in-depth, complex, and thorough full-fledged policy analysis.

Researched analysis refers to a more traditional research project, perhaps conducting a pilot study of several policy alternatives to generate concrete data on which to base recommendations. However, policy analysts rarely have the luxury of the time and resources needed, nor do they often work for someone who is far enough removed from the problem to resist pressures for a quick solution.

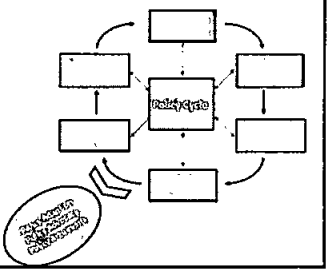
Policy Arguments:
Modes and Elements

Dr. Md Sanwar Jahan Bhuiyan
(Ph D in Public Policy)

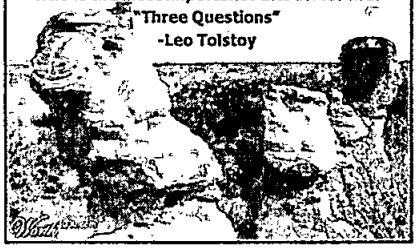
Review

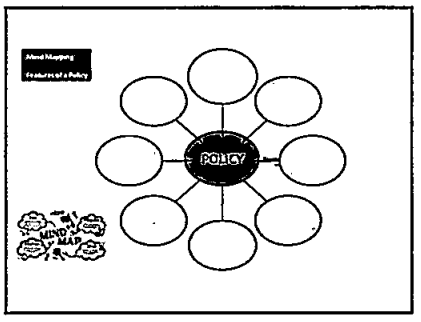
- What is Public Policy?
- Sources of Public Policy ?
- Features of a valid Public Policy?
- Steps of Policy Cycle ?

Policy Cycle

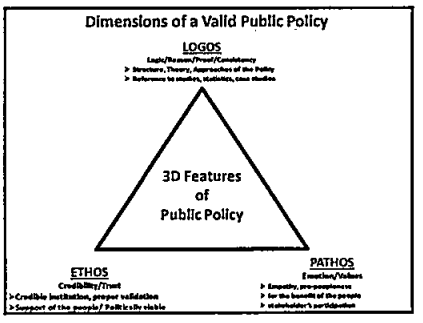


What is the most important TIME for me?
What is the most important TASK for me?
Who is the most important PERSON for me?
"Three Questions"
-Leo Tolstoy



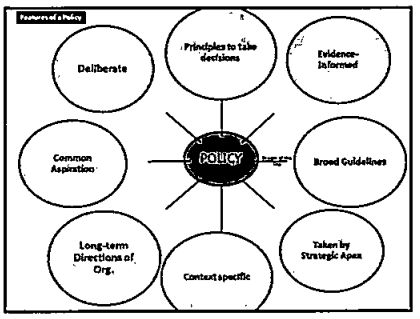


Dimensions of a Valid Public Policy



Session Outlines

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



What is a Policy Argument?

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

What is a Policy Argument?

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

Modes of Policy Arguments

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

Dimensions of a Valid Public Policy

LOGOS

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

3D Features of Public Policy

Features of Policy Argument?

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

Modes of Policy Argument

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

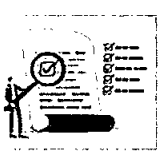
Dimensions of a Valid Public Policy

PATHOS

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

3D Features of Public Policy

Justification of Crafting Policy Argument?



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

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

Mode	The Basis of Arguments	Focus of Warrant
Authoritative	Authority/ Legal Support	Such type of policy needs authority to enforce since Article 12 of Constitution prohibits activities which is injurious to public health
Intuitive	Insight/Tacit Knowledge	Violation of this rule must not be a matter of impunity
AnalyCentric	Method	Empirical evidence shows that smoking is injurious to health of smokers as well as to their neighboring persons
Explanatory	Cause & Effects	There is a direct relationship between number of smokers and number of lung-cancer patients
Pragmatic	Motivation/ Parallel Case Analogy	A sharp reduction in the number of lung cancer has been evident in India upon adoption of the same policy
Value-Critical	Ethics	A smoker has no right to harm his neighboring non-smoker

Dimensions of a Valid Public Policy

ETHOS

Credibility/Trust

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

3D Features of Public Policy

A Generic Format of a Policy Paper

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

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নবম অধ্যায়

সরকারি সেবা প্রদান নিশ্চিতকরণ

৬৫। নির্ধারিত সময়ে সরকারি সেবা প্রদান।—(১) কোনো ব্যক্তি, সরকারি কোনো কার্য বা সেবা প্রাপ্তির জন্য আবেদন বা অনুরোধ করিলে, আপাতত কালে সংশ্লিষ্ট আইনের বিধান ও সরকারি আদেশ সাপেক্ষে, নির্ধারিত সময়ের মধ্যে অথবা যে ক্ষেত্রে সময়সীমা নির্ধারিত নাই সেই ক্ষেত্রে যুক্তিসঙ্গত সময়ের মধ্যে, প্রার্থীর সেবা সরবরাহ বা অনুরূপ আবেদন নিষ্পত্তি করিতে হইবে।

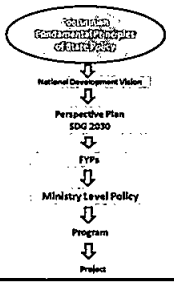
(২) যে ক্ষেত্রে অনুরূপ কোনো আবেদন বা অনুরোধ যুক্তিসঙ্গত কোনো কারণে, প্রত্যাখ্যান বা না-মঞ্জুর করা হয় অথবা নির্ধারিত বা যুক্তিসঙ্গত সময়ে সরবরাহ বা নিষ্পত্তি করা না যায়, সেই ক্ষেত্রে উত্তর কারণ সেবা প্রার্থী ব্যক্তিকে অবহিত করিতে হইবে।

(৩) কোনো কর্মচারী ইচ্ছাকৃত ও অভ্যাসগতভাবে এই ধারার বিধান লঙ্ঘন করিলে, উহা অসমাচরণ, বা, ক্ষেত্রমত, অবাধ্যতা হিসাবে গণ্য হইবে।

৬৬। প্রতিকার ও আপিল।—(১) সেবা প্রার্থী কোনো ব্যক্তির আবেদন না-মঞ্জুর বা প্রত্যাখ্যাত হইলে অথবা নির্ধারিত বা যুক্তিসঙ্গত সময়ে উহা নিষ্পত্তি করা না হইলে, তিনি প্রতিকারকারী কর্তৃপক্ষের নিকট উত্তর প্রতিকার চাহিয়া আবেদন করিতে পারিবেন এবং উক্ত কর্তৃপক্ষ আবেদন নিবেচনা করিয়া যথোপযুক্ত আদেশ প্রদান করিতে পারিবে।

Group Works & Exercise

Consistent



Sources of Pubic Policy

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

PART-II: FUNDAMENTAL PRINCIPLES OF STATE POLICY

8. Fundamental principles
9. Nationalism
10. Socialism and freedom from exploitation
11. Democracy and human rights
12. Secularism and freedom of religion
13. Principles of ownership
14. Emancipation of peasants and workers
15. Provision of basic necessities
16. Rural development and agricultural revolution
17. Free and compulsory education
18. Public health and morality
18A. Protection and improvement of environment and biodiversity
19. Equality of opportunity
20. Work as a right and duty
21. Duties of citizens and of public servants
22. Separation of Judiciary from the executive
23. National culture
23A. The culture of tribes, minor races, ethnic sects and communities
24. National monuments, etc.
25. Promotion of international peace, security and solidarity

A Generic Format of a Policy Paper

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- Policy Review
- Schedule
- Annexure

Policy Implementation Models and Evaluation Theories & Techniques

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Bangladesh Public Administration Training Centre
Savar, Dhaka

What is a Public Policy?

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

Rationales for Public Policy

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

Discussion Outlines

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

Public Policy

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

(Dye 1978)

Typology of Public Policy

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

What is a Public Policy?

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

Features of Public Policy

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

Typology of Public Policy

- Redistributive Public Policy
  - Taken for changing social and economic status of underprivileged
  - Concerned with reducing disparity between and among the segments of society
  - Subsidy providing policy for farmers, VGF-VGD policy etc.
  - Progressive Tax Policy for transfer benefits to poorest and under privileged
- Constituent Public Policy
  - It is the policies relating to constituting new institutions/mechanisms for public welfare
  - Consumer's Rights Commission, 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

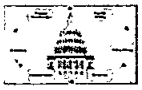
- Institutional Policies
  - (set rules, regulation procedure and guidelines)
- Procedural Policies
  - (conduct of government officials, elected or unelected)
- Symbolic
  - (Legislation against flag burning/trust in God/Dignity Law for King)
- Material
  - (provide concrete resources-welfare payments/housing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

Please identify salient features of a good public policy

Success of Public Policy

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

Theories/Approaches of Public-making



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

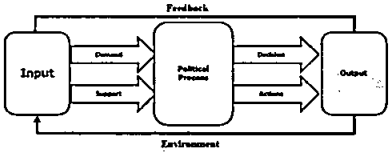
Good Public Policy

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

What is the concern of Public Policy?

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

The Political System Model



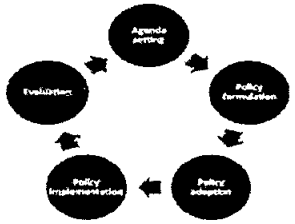
> The Right to Information Act, 2009 is the outcome of advocacy of Nanasher Jeevey Foundation.

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

Good Public Policy

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

The Policy Process/Cycle



Implementation

..what is done to carry into effect or apply adopted polices.

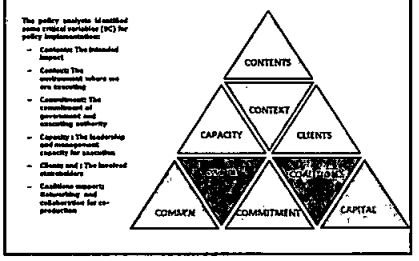
.. the process of putting a decision or plan into effect; execution

.. an act or instance of implementing something : the process of making something active or effective

.....Executive department and agencies

.....bureaucrats/ street level bureaucrats

Critical Issues for Policy Implementation



Success and failure of Implementation

Theory failure

Implementation failure

Underpinnings of Policy Implementation

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

Implementation process as :

- Pressure politics (system of pressures & counter pressures)
- A simple massing of assent or multiplicative combination
- Administrative control process (influence of bureaucracy)
- Intergovernmental bargaining
- The complexity of joint action (changing actors, diverse prescriptions & multiple clearances or decision points)

What are the factors adversely affecting implementation ?

Policy Implementation: What it is ?

- Policy implementation is a process of assembling certain elements that would yield the required output or actions that culminate in realizing the objectives or aims of the policy.
- It is thus, the deliberate activities and actions directed towards achieving the goals and objectives that were articulated in an official and formal policy statement.

Implementation process as :

- A system of games
- Planning, action, and monitoring
- Management
- Organization Development
- Bureaucratic processes

Implementation Games (Eugene Bardach)

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

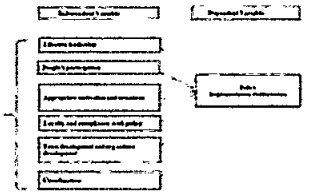
Implementation Games (Eugene Bardach)

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

Theoretical Models of Policy Implementation

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

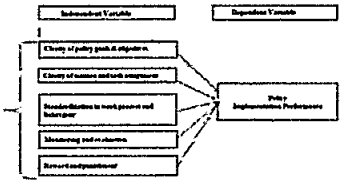
Organization Development Model



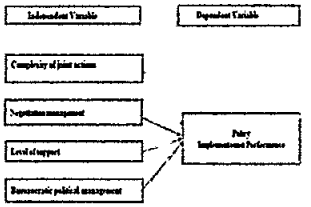
Implementation Games (Eugene Bardach)

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

Rational Model



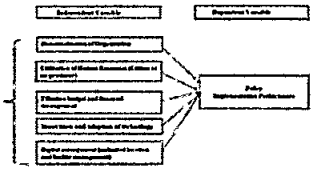
Political Model



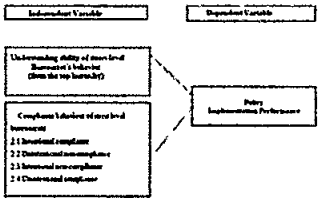
Theories of Policy Implementation

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

Management Model



Bureaucratic processes Model



Integrative Model

Institutional Mechanism for Policy Implementation

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

Policy Evaluation

Institutional Mechanism for Policy Implementation during policy formulation

Developing Policy Adaption Strategy	• Integration strategy • Complementary strategy • Supplementary strategy • Operational strategy • Resourcing strategy • Capacity-building strategy • Institutionalization strategy • Political Approach
Organizing administrative set-up for implementation	• Cabinet • Ministries • Bureaucracy • Civil Service • Local Administration

Institutional Mechanism for Policy Implementation

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

Policy Evaluation?

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

Institutional Mechanism for Policy Implementation

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

Brain Storming

What are the factors affecting implementation performance?

Success or Failure?

What is Policy Evaluation?

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

What is Policy Evaluation?

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

Objectives of Policy Evaluation Why evaluate?

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

Objectives of Policy Evaluation Why evaluate? General

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

What is Policy Evaluation?

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

Objectives of Policy Evaluation Why evaluate?

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

Monitoring and Evaluation

Objectives of Policy Evaluation

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

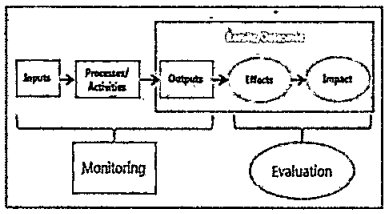
Objectives of Policy Evaluation Why evaluate? Political answers

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

Monitoring and Evaluation

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

Monitoring and Evaluation Framework



Formative Evaluation

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

Summative Evaluation

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

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

What:
- How effectively the program made the desired change happen
- How the program changed the lives of program participants

- To form a summary judgment about how programme operated
- Is used to assess whether results have met the stated goals
- Impact assessment
- Cost effectiveness

Monitoring & Evaluation

Dimension	Monitoring	Evaluation
Frequency	Periodic, occurs regularly	Episodic
Function	Tracking / oversight	Assessment
Purpose	Improve efficiency, provide information for reprogramming to improve outcomes	Improve effectiveness, impact, value for money, future programming, strategy and policymaking
Focus	Inputs, outputs, processes, workplans, operational implementation	Effectiveness, relevance, impact, cost-effectiveness (population effects)
Methods	Routine review of reports, registers, administrative databases, field observations	Scientific, rigorous research designs, complex and intensive
Information source	Routine surveillance system, field observation reports, progress reports, rapid assessment, program review meetings	Some routine need for monitoring plus population-based surveys, total segmentation, special studies
Cost	Consistent, recurrent costs spread across implementation period	Episodic, often focused at the midpoint and end of implementation

Process Evaluation

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

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

What:
- Whether program goals and strategies are working as they should
- Whether the program is reaching its target population, and what they think about it

- Whether programme/project is delivered as intended/planned
- Implementation assessment
- Special studies on quality, access, reach

Economic Evaluation
(cost-benefit analysis)

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

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

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

Evaluation typologies

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

Outcome Evaluation
(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

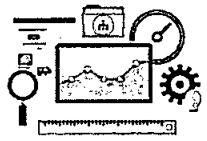
Impact Evaluation

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

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

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

Theories of Evaluation



Components of Program Theory

There are two major components of Program Theory

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

Periods of Evaluation

Theories of Evaluation

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

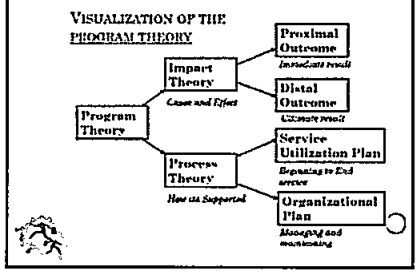
Why use logic models?

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

Evaluation Before Implementation

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

Program Theory of Evaluation



Benefits of Logic Model

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

Evaluation Before Implementation

2. Feasibility | 3. Ethics, Morality | 4. Expected outputs, Outcomes ,and Ultimate outcome

Evaluation during Implementation

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

Evaluation criteria

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

Example of Policy Evaluation

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

Evaluation after Implementation

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

Key Agencies for Evaluation

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

Quality Control of Evaluation

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

Evaluation after Implementation

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

Example of PE in SAARC (India)

- Currently, at the national level the Development Monitoring and Evaluation Office (DMEO), which is an office attached to 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 specialized evaluation authority**

Qualifications of Policy Evaluators

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

Evaluation Research Methodology

Methods : Qualitative/quantitative/Mixed

- Sources of data : Primary or Secondary
- Unit of Analysis: Individual/Organization/group
- Population and Sampling design and Sample:
  Quanti: Random/stratified/systematic/cluster/multistage/
  Quali: purposive/convenience/quota/snowball
- Techniques of Data Collection :
  Quanti-Questionnaire survey, secondary data (numeric).

  Quali-Interview, Observation, Focus Group Discussion, Key Informant interview etc./Case Study
- Data analysis :
  Quanti: Statistical tools employed (Descriptive/inferential statistics), weighted average, trend analysis, central tendency, standard deviation, variance analysis, time-series and regression analysis.

  Quali: Case study Thematic analysis (framework), narrative analysis, content analysis, discourse (dialouge) analysis, grounded theory- why a certain phenomenon happened to derive causal explanations.

Theory Based Evaluation

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

Politics of Evaluation

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/ accuracy and privacy

Evaluation Research Methodology

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

Key Questions

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

Politics of Evaluation

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

Evaluation Research Methodology

2. Qualitative evaluation :
   - Field study
   - Policy documents, File and literature studies
   - In-depth interviews
   - Content analysis
   - Focus group discussions
   - Case Study
   - Observations
     - Ethnographic
     - Supervisory
     - Comparative or Case studies
3. Mixed method

Politics of Evaluation

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

Please identify the Challenges of Policy Evaluation

Challenges of Policy Evaluation

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

Heartiest Thanks!

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

Module Code: 2.06

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Savar, 30 July 2020

PART-I

Planning & Development- concepts, types and the Framework

PLANNING IN MIXED ECONOMIES:

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

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

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

PRESENTATION CONTENTS

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

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

Concepts of Planning & Types

CENTRAL PLANNING:

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

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

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

DEVELOPMENT PLANNING- CONCEPT & UNDERSTANDINGS

- **Development:**

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

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

- **Purpose of Development:**

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

- **Development Planning:**

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

LEARNING OBJECTIVES

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

INDICATIVE PLANNING:

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

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

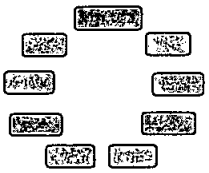
Example:
France and Japan employed indicative planning extensively before 1980s.

DEVELOPMENT PLAN AND PLANNING PROCESS

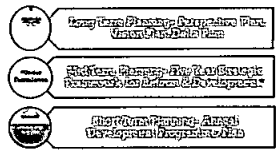
Development Plan: is simply
- a specific set of quantified economic/social targets
- to be achieved during a given period of time
- with a stated strategy for achieving those targets

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

OBJECTIVES OF & NEED FOR DEVELOPMENT PLANNING



TYPES OF PLANNING & PLANS



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

- Adopted by UN on 25-27 September 2015 as post MDG global development framework for the next 15 years
- The SDGs are comprehensive, far-reaching and people-centered set of universal and transformative Goals and targets - in total 17 Goals and 169 targets
- Achieving sustainable development would be in its three dimensions – economic, social and environmental – in a balanced and integrated manner
- The SDGs are set to end poverty and hunger everywhere

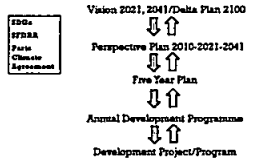
❑ The development objectives and targets of the 7 & 8 FYPs were in line with the "Post 2015 Sustainable Development Agenda- the SDGs"

CONSTITUTIONAL PROVISION IN BANGLADESH: AS THE BASIS FOR PLANNED DEVELOPMENT

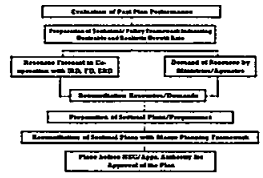
The Article 15 of the Bangladesh Constitution:

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

NATIONAL PLANNING FRAMEWORK WITH GLOBAL LINKAGES



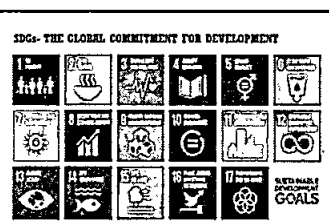
A TYPICAL PLAN FORMULATION CYCLE (PROCESS)



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

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

SDGs- THE GLOBAL COMMITMENT FOR DEVELOPMENT



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

-The First FYP (1973-78) of Bangladesh

PART-II

Institutional Settings for National Development Planning

COMPOSITION OF THE PLANNING COMMISSION

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

["Secretary' also refers to 'Senior Secretary']

[Ref: Cabinet Division, 28 February 2024]

NATIONAL ECONOMIC COUNCIL

- NEC is the highest body for consideration of all development activities reflecting national development plans, policies and objectives.
- Composition of NEC
  - (1) Chairman: Hon'ble Prime Minister
  - (2) Member: All Members of the Council of Ministers
- Officials required to assist NEC
  - (1) Cabinet Secretary
  - (2) Principal Secretary/Secretary, PMO
  - (3) Governor, Bangladesh Bank
  - (4) Secretary, Planning Division
  - (5-10) All Members of Planning Commission
  - (11) Secretary, Ministry/Division concerned

["Secretary' also refers to 'Senior Secretary']

[Ref: Cabinet Division, 24 February 2024]

PLANNING COMMISSION: AS THE CENTRAL PLANNING AGENCY

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

MAJOR RESPONSIBILITIES OF THE PC

Following are the main functional responsibilities of PC:

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

FUNCTIONS OF NEC

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

➢ **Planning Division provides secretarial support**

EVOLUTION OF THE PLANNING COMMISSION

Pre Liberation:

- 1953 Pakistan Planning Commission
- 1958: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

Bangladesh Planning Commission was founded in 1972 as one of the first institutional milestones.

- 1972: Project Implementation Bureau (PIB) under M/o Planning
- 1973: External Resource mobilization entrusted to ERD, under M/o Planning- *[later ERD was placed under the M/o Finance in 1983]*
- 1977: Planning cells in different Ministries/Divisions
- 1984: PIB was restructured as IMED under M/o Planning

PLANNING COMMISSION WORKS THROUGH FOLLOWING TWO HIGH POWERED INSTITUTIONAL BODIES:

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

COMPOSITION OF THE ECNEC*

1. Mr. Tarique Rahman, Hon'ble Prime Minister – Chairman
2. Mrs. Fahmi Islam Alamgir, Minister for LGRD – Alternate Chairman
3. Mr. Anwar Khasru Mahmud Chowdhury, Minister for Finance & Planning – Member
4. Mr. Salauddin Ahmed, Minister for Home Affairs – Member
5. Dr. Khalilur Rahman, Minister for Foreign Affairs – Member
6. Khandkar Abdul Mubtadir, Minister for Industry, Textile & Jute and Commerce – Member
7. Mr. Md. Asadhamman, Minister for Law & Parliamentary Affairs – Member
8. Sardar Md. Shakhawat Hossain, Minister for Health & Family Welfare – Member
9. Sh. Rahul Alam, Minister for Road Transportation & Bridge, Railway and Shipping – Member
10. Minister(s) for relevant Ministries/Divisions – Member

- Officials required to assist ECNEC
  1. Cabinet Secretary (1)
  2. Principal Secretary/Secretary, Prime Minister's Office (2)
  3. Secretaries of FD & ERD, IMD, IMED & PD (3-7)
  4. All Members of PC (8-13)
  5. Secretaries of concerned Ministries/Divisions (14)

["Secretary' also refers to 'Senior Secretary']

**Composition would be changed with the change of Ministries/Officials*

[Ref: Cabinet Division, 24 February 2024]

FUNCTIONS OF ECNEC

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

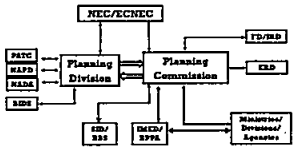
PC: FUNCTIONAL DIVISIONS

- Planning Commission comprises of 6 Divisions
- 2 Divisions deal with 'macro issues- development plans, policies & budgeting (programming), while 4 others deal with project processing; mainly appraisal & approval functions- for all LMs under the 15 'economic sectors' of ADP

MAJOR FUNCTIONS OF PLANNING DIVISION

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

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



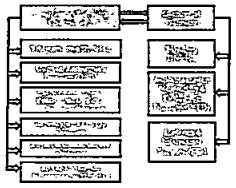
PC: FUNCTIONS OF 2-*MACRO DIVISIONS*

- Main functions of 2-*Macro Divisions* are as follows:
  - Functions of GED
    - Preparation of short-, medium- & long-term plans
    - Evaluation of plans and policies
    - Review of macro-economic situation
    - Determination of macro-economic policies
    - Conduct study/research on macro-economic and other development issues
  - Functions of Programming Division
    - Development budgeting through ADP & RADP
    - Allocation and release of fund to development projects
    - Selection of new unapproved projects for inclusion in ADP & RADP
    - Review of resource allocation through implementation performance of projects and programs

MAJOR FUNCTIONS OF IMED/BPPA

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

ORGANIZATIONAL STRUCTURE: PC & THE MINISTRY OF PLANNING



PC: Functions of 4-Sector Divisions

- Major functions of 4-*Sector Divisions*
  - Formulation of sectoral plans consistent with national plan objectives & strategies
  - Co-ordination of sectoral/ministerial development initiatives consistent with the sectoral plans
  - Processing for approval of development projects including project appraisal and serving as the secretariat for the sectoral Project Evaluation Committees (PEC)
  - Preparation of sectoral ADP/RADP in consultation with LMs and the Programming Division

MAJOR FUNCTIONS OF SID/BBS

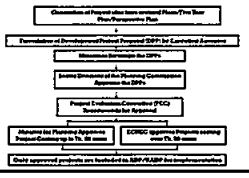
- Formulation of Statistics law and rules
- Conduct census & surveys/studies on population, demography, socio-economic, agriculture, trade and environment
- Estimation of national accounts & compilation of different price indices and basic statistics
- Assess information needs as per international standards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

MAJOR FUNCTIONS OF FD/IRD

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

PROJECT PLANNING & APPROVAL PROCESS: *A FLOW CHART*

Following are simplified series of steps in GoB project planning and approval processes



MAJOR FUNCTIONS OF ERD

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

FURTHER READINGS

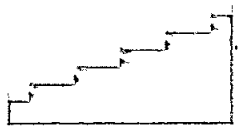
Encouraged to go through following documents with respective links:

- GoB Guidelines for Project Preparation, Processing, Approval & Revision, Planning Division, June 2003 – Link
- Feasibility Study Report Format, Planning Division, Ministry of Planning, January 2003 – Link
- Public Investment Management (PIM) Guidelines, Planning Division, June 2003 – Link

MAJOR FUNCTIONS OF LINE MDAs

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

THANK YOU ALL



Further contact:
speed_dlc@yahoo.com

Annual Development Program(ADP)/ RADP and Financing Modalities and Procedures

Presented by
Khandker Ahsan Hossain
Additional Secretary (Retd)

What is Annual Development Program (ADP)

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

Components of ADP/RADP

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

- Part 1
  - Sector wise Allocation;
  - Ministry wise Allocation
  - Sector based Ministry wise Allocation;
  - Sector wise comparison of previous RADP and ADP Allocation;
  - Sector wise Foreign Assistance Projects no and Allocation;
  - List of Sector wise new approved Projects)
- Part 2
  Main body of the ADP/RADP which contains sector-wise and project-wise allocation of funds for investment projects with sectoral highlights (White page)
- Part 3
  Sector-wise and project-wise allocation of funds for Feasibility Study projects (Pista Green page)
- Part 4
  Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects (Yellow page)

The Article 15 of the Bangladesh Constitution:

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

Annual Development Programme (ADP)

Through the ADP mainly following targets are achieved:

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

Components of ADP/RADP contd.

- Part 5
  Sector-wise and project-wise allocation of Self Financing (Blue Page) but these projects are not processed centrally by the PC as usually followed for other projects as part of total size of ADP/RADP
- Part 6
  Unapproved new project list of GOB, Foreign Assistance & Self Financing attached to ADP/RADP without allocation (Green Page)
- Part 7
  List of projects for Public Private Partnership projects (Orange Page)
- Part 8
  List of the Projects Climate Trust Fund Projects (Pink Page)
- Part 9
  List of the Projects targeted for completion (Magenta page)

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

Five Year Plan

Govt. Vision/ Election manifesto ⇒ Sector Action Plan

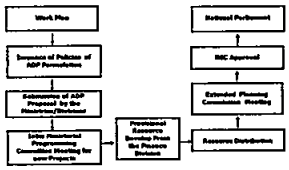
Annual Development Program

Development Project/Program

History of Financial Year July-June

- During the British rules British government in the year 1867 set financial year April-March in the Indian sub-continent in order to align accounting and budgeting practice with that of imperial Britain.
- Before that the financial year in the Indian Sub-Continent used to commence from May and concluded on April 30 of the subsequent calendar year.
- After the partition of Indian sub-continent in 1947 then Pakistan Government was also following the April-March financial year as done by the British rules.
- In 1958 the self-proclaimed Field Marshall Muhammad Ayub Khan change the financial year and switch over to July-June fiscal year.

Programming Division formulates an internal time bound work plan to complete the ADP/RADP in due time.



Steps for Preparation of ADP/RADP

Mainly 9 steps are followed for the preparation of ADP/RADP:

Step 1 : Work Plan

- First of all a Work Plan is prepared by the Programming Division of Planning Commission for formulation of ADP/RADP within the targeted time.

Step 2 : ADP/RADP Policy

- Issuance of ADP/RADP Policy.
  - A Policy for ADP/RADP is prepared by the Programming Division of Planning Commission
  - It is approved by Honorable Planning Minister
  - Circulated it to all Ministries/Divisions/Executing Agencies and Concerned Sector Divisions of Planning Commission
  - For ADP , it is usually in last week of March, for RADP, it is in December.
- Policy is prepared on the basis of the Govt's Vision, Election Manifesto, SDG's and other priorities of the Government

Steps for Preparation of ADP/RADP contd.

Step 5 : Provisional Resource envelope from Finance Division

- Programming Division requests Finance Division to inform the ADP Resource Envelope and ERD to inform size of Foreign Assistance
- Finance Division finalized MTBF ceiling for all the Ministries/Divisions/Budget Entities based on the inter ministerial tri-partite meeting (FD, PC & Respective Ministries/Divisions)
- Based on the decision of the Budget Monitoring and Resource Committee, Finance Division informs Resource Envelope for ADP/RADP to the Programming Division, Planning Commission.

Steps for Preparation of ADP contd.

Step 9 : National Parliament

- Budget is placed before the National Parliament
- ADP is also placed along with budget before the National Parliament for final approval
- After the approval of the National Budget by the Parliament, ADP is distributed among different Ministries/ Divisions/ Executing Agencies, Concerned Sector Divisions of Planning Commission and other related organizations

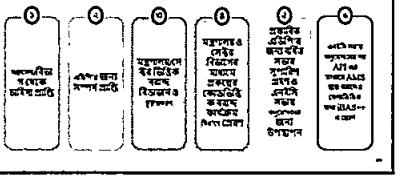
- Programming Division has developed ADP/RADP Management System (AMS Software).
- From FY 2020-21 RADP and onwards ADP/RADP has been/will be prepared by ADP/RADP Management System(AMS) based on 15 Sectors.
- After Circulated the policy, Programming Division opens AMS system in the prescribed ADP/RADP format to the Ministries/Divisions to get overall ADP/RADP demand for individual projects in the FY concerned.

Steps for Preparation of ADP contd.

Step 6 : Resource Distribution

- Based on the demand analysis, national priority and following the ADP/RADP policy, Programming Division distributes the resource (provisional) to all the economic sectors of ADP/RADP.
- Programming Division informs project wise Foreign Assistance to the Ministries/Divisions to reflect it in the ADP/RADP
- Concerned Ministry/Division allocates project wise resources and send back the to the Sector Division of the PC
- Then Sector Division of the PC examine it and send back the to Programming Division
- Draft ADP/RADP is prepared

ডিজিটাল পদ্ধতিতে এডিপি প্রণয়ন প্রক্রিয়া



Steps for Preparation of ADP/RADP contd.

Step 3 : Submission of ADP/RADP Proposal by Ministries/ Divisions to Planning Commission

- As per ADP policy, all Ministries/ Divisions send their ADP/RADP proposal with allocation for the on-going projects and a list of unapproved projects with project profiles to the Sector Divisions of the Commission.
- Sector Divisions of Planning Commission examine the documents and send the list of unapproved projects with their recommendations to Programming Division

Step 4 : Inter Ministerial Programming Committee Meeting

- Inter-Ministerial programming Committee meeting recommends unapproved new projects for inclusion in ADP without allocation based on the national priority, importance of projects, availability of resources and foreign aid lined-up for the projects

Steps for Preparation of ADP/RADP contd.

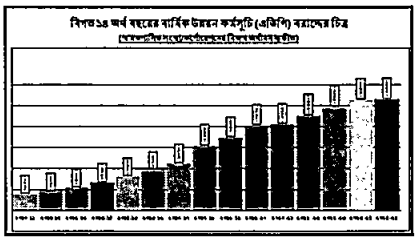
Step 7 : Extended Meeting of the Planning Commission

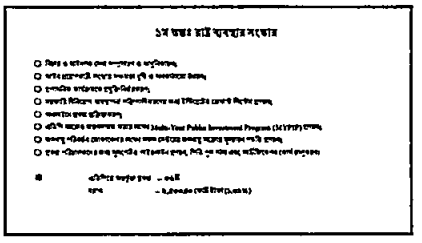
- The draft ADP/RADP is placed in the meeting of Extended Meeting of the Planning Commission chaired by Honorable Minister for Planning
- Extended Committee recommends for placing the ADP/RADP before the NEC for approval

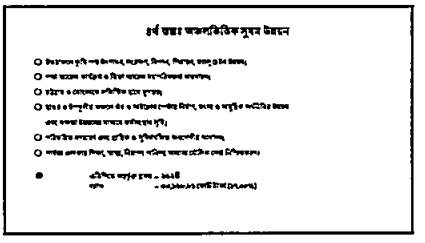
Step 8 : NEC Approval

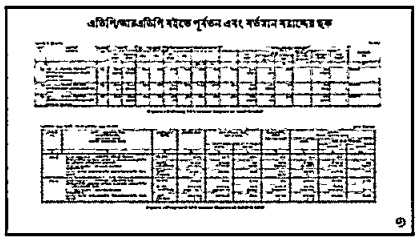
- Draft ADP/RADP is approved by NEC with observation/ correction, if any
- ADP approved by NEC is sent to Finance Division to incorporate it in the proposed National Budget along with the revenue part
- After the approval of RADP approved by NEC, RADP is distributed among different Ministries/ Divisions/ Executing Agencies, Concerned Sector Divisions of Planning Commission and other related organizations

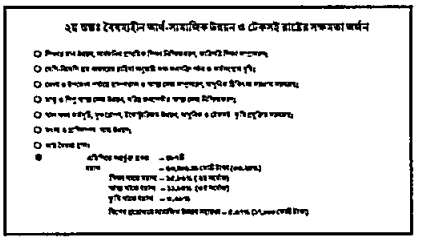
ADP in Historical Perspective

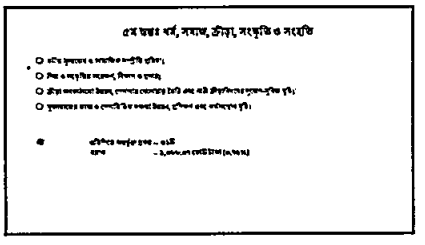

বিগত ১৪ অর্থ বছরের বার্ষিক উন্নয়ন কর্মসূচি (এডিপি) বরাদ্দের চিত্র

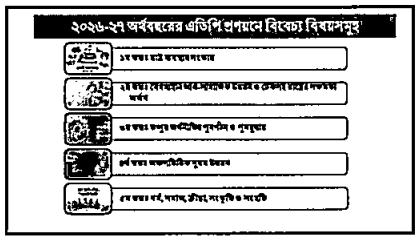

১ম স্তম্ভ: রাষ্ট্র ব্যবস্থার সংস্কার

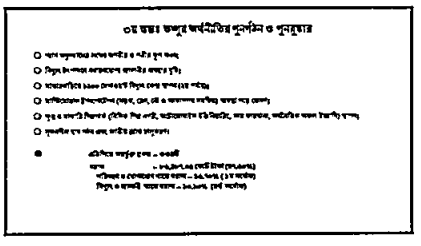

৪র্থ স্তম্ভ: অঞ্চলভিত্তিক সুষম উন্নয়ন

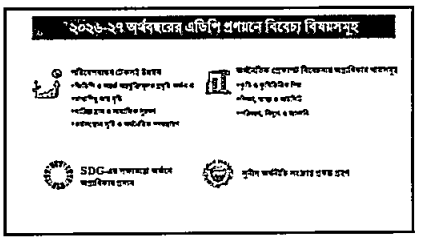

এডিপি/আরএডিপি খাতে পূর্বতন এবং বর্তমান বরাদ্দের ছক


২য় স্তম্ভ: বৈষম্যহীন আর্থ-সামাজিক উন্নয়ন ও টেকসই রাষ্ট্রের সক্ষমতা অর্জন


৫ম স্তম্ভ: ধর্ম, সমাজ, ক্রীড়া, সংস্কৃতি ও সংহতি


২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

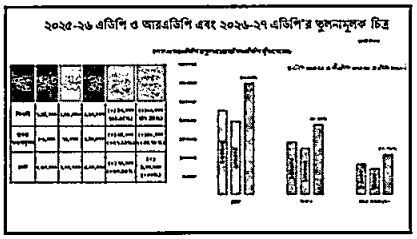

৩য় স্তম্ভ: তৃণমূল অর্থনীতির পুনর্গঠন ও পুনরুদ্ধার


২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

- জলবায়ু পরিবর্তন মোকাবেলায় GCRD, NAP, NDC, DAF সহ বিভিন্ন প্রকল্পসমূহকে অগ্রাধিকার প্রদান
- সমুদ্র সম্পদ বিভাগ সংক্রান্ত প্রকল্প গ্রহণ
- একক প্রকৃতির প্রকল্প পুনঃ অর্থায়ন গ্রহণ
- সমাপ্তির জন্য নির্ধারিত প্রকল্পসমূহের পর্যায়ক্রমে প্রদান

২০২৫-২৬ এডিপি ও আরএডিপি এবং ২০২৬-২৭ এডিপি'র তুলনামূলক চিত্র



২০২৬-২৭ অর্থবছরের এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

ক্রম নং	সেক্টর/বিষয়ক	প্রকল্প সংখ্যা	বিদেশি	প্রকল্প সাহায্য	মোট	%
১	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	১১১	৯,৯৯০.০০	১,৭৬৪.৭৭	১০,৩৪৩.৯৩	৩.৫৫%
২	নৌপরিবহন ও অভ্যন্তরীণ নৌ বন্দরসমূহ	১৫০	১১,৩১৯.৭০	১,৭৭৩.১০	১৩,০৯২.৭৯	৩.৭১%
৩	স্বাস্থ্য	৪৬	৩৫,৫০৩.৯০	১,১৭৭.৩৩	৩৫,৫৩০.৫৩	১১.২১%
৪	পৌর, নগর সুবিধা ও বিনোদন	৩৬	১,৩৬৫.৫৪	১৪১.১০	১,৫০৬.৬৪	০.৪৫%
৫	শিক্ষা	১৬৮	৪৩,৭৭৬.৩৪	৪,৫৮০.৩৮	৪৮,৪৯৬.৯২	১৫.৪৩%
৬	বিজ্ঞান ও তথ্য প্রযুক্তি	২৭	৩,১৫৩.৩৩	৪৫২.৬৩	৩,৬৩৬.৯৬	১.১৫%
৭	অন্যান্য বিষয়	৩৩	১,৩৮৩.৫১	৩৩৩.৩৩	১,৬৩৩.৩৩	০.৭১%
	উপযোগ ১৫টি সেক্টর	১৬৮	১,৬৩,৩১৯.৩৩	১২,১৩৩.৩৩	১৪১,৬৩৭.৫৩	১১.৩৩%

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

- সরকারি-বেসরকারি অংশীদারিত্বের (PPP) ভিত্তিতে গৃহীত প্রকল্পের সমাপ্তক নতুন প্রকল্পকে অগ্রাধিকার প্রদান;
- বাংলাদেশ ব-দ্বীপ পরিকল্পনায় (Delta-Plan) এ চিহ্নিত প্রকল্পকে অগ্রাধিকার প্রদান এবং Delta Appraisal Framework অনুসরণ করে এর সকল প্রকল্প মূল্যায়নকে গুরুত্ব প্রদান;
- বৈদেশিক অর্থায়নপুষ্ট (চুক্তি অনুযায়ী/ সমাপ্তির চূড়ান্ত সুপারিশক্রমে অর্থছাড়প্রাপ্ত) প্রকল্পে চলতি অর্থবছরে প্রাপ্ত বৈদেশিক সাহায্য অবছয়ের নিমিত্ত পরিপূরক জিওবি অর্থ (Matching Fund) বরাদ্দ প্রদান; এবং
- সম্ভাব্যতা সমীক্ষা প্রাক-সম্ভাব্যতা সমীক্ষা সম্পন্ন হয়েছে এমন প্রকল্পকে অগ্রাধিকার প্রদান;

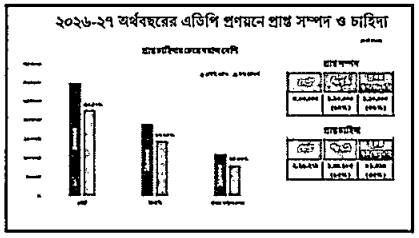
২০২৬-২৭ অর্থবছরের এডিপিতে বরাদ্দসহ প্রকল্প সংখ্যা ও উন্নয়ন সহায়তা

প্রকল্পের ধরন/বরাদ্দের সহায়তা	প্রকল্প সংখ্যা	প্রকল্পের বরাদ্দ			
		অভ্যন্তরীণ সম্পদ	বৈদেশিক সাহায্য	মোট	%
বিনিয়োগ	১৭৬	৯৮,৪৯১.১৩	৮৩,৭৪৪.৪৩	১,৭৮,১৩৬.১১	৫১.৬৩
সমীক্ষা	১৩	১১১.৭৩	০.০০	১১১.৭৩	০.০৪
ঋণ পরিশোধ	১০৯	৫১৫.৭৩	১,১৭১.৫৩	১,৭৮৬.১৩	০.৯৩
ঋণের সুদ/ফি		৫১,৭৭৩.৫৩	০.০০	৫১,৭৭৩.৫৩	১৩.৫১
বৈদেশিক অনুদান		০.১৩৭.০০	০.০০	০.১৩৭.০০	১.০০
ঋণের সহায়তা ও বিনিময় সহায়তা		১৭,০০০.০০	০.০০	১৭,০০০.০০	৫.৭৭
ঋণের পরিমাণ ও বিনিময় সহায়তা		৮,১৩৩.৫৩	৭৭,৩৭৩.৩১	৮৫,৫৭৩.৩১	১৩.৩৩
মোট:	১৯৩	১,১৩,০০০.০০	১,১৩,০০০.০০	৩,৩৩,০০০.০০	১০০.০০
সম্ভাব্যতা সমীক্ষা ও প্রাক-সম্ভাব্যতা সমীক্ষা	১৫	৫,১৫৭.৩৩	০.০০	৫,১৫৭.৩৩	
	-	৫,১৫৩.৫৩	০.১০	৫,১৫৭.৫৩	
		১,১১৩.১১	০.১০	১,১১৩.৭১	
সর্বমোট:	১৯৩	১,১১,১১৩.১৩	১,১৩,০০০.১০	৩,৩৩,১১৩.৭১	

২০২৬-২৭ অর্থবছরের এডিপিতে উন্নয়ন সহায়তা খাতে বরাদ্দ বিভাজন

ক্রম নং	সেক্টর/বিষয়ক	বরাদ্দের ধরন: বৈদেশিক সাহায্য	মোট	%
ক	ইউনিয়ন পরিষদ ও উপজেলা পরিষদ			
১	উপজেলা উন্নয়ন সহায়তা	১৩০.০০	১৩০.০০	০.১৩%
২	গ্রামীণ পরিষদ উন্নয়ন সহায়তা	৩৭০.০০	৩৭০.০০	০.৩৭%
৩	পৌরসভা উন্নয়ন সহায়তা	৫৩৩.০০	৫৩৩.০০	০.৫৩%
৪	সিটি কর্পোরেশনের উন্নয়ন সহায়তা	৩৩৩.০০	৩৩৩.০০	০.৩৩%
৫	পৌরসভা ও নগর সহায়তা	৩৩৩.০০	৩৩৩.০০	০.৩৩%
৬	পৌরসভা ও নগর সহায়তা	১৩০.০০	১৩০.০০	০.১৩%
৭	পৌরসভা ও নগর সহায়তা	১৩০.০০	১৩০.০০	০.১৩%
৮	বিশেষ এলাকা উন্নয়ন সহায়তা	১৩০.০০	১৩০.০০	০.১৩%
৯	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১০	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১১	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১২	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১৩	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১৪	বিশেষ এলাকা উন্নয়ন সহায়তা	১,৩৩০.০০	১,৩৩০.০০	১.৩৩%
১৫	বিশেষ এলাকা উন্নয়ন সহায়তা (চুক্তি অনুযায়ী বিতরণ)	১,৩৩০.০০	১৭,৩৩৩.১১	১৩.৩৩%
	উপজেলা উন্নয়ন সহায়তা	৩৩,৩৩০.০০	৩৭,৩৩৩.১১	৩৭,৩৩৩.১১ ১১.৩৩%
	মোট: ১৫টি সেক্টর ও উন্নয়ন সহায়তা	১,১৩,০০০.০০	১,১৩,০০০.০০	৩,৩৩,০০০.০০ ১০০%
		১,১৩,১১৩.১৩	১,১৩,০০০.১০	৩,৩৩,১১৩.৭১

২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে প্রাপ্ত সম্পদ ও চাহিদা



২০২৬-২৭ অর্থবছরের এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

ক্রম নং	সেক্টর/বিষয়ক	প্রকল্প সংখ্যা	বিদেশি	প্রকল্প সাহায্য	মোট	%
ক	সেক্টরভিত্তিক বরাদ্দ					
১	স্থানীয় সরকার সেক্টর	৪১	১,৯৭৩.৭১	১,৭৩৩.১১	৩,৩৩৩.৭১	১.৩৩%
২	ইউনিয়ন	১১	১,৩৩৩.১১	–	১,৩৩৩.১১	০.১৩%
৩	নগর সুবিধা ও সুবিধা	৩৩	১,৩৩১.৩৩	১৩৩.১১	১,৩৩১.৩৩	০.১১%
৪	শিক্ষা ও অর্থনৈতিক সেবা	৪৩	১১,৩৩.১১	১,৩৩৩.৭৩	১,১৭৭.৩৩	১.৩৩%
৫	কৃষি	১১১	৭,১৩৩.১৩	১,১৩৩.৩৩	৩৩,১৩৩.১৩	৩.৩১%
৬	বিদ্যুৎ ও জ্বালানি	৪৫	৯,৭৩৭.৩৩	১৫,১৩৩.৩৩	২৭,১৩৩.১৩	১০.১৩%
৭	পরিবহন ও যোগাযোগ	১৭৮	১১,১৩৭.১১	২৭,৩৩৩.৩৩	৩৩,০৩১.১৩	১৩.৭৩%
৮	ইনিয় সরকার ও পল্লী উন্নয়ন	১৩৩	১৩,৩৩৭.৭৩	৩,১৩৩.৭১	১৩,১১১.১১	১.৩১%

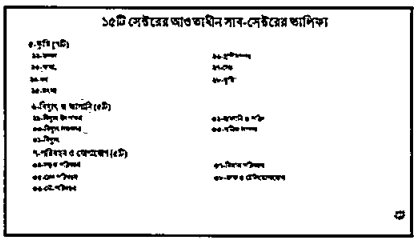
চলমান

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

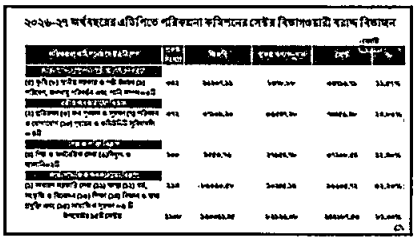
১-স্থানীয় সরকারি সেবা (৩৯টি):
০১-জাতীয় সংসদ সচিবালয়
০২-মন্ত্রিপরিষদ ও বিভাগ
০৩-উপজেলা পরিষদ
০৪-পৌরসভা
০৫-সিটি কর্পোরেশন
০৬-জেলা পরিষদ
০৭-গ্রামীণ ও পৌর এলাকার বাইরে অন্যান্য স্থানীয় সরকার প্রতিষ্ঠান
০৮-পল্লী উন্নয়ন ও সমবায়
০৯-পানি সরবরাহ ও পয়ঃনিষ্কাশন
১০-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
১১-পানি সম্পদ ব্যবস্থাপনা
১২-নদী ও নদী তীর সংরক্ষণ
১৩-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
১৪-উপকূলীয় এলাকা উন্নয়ন
১৫-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
১৬-পানি সম্পদ ব্যবস্থাপনা
১৭-নদী ও নদী তীর সংরক্ষণ
১৮-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
১৯-উপকূলীয় এলাকা উন্নয়ন
২০-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
২১-পানি সম্পদ ব্যবস্থাপনা
২২-নদী ও নদী তীর সংরক্ষণ
২৩-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
২৪-উপকূলীয় এলাকা উন্নয়ন
২৫-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
২৬-পানি সম্পদ ব্যবস্থাপনা
২৭-নদী ও নদী তীর সংরক্ষণ
২৮-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
২৯-উপকূলীয় এলাকা উন্নয়ন
৩০-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
৩১-পানি সম্পদ ব্যবস্থাপনা
৩২-নদী ও নদী তীর সংরক্ষণ
৩৩-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
৩৪-উপকূলীয় এলাকা উন্নয়ন
৩৫-পানি সম্পদ পরিকল্পনা ও উন্নয়ন
৩৬-পানি সম্পদ ব্যবস্থাপনা
৩৭-নদী ও নদী তীর সংরক্ষণ
৩৮-বন্যা নিয়ন্ত্রণ, জলাবদ্ধতা নিরসন ও পানি ব্যবস্থাপনা
৩৯-উপকূলীয় এলাকা উন্নয়ন

২-পরিবহন (০৯টি)
০১-সড়ক ও মহাসড়ক
০২-রেলপথ
০৩-নৌপরিবহন
০৪-বিমান, বিমানবন্দর ও বিমান পরিচালন
০৫-সড়ক ও রেল
০৬-সড়ক ও মহাসড়ক
০৭-রেলপথ
০৮-নৌপরিবহন
০৯-বিমান, বিমানবন্দর ও বিমান পরিচালন

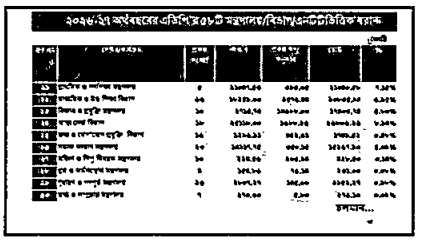
৩-শিক্ষা ও অর্থনৈতিক সেবা (১৮টি)
০১-প্রাথমিক শিক্ষা
০২-মাধ্যমিক শিক্ষা
০৩-কারিগরি ও বৃত্তিমূলক শিক্ষা
০৪-উচ্চ শিক্ষা
০৫-গবেষণা ও উন্নয়ন
০৬-প্রাথমিক শিক্ষা
০৭-মাধ্যমিক শিক্ষা
০৮-কারিগরি ও বৃত্তিমূলক শিক্ষা
০৯-উচ্চ শিক্ষা
১০-গবেষণা ও উন্নয়ন
১১-তথ্য ও যোগাযোগ প্রযুক্তি
১২-শিল্প ও বাণিজ্য
১৩-পর্যটন
১৪-সংস্কৃতি



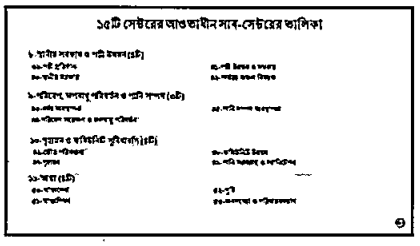
১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা



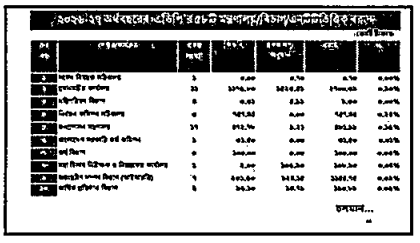
২০২৬-২৭ অর্থবছরের এডিপিতে পরিকল্পনা কমিশনের সেক্টর বিভাগওয়ারী বরাদ্দ বিভাজন

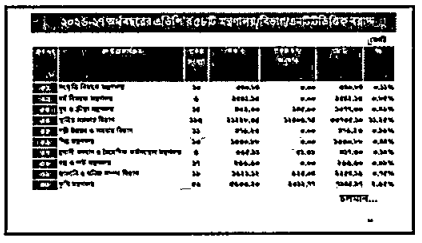


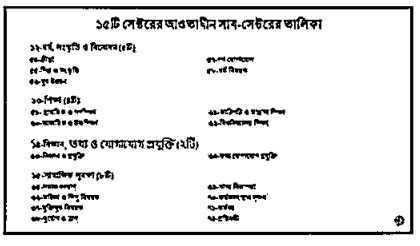
২০২৬-২৭ অর্থবছরের এডিপির ৫৮টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ



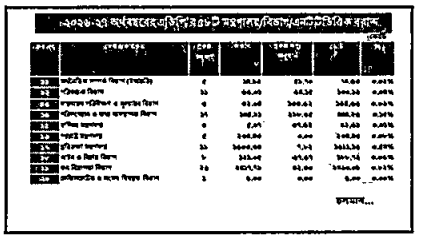
১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

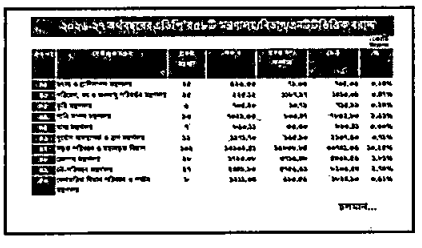


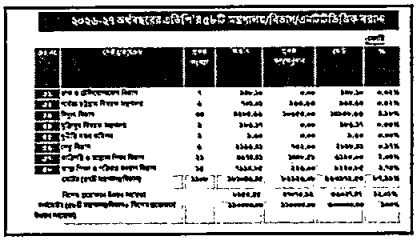


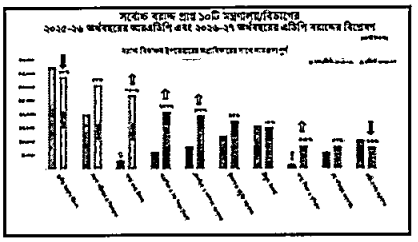


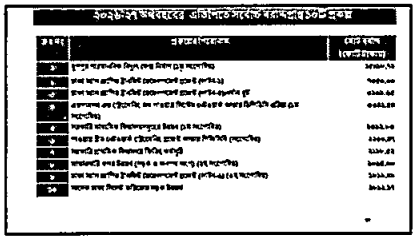
১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

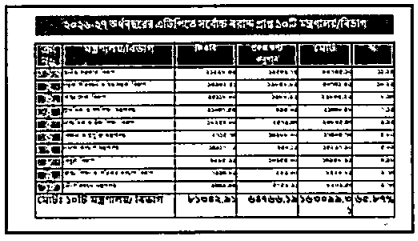


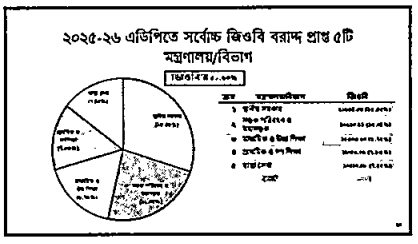


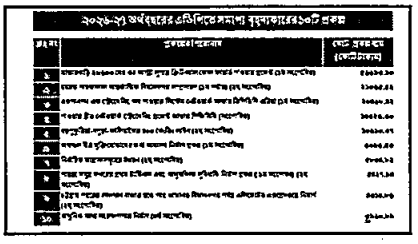


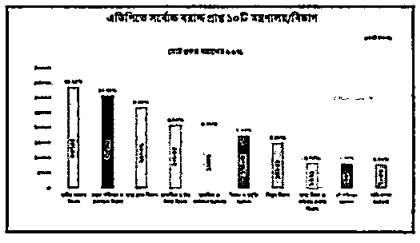

সর্বোচ্চ বরাদ্দ প্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগের
২০২৫-২৬ অর্থবছরের অরএডিপি এবং ২০২৬-২৭ অর্থবছরের এডিপি বরাদ্দের বিশ্লেষণ






২০২৫-২৬ এডিপিতে সর্বোচ্চ জিওবি বরাদ্দ প্রাপ্ত ৫টি
মন্ত্রণালয়/বিভাগ

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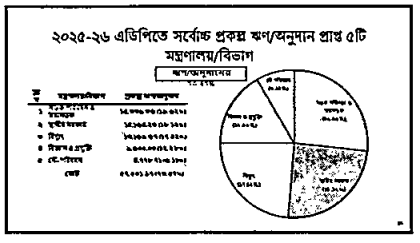
২০২৫-২৬ এডিপিতে সর্বোচ্চ প্রকল্প ঋণ/অনুদান প্রাপ্ত ৫টি
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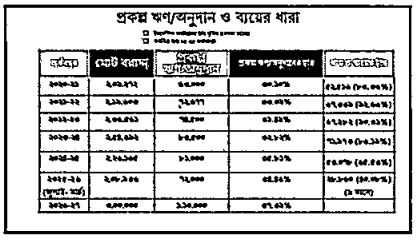
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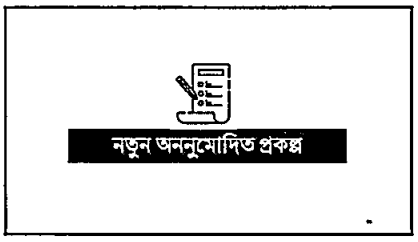
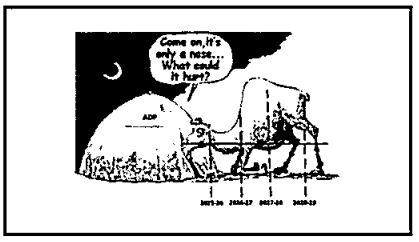
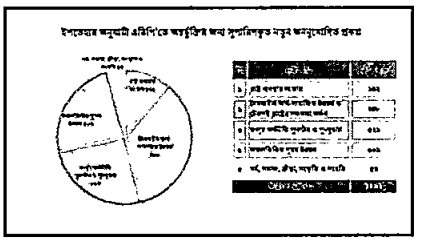
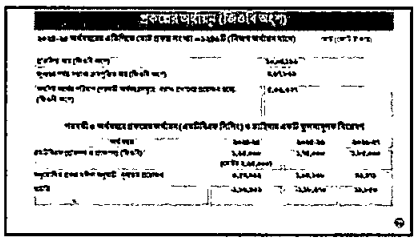
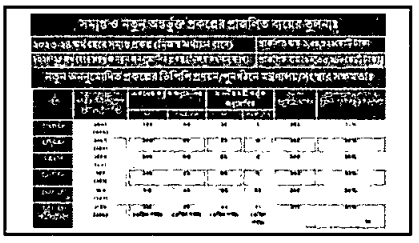
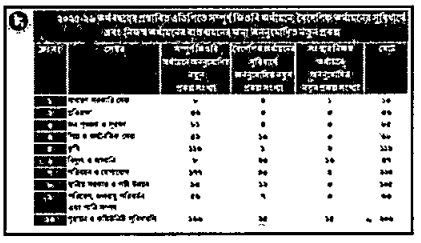

নতুন অননুমোদিত প্রকল্প

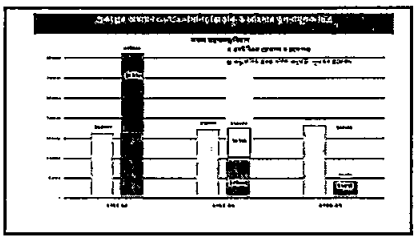

Come on, it's only a nose... What could it hurt?

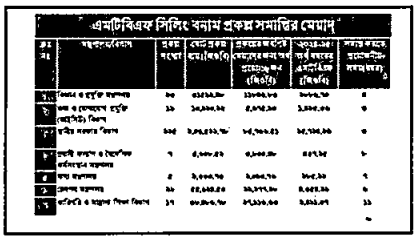


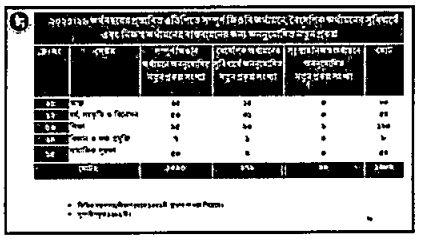


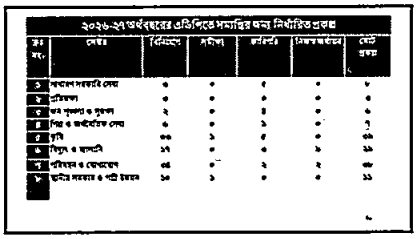






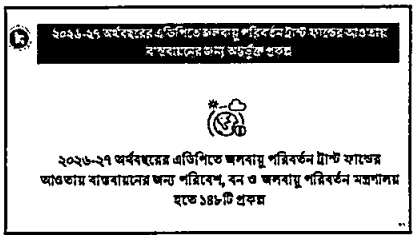






২০২৬-২৭ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

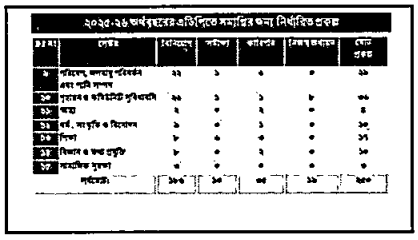
ক্র. নং.	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
১	সাধারণ সরকারি সেবা	৩	০	৫	০	৮
২	প্রতিরক্ষা	৩	০	৩	০	৩
৩	জন শৃঙ্খলা ও সুরক্ষা	২	০	৪	০	৬
৪	শিল্প ও অর্থনৈতিক সেবা	৬	০	১	০	৭
৫	কৃষি	৩৩	১	৫	০	৩৯
৬	বিদ্যুৎ ও জ্বালানি	১৭	০	৩	১	২১
৭	পরিবহন ও যোগাযোগ	৩৪	০	২	২	৩৮
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১০	১	০	০	১১



২০২৬-২৭ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য অন্তর্ভুক্ত প্রকল্প

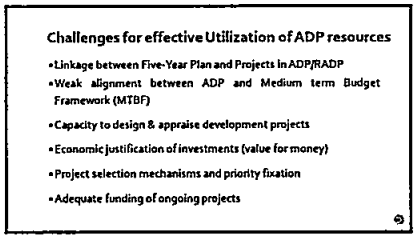
২০২৬-২৭ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয় হতে ১৪৮টি প্রকল্প

Thanks



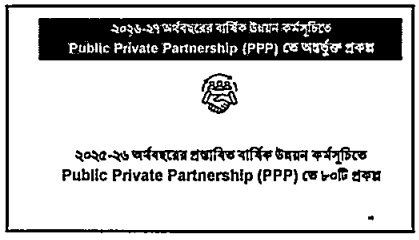
২০২৫-২৬ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্র. নং.	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	২২	১	৬	০	২৯
১০	গৃহায়ণ ও কমিউনিটি সুবিধাবলি	২৬	১	১	৮	৩৬
১১	আয়া	২	০	২	০	৪
১২	ধর্ম, সংস্কৃতি ও বিনোদন	৯	০	১	০	১০
১৩	শিক্ষা	৮	৬	৩	০	১৭
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	৮	০	২	০	১০
১৫	সামাজিক সুরক্ষা	৩	০	০	০	৩
	সর্বমোট:	১৮৬	১০	৩৫	১৯	২৫০



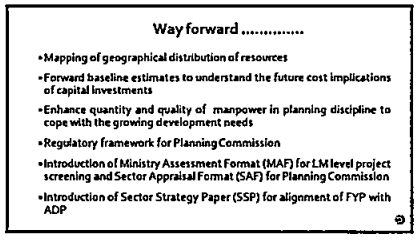
Challenges for effective Utilization of ADP resources

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



২০২৬-২৭ অর্থবছরের বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে অন্তর্ভুক্ত প্রকল্প

২০২৫-২৬ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে ৮০টি প্রকল্প



Way forward .....

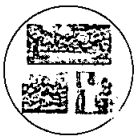
- Mapping of geographical distribution of resources
- Forward baseline estimates to understand the future cost implications of capital investments
- Enhance quantity and quality of manpower in planning discipline to cope with the growing development needs
- Regulatory framework for Planning Commission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

Public Service Management

Reform Initiatives & Best Practices

Farah Shamal, ndc

Secretary, Coordination & Reforms
Cabinet Division



PART 1 • CONCEPT

What Is Public Service Management?

The organization, direction and delivery of services provided by, or on behalf of, the state — to create public value for citizens.

A crossroads discipline
Public administration, management and political science meet here.

Pursues public value
Health, education, security, welfare and justice — not profit.

Answers to citizens
Accountable to the public and their representatives, not shareholders.

Part 1 • Concept

PART 1 • CONCEPT

Four Paradigms Compared

	Public Administration	Public Management	New Public Management	Public Service Management
PERIOD	1887–1990s	1970s	1980s–90s	2010s–
GUIDING IDEA	Administer rules impartially	Manage for results	Compete, measure, deliver	Co-create public value
CITIZEN SEEN AS	Subject	Client	Customer	Citizen & partner
COORDINATION	Hierarchy	Line management	Markets & contracts	Networks & relationships
SIGNATURE THINKERS	Wilson • Weber	Perry • Kraemer	Hood • Osborne & Gaebler	Osborne • Moore

Session Roadmap

1 **Concept**
What public service management is, and how it differs from private management.

2 **Evolution**
From elevated bureaucracy to New Public Management and beyond.

3 **Reform: Bangladesh Journey**
Fifty years of administrative reform commissions, 1972–2025.

4 **Best Practices**
RTI, grievance redress and participatory service delivery.

5 **Performance**
From the APA to the Government Performance Monitoring System.

Public Services are those goods and services which are provided by the government because a market failure has occurred and market has not provided them.

These are (theoretically) non-rival and non-excludable:

1. **Use of it is available to all; Let street lighting**
2. **It provides for public health and safety; Let Police and Military**
3. **It provides for general welfare of the society; Let Primary Education, safety net programme**
4. **Services may provided by both public and private means; Let water and sanitation**

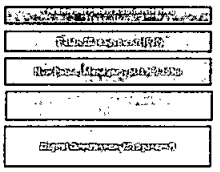
Traditional Public Management	New Public Management
Rules	Objectives
Due process	Efficiency
Responsibility	Direction
Formalism	Innovation
Security	Operations
Complaint / Rules	Risk
Legality	Effectiveness
Public interest	Funds

1 PART ONE

Understanding Public Service Management

Definition, distinctive character, functions and the enduring tensions of it ongoing in the public sector

Paradigm Shift of Public Service Management



Institutions for Public Service Management/Delivery

1. Bureaucracy
2. Civil Service
3. Public Service
4. Public Organizations
5. Local Government Institutions

Bureaucracy

Characterized with lifelong secure employment, hierarchical organization with formal relation, system of specialization, meritocracy , impersonality and guided by a set of rules and procedures.

Institutions for Public Service Management

1.Public Organizations
1.Ministry
2.Departments
3.Directorates
4.Subordinate organizations
5.Statutory Bodies
6.Commissions etc.

2.Local Government Institutions

2.Developing Institutional Framework for Service Delivery

- Forming Ministry and Divisions and allocating business
- Forming Directorate/ departments/ attached department for deconcentrating businesses
- Forming autonomous bodies/special authorities for delegation of authority and responsibility regarding public services
- Forming Local Govt. Organization (City Corporation, Municipality, District/Upazila/Union Councils) for devolving of authority & responsibility regarding public services
- Forming regulatory bodies for managing and regulating NGOs and Private Sector

Civil Service (10+16)

Small number of neutral permanent core officials of the Republic; neutral in nature and function-based cadre; generally working in Central or Federal Govt. Generally managed by Cabinet/ Civil Service Commission/or Central Personnel Unit.

Merit-based recruitment and promotion

May be considered as superior/ elite service excluded uniform services.

May have separate code of conduct, highly paid and privileged with indemnity and entitlement.

Working closely with Ministers, contributing policy formulation and extend consultation service to Ministers. Accountable for public finance management.

Issues of Public Service Delivery System

1.Political Context of Public Service Delivery
2.Developing Institutional Framework for Service Delivery
3.Managing own (Public) organization

3. Managing own (Public) organization •Delivery of Public Services

Assessing needs of the clients and priorities them
Devising Citizen Centric Service Delivery
Introducing Citizen Charters and making it functional
Introducing Citizen Service Cards
Introducing On-line service delivery
Introducing One stop service delivery
Managing G2B, G2C, C2C service rendering interfaces efficiently

Public Service

A public servant is generally a person who is employed by the government, either through appointment or election.

Generally manages public services of local govt. institutions and field administration.

Devolved with delegated administrative and financial authorities.

Policy implementation is the main job. Working in department, agency or local govt. organizations.

1.Political Context of Public Service Delivery

- Understanding Party (Party in Position) Manifesto and Vision of the Nation
- Translating Party manifesto and national vision into Development Plans and Programmes
  - Perspective Plan
  - Five-year Plan
  - Annual Development Program
- Developing Regular Project/Program on the basis of Fundamental State Policy
- Implementing Development Projects

•Managing Networks and Interfaces

Politician- Civil Servant Interface
Civil-Military interface
Civil Servants- Civil Society Interface
Public -Private Partnership/ outsourcing-outsourcing
Network governance
Public Value Creation -(Integrity, Impartiality, Responsiveness, Respect, Accountability, Human Rights, Leadership)
Partnership for Development, PPP
Virtual Governance, Real-time Governance etc.

•Managing Performance and Transparency

•Devising organizational Missions and Objectives
• Devising Performance Targets & KPIs & publishing performance reports

PART 1 • CONCEPT

The Core Managerial Functions

Gulick's classic formulation — still the backbone of public management.

01 **Planning**
Setting goals and the means to reach them.

02 **Organising**
Structuring authority and units of work.

03 **Staffing**
Recruiting, developing and retaining people.

04 **Directing**
Deciding and issuing operating instructions.

05 **Coordinating**
Aligning parts into a coherent whole.

06 **Reporting & Budgeting**
Accounting for results and resources.

Public Service Management • BPATC — Part 1 • Concept

PART 2 • GLOBAL

The Open Government Movement

Obama Initiative, 2009

Data.gov — a central open-data portal

FOIA reforms expanding public access

Co-founded the OGP in 2011

Open Government Partnership

Founded 2011 by eight governments

Members commit to National Action Plans

Government + civil society collaboration

Public Service Management • BPATC — Part 2 • Global

PART 3 • BANGLADESH

The Inherited Challenge, 1971

A development-hungry new nation inherited a colonial administrative structure built to control subjects — not to serve citizens.

Over-centralised
Power concentrated at the centre, far from the citizen.

Class & rank based
A rigid hierarchy of classes and gazetted ranks.

Control-oriented
Designed for revenue and order, not development.

Public Service Management • BPATC — Part 3 • Bangladesh

2 PART TWO

Reform: The Global Context

Performance-management systems and the open-government movement that reshaped public services worldwide.

PART 2 • GLOBAL

What the Global Evidence Suggests

Clarity of purpose
Agree a few outcomes that matter — not a hundred metrics.

Transparency by default
Publish once, serve many; disclosure deters leakage.

Citizens as co-producers
Voice before design beats surveys after failure.

Feedback that changes rules
Data and complaints must loop back into how services run.

Capability, not just structure
Reorganising leaves fails without skilled, motivated people.

Fit to context
No universal blueprint — borrow ideas, adapt to your state.

PART 3 • BANGLADESH

Seven Reform Efforts, 1972–2025

1972	1976	1982	1992	1997	2007	2015
ASRC	PSRC	CARR	ARC	PARC	RRC	PARC
Administrative & Services Reorganisation Committee	Pay & Services Commission (Nuruddin)	Committee for Administrative Reform	Administrative Reorganisation Committee	Public Administration Reform Commission	Regulatory Reform Commission	Reform Commission (fourth goal)

Public Service Management • BPATC — Part 3 • Bangladesh

PART 2 • GLOBAL

Waves of Global Reform

1980s – 1990s
Efficiency & Markets
Privatisation, contracting and performance targets — doing more with less.

2000 – 2010s
Performance & Results
Results-based management, outcome measurement, agency accountability.

2000s – 2020s
Transparency & Openness
Open data, freedom of information, the Open Government Partnership.

2010s – now
Participation & Co-Production
Citizen engagement, social accountability, digital service delivery.

Public Service Management • BPATC — Part 2 • Global

3 PART THREE

Reform: The Bangladesh Journey

Fifty years of administrative reform commissions — from the ASRC of 1972 to the PARC of 2024–25.

1972 • ASRC

Administrative & Services Reorganisation Committee

CHAIR
Prof. Mozaffar Ahmed Chowdhury

FORMED
15 March 1972 • reported 1973

PURPOSE
Recast the inherited colonial, class-bound structure into a development-oriented system.

RECOMMENDATIONS & FATE
Classless civil service
Achieved 2015 — but as 38 grades, not the 10 recommended.
Single unified civil service
Partly done via the Deputy Secretary post, but unification pending.
Separation of the judiciary
Delivered 2007 following the Masdar Hossain judgment.

Public Service Management • BPATC — Part 3 • Bangladesh

142

1973 • PAGE

Pay & Services Commission — Rashid Commission

CHAIR
M. A. Rashid • 14 members

FORMED
20 February 1976

PURPOSE
Reform the civil-service structure, rationalise pay, and build merit-based personnel management.

RECOMMENDATIONS & FATE
25 organised cadre services
Formally launched 1 September 1980.

Senior Service Pool (SSP)
Formed 1979 — abolished 1985 amid conflict and complexity.

21 national pay grades
Introduced 1980, replacing the earlier 16 grades.

Public Service Management • BPATC

Part 3 • Bangladesh

1997 • PAGE

Public Administration Reform Commission

CHAIR
A. T. M. Shamsul Haque

FORMED
January 1997

PURPOSE
Raise efficiency, accountability and transparency; curb over-centralisation and secrecy.

RECOMMENDATIONS & FATE
Service billboards, pension simplification, WAN
Fully implemented; wide-area network established.

Independent ACC; merit-quota reform
ACC formed; recruitment quota subsequently abolished.

Ombudsman + reform-monitoring body
Never established.

Public Service Management • BPATC

Part 3 • Bangladesh

2024–25 • PAGE

Bold Proposals Still on the Table

Leaner government
Ministries 43 → 25; divisions 61 → 40.

Provincial system
Four provinces; a Capital City Government for Dhaka.

Cadre restructuring
Replace the unified BCS with 14 separate services.

Three PSCs
Separate commissions for general, education & health.

Superior Executive Service
Competitive entry to Deputy/ Additional Secretary posts.

Openness in service
APR replaces ACR; online annual asset disclosure.

1962 • PAGE

Committee for Administrative Reform / Reorganisation

CHAIR
Rear Admiral M. A. Khan

FORMED
28 April 1962 • reported 22 June 1962

PURPOSE
Meaningful decentralisation — bring administration closer to the people.

RECOMMENDATIONS & FATE
Upazila as the basic administrative unit
From 1983 thana upgraded; sub-divisions became 64 districts.

Directly elected three-tier local government
Ordinances 1988 & 1998; upazila elections revived 2009.

Fiscal decentralisation & local revenue power
Largely unimplemented; local bodies still depend on central grants.

Public Service Management • BPATC

Part 3 • Bangladesh

2007 • PAGE

Regulatory Reforms Commission

CHAIR
Dr. Akbar Ali Khan • 17 members

TERM
30 Oct 2007 – 29 Oct 2010

PURPOSE
Ease business and investment; cut red tape by simplifying obsolete rules.

RECOMMENDATIONS & FATE
Online gazette & pre-publication of rules
BG Press portal live; Rules of Business amended.

One-stop investment approval
Delivered through BIDA (One-Stop Service Act 2016).

Customs modernisation & land digitisation
Customs Act 2023; e-mutation and digital khatian ongoing.

Public Service Management • BPATC

Part 3 • Bangladesh

PART 3 • BANGLADESH

Fifty Years, Recurring Themes

Decentralisation & fiscal autonomy	Still largely central	Rationalising the ministries	Done to 24 (not cut)
Establishing the Ombudsman	Never created	Separation of the judiciary	Achieved 2007
Merit-based, classless service	Partial	Citizen-facing transparency	Implemented from 2007

Public Service Management • BPATC

Part 3 • Bangladesh

1982 • ARC

Administrative Reorganisation Committee

CHAIR
M. Nurun Nabi Chowdhury

FORMED
August 1982 • reported June 1986

PURPOSE
Rationalise a structure bloated by 25 years of unchecked growth.

RECOMMENDATIONS & FATE
Cut ministries from 36 to 22
Not done — the count instead grew toward 50.

Citizens Charter & service billboards
Introduced across offices in 2007.

Establish the Ombudsman
Law passed 1980 — office still not established 45+ years on.

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Part 3 • Bangladesh

2024–25 • PAGE

Reform Commission — Already Implemented

CHAIR
Abdul Muyeed Chowdhury

FORMED
3 Oct 2024 • reported 31 Jan 2025

CONTEXT
Govt of the July–August 2024 uprisings; a people-centred, service-minded administration.

ALREADY IMPLEMENTED
Police verification abolished for passports
Circular issued 19 February 2025.

Public hearings made mandatory
Ordained 30 July 2025 under the RTI Act.

NBR split; revenue policy vs management
Ordinance gazetted 12 May 2025.

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4 PART FOUR

Best Practices

Citizens Charter; Right to Information; grievance redress and participatory service delivery; Public Hearing

PART 4 • CITIZEN-CENTRIC

Social Accountability: Three Directions

Horizontal

One state body checks another — audit offices, anti-corruption commissions, the judiciary.

Vertical

Power-holders answer to those they affect — most visibly through elections.

Diagonal

Citizens and NGOs engage directly — participatory budgeting, citizen audits, public hearings.

PART 4 • CITIZEN-CENTRIC

Grievance Redress System

Channels

Marks of a good system

- Accessible
- Transparent
- Time-bound
- Fair
- Visible to leaders
- Learning-oriented

5

PART FIVE

Performance Management

From the APA to GPMS — moving from control and evaluation toward developing public servants.

PART 4 • CITIZEN-CENTRIC

Right to Information: A Human Right

Every citizen's right to access information held by public authorities — to ask how decisions are made and how public money is used.

Sweden, 1766
The world's first freedom-of-information law.

UDHR, Article 19
Recognised in the UDHR and the ICCPR.

SDG 16.10
Public access to information as a development target.

PART 4 • CITIZEN-CENTRIC

Participatory & Digital Service Delivery

Participation

- Ward Shava
- Public hearings
- Participatory budgeting
- Community scorecards
- Social audits
- Charter feedback

Digital platforms

- myGov
- data.gov.bd
- Digital Centres
- 999 / 333
- e-GP / e-payments
- Agency websites

Digital works only when understandable, inclusive, updated and connected to a responsible back office.

PART 4 • PERFORMANCE

Performance Management in Bangladesh Today

Not yet fully fledged
Employee performance, but does not systematically improve it.

Tactical, not strategic
Focused on annual tasks rather than long-term capability.

A central mechanism
Built in general and rare, not to motivate and develop.

The "Not Me" syndrome
Accountability diffuses across people, supervisors and government.

PART 4 • CITIZEN-CENTRIC

RTI Act 2009 in Practice

What the law requires

Any citizen may seek information from public authorities

Authorities must preserve, catalogue and disclose records

Designated Information Officers & appellate authorities

Unjustified denial can trigger appeal and penalties

Best practice: proactive disclosure

Publish structure, rules, service lists, fees, timelines and budgets — once, for everyone.

Fewer repeat requests and walk-ins; less hoarding and gatekeeping. Rule of thumb: publish once, serve many.

- Decentralization;
- The "new contractual" appointment in public administration;
- Accountability for performance;
- The separation of policy making from policy implementation; and
- The Citizens Charter initiative.

  - Cutting red tape 'shifting from systems in which people are accountable for following rules to systems in which they are answerable for achieving results';
  - Putting citizens first;
  - Empowering employees to get results;

SYNTHESIS

The Way Forward

01 **Disclose by default** Publish service standards, fees and timelines.

02 **Close the feedback loop** Turn complaints and ratings into changes in how services run.

03 **Engage before you design** Bring citizens in early — especially women, rural and disabled groups.

04 **Manage to develop, not to punish** Use GPMS to build capability and motivation, not only to rank.

05 **Connect the back office** A platform is only as good as the responsible office behind it.

Thank you for your engagement.

Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

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

Why Study Public Policy?

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

What is a Public Policy?

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

Session outlines

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

Define Public

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

What is a Public Policy?

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

Public Policy: The Underpinnings

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

What is a Public Policy?

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

What is a Public Policy?

Public policy is all about:

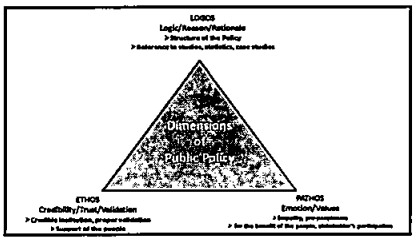
- The intentions of the legislative authority towards society
- The direction in which the legislator wants to steer society
- The way of utilization of national resources

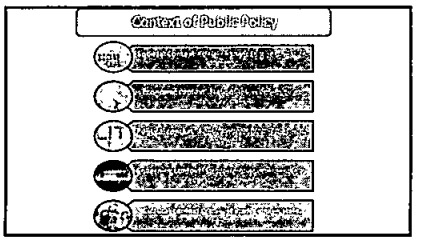
146

Public Policy

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

(Dye 1978)





Features of Public Policy

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

Rationales for Public Policy

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

Typology of Public Policy

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

What is the concern of Public Policy?

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

Public policy epitomizes...

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

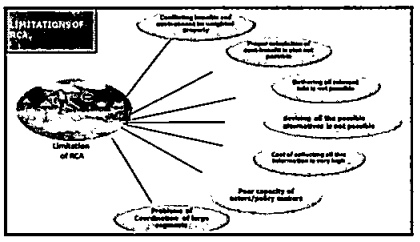
Typology of Public Policy

- **Redistributive Public Policy**
  - **Taken for changing social and economic status of underprivileged**
  - **Concerned with reducing disparity between and among the segments of society**
  - **Subsidy providing policy for farmers, VGF-VGD policy etc.**
  - **Progressive Tax Policy for transfer benefits to poorests 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**

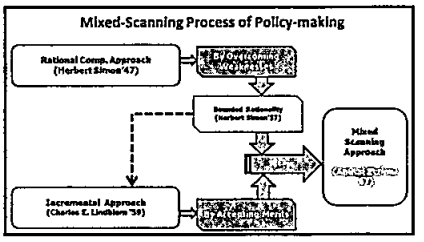
Typology of Public Policy

- 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)

LIMITATIONS OF RCA



Mixed-Scanning Process of Policy-making



Theories/Approaches of Public-making

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

From Rational Process to Carnegie Model (Bounded Rationality)

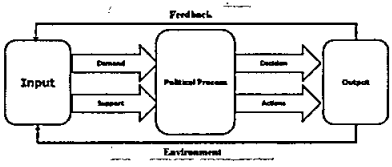
Bounded Rationality

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

The Political System Model



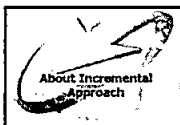
- The Right to Information Act, 2009 is the outcome of advocacy of Nanaimo Jenney Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendra

The Rational Model of Policy Making

Features

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

About Incremental Approach



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

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

Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

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

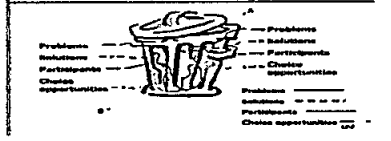
Good Public Policy

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

Criterion to be Public Policies

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

Garbage Can Model of Organizational Decision-Making



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

Good Public Policy

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

Sources of Public Policy

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

Please identify salient features of a good public policy

Success of Public Policy

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

Dynamics of Public Policy: Power

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

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

Dynamics of Public Policy Interests

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

- Types of Interests:
  - Public Interest – Collective welfare (e.g., education, health, security).
  - Private Interest – Specific group/individual benefit (e.g., business lobbying).
  - Conflicting Interests – Competing agendas create negotiation & compromise.
- Key Stakeholders: Government, political parties, pressure groups, NGOs, citizens.

Problem Analysis Templates will cover by someone

Public Policy Making Process

- Agenda setting/Problem Identification

.....is the process by which problems and alternatives solutions come to the attention of members of the public and government officials

- agencies & government officials meet to discuss the problem at hand

Public Policy Making Process

PHASE 1: INITIATION	
PHASE 2: GENERATION	• *Step 5:* Policy formulation, decision-making and policy drafting
PHASE 3: IMPLEMENTATION	• *Step 6:* Policy implementation
PHASE 4: EVALUATION	• *Step 7:* Policy monitoring and evaluation

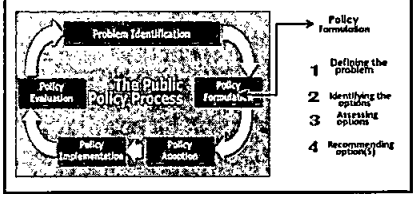
Stakeholders and sources of policy in the process

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

Agenda Setting (cont.)

- (Kingdon, 1995) – intersection of 3 largely independent sets of activities ("streams") flowing through society creates opportunities for issues to emerge onto the agenda
  - "Problem stream": bits of info available on the problem, 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*

Public Policy Making Process



Stakeholders and sources of policy in the process

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

Agenda setting/Problem Identification

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

Stakeholder engagement, consultation and co-ordination

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

Strong policy formulation need Policy Analysis

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

Criteria Used for Judging Policy Alternatives

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

Policy formulation

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

Qualifications of Policy Analysis for formulation

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

Main Parts to Public Policy-Making

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

Policy alternatives

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

Policy Analysis Criteria

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

Policy adoption

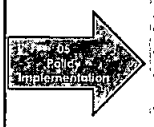
- deciding which proposed alternative will be used to handle the problem
- total process of developing and adopting policy
- giving legal force to decisions, or authorizing/justifying policy action

07151

Policy adoption

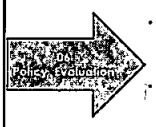
- Factors to consider
- Policy recommendations are normally drafted by senior managers and then referred to higher management authority for deliberation, approval and adoption
- It remains the responsibility of the highest decision-making authority (executive powers) to approve or reject a particular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

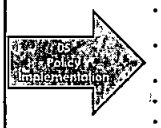


- policy evaluation is concerned with the estimation, assessment and appraisal of a particular policy (Anderson, 1994).
- It is a careful retrospective assessment of the merit, worth, and value of administration, output and outcome of government interventions as intended to play a role in future, practical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

Policy Content/Template

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

Policy Implementation

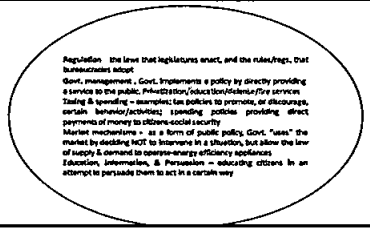


- Engaging implementing agencies
- Developing implementation strategies
- Planning/programming
- Resourcing
- Monitoring

Policy making bodies in Bangladesh

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

Instruments of Public Policy



Policy Evaluation

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

Nature of policy making in Bangladesh

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

CP 152

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

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

Heartiest Thanks!
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Module:3
Economic Management

Economic Growth: Concepts, History, Characteristics and Policies

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

26.07.2026

Formal definition of economic growth

Change in "real" GDP

We denote change of any variable between two periods by 'Δ' (delta). Suppose that, GDP in year t is Y_t and in year t-1 is Y_{t-1}. Therefore,

$$\Delta Y = Y_t - Y_{t-1}$$

Economic growth is the percentage change of output,

$$g = \frac{\Delta Y}{Y} = \frac{Y_t - Y_{t-1}}{Y_{t-1}}$$

This base year, Y_{t-1} is very important as the rate of growth depends on which base year we choose. If GDP is low in the base year, the growth rate will be very high in the following year and vice versa.

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

Year	Growth rate
2005-06	-
2006-07	7.06
2007-08	6.01
2008-09	5.05
2009-10	5.57
2010-11	6.46
2011-12	6.52
2012-13	6.01
2013-14	6.06
2014-15	6.55
2015-16	7.11

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

Thus we have:

$$g_{ii} = \frac{7.06+6.01+5.05+5.57+6.46+6.52+6.01+6.06+6.55+7.11}{10} = 6.24\%$$

Broader picture: Macro vs. micro economics

All economic issues are broadly divided into two broad groups – microeconomics and macroeconomics.

Microeconomics
Microeconomics deals with the behavior of individual households and firms [commodity price]

Macroeconomics
Macroeconomics helps us see the economy-wide broad picture [inflation].

Macroeconomics evolve around two broad questions:
1. How an economy grows over time? Why some economies grow faster than others? How to foster growth?
2. Why an economy experiences ups and downs and how to mitigate this fluctuation?

How do we calculate annual growth for a long period?

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

FY	Real GDP
2005-06	482337
2006-07	536383
2007-08	572437
2008-09	575036
2009-10	607097
2010-11	646343
2011-12	688990
2012-13	724906
2013-14	774136
2014-15	824862
2015-16	883539

There are 3 ways to calculate it:

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

The formula is: $g_{iii} = [Y_n/Y_0]^{1/n} - 1$

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

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

$Y_1 = Y_0(1+g)$, $Y_2 = Y_1(1+g) = Y_0(1+g)^2$, Similarly, $Y_n = Y_0(1+g)^n$

Therefore, $g_{iii} = [Y_n/Y_0]^{1/n} - 1$

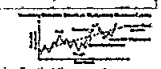
In our example, $g_{iii} = (824862/482337)^{1/10} - 1 = 5.51\%$

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

Growth vs. fluctuation

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

What is growth in laymen terms?



Improvement of standard of living

When economic growth persists, it simply implies that the current generation enjoys higher living standard than the previous generations.

If we compare our standard of living with our ancestors, in most cases we will find that this has improved substantially.

This is growth! We can feel it.

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

$$g_i = \frac{1}{10} \cdot \left[\frac{Y_{2015-16} - Y_{2005-06}}{Y_{2005-06}}\right] \times 100$$
$$= \frac{1}{10} \times \left[\frac{883539 - 482337}{482337}\right] \times 100$$
$$= 8.32\%$$

'Rule of 70'

It is a handy formula we use frequently to calculate the length of time needed for some growing variable to double. This is an approximation.

Suppose a variable X is growing at an annual rate of 'g' starting from time t=0. Therefore, at time t, the value of X is:

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

Time to double = 70 / growth rate

Determinants of economic growth

Production Function

The central idea of economic growth is that something has to be produced.

When an economy keeps on producing additional output every year, the economy grows and the standard of living of the people improves.

But what keeps the economy growing all the time?

Land, labor and capital are the three inputs required to produce output. These inputs are called 'factors of production'.

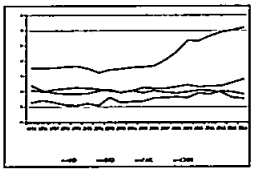
A production function describes the maximum output that a firm can produce for all combinations of inputs. Formally,
Output = Total Factor Productivity, F (Labor, Capital, Land)

Total Factor Productivity (TFP) shows how effectively the factors of production can be transformed into output. For the sake of simplicity, let us assume that there are only two factors of production, labor (L) and capital (K). Therefore, we have:

$$Y = A.F(L, K)$$

Other factors: policies, institutions, history, culture, geography, etc. ⇨ all impact L and K

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



What is productivity?

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

Technology is the ways and methods of combining inputs, both physical and human capital, into output.

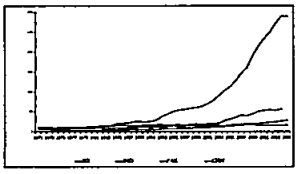
On the other hand, organizational efficiency measures the organizational structure of the production process – how inputs are translated into outputs for a given technology.

It is important to distinguish technology from capital stock. A computer is is a capital whereas the software it uses is a technology.

Skill of employees: how proficiently employees perform a task

Contribution of capital, labor, human capital, productivity

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



Capital Stock

We distinguish between physical capital and financial capital.

By capital stock, we strictly mean physical capital which is used as an input into the production and remains unchanged after the production takes place.

Simply put, it is the tools and machines that make labor more productive – workers can produce more output in lesser time using capital stock.

Capital has to be productive, by definition. That is, countries with higher capital per worker have higher level of output per worker than the countries with low capital per worker.

Historical context [pre-historic period]

In the prehistoric period, there was hardly any difference in living standard across different regions in the hunter-gatherer society. The consumption basket was quite similar with varying degrees of hunting and gathering activities.

When people learned how to farm and domesticate animals in around 11,000 BC, it increased their food production and made them less dependent on nature.

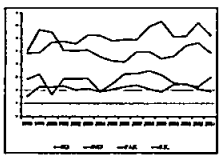
This increased production of food could support larger population and as a result population grew very fast.

The larger number of people allows some of them to spend time on making tools and specialize on other non-food activities.

This leads to proliferation of other professions in the society, grown out of the surplus of agricultural output. ⇨ cities emerged; rural economy could feed urban population

This is how the first civilization started and it is the beginning of the differences in the living standard across different regions of the globe.

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



Gross Capital Formation (physical investment)

Gross Capital Formation or Gross Domestic Investment is the addition to the existing stock of capital of the economy through investments undertaken in a given year.

It includes both additions to the fixed assets of the economy (such as land improvements, machinery purchases, construction of factories and plants, building roads, hospitals schools etc.)

and net changes in the level of inventories (which includes work in progress, partially completed goods and unsold goods).

Therefore, gross capital formation shows what is newly added to the capital stock of an economy in a year.

- Factor of production: Gross Capital Formation per capita – Developing Countries (constant 2010 USD)
- Factor of production: Government Expenditure on Education (% of GDP)
- Public Expenditure on Health – Developing countries (% of GDP)

The role of geography and the shift to land

Historians attribute favorable geography and climate to rise of civilization and it only occurred in some parts of the world but not in all places.

Therefore, differences in geography and climate offer the first explanation of economic growth for some regions and it was the beginning of the regional disparity in living standard on earth.

Industrial revolution

When the practice of agriculture became widespread across the globe, it is the land which was considered the main source of accumulation of wealth and thus the economic growth.

Ownership of land contributed to the main source of differences in income across and within regions for thousands of years

Trade also contributed; agricultural products, minerals, products produced in cottage industries

17th century A.D., was the turning point when machines started to take over the power of the draught.

The industrial revolution that started in United Kingdom in 1750s completely changed the process of production

New tools and machines increased the productivity of labor by astronomical folds.

For example, it took about 500 man hours to convert one pound of cotton to threads ⇨ and after the invention of new spinning machine, ⇨ it was reduced to only 3 hours!

East Bengal [1900-1947]

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

1. Post-Independence Struggles (1972-1974)

Context:
- Economy devastated by the 1971 Liberation War.
- Widespread destruction of infrastructure, including transport and communication networks.
- Disruption of trade links and loss of skilled manpower.

Policies:
- Initial focus on a socialist model with state-controlled industries.
- Nationalization of major industries, banks, and insurance companies.
- Implementation of price controls and rationing systems for essential goods.

Performance:
- Severe food shortages and famine [1974].
- Compounded by natural disasters like floods, leading to significant loss of life.
- Low industrial output.
  - Due to mismanagement, lack of raw materials, and labor unrest in nationalized sectors.
- Heavy reliance on foreign aid for reconstruction.
  - International assistance was crucial for immediate relief and rebuilding efforts.

Why industrial revolution took place in UK, not in other European country or China?

Coal

Coal gives one plausible argument: during that period coal was found abundant in UK, unlike other regions, which was the main source of power for steam engine.

Wages

The wages of industrial workers were also very high in UK compared to other parts of Europe. So, the entrepreneurs were actively searching for means for cutting down the production cost.

[pandemic, plague]

Institutions

Moreover, it is also argued that economic and political institutions (e.g., private property rights, patents, etc.) were more conducive for innovation in UK than other regions.

GDP per Capita (2005 Dollars) since 1820

Ownership of industries in pre-partition (1947)

Industry	Owners of industrial capital (Primary)	Secondary	Remarks
Cotton	Bengali	Marwari	•
Jute press	British, other European, Marwari	Bengali	Marwari shares increased
Tea	British	Bengali	
Sugar	Marwari, British	Bengali	
Cement	Punjabi, Bengali	Marwari	
Hosiery	Bengali		
Tannery	Bengali	•	
Rice mills	Bengali	Marwari	•

No sign of Bengali Muslim industrialists!

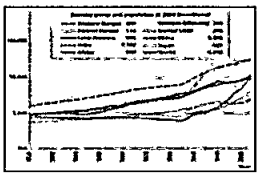
1. 2. Period of Modest Growth with Reforms (1975-1990)

Context:
Political instability and slow-moving policy shifts.

Policies:
- Gradual move away from socialism began in the late 1970s.
- More significant market-oriented reforms initiated in the 1980s, including denationalization of industries and promotion of private investment, privatization of trust markets.
- Population control and food security were the policy thrust

Performance:
- GDP growth remained modest, averaging around 3-4%.
- The Ready-Made Garment (RMG) industry began to emerge as a critical export sector; Pharmaceutical took off
- Agriculture, particularly food grain production, saw improvement with the spread of High Yield Varieties (HYVs).

GDP per Capita (2005 Dollars) since 1820



Pakistan period: Structure of East Pakistan economy, 1949/50-1969/70

Year	GDP (Million Rs.)	GPD per capita (USD)	Agriculture (%)	Large-scale Industry (%)	Small-scale Industry (%)	Construction Transport Power (%)	Services (%)
1949/50	12,374	283	65.2	0.8	3.3	5.6	25.3
1954/55	13,814	290	63.9	1.4	3.3	4.6	25.7
1959/61	15,330	267	62.6	3.0	3.4	7.5	23.5
1963/64	17,853	304	59.4	3.1	3.1	11.3	22.8
1966/67	18,738	290	55.9	5.0	3.2	12.2	23.7
1969/70	22,317	316	55.3	6.0	2.9	12.8	23.0

- Two decades of stagnation! But large industries flourish: Jute and cotton
- Bengali Muslim Industrialists Emerged after 1965

Source: A. R. Khan (1972), page-47

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

Context:
Return to parliamentary democracy in 1991 accelerated economic liberalization.

Policies:
- Major trade liberalization, financial sector reforms, and encouragement of foreign direct investment (FDI).

Performance:
- GDP growth accelerated, averaging 5-6%.
- The RMG sector became the engine of export growth and industrialization.
- Significant progress in achieving food self-sufficiency
- Strong growth in remittances from Bangladeshi working abroad.

4. Steady Growth (2011-2020)

Context:
Consolidation of macroeconomic stability.

Policies:
Disproportionately higher Focus on infrastructure development (!)

Performance:
- Sustained high GDP growth, often exceeding 6%.
- Graduation from a Low-Income Country (LIC) to a Lower-Middle-Income Country (LMIC) in 2015.
- Met criteria for graduation from the UN's Least Developed Country (LDC) list in 2021.
- Continued dominance of the RMG sector and strong remittance inflows.
- Domestic demand catering industries grew
- Quality of Governance was an issue

Role of growth in reducing poverty is diminishing

What could be the probable reasons for growth becoming ineffective in reducing poverty?

Two reasons are plausible:

(i) drivers of growth might have become ineffective and

(ii) drivers of growth might have changed.

Factors of production have to increased and improved

Greater investment in education and health [education, health policy]

Greater investment in skill development [skill development policy]

Greater investment in technology transfer and adoption [industrial, technology policy]

Characteristics of growth (inclusiveness)

Pro-poor growth

Bangladesh's rapid growth in recent years has been argued to be inclusive and pro-poor.

Elasticity of poverty with respect to economic growth

This has been large, but it is declining

Implications of diminishing returns from growth

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

⇨

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

Strong industrial policy has to be implemented

- - Direct involvement of government in supporting local industries
- - Enabling environment for industries has to be improved (port, custom, infrastructure, power, etc.)
- - Efficiency of public sector has to be improved
- - Political stability has to be maintained

The drivers of growth are pro-poor

Ready Made Garments (RMG)

- Create employment of more than 4 million people, mostly poor
- Create demand for goods and services ⇨ give rise to other industries (cheap cosmetics)

Remittances

- A huge boos to rural economy (USD 25 billion)
- Creates local demand (construction materials, consumer durables, etc.)

Growth policies: Promoting growth

- Its also an RFL-Walton story! [domestic demand led growth]
- Policies to spur domestic demand [tourism, consolidated holidays, city centers in every union]

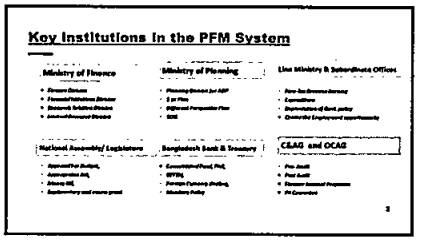
Thank You!

Budget Making Process & MTBF

Md Hasanul Matin
Additional Secretary
Finance Division
Ministry Of Finance

August 06, 2026, BPATC, Savar, Dhaka

Key Institutions in the PFM System



Legal Background (2)

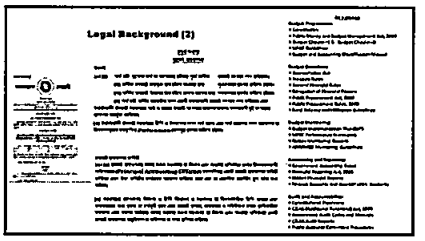
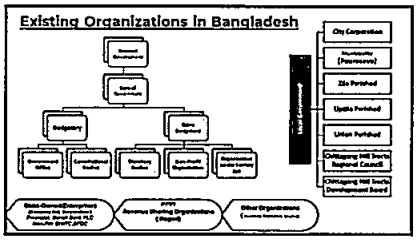


Table of Contents

Introduction & PFM
Legal Background
MTBF, its Objectives
Budget Preparation Process
MTMF & Macroeconomic issues
Three-year Phases of MTBF
Appraisal of Budget
National Budget 2026-27
Challenges & Way out

Existing Organizations in Bangladesh



Budget: What it is...

A budget is ...

"...a set of resources applied to achieve a specific objective..."

Traditionally, an account of income and expenditure of Govt.

... an 'action plan' not just a 'funding plan'

What is an MTBF?

A budgeting approach that

adopts a medium-term perspective to budgeting (3-5 years)

links Government's policy priorities to resource allocations and resource allocations to performance

emphasizes the efficient use of limited public resources for results

Underscores both top-down and bottom-up process to determine resource needs

The Budget is a political policy statement of the Government with financial resources

Public Financial Management (PFM)

PFM refers to the processes, policies, and systems that govern how public resources are raised, allocated, managed, and accounted for by the government.

It includes all aspects of government finance, such as budgeting, revenue collection, expenditure management, and financial reporting

PFM ensures that public funds are used efficiently, effectively, and transparently to meet the country's policy goals

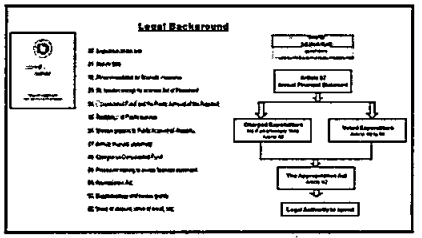
Dimension of PFM

- *Fiscal Management*
- *Operational Management*
- *Fiduciary Risk Management*
- *Governance*

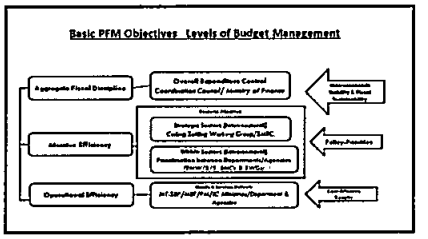
Key Component of PFM

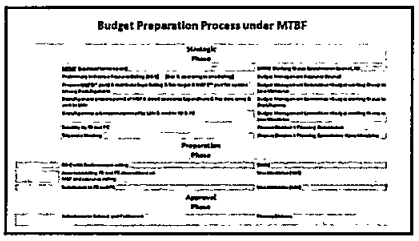
Revenue | Expenditure | Budgeting | Borrowing | Monitoring

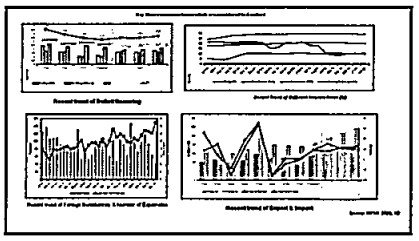
Legal Background

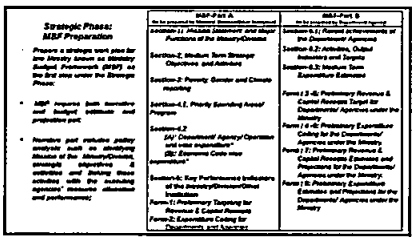


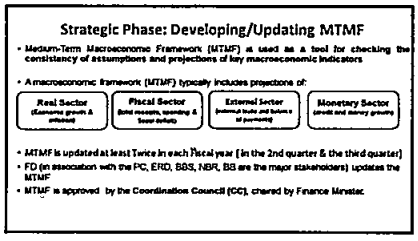
Basic PFM Objectives Levels of Budget Management

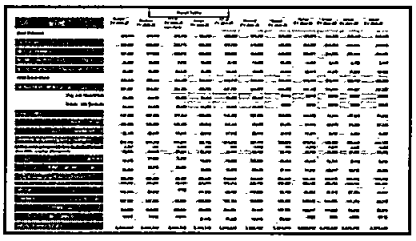


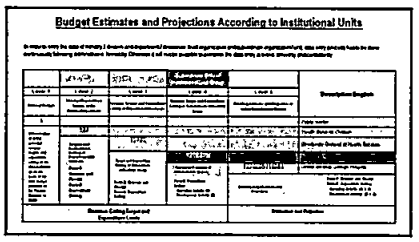

Budget Preparation Process under MTBF
Strategic Phase
Preparation Phase
Approval Phase

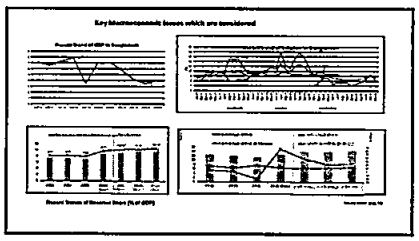


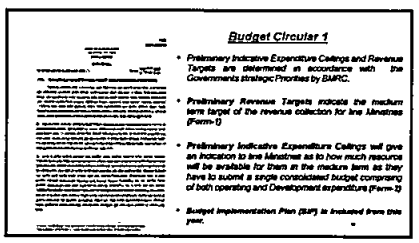

Strategic Phase: MBF Preparation

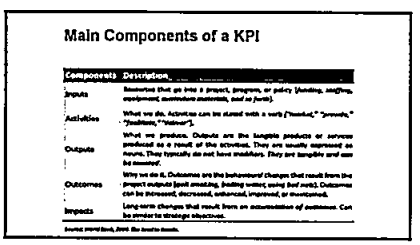

Strategic Phase: Developing/Updating MTMF
Medium-Term Macroeconomic Framework (MTMF) is used as a tool for checking the consistency of assumptions and projections of key macroeconomic indicators
A macroeconomic framework (MTMF) typically includes projections of:
Real Sector
Fiscal Sector
External Sector
Monetary Sector
MTMF is updated at least Twice in each Fiscal year (in the 2nd quarter & the third quarter)
FD (in association with the PC, ERD, BBS, NBR, BB are the major stakeholders) updates the MTMF
MTMF is approved by the Coordination Council (CC), chaired by Finance Minister.

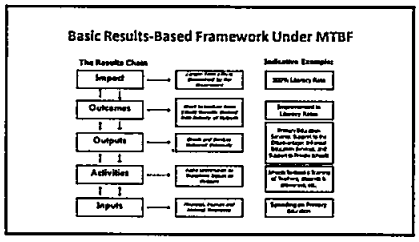


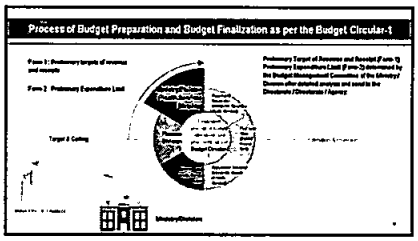

Budget Estimates and Projections According to Institutional Units

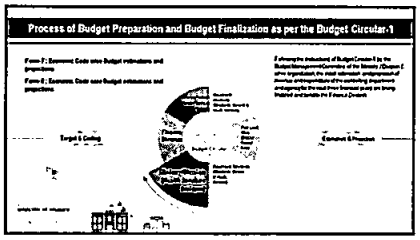

Key Macroeconomic Issues which are considered

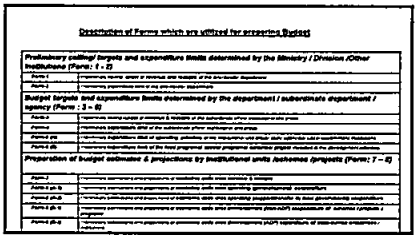

Budget Circular 1
Preliminary Indicative Expenditure Ceilings and Revenue Targets are determined in accordance with the Governments strategic Priorities by BMRC.
Preliminary Revenue Targets indicate the medium term target of the revenue collection for line Ministries (Form-1)
Preliminary Indicative Expenditure Ceilings will give an indication to line Ministries as to how much resource will be available for them in the medium term as they have to submit a single consolidated budget comprising of both operating and Development expenditure (Form-2)
Budget Implementation Plan (BIP) is finalized from this year.

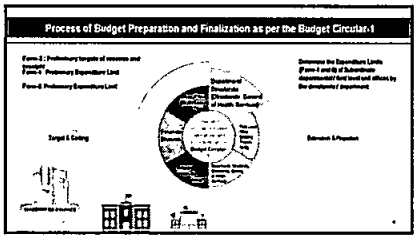

Main Components of a KPI
Components
Description
Inputs
Activities
Outputs
Outcomes
Impacts

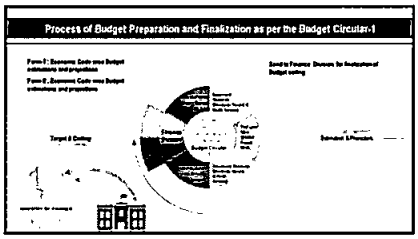

Basic Results-Based Framework Under MTBF
The Results Chain
Indicative Examples
Impact
Outcomes
Outputs
Activities
Inputs

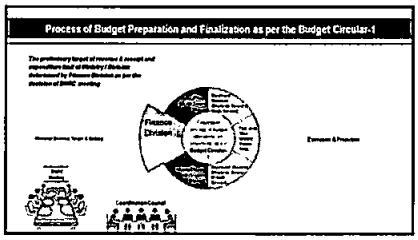

Process of Budget Preparation and Budget Finalization as per the Budget Circular-1

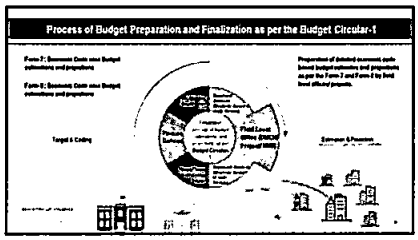

Process of Budget Preparation and Budget Finalization as per the Budget Circular-1

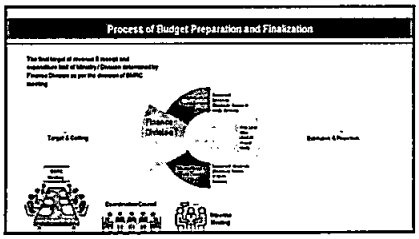

Description of Forms which are utilized for preparing Budget

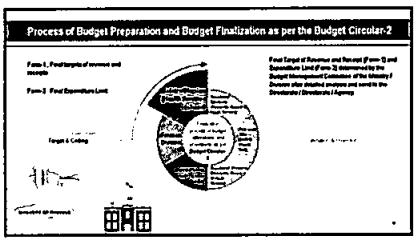

Process of Budget Preparation and Finalization as per the Budget Circular-1

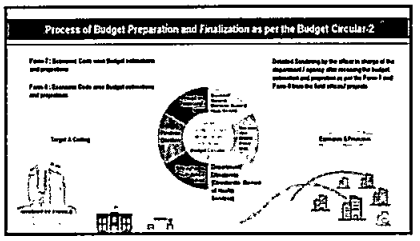

Process of Budget Preparation and Finalization as per the Budget Circular-1

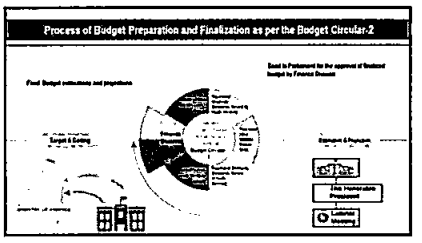

Process of Budget Preparation and Finalization as per the Budget Circular-1

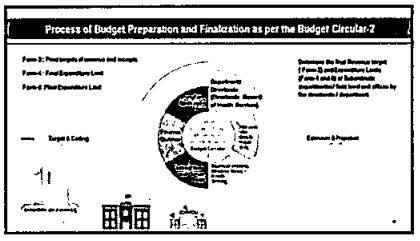

Process of Budget Preparation and Finalization as per the Budget Circular-1

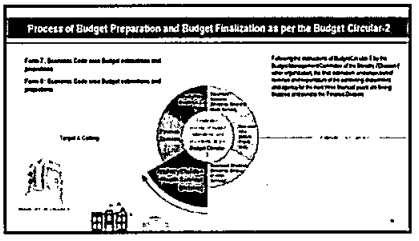

Process of Budget Preparation and Finalization

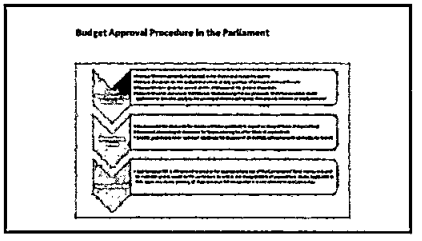

Process of Budget Preparation and Budget Finalization as per the Budget Circular-2

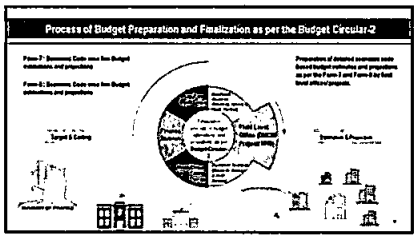

Process of Budget Preparation and Finalization as per the Budget Circular-2

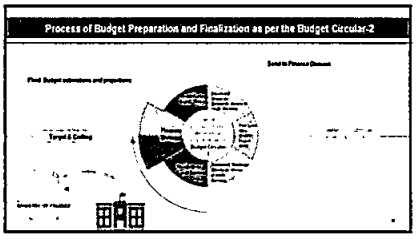

Process of Budget Preparation and Finalization as per the Budget Circular-2

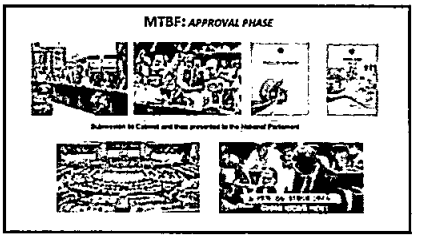

Process of Budget Preparation and Finalization as per the Budget Circular-2

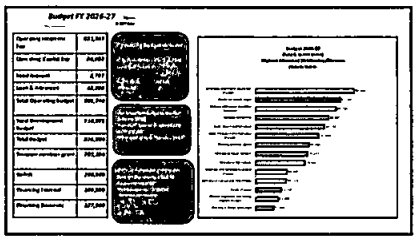

Process of Budget Preparation and Finalization as per the Budget Circular-2


Budget Approval Procedure in the Parliament

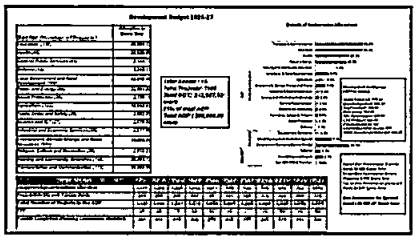

Process of Budget Preparation and Finalization as per the Budget Circular-2


Process of Budget Preparation and Finalization as per the Budget Circular-2


MTBF: APPROVAL PHASE



To Overcome the Challenges.	
Way out	Increase the efficiency of Tax Administration with expansion of the area of tax and VAT
	For collection of the revenue the automation system must be strengthened.
	By Adjustment of the price in tolerant level by step by step will help to reduce subsidies.
	Structural reform may help to increasing the domestic & foreign direct investment
	Strengthening the monitoring for implementation of ADP.

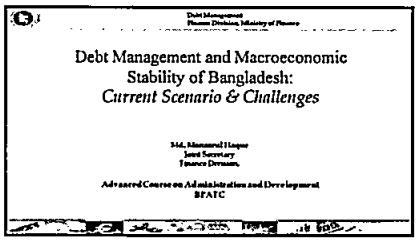


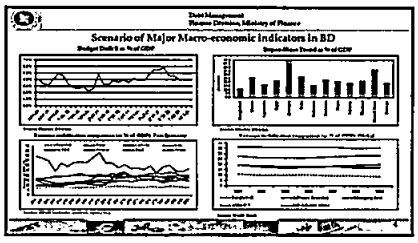
Any Questions
or any Comments

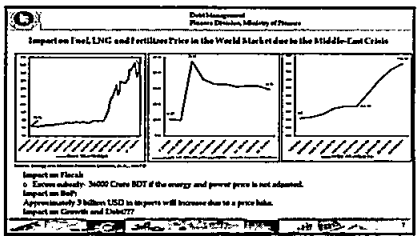
Challenges for the Next Budget	
Challenges	Inflation control
	Achievements of the revenue Targets
	Providing Funds to the Development projects after the payment of subsidies for Power, Energy, fertilizer etc.
	To continue the structural reform for increasing the domestic & foreign direct investment
	To maintain the debt sustainability scale up of the revenue earning should be increased.

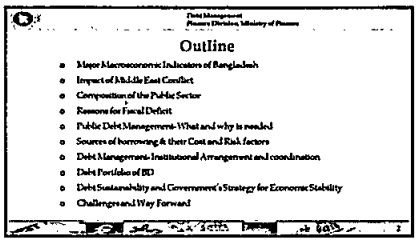
THANKS

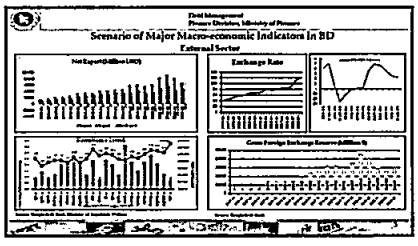
hasanulm@finance.gov.bd
+88 01710 959244
Finance Division, Ministry of Finance
Bangladesh Secretariat, Dhaka

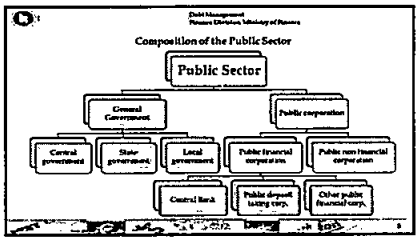

Debt Management
Finance Division, Ministry of Finance
Debt Management and Macroeconomic Stability of Bangladesh:
Current Scenario & Challenges
Md. Mamunul Haque
Joint Secretary
Finance Division,
Advanced Course on Administration and Development
BPATC

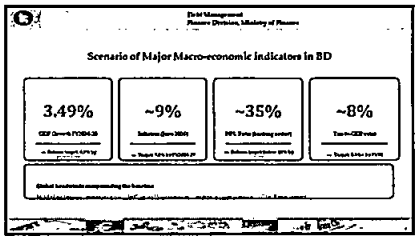

Debt Management
Finance Division, Ministry of Finance
Scenario of Major Macro-economic Indicators in BD

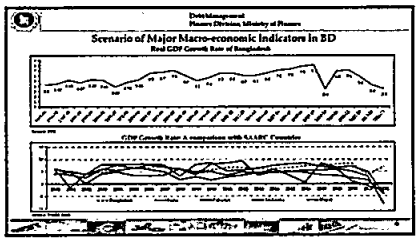

Debt Management
Finance Division, Ministry of Finance
Impact on Fuel, LNG and Fertilizer Price in the World Market due to the Middle-East Crisis
Impact on Fiscal
Impact on BoP
Impact on Growth and Debt??

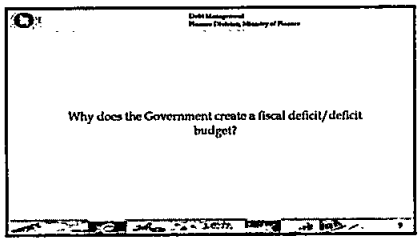

Debt Management
Finance Division, Ministry of Finance
Outline
Major Macroeconomic Indicators of Bangladesh
Impact of Middle East Conflict
Composition of the Public Sector
Reasons for Fiscal Deficit
Public Debt Management- What and why is needed
Sources of borrowing & their Cost and Risk factors
Debt Management- Institutional Arrangement and coordination
Debt Portfolio of BD
Debt Sustainability and Government's Strategy for Economic Stability
Challenges and Way Forward

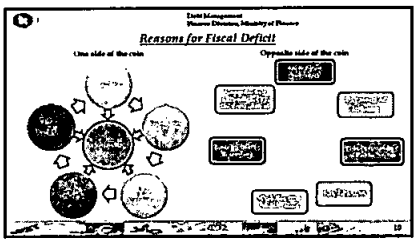

Debt Management
Finance Division, Ministry of Finance
Scenario of Major Macro-economic Indicators in BD
External Sector
Exchange Rate

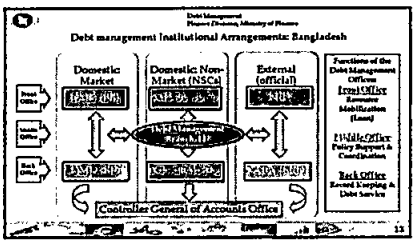

Debt Management
Finance Division, Ministry of Finance
Composition of the Public Sector
Public Sector
General Government
Public corporation
Central government
State government
Local government
Public financial corporation
Public non financial corporation
Central Bank
Public deposit taking corp.
Other public financial corp.

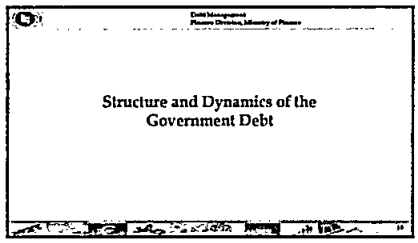

Debt Management
Finance Division, Ministry of Finance
Scenario of Major Macro-economic Indicators in BD
3.49%
~9%
~35%
~8%

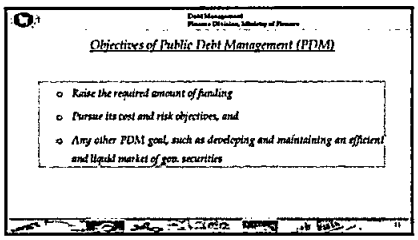

Debt Management
Finance Division, Ministry of Finance
Scenario of Major Macro-economic Indicators in BD
Real GDP Growth Rate of Bangladesh

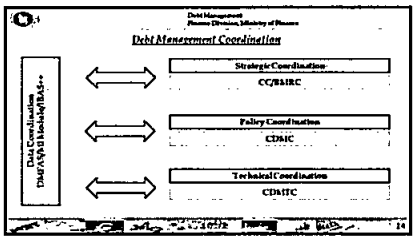

Debt Management
Finance Division, Ministry of Finance
Why does the Government create a fiscal deficit/deficit budget?

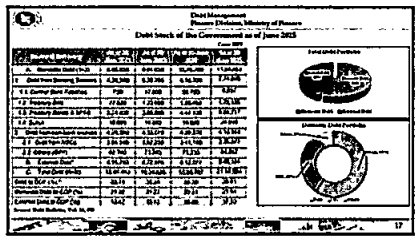

Reasons for Fiscal Deficit

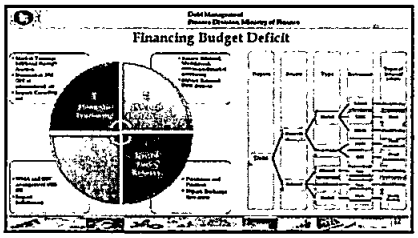

Debt management Institutional Arrangements: Bangladesh
Domestic Market
Domestic Non-Market (NSCs)
External (official)
Controller General of Accounts Office

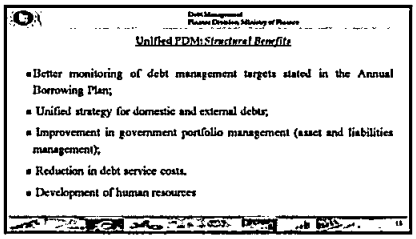

Structure and Dynamics of the Government Debt

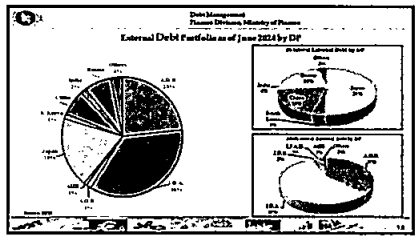

Objectives of Public Debt Management (PDM)
Raise the required amount of funding
Pursue its cost and risk objectives, and
Any other PDM goal, such as developing and maintaining an efficient and liquid market of gov. securities

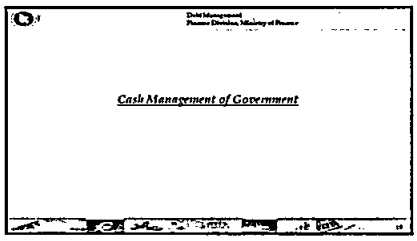

Debt Menevement Coordination
Strategic Coordination
CC/BAIRC
Policy Coordination
CDMC
Technical Coordination
CDMTC

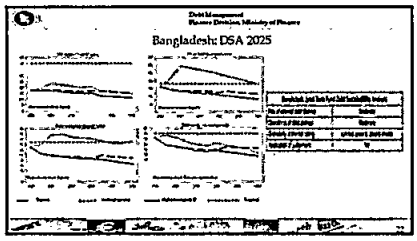


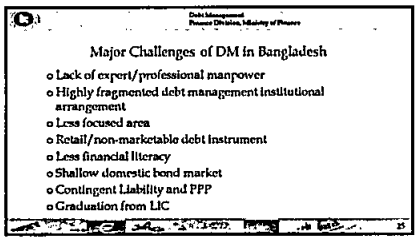

Financing Budget Deficit

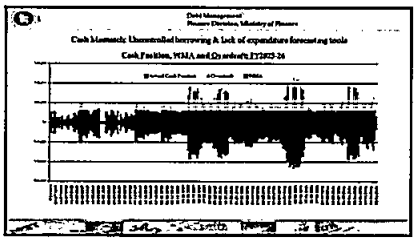

Unified PDM: Structural Benefits
Better monitoring of debt management targets stated in the Annual Borrowing Plan;
Unified strategy for domestic and external debts;
Improvement in government portfolio management (asset and liabilities management);
Reduction in debt service costs.
Development of human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

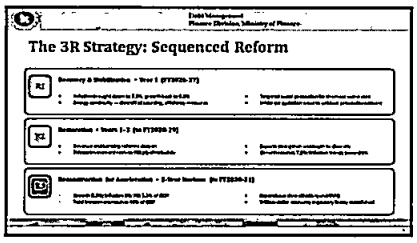

External Debt Portfolio as of June 2024 by DP

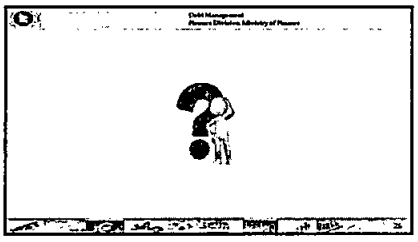

Cash Management of Government

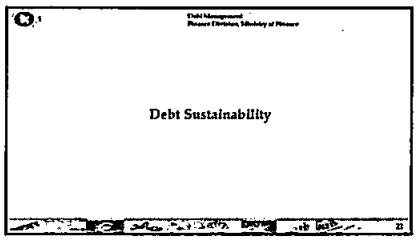

Bangladesh DSA 2025

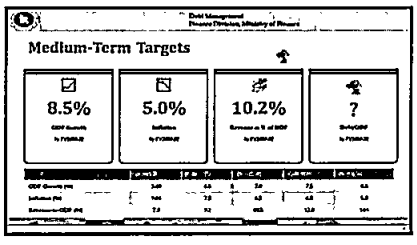

Major Challenges of DM in Bangladesh
Lack of expert/professional manpower
Highly fragmented debt management institutional arrangement
Less focused area
Retail/non-marketable debt instrument
Less financial literacy
Shallow domestic bond market
Contingent Liability and PPP
Graduation from LIC

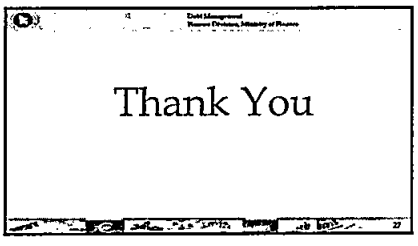

Cash Mismatch: Uncontrolled borrowing & lack of expenditure forecasting tools


The 3R Strategy: Sequenced Reform




Debt Sustainability


Medium-Term Targets
8.5%
5.0%
10.2%
?


Thank You

Module:4
Artificial Intelligence (AI) in Governance

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

DIGITAL PLATFORM AND CYBER SECURITY

(Showcasing the flip side of a coin)

Major General
Ibne Fazal Shayekhuzzaman, Retd
26 July 2026

1

DIGITAL PLATFORM AND CYBER SECURITY

4

Reality Check of Cyber Security

- ✓ *Cyber Security vs National Security*
- ✓ *Extreme Lack of Awareness*
- ✓ *Digital Sovereignty*
- ✓ *Exponential Growth*
- ✓ *Technological Singularity*
- ✓ *Cyber Vulnerabilities*
- ✓ *Societal and Psychological transformation.*

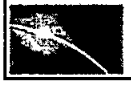
7

Digital Platform

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

Examples:

- *Social media: Facebook, YouTube*
- *E-commerce: Amazon*
- *Communication: Zoom*
- *Financial platforms: mobile banking and digital payment systems*



5

Cyber Security

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

8

INTRODUCTION

3

Cyber Security

Cyber security refers to the protection of:

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

From:

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

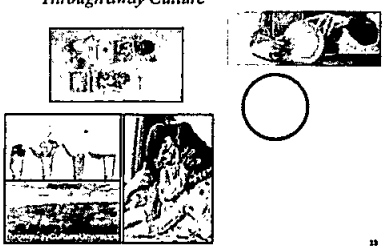
6

OVER CONNECTED WORLD AND THE NEW GENERATION

9

Over connected world and the new civilization

Through away Culture



Ashrafut Makhluqat

Ability to think — *Declining*

meaningful societal living — *Declining*

Over connected world and the new civilization

Family pattern:

Joint Family

⇨ *Nuclear Family*

⇨ *Individual Entity*

FATHER	MOTHER
CHILD	CHILD

The New World Order

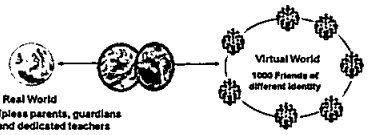
The generations know all, be it beauty or the beast

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

Blind respect, humility & tolerance would largely be missing

Major Iniquities

Real world versus virtual world



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SHIFT OF CRIME PATTERN

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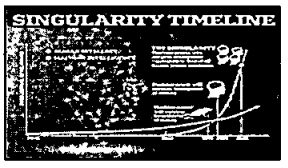
Technological Singularity



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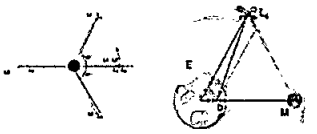
COLLINS' HEARTLAND THEORY OF MID 21ST CENTURY



Note: L4 and L5 are lunar liberation points

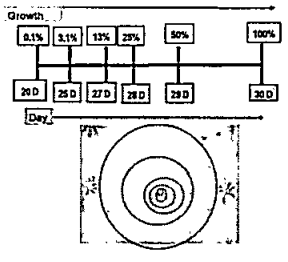
THEORY OF EXPONENTS AND EXPONENTIAL

Reshaping the future of people, Nations and Business

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

THREAT TO CYBER SECURITY - A CASE STUDY

THEORY OF EXPONENTS AND EXPONENTIAL



Heartland Theory

Mackinder's Heartland Theory of 20th Century

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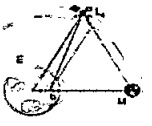

THREAT TO CYBER SECURITY - A CASE STUDY

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

DEFINITIONS

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

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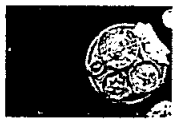
TRANSFORMATION OF MILITARY STRATEGY

THERE IS NO FREE LUNCH



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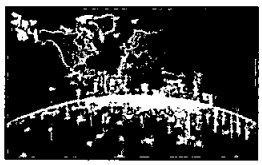
Cyber Hegemony

(Bangladesh is digitally connected, but not digitally sovereign)



THERE IS NO FREE LUNCH

1. We use the state of art communication technology for free.

2. We are not the customers, we are the products.

3. All actions are data mined.

4. Birth of Google

5. You have free search and Google has $1 trillion valuation.

INTEGRATED CYBER ATTACK

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

(US vs China Cyber Hegemony at a Glance)

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

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Intention of the Superpowers

1. How Homeland Security knows you so well, when you yourself don't know enough.

2. Incident of Van Brayan.

3. Incident of Indonesian Army Chief in 2019.

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CYBER SECURITY BANGLADESH SCENARIO

DATA ENCRYPTION

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

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8. *SIRI keeps your voice for two years.*
9. *IP Address, MAC address and IMEI numbers.*
10. *Invisible digital marking files called Cookies.*

COMMUNICATION MEDIA

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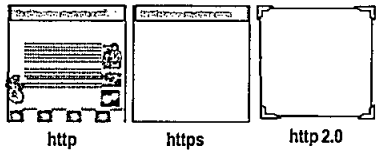
2. *Voice (Mobile and PSTN).*
3. *SAT Phone.*
4. *Radio Communications.*

DATA ENCRYPTION



http: Hypertext Transfer Protocol
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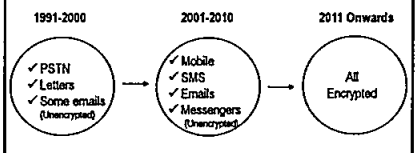
12. *The details of your searches you wouldn't dream of sharing with your closest friend are being filtered into a big computer algorithm in the sky and sold for billions. This is why you have a free search and Google has 1 Trillion valuation.*

INTERNET ASSOCIATES

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

COMMUNICATION PATTERN SHIFT



BIG DATA

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INTERNET PROTOCOL ADDRESS

IPv4: Internet Protocol version 4 (1982)

IPv6: Internet Protocol version 6 (2012)

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

DATA MINE

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

IP ADDRESS

IPv4 (1982)

↓

World (400 Crore)

↓

Asia Pacific (37 Crore)

↓

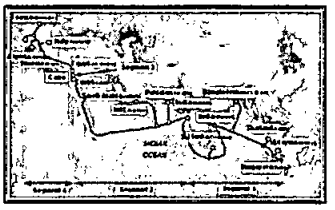
Bangladesh (12.6 Lac)

↓

12. 6 lac IP address for 10 crore subscriber

Subscriber | *Subscriber* | *Subscriber*

ITC vs SUBMARINE CABLE



(SEA ME WE)

INTERNET PROTOCOL ADDRESS

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

REALITY

Data interception will be pretty difficult

ENCRYPTION	IPV4	BIG DATA
Deny access to Information	*Deny access to criminals*	*Create time lag*

ITC vs SUBMARINE CABLE

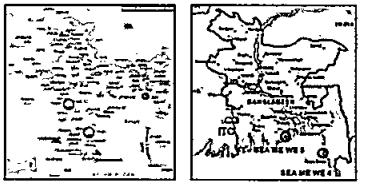


FIGURE 1 FIGURE 2

171

Change Management

1980s: Early Digital and Automation Era:

Key Technologies

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

1990s: Internet and Globalization Era

Key Technologies

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

Generation X

Workplace Characteristics:

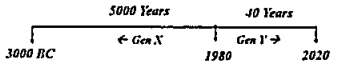
- *Value job security*
- *Prefer structured communication*
- *Respect hierarchy*
- *Skeptical of sudden change*

Generation Y

Workplace Characteristics:

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

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



2000 - 2010: Mobile and Digital Integration Era

Key Technologies

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

2010 - 2020: Data, AI & Platform Economy Era

Key Technologies

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

Generation Z

Workplace Characteristics:

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

Ever Changing Nature of the Society

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

Generation Categories:

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

Post 2020 Future Projection

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

National Cyber Vulnerabilities

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

THANK YOU

How to Manage Cyber Risk

1. *Nationwide Cyber Awareness*
2. *Cyber Legal & Regulatory Framework*
3. *Cyber Workforce Development*
4. *National Cyber Strategy*
5. *Data Sovereignty Policy*
6. *AI-Enabled Cyber Defense*
7. *International Cooperation*

END NOTE .....

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

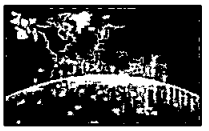
DIGITAL PLATFORM AND CYBER SECURITY

(Showcasing the flip side of a coin)

Major General
Ibne Fazal Shayekhuzzaman, Retd
26 July 2026

1

DIGITAL PLATFORM AND CYBER SECURITY



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Reality Check of Cyber Security

- ✓ *Cyber Security vs National Security*
- ✓ *Extreme Lack of Awareness*
- ✓ *Digital Sovereignty*
- ✓ *Exponential Growth*
- ✓ *Technological Singularity*
- ✓ *Cyber Vulnerabilities*
- ✓ *Societal and Psychological transformation.*

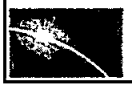
7

Digital Platform

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

Examples:

- *Social media: Facebook, YouTube*
- *E-commerce: Amazon*
- *Communication: Zoom*
- *Financial platforms: mobile banking and digital payment systems*



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Cyber Security

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

8

INTRODUCTION

3

Cyber Security

Cyber security refers to the protection of:

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

From:

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

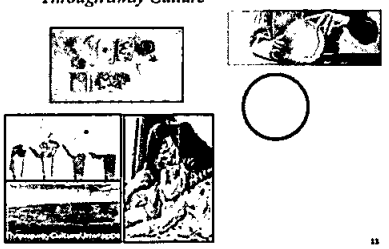
6

OVER CONNECTED WORLD AND THE NEW GENERATION

9

Over connected world and the new civilization

Through away Culture



Ashraful Makhluqat

Ability to think — *Declining*

meaningful societal living — *Declining*

Over connected world and the new civilization

Family pattern:

Joint Family

⇨ *Nuclear Family*

⇨ *Individual Entity*

FATHER	MOTHER
CHILD	CHILD

The New World Order

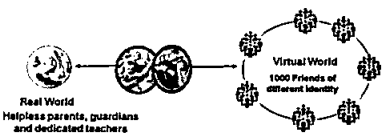
The generations know all, be it beauty or the beast

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

Blind respect, humility & tolerance would largely be missing

Major Iniquities

Real world versus virtual world



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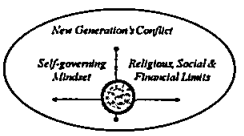

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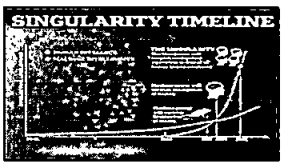

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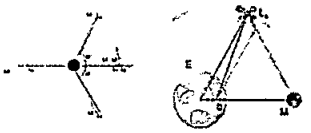

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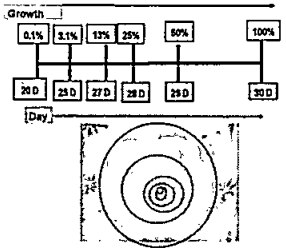

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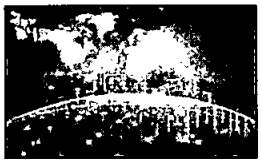

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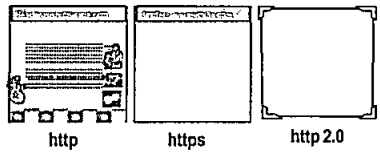

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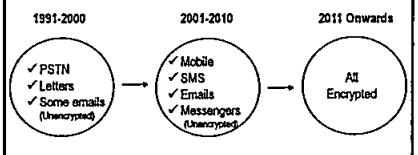

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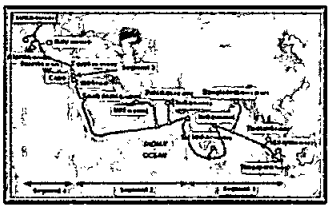

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ITC vs SUBMARINE CABLE

FIGURE 1

FIGURE 2

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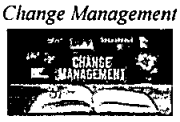
Change Management



1980s: Early Digital and Automation Era:

Key Technologies

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

1990s: Internet and Globalization Era

Key Technologies

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

Generation X

Workplace Characteristics:

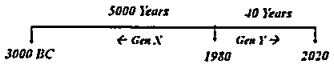
- *Value job security*
- *Prefer structured communication*
- *Respect hierarchy*
- *Skeptical of sudden change*

Generation Y

Workplace Characteristics:

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

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



2000 - 2010: Mobile and Digital Integration Era

Key Technologies

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

2010 - 2020: Data, AI & Platform Economy Era

Key Technologies

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

Generation Z

Workplace Characteristics:

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

Ever Changing Nature of the Society

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

Generation Categories:

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

Post 2020 Future Projection

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

National Cyber Vulnerabilities

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

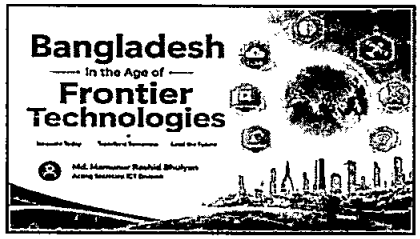
THANK YOU

How to Manage Cyber Risk

1. *Nationwide Cyber Awareness*
2. *Cyber Legal & Regulatory Framework*
3. *Cyber Workforce Development*
4. *National Cyber Strategy*
5. *Data Sovereignty Policy*
6. *AI-Enabled Cyber Defense*
7. *International Cooperation*

END NOTE .....

Bangladesh
In the Age of
Frontier Technologies



Md. Mamunur Rashid Bhuiyan
Acting Secretary, ICT Division

Presentation Outline

01 Context

02 Fourth Industrial Revolution and Key Technologies

03 Application of 4IR Technologies

04 Disruptive Challenges Ahead

05 Way Forward

Organisations that Failed to Navigate Change

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

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

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

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

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

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

Organisations that Failed to Navigate Change

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

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

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.

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

Context

The world is experiencing exponential change due to advancement in technologies

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

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

Organisations that Failed to Navigate Change

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

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

Historical Context

Four Industrial Revolutions

1765	1870	1969	Today
MECHANIZATION	MASS PRODUCTION	AUTOMATED PRODUCTION	NEW TECHNOLOGIES

4IR blurs the boundaries of reality

4IR

Reaching 50 Million users

Each revolution shrank the time needed to change the world.

Today

1900s

1970s

1700s

3-way Merger

3-Way Merger

The Shifting Human-Machine Frontier

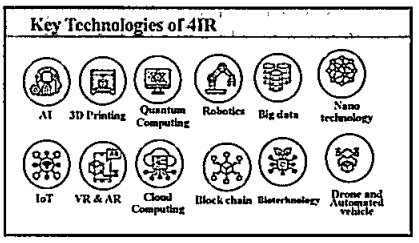
In 2024

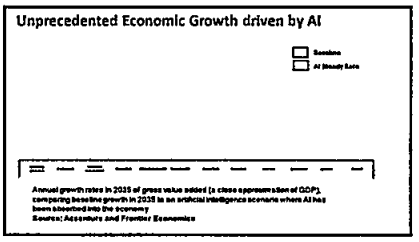
By 2030

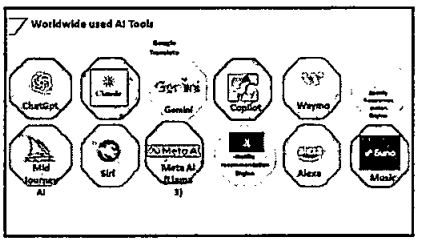
Source: The World Economic Forum, Future of Jobs Survey, 2024

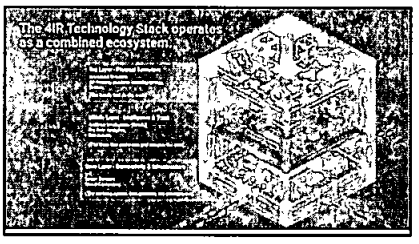
Global Perspectives & Strategic Adaptations

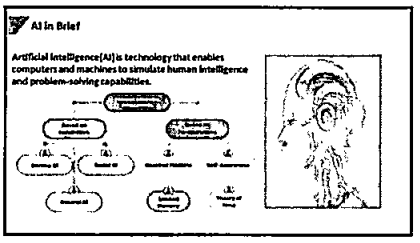
Understanding 4IR

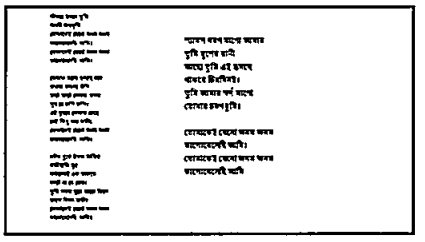

Key Technologies of 4IR
AI
3D Printing
Quantum Computing
Robotics
Big data
Nano technology
IoT
VR & AR
Cloud Computing
Block chain
Biotechnology
Drone and Automated vehicle

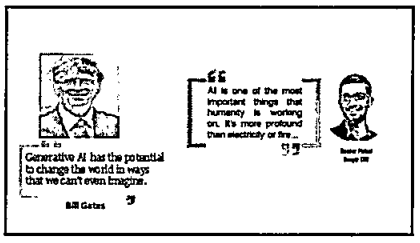

Unprecedented Economic Growth driven by AI

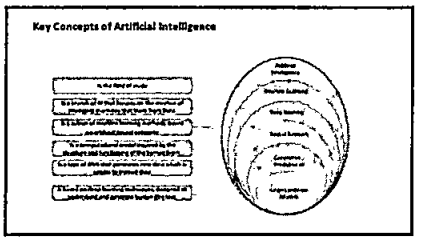

Worldwide used AI Tools
ChatGpt
Gemini
Copilot
Waymo
Mid Journey AI
Siri
Meta AI (Llama 3)
Alexa
Musk

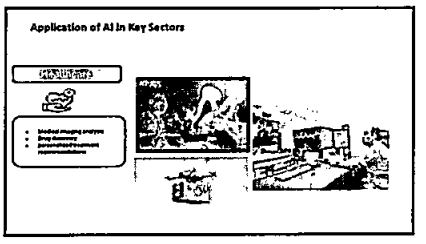

The 4IR Technology Stack operates as a combined ecosystem.

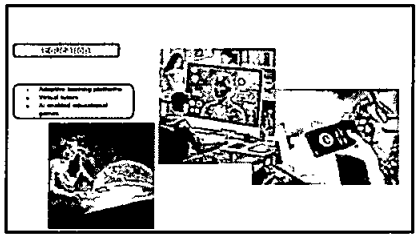

AI in Brief
Artificial Intelligence(AI) is technology that enables computers and machines to simulate human intelligence and problem-solving capabilities.

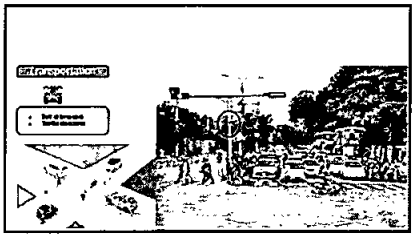


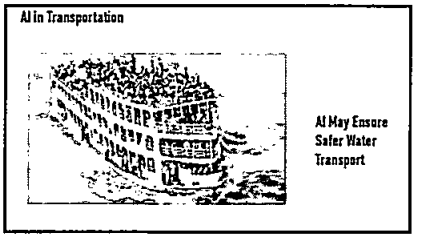

Generative AI has the potential to change the world in ways that we can't even imagine.
Bill Gates
AI is one of the most important things that humanity is working on. It's more profound than electricity or fire...

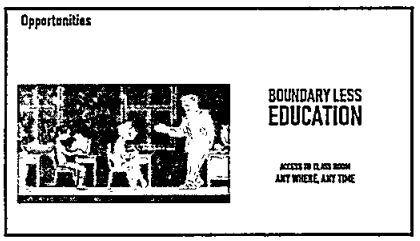

Key Concepts of Artificial Intelligence

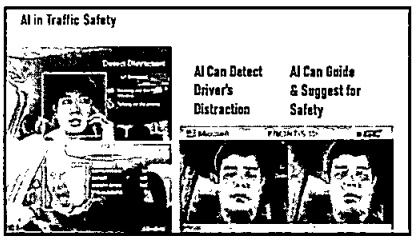

Application of AI in Key Sectors

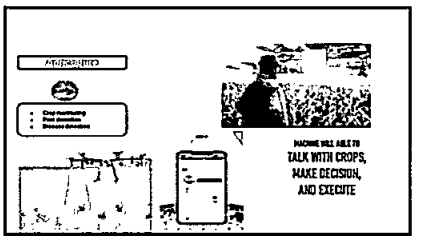


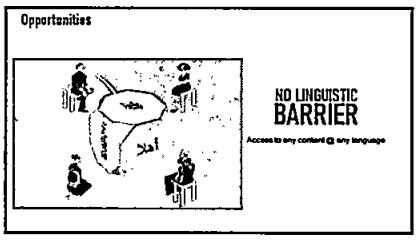


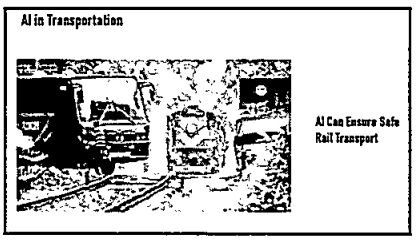

AI in Transportation
AI May Ensure
Safer Water
Transport

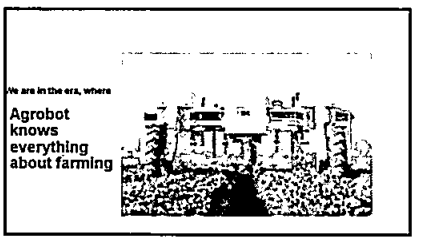

Opportunities
BOUNDARY LESS
EDUCATION

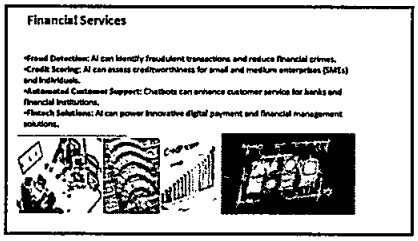

AI in Traffic Safety
AI Can Detect
Driver's
Distraction
AI Can Guide
& Suggest for
Safety

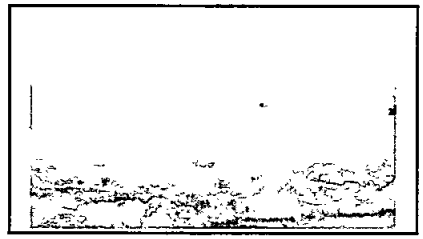

TALK WITH CROPS,
MAKE DECISION,
AND EXECUTE

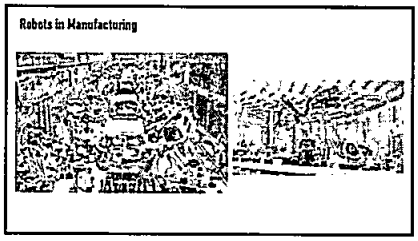

Opportunities
NO LINGUISTIC
BARRIER

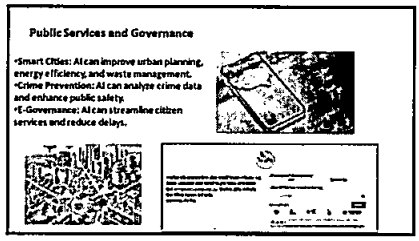

AI in Transportation
AI Can Ensure Safe
Rail Transport

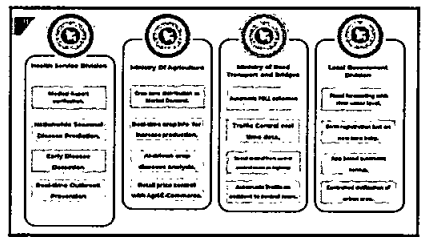

We are in the era, where
Agrobot
knows
everything
about farming

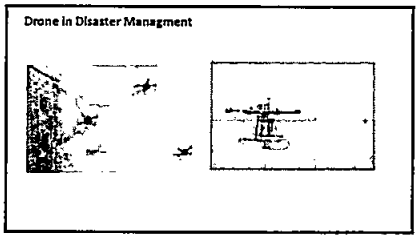

Financial Services
•Fraud Detection: AI can identify fraudulent transactions and reduce financial crimes.
•Credit Scoring: AI can assess creditworthiness for small and medium enterprises (SMEs) and individuals.
•Enhanced Customer Support: Chatbots can enhance customer service for banks and financial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

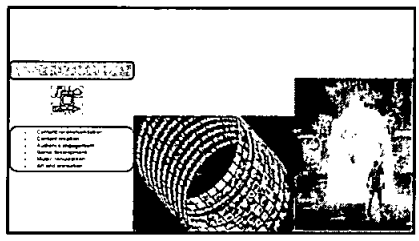


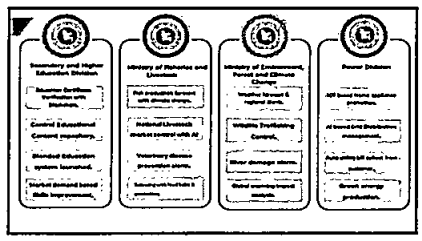

Robots in Manufacturing


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 delays.

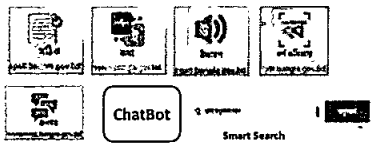



Drone in Disaster Managment





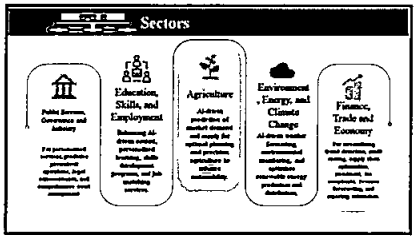
Few AI Initiatives by the Government of Bangladesh



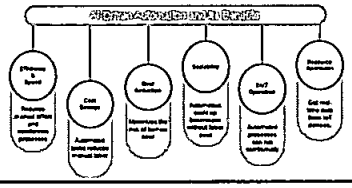
Diella: Albania's AI Minister

In September 2025, Albania made global headlines by appointing the world's first artificial intelligence system to a cabinet-level ministerial position. This presentation examines Diella's unprecedented role in government and what it means for the future of public administration.

Sectors



Benefits of AI



Thailand's Traffy Fondue: Citizen-Powered Service Requests

01 Citizen Reports Issue
Residents photograph and submit problems like potholes, broken streetlights, or garbage accumulation through the mobile app

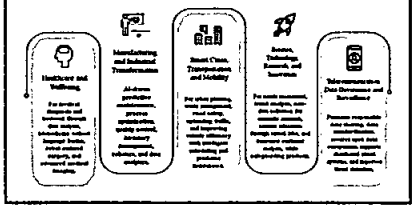
02 AI Classifies & Routes
Machine learning algorithms automatically categorize the issue type and determine the appropriate government department

03 Department Responds
The correct agency receives the report instantly and can track, prioritize, and resolve issues efficiently

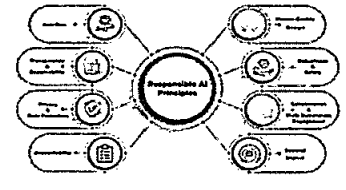
04 Citizen Gets Updates
Residents receive real-time notifications on resolution progress, closing the feedback loop

The system has dramatically improved local government responsiveness and citizen engagement. By eliminating manual sorting and routing delays, Traffy Fondue demonstrates how AI can bridge the gap between citizens and their local governments, creating more accountable and efficient public services

Sectors



Responsible AI

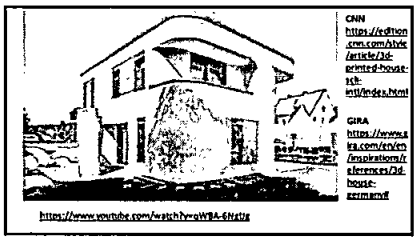


National Artificial Intelligence Policy 2025 (draft)

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.



CNN
https://edition.cnn.com/style/article/3d-printed-house-tch-intl/index.html

GIRA
https://www.gira.com/en/en/inspiration/references/3d-house-germany#

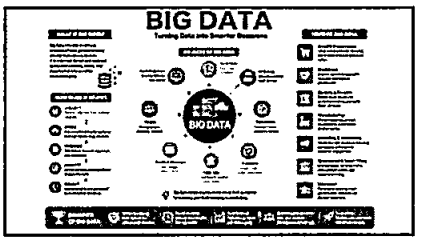
https://www.youtube.com/watch?v=qWB4-6NzUg

Virtual Reality

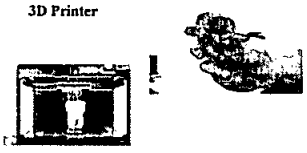
Augmented Reality

- Education and Training: Immersive learning environments
- Healthcare: Medical training, surgical simulations,
- Tourism Promotion: Virtual tours of heritage and natural sites
- Disaster Management: Simulated emergency drills and rescue training
- Military and Security: Combat and mission simulation for defense training.
- Entertainment and Media: VR gaming, virtual concerts, and immersive storytelling.

- Urban Planning and Infrastructure: AR can help planners visualize roads, bridges, and utilities on real sites before construction.
- Tourism and Cultural Heritage: Visitors can use AR apps to view historical information
- Education and Training: AR-based learning tools



3D Printer

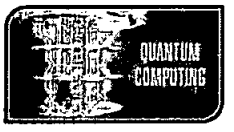


Printed body organ through 3D printer

Internet of Things (IoT)

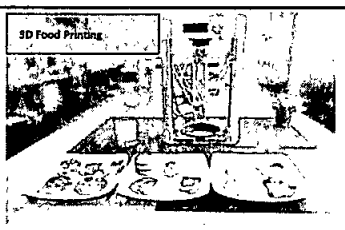
- In precision farming
- Smart Traffic Management: Reduce congestion with real-time traffic monitoring.
- Waste Management: Optimize garbage collection using sensor data.
- Water Supply Monitoring: Detect leaks and manage water distribution efficiently.
- Public Safety: Use IoT-enabled cameras and sensors for crime and disaster monitoring.
- Smart home, office and city
- Smart toll management

Quantum computing is a type of computing that uses quantum bits (qubits) to perform complex calculations much faster than classical computers

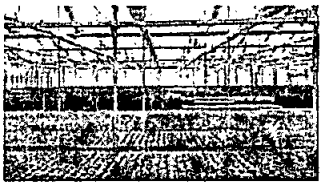


- Healthcare Research: Accelerate drug discovery and disease modeling.
- Traffic & Transport Optimization: Improve city traffic flow and public transport planning.
- Cybersecurity: Enhance encryption and protect sensitive government data.
- Climate & Disaster Modelling: Simulate weather patterns and disaster scenarios for better preparedness.

3D Food Printing

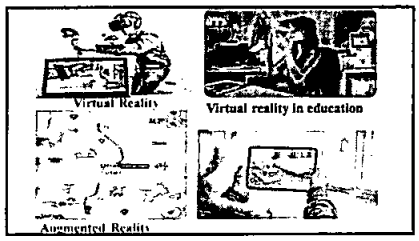


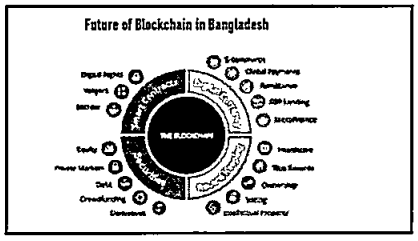
Precision Farming

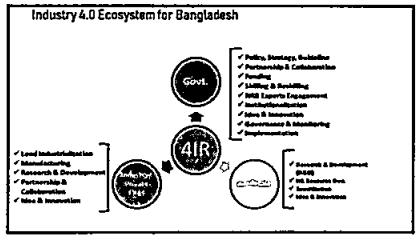


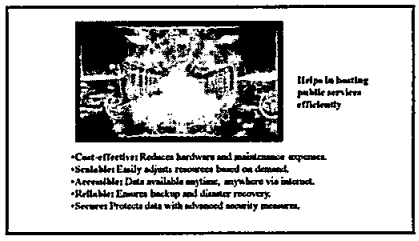
Nanotechnology

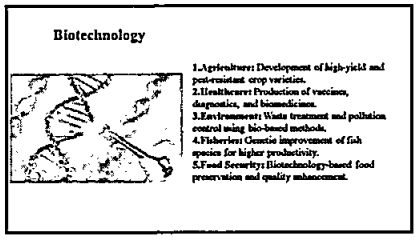
- Improved Diagnostics & Drug Delivery
- Water Purification through nano-filters
- Smart Wastewater Treatment through TiO2
- Food Packaging: Nanomaterials can extend shelf life
- Wrinkle free clothes

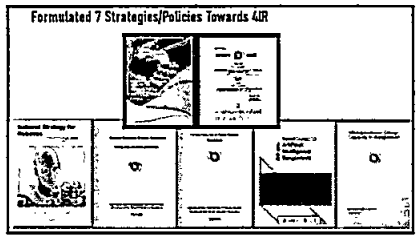

Virtual Reality
Virtual reality in education
Augmented Reality

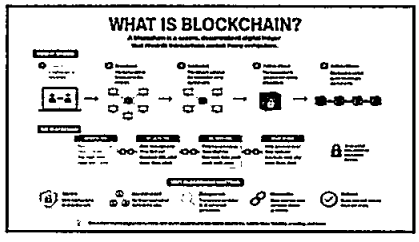

Future of Blockchain in Bangladesh
THE BLOCKCHAIN

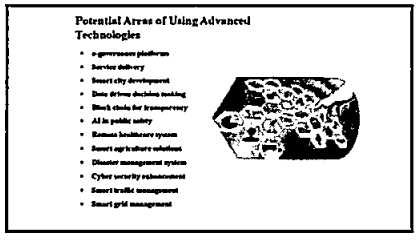

Industry 4.0 Ecosystem for Bangladesh
Govt.
4IR

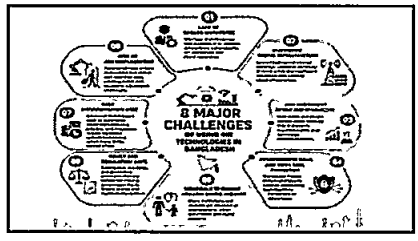

Helps in hosting public services efficiently
•Cost-effective: Reduces hardware and maintenance expenses.
•Scalable: Easily adjusts resources based on demand.
•Accessible: Data available anytime, anywhere via internet.
•Reliable: Ensures backup and disaster recovery.
•Secure: Protects data with advanced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

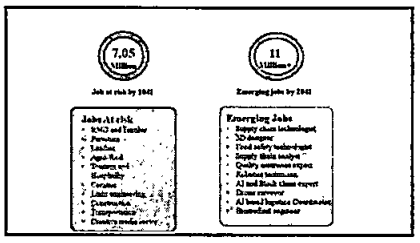

Biotechnology
1.Agriculture: Development of high-yield and pest-resistant crop varieties.
2.Healthcare: Production of vaccines, diagnostics, and biomedicines.
3.Environment: Waste treatment and pollution control using bio-based methods.
4.Fisheries: Genetic improvement of fish species for higher productivity.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

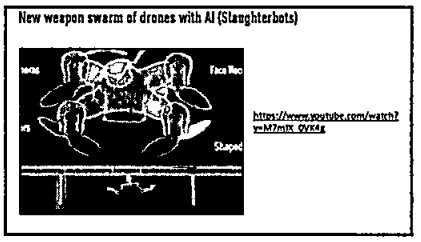

Formulated 7 Strategies/Policies Towards 4IR

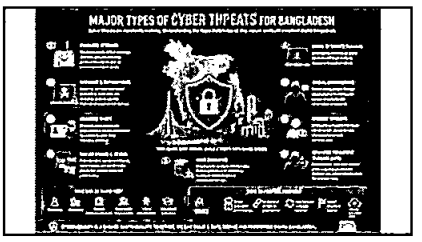

WHAT IS BLOCKCHAIN?

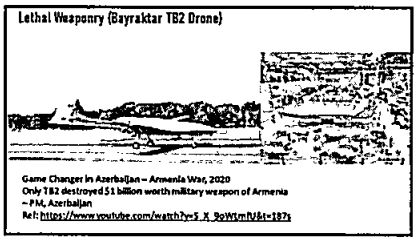

Potential Areas of Using Advanced Technologies
e-government platform
Service delivery
Smart city development
Data driven decision making
Block chain for transparency
AI in public safety
Remote healthcare system
Smart agriculture solutions
Disaster management system
Cyber security enhancement
Smart traffic management
Smart grid management

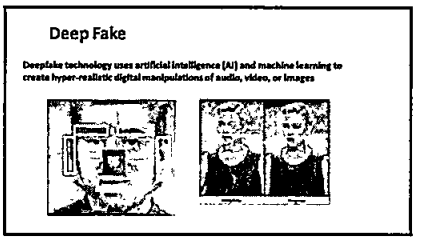

8 MAJOR CHALLENGES

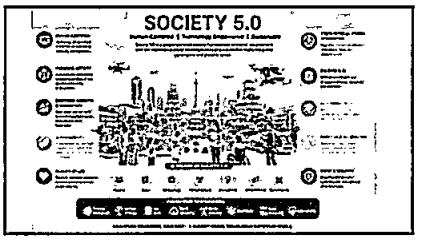

7.05
11
Jobs At risk
Emerging Jobs

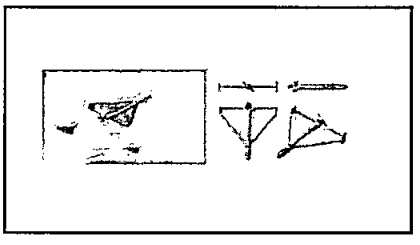

New weapon swarm of drones with AI (Slaughterbots)
Face Rec
Shaped
https://www.youtube.com/watch?v=M7mIX_0Yr4g

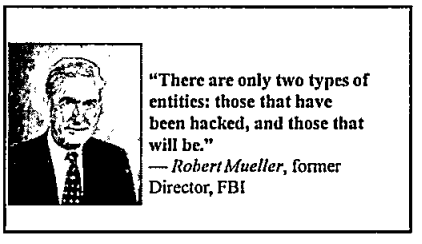

MAJOR TYPES OF CYBER THREATS FOR BANGLADESH

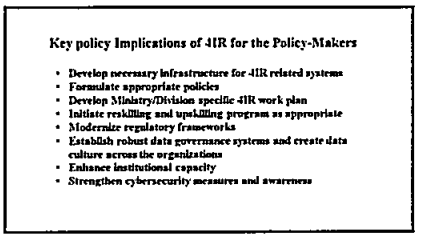

Lethal Weaponry (Bayraktar TB2 Drone)
Game Changer in Azerbaijan – Armenia War, 2020
Only TB2 destroyed $1 billion worth military weapon of Armenia
– PM, Azerbaijan
Ref: https://www.youtube.com/watch?v=S_X_9oWtmfU&t=187s

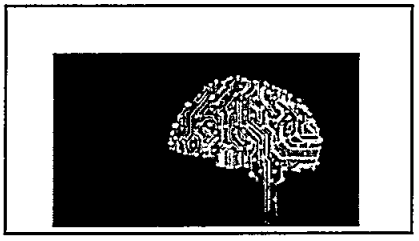

Deep Fake
Deepfake technology uses artificial intelligence (AI) and machine learning to create hyper-realistic digital manipulations of audio, video, or images


SOCIETY 5.0




"There are only two types of entities: those that have been hacked, and those that will be."
— *Robert Mueller*, former Director, FBI


Key policy Implications of 4IR for the Policy-Makers
Develop necessary infrastructure for 4IR related systems
Formulate appropriate policies
Develop Ministry/Division specific 4IR work plan
Initiate reskilling and upskilling program as appropriate
Modernize regulatory frameworks
Establish robust data governance systems and create data culture across the organizations
Enhance institutional capacity
Strengthen cybersecurity measures and awareness



Thank you

DEVELOPMENT PLANNING PROCESS IN BANGLADESH:

AN OVERVIEW OF CONCEPTS, INSTITUTIONS, PROCESS & INTERACTIONS

Module Code: I.06

MD. FYEZUL HAQUE
Former Chief, Programming Division
Bangladesh Planning Commission

33rd Advanced Course on Administration & Development (ACAD)
Bangladesh Public Administration Training Centre (BPATC)
Savar, 30 July 2026

PART-I

Planning & Development- concepts, types and the Framework

PLANNING IN MIXED ECONOMIES:

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

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

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

PRESENTATION CONTENTS

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

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

Concepts of Planning & Types

CENTRAL PLANNING:

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

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

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

DEVELOPMENT PLANNING- CONCEPT & UNDERSTANDINGS

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

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

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

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

LEARNING OBJECTIVES

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

INDICATIVE PLANNING:

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

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

Example:
France and Japan employed indicative planning extensively before 1980s.

DEVELOPMENT PLAN AND PLANNING PROCESS

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

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

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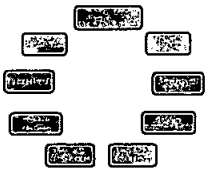
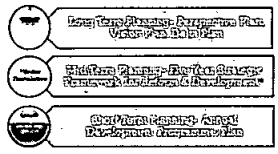
OBJECTIVES OF & NEED FOR DEVELOPMENT PLANNING



TYPES OF PLANNING & PLANS



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

- Adopted by UN on 25-27 September 2015 as post MDG global development framework for the next 15 years
- The SDGs are comprehensive, far-reaching and people-centered set of universal and transformative Goals and targets - in total 17 Goals and 169 targets
- Achieving sustainable development would be in its three dimensions – economic, social and environmental – in a balanced and integrated manner
- The SDGs are set to end poverty and hunger everywhere

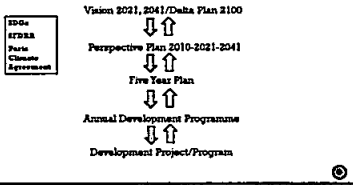
☐ **The development objectives and targets of the 7 & 8 FYPs were in line with the "Post 2015 Sustainable Development Agenda- the SDGs"**

CONSTITUTIONRL PROVISION IN BANGLADESH: AS THE BASIS FOR PLANNED DEVELOPMENT

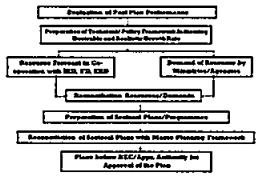
The Article 15 of the Bangladesh Constitution:

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

NATIONAL PLANNING FRAMEWORK WITH GLOBAL LINKAGES



A TYPICAL PLAN FORMULATION CYCLE (PROCESS)



CONSTITUTIONRL BASIS FOR PLANNED DEVELOPMENT: *PART II – FUNDAMENTAL PRINCIPLES OF STATE POLICY*

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

SDGs- THE GLOBAL COMMITMENT FOR DEVELOPMENT

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

-The First FYP (1973-78) of Bangladesh

PART-II

Institutional Settings for National Development Planning

COMPOSITION OF THE PLANNING COMMISSION

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

[Cabinet Division, 14 February, 2007]

NATIONAL ECONOMIC COUNCIL

- NEC is the highest body for consideration of all development activities reflecting national development plans, policies and objectives.
- Composition of NEC
  - (1) Chairman: Hon'ble Prime Minister
  - (2) Member: All Members of the Council of Ministers
- Officials required to assist NEC
  - (1) Cabinet Secretary
  - (2) Principal Secretary/Secretary, PMO
  - (3) Governor, Bangladesh Bank
  - (4) Secretary, Planning Division
  - (5-10) All Members of Planning Commission
  - (11) Secretary, Ministry/Division concerned

[Cabinet Division, 14 February, 2007]

PLANNING COMMISSION: AS THE CENTRAL PLANNING AGENCY

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

MAJOR RESPONSIBILITIES OF THE PC

Following are the main functional responsibilities of PC:

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

FUNCTIONS OF NEC

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

➢ **Planning Division provides secretarial support**

EVOLUTION OF THE PLANNING COMMISSION

Pre Liberation:

- 1953: Pakistan Planning Commission
- 1958: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

Bangladesh Planning Commission was founded in 1972 as one of the first institutional milestones.

- 1978: Project Implementation Bureau (PIB) under M/o Planning
- 1978: External Resource mobilization entrusted to ERD, under M/o Planning- *[later ERD was placed under the M/o Finance in 1982]*
- 1977: Planning cells in different Ministries/Divisions
- 1984: PIB was restructured as IMED under M/o Planning

PLANNING COMMISSION WORKS THROUGH FOLLOWING TWO HIGH POWERED INSTITUTIONAL BODIES:

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

COMPOSITION OF THE ECNEC*

1. Mr. Tarique Rahman, Hon'ble Prime Minister – Chairman
2. Mirza Fakhrul Islam Alamgir, Minister for LGRD – Alternate Chairman
3. Mr. Asad Uzzaman Mohamad Chowdhury, Minister for Finance & Planning – Member
4. Mr. Salauddin Ahmed, Minister for Home Affairs – Member
5. Dr. Khalilur Rahman, Minister for Foreign Affairs – Member
6. Khandker Abdul Mumin, Minister for Industry, Textile & Jute and Commerce – Member
7. Mr. Md. Anisuzzaman, Minister for Law & Parliamentary Affairs – Member
8. Sardar Md. Shahjahan Hossain, Minister for Health & Family Welfare – Member
9. Dr. Rahul Alam, Minister for Road Transportation & Bridge, Railway and Shipping – Member
10. Minister(s) for relevant Ministries/Divisions – Member

- Officials required to assist ECNEC
  1. Cabinet Secretary (1)
  2. Principal Secretary/Secretary, Prime Minister's Office (2)
  3. Secretaries of PD & ERD, IED, IMED & FD (3-7)
  4. All Members of PC (8-13)
  5. Secretaries of concerned Ministries/Divisions (14)

[Cabinet Division, 31 January, 2009]

FUNCTIONS OF ECNEC

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

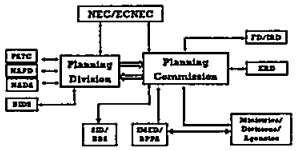
PC: FUNCTIONAL DIVISIONS

- Planning Commission comprises of 8 Divisions
- 2 Divisions deal with 'macro issues- development plans, policies & budgeting (programming), while 4 others deal with project processing; mainly appraisal & approval functions- for all LMs under the 18 'economic sectors' of ADP

MAJOR FUNCTIONS OF PLANNING DIVISION

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

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



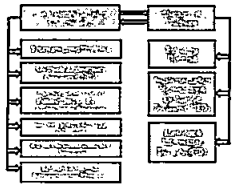
PC: FUNCTIONS OF 2-*MACRO DIVISIONS*

- Main functions of 2-*Macro Divisions* are as follows:
  - Functions of GED
    - Preparation of short-, medium- & long-term plans
    - Evaluation of plans and policies
    - Review of macro-economic situation
    - Determination of macro-economic policies
    - Conduct study/research on macro-economic and other development issues
  - Functions of Programming Division
    - Development budgeting through ADP & RADP
    - Allocation and release of fund to development projects
    - Selection of new/ unapproved projects for inclusion in ADP & RADP
    - Review of resource allocation through implementation performance of projects and programs

MAJOR FUNCTIONS OF IMED/BPPA

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

ORGANIZATIONAL STRUCTURE: PC & THE MINISTRY OF PLANNING



PC: Functions of 4-Sector Divisions

- Major functions of 4-*Sector Divisions*
  - Formulation of sectoral plans consistent with national plan objectives & strategies
  - Co-ordination of sectoral/ministerial development initiatives consistent with the sectoral plans
  - Processing for approval of development projects including project appraisal and serving as the secretariat for the sectoral Project Evaluation Committees (PEC)
  - Preparation of sectoral ADP/RADP in consultation with LMs and the Programming Division

MAJOR FUNCTIONS OF SID/BES

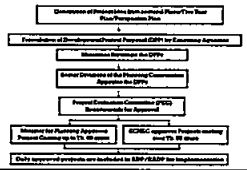
- Formulation of Statistics law and rules
- Conduct census & surveys/studies on population, demography, socio-economic, agriculture, trade and environment
- Estimation of national accounts & compilation of different price indices and basic statistics
- Assess information needs as per international standards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

MAJOR FUNCTIONS OF FD/IRD

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

PROJECT PLANNING & APPROVAL PROCESS: *A FLOW CHART*

Followings are simplified notes of steps in GoS project planning and approval processes



MAJOR FUNCTIONS OF ERD

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

FURTHER READINGS

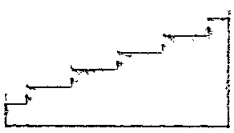
Encouraged to go through following documents with respective links:

- Cost Overruns in Project Preparation, Processing, Approval & Revision, Planning Division, June 2022 – Link
- Feasibility Study Report Format, Planning Division, Ministry of Planning, January 2021 – Link
- Public Investment Management (PIM) Guidelines, Planning Division, June 2022 - Link

MAJOR FUNCTIONS OF LINE MDAs

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

THANK YOU ALL



Further contact:
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Annual Development Program(ADP)/ RADP and Financing Modalities and Procedures

Presented by,
Khandker Ahsan Hossain
Additional Secretary (Retd)

What is Annual Development Program (ADP)

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

Components of ADP/RADP

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

- Part 1
  - Sector wise Allocation;
  - Ministry wise Allocation
  - Sector based Ministry wise Allocation;
  - Sector wise comparison of previous RADP and ADP Allocation;
  - Sector wise Foreign Assistance Projects no and Allocation;
  - List of Sector wise new approved Projects ;
- Part 2
  Main body of the ADP/RADP which contains sector-wise and project-wise allocation of funds for investment projects with sectoral highlights [White page]
- Part 3
  Sector-wise and project-wise allocation of funds for Feasibility Study projects [Green Page]
- Part 4
  Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects (Yellow page)

The Article 15 of the Bangladesh Constitution:

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

Annual Development Programme (ADP)

Through the ADP mainly following targets are achieved:

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

Components of ADP/RADP contd.

- Part 5
  Sector-wise and project-wise allocation of Self Financing [Blue Page] but these projects are not processed centrally by the PC as usually followed for other projects as part of total size of ADP/RADP
- Part 6
  Unapproved new project list of GOB, Foreign Assistance & Self Financing attached to ADP/RADP without allocation [Green Page]
- Part 7
  List of projects for Public Private Partnership projects [Orange Page]
- Part 8
  List of the Projects Climate Trust Fund Projects [illegible]
- Part 9
  List of the Projects targeted for completion [Miracle sheet]

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

Five Year Plan

Govt. Vision/ Election manifesto ⟹ Sector Action Plan

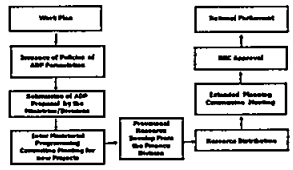
Annual Development Program

Development Project/Program

History of Financial Year July-June

- During the British rules British government in the year 1867 set financial year April-March in the Indian sub-continent in order to align accounting and budgeting practice with that of imperial Britain.
- Before that the financial year in the Indian Sub-Continent used to commence from May and concluded on April 30 of the subsequent calendar year.
- After the partition of Indian sub-continent in 1947 than Pakistan Government was also following the April-March financial year as done by the British rules.
- In 1958 the self-proclaimed Field Marshall Muhammad Ayub Khan change the financial year and switch over to July-June fiscal year.

Programming Division formulates an internal time bound work plan to complete the ADP/RADP in due time.



Steps for Preparation of ADP/RADP

Mainly 9 steps are followed for the preparation of ADP/RADP:

Step 1 : Work Plan

- First of all a Work Plan is prepared by the Programming Division of Planning Commission for formulation of ADP/RADP within the targeted time.

Step 2 : ADP/RADP Policy

- Issuance of ADP/RADP Policy.
  - A Policy for ADP/RADP is prepared by the Programming Division of Planning Commission
  - It is approved by Honorable Planning Minister
  - Circulated it to all Ministries/Divisions/Executing Agencies and Concerned Sector Divisions of Planning Commission
  - For ADP , it is usually in last week of March, for RADP, it is in December.
- Policy is prepared on the basis of the Govt's Vision, Election Manifesto, SDG's and other priorities of the Government

Steps for Preparation of ADP/RADP contd.

Step 3 : Provisional Resource envelope from Finance Division

- Programming Division requests Finance Division to inform the ADP Resource Envelope and ERD to inform size of Foreign Assistance
- Finance Division finalized MTBF ceiling for all the Ministries/Divisions/Budget Entities based on the inter ministerial tri-partite meeting (FD, PC & Respective Ministries/Divisions)
- Based on the decision of the Budget Monitoring and Resource Committee, Finance Division informs Resource Envelope for ADP/RADP to the Programming Division, Planning Commission.

Steps for Preparation of ADP contd.

Step 9 : National Parliament

- Budget is placed before the National Parliament
- ADP is also placed along with budget before the National Parliament for final approval
- After the approval of the National Budget by the Parliament, ADP is distributed among different Ministries/ Divisions/ Executing Agencies, Concerned Sector Divisions of Planning Commission and other related organizations

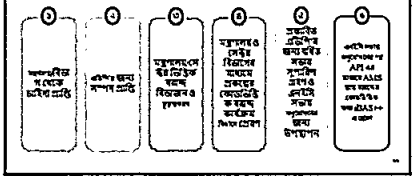
- Programming Division has developed ADP/RADP Management System (AMS Software).
- From FY 2020-21 RADP and onwards ADP/RADP has been/will be prepared by ADP/RADP Management System(AMS) based on 15 Sectors.
- After Circulated the policy, Programming Division opens AMS system in the prescribed ADP/RADP format to the Ministries/Divisions to get overall ADP/RADP demand for individual projects in the FY concerned.

Steps for Preparation of ADP contd.

Step 6 : Resource Distribution

- Based on the demand analysis, national priority and following the ADP/RADP policy, Programming Division distributes the resource (provisional) to all the economic sectors of ADP/RADP.
- Programming Division informs project wise Foreign Assistance to the Ministries/Divisions to reflect it in the ADP/RADP
- Concerned Ministry/Division allocates project wise resources and send back the to the Sector Division of the PC
- Then Sector Division of the PC examine it and send back the to Programming Division
- Draft ADP/RADP is prepared

ডিজিটাল পদ্ধতিতে এডিপি প্রণয়ন প্রক্রিয়া



Steps for Preparation of ADP/RADP contd.

Step 3 : Submission of ADP/RADP Proposal by Ministries/ Divisions to Planning Commission

- As per ADP policy, all Ministries/ Divisions send their ADP/RADP proposal with allocation for the on-going projects and a list of unapproved projects with project profiles to the Sector Divisions of the Commission.
- Sector Divisions of Planning Commission examine the documents and send the list of unapproved projects with their recommendations to Programming Division

Step 4 : Inter Ministerial Programming Committee Meeting

- Inter-Ministerial programming Committee meeting recommends unapproved new projects for inclusion in ADP without allocation based on the national priority, importance of projects, availability of resources and foreign aid lined-up for the projects

Steps for Preparation of ADP/RADP contd.

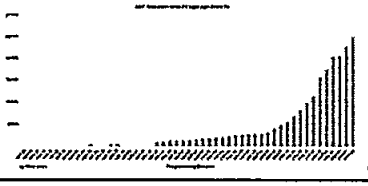
Step 7 : Extended Meeting of the Planning Commission

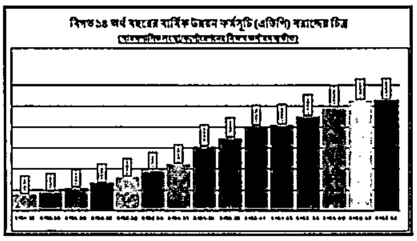
- The draft ADP/RADP is placed in the meeting of Extended Meeting of the Planning Commission chaired by Honorable Minister for Planning
- Extended Committee recommends for placing the ADP/RADP before the NEC for approval

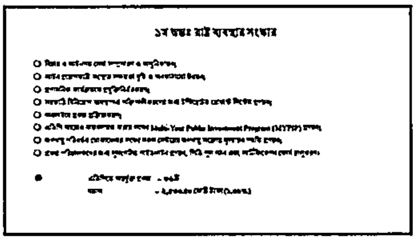
Step 8 : NEC Approval

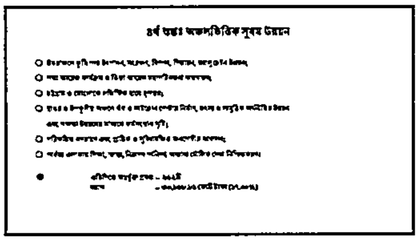
- Draft ADP/RADP is approved by NEC with observation/ correction, if any
- ADP approved by NEC is sent to Finance Division to incorporate it in the proposed National Budget along with the revenue part
- After the approval of RADP approved by NEC, RADP is distributed among different Ministries/ Divisions/ Executing Agencies, Concerned Sector Divisions of Planning Commission and other related organizations

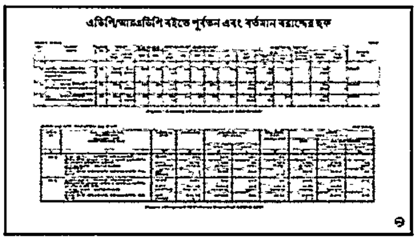
ADP in Historical Perspective

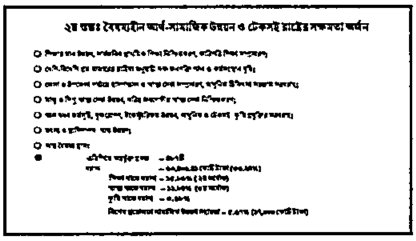


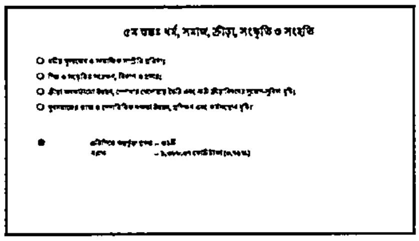

বিগত ১৪ অর্থ বছরের বার্ষিক উন্নয়ন কর্মসূচি (এডিপি) বরাদ্দের চিত্র

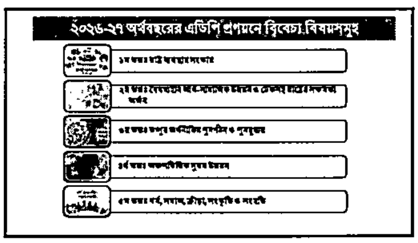

১ম স্তম্ভঃ রাষ্ট্র ব্যবস্থার সংস্কার

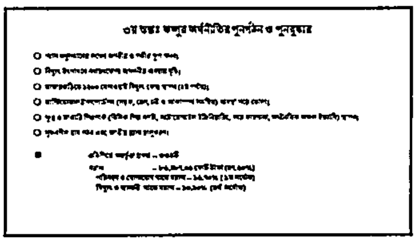

৪র্থ স্তম্ভঃ অঞ্চলভিত্তিক সুষম উন্নয়ন

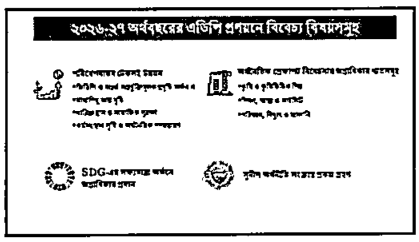

এডিপি/আরএডিপি বইতে পূর্বতন এবং বর্তমান বরাদ্দের ছক


২য় স্তম্ভঃ বৈষম্যহীন আর্থ-সামাজিক উন্নয়ন ও টেকসই রাষ্ট্রের সক্ষমতা অর্জন


৫ম স্তম্ভঃ ধর্ম, সমাজ, ক্রীড়া, সংস্কৃতি ও সংহতি


২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

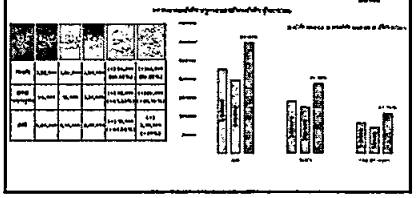

৩য় স্তম্ভঃ ভঙ্গুর অর্থনীতির পুনর্গঠন ও পুনরুদ্ধার


২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

- জলবায়ু পরিবর্তন মোকাবেলায় GCRD, NAP, NDC, DAF সংক্রান্ত প্রকল্পসমূহকে অগ্রাধিকার প্রদান
- নতুন পিপি নিয়ে সভার প্রস্তাব গ্রহণ
- একই ধরনের প্রকল্প পুনঃ আসবার গ্রহণ
- সমাপ্তির কাজ চিহ্নিতের প্রকল্পসমূহের পর্যায় বরাদ্দ প্রদান

২০২৫-২৬ এডিপি ও আরএডিপি এবং ২০২৬-২৭ এডিপি'র তুলনামূলক চিত্র



২০২৬-২৭অর্থবছরের এডিপিতে১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

ক্রম নং	সেক্টর/উপখাত	প্রকল্প সংখ্যা	বিদেশি	মোট
১	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	১১১	৮,২৬৩.৫৩	১৩,৩৬১.৫৮
২	পুলিশের ও অভ্যন্তরীণ সুরক্ষা খাতসমূহ	৩০	১১,৫১৯.৭৩	১৩,৩৬১.৭১
৩	আবাস	৫০	৩৫,৩৬৪.৩১	৩৫,৩৬৪.৩১
৪	কৃষি, পানি সম্পদ ও বিদ্যুৎ	৩৬	১,৩৭৩.৫৫	১,৩৭৩.৫৫
৫	শিক্ষা	১৩৮	১৫,৭৭৬.৩৫	১৯,৩১১.১১
৬	বিজ্ঞান ও তথ্য প্রযুক্তি	৮৭	৩,১৭৩.৩৫	৩,৯৭৩.৩৬
৭	অন্যান্য খাত সমূহ	৩৩	১,৩১৩.৫১	১,৩৭৩.১৬
	উপজেলায় ১৯টি সেক্টর	১১৩৩	১,৩৩,৩৩১.৩৩	১,১৩,১৩১.৩৩

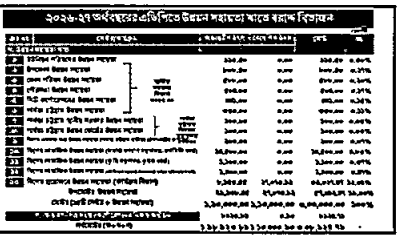
২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহ

- সরকারি-বেসরকারি অংশীদারিত্বের (PPP) ভিত্তিতে পৃষ্ঠার প্রকল্পের সমাপ্তক নতুন প্রকল্পকে অগ্রাধিকার প্রদান;
- বাংলাদেশ ব-দ্বীপ পরিকল্পনায় (Delta-Plan) এ চিহ্নিত প্রকল্পকে অগ্রাধিকার প্রদান এবং Delta Appraisal Framework অনুসরণ করে এর সকল প্রকল্প মূল্যায়নকে পুনঃ প্রদান;
- বৈদেশিক অর্থায়নপুষ্ট (যুক্তি স্বাক্ষরিত/ সমাপ্তির প্রান্তির সুনির্দিষ্ট অর্থায়নপ্রাপ্ত) প্রকল্পে প্রদত্ত অর্থবছরে প্রাপ্ত বৈদেশিক সহায়তা মাধ্যমের সমিক পরিপূরক জিওবি মাধ্যম (Matching Fund) বরাদ্দ প্রদান; এবং
- সমাপ্যমান সমাপ্য প্রকল্প-সমাপ্যমান সমাপ্য সম্পন্ন হয়েছে এমন প্রকল্পকে অগ্রাধিকার প্রদান;

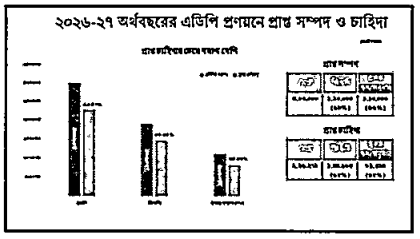
২০২৬-২৭ অর্থবছরের এডিপিতে বরাদ্দসহ প্রকল্প সংখ্যা ও উন্নয়ন সহায়তা

প্রকল্পের ধরন/খাত/উপখাত	প্রকল্প সংখ্যা	সূত্র/উৎসের বরাদ্দ			
		অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
বিনিয়োগ	৯৭৯	৯৮,৩৪৯.২৩	৯৩,৭৪৫.৫৮	১,৯৮,৩৩৩.১১	৫১.৩৩
সহায়তা	৩৩	১১১.৩৩	০.৩৩	১১১.৩৩	০.৩৩
ঋণ সেবা	১৩৩	৩১৫.৭৩	১,১৭১.৫৩	১,১৯১.১৩	০.১৩
বেতন ও ভাতা		৩১,১৭৩.৫৩	০.৩৩	৩১,১৭৩.৫৩	১৩.১১
রক্ষণাবেক্ষণ		৩,৯৫৫.৩৩	০.৩৩	৩,৯৫৫.৩৩	১.৩৩
অন্যান্য পরিচালন ও মজুরি সংক্রান্ত		১১,৩৩৩.৩৩	০.৩৩	১১,৩৩৩.৩৩	৩.৩৩
অন্যান্য বিনিয়োগ ও মূলধন সংক্রান্ত		৮,৯৯৯.৫৩	৯১,৯৭৩.১১	৯৯,৯৭১.৫৩	১১.৩৩
মোট	১১৩৩	১,১৩,১১৩.১৩	১,১৩,৩৩৩.৩৩	৩,৩৩,৩৩৩.১৩	১৩০.৩৩
সমাপ্যমান ঋণ/অনুদান/অন্যান্য	৩৩	৩,১১৭.৩৩	০.৩৩	৩,১৭৭.৩৩	
	-	৩,৯৭৩.৫৩	০.৩৩	৩,৯৭৩.৫৩	
		১,১১৩.৩১	০.৩৩	১,১১৩.৭১	
সর্বমোট	১১৩৩	১,১৭,১১৩.১১	১,১৩,৩৩৩.৩৩	৩,৩৩,১১৩.৭১	

২০২৬-২৭অর্থবছরের এডিপিতে উন্নয়ন সহায়তা খাতে বরাদ্দ বিভাজন



২০২৬-২৭ অর্থবছরের এডিপি প্রণয়নে প্রাপ্ত সম্পদ ও চাহিদা



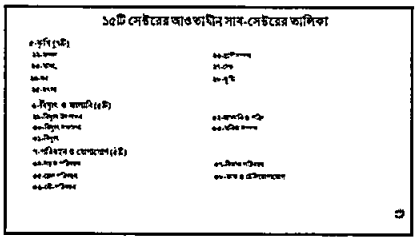
২০২৬-২৭অর্থবছরের এডিপিতে১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

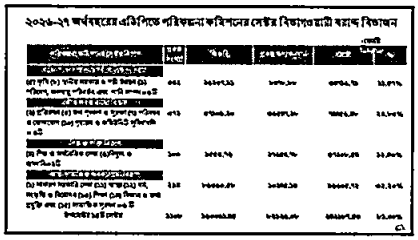
ক্রম নং	সেক্টর/উপখাত	প্রকল্প সংখ্যা	বিদেশি	মোট	%
১	আবাসন সম্পর্কিত সেবা	৩১	১,৯৩৩.৭১	২,১৩৩.৭৩	১.৩৩%
২	ইউটিলিটি	১১	১,৩৩৩.১১	১,৩৩৩.১১	০.১৩%
৩	জল পুরুষণ ও পুনরুদ্ধার	৩৩	১,৩১১.৩৩	১,১১১.৩৩	০.১১%
৪	শিক্ষা ও অর্থনৈতিক সেবা	১৩	১১,৩৩.১৩	১,৩৩৭.৩৩	১.৩৩%
৫	মূর্তি	১১১	৭,১১৩.১৩	১১,১৩৩.১৩	৩.৩১%
৬	বিদ্যুৎ ও জ্বালানি	৩৩	৯,১৩৩.৩৩	১৫,১১১.৩৩	১৩.১৩%
৭	পরিবহন ও যোগাযোগ	১১৮	১১,১৭৭.১১	৩৭,৩৩৩.৩৩	১৯.৭৩%
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১৩৩	১৩,৩৩৭.৭৩	১৩,১১৩.১১	৩.৩১%

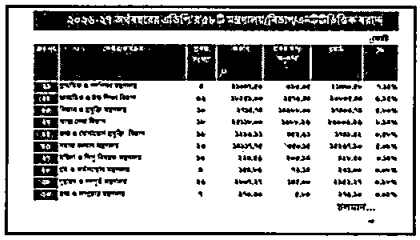
চলমান

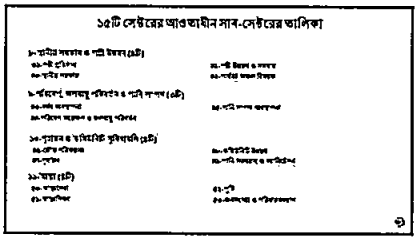
১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

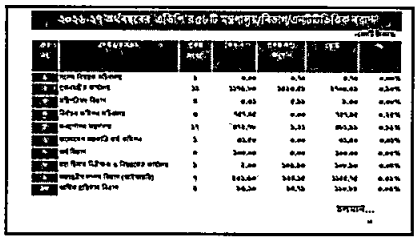
১-সাধারণ সরকারী সেবা (৩৫টি)
০১-আইন প্রণয়ন কার্যক্রম
০২-প্রশাসনিক ও বিভাগ
০৩-ইলেকশন কমিশন
০৪-আইন, প্রচার ও ইনফরমেশন কমিশন
২-প্রতিরক্ষা (২১টি)
০১- আর্মড ফোর্সেস সেবা
০২-অন্যান্য প্রতিরক্ষা
৩-জনশৃঙ্খলা ও সুরক্ষা সেবা (৩৫টি)
০১-আইন, বিচার ও আদালত
১১-কারাগার ও সংশোধন বিভাগ
১৩-পুলিশ সেবা
১৪-সুরক্ষা সেবা
৪-শিল্প ও 'অর্থনৈতিক সেবা (৯৫)
১৩-কৃষি ও পশুপালন
১৪-বন ও বন্যপ্রাণী
১৫-জ্বালানি, খনিজ ও খনিজ শিল্প
১৬-শ্রম, শিল্প ও সমাজিক নিরাপত্তা
১৭-পর্যটন
১৮-সংস্কৃতি ও ক্রীড়া

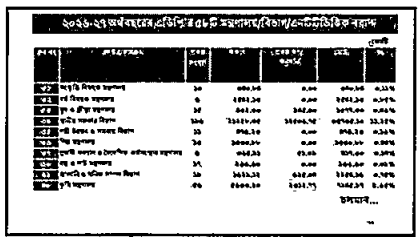

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

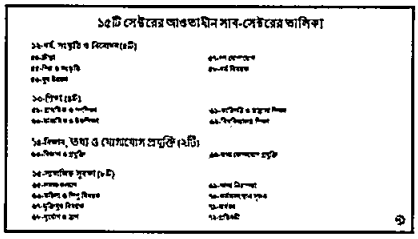

২০২৬-২৭ অর্থবছরের এডিপিতে পরিকল্পনা কমিশনের সেক্টর বিভাগওয়ারী বরাদ্দ বিভাজন

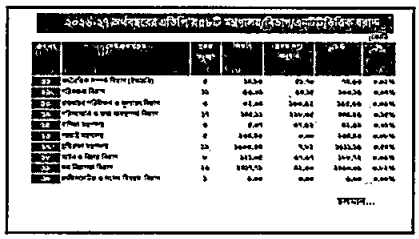

২০২৬-২৭ অর্থবছরের এডিপি'র ৫৮টি মন্ত্রণালয়/বিভাগ/এজেন্সিভিত্তিক বরাদ্দ

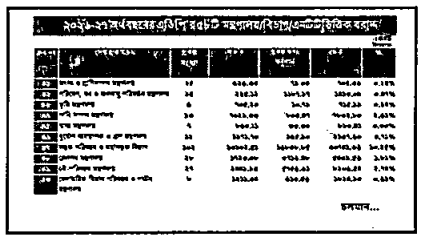

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

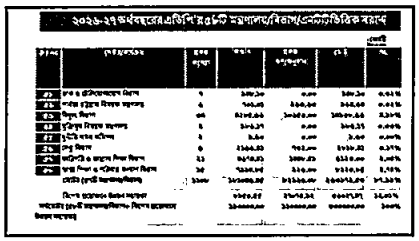

২০২৬-২৭ অর্থবছরের এডিপি'র ৫৮টি মন্ত্রণালয়/বিভাগ/এজেন্সিভিত্তিক বরাদ্দ

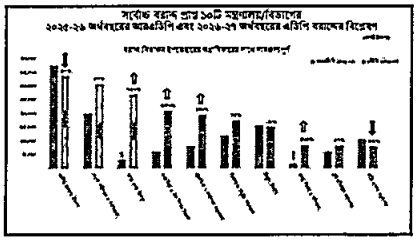

২০২৬-২৭ অর্থবছরের এডিপি'র ৫৮টি মন্ত্রণালয়/বিভাগ/এজেন্সিভিত্তিক বরাদ্দ

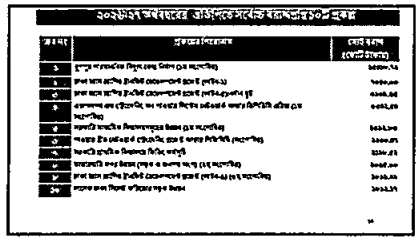

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

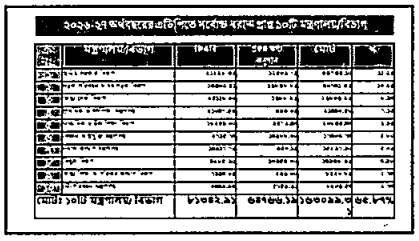

২০২৬-২৭ অর্থবছরের এডিপি'র ৫৮টি মন্ত্রণালয়/বিভাগ/এজেন্সিভিত্তিক বরাদ্দ

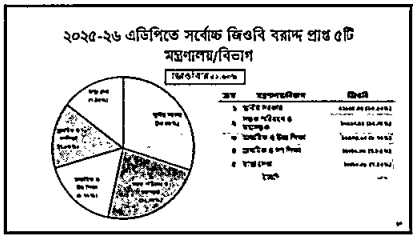

২০২৬-২৭ অর্থবছরের এডিপি'র ৫৮টি মন্ত্রণালয়/বিভাগ/এজেন্সিভিত্তিক বরাদ্দ

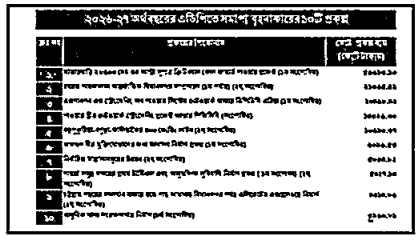


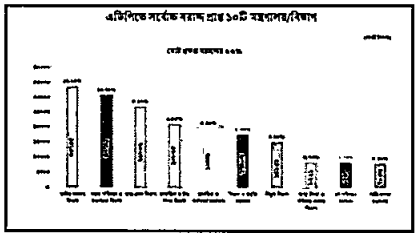


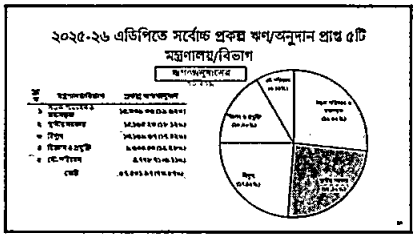


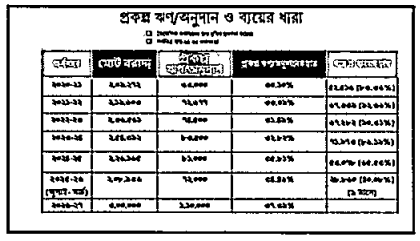




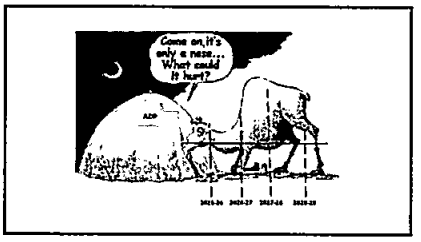


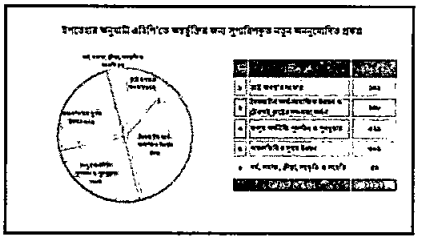


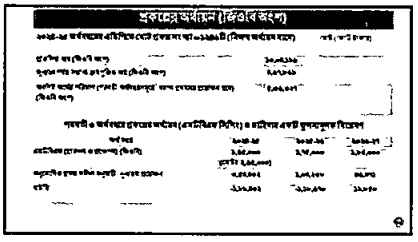


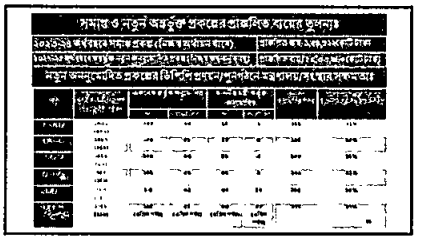


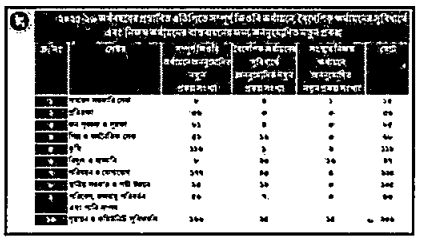
নতুন অননুমোদিত প্রকল্প

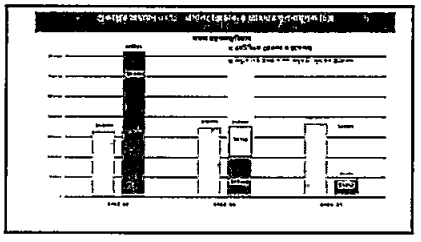

Come on, it's only a nose... What could it hurt?

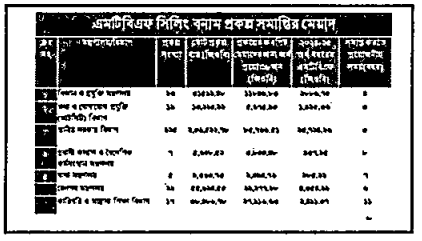


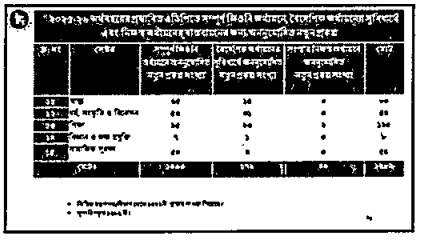


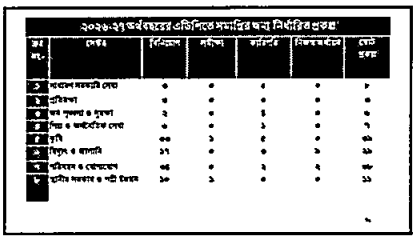






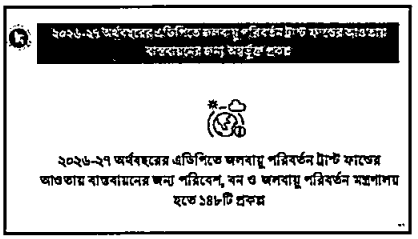






২০২৬-২৭ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

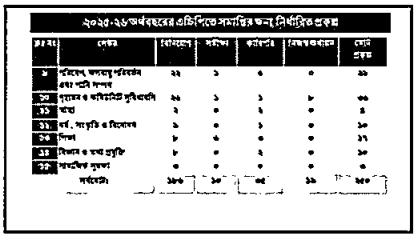
ক্রঃ নং	দেশের	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
১	সাধারণ সরকারি সেবা	৩	০	৫	০	৮
২	প্রতিরক্ষা	৩	০	০	০	৩
৩	জন শৃঙ্খলা ও সুরক্ষা	২	০	৪	০	৬
৪	শিল্প ও অর্থনৈতিক সেবা	৬	০	১	০	৭
৫	কৃষি	৩৩	১	৫	০	৩৯
৬	বিদ্যুৎ ও জ্বালানি	১৭	০	৩	১	২১
৭	পরিবহন ও যোগাযোগ	৩৪	০	২	২	৩৮
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১০	১	০	০	১১



২০২৬-২৭ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য অন্তর্ভুক্ত প্রকল্প

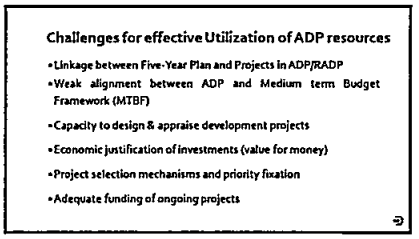
২০২৬-২৭ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয় হতে ১৪৮টি প্রকল্প

Thanks



২০২৫-২৬ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্রঃ নং	দেশের	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
১	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	২২	১	৬	০	২৯
১০	গৃহায়ন ও অবিচ্ছেদ্য সুবিধাবলি	২৬	১	১	৮	৩৬
১১	খাদ্য	২	০	২	০	৪
১২	ধর্ম, সংস্কৃতি ও বিনোদন	১	০	১	০	১০
১৩	শিক্ষা	৮	৬	৩	০	১৭
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	৮	০	২	০	১০
১৫	সামাজিক সুরক্ষা	৩	০	০	০	৩
	সর্বমোট:	১৮৬	১০	৩৫	১১	২৫০

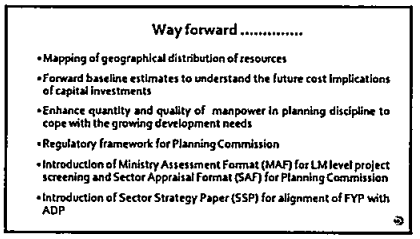


Challenges for effective Utilization of ADP resources

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

২০২৬-২৭ অর্থবছরের বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে অন্তর্ভুক্ত প্রকল্প

২০২৫-২৬ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে ৮০টি প্রকল্প



Way forward .....

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

Public Service Management

Reform Initiatives & Best Practices

Farah Shammi, ndc

Secretary, Coordination & Reforms
Cabinet Division

PART 1 • CONCEPT

What Is Public Service Management?

The organisation, direction and delivery of services provided by, or on behalf of, the state — to create public value for citizens.

A crossroads discipline
Public administration, management and political science meet here.

Pursues public value
Health, education, security, welfare and justice — not profit.

Answers to citizens
Accountable to the public and their representatives, not shareholders.

Part 1 • Concept

PART 1 • CONCEPT

Four Paradigms Compared

	Public Administration	Public Management	New Public Management	Public Service Management
PERIOD	1887–1980s	1970s	1980s–90s	2010s–
GUIDING IDEA	Administer rules impartially	Manage for results	Compete, measure, deliver	Co-create public value
CITIZEN SEEN AS	Subject	Client	Customer	Citizen & partner
COORDINATION	Hierarchy	Line management	Markets & contracts	Networks & relationships
SIGNATURE THINKERS	Wilson • Weber	Perry • Kraemer	Hood • Osborne & Gaebler	Osborne • Moore

Session Roadmap

1 **Concept**
What public service management is, and how it differs from private management.

2 **Evolution**
From classical bureaucracy to New Public Management and beyond.

3 **Reform: Bangladesh Journey**
Fifty years of administrative reform commissions, 1972–2025.

4 **Best Practices**
ETL grievance redress and participatory service delivery.

5 **Performance**
From the APA to the Government Performance Monitoring System.

Public Services are those goods and services which are provided by the government because a market failure has occurred and market has not provided them.

These are (theoretically) non-rival and non-excludable:

1. **Use of it is available to all; i.e: street lighting**
2. **It provides for public health and safety; i.e: Police and Military**
3. **It provides for general welfare of the society; i.e: Primary Education, safety net programme**
4. **Services may provided by both public and private means; i.e: water and sanitation**

Traditional Public Management	*New Public Management*
Rules	Objectives
Due process	Efficiency
Responsibility	Devotion
Formalism	Innovation
Journey	Operation
Complaint : vision	Law
Legacy	Effectiveness
Public interest	Profit

1 PART ONE

Understanding Public Service Management

Definition, distinctive character, functions and the evaluating tensions of managing in the public sector

Paradigm Shift of Public Service Management

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Institutions for Public Service Management/Delivery

1. Bureaucracy
2. Civil Service
3. Public Service
4. Public Organizations
5. Local Government Institutions

Bureaucracy

Characterized with lifelong secure employment, hierarchical organization with formal relation, system of specialization, meritocracy , impersonality and guided by a set of rules and procedures.

Institutions for Public Service Management

1.Public Organizations
1.Ministry
2.Departments
3.Directorates
4.Subordinate organizations
5.Statutory Bodies
6.Commissions etc.

2.Local Government Institutions

2.Developing Institutional Framework for Service Delivery

- Forming Ministry and Divisions and allocating business
- Forming Directorate/ departments/ attached department for deconcentrating businesses
- Forming autonomous bodies/special authorities for delegation of authority and responsibility regarding public services
- Forming Local Govt. Organization [City Corporation, Municipality, District/Upazila/Union Councils] for devolving of authority & responsibility regarding public services
- Forming regulatory bodies for managing and regulating NGOs and Private Sector

Civil Service (10+16)

Small number of neutral permanent core officials of the Republic; neutral in nature and function-based cadre; generally working in Central or Federal Govt. Generally managed by Cabinet/ Civil Service Commission/or Central Personnel Unit.

Merit-based recruitment and promotion

May be considered as superior/ elite service excluded uniform services.

May have separate code of conduct, highly paid and privileged with indemnity and entitlement.

Working closely with Ministers, contributing policy formulation and extend consultation service to Ministers. Accountable for public finance management.

Issues of Public Service Delivery System

1.Political Context of Public Service Delivery
2.Developing Institutional Framework for Service Delivery
3.Managing own (Public) organization

3. Managing own (Public) organization
·Delivery of Public Services

Assessing needs of the clients and prioritize them
Devising Citizen Centric Service Delivery
Introducing Citizen Charters and making it functional
Introducing Citizen Service Cards
Introducing On-line service delivery
Introducing One stop service delivery
Managing G2G, G2C, C2C service rendering interfaces efficiently

Public Service

A public servant is generally a person who is employed by the government, either through appointment or election.

Generally manages public services of local govt. institutions and field administration.

Devolved with delegated administrative and financial authorities.

Policy implementation is the main job. Working in department, agency or local govt. organizations.

1.Political Context of Public Service Delivery

- Understanding Party (Party in Position) Manifesto and Vision of the Nation
- Translating Party manifesto and national vision into Development Plans and Programmes
  - Perspective Plan
  - Five-year Plan
  - Annual Development Program
- Developing Regular Project/Program on the basis of Fundamental State Policy
- Implementing Development Projects

·Managing Networks and Interfaces

Patronage- Civil Servant Interface
Civil-Military interface
Civil Servants- Civil Society Interface
Public -Private Partnership/ outsourcing-monitoring
Network governance
Public Value Creation -(Integrity, Impartiality, Responsiveness, Respect, Accountability, Human Rights, Leadership)
Partnership for Development, PPP
Virtual Governance, Real-time Governance etc.

.Managing Performance and Transparency

·Drawing organizational Missions and Objectives
• Drawing Performance Targets & KPIs & publishing performance reports

PART 1 · CONCEPT

The Core Managerial Functions

Gulick's classic formulation — still the backbone of public management.

01 **Planning**
Setting goals and the means to reach them.

02 **Organizing**
Structuring authority and units of work.

03 **Staffing**
Recruiting, developing and retaining people.

04 **Directing**
Decision and issuing operating instructions.

05 **Coordinating**
Aligning parts into a coherent whole.

06 **Reporting & Budgeting**
Accounting for results and resources.

Public Service Management · BPATC — Part 1 · Concept

PART 2 · GLOBAL

The Open Government Movement

Obama Initiative, 2009

Data.gov — a central open-data portal

FOIA reforms expanding public access

Co-founded the OGP in 2011

Open Government Partnership

Founded 2011 by eight governments

Members commit to National Action Plans

Government + civil society collaboration

Public Service Management · BPATC — Part 2 · Global

PART 3 · BANGLADESH

The Inherited Challenge, 1971

A development-hungry new nation inherited a colonial administrative structure built to control subjects — not to serve citizens.

Over-centralised
Power concentrated at the centre, far from the citizen.

Class & rank bound
A rigid hierarchy of classes and graded ranks.

Control-oriented
Designed for revenue and order, not development.

Public Service Management · BPATC — Part 3 · Bangladesh

2 PART TWO

Reform: The Global Context

Performance-management systems and the open-government movement that reshaped public services worldwide

PART 2 · GLOBAL

What the Global Evidence Suggests

Clarity of purpose
Agree a few outcomes that matter — not a hundred metrics.

Transparency by default
Publish once, serve many; disclosure deters leakage.

Citizens as co-producers
Voice before design beats surveys after failure.

Feedback that changes rules
Data and complaints must loop back into how services run.

Capability, not just structure
Reorganising leaves fails without skilled, motivated people.

Fit to context
No universal blueprint — borrow ideas, adapt to your state.

PART 2 · BANGLADESH

Seven Reform Efforts, 1972–2025

1973	1976	1982	1992	1997	2007	2024
ASRC	P&SC	CARR	ARC	PARC	RRC	PARC
Administrative & Services Reorganisation Committee	Pay & Services Commission	Committee for Administrative Reform	Administrative Reform Committee	Public Administration Reform Commission	Regulatory Reform Commission	Reform Commission (planned, 2025)

Public Service Management · BPATC — Part 2 · Bangladesh

PART 2 · GLOBAL

Waves of Global Reform

1980s–90s
Efficiency & Markets
Privatisation, contracting and performance targets — doing more with less.

1990s–2000s
Performance & Results
Results-based management, balanced measurement, agency accountability.

2000s–2010s
Transparency & Openness
Open data, Freedom of Information, the Open Government Partnership.

2010s–now
Participation & Co-Production
Citizen engagement, social accountability, digital service delivery.

Public Service Management · BPATC — Part 2 · Global

3 PART THREE

Reform: The Bangladesh Journey

Fifty years of administrative reform commissions — from the ASRC of 1972 to the PARC of 2024–25.

1972 · ASRC

Administrative & Services Reorganisation Committee

CHAIR
Prof. Mozaffar Ahmad Chowdhury

PERIOD
15 March 1972 · reported 1973

PURPOSE
Repeal the inherited colonial, class-bound structure into a development-oriented system.

RECOMMENDATIONS & FATE
Classless civil service
Achieved 2015 — but as 28 grades, not the 10 recommended.

Single unified civil service
Partly alive via the Deputy Secretary pool; full unification pending.

Separation of the judiciary
Delivered 2007 following the Masdar Hossain judgment.

Public Service Management · BPATC — Part 3 · Bangladesh

207

1976 • PARB

Pay & Services Commission — Rashid Commission

CHAIR
M. A. Rashid • 14 members

FORMED
20 February 1976

PURPOSE
Reform the civil-service structure, rationalise pay, and build merit-based personnel management.

RECOMMENDATIONS & FATE
28 organised cadre services
Formally launched 1 September 1980.

Senior Service Pool (SSP)
Formed 1979 — abolished 1985 amid conflict and complexity.

21 national pay grades
Introduced 1980, replacing the earlier 16 grades.

Public Service Management • BPATC — Part 2 • Bangladesh

1997 • PARB

Public Administration Reform Commission

CHAIR
A. T. M. Shamsul Haque

FORMED
January 1997

PURPOSE
Raise efficiency, accountability and transparency; curb over-centralisation and secrecy.

RECOMMENDATIONS & FATE
Service billboards, pension simplification, WAN
Fully implemented; wide-area network established.

Independent ACC; merit-quota reform
ACC formed; recruitment quota subsequently abolished.

Ombudsman + reform-monitoring body
Never established.

Public Service Management • BPATC — Part 2 • Bangladesh

2014–15 • PARB

Bold Proposals Still on the Table

Lesser government
Ministries 43 → 25; divisions 61 → 40.

Provincial system
Four provinces; a Capital City Government for Dhaka.

Cadre restructuring
Replace the unified BCS with 14 separate services.

Three PSCs
Separate commissions for general, education & health.

Superior Executive Service
Competitive entry to Deputy / Additional Secretary posts.

Openness in service
APS replaces ACR; online annual asset disclosure.

1958 • CARB

Committee for Administrative Reform / Reorganisation

CHAIR
Rear Admiral M. A. Khan

FORMED
29 April 1982 · reported 22 June 1982

PURPOSE
Rationalise decentralisation — bring administration closer to the people.

RECOMMENDATIONS & FATE
Upazila as the basic administrative unit
From 1983 thanas upgraded; sub-divisions became 64 districts.

Directly elected three-tier local government
Ordinances 1988 & 1988; upazila elections revived 2009.

Fiscal decentralisation & local revenue power
Largely unimplemented; local bodies still depend on central grants.

Public Service Management • BPATC — Part 2 • Bangladesh

1997 • ARC

Regulatory Reforms Commission

CHAIR
Dr. Akbar Ali Khan • 17 members

TERM
30 Oct 2007 – 29 Oct 2010

PURPOSE
Ease business and environment; cut red tape by simplifying obsolete rules.

RECOMMENDATIONS & FATE
Online gazette & pre-publication of rules
96 Prime partial text; Rules of Business amended.

One-stop investment approval
Delivered through BIDA (One-Stop Service Act 2018).

Customs modernisation & land digitisation
Customs Act 2023; e-mutation and digital khatian ongoing.

Public Service Management • BPATC — Part 2 • Bangladesh

PART 2 • BANGLADESH

Fifty Years, Recurring Themes

Decentralisation & fiscal autonomy	Still largely central	Rationalising the ministries	Rose to 34 revived
Establishing the Ombudsman	Never created	Separation of the judiciary	Achieved 2007
Merit-based, classless service	Partial	Citizen-facing transparency	Implemented from 2007

Public Service Management • BPATC — Part 2 • Bangladesh

1982 • ARC

Administrative Reorganisation Committee

CHAIR
M. Harun Not Choudhury

FORMED
August 1982 · reported June 1986

PURPOSE
Administer a structure bloated by 20 years of unchecked growth.

RECOMMENDATIONS & FATE
Cut ministries from 36 to 22
Not done — the count instead grew toward 54.

Citizens Charter & service billboards
Introduced across offices in 2007.

Establish the Ombudsman
Law passed 1980 — office still not established 45+ years on.

Public Service Management • BPATC — Part 2 • Bangladesh

2024–25 • PARB

Reform Commission — Already Implemented

CHAIR
Abdul Muyeed Chowdhury

FORMED
3 Oct 2024 · reported 31 Jan 2025

CONTEXT
Born of the July–August 2024 uprising; a people-mandated, service-oriented administration.

ALREADY IMPLEMENTED
Police verification abolished for passports
Circular issued 10 February 2025.

Public hearings made mandatory
Re-issued 30 July 2025 under the RTI Act.

NBR split: revenue policy vs management
Ordinance gazetted 12 May 2025.

Public Service Management • BPATC — Part 2 • Bangladesh

4 PART FOUR

Best Practices

Citizens Charter, Right to Information, grievance redress and participatory service delivery; Public Hearing

PART 4 · CITIZEN-CENTRIC

Social Accountability: Three Directions

Horizontal

One state body checks another — audit offices, anti-corruption commissions, the judiciary.

Vertical

Power-holders answer to those they affect — most visibly through elections.

Diagonal

Citizens and NGOs engage directly — participatory budgeting, citizen audits, public hearings.

PART 4 · CITIZEN-CENTRIC

Grievance Redress System

Channels

grs.gov.bd — lodge and track complaints

333 — national toll-free and service routing

Ministry cells — handling and internal resolution

Field administration — district, upazila and local offices

Marks of a good system

Accessible · Traceable
Time-bound · Fair
Visible to leaders · Learning-oriented

5

PART FIVE

Performance Management

From the APA to GPMS — moving from control and evaluation toward developing public servants.

PART 4 · CITIZEN-CENTRIC

Right to Information: A Human Right

Every citizen's right to access information held by public authorities — to ask how decisions are made and how public money is used.

Sweden, 1766
The world's first freedom-of-information law.

UDHR, Article 19
Recognised in the UDHR and the ICCPR.

SDG 16.10
Public access to information as a development target.

PART 4 · CITIZEN-CENTRIC

Participatory & Digital Service Delivery

Participation

Ward Shava · Public hearings
Participatory budgeting · Community scorecards
Social audits · Charter feedback

Digital platforms

myGov · data.gov.bd
Digital Centres · 333 / 333
e-GP / e-payments · Agency websites

Digital works only when understandable, inclusive, updated and connected to a responsive back office.

PART 5 · PERFORMANCE

Performance Management in Bangladesh Today

Not yet full-fledged
Evaluates performance, but does not systematically improve it.

Tactical, not strategic
Focused on annual tasks rather than long-term capacity.

A control mechanism
Built to punish and rank, not to motivate and develop.

The 'Not Me' syndrome
Responsibility diffuses across people, agencies and government.

PART 4 · CITIZEN-CENTRIC

RTI Act 2009 in Practice

What the law requires

Any citizen may seek information from public authorities

Authorities must preserve, catalogue and disclose records

Designated Information Officers. A appellate authorities

Unjustified denial can trigger appeal and sanction

Best practice: proactive disclosure

Publish structure, rules, service lists, fees, timelines and budgets — once, for everyone.

Fewer repeat requests and walk-ins; less hoarding and gatekeeping. Rule of thumb: publish once, serve many.

- Decentralization,
- The "new contractual" appointment in public administration;
- Accountability for performance;
- The separation of policy making from policy implementation; and
- The Citizens Charter initiative.

  - Cutting red tape "shifting from systems in which people are accountable for following rules to systems in which they are accountable for achieving results";
  - Putting citizens first;
  - Empowering employees to get results;

SYNTHESIS

The Way Forward

01 Disclose by default — publish service standards, fees and timelines.

02 Close the feedback loop — turn complaints and ratings into changes in how services run.

03 Engage before you design — bring citizens in early — especially women, rural and disabled groups.

04 Manage to develop, not to punish — use GPMS to build capability and motivation, not only to rank.

05 Connect the back office — a platform is only as good as the responsible office behind it.

DISCUSSION & QUESTIONS

Thank you for your engagement.

Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

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

Why Study Public Policy?

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

What is a Public Policy?

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

Session outlines

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

Define Public

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

What is a Public Policy?

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

Public Policy: The Underpinnings

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

What is a Public Policy?

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

What is a Public Policy?

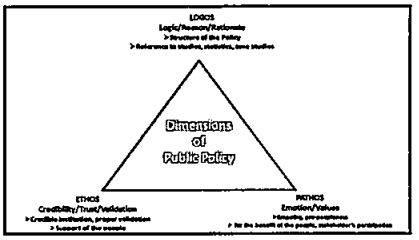
Public policy is all about:

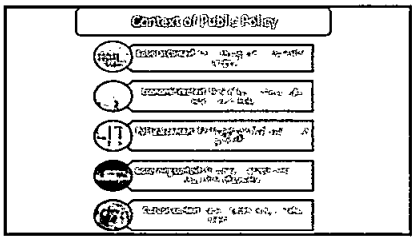
- The intentions of the legislative authority towards society
- The direction in which the legislator wants to steer society
- The way of utilization of national resources

Public Policy

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

(Dye 1978)





Features of Public Policy

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

Rationales for Public Policy

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

Typology of Public Policy

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

What is the concern of Public Policy?

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

Public policy epitomizes...

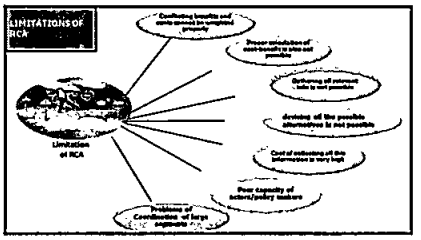
- As a Programme
  - As a model (incentives will increase output)
  - As a process, where policy is considered over a long period of time.
- As policy deliverables
  - As an output, that is what the government actually delivers (land redistributed)
  - As an outcome, what government achieves, identified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

Typology of Public Policy

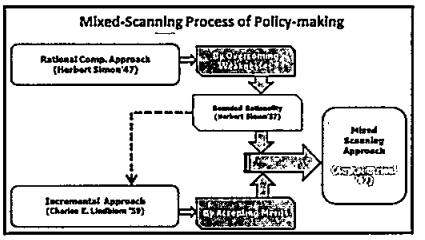
- Redistributive Public Policy
  - Taken for changing social and economic status of underprivileged
  - Concerned with reducing disparity between and among the segments of society
  - Subsidy providing policy for farmers, VGF-VGD policy etc.
  - Progressive Tax Policy for transfer benefits to poorests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

Typology of Public Policy

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



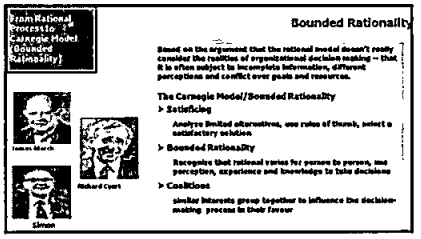
Mixed-Scanning Process of Policy-making



Theories/Approaches of Public-making

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

Bounded Rationality

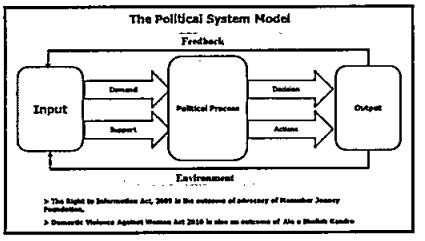


Based on the argument that the rational model doesn't really consider the realities of organizational decision making -- that it is often subject to incomplete information, different perceptions and conflict over goals and resources.

The Carnegie Model/Bounded Rationality

- Satisficing
  - Analyze limited alternatives, use rules of thumb, select a satisfactory solution
- Bounded Rationality
  - Recognize that rational varies by person to person, and perceptions, experience and knowledge in take decisions
- Coalitions
  - similar interests group together to influence the decision-making process in their favour

The Political System Model



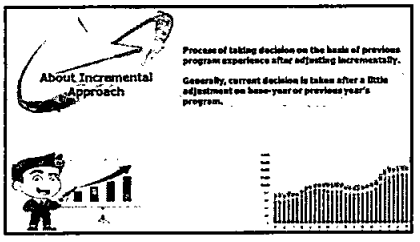
- The Right to Information Act, 2005 is the outcome of advocacy of Aruna Roy Foundation.
- Domestic Violence Against Woman Act 2010 is also an outcome of Ala e Bhalai Kendra

The Rational Model of Policy Making

Features

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

About Incremental Approach



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

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

Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

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

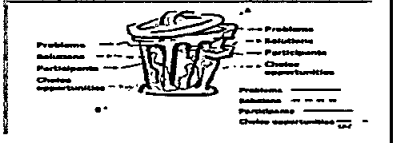
Good Public Policy

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

Criterion to be Public Policies

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

Garbage Can Model of Organizational Decision-Making



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

Good Public Policy

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

Sources of Public Policy

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

Please identify salient features of a good public policy

Success of Public Policy

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

Dynamics of Public Policy : Power

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

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

Dynamics of Public Policy Interest

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

- Types of Interests:
  - Public Interest – Collective welfare (e.g., education, health, security).
  - Private Interest – Specific group/individual benefit (e.g., business lobbying).
  - Conflicting Interests – Competing agendas create negotiation & compromise.
- Key Stakeholders: Government, political parties, pressure groups, NGOs, citizens.

Problem Analysis Templates will cover by someone

Public Policy Making Process

- Agenda setting/Problem Identification

.....Is the process by which problems and alternatives solutions come to the attention of members of the public and government officials

- agencies & government officials meet to discuss the problem at hand

PUBLIC POLICY MAKING PROCESS

PHASE 1: INITIATION	
PHASE 2: GENERATION	• Step 5: Policy formulation, decision-making and policy drafting
PHASE 3: IMPLEMENTATION	• Step 6: Policy implementation
PHASE 4: EVALUATION	• Step 7: Policy monitoring and evaluation

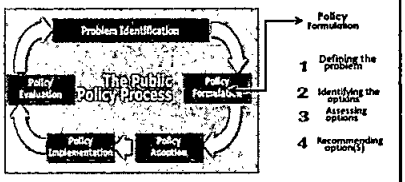
Stakeholders and sources of policy in the process

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

Agenda Setting (cont.)

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

Public Policy Making Process



Stakeholders and sources of policy in the process

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

Agenda setting/Problem Identification

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

Stakeholder engagement, consultation and co-ordination

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

Strong policy formulation need Policy Analysis

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

Criteria Used for Judging Policy Alternatives

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

Policy formulation

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

Qualifications of Policy Analysis for formulation

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

Main Parts to Public Policy-Making

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

Policy alternatives

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

Policy Analysis Criteria

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

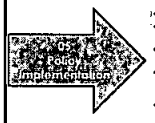
Policy adoption

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

Policy adoption

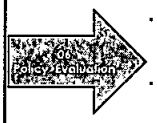
- Factors to consider
- Policy recommendations are normally drafted by senior managers and then referred to higher management authority for deliberation, approval and adoption
- It remains the responsibility of the highest decision-making authority (executive powers) to approve or reject a particular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

Policy Implementation



- set of activities directed toward putting a program into effect (Jones, 1984)
- the decided policy is enforced
- what is done to carry into effect or apply adopted polices.
- 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 Evaluation

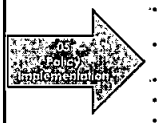


- policy evaluation is concerned with the estimation, assessment and appraisal of a particular policy (Anderson, 1994).
- It is a careful retrospective assessment of the merit, worth, and value of administration, output and outcome of government interventions as intended to play a role in future, practical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

Policy Content/Template

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

Policy Implementation



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

Policy making bodies in Bangladesh

- Cabinet: the ultimate authority of approving a policy
- Ministry-the major responsibility of the ministry is 'policy formulation' (Clause 4(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
- Parliamentary Committees
- Development partners
- CSOs/NGOs/Think tanks

Instruments of Public Policy

Regulation . the laws that legislatures enact, and the rules/regs. that bureaucracies adopt

Govt. management ; Govt. implements a policy by directly providing a service to the public. Privatization/education/defense/fire services

Taxing & spending – examples: tax policies to promote, or discourage, certain behavior/activities; spending policies providing direct payments of money to citizens-social security

Market mechanisms - as a form of public policy, Govt. "uses" the market by deciding NOT to intervene in a situation, but allow the law of supply & demand to operate-energy efficiency appliances

Education, Information, & Persuasion – educating citizens in an attempt to persuade them to act in a certain way

Policy Evaluation

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

Nature of policy making in Bangladesh

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

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

Key Learning Points

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

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

Heartiest Thanks!
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Module:5
Research for Governance

Research for Governance and Policy Analysis

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Proposal stage (format)

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

Setting Objective ...

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

Module: Research for Governance and Policy Analysis

- Module objectives: To orient the participants to understand the necessity of public service research and acquaint them with different research aspects and methods.
- Module Evaluation: Two Parts (part one: Proposal-50 marks; part two: full report-100 marks)

Full Report

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

Research Questions

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

Introduction

-Any policy/ordinance
(A policy has a number of stages such as; problem identification; setting objectives/agenda; decision-making; implementation; and evaluation)

**What are the dimensions to be considered for policy evaluation?
-(Process; coherence; effectiveness; efficiency; economic feasibility; social feasibility; acceptability; sustainability; innovation and so on)

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

Title

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

Literature Review and References

- Past work
- In-text citation
- References: Harvard style

Author(s) Last name, Initials. (Year). 'Article title', Journal Title [published online ahead of print Day Month]. Available at: DOI/URL (Accessed Day Month Year).

Islam, MZ. (2016) 'Measuring performance of small government agencies using balanced scorecard approach and unified reward network approach' PLoS ONE 11(6): e0156616. https://doi.org/10.1371/journal.

095 219

Text formatting

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

SCHEDULE FOR SUBMISSION

- CMT OR MD WILL DECIDE
- PRESENTATION (FINAL)

Module:6

Project Management and Financing

Public Procurement

Critical aspects of Complex and big Project Management

(Project Procurement management with PPA 2006 and PPR 2025)

[158th ACAD]

MD. FARUQUE HOSSAIN
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National Skills Development Authority
Former DG, CPTU

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

Project and nature of project financing

- Project managed by DP and DP Procurement Policy (WB, ADB, JICA)
- Project managed by GOB Money and Procurement managed by Country procurement policy
- Project managed by Lending Bank and procurement managed by Bank (Exim Bank, European Bank)
- Project managed by organizations own money , Procurement managed by Country policy [BIMAN]
- Project managed by Private sectors money , Procurement managed by own policy (Money from Capital market)

Public Procurement Critical issue

Rights of PE and EO

- Quantity
- Quality
- Place
- Time
- Price

Procuring Entity

Ensuring Value for Money

Project

- Administration
- Financial management
- Procurement
- Project Governance

- Project with Public Procurement
- Project with PPP Policy
- Project with FDI

Principles of Public Procurement

- Transparency
- Accountability
- Non-discrimination
- Free fair treatment
- Integrity
- Fit for Purpose

Category of Public Procurement
Goods
Works
Physical Services
Intellectual Services

Tenderer
Contractor
Supplier
Service provider
Applicant
Consultant
Economic Operator

Method of procurement

Ensuring Value for Money and Rule of Law

Procurement Policy

Tenderer/Applicant, who can fulfil the rights

- Eligible, Complete, Complied TS and TV
- Qualified (Experience, Tender Capacity, Production Capacity, Turn over, Financial capacity, Litigation);
- Technically complied (Technicalities, performance, functions, environment and social issues, Standard, Certifications etc.);
- Offered Lowest and market comparable price (Application of SLT formula);
- Post qualified;

Large and Complex Project and Public procurement

- Project with GOB Money
- Project with DP Finance
- Project with own finance
- Project with Private fund/Concessioner

- Recruitment
- Procurement
- Management (Administrative and Financial)

Objectives

- Efficiency [Minimizing the cost of Procurement)
- Effectiveness (Fulfilment of objective of procurement)
- Economy (Market comparable price of procurement)

Ensuring Value for Money

Basics

Tenderer/Applicant, who can fulfil the rights

- Eligible, Complete, Complied TS and TV
- Qualified (Experience, Tender Capacity, Production Capacity, Turn over, Financial capacity, Litigation);
- Technically complied (Technicalities, performance, functions, environment and social issues, Standard, Certifications etc.);
- Offered Lowest and market comparable price (Application of SLT formula);
- Post qualified;

Eligibility

Who is eligible

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

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

Responsiveness

Who is responsive

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

Other Compliance Factor imposed by PE
Example :
Certification (Gartner);
Hired vessel/Owned vessel;
Supply at least in 500 Upazilla and have service center;
Printing capacity of 1 lakh pages per day;
Internationally reputed;

Procurement Critical Issue

Understanding Estimated cost and Official Estimated cost

Estimated Cost	Official Estimated cost
Prepared during preparation of DPP or Procurement Plan during need assessment	Prepared after preparation of requirement and tender document
Publications Mandatory	Confidential
No committee assigned to prepare	3-5 members Committee assigned to prepare
Usually inflated, prepare to meet future market escalation.	Real, comparable with tender price, prepare during Tendering.
Cost estimated based on total project cost or budget	Benchmark cost for procurement, where the cost of tenderer and his profit is included.

Qualification

Who is qualified

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

Award

Who is awarded

- Not eliminated;
- Responsive;
- Offered lowest price;
- Price is comparable with Official Estimated Cost;
- Financially responsive (Above SLT level)
- Post qualified

Procurement critical issue

Estimated cost of Procurement

- Inflated;
- Compressed;
- Estimated long before;
- Market (Technology/Price/Availability) changed during procurement;
- All cost is not incorporated;
- Commercial and contractual conditions are not addressed;
- Price changed in the market quickly.

Technical Compliance

Who is technically complied

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

Procurement Critical Issue

Need assessment

Development of procurement strategy and method

(Rul3 24, PPR 2025)

- Before developing procurement plan, PE analyze the market, procurement requirement , volume, characteristics of procurement object and select the method of procurement;
- PE also examine the objective of the project, market condition, probable risk, analyze the possible risk mitigation , capacity of the local economic operator, sustainability, PE1s capacity, possibility of competition during development of Strategy and incorporate it in DPP;
- Early market engagement ;
- Pre-procurement conference.

Procurement Critical Issue

Procurement Plan and its changeability

(Rule 25, PPR 2025)

- PP and it's content (Requirement, Estimated cost, Approval Authority, Method, Source of Fund and indicative dates) is highly estimated
- Its approval authority is HOPE, as per Rules;
- Plan is incorporated in DPP as per the instruction of PPA/PPR.
- Total Procurement Plan should be updated yearly
- Annual procurement plan can be updated quarterly with the approval of the HOPE.
- Plan may be changed for unforeseen reason or limitations and PE's own necessity.
- Change of PP does not need the approval of the DPP approval authority.

Procurement critical issue

Official Cost Estimate preparation
Rule 9(1), PPR 2025

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

Procurement Critical issue

National and International procurement

- Methods/STD
- Advertizement
- Tender Security
- Performance Security
- Currency of tender/contract/payment
- Domestic Preference
- Tender submission time
- PS submission and Contract signing time
- INCOTERMS
- Letter of Credit (L/C)
- Dispute settlement

Procurement Critical issue

Criteria for evaluation

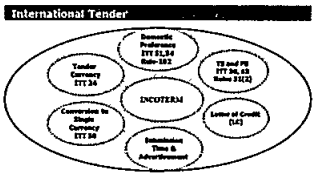
- Shall be market oriented;
- Facilitate competition;
- Without compromising the quality (requirement);
- Should not be restrictive;
- Assessable the straight compliance during evaluation
- Shall be Pass/Fail

Procurement Critical issue

Details Specification/BOQ/TOR in DPP
Rule 38-40, PPR 2025

- Market Changed during procurement;
- PE need alternate technology of the present market;
- Need Approval to change;
- Confined with the previous requirement though need to change to avoid approval and other inconvenience ;
- Procurement become ineffective;
- Project implementation is under threat,
- Need major revision
- Citizen deprived from the benefit of the project

Procurement Critical issue



Procurement Critical issue

Eligibility of Person/Non-discrimination (Rule 64, 65)

Section 2(33) includes loan, grants etc given by DPs within "public funds"

Section 3(2)d brings procurement with DP fund under PPA ....but if agreement between GOB and DP provides otherwise, DP's guidelines will prevail.

- Rules brings procurement under DP funds within purview of PPR;
- Rule brings procurement with DP fund under PPR (Define public fund);
- Rule limits participation of tenderers and applicants within DP approved eligible countries.
- Rule brings procurement within the limit of Bangladesh and DP's country while bilateral.
- Rule limits participation of tenderers and applicants within DP's country or limit imposed by the DP.

Procurement Critical issue

Application of alternate procurement method

- Reason and justification shall be recorded (Rule 79)
- Shall follow flow chart of Schedule 14;
- Approved by the Head of the Procuring Entity;
- No complaint shall be lodged against the selection of method;
- Section 68 of PPA empowered the CCEA to select the alternate method or any other method for natural digester, Urgent necessity, public interest;
- Natural disaster or serious calamity : Hope 1 crore, Secretary 7 crore, Event management 25 lakh HOPE, 3 CRORE Secretary.
- LTM : Enlisted with threshold, and without threshold.

Procurement critical issue

Forfeiture of Tender Security (Rule 26)

- If tenderer withdraw his tender within the tender validity period;
- If tenderer fails to submit PS or PS found unauthentic after verification;
- If fails to sign the contract;
- If correction of arithmetical error is not accepted by the tenderer;
- If tenderer engages in professional misconduct as in the rule 149.

Procurement Critical issue

Change in compulsory provisions in (TD Rule 5)

- Turn-key contract, design, construction, procurement of equipment and installation and commissioning;
- Execution in a coordinated way by the contractor;
- Additional or special condition may be incorporated;
- Should not be restrictive;

Procurement Critical Issue

JVCA (Rule 70)

- In a JV of joint responsibility, each partner of the JV shall be jointly and severally liable for all liabilities and ethical or legal obligations to the Procuring Entity for performance of the Contract.
- The JV partners shall nominate the Leading Partner as REPRESENTATIVE being entrusted with the Contract administration and management of Site who shall have the authority to conduct all business including the receipt of payments for and on behalf of all partners of the JV;
- If there is a dispute that results in legal action being taken in court then action will be taken against all partners of the JV, if they are available and, if only one partner is available, then that partner alone shall answer on behalf of all partners and, if the complaint lodged is proven, the penalty shall be applicable on that partner alone as whatever penalty all the partners would have received, the composition or constitution and legal status of the JV shall not be altered without the prior approval of the Procuring Entity;
- Alteration of partners, except the Leading partner, shall only be allowed if any of them is found to be incompetent or has any serious difficulties which may impact the overall implementation of the Works, whereby the incoming partner shall require to possess qualifications higher than that of the outgoing partner;

*If any of the partners of JV has been debarred from participating in any procurement activity and while in case, the Leading partner is found incompetent or has been debarred due to the same reasons stated herein the Contract shall be terminated.

Procurement Critical Issue

Tender Rejection

- On justifiable grounds, if approved by the HOPE, , a Procurement proceedings may be annulled prior to the deadline for the submission of Tenders (PPR 2008, rule 35).
- PE may reject all Tenders following recommendations from the Tender Evaluation Committee only after the approval of such recommendations by the HOPE, if –
  - the price of the lowest evaluated Tender exceeds the official estimate, provided the estimate is realistic; or
  - there is evidence of lack of effective competition; such as non-participation by a number of potential Tenderers; or
  - the Tenderers are unable to propose completion of the delivery within the stipulated time in its offer, though the stipulated time is reasonable and realistic; or
  - all Tenders are non-responsive; or
  - evidence of professional misconduct, affecting seriously the Procurement process, is established pursuant to Rule 127 of the Public Procurement Rules, 2008.

Public Procurement Critical Issue

SLT

Rule 118(25) and 118(26)

49. Identifying Significantly Low-priced Tenders (SLT)

Prices of all technically responsive Tenderers shall be checked to identify Significantly Low-priced Tender through a specified manner mentioned in the following Sub Clauses.

During the evaluation , the proposed prices of all technically responsive tenderers (at least two tenders) shall be used to determine a Weighted Average, considering:

i. the official cost estimate (WA 0.20);
ii. the prices obtained from the recent Price Index in public procurement processes in e-GP portal(WA 0.30); and
iii. the tenderers' quoted prices(WA 0.50).

Thereafter, the Weighted Standard Deviation (Sd) of the quoted prices of all responsive tenders shall be determined using the following formula:

Procurement Critical Issue

Removing TEC member

Rule 11(11), PPR 2025

Approval authority of the Committee formation can remove a member of the TEC/PEC ;

- If member does not disclose his relationship with tenderer or applicant;
- If member become absent in two meeting consecutively;
- If section 68 of the PPA is deviated by a member;
- Transfer , death or leaving abroad.

Procurement Critical Issue

Note of Dissent

Rule 118 (3) Ga

- Note of dissent , if not agree with the recommendation;
- Evaluation report shall be signed by all members with not of dissent;
- Approval authority will take decision in considering the recommendation and note of dissent;
- AA can take decision on his own or can take expert opinion;

Public Procurement Critical Issue

Significantly Low-priced Tender

(Rule 118 (25) and (26)

Thereafter, the Weighted Standard Deviation (Sd) of the quoted prices of all responsive tenders shall be determined using the following formula:

$$A = 0.5 \times \frac{\sum_{i=1}^{n} x_i}{n} + 0.2 \times \text{price} + 0.3 \times \text{mean}$$

Thereafter, the Weighted Standard Deviation (S_d) of the quoted prices of all responsive tenders shall be determined using the following formula,

$$S_d = \sqrt{\frac{\sum_{i=1}^{n}(x_i - \bar{x})^2}{n}}$$

Where,

- x_i = Quoted Price of Acceptable Tenderer,
- $\bar{x}$ = Weighted Average
- n = Number of Acceptable Tender;

Finally the lower limit of acceptable prices shall be quoted below this limit shall be considered as a SLT and shall be treated as financially non-responsive and rejected.

Procurement Critical Issue

Delegated procurement (Rule 20 of PPR 2025)

Expert organization can take the responsibility to execute a procurement of other organization/ministry or Division.;

- Executing agency follow the approved DPP;
- Instruction of the governments relevant;
- Dispose the audit.

Procurement Critical Issue

Scope reduction

Rule 118 (27) and (28)

- If lowest evaluated price is substantially higher than the OEC or stipulated budget;
- But the price is market comparable;
- Evaluation committee, subject to arrange additional budget, may reduce the scope of the requirement to procure within budget, subject to the following condition :
  - Lowest remain lowest after scope reduction;
  - Objective of the procurement is not affected due to reduction of the scope;
  - Lowest tenderer has give his consent to reduce the scope.

Procurement Critical Issue

SLT

Schedule 18, PPR 2025

- Single tender does not need to process through formula.
- If the price of the lowest tender is more than 20% , tender will not be acceptable;
- This formula is not applicable for physical service procurement for outsourcing;

224

Procurement Critical issue

Approval of procurement proposal (Rule 47)

- Approval authority can take any of the four decisions :
  1. Approve the procurement proposal
  2. Ask for clarification on evaluation
  3. With reason, instruct for re-evaluation
  4. With reason reject the procurement proposal and for re-process
- While TEC recommended positively, only AA can reject that recommendation with mentioning reason.
- Company registered under company act 1994, if uses operating or development budget for procurement, shall follow the delegation of financial power of the Finance Division, to approave the procurement proposal;

Procurement Critical issue

Contract price (Rule 7)

Price adjustment (Works and physical services)

1. Where the Contract Period (excluding the Defects Liability Period) exceeds eighteen (18) months,
2. Price adjustment is applicable during the performance of the Contract to reflect changes occurring in the cost of labour and material components etc.
3. In such cases the tender documents shall include in the Appendix 2, a formula of such price adjustment.
4. Where Contracts are of a shorter duration than eighteen (18) months or in cases where there is to be no Price Adjustment, the following provision shall not be included. Instead, it shall be indicated under this Appendix 2 that the prices are to remain firm and fixed for the duration of the Contract.

If the value of the Index is changed after it has been used in a calculation, the calculation shall be corrected and an adjustment made in the next or in the final payment certificate.

The Index value shall be deemed to take account of all changes in price due to fluctuations.

Procurement Critical issue

Contract
Rule 4(7)

Contract means a number of documents organized in the manner of Precedence which is as follows :

- Contract agreement
- Notification of award
- Tender and the appendix to the tender
- Particular conditions of contract
- General conditions of contract
- Technical specifications
- Environmental and social specification
- Drawing
- Priced bill of quantities/Price schedule of requirements
- Communications or any other document.

Procurement Critical issue

Approval of the procurement of Public owned company
Rule 47 (3), PPR 2025

- While company uses own money to procurement of goods, works, services, procurement proposal shall be approved by the authority as per administrative and financial power as prescribed in the Company Act 1994;
- While company uses the fund from ADP budget or operating budget, the procurement proposal shall be approved by the authority as per delegation of financial power.

Procurement Critical issue

Contract price

- Variation/Additional Delivery

- Variation to the contract is allowed to cover increase or decrease in quantities, including the introduction of new work items (non-Tendered items) that are either due to change of plans, design or alignment to suit actual field conditions, within the general scope and physical boundaries of the contract;
- 10 % variation is allowed with the approval of the approval authority;- Rule 50(17);
- Maximum 30% Variation is allowed whoever is the approval authority as per delegation of financial powers-Rule 50(18)
- Variation not exceeding the original contract value and non-tenderard item variation not exceeding 2% or 10 crore (which is lower) shall be approved by the HOPE –Rule 50(19)

Procurement Critical issue

Similar experience (STD)

- Specific experience as a Contractor or Subcontractor or Management Contractor that are similar to the proposed goods, works, physical services, plant and services in at least *a number of contract(s) and of a minimum value over the period, as specified in the TDS.*
- TDS represents number of contract, minimum value of the contract and the period;
- " Proposed" means title of the tender and relevant specification/BOQ/requirement.

Procurement Critical issue

Contract price

Contract Price means the price payable to the Contractor as specified in the Contract (usually fixed) , subject to such additions and adjustments thereto or deductions therefrom, as may be made pursuant to the Contract.

- Price adjustment (Rule 50)
- Variation/Additional Delivery (Rule 52,53,54)
- Legal change (Rule 50(16))

Procurement Critical issue

Contract price

Legal change
Rule 50(16)

If after the Contract,

- Any law, regulation, ordinance, order or bylaw having the force of law is enacted, promulgated, abrogated, or changed in Bangladesh;
- Subsequently affects the Delivery Date and/or the Contract Price, then such Delivery Date and/or Contract Price shall be correspondingly increased or decreased, to the extent that the Supplier has thereby been affected in the performance of any of its obligations under the Contract.

Procurement critical issue

Forfeiture of Performance security

- Shall not be forfeited straight forward
- Performance security is adjusted with compensation event;
- If a contract is terminated, additional cost of the retender, liquidated damage shall be charged on the EO.
- EO pay the compensation and take back his performance security.
- If EO fail to compensate, PE will then en-cash the PS and recover the additional claim by other legal means.

Procurement Critical Issue

Variation(Works, Physical Services. Intellectual services)/ Additional Delivery (Goods)

- Variation order
- Preparation of Variation
- Assessment of cost of variation
  - Unit price of original contract;
  - Non-contract item, based on market price and negotiation;
- Approval ceiling:
  - Maximum 10% of the original contract : AA
  - Maximum ceiling of variation 30% of he original contract;
  - While variation not exceeding the contract price: HOPE
  - Non-tendered item and price not exceeding 2% of the contract value or 10 crore taka, whichever is lower : HOPE
- Variation verification Committee within 10 days
  - Maximum 10% of the original contract : AA
  - Approval authority lower than the HOPE and total 5 crore, no need to verify by the committee.

Procurement Critical Issue

Liquidated Damage
(Rule 51(27) PPR 2025

- Liquidated damages are pre-agreed sums specified in the contract to compensate for fundamental breaches of delayed delivery, providing clarity and reducing disputes over damages.
- The EO shall be liable to pay Liquidated Damages/Delay Damages to the PE at the rate per day as specified in the PCC for each day of delay from the Intended Completion Date, for the uncompleted delivery of goods/works/services or for any part thereof.
- Total liquidated damage shall not more than the amount mentioned in the contract ;
- Shall be deducted from the payment of the EO;
- While time extension is allowed due to the justified reason, no LD shall be claimed for delayed delivery.
- Liquidated damage shall not relieve the EO from his obligations.

Procurement Critical Issue

Non-adherence to contract clauses

- Contract implantation is completely guided by the Contract;
- Solution for any breach of contract is prescribed in the clauses;
- EO and PE performing their rights and obligation under the contract;
- Tenderer may be prosecuted if he demonstrate the act of CFCC as per section 64 of the PPA ;

Procurement Critical Issue

Acceptance of supply/construction/Deliverable

- Less attentive in acceptance stage;
- Inspection/test or any means of verification for acceptance is not followed;
- Defective supply is accepted, cause the acceptance committee member is not technically equipped;
- Fail to take the service during WP/DLP;

Procurement Critical Issue

Debarment Review Board
(Rule 149 PPR 2025)

- Against debarment decision if Economic operator is aggrieved, can lodge appeal;
- BPPA forms three members review board (one expert on procurement legal issues, one national trainer professional member of international procurement body and one procurement contract management expert)
- BPPA will issue a detailed procedure on the activity of the board.
- Board will give decision on debarment within 12 days;
- Decision shall be made on majority and its decision is final.

Public Procurement Critical Issues

Thanks

QA

Procurement Critical Issue

Payment in Foreign Currencies
Section 33 and Rule 102

- Tenderer shall be allowed to submit their proposal in widely used currency or currencies;
- Local supply shall be offered in BDT;
- Payment shall be made in offered currency or currencies.

Rule 102 (1) (gha) : The currency/currencies which is/are allowed to submit tender, tender security and performance security, shall be signed the contract and made payment on those currency/currencies.

GCC Clause 40. Currency of payment states "40.1 any payment under this Contract shall be made in the currency (ies) of the Contract."

Procurement Critical Issue

Delayed payment
RULE 50, PPR 2025

1. If the Procuring Entity makes a late payment, the EO shall be paid interest on the late payment in the next payment at the rate as specified in the PCC;
2. Interest shall be calculated from the date by which the payment should have been made up to the date when the late payment is made.

Project Preparation

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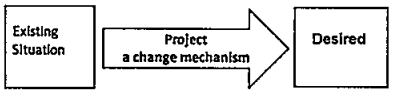
Problem



Feasibility Study is 1st Step for Project Preparation

- A feasibility study is an assessment of practicality of a proposed plan.
- A feasibility study is a detailed analysis that considers all of the critical aspects of a proposed project in order to determine the possibility of it succeeding.
- The study is also designed to identify potential issues and problems that could arise while executing the project.

Points to be Discussed

- What is Project
- How to Prepare a Project

Factors Lead to Creation of Project

Legal Requirement	Stakeholder Demands
Environmental Considerations	Customer Request
Social Needs	Market Demand
Business Process Improvement	Economic Changes
Strategic Opportunity or Business Need	Political Changes
Competitive Forces	New Technology
	Material Issues

When Feasibility

- A organization may conduct a feasibility study when it's considering launching a new business, adding a new product line
- Changes in available technology, financial conditions, trade relations, availability of materials and equipment etc
- Feasibility is not only limited to the time of initiation of a project
- It could be during implementation of project and operation

Project can create

- A unique product that can be either component of another item or an item in itself,
- A unique service or a capability to perform a service (e.g., a business function that supports production or distribution),
- A unique result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society).
- A unique combination of one or more products, services, or results (e.g., a software application, its associated documentation, and help desk services).

- PMBOK, 6th Edition

Project Initiation Context

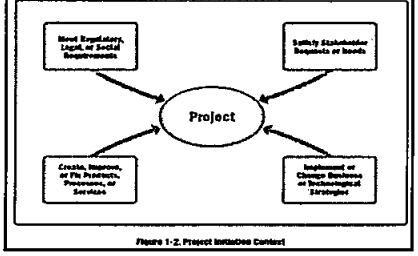


Figure 1-2. Project Initiation Context

Methodology of FS

- Design the feasibility study plan
- Which method to be used
- How the study to be conducted
- Data to be primary or secondary data
- Census or sampling to be applied
- What would be the sample size
- Which sampling technique to be used for collecting data

Issues in Feasibility Study

- In feasibility we assess a project in order to make decision regarding future course of action.
- Types:
  - Technical
  - Financial
  - Economical
  - Environmental
  - Social etc
- These are not independent but they are closely dependent on each other.

Financial Analysis

- Realistic cost estimation
- Identify the components of cost and benefits
- Transfer them in monetary value
- Sound capital structure: provision for working capital requirement
- Generation of sufficient cash flow to cover debt-service Liability
- Generation of adequate profit

Calculation of NPV at 10%

Year	Cost	Benefits	Discount factors at 10%	Discounted Costs	Discounted Benefits
1	2	3	4	5	6
Y0	50000	--	1	50,000.00	0
Y1	10000	20000	0.909	9,090.91	18,181.82
Y2	15000	30000	0.826	12,396.69	24,793.39
Y3	18000	36000	0.751	13,523.67	27,047.33
Y4	20000	40000	0.683	13,660.27	27,320.54
Y5	20000	40000	0.621	12,418.43	24,836.85
				111,090	122,180

Technical Feasibility

- Appropriate technology & alternative ways of production
- Availability of inputs at reasonable cost
- Technical design
- Economics of scale in production
- Output Plan
- Advantageous Location
- Maintenance & Repairs
- Provision for expansion
- Balancing of equipment

Financial Analysis

- Pay back period: Pay back period is a measure of Project's Capital recovery. It is Length of time takes to recover the initial investment of Project.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Return (IRR)
- Project Acceptable If
  - ✓ NPV > 0
  - ✓ BCR>1
  - ✓ IRR > Discounting Factor

At 10% rate of interest

Discounted benefit /Present Value Benefit
= 122,180
Discounted cost/ Present Value Cost
= 111,090

NPV = PVB – PVC
= 122,180 – 111,090
= 11,090

Clearly, Here NPV is positive. So the project is financially viable, so the project should be accepted.

Financial Analysis

- What benefit does the project promise for its sponsors or owners?
- The satisfactory answers to questions provide the prime test of a project's acceptability

Year wise Cost and Benefit

Year	Cost	Benefits
1	2	3
Y0	50,000	--
Y1	10,000	20,000
Y2	15,000	30,000
Y3	18,000	36,000
Y4	20,000	40,000
Y5	20,000	40,000
	133,00	156,000

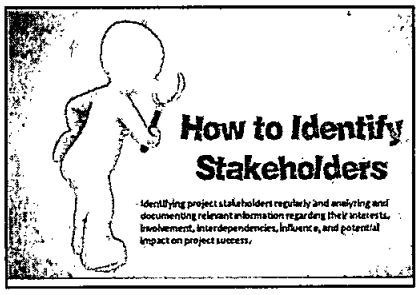
From the previous example,
BCR=PVB/PVC
=122180 / 111090
= 1.10
Here BCR is greater than one .
So benefit is more than the cost, the project should be accepted.

Economical Analysis

- What benefit does the project promise for the Society/National economy?
- Direct & indirect cost and benefits are considered
- The satisfactory answers to these questions provide the prime test of a project's acceptability.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Return (IRR)
- Project Acceptable If
  - ✓ NPV > 0
  - ✓ BCR > 1
  - ✓ IRR > Discounting Factor

Questions to be asked for Project Feasibility

- Are the objectives well defined ?
- What will be result if it is implemented or not ?
- Is the project the best alternative ?
- Is the project an integrated package or single ?
- Who are the beneficiaries/losers ?
- Impact of the project ?
- Is it a worthy project ?
- what are the risks ?



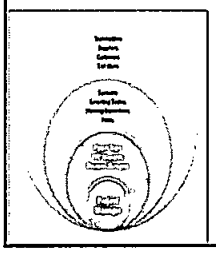
How to Identify Stakeholders

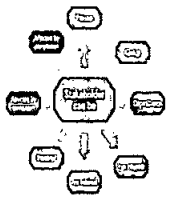
Identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Environmental Assessment

- Identification of impact area;
- Environmental Issues & Impact Analysis with sufficient explanations;
- Quantitative assessment of environmental impacts;
- Mitigation measures/plan for adverse impacts with provisions for environmental enhancement;
- Quantification of impact in each field should be supported by sufficient reasons and calculations;
- Monitoring Plan

STAKEHOLDER





Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest in information about the project.

Stakeholders' stakes can be-

- Interest; affected by a decision.
- Rights (legal or moral rights).
- Ownership; legal title to an asset.
- Knowledge (Specialist knowledge).
- Contribution (resources or advocacy).

Initial Steps of Feasibility Study

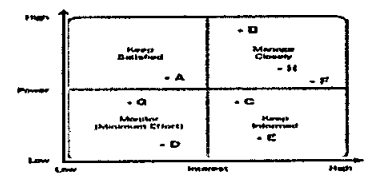
- A feasibility study starts with a preliminary analysis
- Stakeholders are interviewed
- market research is conducted
- a business plan is prepared
- All of this information is analyzed to make an initial "go" or "no-go" decision.

STAKEHOLDER MANAGEMENT

- Identify, prioritize and engage the people, groups, or organizations that could impact or be impacted by the project, an appropriate way can mean the difference between project success and failure.
- Analyze stakeholder expectations and their impact on the project.
- Develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.
- Implementing continuous communications with stakeholders to understand needs and expectations
- Focusing on stakeholder satisfaction as a key project objective.

Stakeholder Analysis

Power/interest grid, power/influence grid, or impact/influence grid. Each of these techniques supports a grouping of stakeholders according to their level of authority (power), level of concern about the project's outcomes (interest), ability to influence the outcomes of the project (influence), or ability to cause changes to the project's planning or execution.



STAKEHOLDER REGISTER

Contain information about identified stakeholders include but not limited to

- ✓ Identification information. Name, organizational position, location, contact details, and role on the project.
- ✓ Assessment information. Major requirements, expectations, potential for influencing or impact project outcomes.
- ✓ Stakeholder classification. Internal/external, impact/influence/power/interest, upward/downward/outward/sideward, or any other classification model chosen by the PM.

STAKEHOLDER REGISTER

Project Title: _____ Date Prepared: _____

Name	Position	Role	Contact Information	Requirements	Expectations	Influence	Classification

Stakeholder engagement assessment matrix

A stakeholder engagement assessment matrix supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery.

The engagement level of stakeholders can be classified as follows:

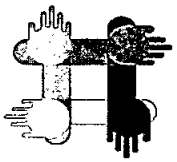
- o Unaware. Unaware of the project and potential impacts.
- o Resistant. Aware of the project/potential impacts but resistant/unsupportive of the work or outcomes of the project.
- o Neutral. Aware of the project, but neither supportive nor unsupportive.
- o Supportive. Aware of the project/potential impacts and supportive of its outcomes.
- o Leading. Aware of the project/potential impacts and actively engaged in ensuring that the project is a success.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				DC	

Types of Project

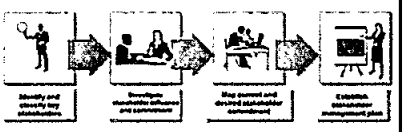
According to Nature of project

- ➢ Development Project
- ➢ Technical Assistance Project
- ➢ Feasibility Study Project



Plan Stakeholder Engagement

The process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.



An effective plan that recognizes the diverse information needs of the project's stakeholders is developed early in the project life cycle and is reviewed and updated regularly.

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.

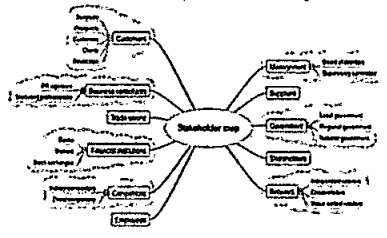
- ➢ can include Goods, Works and Services
- ➢ having or not having TA components
- ➢ is included the main part of ADP.

Stakeholder Engagement Plan

ℹ first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified. The stakeholder engagement plan is then updated regularly when-

- ✓ Start of a new phase of the project;
- ✓ Changes to the organization structure or within the industry;
- ✓ When new individuals or groups become stakeholders and current stakeholders are no longer part of the stakeholder community and
- ✓ Outputs of other project process areas require a review of stakeholder engagement strategies.

Mind mapping Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.



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

Feasibility Study

For large investment, feasibility study is required. The study should examine –

- Demand for the product or service
- Expected beneficiaries
- Availability of resources
- Investment cost
- Expected benefits
- Impacts

Financial Appraisal & Economic Appraisal

Financial Appraisal	Economic Appraisal
a. Profitability or worthiness of any project is determined or judge from the point of view of an Entrepreneur.	a. Profitability viability or worthiness of any project determined or judged from the point of view of the society or nation as a whole.
b. Only Direct cost and direct benefits are considered while determining the profitability of the project	b. Include both direct and indirect cost and benefits
c. Cost and benefit evaluated at market prices	c. Costs and benefits are evaluated at shadow price/ Accounting price
d. Use Market Rate of Discount	d. Use Social Rate of Discount.

Decision-making framework

		Economic	
CBA Outcome		NPV < 0	NPV > 0
Financial	NPV < 0	Reject Project	Accept Project (Subsidy)
	NPV > 0	Accept Project (Tax/welfare cost)	Accept Project (Desired)

Used Format

(1) Investment Project:
Development Project Proposal (DPP)

(2) Technical Assistance Project :
Technical Assistance Project Proposal (TAPP)
Technical Project Proposal (TPP)

(3) Feasibility Study Project:
Feasibility Study Project Proposal

Similarities and differences FA and EA

Item	Financial	Economic
Investment costs	Yes	Yes
O&M costs	Yes	Yes
Revenues	Yes	Yes
Direct Welfare benefits (time savings, health etc)	No	Yes
Direct External effects (e.g. Gas emission reductions)	No	Yes
Indirect economic effects (2nd markets)	No	No/yes
Taxes and duties	Yes	No
Market prices	Yes	No
Shadow prices	No	Yes
Constant prices for IRR, NPV, BCR calculations	Yes	Yes

Impact of Variable over Time

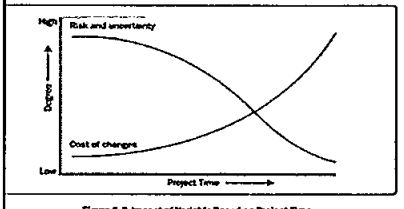
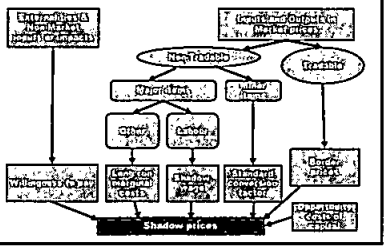


Figure 2-3. Impact of Variable Based on Project Time

From market prices and opportunity costs to Shadow Prices



Project Preparation

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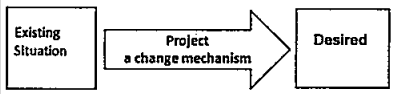
Problem



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- How to Prepare a Project

2

Factors Lead to Creation of Project

Legal Requirement	Stakeholder Demands
Environmental Considerations	Customer Request
Social Needs	Market Demand
Business Process Improvement	Economic Changes
Strategic Opportunity or Business Need	Political Changes
Competitive Forces	New Technology
	Material Issues

When Feasibility

- A organization may conduct a feasibility study when it's considering launching a new business, adding a new product line
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Project can create

- A unique product that can be either component of another item or an item in itself,
- A unique service or a capability to perform a service (e.g., a business function that supports production or distribution),
- A unique result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society).
- A unique combination of one or more products, services, or results (e.g., a software application, its associated documentation, and help desk services).

- PMBOK, 6th Edition

Project Initiation Context

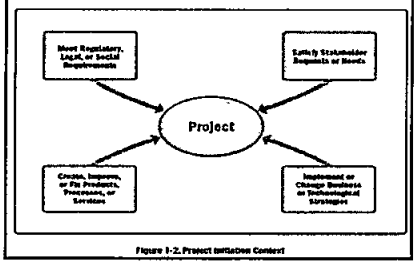


Figure 1-2. Project Initiation Context

Methodology of FS

- Design the feasibility study plan
- Which method to be used
- How the study to be conducted
- Data to be primary or secondary data
- Census or sampling to be applied
- What would be the sample size
- Which sampling technique to be used for collecting data

Issues In Feasibility Study

- In feasibility we assess a project in order to make decision regarding future course of action.
- Types:
  - Technical
  - Financial
  - Economical
  - Environmental
  - Social etc
- These are not independent but they are closely dependent on each other.

Financial Analysis

- Realistic cost estimation
- Identify the components of cost and benefits
- Transfer them in monetary value
- Sound capital structure: provision for working capital requirement
- Generation of sufficient cash flow to cover debt-service Liability
- Generation of adequate profit

Calculation of NPV at 10%

Year	Cost	Benefits	Discount factors at 10%	Discounted Costs	Discounted Benefits
1	2	3	4	5	6
Y0	50000	--	1	50,000.00	0
Y1	10000	20000	0.909	9,090.91	18,181.82
Y2	15000	30000	0.826	12,396.69	24,793.39
Y3	18000	36000	0.751	13,523.67	27,047.33
Y4	20000	40000	0.683	13,660.27	27,320.54
Y5	20000	40000	0.621	12,418.43	24,836.85
				111,090	122,180

Technical Feasibility

- Appropriate technology & alternative ways of production
- Availability of inputs at reasonable cost
- Technical design
- Economics of scale in production
- Output Plan
- Advantageous Location
- Maintenance & Repairs
- Provision for expansion
- Balancing of equipment

Financial Analysis

- Pay back period: Pay back period is a measure of Project's Capital recovery. It is Length of time takes to recover the initial investment of Project.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Retum (IRR)
- Project Acceptable If
  - ✓ NPV > 0
  - ✓ BCR>1
  - ✓ IRR > Discounting Factor

At 10% rate of interest

Discounted benefit /Present Value Benefit
= 122,180
Discounted cost/ Present Value Cost
= 111,090

NPV = PVB – PVC
= 122,180 – 111,090
= 11,090

Clearly, Here NPV is positive. So the project is financially viable, so the project should be accepted.

Financial Analysis

- What benefit does the project promise for its sponsors or owners?
- The satisfactory answers to questions provide the prime test of a project's acceptability

Year wise Cost and Benefit

Year	Cost	Benefits
1	2	3
Y0	50,000	--
Y1	10,000	20,000
Y2	15,000	30,000
Y3	18,000	36,000
Y4	20,000	40,000
Y5	20,000	40,000
	133,00	156,000

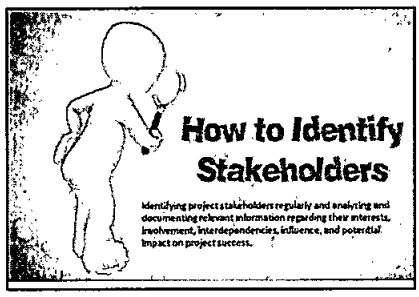
From the previous example,
BCR=PVB/PVC
=122180 / 111090
= 1.10
Here BCR is greater than one .
So benefit is more than the cost, the project should be accepted.

Economical Analysis

- What benefit does the project promise for the Society/National economy?
- Direct & indirect cost and benefits are considered
- The satisfactory answers to these questions provide the prime test of a project's acceptability.
- Parameters: Net Present Value (NPV), Benefit Cost Ratio (BCR), Internal Rate of Return (IRR)
- Project Acceptable if
  - ✓ NPV > 0
  - ✓ BCR > 1
  - ✓ IRR > Discounting Factor

Questions to be asked for Project Feasibility

- ➢ Are the objectives well defined ?
- ➢ What will be result if it is implemented or not ?
- ➢ Is the project the best alternative ?
- ➢ Is the project an integrated package or single ?
- ➢ Who are the beneficiaries/losers ?
- ➢ Impact of the project ?
- ➢ Is it a worthy project ?
- ➢ what are the risks ?



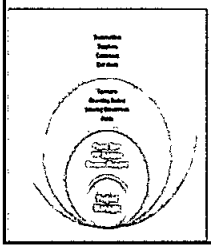
How to Identify Stakeholders

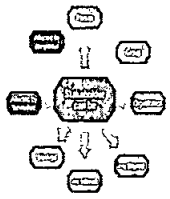
Identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Environmental Assessment

- ➢ Identification of impact area;
- ➢ Environmental Issues & Impact Analysis with sufficient explanations;
- ➢ Quantitative assessment of environmental impacts;
- ➢ Mitigation measures/plan for adverse impacts with provisions for environmental enhancement;
- ➢ Quantification of impact in each field should be supported by sufficient reasons and calculations;
- ➢ Monitoring Plan

STAKEHOLDER





Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest in information about the project.

Stakeholders' stakes can be-

- Interest; affected by a decision.
- Rights (legal or moral rights).
- Ownership; legal title to an asset.
- Knowledge (Specialist knowledge).
- Contribution (resources or advocacy).

Initial Steps of Feasibility Study

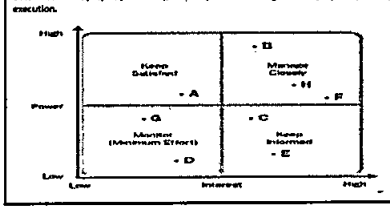
- A feasibility study starts with a preliminary analysis
- Stakeholders are interviewed
- market research is conducted
- a business plan is prepared
- All of this information is analyzed to make an initial "go" or "no-go" decision.

STAKEHOLDER MANAGEMENT

- Identify, prioritize and engage the people, groups, or organizations that could impact or be impacted by the project, an appropriate way can mean the difference between project success and failure.
- Analyze stakeholder expectations and their impact on the project,
- Develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.
- Implementing continuous communications with stakeholders to understand needs and expectations
- Focusing on stakeholder satisfaction as a key project objective.

Stakeholder Analysis

Power/interest grid, power/influence grid, or impact/influence grid. Each of these techniques supports a grouping of stakeholders according to their level of authority (power), level of concern about the project's outcomes (interest), ability to influence the outcomes of the project (influence), or ability to cause changes to the project's planning or execution.



STAKEHOLDER REGISTER

Contain information about identified stakeholders include but not limited to

- ✓ Identification information. Name, organizational position, location, contact details, and role on the project.
- ✓ Assessment information. Major requirements, expectations, potential for influencing or impact project outcomes.
- ✓ Stakeholder classification. Internal/external, impact/influence/power/interest, upward/downward/outward/sideward, or any other classification model chosen by the PM.

STAKEHOLDER REGISTER

Project Name: _____ Date Prepared: _____

Name	Position	Role	Contact Information	Requirements	Expectations	Influence	Classification

Stakeholder engagement assessment matrix

A stakeholder engagement assessment matrix supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery.

The engagement level of stakeholders can be classified as follows:

- o Unaware. Unaware of the project and potential impacts.
- o Resistant. Aware of the project/potential impacts but resistant/unsupportive of the work or outcomes of the project.
- o Neutral. Aware of the project, but neither supportive nor unsupportive.
- o Supportive. Aware of the project/potential impacts and supportive of its outcomes.
- o Leading. Aware of the project/potential impacts and actively engaged in ensuring that the project is a success.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				DC	

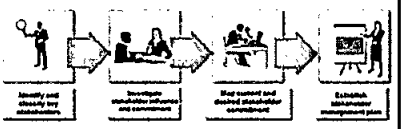
Types of Project

According to Nature of project

- ➢ Development Project
- ➢ Technical Assistance Project
- ➢ Feasibility Study Project

Plan Stakeholder Engagement

The process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.



An effective plan that recognizes the diverse information needs of the project's stakeholders is developed early in the project life cycle and is reviewed and updated regularly.

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.

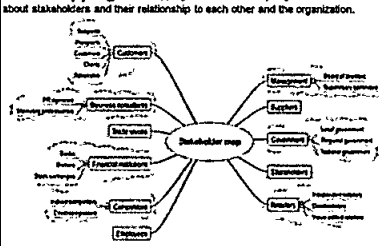
- ➢ can include Goods, Works and Services
- ➢ having or not having TA components
- ➢ is included the main part of ADP.

Stakeholder Engagement Plan

ⓘ first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified. The stakeholder engagement plan is then updated regularly when-

- ✓Start of a new phase of the project;
- ✓Changes to the organization structure or within the industry;
- ✓When new individuals or groups become stakeholders and current stakeholders are no longer part of the stakeholder community and
- ✓Outputs of other project process areas require a review of stakeholder engagement strategies.

Mind mapping Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.



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

Feasibility Study

For large investment, feasibility study is required. The study should examine –

- Demand for the product or service
- Expected beneficiaries
- Availability of resources
- Investment cost
- Expected benefits
- Impacts

Financial Appraisal & Economic Appraisal

Financial Appraisal	Economic Appraisal
a. Profitability or worthiness of any project is determined or judge from the point of view of an Entrepreneur.	a. Profitability viability or worthiness of any project determined or judged from the point of view of the society or nation as a whole.
b. Only Direct cost and direct benefits are considered while determining the profitability of the project	b. Include both direct and indirect cost and benefits
c. Cost and benefit evaluated at market prices	c. Costs and benefits are evaluated at shadow price/ Accounting price
d. Use Market Rate of Discount	d. Use Social Rate of Discount.

Decision-making framework

		Economic	
CBA Outcome		NPV < 0	NPV > 0
Financial	NPV < 0	Reject Project	Accept Project (Subsidy)
	NPV > 0	Accept Project (Tax/welfare cost)	Accept Project (Desired)

Used Format

(1) Investment Project:
Development Project Proposal (DPP)

(2) Technical Assistance Project :
Technical Assistance Project Proposal (TAPP)
Technical Project Proposal (TPP)

(3) Feasibility Study Project:
Feasibility Study Project Proposal

Similarities and differences FA and EA

Item	Financial	Economic
Investment costs	yes	Yes
O&M costs	Yes	Yes
Revenues	Yes	Yes
Direct Welfare benefits (time savings, health etc)	No	Yes
Direct External effects (e.g. Gas emission reductions)	No	Yes
Indirect economic effects (2nd markets)	No	No/yes
Taxes and duties	Yes	No
Market prices	Yes	No
Shadow prices	No	Yes
Constant prices for IRR, NPV, BCR calculations	Yes	Yes

Impact of Variable over Time

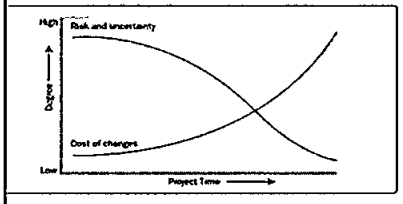
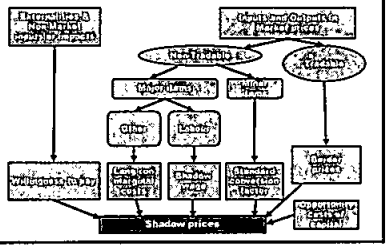


Figure 2-8. Impact of Variable Based on Project Time

From market prices and opportunity costs to Shadow Prices



Project Schedule Management

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Director General (DG)
Bangladesh Bureau of Statistics (BBS)

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)

Sequence Activity

- Every activity except the first and last should be connected to at least one predecessor and at least one successor activity with an appropriate logical relationship.
- Logical relationships should be designed to create a realistic project schedule.
- It may be necessary to use lead or lag time between activities to support a realistic and achievable project schedule.

Project Schedule Management

- Project schedule provides a detailed plan that represents how and when project will deliver products, services, and results defined in project scope
- Includes the processes required to manage the timely completion of the project
- Serves as a tool for communication, managing stakeholders' expectation and basis of performance reporting

Define Activities

Decomposition Technique:

Technique used for dividing and subdividing the project scope and deliverables into smaller, more manageable parts

Example Work Breakdown Structure

Activities could be A, B, C, D, ...

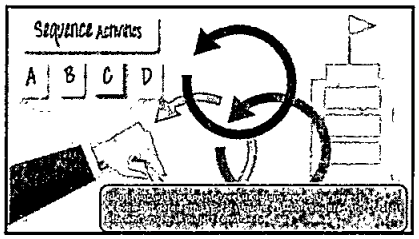
Precedence Diagram Method (PDM)

PDM is a technique used for constructing a schedule model

Activities are represented by nodes and are graphically linked by one or more logical relationships.

PROJECT SCHEDULE MANAGEMENT

- 6.1 Plan Schedule Management
- 6.2 Define Activities
- 6.3 Sequence Activities
- 6.4 Estimate Activity Durations
- 6.5 Develop Schedule
- 6.6 Control Schedule



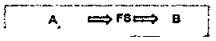
types of logical relationships

Four types of logical relationships

1. Finish-to-start (FS)
2. Start-to-start (SS)
3. Finish-to-finish (FF)
4. Start-to-finish (SF)

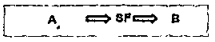
PDM Relationships

1. Finish to Start (FS)
   - Let A is Predecessor task and B is successor task
   - Task B cannot start until task A has finished
   - FS: Award ceremony (B) cannot start until the race (A) has finished



PDM Relationships

4. Start to Finish (SF)
   - Let A is Predecessor task and B is successor task
   - Task A cannot finish until task B has started
   - SF: The first security guard shift (A) cannot finish until the second security guard shift (B) starts.

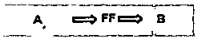


Estimate Activity Duration

- Estimating activity durations uses information from the scope of work, required resource types or skill levels, estimated resource quantities, and resource calendars.
- The inputs for the estimates of duration originate from the person or group on the project team who is most familiar with the nature of the work in the specific activity.
- The duration estimate is progressively elaborated, and the process considers the quality and availability of the input data.
- For example, as more detailed and precise data are available about the project engineering and design work, the accuracy and quality of the duration estimates improve.

PDM Relationships

2. Finish to Finish (FF)
   - Let A is Predecessor task and B is successor task
   - Task B cannot finish until task A has finished
   - FF: Broadcast (B) of a football match cannot finish until the match (A) is finished

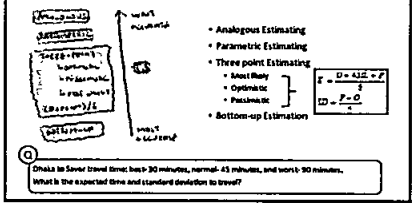


Lead and Lag

A lead is the amount of time a successor activity can be advanced

A lag is the amount of time a successor activity will be delayed

Estimations



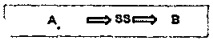
- Analogous Estimating
- Parametric Estimating
- Three point Estimating
  - Most likely
  - Optimistic
  - Pessimistic
- Bottom-up Estimation

Q

Dhaka to Sylhet travel time: best- 30 minutes, normal- 45 minutes, and worst- 90 minutes. What is the expected time and standard deviation to travel?

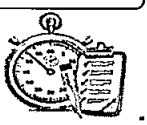
PDM Relationships

3. Start to Start (SS)
   - Let A is Predecessor task and B is successor task
   - Task B cannot start until task A has started
   - SS: Level concrete (B) cannot begin until pour foundation (A) begins



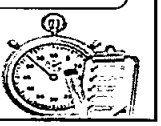
Estimate Activity Duration

Estimating the number of work periods needed to complete individual activities with estimated resources. It provides the amount of time each activity will take to complete.



Develop Schedule

Process of analyzing activity sequences, durations, resources requirements and schedule constraints to create a schedule model for project execution and monitoring and controlling. It generates a schedule model with planned dates for completing project activities.



DEVELOP SCHEDULE

- Developing an acceptable project schedule is an iterative process.
- The schedule model is used to determine the planned start and finish dates for project activities and milestones based on the best available information.
- Schedule development can require the review and revision of duration estimates, resource estimates, and schedule reserves to establish an approved project schedule that can serve as a baseline to track progress.
- Key steps include defining the project milestones, identifying and sequencing activities, and estimating durations.
- Once the activity start and finish dates have been determined, it is common to have the project staff assigned to the activities review their assigned activities.
- Revising and maintaining the project schedule model to sustain a realistic schedule continues throughout the duration of the project

CPM Example

Suppose we have to estimate time and cost of a project named "X" using CPM.

CPM Mechanics

Work Breakdown Structure

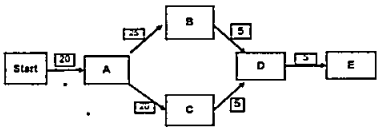
Activity Time Estimation

Project Network Development

Network Time Calculations

Scheduling with Critical path

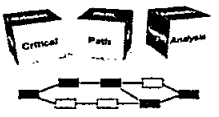
PDM



Critical Path Method (CPM)

- CPM calculates
  - Total duration of the project
  - The earliest and latest that each activity can start and finish without making the project longer
- Determines "critical "activities (on the longest path)
- Prioritize activities for the effective management and to shorten the planned critical path of a project by:
  - "Fast tracking" (performing more activities in parallel)
  - Shortening the durations of critical path activities by adding resources

Critical Path Method (CPM)



Critical path:

- Longest of all paths through the project
- Shortest time to complete the project
- Path with minimum float/slack time

Draw a PDM and Find CPM

Activity	Duration	Predecessor
A	7	Start
B	12	Start
C	10	A, B
D	8	A, C
E	11	C
F	14	E, D

Critical Path Method (con)

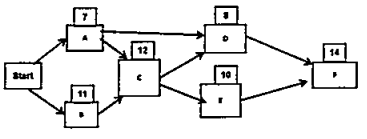
Critical Path Analysis is an effective and powerful method of assessing:

- Tasks which must be carried out in planned time;
- Where parallel activity can be carried out
- The shortest time in which a project can be completed
- Resources needed to achieve a project
- The sequence of activities, scheduling, and timings involved
- Task priorities

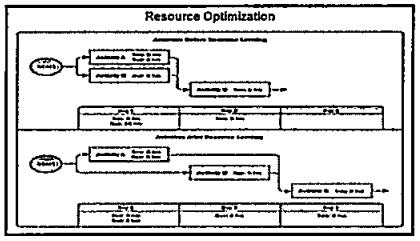
NETWORK DIAGRAMS

Work package	Duration	Predecessors
A. Initial Planning	20	Start
B. Furniture Selection	25	A
C. Office Preparation	20	A
D. Actual Move	5	B,C
E. Closeout	5	D

PDM



Resource Optimization



Mechanics of PERT

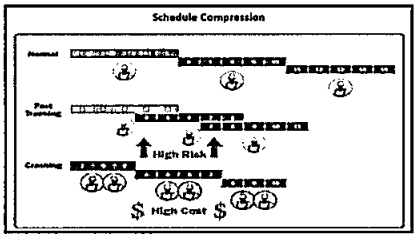
- Work Breakdown Structure
- Project Network Development (PDM)
- Activity time estimation
- Network time calculations
- Scheduling with Critical Path
- Probability aspects of PERT

Example of PERT

Sl.No	Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Mean Duration (Good sight)
A	Train workers		4	6	10	7.03	7.5
B	Purchase row material		8	11	13	10.83	10.5
C	Manufacture product 1	A, B	7	10	12	9.83	9.5
D	Manufacture product 2	A, B, C	6	9	11	8.83	8.5
E	Test product 2	D	9	12	14	11.83	11.5
F	Assemble products 1 and 2	C, E	11	14	16	13.83	13.5

To create the critical path, Project Network is needed to create.

Schedule Compression



Example of PERT

Name of the Project: Manufacturing Project "X"

Project Activities found from Work Break Down Structure (WBS)

Sl no	Activities
1	Train workers
2	Purchase row material
3	Manufacture product 1
4	Manufacture product 2
5	Test product 1
6	Assemble products 1 and 2

Program Evaluation and Review Technique (PERT)

- PERT estimates multiple task time (and total project duration) and costing to facilitate authority to take the correct decision
- PERT assumes that activity durations are random variables (i.e probability)
- PERT is used to assist in project scheduling similar to CPM.
- Focus managerial attention on key program development parts;
- Points up potential problem areas which could be disrupt program goals;
- Evaluate progress toward the attainment of program objectives;
- PERT finally aid and facilitate decision-making

Example of PERT

Needed to Calculate
- predecessors of each activities of the project,
- Optimistic, Pessimistic and Most Likely duration for each activity;
- And Mean duration

Sl.No	Name of Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration
1	Train workers		4	6	10	
2	Purchase row material		8	11	13	
3	Manufacture product 1	A, B	7	10	12	
4	Manufacture product 2	A, B, C	6	9	11	
5	Test product 2	D	9	12	14	
6	Assemble products 1 and 2	C, E	11	14	16	

Mean Duration $= \frac{(3 \times (\text{Mid} + 4) + \ldots}{6}$

Project Schedule Management

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Director General (DG)
Bangladesh Bureau of Statistics (BBS)

National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
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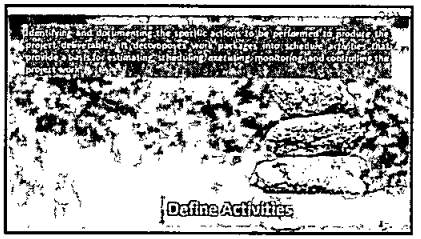


Sequence Activity

- Every activity except the first and last should be connected to at least one predecessor and at least one successor activity with an appropriate logical relationship.
- Logical relationships should be designed to create a realistic project schedule.
- It may be necessary to use lead or lag time between activities to support a realistic and achievable project schedule.

Project Schedule Management

- Project schedule provides a detailed plan that represents how and when project will deliver products, services, and results defined in project scope
- Includes the processes required to manage the timely completion of the project
- Serves as a tool for communication, managing stakeholders' expectation and basis of performance reporting

Define Activities

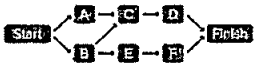
Decomposition Technique:

Technique used for dividing and subdividing the project scope and deliverables into smaller, more manageable parts

Example Work Breakdown Structure

Activities could be A, B, C, D, ...

Precedence Diagram Method (PDM)

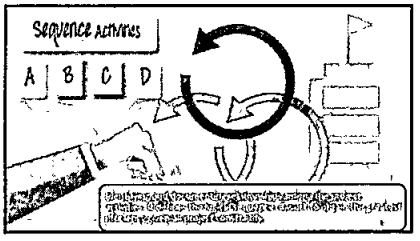


PDM is a technique used for constructing a schedule model

Activities are represented by nodes and are graphically linked by one or more logical relationships.

PROJECT SCHEDDLE MANAGEMENT

- 6.1 Plan Schedule Management
- 6.2 Define Activities
- 6.3 Sequence Activities
- 6.4 Estimate Activity Durations
- 6.5 Develop Schedule
- 6.6 Control Schedule



types of logical relationships

Four types of logical relationships

1. Finish-to-start (FS)
2. Start-to-start (SS)
3. Finish-to-finish (FF)
4. Start-to-finish (SF)

PDM Relationships

1. Finish to Start (FS)

- Let A is Predecessor task and B is successor task
- Task B cannot start until task A has finished
- FS: Award ceremony (B) cannot start until the race (A) has finished

A ⟹ FS ⟹ B

PDM Relationships

4. Start to Finish (SF)

- Let A is Predecessor task and B is successor task
- Task A cannot finish until task B has started
- SF: The first security guard shift (A) cannot finish until the second security guard shift (B) starts.

A ⟹ SF ⟹ B

Estimate Activity Duration

- Estimating activity durations uses information from the scope of work, required resource types or skill levels, estimated resource quantities, and resource calendars.
- The inputs for the estimates of duration originate from the person or group on the project team who is most familiar with the nature of the work in the specific activity.
- The duration estimate is progressively elaborated, and the process considers the quality and availability of the input data.
- For example, as more detailed and precise data are available about the project engineering and design work, the accuracy and quality of the duration estimates improve.

PDM Relationships

2. Finish to Finish (FF)

- Let A is Predecessor task and B is successor task
- Task B cannot finish until task A has finished
- FF: Broadcast (B) of a football match cannot finish until the match (A) is finished

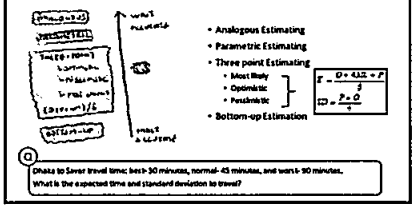
A ⟹ FF ⟹ B

Lead and Lag

A lead is the amount of time a successor activity can be advanced

A lag is the amount of time a successor activity will be delayed

Estimations



Dhaka to Savar travel time: best- 30 minutes, normal- 45 minutes, and worst- 90 minutes. What is the expected time and standard deviation to travel?

PDM Relationships

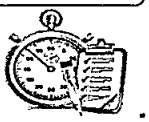
3. Start to Start (SS)

- Let A is Predecessor task and B is successor task
- Task B cannot start until task A has started
- SS: Level concrete (B) cannot begin until pour foundation (A) begins

A ⟹ SS ⟹ B

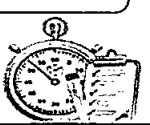
Estimate Activity Duration

Estimating the number of work periods needed to complete individual activities with estimated resources. It provides the amount of time each activity will take to complete.



Develop Schedule

Process of analyzing activity sequences, durations, resources requirements and schedule constraints to create a schedule model for project execution and monitoring and controlling. It generates a schedule model with planned dates for completing project activities.



DEVELOP SCHEDULE

- Developing an acceptable project schedule is an iterative process.
- The schedule model is used to determine the planned start and finish dates for project activities and milestones based on the best available information.
- Schedule development can require the review and revision of duration estimates, resource estimates, and schedule reserves to establish an approved project schedule that can serve as a baseline to track progress.
- Key steps include defining the project milestones, identifying and sequencing activities, and estimating durations.
- Once the activity start and finish dates have been determined, it is common to have the project staff assigned to the activities review their assigned activities.
- Revising and maintaining the project schedule model to sustain a realistic schedule continues throughout the duration of the project

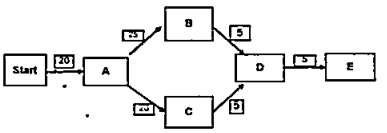
CPM Example

Suppose we have to estimate time and cost of a project named "X" using CPM.

CPM Mechanics

- Work Breakdown Structure
- Activity Time Estimation
- Project Network Development
- Network Time Calculations
- Scheduling with Critical path

PDM



Critical Path Method (CPM)

- CPM calculates
  - Total duration of the project
  - The earliest and latest that each activity can start and finish without making the project longer
- Determines "critical "activities (on the longest path)
- Prioritize activities for the effective management and to shorten the planned critical path of a project by:
  - "Fast tracking" (performing more activities in parallel)
  - Shortening the durations of critical path activities by adding resources

Critical Path Method (CPM)

Critical path:

- Longest of all paths through the project
- Shortest time to complete the project
- Path with minimum float/slack time

Draw a PDM and Find CPM

Activity	Duration	Predecessor
A	7	Start
B	12	Start
C	10	A,B
D	8	A,C
E	11	C
F	14	E,D

Critical Path Method (con)

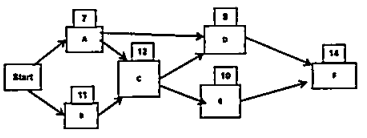
Critical Path Analysis is an effective and powerful method of assessing:

- Tasks which must be carried out in planned time;
- Where parallel activity can be carried out
- The shortest time in which a project can be completed
- Resources needed to achieve a project
- The sequence of activities, scheduling, and timings involved
- Task priorities

NETWORK DIAGRAMS

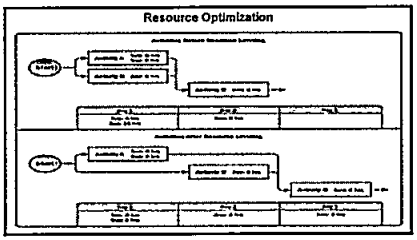
Work package	Duration	Predecessors
A. Initial Planning	20	Start
B. Furniture Selection	25	A
C. Office Preparation	20	A
D. Actual Move	5	B,C
E. Closeout	5	D

PDM



243

Resource Optimization



Mechanics of PERT

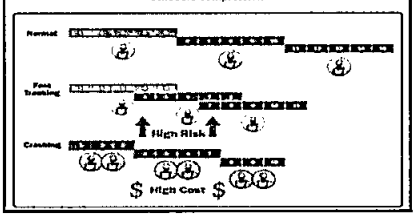
- Work Breakdown Structure
- Project Network Development (PDM)
- Activity time estimation
- Network time calculations
- Scheduling with Critical Path
- Probability aspects of PERT

Example of PERT

Act. No.	Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Mean Duration (Round Off)
A	Train workers		4	9	10	7.83	7.5
B	Purchase raw material		9	12	15	12.00	12.5
C	Manufacture product 1	A, B	7	10	12	9.83	9.5
D	Manufacture product 2	A, B, C	6	9	11	8.83	9.5
E	Test product 1	D	9	12	15	11.83	11.5
F	Assemble products 1 and 2	C, E	11	13	14	12.83	13.5

To create the critical path, Project Network is needed to create.

Schedule Compression



Example of PERT

Name of the Project: Manufacturing Project "X"

Project Activities found from Work Break Down Structure (WBS)

Sl no	Activities
1	Train workers
2	Purchase row material
3	Manufacture product 1
4	Manufacture product 2
5	Test product 1
6	Assemble products 1 and 2

Program Evaluation and Review Technique (PERT)

- PERT estimates multiple task time (and total project duration) and costing to facilitate authority to take the correct decision
- PERT assumes that activity durations are random variables (i.e probability)
- PERT is used to assist in project scheduling similar to CPM.
- Focus managerial attention on key program development parts;
- Points up potential problem areas which could be disrupt program goals;
- Evaluate progress toward the attainment of program objectives;
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5	Test product 1	D	9	12	14	
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Project Approval Process

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1

Investment Project Processing

- For project of Roads and Highways consider Project Appraisal Framework(PAF)
- Executing Agency prepare project document in DPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the DPP in view of Ministry Appraisal Framework(MAF)
- Planning Wing will place it to the Project Scrutiny Committee headed by the Secretary.

4

Investment Project Processing (con.)

- For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate
- After receiving DPP from Ministry, Sector-Division of Planning Commission will complete appraisal
- After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting
- PEC is headed by member of Planning Commission

7

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

2

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)

5

Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Planning Comm.	Chairperson
02	Chief, concerned Sector Division of the Planning Comm	Member
03	Representative of Programming Division, Planning Comm.	Member
04	Representative of General Economics Division, Planning Comm	Member
05	Representative of concerned Sector of IMED	Member
06	Representative of ECNEC Wing of Planning Division	Member
07	Representative of the sponsoring Ministry/Division	Member
08	Representative of Finance Division	Member
09	Representative of Economic Relations Division (if foreign aid)	Member
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11	Representative of M/O Forest, Environment & Climate Change	Member
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13	Head of the concerned Executive Agency	Member
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Investment Project Processing

- Consider National Strategic Policy such as Five Year Strategic Framework, 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

3

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)

6

Project Evaluation Committee (PEC)

Terms of Reference:

- Appraise acceptability of Development projects
- Examine Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest necessary amendment/modification/ alterations in the DPP (if necessary)
- Recommends for approval by the competent authority

9

Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send back DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
  - Honorable Planning Minister or
  - ECNEC

TOR of ECNEC

- Approves projects (cost over Tk. 50 crore)
- Reviews projects' implementation
- Considers Public Private Partnership (PPP) proposals
- Monitors economic situation & economic activities
- Policy review
- Consider measures & impact relating to loan/grant of the development partners

Departmental Project Evaluation Committee

01.	Secretary of concerned Ministry /Division	Chairperson
02.	Representative of concerned Sector division of Planning Com	Member
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12.	Representative of NEC-ECNEC Wing of Planning Division	Member
13.	Head of the concerned Executive Agency	Member

Investment Project Processing (con)

- If project cost up to 50 crore, Hon'be Planning Minister approves DPP
- If project cost above 50 crore, ECNEC approves DPP

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

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

Executive Committee of National Economic Council (ECNEC)

- Hon'ble PM – Chairperson
- Minister, Local govt, Rural development and Cooperative – Alternate Chair

Other Members:

- Minister, Finance
- Minister, Home Affairs & Agriculture
- Minister, Power, Energy and Mineral Resources
- Minister, Foreign Affairs
- Minister, Industries, Commerce and Jute & Textile
- Minister, Law, Justice and Parliament Affairs
- Minister, Health and Family Welfare
- Minister, Road Transport, Bridge; Railway; Shipping Ministry
- Concern Minister

Revision of Investment Project

- Two times revision allowed
- No post facto approval is allowed

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approves Revised Project whether cost increase/decrease (from original cost) up to15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

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

No Cost Time Extension of Investment Project

- Respective Ministry extends project duration up to 1 year with the recommendation of IMED before 2nd revision & also of ERD (if applicable)
- In case of more than one year or 2nd time extension Member approves
- For 3rd time Planning Minister extend project duration

19

TA Project Processing (con.)

- Ministry send the TPP/TAPP cost above 10 crore or GOB contribution above 30% to Planning Commission (PC)
- PC place it in SPEC meeting
- SPEC headed by Member
- Planning Minister approves TA Project upto 50 crore with the recommendation of SPEC.
- Above 50 crore ECNEC approves

22

Revision of TA Project (con.)

- If cost increase/decrease above 25% or above 20 crore, Planning Minister approve

2nd Revision:

- Planning Minister approve it irrespective of cost
- Any revision with time extension need the recommendation of ERD if have foreign aid

25

TA Project Processing

- Executing Agency prepare project document in TPP/TAPP Format and send to administrative ministry
- Planning Wing/Branch of Ministry examine the TPP
- If total cost up to 10 crore and proportion of GOB within 30% of project cost, have to place it to DSPEC meeting
- Respective Minister approves TPP with recommendations of DSPEC

30

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

23

Time Extension of TA Project without cost

- Respective Minister extend project duration up to 1 year with the recommendation of ERD
- For more than one year or 2nd time extension Planning Commission member approve with the recommendation of ERD
- 3rd time extension by Planning Minister

26

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	-	Chairperson
02.	Representative of concerned Wing of the Plan. Com.	-	Member
03.	Representative of Sponsoring Ministry/Division	-	Member
04.	Representative of Economic Relations Division (ERD)	-	Member
05.	Representative of concerned Sector/sub-sector of IMED	-	Member
06.	Representative of M/O Public Administration	-	Member
07.	Representative of Finance Division	-	Member
08.	Representative of M/O Women and Children Affairs	-	Member
09.	Representative of GED	-	Member
10	Representative of M/O Environment, Forest and Climate Change		Member
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12	Representative of ECNEC Wing of Planning Division		Member
13	Head of the concerned Executive Agency		Member

21

Revision of TA Project

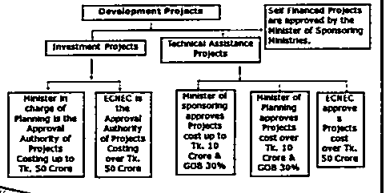
- Two times project revision allowed
- No post facto approval
- If need 3rd revision- Prior permission from Planning Minister for processing

Ist 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

24

Project Approval



27

THANK YOU

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- Concern Minister

12

Revision of Investment Project

- Two times revision allowed
- No post facto approval is allowed

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approves Revised Project whether cost increase/decrease (from original cost) up to15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

15

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

16

No Cost Time Extension of Investment Project

- Respective Ministry extends project duration up to 1 year with the recommendation of IMED before 2nd revision & also of ERD (if applicable)
- In case of more than one year or 2nd time extension Member approves
- For 3rd time Planning Minister extend project duration

19

TA Project Processing (con.)

- Ministry send the TPP/TAPP cost above 10 crore or GOB contribution above 30% to Planning Commission (PC)
- PC place it in SPEC meeting
- SPEC headed by Member
- Planning Minister approves TA Project upto 50 crore with the recommendation of SPEC.
- Above 50 crore ECNEC approves

Revision of TA Project (con.)

- If cost increase/decrease above 25% or above 20 crore, Planning Minister approve

2nd Revision:

- Planning Minister approve it irrespective of cost
- Any revision with time extension need the recommendation of ERD if have foreign aid

TA Project Processing

- Executing Agency prepare project document in TPP/TAPP Format and send to administrative ministry
- Planning Wing/Branch of Ministry examine the TPP
- If total cost up to 10 crore and proportion of GOB within 30% of project cost, have to place it to DSPEC meeting
- Respective Minister approves TPP with recommendations of DSPEC

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

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

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	-	Chairperson
02.	Representative of concerned Wing of the Plan. Com.	-	Member
03.	Representative of Sponsoring Ministry/Division	-	Member
04.	Representative of Economic Relations Division (ERD)	-	Member
05.	Representative of concerned Sector/sub-sector of IMED	-	Member
06.	Representative of M/O Public Administration	-	Member
07.	Representative of Finance Division	-	Member
08.	Representative of M/O Women and Children Affairs	-	Member
09.	Representative of GED	-	Member
10	Representative of M/O Environment, Forest and Climate Change		Member
11	Representative of Programming Division		Member
12	Representative of ECNEC Wing of Planning Division		Member
13	Head of the concerned Executive Agency		Member

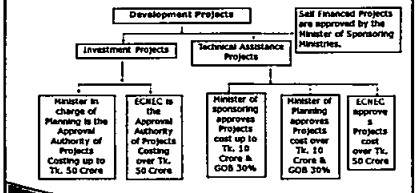
Revision of TA Project

- Two times project revision allowed
- No post facto approval
- If need 3rd revision- Prior permission from Planning Minister for processing

Ist 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

Project Approval



JAS 252

Project Sustainability and Project Transfer

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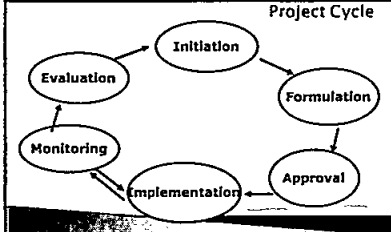
A project can create:

- 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

Project Cycle



Points to be Discussed

- What is Project
- Project sustainability
- Project Transfer

Characteristics of Project

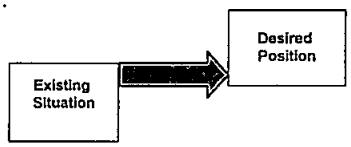
- Specific objective
- Clear beginning and end
- Temporary
- Unique output/service
- Specific Resource
- Specific schedule

Types of Project

According to Nature of project

- Development Project
- Technical Assistance Project
- Feasibility Study Project

Problem



5 Process Group

1. Initiating
2. Planning
3. Executing
4. Monitoring and controlling
5. Closing

as of PMI

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.

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

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

Role of IMED

- IMED plays a key role in ensuring completed development projects in transiting to the revenue budget
- Provide analytical reports to the policy maker
- IMED conduct post-completion evaluations and verify project outcomes

Project Feasibility

- In feasibility we assess a project in order to make decision regarding future course of action.
- Types:
  - Technical
  - Financial
  - Economical
  - Environmental
  - Social etc
- These are not independent but they are closely dependent on each other.

Project Transfer

- Project transfer is the process of handover a completed project and its related outputs to another Entity or a newly created Project
- We transfer project outputs to the parent organization for operation and maintenance
- Both benefits and cost are shifted

Specific Role of IMED

- **Project Completion Evaluation:** IMED prepares detailed evaluation reports assessing the project achieved its goals and if the assets (like buildings, infrastructure) are functional.
- **Performance Verification:** They verify the physical and financial progress and ensure the project aligns with its approved design before handing over.
- **Impact Assessment:** IMED assesses the broader impacts of completed projects to inform future investment decisions.

Used Format

(1) Investment Project:
Development Project Proposal (DPP)

(2) Technical Assistance Project :
Technical Assistance Project Proposal (TAPP)
Technical Project Proposal (TPP)

(3) Feasibility Study Project:
Feasibility Study Project Proposal

Steps to Closing a Project

- Evaluate the Project. Managing a project isn't only about tasks and resources, budget and deadlines, it's an experience you can constantly learn from. ...
- Complete Paperwork. ...
- Release Resources. ...
- Write a Project Closure Report. ...
- Conduct a Project Closeout Meeting. ...
- Archive Documents. ...
- Celebrate Success.

Specific Role of IMED

- **Coordination & Reporting:** IMED acts as a coordinator, providing necessary advice to ministries and reporting findings to high-level bodies like NEC and ECNEC to facilitate decisions on project integration into recurring budgets.
- **Analytical Support:** They provide analysis to help ministries understand the performance and necessity of keeping the completed project under ongoing operational budgets (revenue budget).

Why IMED Reports for Project Transfer

- **Integration:** Ensures completed projects aren't left orphaned but become part of routine operations, requiring recurring funds (revenue budget) for maintenance, staffing, and utilities.
- **Accountability:** Provides evidence that development funds were used effectively before shifting to operational funding.
- **Informed Decisions:** Helps finance ministries and planning bodies decide on the appropriate level of ongoing budget allocation for successful projects.
- IMED acts as a crucial bridge, ensuring the successful culmination of development projects and providing the data and analysis needed for their seamless transition into the government's regular financial cycle.

Role of Finance Division

- **Ensuring Accountability and Transparency:** The Division ensures that the accounting records are transparent and auditable, complying with established public financial management (PFM) practices.
- **Manpower and Post Management:** The creation and retention of temporary posts for projects require the concurrence of the Finance Division.
- When a project transitions to the revenue budget, the Finance Division is involved in approving the necessary permanent posts and manpower required for its ongoing operation.

Key Roles of Planning Commission

- **Planning Commission:** It appraises projects and assesses their impact on the revenue budget after completion, including the institutional arrangement and financial requirements for operation and maintenance.
- The recommendation is included in the DPP or TAPP

Role of Finance Division

- The Finance Division plays a crucial role in managing the transition of a completed development project to the revenue budget
- Ensure fiscal discipline, proper accounting, and the integration of ongoing operational costs into the government's regular financial framework.

Role of Finance Division

- **Reporting:** The project manager must submit a final financial report to the relevant authorities, which the Finance Division reviews.
- In essence, the Finance Division acts as the central financial authority that ensures the long-term financial implications of new projects are sustainable and properly integrated into the government's regular, non-development budget cycle.
- **Debt and Asset Management:** It manages the financial assets and debt associated with the project, coordinating with development partners and the Economic Relations Division (ERD) as necessary, especially regarding the refund of unspent balances or the management of loan repayments.

Key Roles of Administrative Ministry

The administrative ministry plays a crucial role in initiating and managing the process of transferring a completed capital project to the revenue budget for ongoing maintenance and operation.

Project Completion Certification: The administrative ministry is responsible for certifying the physical completion of a project as per the approved DPP and TAPP.

Maintenance and Operation Responsibility: Once a project is completed and the asset created, the responsibility for its ongoing maintenance, operation, and related expenses shifts from the capital (development) budget to the revenue (operating) budget.

- The administrative ministry becomes the primary entity responsible for managing these recurring costs.

Key Roles of Finance Division

- **Budget Authorization and Allocation:** The Finance Division authorizes the allocation of funds within the annual budget.
  - Approve the re-appropriation of funds from development to revenue expenditure heads to cover the ongoing operational and maintenance costs of the newly completed project.
- **Formulating Financial Policy and Guidelines:** It establishes the rules, procedures, and a robust Budget and Accounting Classification System that govern how financial transactions, including the transition of projects, are recorded, stored, and reported upon.

Ministry of Public Administration's Role

- MoPA's role is mainly related to human resource management and institutional arrangements
- **Personnel Management:** MoPA is involved in managing the human resources aspect, such as the absorption of project staff into the permanent revenue budget non-cadre posts, subject to approval and relevant rules.
- **Institutional Setup:** Handles matters relating to the reorganization of field administration and framing career development plans for officers, which may be a consequence of projects becoming permanent institutions.

Key Roles of Administrative Ministry

- **Budgetary Estimation and Submission:** The administrative ministry prepares the detailed budget estimates for the future revenue expenditure required to operate and maintain the new asset.
- **Seeking Financial Approval:** The ministry must seek prior approval and financial sanction from the Ministry of Finance for the new expenditure not previously provided for in the base revenue budget.
- This often involves a thorough review to ensure the projections are realistic and aligned with overall fiscal policies.
- **Ensuring Accountability and Record Keeping:** Administrative ministry is responsible for ensuring full and proper records of financial transactions and the maintenance of asset registers, which are crucial during the transition and for subsequent audits.

Key Roles of Administrative Ministry

- **Parliamentary Process Coordination:** The administrative ministry works with the Ministry of Finance to ensure the required budgetary provisions are included in the annual budget and subsequent Demands for Grants presented to the legislature for approval.
- **Monitoring and Reporting:** The ministry is tasked with regularly monitoring the performance and expenditure related to the completed project within the revenue budget framework and reporting progress/bottlenecks.
- The administrative ministry acts as the **custodian** of the completed asset, responsible for ensuring its smooth transition into regular government operations and securing the necessary recurring funds for its sustainable functioning within the established budgetary framework.

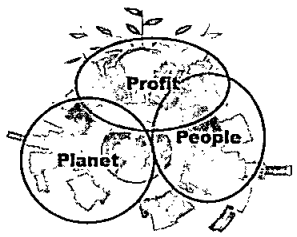
Project Sustainability Plan

- A project sustainability plan outlines how a project will maintain its benefits and impact after initial funding or support ends.
- It's crucial for ensuring long-term viability, securing future funding, and demonstrating responsible project management.
- A well-developed plan addresses community, financial, and organizational aspects of sustainability.

Best Practices for Developing a Sustainability Plan

1. **Early Planning:** Integrate sustainability considerations from the project's inception, not as an afterthought.
2. **Stakeholder Engagement:** Involve all relevant stakeholders (community members, beneficiaries, funders) in the planning process.
3. **Clear Goals and Objectives:** Define specific, measurable, achievable, relevant, and time-bound (SMART) sustainability goals.
4. **Resource Assessment:** Identify the resources (financial, human, material) needed for long-term sustainability.

Sustainability



Key Components of Project Sustainability Plan

- **Community Sustainability:** Focuses on the project's integration with the local community and its ability to continue addressing community needs after the project concludes. This includes stakeholder engagement, community ownership, and capacity building.
- **Financial Sustainability:** Addresses how the project will secure ongoing funding and resources. This might involve developing diversified funding strategies, exploring income-generating activities, or establishing a strong financial management system.

Best Practices for Developing a Sustainability Plan

5. **Risk Assessment:** Identify potential risks to sustainability and develop mitigation strategies.
6. **Monitoring and Evaluation:** Establish systems for tracking progress, evaluating impact, and making adjustments as needed.
7. **Actionable Strategies:** Outline specific actions and timelines for achieving sustainability goals.
8. **Flexibility:** Build in flexibility to adapt to changing circumstances and feedback.

Sustainability

- **Sustainable Development** is the process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves **"value for money on a whole life basis"** in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing, and if **possible avoiding,** damage to the environment.

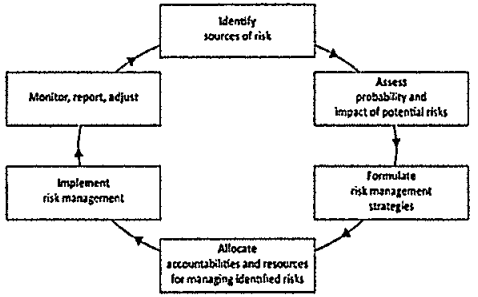
Key Components of Project Sustainability Plan

- **Organizational Sustainability:** Examines the project's internal capacity to manage and sustain itself. This includes things like staffing, organizational structure, and the ability to adapt to changing circumstances.

THANK YOU

Risk Management

The risk management cycle



What are Risk Management Strategies

Risk management strategies can be classified as the four Ts. 4 Ts are (i)Tolerate, (ii)Transfer, (ii) Terminate, (iv) Treat

Tolerate (accept): Accepting the risk without taking special action, usually because it is small or unavoidable.

Transfer (spread): Transfer risks to a third party. This could be by subcontracting an activity to a specialist third party or taking out insurance.

Terminate (avoid): If the risk is extremely high and cannot be reduced, treated or transferred, organisation may consider not investing or engaging in the activity.

Treat (control): take active steps to manage the risk in such a way as to reduce or minimise its likelihood or potential impact or both.

Risk management Process

- **Risk management** involves three elements such as risk identification, risk analysis and risk mitigation.
- **Risk identification** is the process of seeking to identify potential problems or areas of uncertainty. It could be by asking "What should go wrong?"
- **Risk assessment** is the appraisal of the probability and significance of identified potential risk events. It could be by asking "how likely is it and how bad could it be?"
- Risk is often quantified using the basic formula:
  Risk = Likelihood (Prob) x Impact (Adverse consequence)

Risk management strategies

- **Risk mitigation** means decreasing the adverse impact of a risk event. The objective of risk mitigation is to reduce inherent risk to a level at which the assessed residual risk is acceptable to the organization. This will not necessarily be a matter of eliminating risk. Excessive levels of safety behaviour may preclude flexibility, innovation or capitalizing on opportunities.
- Identifying and quantifying vulnerability allows an organization to prioritise planning and resources to meet the most severe and to set defined risk thresholds at which management action on an issue will be triggered.

Tolerate the risk

Tolerate (or accept) risk: Risks that can be tolerated are usually low-impact and low-likelihood risks. If the assessed likelihood or impact of the risk is negligible (or there is no viable way to reduce the risk), no further action may, for the moment, be required, or justified (cost benefit or business case basis).

The risk may simply be acknowledged and registered or it may be flagged for monitoring and periodic evaluation, in case the likelihood or impact of the risk escalates to the defined threshold for acceptable exposure.

The rational for risk acceptance should be clearly documented.

Risk management

- As per ISO 31000 "Organization manage risk by anticipating, understanding and trying to control it. Through this process they communicate and consult with stakeholders, monitoring & review the risk and the controls that are modifying the risk"
- The risk cycle (risk management cycle) is an expression of continuous process of risk monitoring and management.

Risk management strategies (4 Ts)

- **Risk management strategies** can be classified as the four Ts. 4 Ts are:
  - Tolerate
  - Transfer
  - Terminate
  - Treat

Tolerate the risk (con)

Accepting the risk **without taking special action**, usually because it is small or unavoidable.

Two types:

- **Passive acceptance:** Do nothing.
- **Active acceptance:** Prepare a contingency plan.

Example:

A small startup accepts the risk of minor equipment breakdown because repair costs are low.

Key idea:

Live with the risk.

Transfer the risk

- **Transfer (spread) the risk:** An organization may decide to transfer its risks to a third party. This could be achieved by subcontracting an activity to a specialist third party or taking out insurance.
- Transfer risk by taking out insurance cover or not putting all supply eggs in one basket – or using contract terms to ensure that the costs of risk events will be borne by (or shared with) supply chain partners.
- As for example by clarifying liability for risks at all stages of the contract, using liquidated damages clauses, insisting on supplier insurances, or sharing responsibility for risk monitoring as part of the contract management process.
- Risk transfer reduces organization's exposure but at the cost of insurances, and possible damage to supply chain relationships.

Terminate the risk (con)

How it works:

- Change the project plan
- Cancel risky activities
- Use alternative methods

Example:
A company cancels building a factory in a politically unstable country to avoid political risk.

Key idea:
Remove the cause of the risk completely

Treating or Mitigating Risk

Treating or mitigating risk is often explained in terms of application of controls like **preventive control, directive control, detective control, corrective control.**

Preventive controls: preventive controls are designed to limit the possibility of a negative outcome being realised. Example could include separation of duties, supervision, requirement of approvals, authorization, proactive 'issues management' in the field of reputation management.

Transfer the risk (con)

Common methods:

- Insurance
- Outsourcing
- Contracts

Example:
A company buys insurance from firms so that if damage occurs, the insurer pays.

Key idea:
Someone else bears the financial loss.

Treat the risk

- Risks that need to be treated by the organization would normally have a medium-to-high risk score if the organization is to measure the impact multiplied by the likelihood. This means the risk cannot be ignored and a mitigation plan should be developed.
- **Treat (mitigate, minimise or control) the risk:** take active steps to manage the risk in such a way as to reduce or minimise its likelihood or potential impact, or both.

Treat the risk (control)

Directive controls: Directive controls are designed to ensure that a desired outcome is achieved. Examples could include health and safety regulations, supplier ethical policies and monitoring, staff training, provision of protective equipment, use of e-procurement procedures etc.

Detective controls: Detective controls are designed to identify when an undesired risk event has occurred. They will usually be part of monitoring, project review, audit, or reporting processes such as vendor rating, project reviews, accident reporting, customer and supplier attitude surveys and so on.

Terminate the risk

- **Terminate (or avoid):** If the risk is extremely high and cannot be reduced, treated or transferred, organisation may consider not investing or engaging in the activity.
- Example could be an activity which includes serious health and safety risks. Decision to outsource a core function or to enter politically unstable foreign market (entering into joint ventures in Middle east/war prone African countries) may simply be shelved as too risky.
- Termination avoids unacceptable risk but is not always possible. In addition, there may be a loss of opportunities and portfolio collaborations.

Treat the risk (con.)

- In relation to supply risk, this may involve measures such as supplier monitoring and performance management, codes of conduct, supplier certification or pre-qualification, critical incidence and/or variance reporting and analysis, contingency and recovery planning (alternate source of supply) and so on.
- Risk mitigation is designed to create an acceptable level of residual risk although it also incurs the cost of mitigation measures and may raise the possibility of secondary risks (arising from risk mitigation measures).

Treat the risk (control)

Corrective control: Corrective controls are designed to mitigate the effect of undesirable outcomes once they have occurred. Example could include legal or contractual remedies for breach of contract, liquidated damages clauses, insurances, crisis management and disaster recovery plans and so on.

Insurances and damages are basically designed to restore the organization to the same financial position it would have been in had the loss not occurred.

Treat the risk (control)

How it works:

- Implement safety measures
- Improve processes
- Use better technology

Example:

Installing fire alarms and sprinkler systems to reduce fire damage in a building.

Key idea:

Make the risk smaller or less harmful.

Risk Monitoring and Review

Risk owner should be appointed for each identified risk, with a view to monitoring the risk solution, updating risk register and briefing the risk management team on a regular basis (at least once in a year).

Monitoring, reporting and review is an important part of risk management in order to:

- ascertain whether the organization's risk profile or exposure is changing and identify **newly emerging** or escalating contractual or relationship-related risks.
- give assurance that the organization's risk management processes are **effective** by demonstrating effective avoidance or mitigation of risks
- indicate where contract risk management process need **improvement** or where **lessons** can be learned from critical incidents and control problems

Risk management Standards

ISO 31000: 2009 is a family of standards for the implementation of risk management developed by the International Standard Organization (ISO).

It is intended to provide universal principles and generic guidelines applicable to any public, private, community enterprise, association, group or individuals.

Also to provide a common, harmonizing approach in support of a wide range of existing industry, risk, or region specific standards and methodologies.

ARTA (Avoid, Reduce, Transfer, Accept) Summary Table

Type	Goal	Example
Avoidance	Eliminate risk	Cancel risky project
Reduction	Reduce probability/impact	Safety measures
Transfer	Shift risk to another party	Insurance
Acceptance	Accept Risk	Keep contingency fund

Tools & Techniques for Review of Risk

- Roles of individuals, workgroups and project teams should include self assessment on an ongoing basis and via regular reviews, audits and reports. It includes SWOT analysis, supplier appraisals, staff performance appraisals, quality assurance systems, environmental management systems, health and safety checks etc.
- 'Risk self-assessment' (RSA) or 'Control and risk self-assessment' (CRSA) are internal controls through which each area of the organization reviews it own activities using a document framework or structured workshop approach. RSA allows risk owners to demonstrate and develop their involvement in the risk process and their understanding of risk management issues.
- Departmental reporting requires that managers report up towards on the current status of risk in their areas and on their work.
- Internal audit function provides an important, quasi-independent and objective report about adequacy of management.

ISO 31000: Risk Management Principles

- **Risk management creates and protects value :** introduction to the standard lists of benefits for managing risks, improving stakeholder confidence and minimizing losses.
- **Risk management is an integral part of organisational processes :** not separate from activities process of business or responsibility.
- **Risk management is part of decision-making:** helping managers to make better decisions in all areas
- **Risk management explicitly addresses uncertainty:** seeking to mitigate the consequences of inherent uncertainty and to establish resilience.

Risk Mitigation Steps

All risk mitigation measures will require the following steps:

- Allocation of accountabilities for managing the risk
- Identifying the resources required to mitigate the risk
- Developing action plans (including budgets and time scales)
- Obtaining management approval for the risk mitigation plan if needed
- Obtaining stakeholder buy-in (coordinated effort) for the risk mitigation plan
- Implementing the approved risk mitigation plan (using dedicated risk management or risk response team)

Implementing risk mitigation organization will need to develop contingency plans.

External Reporting of Risk

The demand for external disclosure of business risks has grown, as investors financial analysts and other external stakeholders have become increasing aware of the role of risk management.

Pressure for external reporting supported by

- Regulatory requirements
- The expectations of external stakeholders like investors, financial markets, customers, suppliers, business allies, and other parties
- The organisation's own governance, CSR and risk management policies
- The reputational and other benefits of planned, voluntary disclosure (internal and external audiences) reduced regularity scrutiny, enhanced reputation for transparency, reduced penalties for non-compliance

ISO 31000: Risk Management Principles (con)

- **Risk management is systematic, structured and timely:** It must be planned and controlled to ensure consistent results.
- **Risk management is based on the best available information:** information is usually limited, costly and imperfect but risk management should take data from valid and verified sources
- **Risk management is tailored:** Every organization is unique, and risk management must 'fit' the organization's context, risk profile, stakeholders and so on.
- **Risk management takes human and cultural factors into account:** It includes skills, capabilities, perceptions, motivation and awareness of people.

ISO 31000: Risk Management Principles (con)

- **Risk management is transparent and inclusive:** recognizing the need to involve internal and external stakeholders in establishing context and determining risk criteria.
- **Risk management is dynamic, iterative and responsive to change:** not a one-off activity, but an ongoing, dynamic, cyclical process.
- **Risk management facilitates continual improvement and enhancement:** continually building resilience and capacity to maximize opportunities.

Risk Management Strategy

Risk management strategy may be used in two different ways:

- The formulation of a chosen approach or plan to deal with identified risks. In this sense, risk managers and teams at all levels will formulate risk management strategies, using the risk management cycle and selecting the most appropriate of the various risk mitigation options (the 'Four Ts').
- The formulations of a corporate (organizations-wide), long-term, proactive framework to manage risk in the organization and supply chain, including accountabilities and governance structures, risk policies and tolerances, risk management process and procedures and plans in line with the organization's desired risk appetite.

Framework for Strategic Risk Plan (con)

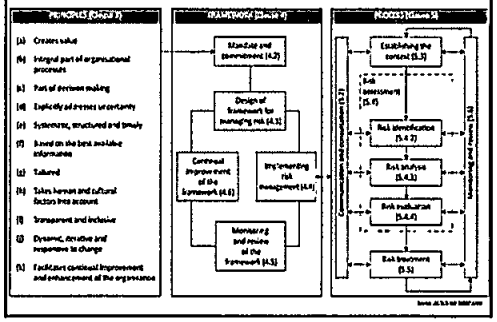
(3) Risk identification : The strategy will define and detail the main types of risk facing the organization and state how the organization will go about identifying emerging risks.

(4) Risk analysis and evaluation: Risk assessment methodologies, risk tolerances and escalation guidelines will set out ensuring that all risks are monitored and assessed at the appropriate organizational level in a systematic and coordinated way.

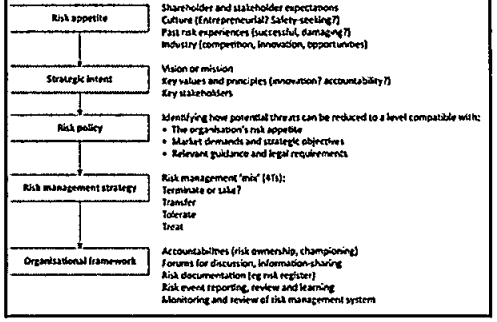
(5) Risk treatment: Guidelines may be given on the strategic options for addressing risks (tolerate, treat, transfer, terminate) and when each should be used. A statement may also be made in regard to the importance of contingency planning for particular levels or categories of risk.

(6) Risk review and reporting: The strategy must ensure that appropriate and effective review and reporting arrangements are in place, including stakeholder communication plans.

Summary of ISO 31000 Principal, Framework and Process



Risk Strategy Process



Remit of a risk management committee

- Consideration of risk management policy in respect of issues and activities that are organisation-wide, or above a nominated threshold of risk severity
- Reviewing and agreeing the process of managing risk in the organisation, including risk awareness training
- Communicating emerging strategic and operational risks to the board, and lower-level risks to line managers in relevant functions
- Reviewing and updating the risk register, and maintaining an overview of total risk to the organisation at any given time
- Defending risk management, and ensuring the sharing of best practice, across the organisation

Security Management System (SMS)

ISO 28000: 2007 Specification for Security Management System (SMS) for supply chain is the international standard for development, implementation and maintenance of a supply chain security management system.

ISO 28000 is a certifiable standard, under which organizations can seek ISO accreditation for enhanced credibility and brand recognition.

A SMS is a network of elements intended to prevent, resist or withstand unauthorized acts designed to cause international harm or damage to a supply chain. It is a management system for the protection of people, property, information and infrastructure throughout supply chain operations. Security threats might include piracy, terrorism or hijacking, theft of vehicles, goods or data, sabotage, damage to goods in transit, unauthorized access to goods or data and so on.

Framework for Strategic Risk Plan

The corporate risk strategy and supporting plan must acknowledge all major threats facing the organization and determine structures and reporting mechanisms for management. Publication of the strategy will normally be on an annual basis.

A published risk management strategy might include six generic sections:

(1) Introduction and purpose : The risk strategy will usually define what risk is to the organization and give an overview of the organization's strategic objectives and the role of risk management in ensuring the objectives will be met.

(2) Aim, principles and implementation :

- The aim sets the context.
- Principal statement will express the organization's core values in regard to risk management.
- Implementation plan will set out roles and accountabilities for implementation of the strategy.

Risk Management Culture

Risk management is 'the culture, processes and structures that are directed towards realizing potential opportunities whilst managing adverse consequences.'

It highlights need to embed **risk awareness**, and **appropriate risk appetite** throughout an organization not just in terms of policies and procedures, but at the level of **core values, attitudes and behavioral norms.**

4 Key Variables Foster Success

Crandfield School of Management (Supply Chain Vulnerability) identifies **4 key variables** that foster success in supply chain vulnerability management:

- Risk awareness among top management
- Risk awareness as an integrated part of supply chain management
- An understanding by each employee of his role in risk awareness
- An understanding that changes in business strategies change supply chain risk profiles (risk awareness must be constantly updated)

Thank You

Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
www.bpatc.gov.bd

Shabbir Ahmmad
Director (ST & RC)
&
Course Director
159th ACAD
Cell: 01913043666

DO Letter No- 05.01.0000.000.262.25.0065.25-293 **Dated: 17 September 2026**

Dear Colleague,

I am pleased to extend my warm congratulations to you on your nomination as a participant of the 159th Advanced Course on Administration & Development (ACAD). The course is scheduled to be conducted at the Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka, from 27 September 2026 to 25 November 2026.

2.0 Successful completion of an intensive training programme largely depends on the participants' mental preparedness and positive engagement. In this regard, you are requested to prepare with an open and positive mindset, setting aside your regular official and family responsibilities for the duration of the course. Your active participation will enable you to enrich your knowledge, develop your relevant skills. We hope, it will contribute to make you a more efficient & responsive.

3.0 As the ACAD is a residential and intensive training programme, you will be required to reside in the BPATC dormitory throughout the course period. You are expected to devote your time and attention to the scheduled training activities, academic exercises and professional experience-sharing sessions.

4.0 For your convenience, some important information regarding the course and your stay at BPATC is provided below:

4.1 You are requested to complete your online registration as a participant of the 159th ACAD by logging into **www.gems.gov.bd** within the period specified in your nomination Government Order (GO). Upon successful submission of the online registration, an acknowledgement message will be automatically sent to your registered email address. Should you experience any difficulty with the registration process, you may contact System Analyst Dr. Mohammad Ziaul Islam (Cell: 01819448979), BPATC, or the Course Coordinators Ms. Sadia Islam (Cell: 01791227211) and Mr. A.M. Shahrior Alam (Cell: 01531982181) for necessary assistance.

4.2 Participants are advised to bring a laptop for carrying out the day-to-day academic and training-related activities of the course. Wi-Fi connectivity will be made available by the Centre for use on laptops, tablets or mobile phones. Therefore, please ensure beforehand that your device is Wi-Fi enabled. The Computer Lab (Room No. 215, 1st Floor, ITC) will remain accessible from 08:00 hrs to 22:00 hrs (Sunday to Thursday) and from 14:00 hrs to 22:00 hrs (Saturday) for participants who may require its facilities.

4.3 During your stay at BPATC, the Centre will facilitate the necessary arrangements for accommodation and meals.

4.4 All participants are required to comply with the prescribed BPATC dress code. During classroom sessions, male participants are required to wear full pants, a light-coloured full-sleeved shirt with the tie supplied by the Centre, and black shoes. On religious grounds, male participants may alternatively wear a sherwani/Panjabi with 'coti'. A complete suit is required for special occasions; accordingly, male participants are requested to bring a suitable suit with them. Female participants are expected to wear decent-coloured Sarees during classroom sessions at BPATC and sarees with blazers on special occasions and during visits to organizations. **Further details are available in the document attached herewith.**

4.5 Participants should also bring appropriate attire and accessories for games and physical exercise. Male participants should bring white English/Tennis half pants/tracksuits, a white collared T-shirt, white sports shoes and socks. Female participants should bring white salwar, kamiz and dupatta/white tracksuits, along with white keds and socks. Please be advised that participants will be required to walk along the 2.2 km jogging track in the morning and take part in evening games during the course.

4.6 Please note that leave will not be permitted during the training period. It should also be kept in mind that most of the Saturdays will be observed as working days at BPATC.

4.7 As an integral part of the training programme, every participant will be required to prepare a seminar paper on a relevant issue or challenge concerning his/her respective Ministry, Division, Department, Directorate or Organization. You are therefore encouraged to identify and consider a suitable topic in advance. At the beginning of the course, you will be required to submit your selected topic/area in the designated session.

4.8 Please bring five (5) copies of recent passport- color photographs for registration and other necessary purposes. You are also requested to bring **a photocopy of your valid official passport**, which will be required for official purposes and foreign exposure visits.

4.9 You are requested to arrive at BPATC by **6:00 P.M. on Saturday, 26 September 2026**, and report to the **15th Storied Dormitory of BPATC.** An AC bus service will be arranged on that day for participants travelling from Dhaka to BPATC. The bus will depart from **RPATC, Dhaka (49 New Eskaton), at 4:30 P.M. on Saturday, 26 September 2026.** Participants may avail themselves of this service on payment (Tk.10). Following arrival at BPATC, a briefing session will be held at 7:30 P.M. in Room No. 207, ITC. It is mandatory to participate on the session.

5.0 We sincerely hope that your stay at BPATC will be both enriching and enjoyable. We look forward to your active participation in the course and to a meaningful exchange of professional knowledge and experiences with your fellow participants in the **non-smoking green campus** of BPATC.

We look forward to welcoming you to BPATC on 26 September 2026 at 6:00 p.m. at the 15th Storied Dormitory.

Sincerely yours,

(Shabbir Ahmmad)

To:
All the nominated participants
159th ACAD
BPATC, Savar, Dhaka.

Logical Framework

Md Shamimul Haque
Additional Secretary
Ministry of Industries

National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

Key points about LFA application

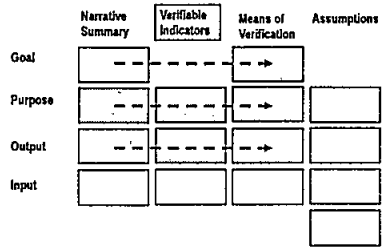
☑ LFA is a methodology to systematic and logical thinking

☑ The process (who is involved and how) is as important as the product

☑ LFA tools should be applied as part of an iterative process – not as a set formula

☑ The Log frame matrix (the product of the analysis) must be open to review and revision

Horizontal Logic

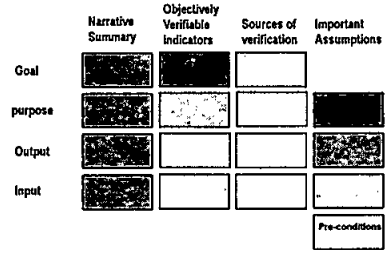


Objectives of this session:

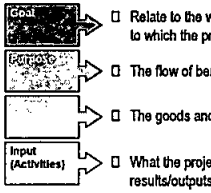
The participants will...

- Understand the structure of the Log Frame
- Learn how to formulate the Log Frame
- Learn how to appraise the Log Frame

The Logframe matrix



Levels of the project description

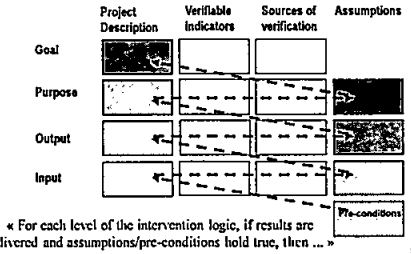


- Relate to the wider sectoral or national objective, to which the project will contribute;
- The flow of benefits to project's target group(s);
- The goods and services delivered by the project;
- What the project needs to produce the results/outputs (work program/tasks).

Understanding the structure of Log Frame

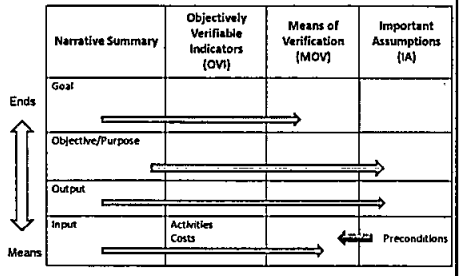
LFA is a tool for clarifying and presenting a project's essence in one matrix

Vertical logic



« For each level of the intervention logic, if results are delivered and assumptions/pre-conditions hold true, then ... »

Structure of Log Frame



Horizontal relations of Log Frame

Topics	Definitions	Checkpoints
Narrative Summary	Summarises the hierarchy of results in the project hypothesis	➢ Is it expressed in a plain sentence, without logical relations within itself?
Objectively Verifiable Indicators (OVIs)	Measures a particular dimension or characteristic of the Narrative Summary in subject, and is the basis for observing progress	➢ Are they quantifiable? ➢ Are they measurable? ➢ Do they measure what the Narrative Summary aims? ➢ Do they cover all aspects of the Narrative Summary?
Means of Verification (MOV)	Specifies where the OVI data will come from.	➢ (for Purpose & Outputs) Are they verifiable within the project scope?

9

Characteristics of a good indicator

The Objectively Verifiable Indicators (OVI) should be:

- **S**pecific : including (where appropriate) clear targets;
- **M**easurable: in terms of quality and/or quantity;
- **A**vailable : at an acceptable cost;
- **R**elevant : to what they are supposed to measure (horizontal logic);
- **T**imely : produced in due time to be useful for project management.

12

Vertical Relations of the Log Frame (at formulation)

Topics	Definitions	Checkpoints
Project Goal (Overall Goal)	Indirect results of the project, expected to be reached *2 to 3 years after the project is completed*	➢ Are they achievable *after* project completion as its outcomes? ➢ Aren't they too ambitious? ➢ Too much to say it is contributed from the project?
Project Purpose	Direct results of the project, expected to be achieved at the time of completion	➢ Is it the achievable point at the completion of the project?
Outputs	Important divided components to achieve the project	➢ Are they divided into critical components? ➢ Are they not duplicated with each other?

15

Indicators

- An indicator is a **unit of measurement**
  - E.g. kilometres of road, population number, Sq metres
- An indicator tells us something **about changes** in a system
  - e.g. Financial indicators (stock markets up/down)
- An indicator helps **to quantify and simplify** phenomena and helps us understand complex realities
  - E.g. Blue Flag for bathing water quality
- *An indicator is not a Target!*

10

Sources of Verification (I)

- The logical framework requires that one spells out how the indicators will be collected :
- How/through which methods
  - By whom?
  - When/how often?

- ➢ Activities, resources and costs required to collect this information must be included in the project design
- ➢ Project managers should focus on verifying the delivery of results and their contribution to the purpose

13

Defining an Objective:

- **Define objective:** Educational status improved
- **Specify quality:** Number of graduates completing degree courses increased
- **Specify quantity:** Number of graduates completing degree courses increased from 500 to 1000
- **Specify timeframe:** Number of graduates completing degree courses increased from 500 to 1000 per year by the year 2027
- **Specify Place:** Number of graduates from Dhaka Technical College completing technical degree courses increased from 500 to 1000 per year by the year 2027

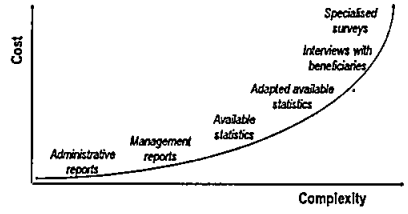
16

Describing Indicators

- **Indicators help to define:**
  - **Q** Quality
  - **Q** Quantity
  - **T** Time
  - **P** Place

11

Sources of Verification (II)



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Note!

- Indicators require good data, based on *monitoring*
- Indicators are not targets!
- Indicators can help to reduce uncertainty, but not eliminate it
- Sets of indicators develop over time
- Indicators can help influence behaviour.
- Indicators must be able to take into account different locations, people, cultures and institutions
- Different people from different places have different values

17

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Criteria for Indicator Selection

An indicator:

- should provide a representative picture;
- should be simple, easy to interpret and able to show trends over time;
- must be responsive to changes;
- can provide a basis for sectoral, regional, national and international comparisons;
- must have a comparative baseline or benchmark value against to assess the significance of the values.

18

Inputs, Activities and Costs (for appraisal)

Topic	Appraisal Checkpoints
Inputs	➢ *Cost comparison* of Manpower with other projects of similar nature ➢ *Quantity/volume* for material, equipment, machinery ➢ Link to activities ⇨ link to *Outputs*
Activities	➢ *Input-Activity-outputs* alignment ➢ Technical aspects to conduct activities ➢ *Plan of Operation* (activity schedule)
Costs	➢ *Comparison of cost estimations* with *standard pricing* (if available) and other projects of similar nature

21

Important Assumptions & Preconditions commonly raised topics and improvement (2)

Factor: Politics	Contents
Frequently seen but needs improvement	The government policy will not change. The political situation will remain stable. There are no political unrest.
Guidelines	By the time the project is formulated, *the project should be aligned to a certain development policy document (i.e. sector development plan, SSP)*. Therefore, the project should be controllable in a sense that the government will back up the project once it is approved. The political situation stability issue (including unrest) applies not only to the project in subject but all other projects, hence it is too general and to point out.
Suggestions	Advisable to avoid including political factors as important assumptions. Rather consider possibilities of *local residents actively opposing the development* made by the project.

24

Vertical Relations of the Log Frame

Topic	Appraisal Checkpoints
Project Goal (Overall Goal)	➢ Is the Project Goal *reasonable* under the SSP *Sector Outcomes* and *Sector Intermediate Outcomes*? ➢ Is the Project Goal *achievable* under given circumstances (including important assumptions)?
Objective/ Purpose	➢ Is the Project Purpose reasonable under the Project Goal (including its *logical distance*)? ➢ Is the Project Purpose *achievable under the responsibility of the Ministry / Division*? ➢ Is the Project Purpose *achievable* under given circumstances (including the achievement levels of Outputs and their important assumptions)?
Outputs	➢ Are the Outputs *independently measurable*? ➢ What is the *logical distance* between the Outputs combined and the Project Purpose? ➢ Are there any *space* between the achievement of each Output and the achievement of the Project Purpose? If so, who will be responsible of the space?

19

Important Assumptions & Preconditions

Topic	Definitions	Checkpoints
Important Assumptions	Critical factors uncontrollable by the project, that could affect the achievement of the planned results and have implications for the project's hypothesis	➢ In positive form (ie...will not occur) ➢ As specific as possible ➢ To what extent the project will be affected? ➢ Specific borderline between controllable and uncontrollable factor.
Pre-conditions	Important assumptions that has to be considered before the project starts its implementation	➢ Is it critical? How will it affect the project, to what extent?

22

Important Assumptions & Preconditions commonly raised topics and improvement (3)

Factor: Process	Contents
Frequently seen but needs improvement	[as preconditions] The DPP process is not delayed. Government procedures are not delayed
Guidelines	Many factors may have liabilities for delay, of which may include controllable factors. The DPP process may be predictable at the project formulation by checking the priority of the project. Delay may be somewhat controllable by changing activity plans. *Preconditions are external factors that may occur before the project is implemented after it is approved*, therefore DPP procedures are not preconditions to be exact.
Suggestions	[preconditions] The government procedures are completed and ready for implementation by (month/year).

25

Inputs, Activities and Costs (at formulation)

Topic	Definitions	Checkpoints
Inputs	Resources required to materialise the activities of the project	➢ Manpower formulation ➢ Adequate material, equipment, machinery ➢ Technical expertise
Activities	Interventions aimed to produce the Outputs of the project.	➢ Alignment of activities and work ➢ Technical aspects to conduct activities ➢ Timing of inputs required
Costs	Estimation of costs by input and/or activity	➢ Consistency with the various cost estimations attached in the DPP

20

Important Assumptions & Preconditions commonly raised topics and improvement (1)

Factor: Nature	Contents
Frequently seen but needs improvement	Natural disasters do not occur.
Guidelines	*Specific description of type of disaster* (i.e. rainfall, flood, earthquake, temperature) and *to what extent* the infrastructure (or partially) can tolerate by design, and *how often it may occur by record*. The conditions during implementation and after its completion changes.
Suggestions	➢ Rainfall over xxx mm/hour (recorded 50 years ago) will not occur during the construction of dam spillway. ➢ Flooding does not reach above the designed capacity of xxx cm water level during operation (recorded every 30 years).

23

Important Assumptions & Preconditions commonly raised topics and improvement (4)

Factor: Budget	Contents
Frequently seen but needs improvement	[as preconditions] The Government provides *sufficient budget* for the project. The Government *continues to provide sufficient budget* for the project. The Government *secures operations costs* after completion.
Guidelines	Budget liability can be uncontrollable, but *may be predictable* at the ministry / division level by comparing the priorities within the budget framework. If the project is considered as high priority within the sector, it may not be necessary to include in the important assumptions. *Operations costs are compiled by the project as part of sustainability assurance*, therefore cannot be important assumptions until specific costs are identified.
Suggestions	The Government provides sufficient budget as originally planned *for the sector* in subject.

26

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Important Assumptions & Preconditions commonly raised topics and improvement (5)

Factor: People	Contents
Frequently seen but needs improvement	Less consideration on *target groups, direct beneficiaries, indirect beneficiaries, negatively affected groups (or potentials) and silent groups.*
Guidelines	Peoples' reception of the project is worth consideration as important assumptions. Both direct/indirect, positively/negatively affected groups may be analysed, and if important considered as assumption. Assumptions at implementation level and after completion
Suggestions	[pre-conditions]Resettlement of the project site is conducted smoothly by (month/year).

27

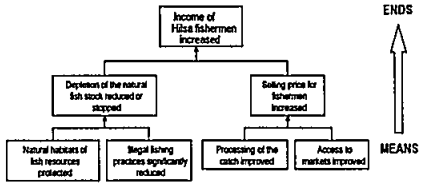
Problem analysis

- collect relevant background information
- ensure lessons learned from previous similar projects
- identify key stakeholders and ensure the 'right' people participation
- prepare a problem tree which provides a simplified but robust version of reality

30

Analysis of Objectives

To convert the problems into positive achievements through means/ends relationships



33

Important Assumptions & Preconditions commonly raised topics and improvement (6)

Factor: others	Contents
Guidelines	*Other projects that may affect the achievement of the project* and/or its outcomes may be considered. If it is an important factor *(especially in terms of Project Purpose achievement)*, it is worth considering to include them in the important assumptions at the Output level. However, they *must be specific* in order to understand the specific affect to the project.
Suggestions	Completion and stable supply of electricity through the xxx power generation project is realised by (month/year), for usage of transmission network completed by the project.

28

Problem analysis

- Why? The problem tree establishes *cause and effect* to ensure that *root* problems are identified and then addressed.
- Main steps are:
- Identify one or two (initial) major problem(s) affecting the target group(s)
- Identify related problems/constraints
- Analyse and identify cause and effect relationships
- Check the logic
- Draft the problem tree diagram

31

Strategy analysis

It aims to:

- Analyse the identified (potential) objectives in relation to a set of 'feasibility' criteria;
- Select an appropriate strategy for project implementation

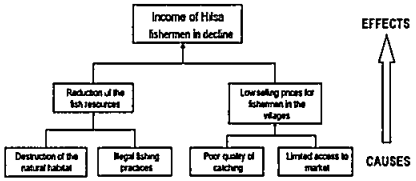
34

(for appraisal)

Topics	Appraisal Checkpoints
Important Assumptions	➢ Are they really important? ➢ Are they really uncontrollable? If partially controllable, must be segregated. ➢ Are they specific enough to monitor its affect? ➢ Is the assumption in the correct logic level? Does the scale of the assumption match to those of both upper and lower logic levels?
Pre-conditions	➢ Are they really important and uncontrollable? ➢ Are they really preconditions or upper level important assumptions? ➢ Do they really have possibility of affecting the project before it is implemented?

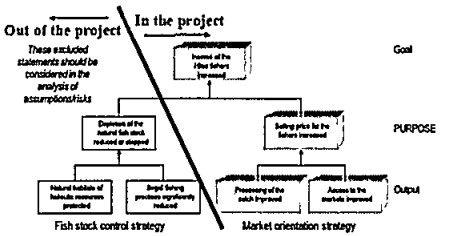
29

Problem tree helps to establish the cause/effect relation



32

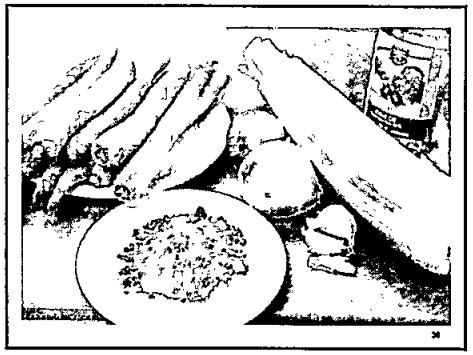
Strategy analysis



Decision based on policy priorities, budget, human resources, urgency, social acceptability, etc

36

267



Logical Framework- Soup

- ▶Inputs
  ingredients used for the soup (carrots, broth, celery, spices)
- ▶Process
  the act of making the soup
- ▶Outputs
  the finished soup
- ▶Outcome
  the satisfaction (physical and mental) of eating a good soup
- ▶Impact
  improved nutritional status

LFA Example (Soup)

	NS	OVI	MOV	IA
Goal	improved nutritional status	300 kilo cal per person		
Purpose	having soup	having good soup 40 person by ... time		
Output	finished soup	Ready soup 20 litre by ... time		
Input	ingredients used for the soup (egg, chicken, corn, pork, water, spices)	Egg-5 cost .. tk Chicken-1 cost ... tk Pork-1 kg .... tk Water- 20 liter cost ....tk Spices -i 500 gm cost ... tk		

138th ACAD Training Course

Session Topics: Project Appraisal

Presented by
Abu Sayed Md. Kamruzzaman ndc
Secretary
CEO, Bangladesh Public Procurement Authority
Cell : 01711-192900, e-mail: dg@ncsa.gov.bd
Date : 17 August 2026
Organized by : BPATC

Planning is the process of consciously developing a sequence of future actions to achieve specified goals.

- Process
- Consciously
- Sequence of future actions
- Specified goals.

What is a Project?

Projects are unique, transient endeavors undertaken to achieve a desired outcome. Projects bring about change and project management is recognized as the most efficient way of managing such change. (APM)

A project is a group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by the client. (CIPS)

Contd..

The topics can be divided into following subtopics

- Project Concept
- Project Lifecycle
- Concept of Development
- Project Management
- Project Appraisal

Functional Classification of Planning

Macro Economic Planning / National Planning

Sectoral Planning / Programmes

Micro Economic Planning / Project Planning

Sound Development Plans require good Projects just as good projects require sound planning.

Plans & Projects are interdependent

Project

- A set of related activities undertaken for a specific time to achieve some predefined objectives using certain amount of resources.
- Projects are taken for creating new resources (i.e. to solve a particular problem or development challenge) and not for operating organizations regular functions (i.e. organizations recurrent functions).

Planning

- Planning is an attempt to shape the future.
- Decide where we want to go
- How to get there
- How much resource you need to get there

Why do we plan ?

Both of our resources and time are limited.

Planning helps us achieve our goals, and allows for more efficient use of time and other resources.

Planning helps analyzing and studying the objectives, as well as the way in which we will achieve them.

Constitutional Basis for Planning

The Article 15 of the Bangladesh Constitution states about

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

3

Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.(PMBOK)

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. (APM)

- Project management has laid down the strategic pathway for the emergence of alternative teams in the modern organization to deal with such change initiatives as reengineering, benchmarking, simultaneous engineering, and self-managed production teams.
- It is the process of conceiving the ideas of having a project with its feasibility containing various aspects of its appraisal regarding marketing, technology, finance, socio-economic & environmental aspects, leading to its implementation, evaluation, monitoring & post-implementation audit.

Process of Project Management:

1. Setting up the Project objectives and goals.
2. Formulation of plan-project planning
3. Organizing and assembly of resources.
4. Direction for putting resources effectively and efficiently.
5. Co-ordination among the various departments and divisions.
6. Motivating manpower towards achievement of organizational goals.
7. Implementation, execution and monitoring of project activities.
8. Commissioning or putting the project in operation.
9. Control and evaluation (Immediately after completion and during the implementation of the project)
10. Post implementation audit of the project (conducted after 2-3 years)

Development

- Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.
- Development is a multidimensional undertaking to achieve a higher quality of life for all people. Economic development, social development and environmental protection are interdependent and mutually reinforcing components of sustainable development.

Types of projects

- Investment Project: Projects having mainly investment components such as construction of power station, industry, buildings, roads, highways, culverts and bridges etc. which usually have physical existence. It may or may not have TA components
- Technical Assistance Project: Improvement of institutional capacity, transfer of technology and development of human resources. Includes :
  - consultancies,
  - local/ foreign training/ fellowship,
  - supply of equipment and services of experts

Importance of Project Management

Why Project Management: Its importance

- 1. Project Management is indispensable for economic development of a developing country like Bangladesh or an enterprise.
- 2. It ensures effective and efficient resources utilization and management and development of technology.
- 3. It leads to GDP growth.
- 4. It leads to increase of per capita income and enhancement of standard of living.
- 5. It helps to overcome the problems of time and cost overruns.
- 6. It leads to optimum use of available resources.
- 7. It should commensurate with national development strategies.
- 8. It involves substantial outlay, here very careful planning is needed.
- 9. Cost of prediction error is very high, which may lead to bankruptcy and threatens the existence of project.
- 10. It increases international competitiveness of exportable items of a country.

Gross Domestic Product (GDP)

$$Y = C + I + G + X\text{-}M$$

Where, Y = GDP
C = Consumption
I = Investment
G= Government Expenditure
X= Export
M = Import

Classification of Public Sector Projects

- Investment Projects/ Development Project Proposal(DPP)
- Technical Assistance Projects Proposal(TAPP)
- Technical Project Proposal (TPP)
- Study/Survey Projects(SP)
- Self Financing Projects(DPP)

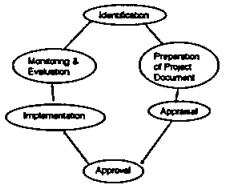
Importance of Project Management

- 11. It is an essential condition for getting assistance and loan.
- 13. It impacts have been long term and hence has a temporal spread.
- 14. It helps to achieve self-reliance in the country.
- 15. It is a base of implementing national development strategies & achievement of Sustainable Development Goals (SDGs).
- 16. It is a precondition of a development & transfer of technology.
- 17. It may lead to a balanced growth of agriculture and industry.
- 18. It is helpful towards exploration of resources, innovations and researches and discoveries.
- 19. It brings not only economic prosperity but also honor and prestige to a nation, because economic prosperity means economic power.
- 20. Economic prosperity of the country will lead to a capacity to render financial assistance to other poor and least developed countries.

OVERVIEW OF PLANNING PROCESS

BDP 2100
⇩
Vision 2041
⇩
Perspective Plan 2021-2041
⇩
Five Year Plan
⇩
Annual Development Program
⇩
Development Project/Program

Project Cycle



Objective of the Appraisal

- To find out the worthy project in terms of at least Economic aspect, because most of the government projects has the main intention to ensure the welfare of the society as well as for the nation.
- To find out the gaps in the project document and suggest for correction.
- When resource will be scare and limited which project government should approved even the NPV of the different projects are same.

বাংলাদেশ

খাওয়ে সড়ক বানিয়ে পায়ে কুড়াল মেরেছি : পরিকল্পনামন্ত্রী

Dane ahmed

Saifuddin Ahmed Nanno

Source: The Daily Prothom Alo, May 28, 2023, " "https://www.prothomalo.com

Project Implementation Tasks

- Project Director recruitment
- Project ID
- Demand for Allocation from ADP
- Prepare Work plan
- Prepare Annual Procurement Plan
- Recruitment of Manpower
- Do the procurement (Goods/Works/Service)
- Preparation of Revised ADP demand as per progress and DPP provisions
- Monitor the progress closely and timely
- Do the similar activities for the next of the years remaining except first two activities.
- Preparation for project closing

Criteria for appraisal

Major criteria for appraisal

- Relevancy of the project with the national priority, policy plans.
- Objectives: S (Specific) M (Measurable) A (Achievable) R (Relevant) T (Time-bound) ?
- Linkage among Objectives, Output and outcome
- Existing prowess of the agency, duplication (?)
- Examination of the project duration generally 3 years
- Overall sectoral allocation as well as MTBF, Consideration of necessary fund mobilization etc.
- Project Costs, Unit Prices ok..?
- Land Acquisition –Properly done?
- BCR, NPV and IRR done properly?
- Manpower- Necessity and Clearance?

CBA in Feasibility Studies

Clarity of Project Objectives:

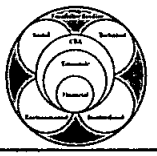
1. Definition of the without project case (base use)
2. Option analysis- choice of the alternatives
3. Clarity of the project costs and benefits in the with and without project case

Feasibility and Sustainability

4. Technical assessment
5. Institutional assessment
6. Social-cultural assessment
7. Environmental and social impact assessment (ESIA)
8. Financial assessment
9. Economic assessment

Risk and sensitivity

10. Sensitivity analysis
11. Risk management



Major criteria for appraisal (Contd.)

- Logical Framework, Procurement Plan (?)
- For High Ways, roads for slow moving vehicle ?
- Morphological study for Bridges over 100 meter, Weighing machine for bridges
- Impact on environment/climate change and vice-versa
- Impact on poverty, women and children
- What about Risk mitigation strategies?
- If the proposed project is a phase of an earlier project then the Evaluation Report of previous phase prepared by IMED is needed to be considered
- Having Exit Plan or not?
- Impact on revenue budget after completion of the project

Project Feasibility Study

- Feasibility Study Report Format (31 January 2021)

Financial and Economic Analysis

This is the heart of the feasibility study report. Here you will do all the financial analysis and report the various performance indicators. The information of this section should be organized under following heads:

Supply, Demand and Projected Absorption Pricing Strategy
Estimated Required Investment (land cost, development cost, financing cost etc.)
Project IRR
IRR and Funding Strategy
Various Financial Performance Indicators
Scenario Analysis
Sensitivity Analysis

Discount Factor

$FV=PV(1+R)^n$

$\Rightarrow PV=FV/(1+R)^n$

$\Rightarrow PV=FV \times 1/(1+R)^n$

[1/(1+R)^n]←This part is called Discount Factor (D.F.)

We can easily calculate the Discounted value (Present Value) by multiplying D.F. with the Future value as projected in DPP

Some Important Terms in preparing project documents

Internal Rate of Return (IRR)

- The Internal Rate of Return is the discount rate that makes the NPV of the project zero and BCR 1. Economic rate of return is an Internal Rate of Return based on economic prices. The following formula is used of find out IRR quickly:

$$IRR = LRD + \frac{NPV_{LRD}}{NPV_{LRD} - NPV_{HRD}} * (HRD - LRD)$$

- Where,
  - LRD= Lower rate of discount at which NPV is positive
  - HRD= Higher rate of discount at which NPV is negative
  - NPV_{LRD} = Net present value at LRD
  - NPV_{HRD} = Net present value at HRD

Major differences between Financial & economic Analyses

	Financial	Economic
Perspective	Implementation agency(e.g. PDB)	Country economy(GOB)
Purpose	Profit maximization	Social welfare/Economic welfare
Coverage of costs/benefits	Direct costs/benefits	Direct,Indirect/associated costs/benefits
Price (Numeraire of valuation)	Actual prices/market price/financial price	Economic prices/accounting price/shadow price
Non- revenue generating projects	Not applicable	Applicable

Some Important Terms in preparing project documents

Net Present Value (NPV)

- NPV is the present value of all benefits, discounted at the appropriate discount rate, minus the present value of all costs, discounted at the same rate. So,
- NPV=Initial Investment Costs plus the sum of present values of costs and benefits for each period within the investment horizon. Otherwisely, one can calculate NPV of benefits and NPV of cost separately and then subtract them.
- NPV= Present Value of Benefit - Present Value of Cost

When, NPV>0; the project is acceptable
NPV<0; the project is rejected
NPV=0; Ambiguous

Some Important Terms in preparing project documents

Internal Rate of Return (IRR).....

- The IRR rule is a guideline for evaluating whether to proceed with a project or invest asset.
- The IRR rule states that if the internal rate of return (IRR) on a project or an investment is greater than the minimum required rate of return, typically the cost of capital, then the project or investment should be pursued.
- Conversely, if the IRR on a project or investment is lower than the cost of capital, then the best course of action may be to reject it.
- When IRR > market rate of interest then accept the project
- IRR< market rate of interest then reject the project and
- IRR = market rate of interest denotes ambiguity

Why financial price & Economic price differ

- Market prices do not always reflect true economic values because of market distortion.
- Economic price is market price determined by markets without distortion.
- taxes, duties, subsidies, controls, monopoly elements, imperfect competition cause financial price & Economic price to differ.

Some Important Terms in preparing project documents

Benefit-cost Ratio (BCR)

- BCR is the ratio of the present value of benefits to the present value of costs. It is calculated using the present values of each, discounted at an appropriate rate of interest.

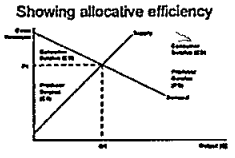
$$BCR = \frac{\text{Present value of benefit}}{\text{Present value of cost}}$$

One should remember that a positive benefit is equal to a negative cost.

When,

BCR>1; the project is acceptable
BCR=1; Ambiguous
BCR <1; the project is rejected.

Showing allocative efficiency



The feasibility of a project is determined by comparison with the threshold rate

	Threshold rate
Financial	Cost of Capital
Economic	Social Discount Rate

- The threshold rate is the cost of capital for financial analysis and the social discount rate for economic analysis.
- the cost of capital is the weighted average of cost financing.
- the social discount rate (SDR) is the opportunity cost of public investments in a country. The best alternative return foregone by committing assets in the project

A practical steps starting with the FA DCF table

1. Review the with and without case and identify the non-market effects and externalities relevant for the Economic Analysis and not included in the Financial Analysis. Note: In network sector projects (electricity, roads, water supply) the benefits are end user benefits and all costs incurred in the supply chain need to be accounted for.
2. Recast the financial cashflow with the above information
3. Remove all transfers (VAT, import taxes and subsidies paid or received by the executing agency and/or operating entity) from the market prices used in the DCF
4. Add the identified positive and negative externalities and non-market items
5. Identify and add significant indirect impacts and wider benefits if applicable, avoid double counting
6. Apply the conversion factors to move from market prices to shadow prices
7. Calculate the eNPV, eIRR and eBCR using the social discount rate
8. Analyze the sensitivity of the results to changes in the assumptions,

Identifying benefits of network sector projects
Transport sector

EXAMPLE APPLICATION OF THE SCF

Identifying benefits of network sector projects
Power sector

Question for the participants

- What would be the SCF for Bangladesh? Who to ask?
- Department of commerce?
- BIDS?
- Bureau of Statistics?
  Guess for this manual: SCF = (100+105) / (100+105+30) = 205/235 = 0.87234 = ≈ 0.90

Identifying benefits of network sector projects (WBI)

The standard conversion factors

The IMF formula generally used to estimate the SCF is:

$$SCF = \frac{M + X}{(M + T_M - S_M) + (X - T_X + S_X)}$$

where:

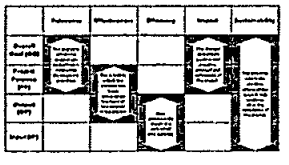
M is the total value of import at shadow prices, i.e. CIF prices;

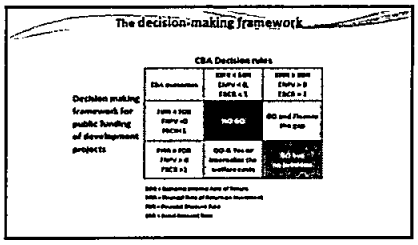
X is the total value of export at shadow prices, i.e. free on board (FOB) prices;

T_M and T_X are the value of duties on import and export respectively;

S_M and S_X are the value of subsidies on import and export respectively

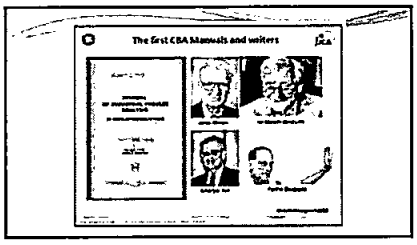
LFA Matrix summarizes the information available for applying the appraisal criteria used in project appraisal



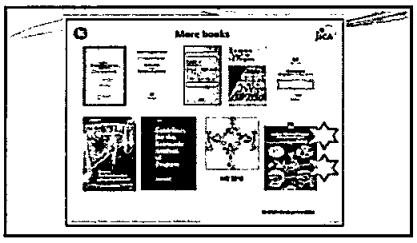


Exercise on CBA

- Simple Exercise



Thanks for your patient hearing and responses that made the sessions lively & interactive



274

Project Sustainability and Project Transfer

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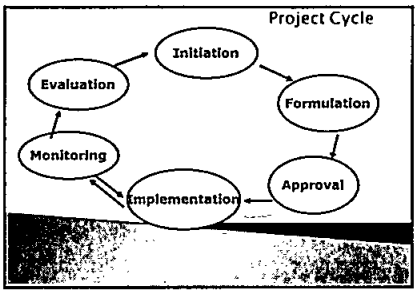
National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

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

Project Cycle



Points to be Discussed

- What is Project
- Project sustainability
- Project Transfer

Characteristics of Project

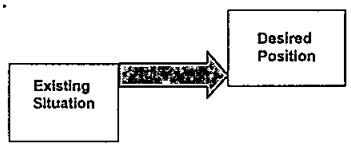
- Specific objective
- Clear beginning and end
- Temporary
- Unique output/service
- Specific Resource
- Specific schedule

Types of Project

According to Nature of project

- Development Project
- Technical Assistance Project
- Feasibility Study Project

Problem



5 Process Group

1. Initiating
2. Planning
3. Executing
4. Monitoring and controlling
5. Closing

as of PMI

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.

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

Organizations Involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

Role of IMED

- IMED plays a key role in ensuring completed development projects in transiting to the revenue budget
- Provide analytical reports to the policy maker
- IMED conduct post-completion evaluations and verify project outcomes

Project Feasibility

- In feasibility we assess a project in order to make decision regarding future course of action.
- Types:
  - Technical
  - Financial
  - Economical
  - Environmental
  - Social etc
- These are not independent but they are closely dependent on each other.

Project Transfer

- Project transfer is the process of handover a completed project and its related outputs to another Entity or a newly created Project
- We transfer project outputs to the parent organization for operation and maintenance
- Both benefits and cost are shifted

Specific Role of IMED

- **Project Completion Evaluation:** IMED prepares detailed evaluation reports assessing the project achieved its goals and if the assets (like buildings, infrastructure) are functional.
- **Performance Verification:** They verify the physical and financial progress and ensure the project aligns with its approved design before handing over.
- **Impact Assessment:** IMED assesses the broader impacts of completed projects to inform future investment decisions.

Used Format

(1) Investment Project:
Development Project Proposal (DPP)

(2) Technical Assistance Project :
Technical Assistance Project Proposal (TAPP)
Technical Project Proposal (TPP)

(3) Feasibility Study Project:
Feasibility Study Project Proposal

Steps to Closing a Project

- Evaluate the Project. Managing a project isn't only about tasks and resources, budget and deadlines, it's an experience you can constantly learn from. ...
- Complete Paperwork. ...
- Release Resources. ...
- Write a Project Closure Report. ...
- Conduct a Project Closeout Meeting. ...
- Archive Documents. ...
- Celebrate Success.

Specific Role of IMED

- **Coordination & Reporting:** IMED acts as a coordinator, providing necessary advice to ministries and reporting findings to high-level bodies like NEC and ECNEC to facilitate decisions on project integration into recurring budgets.
- **Analytical Support:** They provide analysis to help ministries understand the performance and necessity of keeping the completed project under ongoing operational budgets (revenue budget).

Why IMED Reports for Project Transfer

- **Integration:** Ensures completed projects aren't left orphaned but become part of routine operations, requiring recurring funds (revenue budget) for maintenance, staffing, and utilities.
- **Accountability:** Provides evidence that development funds were used effectively before shifting to operational funding.
- **Informed Decisions:** Helps finance ministries and planning bodies decide on the appropriate level of ongoing budget allocation for successful projects.
- IMED acts as a crucial bridge, ensuring the successful culmination of development projects and providing the data and analysis needed for their seamless transition into the government's regular financial cycle.

Role of Finance Division

- **Ensuring Accountability and Transparency:** The Division ensures that the accounting records are transparent and auditable, complying with established public financial management (PFM) practices.
- **Manpower and Post Management:** The creation and retention of temporary posts for projects require the concurrence of the Finance Division.
- When a project transitions to the revenue budget, the Finance Division is involved in approving the necessary permanent posts and manpower required for its ongoing operation.

Key Roles of Planning Commission

- **Planning Commission:** It appraises projects and assesses their impact on the revenue budget after completion, including the institutional arrangement and financial requirements for operation and maintenance.
- The recommendation is included in the DPP or TAPP

Role of Finance Division

- The Finance Division plays a crucial role in managing the transition of a completed development project to the revenue budget
- Ensure fiscal discipline, proper accounting, and the integration of ongoing operational costs into the government's regular financial framework.

Role of Finance Division

- **Reporting:** The project manager must submit a final financial report to the relevant authorities, which the Finance Division reviews.
- In essence, the Finance Division acts as the central financial authority that ensures the long-term financial implications of new projects are sustainable and properly integrated into the government's regular, non-development budget cycle.
- **Debt and Asset Management:** It manages the financial assets and debt associated with the project, coordinating with development partners and the Economic Relations Division (ERD) as necessary, especially regarding the refund of unspent balances or the management of loan repayments.

Key Roles of Administrative Ministry

The administrative ministry plays a crucial role in initiating and managing the process of transferring a completed capital project to the revenue budget for ongoing maintenance and operation.

Project Completion Certification: The administrative ministry is responsible for certifying the physical completion of a project as per the approved DPP and TAPP.

Maintenance and Operation Responsibility: Once a project is completed and the asset created, the responsibility for its ongoing maintenance, operation, and related expenses shifts from the capital (development) budget to the revenue (operating) budget.

- The administrative ministry becomes the primary entity responsible for managing these recurring costs.

Key Roles of Finance Division

- **Budget Authorization and Allocation:** The Finance Division authorizes the allocation of funds within the annual budget.
  - Approve the re-appropriation of funds from development to revenue expenditure heads to cover the ongoing operational and maintenance costs of the newly completed project.
- **Formulating Financial Policy and Guidelines:** It establishes the rules, procedures, and a robust Budget and Accounting Classification System that govern how financial transactions, including the transition of projects, are recorded, stored, and reported upon.

Ministry of Public Administration's Role

- MoPA's role is mainly related to human resource management and institutional arrangements
- **Personnel Management:** MoPA is involved in managing the human resources aspect, such as the absorption of project staff into the permanent revenue budget non-cadre posts, subject to approval and relevant rules.
- **Institutional Setup:** Handles matters relating to the reorganization of field administration and framing career development plans for officers, which may be a consequence of projects becoming permanent institutions.

Key Roles of Administrative Ministry

- **Budgetary Estimation and Submission:** The administrative ministry prepares the detailed budget estimates for the future revenue expenditure required to operate and maintain the new asset.
- **Seeking Financial Approval:** The ministry must seek prior approval and financial sanction from the Ministry of Finance for the new expenditure not previously provided for in the base revenue budget.
- This often involves a thorough review to ensure the projections are realistic and aligned with overall fiscal policies.
- **Ensuring Accountability and Record Keeping:** Administrative ministry is responsible for ensuring full and proper records of financial transactions and the maintenance of asset registers, which are crucial during the transition and for subsequent audits.

Key Roles of Administrative Ministry

- **Parliamentary Process Coordination:** The administrative ministry works with the Ministry of Finance to ensure the required budgetary provisions are included in the annual budget and subsequent Demands for Grants presented to the legislature for approval.
- **Monitoring and Reporting:** The ministry is tasked with regularly monitoring the performance and expenditure related to the completed project within the revenue budget framework and reporting progress/bottlenecks.
- The administrative ministry acts as the custodian of the completed asset, responsible for ensuring its smooth transition into regular government operations and securing the necessary recurring funds for its sustainable functioning within the established budgetary framework.

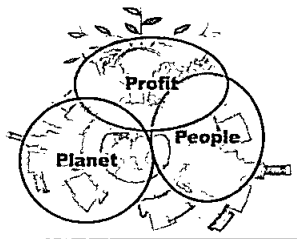
Project Sustainability Plan

- A project sustainability plan outlines how a project will maintain its benefits and impact after initial funding or support ends.
- It's crucial for ensuring long-term viability, securing future funding, and demonstrating responsible project management.
- A well-developed plan addresses community, financial, and organizational aspects of sustainability.

Best Practices for Developing a Sustainability Plan

1. **Early Planning:** Integrate sustainability considerations from the project's inception, not as an afterthought.
2. **Stakeholder Engagement:** Involve all relevant stakeholders (community members, beneficiaries, funders) in the planning process.
3. **Clear Goals and Objectives:** Define specific, measurable, achievable, relevant, and time-bound (SMART) sustainability goals.
4. **Resource Assessment:** Identify the resources (financial, human, material) needed for long-term sustainability.

Sustainability



Key Components of Project Sustainability Plan

- **Community Sustainability:** Focuses on the project's integration with the local community and its ability to continue addressing community needs after the project concludes. This includes stakeholder engagement, community ownership, and capacity building.
- **Financial Sustainability:** Addresses how the project will secure ongoing funding and resources. This might involve developing diversified funding strategies, exploring income-generating activities, or establishing a strong financial management system.

Best Practices for Developing a Sustainability Plan

5. **Risk Assessment:** Identify potential risks to sustainability and develop mitigation strategies.
6. **Monitoring and Evaluation:** Establish systems for tracking progress, evaluating impact, and making adjustments as needed.
7. **Actionable Strategies:** Outline specific actions and timelines for achieving sustainability goals.
8. **Flexibility:** Build in flexibility to adapt to changing circumstances and feedback.

Sustainability

- **Sustainable Development** is the process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves **"value for money** on a **whole life basis"** in terms of generating benefits not only to the organization, but also to society and the economy, whilst minimizing, and if **possible avoiding,** damage to the environment.

Key Components of Project Sustainability Plan

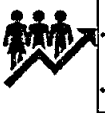
- **Organizational Sustainability:** Examines the project's internal capacity to manage and sustain itself. This includes things like staffing, organizational structure, and the ability to adapt to changing circumstances.

THANK YOU

Mobilising External Finance

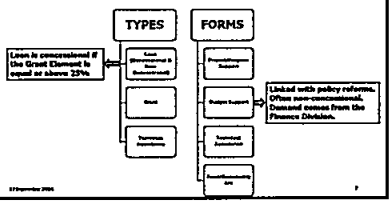
ASM Sohel
Additional Secretary
Economic Relations Division

Development Cooperation



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

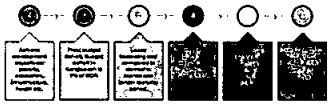
External Resource Mobilization: Modalities



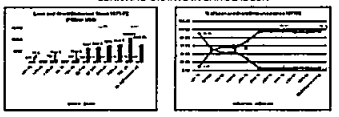
Economic Relations Division (ERD) | Legal and Policy Frames

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

Rationale: Mobilising Official Development Assistance



LOAN AND GRANTS IN BANGLADESH



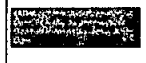
- Since 1971/72, Bangladesh got commitment of US$ 171.457 billion. Of which, US$121.24 billion is disbursed.
- Amount and percentage of grants are decreasing over the time.
- Rate of interest is increasing, loan repayment period is declining, and cost of borrowing is increasing.
- About 94.71% of the foreign assistance was loan during 2022-23.
- The total disbursement in 2022-23 is US$ 9.24 billion.

Economic Relations Division (ERD) | Mandates

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

ODA Sources

1. Multilateral: Grant, Soft loan and High cost non-concessional loan World Bank, ADB, AIIB, NDB, UN, IMF etc
2. Bilateral: Grant, Soft loan and High cost non-concessional loan, China, India, China, Korea etc.)
3. Philanthropic: Bronte Gates Foundation, Ford Foundation etc.
4. Suppliers or Buyers Credit
5. Commercial Sources: Different types and organizations involved
   I. Export Credit Agency (ECA)
   II. Engineering, Procurement, and Construction (EPC) Contractor
6. Sovereign Bonds: High Cost, Low Maturity Loan



External Resource Mobilization: Key Stages

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

ORS 279

External Resource Mobilization: Key Stages *(Contd.)*

5. If DP agrees to finance LH starts preparing DPP, often with close collaboration with the DP

6. Planning Commission reviews DPP. Parallely, ERD continues negotiation with DP on the financing terms

7. DPP approved by the Planning Commission, and ERD completes negotiation with DP

8. Planning Commission approves DPP. Parallely, the financing agreement is approved by the boards of the respective DP.

Challenges: Project Preparation

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

Recommendations

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

External Resource Mobilization: Key Stages *(Contd.)*

9. Financing Agreement signed, loan effectiveness conditions fulfilled, and the project kicks off

10. ERD keeps track of the project implementation and DPs' disbursement

11. ERD continues repayment according to amortization schedule

12. ERD also address any changes like restructuring, cancellation, re-purposing, etc.

Challenges: Project Implementation

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

Recommendations *(Contd.)*

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

Some New Initiatives in Foreign Financing

1. Starting procurement process before signing financial agreement

2. Multi-currency financing option

3. Retroactive financing

4. Reducing time of DP's multi-staged tender evaluation and concurrence

5. Project preparation facility (financing and experts)

Challenges: Project Financing

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

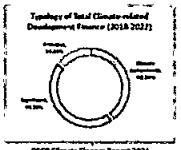
Climate Finance: A Case Study

ETS 280

Climate Finance?

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

Typology of Total Climate-related Development Finance (2018-2022)



OECD Climate Finance Report 2024

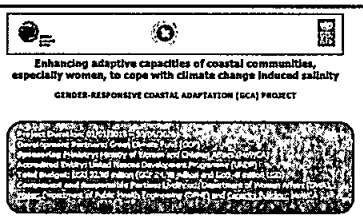
Climate Finance Instruments

Alignment with National and Policy Context

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

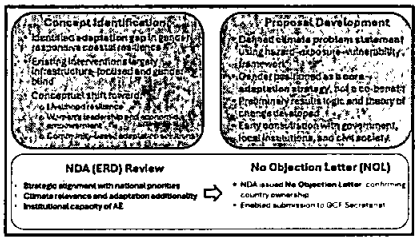
1. Commitment: Developed countries "shall provide new and additional financial resources" and trans fer technologies to support developing countries' climate actions. [Article 4, Paragraph 3 of the UNFCCC, 1992]
2. Official Development Assistance (ODA): "Official development assistance (ODA) is government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

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



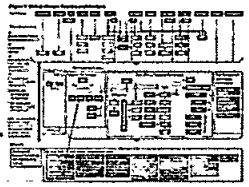
Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity

GENDER-RESPONSIVE COASTAL ADAPTATION (GCA) PROJECT



International Climate Finance Architecture

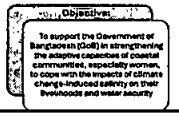
1. UNFCCC Mechanisms: LDF, GCF, AF, GCF (LDCF; Least Developed Countries Fund and SCCF; Special Climate Change Fund)
2. Non-UNFCCC Financing Mechanisms:
   1. UN Agencies, e.g., UNDP, UNEP, FAO
   2. MDBs, e.g., WB, ADB, IDB
3. Bilateral, e.g., JICA, USAID, FCDO, AFD
4. Philanthropists, e.g., Bill and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



Source: Climate Fund Update, 2024

Project Summary:

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



Key Components

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

Alignment with GCF Investment Criteria

- [illegible]
- Paradigm shift [illegible]
- Sustainable Development [illegible]
- [illegible]
- Country Ownership: Strong NDA [illegible]
- Efficiency: Leveraged [illegible]

Results Framework – Objectives and Outcomes

Impact Objective:
- Reduced climate vulnerability of coastal communities

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

Output 1: Climate-resilient Livelihoods

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

	[illegible]
[illegible]	[illegible]

GCF Board Approval Decision

Proposal approved [illegible]
- Strong climate rationale and adaptation logic
- Clear paradigm shift narrative
- Robust country ownership through NDA

Recognized as a flagship gender-responsive adaptation project

Key GCF-Aligned Indicators

- % of beneficiary households with increased adaptive capacity
- Number of women adopting climate-resilient livelihoods
- [illegible]
- Number of [illegible] gender-responsive adaptation

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

- [illegible]

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

- [illegible]

Implementation Approach and Areas

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

Achievements to Date

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

Output 2: Climate-resilient drinking water solutions

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

- [illegible]
- [illegible]
- [illegible]

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

Sl	Type	Target	Constructed	Handover	Remaining
1	HH based RWHS	13308	13308	13308	0
2	Community based RWHS	121	111	82	10
3	Institution based RWHS	23	17	14	6
4	Pond based Ultra Filtration System	25	23	21	2
5	10 HH based RWHS*	658	0	0	658*
6	HH based RWHS (3000 litre capacity)	2000	0	0	2000
	Total	[illegible]	[illegible]	[illegible]	[illegible]

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

[redacted]

Strategic Lessons for ERD / NDA

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

Output 3: Strengthening Institutional Capacity

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

[redacted]

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

[redacted]

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

[redacted]

Conclusion and Way Forward

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

Implementation Challenges	NDA Role in Project Resumption
• Coordination complexity across multiple stakeholders • Operational and external disruptions • Need to recalibrate timelines and delivery mechanisms	• Facilitated dialogue between AE and government counterparts • Supported revised implementation plan • Ensured continued alignment with national priorities • Strengthened monitoring and reporting arrangements

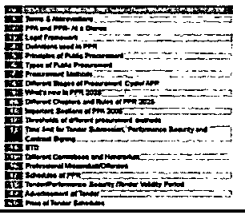
Module:7

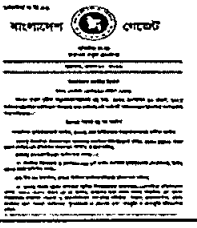
Procurement Management

Overview on PPA 2006 & PPR 2025

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343

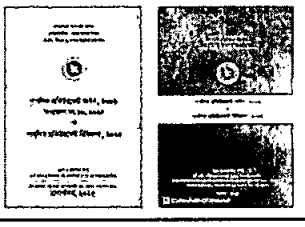
Outline of the Session



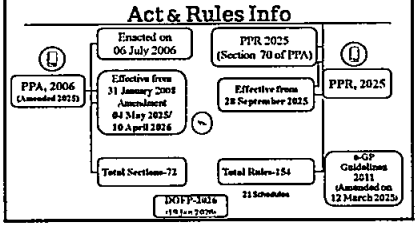


Objectives of the Session

- To give a basic knowledge regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006 (Amended 2026)
- To know about the Public Procurement Rules, 2025
- To Enhance the skill and capacity to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

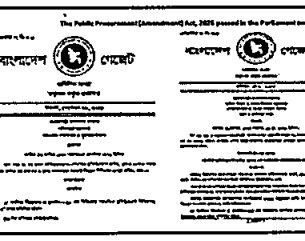


Act & Rules Info



Outline of the Session

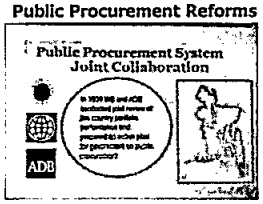
- Different Aspects of Public Procurement
- Legal Documents for Public Procurement
- Important Features/Issues of Public Procurement
- Chapters, Schedules, Sections/Rules of PPA, 2006 (Amended 2026) and PPR, 2025
- PPR Quiz

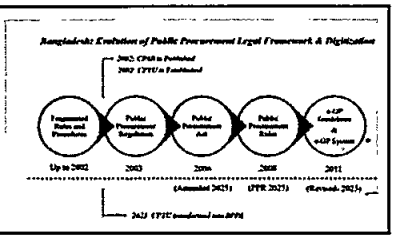


Legal Documents for Public Procurement

- Public Procurement Act, 2006 (PPA, 2006 Amended 2026)
- Public Procurement Rules, 2025 (PPR, 2025)
- Bangladesh e-GP Guidelines, 2011 (Amended 2025)
- Delegation of Financial Powers-2026 (DoFP, 2026)
- Standard Tender Documents (STDs)
  [Total number of STDs/SRFP: 47]
  (PG-14, PW-13, PPS-06, PS-14]
- Bangladesh Public Procurement Authority Act, 2023

Public Procurement Reforms

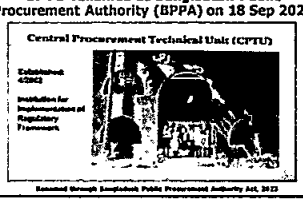




Abbreviations related to PPA & PPR

STD= Standard Tender Document
- REOI= Request for Expression of Interest
- RFP= Request for Proposal
- SLT= Significantly Low-priced Tender
- TOC= Tender Opening Committee
- TEC= Tender Evaluation Committee
- TSC= Technical Sub-Committee
- TEAC= Technical Examination and Acceptance Committee
- NCT= National Competitive Tender
- ICT= International Competitive Tender

CPTU renamed as Bangladesh Public Procurement Authority (BPPA) on 18 Sep 2023



Public Procurement of 4 types

সরকারি ক্রয় ০৪ ধরনের

১. পণ্য (Goods)

২. কার্য (Works)

৩. ভৌত সেবা (Physical Services)

৪. বুদ্ধিবৃত্তিক ও পেশাগত সেবা
(Intellectual & Professional (Consulting) Services)

Cabinet Committees

- CCGP

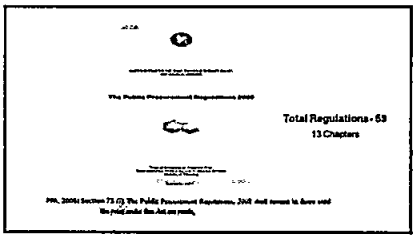
*(Cabinet Committee on Government Purchase)

- https://www.dpp.gov.bd/upload_file/gazettes/60779_51904.pdf

- CCEA

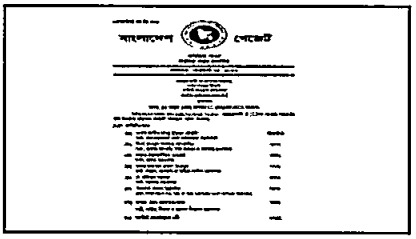
*(Cabinet Committee on Economic Affair)

- https://www.dpp.gov.bd/upload_file/gazettes/60780_60064.pdf



Abbreviations related to PPA & PPR

- PPA= Public Procurement Act
- PPR= Public Procurement Rules
- CPTU= Central Procurement Technical Unit
- BPPA= Bangladesh Public Procurement Authority
- CCGP= Cabinet Committee on Government Purchase
- CCEA= Cabinet Committee on Economic Affairs
- PE= Procuring Entity
- HOPE= Head of Procuring Entity
- AA= Approving Authority
- GFR= General Financial Rules
- DoFP= Delegation of Financial Power
- TS= Tender Security
- PS= Performance Security



[illegible]

Standard Tender Documents (STDs)
আদর্শ দরপত্র দলিলসমূহ

Type	STD	Used For
Physical Services	PPS 1-A	RFQ for Selection of Service Provider through Outsourcing
	PPS 1-B	RFQ for other Physical Services
	PPS 2	OTM or LTM for Selection of Service Provider through Outsourcing
	PPS 3	OTM or LTM for other Physical Services
	PPS 4	OTM for Operational and Maintenance Services
	SAFE-C	For Enlistment through LTM (upto Tk 5o Lacs)

Type	STD	Used For
IP Services	PS 1	For Selection of Community Services Organization (SRFP)
	PS 2	For Selection of NGO (SRFP)
	PS 3	For Selection of Individual Consultant
	PS-5	For Selection of Consulting Firm (SRFP)

বাংলাদেশ গেজেট

[illegible]

Standard Tender Documents (STDs)
আদর্শ দরপত্র দলিলসমূহ Total-47

- For Goods- 14
- For Works-13
- For Physical Services-6
- For Intellectual & Professional Services -14
- For Evaluation and Others-5

https://www.ppra.gov.bd/standard-documents/standard-tender-document.html

Schedule 1 PPR, 2025

Definitions used in Public Procurement
সরকারি ক্রয়ের ক্ষেত্রে বিভিন্ন সংজ্ঞা

CCGP-এর অনুমোদন লাগবে যদি দরপত্র মূল্য

ক্রয়ের ধরন/ Procurement Type	উন্নয়ন বাজেট/ Dev Budget	রাজস্ব খাতের/ Revenue/Operational Budget
Goods	১০০ কোটি টাকার উপরে	৫০ কোটি টাকার উপরে
Works	১০০ কোটি টাকার উপরে	১০০ কোটি টাকার উপরে
I & P/ Consulting Service	৩০ কোটি টাকার উপরে	২০ কোটি টাকার উপরে

Type	STD	Used For
Goods	PG1	RFQ
	PG-2	LTM/OTM (up to Tk 50 Lacs)
	PG-3	OTM (above Tk 50 lacs)
	PG-3A	Framework Agreement through OTM or LTM
	PG-4	OTM Int'l
	PG-6	RFQ Int'l (Divisible goods in bulk)
	PG-8	Direct Contracting (DPM any amount)
	SAFE-A	For Enlistment through LTM (upto 50 lacs)

Type	STD	Used For
Works	PW-1	RFQ
	PW-2A	OTM (up to Tk 5 Crores)
	PW-2B	LTM (up to Tk 5 Crores)
	PW-3	OTM (above Tk 5 Crores)
	PW-3A	OSTEM
	SAFE-B	For Enlistment through LTM (upto Tk 5 Crores)

Public Procurement

- Public Procurement means Procurement using Public Funds.
- Procurement of goods, works or services by Public Entities/Public Authorities using public money
- Around 85% of ADP allocation spent on public procurement (approx. Tk 1.7 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 3.5 lakh crore)
- Major economic activities of the public sector spending around USD 30 billion every year

Public Fund

- Any funds allocated to a procuring entity under government budget (Revenue & Development),
- Grants or loan, placed at the disposal of a procuring entity through the government by the development partners (WB, ADB, JICA, USAID, CIDA etc.)

Procuring Entity-PE

- An Official who invites tender having administrative and financial powers to undertake procurement of goods, works or services using public funds.

Head of the Procuring entity-HOPE

- Agency Head of PE's Organization; Secretary of a Ministry or a Division,
- DG/Chief Engineer/Div Com/DIG/Dist Judge/DC
- Head of a Government Department or Directorate, or the Chief Executive of a local government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Company Act.

Approving Authority-AA

- Who Approves Tender/Proposal as per Delegation Of Financial Powers
- approves the award of contract for the procurement of goods, works or services.

Procurement Category	Person/Firm awarded with	Common Term
Goods	Supplier	Economic Operator *Rule 2(7)*
Works	Contractor	
Physical Service	Service Provider	
Intellectual & Professional Service	Consultant	

PPA, 2006
Section 2. Definitions

(1)	(Approving Authority (AA)	(11)	Tender or Proposal
(2)	Delegation Of Financial Power (DOFP)	(12)	Tender Document
(3)	Applicant	(13)	Tenderer
(4)	Opening Committee	(14)	Prescribed
(5)	Quotation	(15)	Moral Rule
(6)	Works	(16)	Goods
(7)	Procurement	(17)	Consultant
(8)	Procuring Entity (PE)	(18)	Public Procurement
(9)	Head of the Procuring Entity (HOPE)	(19)	Administrative Authority
(10)	Contractor	(20)	Pre-qualification

Authorized Officer (AO)

- AO is an individual designated by the HOPE to act on his behalf. This individual typically has the authority
- to prepare procurement plans,
- issue tender documents and
- to sign contracts etc.
- In case of PD, Project Manager (PM) can act as an AO
- HOPE can delegate specific powers to an AO such as Director (Admin)/Director (Finance)/DD (Finance)

The term *Applicant* is used -

- Who applies for enlistment in case of LTM
- Who applies for pre-qualification in case of OTM
- Who applies for EOI in case of IP service

PPA, 2006
Section 2. Definitions

(21)	Framework Agreement	(30)	Review Panel
(22)	Advertisement	(31)	In written
(23)	Person	(32)	Public Procurement
(24)	Professional & Intellectual Services	(33)	Public fund
(25)	Rule	(34)	Supplier
(26)	Physical Services	(35)	Short List
(27)	Standard	(36)	Related Services
(28)	Evaluation Committee	(37)	Services
(29)	Responsive	(38)	Service Provider

PPR-2025 (Rule 2) : Total Definitions- 64

Tender Document
Document Prepared by PE

Tender/Proposal
Document Submitted by Tenderer/Applicant

Tenderer
Who submit Tender/Who competes in the Tendering Process

Supplier/Contractor/Service Provider/Consultant
Who is awarded with the Contract or Agreement for Goods/Works/Service/Proposal

STD – TD- Tender

STD/Standard Tender Document- By BPPA (CPTU)

⇩

TD/Tender Document- By PE (Procuring Entity)

⇩

Tender – By Tenderer

Specification For Goods
Bill of Quantities for Works
TOR /Terms of Reference for Services

Principles of Public Procurement

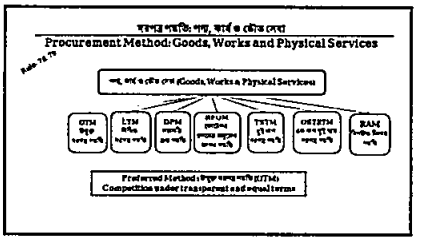
1. Ensure Transparency
2. Accountability
3. Achieve Value for Money ⇨
4. Efficiency
5. Morality/Ethics/Integrity
6. Ensure Standard of quality
7. Sustainability
8. Promote Free, Fair & Open Competition
9. Ensure Equal Treatment to all Tenderers/Bidders

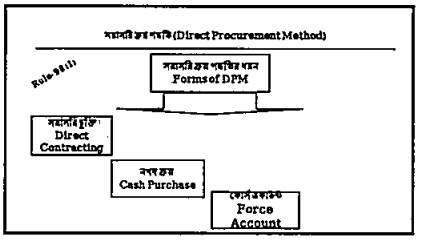
The 7Rs
- right quantity
- right quality
- right price
- right place
- right time
- right source
- right process

Public Procurement in SDG

- Promote Sustainable Public Procurement Practices-
- SDG Target 12.7

Aims to Promote Public Procurement practices that are sustainable, in accordance with national policies and priorities.

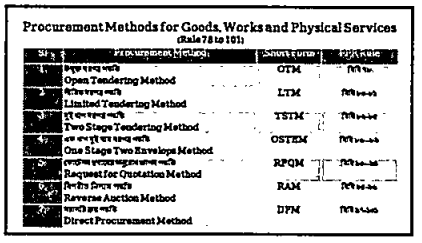


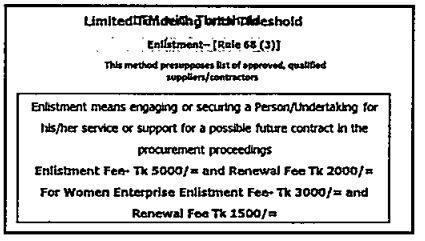


Sustainable Public Procurement
টেকসই সরকারি ক্রয়

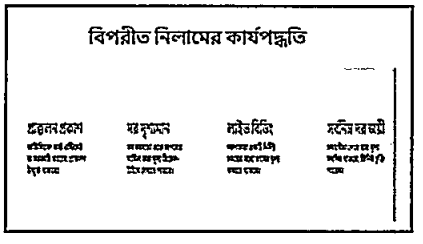
Maintaining a balance among 3Ps

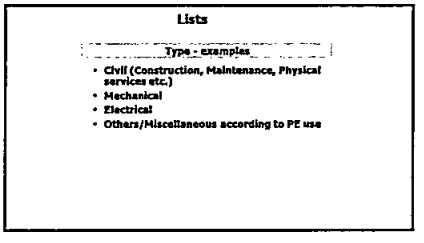
- Planet (Environmental Element)
- People (Social Element সামাজিক ক্রয়)
- Profit (Economic Element)





Different Procurement Methods
বিভিন্ন দরপত্র পদ্ধতি



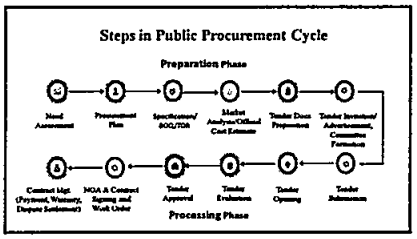


LTM: without Threshold

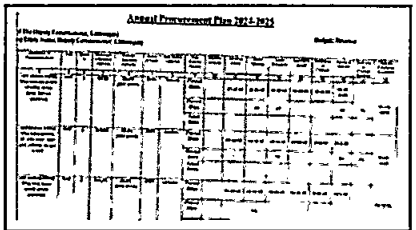
Rule- 60, 81

1	➢ G&W of specialized nature ➢ Available only from a limited number	Aircraft, locomotives, specialized medical equipment, telecommunication equipments, silos, ports, harbours
2	➢ An urgent need for Procurement ➢ Competitive tendering impractical	Not foreseeable and because of delay
3	➢ Policy of standardization	Computers, laboratory equipment, research equipment

Steps in Public Procurement Cycle



Annual Procurement Plan 2014-2015



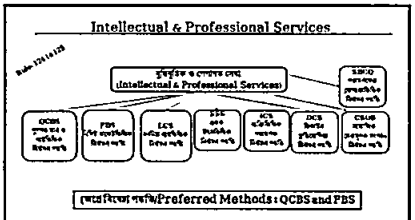
Request For Quotation (RFQ) Method

- At least 3 responsive quotations (min^m 5 quotations to be issued)
- Receiving priced offer in writing from potential Tenderers/Suppliers
- procurement of readily available low value standardised Goods, Works or physical Services
- No Tender Security
- No Performance Security/Prior experience is not mandatory
- RM (Retention Money) to be kept
- No TOC, only TEC
- No Public Advertisement, only Circular by PE's Website, Notice Board, Issuing Letter by post, E-mail/Fax
- No Contract signing for Goods, only Purchase Order
- Contract for Works and Physical Services
- Valid and Updated Trade License, Latest TIN Certificate, Vat Registration Certificate, Bank Solvency Certificate

Duration of different Stages in Public Procurement

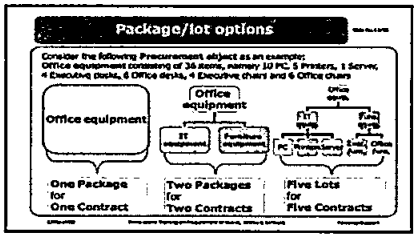
- For Advertisement 7/10/14/21/28.....days
- Tender Opening –within 1 hour (after submission)
- Tender Evaluation- 2 to 3 Weeks (In case of TSC, 2 to 3 weeks more)
- Tender Approval – 1 to 2 Week
- Issuing Notification of Award (NOA) after Tender Approval- 3 Working days
- Submission of Performance Security- 7/10/14 W' days (Nat'l)/28 W'days (for Int'l)
- Execution/Signing of Contract- 14/21/28 days (from the date of issuing NOA), For Int'l - 42 days

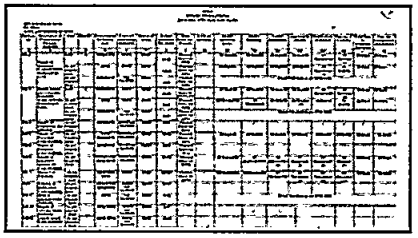
Intellectual & Professional Services



Package/lot options

Consider the following Procurement object as an example:
Office equipment consisting of 36 items, namely 10 PC, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs





Intellectual & Professional Services

SL	Procurement Methods	Short Form	Applicable
1.	Quality and Cost Based Selection	QCBS	✓
2.	Fixed Budget Selection	FBS	✓
3.	Least Cost Selection (More Than 1 Crore)	LCS	✓
4.	Selection Based on Consultants Qualifications (More Than 1.5 Crore)	SBCQ	✓
5.	Community Service Organization Selection	CSOS	✓
6.	Single Source Selection (For Firm 30 lacs, For Individual Consultant 20 lacs)	SSS	✓
7.	Design Contest Selection	DCS	✓
8.	Individual Consultant Selection	ICS	✓

383 289

Use of Consultants

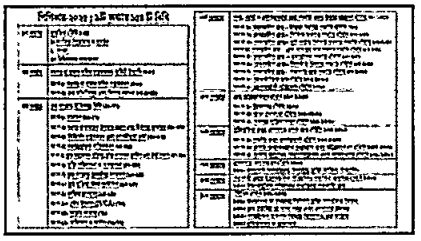
Key areas
Preparation Services Sector studies, Master plans, Feasibility studies, Design studies etc.
Implementation Services Tender Document, Procurement assistances, Construction supervision, Project management, Quality management
Advisory services Policy and strategy, Institution building, Training, Technical/Operation advice
May also be unique and complex

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

- ক্রয়ের মূল্যসীমা (+/-)১০০% পরিবর্তন করে ক্রয় পদ্ধতির প্রয়োগ সহজীকরণ করা হয়েছে;
- সরকারি সকল ক্রয় কার্যে ই-GP ব্যবস্থাপনার মাধ্যমে কার্যসম্পাদন নিশ্চিত করা হয়েছে;
- Physical Service বা জ্ঞানভিত্তিক সেবাকে পৃথক করে ক্রয় পদ্ধতি নির্ধারণ করা হয়েছে;
- Reverse Auction Method কে বিদ্যমান নিলাম পদ্ধতিকে নতুন একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে;
- বিভিন্ন ক্রয় পদ্ধতিকে মূল্যসীমা বাড়ানো হয়েছে এবং ক্ষেত্রভেদে কোথাও সরলীকরণের লক্ষ্যে হ্রাস করা হয়েছে;
- বিভিন্ন সংস্থা থেকে ১৫৪ টি হতে, তথ্যসংগ্রহ সংখ্যা হ্রাস ৯১ টি করা হয়েছে;

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

- ক্রয়ের মূল্যসীমা (+/-)১০০% পরিবর্তন করে ক্রয় পদ্ধতির প্রয়োগ সহজীকরণ করা হয়েছে;
- সরকারি সকল ক্রয় কার্যে ই-GP ব্যবস্থাপনার মাধ্যমে কার্যসম্পাদন নিশ্চিত করা হয়েছে;
- Physical Service বা জ্ঞানভিত্তিক সেবাকে পৃথক করে ক্রয় পদ্ধতি নির্ধারণ করা হয়েছে;
- Reverse Auction Method কে বিদ্যমান নিলাম পদ্ধতিকে নতুন একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে;
- বিভিন্ন ক্রয় পদ্ধতিকে মূল্যসীমা বাড়ানো হয়েছে এবং ক্ষেত্রভেদে কোথাও সরলীকরণের লক্ষ্যে হ্রাস করা হয়েছে;
- বিভিন্ন সংস্থা থেকে ১৫৪ টি হতে, তথ্যসংগ্রহ সংখ্যা হ্রাস ৯১ টি করা হয়েছে;



নতুন বিধিমালা প্রণয়নের প্রেক্ষাপট

- পাবলিক প্রকিউরমেন্ট আইন ২০০৬ এর সংশোধনের লক্ষ্যে জারিকৃত পাবলিক প্রকিউরমেন্ট (সংশোধন) অধ্যাদেশ, ২০২৫ এর বিধানসমূহের সাথে সঙ্গতিসাধন;
- পাবলিক প্রকিউরমেন্ট বিধিমালা, ২০০৮ এর বিভিন্ন অংশে পরিলক্ষিত বিভিন্ন ত্রুটি-বিচ্যুতি ও অসামঞ্জস্যতা দূরীকরণ;
- ক্রয় বিধানকে যুগোপযোগী করা এবং আন্তর্জাতিক বেস্ট প্রাকটিসের সাথে যথাসম্ভব সমন্বয় সাধন।

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

- বাছাইকৃত ঠিকাদারের হালনাগাদ ট্যাক্স সার্টিফিকেট সংক্রান্ত ব্যবস্থা করা হয়েছে;
- মনোনয়ন কমিটির সদস্যদের সম্মানীর হার বৃদ্ধি করা হয়েছে;
- কুশ ও নাজুক উদ্যোক্তাদের জন্য বিশেষ বিধান (১৫% অগ্রাধিকার সংরক্ষিত) রাখা হয়েছে;
- Framework Agreement এবং Negotiation এর ক্ষেত্র সম্প্রসারণ করা হয়েছে;
- Debarment Review Board প্রতিষ্ঠা করা হয়েছে;
- চুক্তি কার্যকর প্রতিরোধ সুনির্দিষ্টভাবে করা হয়েছে;
- Sustainable Public Procurement (SPP) প্রচলন করা হয়েছে
- 3Ps- Planet, People and Profit;

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
ক্রয়কারী সংজ্ঞায়িত	৩১ প্রকারের	৩৮ প্রকারের
বিধি সংখ্যা	১০০ টি	১৫৪ টি
Definitions/Checklist	১৪ টি	৬১ টি
SPD	৩৭ টি	৪৭ টি
ই-GP ব্যবস্থাপনা	ই-GP ব্যবস্থাপনার বিষয়ে বিশেষ কোন বিধান নাই;	সরকারী সকল ক্রয়কার্যে e-GP ব্যবস্থাপনার মাধ্যমে বিধান সংযোজন করা হয়েছে;
ক্ষুদ্র ক্রয় (+/-)১০%	ক্ষুদ্রমূল্যের ক্রয় কার্যে (+/-) ১০% মূল্যসীমার উর্ধ্বে নয়;	ক্ষুদ্রমূল্যের ক্রয় কার্যে (+/-) ১০% মূল্যসীমার মধ্যে অনোপদ্ধতিতে ই-জিপির সাথে সামঞ্জস্যপূর্ণ বিধান প্রবর্তন করা হয়েছে;
Physical Service বা জ্ঞানভিত্তিক সেবা	কার্য ও সেবার সাথে আলাদা বিধি নাই;	Physical Service বা জ্ঞানভিত্তিক সেবা পৃথক ক্রয় পদ্ধতি হিসেবে চিহ্নিত করা হয়েছে;
নিলাম ক্রয় (Reverse Auction)	একটিমাত্র ধাপে	একটি ধাপে (একাধিক ধাপের সম্ভাবনা সীমিত) বিধান অন্তর্ভুক্ত করা হয়েছে)

এক নজরে পিপিআর ২০২৫ এবং পিপিআর ২০০৮

পিপিআর, ২০২৫-এ বিধির সংখ্যা	১৫৪টি
বিদ্যমান পিপিআর, ২০০৮-এ বিধির সংখ্যা (বিধি ১০০টি)	১০০টি
বিদ্যমান পিপিআর, ২০০৮-এর বিধিসমূহের মধ্যে সংশোধিত হয়	৯৮ টি
পিপিআর, ২০২৫-এ সম্পূর্ণ নতুন বিধিসমূহসমূহ	১৪ টি
পিপিআর, ২০০৮-এর বিলুপ্ত বিধির সংখ্যা	০৭ টি
পিপিআর,২০২৫-এ মোট তফসিলের সংখ্যা (নতুন তফসিল-০৯ টি, সংশোধিত-১৫টি)	২১ টি

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

- ক্রয়কার্য পরিচালনার জন্য প্রতিষ্ঠানে Procurement Unit, প্রাতিষ্ঠানিক ক্রয় পরিকল্পনা প্রণয়ন করা হয়েছে;
- ক্রয়কারী কর্মি ক্ষমতা বৃদ্ধির উদ্যোগ গ্রহণ করা হয়েছে;
- পেশাদার দক্ষতা অর্জনের জন্য বাংলাদেশ Institute of Public Procurement গঠন করার বিধান করা হয়েছে;
- পণ্য ক্রয়ের ক্ষেত্রে অনুর্ধ্ব ৫ কোটি টাকা পর্যন্ত Retention Money হিসেবে চুক্তির বিল থেকে ১০% অর্থ কেটে রাখার বিধান প্রবর্তন করা হয়েছে;
- Advance Procurement এর বিধান রাখা হয়েছে;

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
ক্রয়কারী সংজ্ঞায়িত	৩১	৩৮
বাছাইকৃত ঠিকাদার	৯৫ পৃষ্ঠার ৩৬৪ পৃষ্ঠায় ৩৬৪ পৃষ্ঠায়	৬৫ পৃষ্ঠার ৩৬৪ পৃষ্ঠায়
ক্রয় পদ্ধতি	(TOC/TEC/TSC)	(TOC/TEC/TSC/SEC/COC/TEAC)
ই-GP ব্যবস্থাপনা	ই-GP ও LTM এর মাধ্যমে	কার্য, পণ্য ও সেবা ক্রয়ে ই-GP ব্যবস্থাপনার মাধ্যমে বিধান সংযোজন করা হয়েছে;
Sustainable Public Procurement (SPP)	Sustainable Public Procurement সম্পর্কে কোন বিধান নাই	টেকসই অংশগ্রহণ ক্রয়ে SPP (3Ps) প্রবর্তন করা হয়েছে (Planet, People and Profit)
টেন্ডার বৈধতার মেয়াদ	Tender Validity Period	টেন্ডার বৈধতার মেয়াদ ৬০ থেকে ১৮০ দিন
নিলাম ক্রয় পদ্ধতি	৬০ থেকে ১৮০ দিন	পূর্বের নিলাম ক্রয় পদ্ধতি বহাল রাখা হয়েছে
টেন্ডার ডকুমেন্ট ফি	৯% ই-GP/CO	৯% ই-GP/CO
ঠিকাদারের যোগ্যতা নির্ধারণ	ঠিকাদার যোগ্যতা নির্ধারণ ৩ ধরণের বিধান	ঠিকাদার যোগ্যতা নির্ধারণ ২ ধরণের বিধান

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
Advance Procurement (অগ্রিম ক্রয়)	বিধি নাই	Advance Procurement এর বিধান রাখা হয়েছে
পৃথক Procurement Units	এ ধরনের বিধান বিধি নাই	মন্ত্রণালয়/বিভাগে পৃথক Strategic Procurement Unit গঠিত করার বিধান প্রবর্তন করা হয়েছে;
পণ্য ও সার্ভিস উৎপাদনের জন্য বিশেষ বিধান (মার্কেট)	এ ধরনের বিধান বিধি নাই	পণ্য ও সার্ভিস উৎপাদনের জন্য বিশেষ বিধান (মার্কেট সার্ভিস) রাখা হয়েছে;
Reverse Auction Method (বিপরীত নিলাম পদ্ধতি)	এ ধরনের পদ্ধতি বিধি নাই	Reverse Auction Method বা বিপরীত নিলাম পদ্ধতি যে সমস্ত একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে
Debarment Review Board	Debarment Review Board বিধি নাই;	Debarment Review Board গঠিত করা হয়েছে;

Weighted Average (ভারযুক্ত গড়

$$\hat{x} = 0.5 * \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 * x_{OCE} + 0.3 * x_{NPPI}$$

উপরের সমীকরণে $\hat{x}$ = ভারযুক্ত গড়, x_i = প্রকল্পের বরাবরের প্রাক্কলিত মূল্য, n = গ্রহণযোগ্য দরপত্রের সংখ্যা, x_{OCE} = কার্যিক প্রাক্কলিত মূল্য এবং x_{NPPI} = ইজিপি পোর্টালে সরকারি ক্রয় প্রক্রিয়ার সাম্প্রতিক (দরপত্র উন্মুক্তকরণ দিবস ও পূর্ববর্তী ২৮ দিনের গড়) মূল্যসূচকের ভিত্তিতে প্রাপ্ত মূল্য।

পিপিআর, ২০২৫ এর তফসিল

তফসিল নম্বর	Procurement Records and Documents to be Maintained by PE
তফসিল-২	Joint Venture (JV) Sample Agreement
তফসিল-৩	Consultant Conflicts of Interest
তফসিল-৪	Flow Chart/Diagram of Different Methods
তফসিল-৫	Tender Advertisement Format
তফসিল-৬	REOI
তফসিল-৭	Tender Submission Forms
তফসিল-৮	দরপত্র মূল্যায়ন কমিটি কর্তৃক উচ্চমূল্যসম্পন্ন নিম্নমূল্যের দরপত্রসমূহকে (Significantly low-priced tender) চিহ্নিতকরণ ও মূল্যায়ন প্রক্রিয়া
তফসিল-৯	General Considerations for Consultants
তফসিল-১০	The Code of Ethics for Public Procurement
তফসিল-১১	নিষিদ্ধকরণ বিষয়ে বোর্ড (Debarment Review Board)

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
কার্যাদেশে Retention Money	এ ধরনের বিধান বিধি নাই	পণ্য ক্রয়ের ক্ষেত্রে কার্যাদেশ চলাকালীন জমা যা Retention Money মাত্র ১০%
Institute of Public Procurement গঠন	এ ধরনের বিধান বিধি নাই	সরকার দুটি জন্য পেশাদার ইনস্টিটিউশন জন্য নিশ্চিত Institute of Public Procurement গঠন করবে।

দরপত্র মূল্যায়নের নতুন ম্যাট্রিক্স

- উল্লেখযোগ্যরূপে নিম্নমূল্যের দরপত্রসমূহকে (Significantly low-priced tender বা SLT) চিহ্নিতকরণের জন্য দরপত্র মূল্যায়ন কমিটি কর্তৃক মূল্যায়ন প্রক্রিয়ায় একটি বিশেষ ম্যাট্রিক্স এর প্রচলন করা হয়েছে যা আগে ছিল না।

$$\bar{x} = 0.5 \times \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 \times x_{OCE} + 0.3 \times x_{NPPI}$$

$$S_d = \sqrt{\frac{1}{n}\sum_{i=1}^{n}(x_i - \bar{x})^2}$$

গ্রহণযোগ্য মূল্যের নিম্নসীমা = $(\bar{x} - S_d)$

Important Sections of PPA, 2006

- Section 11 – APP (Annual Procurement Plan)
- Section 19 (1)- LTM Works 5% (+/-)
- Section 31 (3)- OTM Works 10% (+/-) – Rejection of Tender Amended in 2025
- Section 36 – Framework Agreement
- Section 40 – Advertisement
- Section 65 – e-GP/E-Tendering
- Section 68 – Procurement in case of Emergency Situation/Disaster (By CCEA)

১০% মূল্যসীমা ভুলে দেওয়ার পর সর্বনিম্ন দরদাতা নির্বাচনের জন্য যে নতুন কর্মপন্থা প্রস্তাব করা হয়েছে, তার ৩ টি চলক (Variables)

- সকল রেসপন্সিভ টেন্ডারারদের প্রস্তাবিত গড় দর (তার বা ওয়েটেজ ৫০% বা ০.৫)
- সাংগঠনিক প্রাক্কলিত মূল্য বা Official Cost Estimate (ওয়েটেজ ২০% বা ০.২);
- টেন্ডার খোলার পূর্ববর্তী ২৮ দিনের গড় মূল্য NPPPI (ওয়েটেজ ৩০% বা ০.৩

নিউট Variables এর ওয়েটের একত্রিত যোগ ফলাফল যদি ১ (এক) হয়, তাহলে যে টেন্ডারের দাম তার থেকে সেটির হবে সর্বনিম্ন টেন্ডারের (বেজমার্ক)।

পিপিআর, ২০২৫ এর তফসিল

তফসিল নম্বর	বিষয়বস্তু/শিরোনাম
তফসিল-১	অথরাইজ কমিটিসমূহের তালিকা
তফসিল-২	লক্ষ্য, মূল্য, ইত্যাদি
তফসিল-৩	Procurement Processing and Approval Procedure
তফসিল-৪	Procurement Strategy Development Format
তফসিল-৫	Procurement Plan
তফসিল-৬	Procurement Processing and Approval Timetable
তফসিল-৭	CCGP এর ই-জিপি সংযোগের মডুল হক
তফসিল-৮	NOA (Notification of Award)
তফসিল-৯	Format for Reporting Contract Award
তফসিল-১০	Format for Public Reporting on Contract Signing

Bangladesh e-Government Procurement (e-GP) Guidelines (Revised), 2025
(12 March 2025)

Automatic Tender Opening:

- The e-GP system will now automatically open tenders and proposals after the designated deadline, eliminating the need for a separate TOC or POC

Thresholds for Different Procurement Methods
বিভিন্ন দরপত্র পদ্ধতির মূল্যসীমা

কোটেশন প্রদানের অনুরোধ আপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

পরিচালক/প্রধান বাজেট

পর্যায়	পণ্যক্রয়	কার্যক্রম/তৈরি সেবা ক্রয়
[illegible]	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
[illegible]	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২৫ লক্ষ টাকা	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা
[illegible]	প্রতি ক্ষেত্রে ৩ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২০ লক্ষ টাকা	প্রতি ক্ষেত্রে ৬ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা

Force Account

Rule- 101 (1)

FA

May be used for hiring of direct Labour for departmental needs

Purchase of Materials, tools and rental of additional equipment required to perform departmental work: Use other methods (RFQ, Direct Contracting etc.)

Each case Max. Tk 4 lakh

সরাসরি দরপত্র ক্রয় (Direct Cash Purchase)
পণ্য, কার্য ও তৈরি সেবা ক্রয় [বিধি ১০০ (১)]

পরিচালক/প্রধান বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বছরে সর্বোচ্চ
[illegible]	৭৫ হাজার টাকা	২৫ লক্ষ টাকা
[illegible]	৬০ হাজার টাকা	২০ লক্ষ টাকা
[illegible]	৪০ হাজার টাকা	১৫ লক্ষ টাকা

উপজেলা বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বছরে সর্বোচ্চ
[illegible]	৭৫ হাজার টাকা	২৫ লক্ষ টাকা
[illegible]	৫০ হাজার টাকা	২০ লক্ষ টাকা
[illegible]	৪০ হাজার টাকা	১৫ লক্ষ টাকা
[illegible]	৩০ হাজার টাকা	১০ লক্ষ টাকা

কোটেশন প্রদানের অনুরোধ আপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

উপজেলা বাজেট

পর্যায়	পণ্যক্রয়	কার্যক্রম/তৈরি সেবা ক্রয়
[illegible]	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
[illegible]	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
[illegible]	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৮৫ লক্ষ টাকা
[illegible]	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৪০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৭৫ লক্ষ টাকা

Threshold for LTM [Rule-80 (1)]

- **Goods & Physical Services**

Upto 50 lakh (each case)

- **Works**

Upto 5 crore (each case)

Direct Cash Purchase (DCP)

Rule-100

DCP

Low value Goods, urgent and essential Services

Example: Maintenance, repairs, transportation etc

- The purchase must be completed through an officer or a procurement committee consisting of no more than 3 (three) members.
- Payment can be made in cash or by cheque.
- No purchase order or contract signature is required.

সরাসরি চুক্তি (Direct Contracting)-এর মাধ্যমে
পণ্য, কার্য ও তৈরি সেবা ক্রয় [বিধি ৯৯ (১)ক]

পরিচালক/প্রধান বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বিভাগ ক্ষেত্রে [illegible]
[illegible]	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
[illegible]	৫ লক্ষ টাকা	২০ লক্ষ টাকা
[illegible]	২ লক্ষ টাকা	৭ লক্ষ টাকা
[illegible]	৫০ হাজার টাকা	২ লক্ষ টাকা

উপজেলা বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বিভাগ ক্ষেত্রে [illegible]
[illegible]	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
[illegible]	৫ লক্ষ টাকা	২০ লক্ষ টাকা
[illegible]	২ লক্ষ টাকা	১০ লক্ষ টাকা
[illegible]	২ লক্ষ টাকা	৭ লক্ষ টাকা
[illegible]	১ লক্ষ টাকা	৩ লক্ষ টাকা

Threshold for Reverse Auction Method
বিপরীত নিলাম পদ্ধতির ক্ষেত্রে মূল্যসীমা
[Rule-95(1)]

- Each case Tk 3 lakh and
- Max^{m} Tk 20 lakh per year

ক্রয় পদ্ধতি (Procurement Method)
নির্বাচনের ক্ষেত্রে বিবেচ্য বিষয়সমূহ

- সরাসরি নগদ ক্রয় (Direct Cash Purchase) প্রক্রিয়ায় যে কোনো ; সময় অফার ৯৯ নগদ টাকা (যে মূল্যের পণ্য এবং যে মূল্য ও আনুষঙ্গিক সেবা যেমন- ডেলিভারি, ইনস্টলেশন, মেরামত, পরিচালন এবং অন্যান্য সেবা)

টিকাদান/জরুরি চিকিৎসাসেবা পর্যন্ত- ৯৯ হাজার টাকা, সময় অফার ৯৯ নগদ টাকা; উপজেলা পর্যন্ত- ৯৯ হাজার টাকা, সময় অফার ১৫ নগদ টাকা

যেসকল ক্রয়কাজ অনুরোধ আহ্বান পদ্ধতি Request for Quotation Method/RFQM

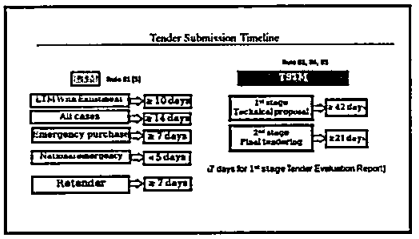
- দরপত্র-প্রস্তাব আহ্বান : পণ্য- ৫ নগদ টাকা, সময় অফার ৯৯ নগদ টাকা; কার্য- ১৯ নগদ টাকা, সময় অফার ৯৯ নগদ টাকা
- উপজেলা আহ্বান : পণ্য- ৯ নগদ টাকা, সময় অফার ৯৯ নগদ টাকা; কার্য ১৫ নগদ টাকা, সময় অফার ১ বছরে টাকা

- LTM : ন্যূনতম সরকারি ও বিশেষজ্ঞ ; টিকা হয়ে সময় আহ্বান- ই'অফার- পণ্য ক্রয় অর্থের ৫০ নগদ টাকা, কার্য ও সেবা সেবার ক্ষেত্র অর্থের ৫ কোটি টাকা (Civil [Construction, Maintenance, Physical services etc.]/ Mechanical/ Electrical etc):

- সরাসরি সংগ্রহ পদ্ধতি সরাসরি চুক্তি (Direct Contracting) : ৯৯ হাজার থেকে ৫ কোটি টাকা পর্যন্ত (যেকোন ও উপজেলা আওতায়); তবুও পরিস্থিতিতে ১ কোটি থেকে ৭ কোটি টাকা পর্যন্ত -বিধিমালা বিধি ১৯ (২)

- বিপরীত নিলাম পদ্ধতি (Reverse Auction Method) : প্রক্রিয়াকরণ ৯ নগদ টাকা, সময় অফার ৯৯ নগদ টাকা।

Tender Submission Timeline
দরপত্র দাখিলের সময়সীমা

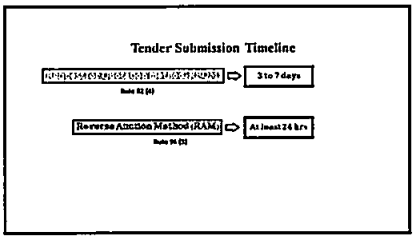


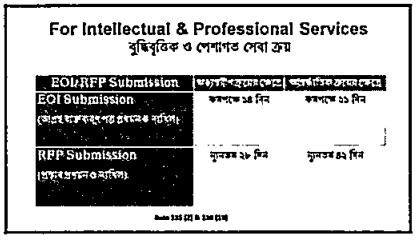
Social Procurement
সামাজিক ক্রয় (সীমিত দরপত্র পদ্ধতিতে বার্ষিক পরিচালন বাজেটের ২৫%)
বিপিআর বিধি ৮০(১)খ

❖Micro and Small Enterprise (অতি ক্ষুদ্র ও ক্ষুদ্র প্রতিষ্ঠান)
(দরপত্র আহবানের তারিখ হতে পূর্ববর্তী ৩ বছরের মোট ক্রয়মূল্যের পরিমাণ ১ কোটি টাকা পর্যন্ত)

❖Women-owned Enterprise (নারী-মালিকানাধীন প্রতিষ্ঠান)
(যে সকল একক প্রতিষ্ঠানের স্বত্বাধিকারী একজন নারী)

❖New Enterprise/Start-up Business (নতুন প্রতিষ্ঠান)
(দরপত্র আহবানের তারিখ হতে স্বকল্প প্রতিষ্ঠানের নিবন্ধনের সর্বোচ্চকাল ২ বছর পর্যন্ত)



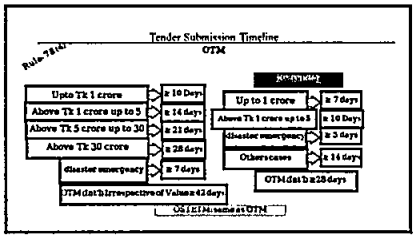


অন্যান্য মূল্যসীমা (Other Threshold)

বিশেষ আবশ্যকতা বিনা- RFQ ৯০ লাখ টাকা প্রাক্কি ক্ষেত্রে- বিধি১০৮ (১)

আইনি পরামর্শদাতা আহ্বান-
RFQ- ২৫ লাখ টাকা প্রাক্কি ক্ষেত্রে - বিধি১০৩ (৬) (খ)
Direct Contracting- ৭৫ লাখ টাকা প্রাক্কি ক্ষেত্রে (ব্যক্তিগত, ফার্মের ও আইনী সেবাসমূহ) বিধি ১০৮ (৩)

- QCBS or Quality & Cost Based Selection - Unlimited
- LCS Least Cost Selection- Max^m Tk 1.5 Crore
- SSS or Single Source Selection –
- For Firm Tk 30 lacs
- For Individual Consultant Tk 20 lacs



Public Procurement Committees (Rule 9 to 18)

Sl	Name of the Committees	Nos. Members	PPR Rule
1.	Specification and Estimate Committee বিনির্দেশ ও প্রাক্কলন কমিটি (SEC)	3 to 5	Rule 9
2.	Tender/Proposal Opening Committee (TOC/POC) দরপত্র/প্রস্তাব উন্মুক্তকরণ কমিটি	3	Rule 10
3.	Tender/Proposal Evaluation Committee (TEC/PEC) দরপত্র/প্রস্তাব মূল্যায়ন কমিটি	3 and 5 to 7	Rule 11-13
4.	Technical Sub-Committee (TSC) কারিগরি উপ-কমিটি	3	Rule 11 (15)
5.	Enlistment Committee অন্তর্ভুক্তিকরণ কমিটি	At least 3	Rule 14

Public Procurement Committees (Rule 9 to 18)

Sl.	Name of the Committees	No. of Members	PPR Rule
1	Variation Assessment Committee ভেরিয়েশন প্রক্রিয়কণ কমিটি	3	Rule 15
2	Technical Examination and Acceptance Committee (TEAC) কারিগরি পরীক্ষণ ও গ্রহণ কমিটি	3	Rule 16
3	Contract Termination Review Committee (CTRC) চুক্তি বাতিল প্রস্তাব পর্যালোচনা কমিটি	3	Rule 17
4	Debarment Review Committee অযোগ্যকরণ প্রস্তাব পর্যালোচনা কমিটি	3	Rule 18

❖ ১. বিনির্দেশ ও প্রাক্কলন কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	৩টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	২টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	১,৫০০ টাকা	২টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	২টি

❖ ২. দরপত্র ও প্রস্তাব উন্মুক্তকরণ কমিটি

বিবরণ	সদস্যপ্রতি সম্মানি
সকল ক্ষেত্রে	যোক ১,০০০ টাকা

❖ ৩. মূল্যায়ন কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	৩টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	৩টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	২,০০০ টাকা	৩টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	৩টি

❖ ৪. কারিগরি সাব কমিটি

মূল্যায়ন কমিটির জন্য প্রযোজ্য হারে, তবে সর্বোচ্চ দুইটি সভার জন্য প্রদেয়

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
১০ কোটি টাকার উর্ধ্বে	৫,০০০ টাকা	২টি
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	৩,০০০ টাকা	২টি
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	১,৫০০ টাকা	২টি
১০ লক্ষ টাকা পর্যন্ত	১,০০০ টাকা	২টি

❖ ৫. তালিকাভুক্তিকরণ কমিটি

পদ্ধতি	সদস্যপ্রতি সম্মানি (প্রতি সভা)	সর্বোচ্চ সভা সংখ্যা
সীমিত দরপত্র পদ্ধতি (LTM)	১,৫০০ টাকা	২টি
আন্তর্জাতিক কোটেশন অনুরোধ পদ্ধতি	১,৫০০ টাকা	২টি

❖ ৬. কারিগরি পরীক্ষণ ও গ্রহণ কমিটি

ক্রয়ের পরিমাণ	সদস্যপ্রতি সম্মানি (প্রতি সভা)
১০ কোটি টাকার উর্ধ্বে	যোক ৫,০০০ টাকা
১ কোটি থেকে ১০ কোটি টাকা পর্যন্ত	যোক ৩,০০০ টাকা
১০ লক্ষ থেকে ১ কোটি টাকা পর্যন্ত	যোক ১,৫০০ টাকা
১০ লক্ষ টাকা পর্যন্ত	যোক ১,০০০ টাকা

Honorarium for Procurement Committee Members (Rule 19)

- Tender/Proposal Opening Committee (TOC/POC)
  Every Member Tk 1000/=
- Enlistment Committee
  For LTM Every Member Tk 1500/= per meeting for max= 2 meetings
- For International Quotation
  Every Member Tk 2500/= per meeting for max= 2 meetings
- For Evaluation of Pre-qualification Application and of EOI
  Every Member Tk 1500/= per meeting for max= 2 meetings

Tender Validity, Tender Security & Performance Security

Tender Validity (Rule 28 to 30)	Tender Security (Rule 31 to 35)	Performance Security (Rule 36)
60 to 150 days (Validity period starts from tender opening up to Contract Signing)	[2% to 3% of Official Cost Estimate Rounded Fixed Amount	5% to 10% of Contract Price for Goods & Works (Maximum 25%) 3% to 5% for IP Services

[If Official Cost Estimate is 5 lacs, 3% is 15,000/=, 2% is 10,000/=; So Tender Security can be fixed as 5,000/= Or 10,000/=]

দরপত্র দাখিল

- বিধি ১১৬ (১২) দরপত্রসমূহ একটিমাত্র স্থানে গ্রহণ ও উন্মুক্ত করিতে হইবে।
- বিধি ১১৭ (৪) : দরপত্র দাখিলের সর্বশেষ সময়সীমা উত্তীর্ণ হওয়ার ১ (এক) ঘণ্টার মধ্যে দরপত্রসমূহ অবশ্যই উন্মুক্ত করিতে হইবে।

একাধিক স্থানে দরপত্র দাখিলের (multiple dropping) বিধান বাতিল

কৃতকার্য দরদাতা কর্তৃক চুক্তি স্বাক্ষরের (Contract Signing) সময়সীমা

১২০(৯) কৃতকার্য দরদাতা কর্তৃক চুক্তিস্বাক্ষরের সময়সীমা:

জাতীয় পর্যায়ের দরপত্রের ক্ষেত্রে, চুক্তিসম্পাদন নোটিশ জারির তারিখ হইতে

- ৫ (পাঁচ) কোটি টাকা পর্যন্ত প্রাক্কলিত ব্যয়ের বিপরীতে ১৪ (চৌদ্দ) দিনের মধ্যে;
- ৫ (পাঁচ) কোটি টাকার অধিক হইতে ২৫ (পঁচিশ) কোটি টাকা পর্যন্ত প্রাক্কলিত ব্যয়ের বিপরীতে ২১ (একুশ) দিনের মধ্যে;
- ২৫ (পঁচিশ) কোটি টাকার অধিক প্রাক্কলিত ব্যয়ের বিপরীতে ২৮ (আটাশ) দিনের মধ্যে;

Tender Security

- Fixed amount within 2% of Official cost estimate in item by item tendering
- Fixed amount not more than 3% of Official cost estimate in others cases
- For National: Bank Draft, Pay Order, Bank Guarantee
- For International: Only in the form of Bank Guarantee issued by an Internationally reputable Bank
- No Tender security for DPM, RFQM and LTM

ক্রয়কারী কর্তৃক কৃতকার্য দরদাতার অনুকূলে চুক্তি সম্পাদনের নোটিশ (NOA) জারি

১২১(১) ▶ অনুমোদনকারী কর্তৃপক্ষ কর্তৃক দরপত্র মূল্যায়ন প্রতিবেদন অনুমোদনের ৩ (তিন) কার্যদিবসের মধ্যে।

কৃতকার্য দরদাতা কর্তৃক কার্যসম্পাদন জামানত দাখিল ও চুক্তি স্বাক্ষরের সময়সীমা

(চুক্তি সম্পাদন নোটিশ বা NOA জারির তারিখ হতে)

মূল্যসীমা	কার্যসম্পাদন জামানত (Performance Security) দাখিলের সময়সীমা	চুক্তি স্বাক্ষরের (Contract Signing) সময়সীমা
৫৪ কোটি টাকা পর্যন্ত	৭ কার্যদিবসের মধ্যে	১৪ দিনের মধ্যে
৫৪ কোটি টাকার বেশি ও ২৫ কোটি টাকা পর্যন্ত	১০ কার্যদিবসের মধ্যে	২১ দিনের মধ্যে
২৫ কোটি টাকার বেশি	১৪ কার্যদিবসের মধ্যে	২৮ দিনের মধ্যে
আন্তর্জাতিক প্রতিষ্ঠানের ক্ষেত্রে	২৮ কার্যদিবসের মধ্যে	--

Performance Security

- PS for OTM, LTM and Direct Contracting
- No PS for RFQ and Govt Owned Enterprise
- Security Deposit for Govt Owned Enterprise (10%)

Performance Security → Choice of Tendering → Bank draft / Pay order / Bank guarantee

কৃতকার্য দরদাতা কর্তৃক কার্য সম্পাদন জামানত দাখিলের সময়সীমা

১২২(৫) কৃতকার্য দরদাতা কর্তৃক কার্য সম্পাদন জামানত (Performance Security) দাখিলের সময়সীমা:

জাতীয় পর্যায়ের দরপত্রের ক্ষেত্রে, চুক্তিসম্পাদন নোটিশ জারির তারিখ হইতে

- ৫ (পাঁচ) কোটি টাকা পর্যন্ত প্রাক্কলিত ব্যয়ের বিপরীতে ৭ (সাত) কার্যদিবসের মধ্যে;
- ৫ (পাঁচ) কোটি টাকার অধিক হইতে ২৫ (পঁচিশ) কোটি টাকা পর্যন্ত প্রাক্কলিত ব্যয়ের বিপরীতে ১০ (দশ) কার্যদিবসের মধ্যে;
- ২৫ (পঁচিশ) কোটি টাকার অধিক প্রাক্কলিত ব্যয়ের বিপরীতে ১৪ (চৌদ্দ) কার্যদিবসের মধ্যে
- আন্তর্জাতিক প্রতিযোগিতার ক্ষেত্রে, চুক্তিসম্পাদন নোটিশ জারির ২৮ (আটাশ) কার্যদিবসের মধ্যে

২৮(১) ও ১২৯(১৩) দরপত্র ও প্রস্তাবের বৈধতার মেয়াদ:

▶ সাধারণত ৬০ (ষাট) হইতে ১৫০ (একশত পঞ্চাশ) দিন;

৩০ (২) দরপত্র বা প্রস্তাবের বৈধতার মেয়াদ বৃদ্ধির অনুরোধ জ্ঞাপনের সময়:

▶ দরপত্র বা প্রস্তাবের বৈধতার মেয়াদ উত্তীর্ণের ন্যূনতম ৭ (সাত) কার্যদিবস পূর্বে।

৬০(১) ক্রয়কারী কর্তৃক ক্রয় সংক্রান্ত রেকর্ডপত্র সংরক্ষণ কাল:

▶ কমপক্ষে ৫ (পাঁচ) বৎসর;

▶ বিশেষ ক্ষেত্রে ক্রয়কারী কার্যালয় প্রধান বা তৎকর্তৃক ক্ষমতাপ্রাপ্ত কর্মকর্তার অনুমোদন গ্রহণক্রমে ৫ (পাঁচ) বৎসরের অধিক।

Performance Security

Invisible Commodities	5% of contract value
Goods	10% of contract value
Works	5-10% of contract value
Physical Services	5% of contract value
Goods transportation	[illegible]
Air Security Deposit	10% of Payable Bill
Front loading	2% amount of contract value
Intellectual services	3-5% of contract value

Tender Evaluation
দরপত্র মূল্যায়ন
(বিধিমালা বিধি ১১৮)

(১) দরপত্র মূল্যায়ন কমিটি নিম্নোক্ত চারটি ধাপে দরপত্র মূল্যায়ন প্রক্রিয়া সম্পন্ন করিবে:

(ক) প্রাথমিক পরীক্ষা-নিরীক্ষা (Preliminary examination);

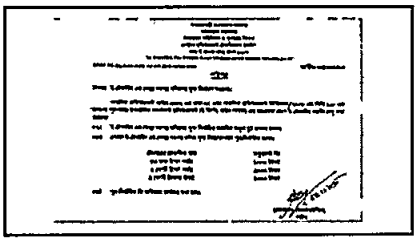
(খ) কারিগরি মাফ-বাছাই, যোগ্যতা মূল্যায়ন ও প্রযোজ্যতা নির্ধারণ (Technical examination and responsiveness);

(গ) আর্থিক মূল্যায়ন ও দরসমূহের তুলনা (Financial evaluation and price comparison); এবং

(ঘ) দাখিল উত্তর যোগ্যতা প্রতিপাদন (Post qualification)।

Performance Security and Retention Money

[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]



Evalution of REOI

Excellent (সর্বোৎকৃষ্ট)

Very Good (অতিউত্তম)

Good (উত্তম)

Poor (অনুত্তম)

Evalution of RFP

বিষয়	Weightage
Quality/Technical	80%
Cost/Financial	20%

Qualifying marks for Technical Proposal is Minimum 70%

Performance Security and Retention Money ফেরত প্রদান

Performance Security বা কার্যসম্পাদন জামানত ফেরত প্রদানের সময় [বিধি ৩৬]

প্রত্যাশিত পণ্যসরবরাহ সময়সীমার বা কার্য সমাপ্তির ২৮ দিন পর (Completion Certificate ইস্যু হওয়ার পর)

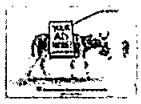
Retention Money বা অনুমিত রক্ষণযোগ্য অর্থ ফেরত প্রদানের সময় [বিধি ৩৭ (২)]

• ত্রুটিজনিত দায়-এর মেয়াদ (Defects Liability Period) অতিক্রান্ত হওয়ার ২৮ দিনের মধ্যে

Advertisement Rule 110/Sec 40

Advertisement by Procuring entity (PE) for-

- ✓Invitation for Prequalification (IFPQ)
- ✓Invitation for Enlistment(IFE)
- ✓Invitation for Tender(IFT)
- ✓ Request for Expression of Interest (REOI)



Sell of Tender Documents

Cost estimation	Documents fee
Upto 50 lakh	1 000tk
Upto 2 crore	2 000tk
Above 2 crore	4 000tk

• No tender documents fee for RFQM

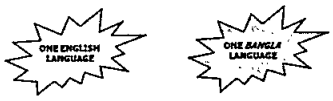
For e-GP System, Fees for downloading Tender Schedule Generally BDT 2000/=

E-GP Registration Fees and Renewal Fee

Fee	National Tenderers	International Tenderers
Registration Fee	BDT 5,000 (Five Thousand Taka)	USD 200 (Two Hundred Dollars)
Yearly Renewal Fee	BDT 2,000 (Two Thousand Taka)	USD 100 (One Hundred Dollars)

Rule- 110(2) Advertisement
Choosing News Paper

Choosing National Level Newspapers of wide daily circulation commonly known and ubiquitously accepted; carefully applying sound judgment



Avoid controversy in choice

Choosing News Paper

Rule- 110(2)

- Shall advertise in maximum 1 local or regional Govt. media listed newspapers for 1 day;
  - when estimated cost is more than Tk 1 crore; and
  - PEs are outside Dhaka, in addition to national daily
- reduce the size of the advertisement when cost is a factor and higher the number of newspapers
- ensure publication in each copy of every edition of the day if more than ONE edition on that particular day

➢No Advertisement for RFQ and DPM

Follow-up publication

DoFP: Ministry/Division/Directorate/Company/Autonomous BoJw/

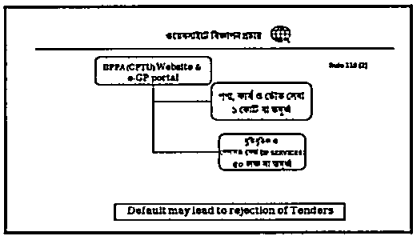
In Crore Tk

Revenue Budget	Minister	CCGP	HOPE	Board of Directors	CEO	Divisional/ Regional	District	Upazila
Goods	50	>50	2	30	8	0.50	0.30	0.15
Works	100	>100	5	30	15	1	0.50	0.20
Services	20	>20	1	8	2	0	0	0

Development Budget	Minister	CCGP	HOPE	Board of Directors	CEO	Project Director/ PD		
						A	B	C
Goods	100	>100	20	30	20	10	5	3
Works	100	>100	30	30	25	20	15	10
Services	30	>30	7	8	7	5	3	1

Punishment for Professional Misconduct & Offences

- Govt Servants (Discipline & Appeal) Rules, 2018
- Penal Code, 1860
- Prevention of Corruption Act, 1947
- Anti-corruption Commission Act, 2004



Professional Misconduct/Offences CFCCO

পেশাগত অসদাচরণ/অপরাধসমূহ (Rule 149/Section 64)

১. দুর্নীতি (Corruption)

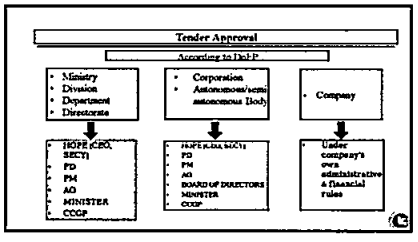
২. প্রতারণা (Fraudulence)

৩. চক্রান্ত বা যোগসাজশ (Collusion/Conspiracy)

৪. জবরদস্তি (Coercion)

৫. প্রতিবন্ধকতা (Obstruction)

Thank You



Professional Misconduct/Offences CFCCO

পেশাগত অসদাচরণ/অপরাধসমূহ (Rule 149/Section 64)

Sl	Type of Offences	Examples
1	Corrupt practice (দুর্নীতিমূলক কর্ম)	means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly;
2	Fraudulent practice (প্রতারণামূলক কর্ম)	Misrepresentation or misinterpretation or Wrong Information or hiding information; Omission of facts in order to influence a decision in a Procurement Process;
3	Collusive practice (চক্রান্তমূলক বা যোগসাজশমূলক কর্ম)	
4	Coercive practice (জবরদস্তিমূলক কর্ম)	means harming or threatening to harm;
5	Obstructive practice (প্রতিবন্ধকতামূলক কর্ম)	creating obstructions in normal submission of Tenders

Q & A

JPS 297

Three-weeks Basic Training

on

Public Procurement Management

Procurement Planning & Cost Estimate

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

Further Approach to Procurement Planning

In order to stimulate thinking, to create options and to assist planning, consider the following questions:

- What is to be done?
- When it is to be done?
- How it is to be done?
- Who is to do it?
- What resources are required?
- Who should know about it?

If you plan, you will be in control of the situation, rather than having the situation in control of you

Strategic Approach of Procurement Planning

Section 11, PPA-2006

- Preparation of Procurement Plan shall be mandatory for all Procuring Entity's (PE)
- Procurement Planning should aim at attracting maximum competition for the benefits of the PE
- Good market knowledge is essential; if you don't know what is available, you cannot formulate a good procurement request.
- Rule-24 emphasizes knowledge of the local market, local supply/works capacity and capacity of the national industry and quality of its product for the purpose of Procurement Planning.

Rule 24, 25 & 26, PPR-2025

Presentation Outline

01 Objective and Future Scope of PP
02 Benefits of PP
03 Procurement Plan as per PPA and PPR
04 Considerations determining Method & Package
05 Types of Procurement Plan
06 Different Aspects of Procurement Plan
07 Cost Estimate

Benefits of Procurement Planning

Careful & detailed procurement planning is essential for quality project execution

- Speeds up the procurement process & reduces project implementation delays
- Reduces possibility of error & reduces subsequent work
- Contributes to enhanced project quality & efficiency

Strategic Approach of Procurement Planning

To achieve value for money in procurement approach, a Contract Management Plan has to be identified in Procurement Planning Stage and

To materialise that Plan PE should monitor at-least the following:

- Risks and opportunities are identified and managed effectively
- Contract is completed on time and within budget
- Contract meets initial objectives

Objective of Procurement Planning

- Provides overview
  - Budget
  - Time
  - Methods
  - Market
- Clears up need of assistance (specifications, contract conditions etc.)
- Allows bundling (of similar needs) or splitting (into lots)
- Plans for Procurement Committees
- Prepares for Contract Administration

Regulation of Procurement Planning

Procurement Planning is regulated by:
(1) Public Procurement Act 2006; (2) Public Procurement Rules 2025

- Frequency
- Approval
- Publication
- Splitting into packages/lots

- Nature and size of the Procurement
- Source of funding
- Limits and conditions
- Forms

Goods: Determination of Methods & Package

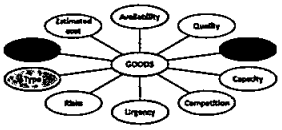
PE takes into account the following when determining the method & consolidating of Goods packages:

a) type of goods
b) estimated cost
c) availability in the local market
d) quality, sources and brand of the Goods available in the local market
e) price levels
f) capacity of local Suppliers to supply the required quantities
g) capacity of the national industry and quality of its products
h) market conditions and expected competition
i) urgency of the Procurement
j) capacity of beneficiary stores and proposed terms of delivery and schedule, and
k) risks related to supply in the local and international markets

Rule 24(3), PPR-2025

Considerations determining Method & Package

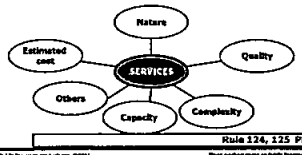
PE takes into account the following when determining the method of Procurement and consolidating of Goods packages



Framework Contracts may be used for repetitive supply

Procurement Planning

PE considers the following in determining the method of Procurement for Intellectual & Professional Services



Rule 124, 125 PPR-2025

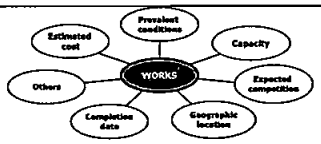
Key Issues

- Separate Annual Procurement Plan (APP) for Goods, Works and Services
- Separate APP for Development Project and Revenue Budget
- Total Procurement Plan for the entire project period under Development Project or Programme as per Schedule-5, Part-a.
- PE updates the Total Procurement Plan (TPP) and cost estimate for the Development Project or Programme on an annual basis and in a rational manner keeping into consideration, among other things, the expected flow of funds
- PE prepares the Annual Procurement Plan(APP) for Revenue Budget at the beginning of each FY
- The updated APP and the APP require approval of HOPE or AO

Rule 25, PPR-2025

Considerations determining Method

PE considers the following in determining the method of Procurement for Works



Rule 24(8), PPR-2025

Splitting Procurement Object

Four key terms

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

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

Package
- A multiple number of Lots grouped together
- Usually No package can have more than 5 lots (Cross discount)

Contract
Agreement through which the Item/Lot/Package is purchased

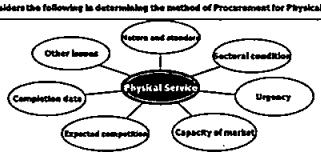
Key Issues

PE shall, as per its own need,
update the Procurement Plan
on a quarterly basis
to accommodate delays, re-tendering
and other unforeseen changes or constraints,

Rule 26(1), PPR-2025

Considerations determining Method

PE considers the following in determining the method of Procurement for Physical Service

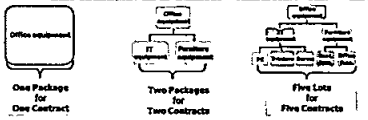


Rule 24(9), PPR-2025

Splitting Procurement Object

Package/ Lot Options

Consider the following Procurement object as an example:
Office equipment consisting of different items, namely 10 PCs, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs



One Package for One Contract | Two Packages for Two Contracts | Five Lots for Five Contracts

Remember

Annual procurement plan must be published through the e-GP system.

Rule 25(14), PPR-2025

Key Issues

At the beginning of each financial year, the PE shall publish the approved TPP and updated APP for the Development Project or Programme and approved APP for Revenue Budget to their notice boards and their websites (if applicable) and in the websites, bulletins and reports of the concerned Department or Directorate or organisations.

TPP= Total Procurement Plan
APP= Annual Procurement Plan

Rule 18(9), PPR-2025

Items in the Format of Procurement Plan

Opening of Tender:
[Tender Submission time for OTM – National Rule 78(4) and Schedule II

- ✓ Tk. 10 million – Minimum 10 days
- ✓ Above 10 to 50 million – minimum 14 days
- ✓ Above 50 to 300 million – Minimum 21 days
- ✓ Above 300 million – Minimum 28
- ✓ Catastrophe – 7 days
- ✓ For retender – 7, 10 and 14 days depending on the threshold

RFQ: Maximum 3-7 days Rule 92 (4)
LTM: Minimum 5, 7, 10, 14 days Rule 81 (5)
TSTM: Minimum 42 days for 1st stage and 21 days for 2nd Stage Rule 83 (3) & 85 (3)

Total Procurement Plan

Formats Used in Procurement Planning

Part A: Total Procurement Plan for Development Project/Programme
Part B: Annual Procurement Plan for Development & Revenue Budget
Part C: Annual Procurement Plan (Goods)
Part D: Annual Procurement Plan (Works)
Part E: Annual Procurement Plan (Service)

Items in the Format of Procurement Plan

- Evaluation of Tender/Proposal (4 to 8 Weeks)
- Approval of Award (1 week to 2 weeks)
- Notification of Award (Within 3 working days)
- Signing of Contract (Within the 14, 21, 28 days of NOA)
- Completion of Contract
- Total Time

Annual Procurement Plan

Items in the Format of Procurement Plan

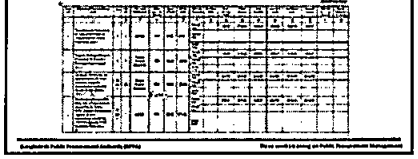
- Package Number
- Description of Procurement Item
- Unit & Quantity
- Procurement Method & Type
- Contract Approving Authority
- Source of Funds
- Estimated Cost in Tk. million

- Time Code for Process:
  - ✓ Planned Dates
  - ✓ Planned Days
  - ✓ Actual Dates
- Pre-Qualification (Works)
- Invite/Advertise/Request for Tender Quotation
- Advertise EOI
- Issue RFP (Service)

Total Procurement Plan

Annual Procurement Plan

Annual Procurement Plan



Official Cost Estimate

PE shall prepare the official cost estimate (OCE) for the Procurement before finalisation of the Tender or Proposal documents or before invitation of the Tender or Proposal by 3-5 members committee (including member from other PE). In preparation of the official cost estimate following matter mandatorily considered.

Rule 25(9), PPR-2025

Official cost estimate (OCE) must be realistic

Rule 33(2), PPR-2025

Vital Point for Annual Procurement Plan

- ✓ Preparation of Cost Estimates considering Life Cycle Cost
- ✓ Selection of Procurement Method

Official Cost Estimate

-If the Official Cost Estimate is higher than the Estimated Cost in the Procurement Plan of the Development Project or the overall Programme, it shall be approved by the Head of the Procurement Entity; if not higher, it shall be approved by an officer authorized by HOPE or Approving Authority (where Approving Authority is below HOPE).

-The Official Cost Estimate shall be kept sealed and shall be handed over to the Tender opening committee immediately before the Tender opening committee. The Opening committee declares the official estimated cost in the TOC meeting and noted to the Tender opening sheet.

Rule 25(10), PPR-2025

Preparation of Cost Estimate

According to Public Procurement Rules, the Procuring Entity has to prepare the cost estimate in two situations:

1. Estimated cost (EC) in Procurement plan
2. Official cost estimate (OCE) before advertisement

At the beginning of each financial year a PE shall update the Total Procurement Plan and the estimated cost on annual basis, in a rational manner having regard to, among other things, the expected flow of funds.

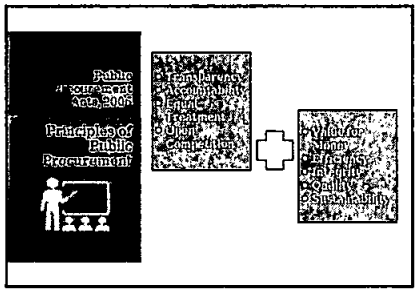
Consideration for Official Cost Estimate

- Transport cost
- Overhead
- Profit
- Risks
- Geographical Location
- Complexity
- Backwardness
- Distance from district headquarter
- Value added tax (VAT)
- Advance Income Tax (AIT)
- Other factors

Rule 25(9), PPR-2025

Steps in Procurement: Goods & Works (National & International)

S. M. Moin Uddin Ahmed
Secretary (PRL)



Steps in Procurement Cycle

Steps:

7. Submission of Tender
8. Opening (auto opening in the e-GP)
9. Evaluation (includes SLT for financial evaluation)
10. Approval
11. Notification of Award
12. Contract Award
13. Contract Administration & Management Acceptance, Payment, Warranty/Defects Liability Period, Termination, LD etc.

Why we need to know the Acts and Rules

For 3 reasons:

1. To achieve the priciples of public procurement
2. For own shafeguard
3. For professional development

- ✓ সরকারি মাঝেই হতে ক্রয়কারীর অনুকূলে যথাযথ সম্পূর্ণ অর্থ,
- ✓ কোনো উন্নয়ন সহযোগী বা বিদেশি রাষ্ট্র বা সংস্থা কর্তৃক সরকারের মাধ্যমে ক্রয়কারীর অনুকূলে মাঝ অনুদান ও ঋণ এবং
- ✓ আইনের উদ্দেশ্য পূরণকল্পে সরকারি, আধা-সরকারি বা কোনো আইনের অধীন প্রতিষ্ঠিত কোনো সংবিধিবদ্ধ সংস্থার তহবিলই 'সরকারি তহবিল' হিসেবে গণ্য হবে।

Step 1: Need Assessment

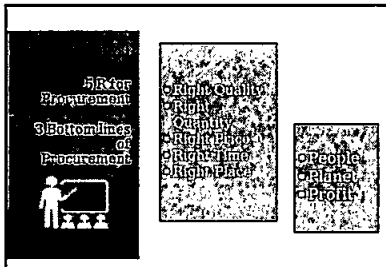
Need Assessment

- ➢ procurement planning entails the assessment of procurement needs, this involves:
- ✓ identification of needs
- ✓ determination of scope of goods, works or services required
- ✓ procurement strategies or methods to be deployed and
- ✓ setting of timeframes and accountability for the full procurement process.

Need Assessment (Goods):

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

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



Steps in Procurement Cycle

Steps:

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

Step 2: Annual Procurement plan (APP)

Preparation of PP shall be mandatory for all PE's

- At the beginning of each financial year
- Mandatory Data entry in the e-GP portal
- Quarterly update (or update as and when requiwred)
- Shall be published (notice board, website, bulletin)
- Posted on BPPA's website (for procurement above certain value)

✓ Good market knowledge is essential; if you don't know what is available, you cannot formulate a good procurement request

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

Refer to TPP for Development projects

BENEFITS OF PROCUREMENT PLANNING

Careful & detailed procurement planning is essential for quality project execution

- Speeds up the procurement process & reduces project implementation delays
- Contributes to enhanced project quality & efficiency
- Reduces possibility of errors & reduces subsequent work

ANNUAL PROCUREMENT PLAN

Step 2: Annual Procurement Plan

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

Steps in Procurement Cycle

Step 5: Tender/Proposal Document Preparation

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

Step 2: Annual Procurement plan (APP)

KEY ISSUES

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

Steps in Procurement Cycle

Main Purpose: Rule 38

Step 3: Specifications/ToR/BoQ

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

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

STANDARD DOCUMENTS

PE follows STD/SRFP Rule 4

- Encourage eligible, qualified Tenderers/ Applicants to participate
- Provide equal opportunities and clear evaluation criteria

ELEMENTS OF PROCUREMENT PREPARATION

Strategic Procurement Planning considers:

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

Steps in Procurement Cycle

Step 4: Official Cost Estimate

- Present Market related information like Transport cost, Overhead, Profit, Insurance cost, VAT, IT, TDS are important for rate fixup

- A 3 to 5-member committee will prepare the specifications and the OCE
- If the OCE is higher than the estimated cost, the HOPE will approve, if not higher, officer authorized by HOPE or AA (if AA below HOPE) will approve
- Opening committee will open OCE (Other than LTM, National, Works) and make a note in the Tender Opening Sheet

5. TENDER DOCUMENT TO TENDER DOCUMENT

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Standard Tender Document (National) For Procurement of Works [Open Tendering Method] (For values above BDT 3 Crore) (without pre-qualification)

Bangladesh Public Procurement Authority Implementation Monitoring and Evaluation Division Ministry of Planning

September 2021 PW3

⇒

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Tender Document (National) For Construction of staff quarter [Open Tendering Method] (without pre-qualification)

Public Works Department Ministry of Works

Dec. 2022 PW3

Standard Tender Document

PE is responsible for the preparation and issuing of the Tender Document

Section 1 Instructions to Tenderers (ITT) - No change by PE
Section 2 Tender Data Sheet (TDS) - Information and data added by PE
Section 3 General Conditions of Contract (GCC) - No change by PE
Section 4 Particular Conditions of Contract (PCC) - Information and data added by PE

Steps in Procurement Cycle

Step 6: Committee formation & IFT

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

STEP 8: TENDER OPENING (Rule 117)

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

CONTENTS

PPR 2025 ITT - 8

Tender Document

PW 3

LAYOUT

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

Steps in Procurement Cycle

Step 6: Committee formation & IFT

ADVERTISEMENT OF INVITATIONS Rule - 110

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

PROCUREMENT OPPORTUNITIES

IFPQ | IFE | REOI | IFT | ANY OTHER

Follow FORMATS in Schedule X, XI

STEP 9: TENDER EVALUATION (Rule 118)

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

Steps in Procurement Cycle

Step 6: Committee formation & IFT

Public Procurement Committees

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

Steps in Procurement Cycle

STEP 7: TENDER PREPARATION/SUBMISSION

Tenderers' activities:

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

PROCUREMENT CYCLE

☐ **Step 10: Approval (Rule 122)**
✓ **Evaluation report approved by Approving Authority (AA) AA determined by DoFP**
☐ **Step 11: Issue NoA (Rule 123)**

✓ PE will issue Notification of award (NOA) within 3WD but before expiry of tender validity date from receiving of approval whichever is earlier.
✓ Performance security posted (within set deadline)
☐ **Step 12:** Signing of contract by both parties (Rule 123)
☐ **Step 13:** Execution following contract terms (Rule 50, 51, 52, 53, 54, 55, 56, 57, 58 & 59)

RISK IN PROCUREMENT

Each Procurement Step might be connected with risk

Identification of risk factors

Analysis of probability of risk occurring and likely consequences

Action Plan for Allocation & Mitigation of risk:
- Avoiding, eliminating, reducing
- Accepting the risk
- Transfer (insurance, security)

IDENTIFICATION OF RISKS (CONT.)

Steps	Risks
Selection of Procurement Method	➢ Lack of offers from suitable tenderers ➢ Selecting inappropriate procurement method ➢ No response from qualified tenderers
Tender Document Preparation, Advertisement and	➢ Terms and conditions unacceptable to tenderers ➢ Providing inadequate information to tenderers ➢ Confusing tenderers by providing inconsistent information ➢ Minimized publicity, manipulated publicity ➢ Claims of unfair dealings ➢ Biased criteria

IDENTIFICATION OF RISKS (CONT.)

Steps	Risks
Contract Award	➢ Unwillingness of the tenderer to accept the award ➢ Delays in delivery as per the contract.
Contract execution	➢ Collusive variation ➢ Amendment for personal interest ➢ Compromise on quality ➢ Delayed and contract not followed

RISK ANALYSIS

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

IDENTIFICATION OF RISKS (CONT.)

Steps	Risks
Committee Formation	➢ Targeted members/ not qualified ➢ Conflict of interest
Submission of tender and Opening	➢ Failure to adequately address enquiries from tenderers ➢ Time not maintained ➢ Associated with threats, association as collusion ➢ Not all information read allowed ➢ Withdrawal application opened ➢ Document not signed

IDENTIFICATION OF RISKS (CONT.)

Steps	Risks
Payment	➢ Delayed ➢ Non-cooperation ➢ Cooperation motivated
Warranty, Dispute Settlement	➢ Not followed ➢ Collusion ➢ Willingly defeated

IDENTIFICATION OF RISKS

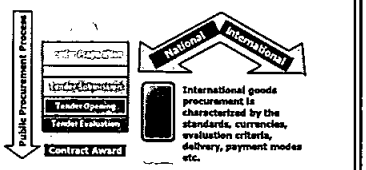
Steps	Risks
Identification of needs, Procurement Planning	➢ Under-/overstatement of needs ~~➢ Misinterpretation of user needs~~ ➢ Insufficient funding ➢ Not published ➢ Method not accurate, Package manipulated
Official Cost Estimate, Spec/BOQ /TOR	➢ Locked/Restricted/Partial/Biased Spec/BOQ/TOR ➢ Disclosure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

IDENTIFICATION OF RISKS (CONT.)

Steps	Risks
Evaluation	~~➢ Targeted/ Delayed~~ ➢ CFCCO ➢ Information Disclosed ➢ International non-compliance ➢ Member change
NOA, Approval	➢ Delayed ➢ Not as per format ➢ Not published ➢ Rejection without showing reason ➢ Not published

International goods procurement and Domestic Preference

PROCUREMENT PROCESS



OTM (International): Domestic Preference

Rule - 102

Conditions and Procedures:

TD must include Domestic Preference to provide local manufacturers, suppliers and contractors with a price advantage over their international competitors for the purpose of promoting domestic products or industries. :

- Max 15% of Delivered Price for Goods
- Max 7.5% of Contract Price for Works

For relaxation of Domestic Preference, recommendation from Cabinet Committee of Economic Affairs (CCEA) is required [Section 33(c)(vii)]

OTM: International

Section 33

Application of OTM in International Competition:

- When it is not feasible to undertake a procurement by inviting competitive tenders within the country
- The invitation for tender notice shall be published in English
- Tender documents shall be prepared in English
- Tenderers are allowed to submit their tender security and performance security, in a currency widely used in international trade
- JV with local partnerships are encouraged, but shall not be imposed as a mandatory condition

Domestic Preference (contd.)

Domestic preference shall be a factor in Tender Evaluation, unless otherwise specified in the TDS. Tenders will be classified in one of two groups.

ITT 51, 54 PG4, Act 33, Rule 102 (1)(e), (2)

OTM: International (contd.)

Rule - 102

Conditions and Procedures:

- Time for submission shall be sufficient to allow the invitation to reach all potential Tenderers and to enable them to prepare and submit Tenders;
- Technical specifications shall be based upon international standards;
- Where the Bangladesh standard is thought to be unique, the words "or equivalent" shall be added to allow wider competition;
- The currency/currencies allowed to quote Tender Price, TS or PS shall be mentioned in TD and accordingly the contract and payment shall be made in the in the quoted currency/ currencies;
- INCOTERMs shall be used, where applicable

Noting and Drafting for Tenders

15th ACAD, PATC

MD. FARUQUE HOSSAIN
Public Procurement Expert
Former Executive Chairman, National Skills Development Authority (NSDA).
Former Secretary of the Government of Bangladesh
Former Director General, Central Procurement Technical Unit, IMED, Ministry of Planning
Former Head of PPPU, Finance Division
National Trainer

Consultant : LMAP-MOL, DRT-DWA,&WCA, BPC

Public Procurement Steps

Contract Implementation

Steps

- Contract effectiveness and Commencement.
- Supply/Completion-Right quality, quantity, place and time
- Time extension
- Amendment
- Variation/additional delivery
- Price adjustment
- Legal change

Public Procurement Steps

Procurement Plan

Steps

•Compulsory;
•Separate plan for development and operating budget
•Total procurement plan for project whole life and placed in DPP/TPP
•Update the total procurement plan and prepare the APP/update
•Prepare Packages based on market capacity, availability of tenderers and competition, Geographical location and other factor;
•One procurement plan for operating budget
•Approved by the HOPE or authorized official;
•Published in e-GP portal.

- Item
- Unit
- Quantity
- Estimated cost
- Method
- Source of fund
- Approval authority
- Indicative date of advertisement/contract signing and contract implementation

Updating Procurement Plan quarterly
•Delay the procurement process
•Retender
•Other unforeseen changes or limitations;
•Approval of HOPE.

Public Procurement Steps

Preparation

- Total Procurement Plan (Development)
- Procurement Strategy-Pre-procurement Conference-Market analysis
- Annual Procurement Plan (Non-development Budget and Development Budget)
- Cost Estimate;
- Specification/BOQ/TOR Preparation
- Qualification and Commercial Criteria
- Tender Document Preparation
- Choosing newspaper
- Advertisement

Public Procurement Steps

Contract Implementation

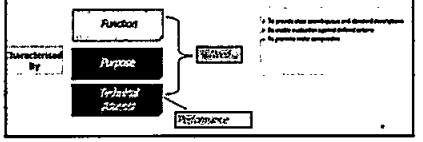
Steps

- Liquidated damage
- Action against economic operator(Debarment/Termination)
  - CPCC
  - Defective supply/work
  - Breach of contract
  - Amendment
  - Termination for default
  - Termination for insolvency
  - Termination for convenience
  - Termination for force majeure
- Variation/additional delivery
- Price adjustment
- Legal change
- Dispute settlement (Amicable settlement/Adjudication/Arbitration)

Public Procurement Steps

Development of requirement –Specification, BOQ, TOR, Performance specification

Goods-Specification (Works-BOQ, Intellectual Service-TOR, Physical Service-Performance specification)



Public Procurement Steps

Process

Steps

- Submission [Primary place/Multiple Place]-By the Tenderers
- Opening [Within one hour of sub. deadline]-by the TOC
- Evaluation [Committee one or more]-by the TEC/PEC
- Approval (Delegation of Financial Power)
- Notification of Award (Within the validity of Tender)
- Submission of Performance Security
- Contract Signing

- Committee Formation
- Specification and Official cost estimate committee
- TOC/POC
- TEC/PEC
- TPC
- Enlistment Committee

Public Procurement Steps

Procurement Strategy

Steps

- Early market engagement.
- Pre-procurement engagement
  - Category of procurement and estimated cost
  - Availability in the local market
  - Standard, source and brand of the local product
  - Price of the object
  - Capacity of the tenderer
  - Capacity of the external manufacturer and quality of their product
  - Market situation and expected competition
  - Urgency
  - Capacity of storage
  - Risk

Assessment of packages/lots
Assessment of procurement method

Public Procurement Steps

Official Cost Estimate

- Prepared by 3 members committee;
- 2 from PE and 1 from other PE to form the committee;
- Consider transportation cost, overhead, profit, risk, geographical location, complexity, backwardness, conditions of contract, VAT and AIT etc.
- Conditions of the contract;
- Shall be kept confidential;
- Open in the Opening committee meeting;
- TEC/PEC declare that they have compared the lowest evaluated price with the OEC.

307

CONTENTS of STD

Standard Tender Document

Goods

Section 1 Instructions to Tenderers (ITT)
Section 2 Tender Data Sheet (TDS)
Section 3 General Conditions of Contract (GCC)
Section 4 Particular Conditions of Contract (PCC)
Section 5 Tender and Contract Forms
Section 6 Schedule of Requirements
Section 7 Technical Specifications
Section 8 Drawings

Prepare the Tender Document

Public Procurement Steps

Qualification Criteria

- General Experience
- Specific Experience
- Tender Capacity
- Turn over/Production capacity
- Financial capacity
- Litigation history

Experience Criteria

Experience Criteria (Specific)

The Tenderer shall have successfully completed minimum *[state number]* contract(s) of similar goods and related services within last *[state number]* years and each with a minimum *[state amount]* value, as specified in TDS

The Tenderer shall have successfully completed minimum one (1) supply contract of CNG Refuelling Station within last Three (3) years, minimum value recommended at least 70% of the estimated cost of the proposed supply

Public Procurement Steps

Tender Document

- Tender Validity :60 to 150] days
- Tender Security : To discourage the submission of frivolous & irresponsible tenders. Maximum 3% of the official cost estimate

Eligibility criteria

Qualification Criteria

- General Experience
- Specific experience
- Turn over
- Production /supply capacity
- Financial capacity

Technical Criteria

- Technical Past
- Certification
- Standard Functionalities

Experience Criteria

Qualification Criteria

PG 3

Experience Criteria

Experience Criteria

Experience Criteria

Experience Criteria (Supply/Production)

Production Capacity

A minimum supply and/or production capacity of Goods

The minimum supply and/or production capacity of Goods is/ are: *[state supply and/or production capacity per year]*

The minimum supply and/or production capacity of CNG Refuelling Station is 1(one) set per year

Public Procurement Steps

Eligibility Criteria

- Eligible Country(Tenderer/goods);
- Shall have the capacity to sign the contract;
- Government owned-legally and financially autonomous,
- Enrolled as trade body;
- Shall not have conflict of interest;
- Shall not be under a declaration of ineligibility for corrupt, fraudulent, collusive and coercive;
- Are not restrained or barred;
- Shall not be insolvent, be bankrupt, be in process of bankruptcy;

Experience Criteria

Experience Criteria (general)

Minimum number of years of general experience in the supply of goods and related services

The Tenderer shall have a minimum of *[state number]* years of general experience in the supply of goods and related services. [a min. of 3 years would be reasonable.]

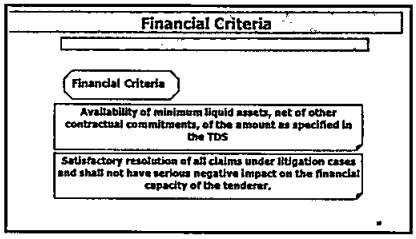
Financial Criteria

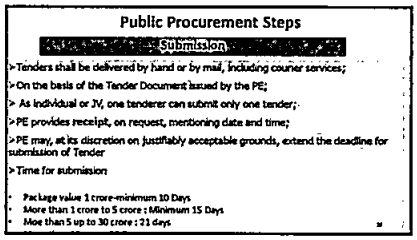
PG 3

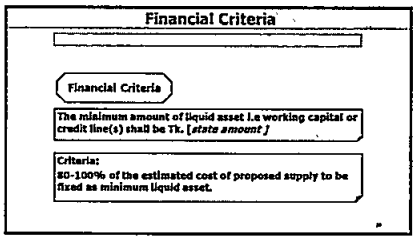
Financial Criteria

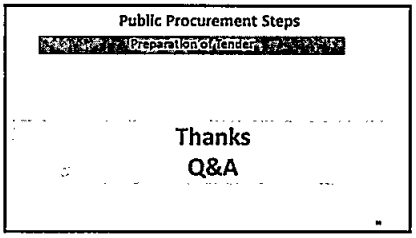
availability of minimum liquid assets

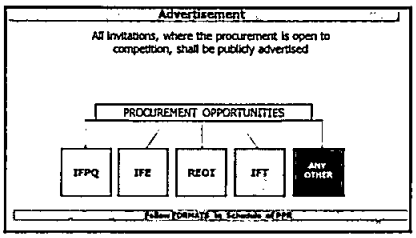
For Tenders where the package includes more than one [1] lot, the qualification requirements shall be mentioned separately for each lot in the package.


Financial Criteria
Financial Criteria
Availability of minimum liquid assets, net of other contractual commitments, of the amount as specified in the TDS
Satisfactory resolution of all claims under litigation cases and shall not have serious negative impact on the financial capacity of the tenderer.


Public Procurement Steps
Submission
>Tenders shall be delivered by hand or by mail, including courier services;
>On the basis of the Tender Document issued by the PE;
> As individual or JV, one tenderer can submit only one tender;
>PE provides receipt, on request, mentioning date and time;
>PE may, at its discretion on justifiably acceptable grounds, extend the deadline for submission of Tender
>Time for submission
Package value 1 crore-minimum 10 Days
More than 1 crore to 5 crore : Minimum 15 Days
Moe than 5 up to 30 crore : 21 days


Financial Criteria
Financial Criteria
The minimum amount of liquid asset i.e working capital or credit line(s) shall be Tk. [state amount]
Criteria:
80-100% of the estimated cost of proposed supply to be fixed as minimum liquid asset.


Public Procurement Steps
Preparation of Tenders
Thanks
Q&A


Advertisement
All invitations, where the procurement is open to competition, shall be publicly advertised
PROCUREMENT OPPORTUNITIES
IFPQ
IFE
REOI
IFT
ANY OTHER

158 ACAD, PATC

Tender Opening

Tender Evaluation

Preliminary

Technical

Financial

Post-Qualification.

Public Procurement

Steps

8 Contract Management.

9 Received delivery

10 Making Payment

11 Warranty period

Implementation

Tender Opening Cont'd

- 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 initialed 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

Public Procurement

Steps of Procurement

1. Need Assessment
2. Procurement Plan/ Selection of method
3. Specification
4. Official estimated cost
5. Document preparation
6. Advertisement

T E C Formation

PREPARATION

Tender Opening

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.

Tender Opening Cont'd

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 TOS does not invalidate the Tender

Public Procurement

Steps

T E C Formation

8. Submission
9. Opening
10. Evaluation
11. Approval
12. Notification of Award
13. Contract Signing

PROCESS

Tender Opening Cont'd

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

Tender Opening Cont'd

Upon completion of Opening

Obligations :

Member Secretary

- Ensures opening procedure is followed
- Certifies that TDs are sent to PE

PE

- Ensures safe custody of Tender Documents
- Hands over to EC Chairperson within max^m 1 Working Days

Mission Statement

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.

Preliminary Examination

Purpose

To eliminate Tenders from consideration if they are

Ineligible,
incomplete,
invalid,
Unsecured.

Preliminary Examination Steps

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

Underlying Principles: Tender Evaluation

- **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

Preliminary Examination Steps

- **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)

Preliminary Examination Steps

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

Main Stages

Tender Evaluation Rule 118 (4) ITT 46

- Preliminary Examination
- Technical Evaluation & Responsiveness
- Financial Evaluation & Price Comparison
- Post-qualification

Preliminary Examination Steps

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

Preliminary Examination Steps

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

Preliminary Examination Steps

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

Technical Evaluation

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

Technical Examination & Responsiveness

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 & PG3-5

Preliminary Examination Steps

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

Technical Examination & Responsiveness

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

Technical Examination & Responsiveness

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, 21.1 & 28

Preliminary Examination Steps

STEP 5

ITT- 40 Verification of Written Notice for:

- Withdrawal (W)
- Substitution (S)
- Modification (M)

Technical Examination & Responsiveness

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, PG3-4A&B

TECHNICAL Evaluation

Purposes

- Evaluation on qualification criteria
- Verification of technical compliance

Tenderer's Qualifications

- ☐ General Experience
- ☐ Specific Experience
- ☐ Production/Supply capacity
- ☐ Financial capacity
- ☐ Litigation history

Tender Evaluation

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

Tender Evaluation

Rule- 118 (6) & ITT- 49

NO NEGOTIATIONS

- 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

Tender Evaluation

STEP 11

Rule- 118 (17) 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.

Tender Evaluation

MATERIAL DEVIATION OR RESERVATION

Rule- 118 (6) & ITT- 48.2

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

Financial Evaluation

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- 52.2a
- 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)

Tender Evaluation

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

Tender Evaluation

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

Tender Evaluation

STEP 10

Rule- 118 (19) Check of Tax, VAT etc.

- Tender prices inclusive of taxes, customs duties and VAT for national procurement of Goods

Tender Evaluation

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

Tender Evaluation

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.

Tender Evaluation

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).**

Tender Evaluation

STEP 15 *cont'd*

Schedule XVIII Significantly Low-priced Tender (SLT)

SLT Identification & Evaluation Process

1. Weighted Average Calculation ($\bar{x}$)

$$\bar{x} = 0.5 \times \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 \times x_{mrp} + 0.3 \times x_{mrpv}$$

Where, x_i = Quoted Price of Responsive Tenderers
n = Number of Responsive Tenderers
x_{mrp} = Official Cost Estimate
x_{mrpv} = Base according to Recent Price Index (Data from a GP System)

2. Standard Deviation Calculation (s_n)

$s_n = \text{sqrt}\,[\sum x_i - \bar{x}\,]/n$

3. The lower limit of the acceptable price Calculation

Lower Limit = $\bar{x} - s_n$

Tender Evaluation

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

Tender Evaluation

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).

Tender Evaluation

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]

Tender Evaluation

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

Tender Evaluation

STEP 15 *cont'd*

Schedule XVIII Significantly Low-priced Tender (SLT)

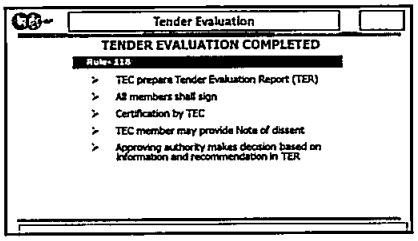
SLT (Significantly Low-Priced Tender) means a tender in which the tenderer has quoted a price, together with its constituent elements, that is substantially lower when compared against the official estimated cost of the procurement, the prevailing recent market prices, and the prices submitted by other 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.

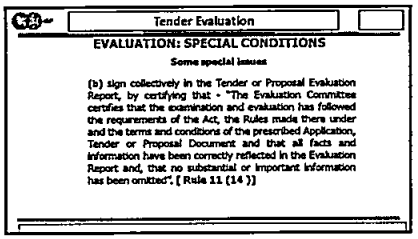
Tender Evaluation

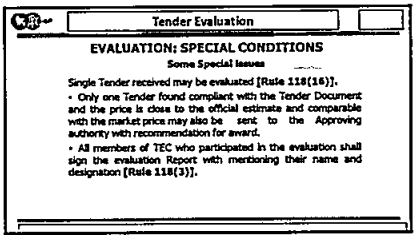
POST-QUALIFICATION

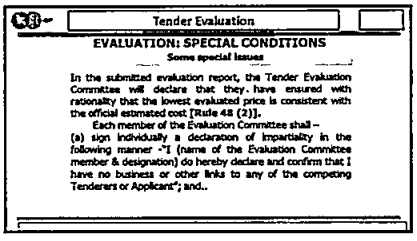
ITT-55 & Rule-121

- **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**


Tender Evaluation
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


Tender Evaluation
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)]


Tender Evaluation
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)].


Tender Evaluation
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..

SESSION M4_5

Three-weeks Basic Training

on

Public Procurement Management

Evaluation of Proposal

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

SUBMISSION OF PROPOSAL

PPR2025 Rule- 140

Applicants consider the following when submitting Proposals:

- A short-listed firm is not allowed to form a joint venture with a firm that has not been short-listed without the approval of the Procuring Entity
- A short-listed Applicant shall not participate in more than one Proposal
- The majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it
- The *curricula vitae* shall be signed by the individual Consultants & dated. Ensure accuracy and commitment of key staff submitted with the proposals
- A key professional shall not be proposed by more than one firm, except for a nominated sub-consultant

MAIN STAGES

QCBS

T
F
C

Technical Proposal Evaluation
⇩
Financial Proposal Evaluation
⇩
Combining Scores

Presentation Outline

01 Submission
02 Opening
03 Evaluation

PPA2006 Section- 58-63, PPR2025 Rule-140-148

Evaluation of Proposals

Proposal Opening Committee
and
Proposal Evaluation Committee

Discussed in Earlier Sessions

BROAD PRINCIPLES: QCBS

Evaluation in two steps

- First quality & then cost
- No access to Financial Proposals until Technical Proposals evaluated by PEC & approved by HOPE, AO or AA (if below HOPE)
- PEC works continuously on each evaluation
- PEC members evaluate themselves only; no delegation

No FP before TP approval

Proposals

Submission by Applicants
Opening by POC
Evaluation By PEC

Opening

PPR2025 Rule- 140 | Methodology

- PE convenes the meeting of the Proposal Opening Committee (POC)
- Only Technical Proposal shall be opened first
- The Financial Proposals shall be kept closed in the safe custody of the HOPE until such time as the evaluation of technical Proposals has been completed
- A minutes of proposal opening shall be drawn by POC
- POC sends the Technical Proposals and the record of opening *in a closed envelope* through PE to the Proposal Evaluation Committee for evaluation

EVALUATION BY SET CRITERIA

- Evaluate Technical Proposals in accordance with criteria set in RFP following provisions in the Act,2006 & Rules,2025
- Even Single Proposal duly received may be sent to PEC for evaluation
- Financial Proposal of even SINGLE technically qualified Applicant may be evaluated with approval of HOPE, AO or AA (if below HOPE)

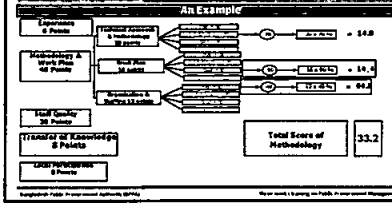
May be single proposal or single technically qualified proposal

SCORING IN EVALUATION

- Each PEC member separately evaluates & scores &, then averaged
- Non-compliance with the mandatory requirement of TOR shall result in rejection of proposal
- Major difference in scores between PEC members are dealt with by PEC Chairperson

TYPICAL TECHNICAL QUALITY EVALUATION

An Example



EVALUATION OF PROPOSALS

QCBS

Quality is the prime factor

TECHNICAL PROPOSAL

5. General Criteria for Evaluation

- Specific experience
- Adequacy of the proposed Methodology & Work plan
- Key Staff's Qualification and Competence
- Transfer of knowledge i.e. Training, if any
- National participation; in case of International Procurement

May have sub-criteria

SAMPLE STAFF EVALUATION

General qualifications
- General education and training
- Length of experience
- Positions held
- Time with Firm
- Experience in developing countries (If Any)

Interviews with Team Leader or Key Staff, if critical

Adequacy for the assignment
- Specific education and training
- Experience in the specific sector/ field/ subject

Intl. Procurement

Experience in region
- Actual work experience in Bangladesh
- Knowledge of Bangla
- Local and Regional Culture
- Government organization

FINANCIAL PROPOSALS

Elements of Financial Proposals

- Financial proposal submission forms
- Summary of cost against staff remuneration, reimbursable expenses and taxes
- Breakdown of cost against staff remuneration, reimbursables, taxes/duties under the applicable law
- Taxes - Consultant is responsible for applicable taxes on amounts payable by the Client

GOOD PRACTICE OF GRADING

Traditional Scoring

POOR	= 40%
SATISFACTORY	= 70%
GOOD	= 90%
EXCELLENT	= 100%

RESULTS OF TECHNICAL EVALUATION

Organizing the results

- Ranking of the technical quality of the responsive and complete proposals
- List proposals which have secured the minimum technical score
- List proposals which will be considered for Financial Evaluation
- List Applicants who will be invited to the public opening of the Financial Proposals upon approval by HOPE, AO or AA (if below HOPE)

FINANCIAL PROPOSALS

PPR2025 Rule - 142

Upon approval of the Technical Evaluation Report by HOPE, AO or AA, the Consultants who attained at least the minimum technical score shall be invited to a public opening of their Financial Proposals (allow at least one week from notification)

- PEC shall announce the technical score for each Proposal which has achieved the minimum technical score, together with its respective price, at the public opening
  Minutes of public opening should be prepared & issued
- The Financial Proposal shall be checked to verify that it is arithmetically correct and any errors in calculation shall be notified to the Consultant
- Activities and Items described in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items, if pricing of activities was required

317

CORRECTION ASPECTS IN EVALUATION

- Where an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, PEC shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal

Example: If a Technical Proposal indicates the presence of the Team Leader at the assignment site for 12 months and the Financial Proposal indicates only 8 months, an adjustment should be calculated by adding the corresponding amount of staff remuneration to the proposed amount.

- Reimbursable items priced by the Consultant shall be reviewed both for arithmetical errors and content and if it is determined that an item has been included that is not required by the Consultant, it shall be omitted from the Proposal and not considered in the financial evaluation.

Example: The Consultant has priced office rent while the RFP indicates that the PE will provide it.

In the case of Lump-Sum Contract, no corrections shall be applied to the Financial Proposal

SCORING THE TECHNICAL PROPOSAL

PPR2025 Rule - 143 Technical Score

If a Technical Proposal achieved ninety (90) points and the weighting applied to this was eighty percent (80%), then by applying this weighting the technical score of the proposal would be ninety times eighty percent equals seventy-two (90 x 80% = 72).

DETERMINATION OF FINANCIAL SCORE(CONT.)

An Example

If the lowest cost Financial Proposal is Taka one million, then the financial points awarded to it would be maximum one hundred (100) and the resulting financial scores would then be:

Proposal	Cost [TK. Crore]	Points	Weight	Score
Lowest FP	1.08	100	20%	20.00
Next HFP	1.20	100x1/1.2 = 83.30	20%	16.67
Next HFP	1.50	100x1/1.5 = 66.67	20%	13.33

QUALITY & COST

Step forward

QUALITY (TECHNICAL SCORE) AND COST (FINANCIAL SCORE)

Next Combined Scores

SCORING THE FINANCIAL PROPOSAL

PPR2025 Rule- 143 Financial Score

The financial score of each Proposal shall be determined in a manner so as to ensure that the Financial Proposal with the lowest evaluated cost is given one hundred (100) points & other Proposals pro-rata points, reduced by the same percentage that the cost of their Proposal is higher than that of the lowest cost Proposal.

HOW TO COMBINE SCORES ?

Rule - 143 Technical & Financial Scores

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

COMBINING FINANCIAL & TECHNICAL SCORES

- Depends on the Method for Procurement
- Factors weighted and scores combined in accordance with method specified in the RFP

Proposal achieving highest total score invited for negotiations; if this fails second highest invited

DETERMINATION OF FINANCIAL SCORE

Generic Formulae

✓ Fm = Lowest priced Proposal
✓ F = Price of Proposal under evaluation

$$\text{Financial Score} = \frac{100 \times Fm}{F}$$

EXERCISE

SEIP Project (Skills for Employment Investment Program), Finance Division, Ministry of Finance needs a consulting firm for processing their different types of procurement activities. They advertised for the selection (National) following Quality & Cost Based Selection (QCBS) method. After the EOI closing date and time 10 consulting firms submitted Applications out of which 6 firms were short-listed, 5 firms out of the 6 submitted Proposals (Technical and Financial). 4 firms passed in the technical evaluation. After opening the Financial Proposal the 4 firms' technical score and the Financial Proposal are given below in the Tabular Form

Consulting firms	A	B	C	D
Technical Score (max 100)	90	87	89	82
Price in Million TK.	95	90	82	84

Technical Score weightage is 80% and Financial Score weightage is 20%

PROVIDE RANKING AND WHO WILL BE INVITED?

SOLUTION OF THE EXERCISE

Consulting firms	Technical Score (max 100)	Weighting 80%	Price in Million Tk.	Financial Score (max 100)	Weighting 20%	Combined Score
A	90	72	66	90.91	18.18	90.18 [2nd]
B	87	69.6	80	100	20	89.60 [3rd]
C	89	71.2	61	98.77	19.75	90.95 [1st]
D	82	65.6	64	93.75	18.75	84.35 [4th]

Consultant C will be awarded

APPLICABILITY IN OTHER METHODS (CONT.)

SBCQ: Small & specialized advisory services

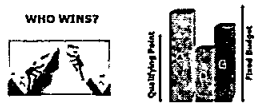
WHO WINS ?

Qualification dominates

APPLICABILITY IN OTHER METHODS

FBS: Fixed Budget

WHO WINS?



Highest Quality within Fixed Budget

APPLICABILITY IN OTHER METHODS (CONT.)

LCS: Cost is least

WHO WINS?

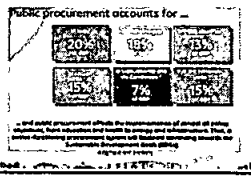
Least cost with the minimum qualification requirement

অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিইএ) এবং সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিজিপিতে) প্রস্তাব প্রেরণ: কতিপয় জ্ঞাতব্য

মো. হুমায়ুন কবির
অতিরিক্ত সচিব
মন্ত্রিপরিষদ বিভাগ

মন্ত্রিপরিষদ বিভাগ

Global Scenario of Public Procurement



... and public procurement affects the implementation of almost all policy objectives, from education and health to energy and infrastructure. That, a better-functioning procurement system will facilitate overcoming towards the Sustainable Development Goals (SDGs)

মন্ত্রিপরিষদ বিভাগ

প্রকল্প ব্যবস্থাপনা এবং সরকারি অর্থের সদ্ব্যবহার: ক্রয় প্রক্রিয়ায় ধীর গতির আলোকে

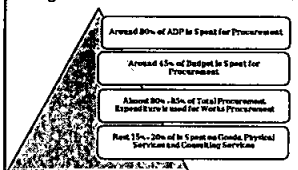
সভার তারিখ ও প্রস্তাব নং	সময়	সরপ্রাপ্রস্তাব গ্রহণ ও উন্মুক্তকরণ	মূল্যায়ন চূড়ান্ত করণ	সংস্থা কর্তৃক মন্ত্রণালয়/ বিভাগে প্রস্তাবন	অনুমোদন কর্তৃক এসিসিজিপি তে প্রস্তাবন
৭.৫.২৫ তারিখ প্রস্তাব নং- ০৩	প্রকৃত তারিখ	১৮.৯.২৩	৯.১১.২৩	১৮.২.২৫	৭.৪.২৫
	অতিবাহিত দিন সংখ্যা	০	৫২ (৫৩)	৪৬৭ (১৪)	৪৮ (২৮)
২০.৫.২৫ প্রস্তাব নং- ৮	প্রকৃত তারিখ	১০.১.২৪	১.২.২৪	১০.৩.২৪	১৪.৫.২৫
	অতিবাহিত দিন সংখ্যা	০	২২ (২৮)	৩৮ (১৪)	৪০১ (২৮)
২০.৫.২৫ প্রস্তাব নং- ৯	প্রকৃত তারিখ	১৩.২.২৪	১১.৩.২৪	১৬.৪.২৪	৭.৫.২৫
	অতিবাহিত দিন সংখ্যা	০	২৭ (২৮)	৩৬ (১৪)	৩৮৭ (২৮)

কোন আইন বা বিধির অধীনে সরকারি ক্রয় সম্পন্ন করতে হয়?

ব্যতিক্রম আছে কি?

মন্ত্রিপরিষদ বিভাগ

Bangladesh Scenario of Public Procurement



মন্ত্রিপরিষদ বিভাগ

মন্ত্রিসভা ও মন্ত্রিসভা কমিটি পরিচিতি

- মন্ত্রিসভা এবং মন্ত্রিসভা কমিটি
- অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি (সিসিইএ)
- সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি(সিসিজিপি)

মন্ত্রিপরিষদ বিভাগ

Session Outline:

1. Importance of procurement for the nation
2. Introduction to Cabinet Committees
3. Introduction to ACCEA and ACCGP
4. Instructions to be followed while writing summary for ACCEA/ACCGP:
   a. PPR 2025 Schedule 7
   b. Cabinet Division's instruction of 2019
   c. Cabinet Division's checklist of 2019
5. Open discussion

মন্ত্রিপরিষদ বিভাগ

IMPLEMENTATION PROGRESS OF ADP

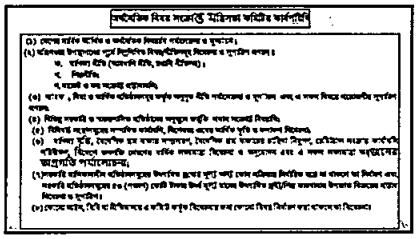
- The percentage of ADP implementation has gradually been decreased from 92% to 67% from FY 2021-22 to FY2024-25
- ADP implementation rate remains below 25% in the first two quarters
- The implementation progress against project loans from FY2021-22 to FY2024-25 is 84%

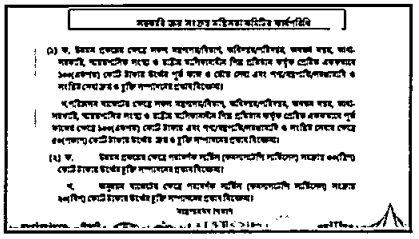
মন্ত্রিপরিষদ বিভাগ

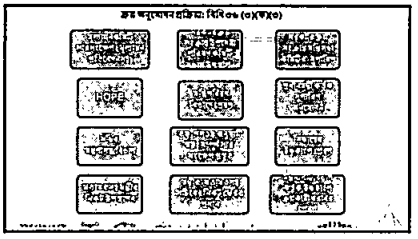
অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি

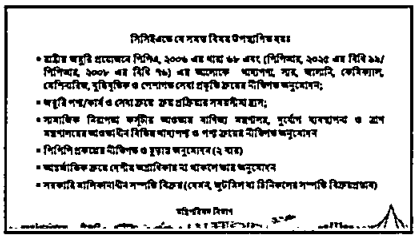
ক্রমিক	মাস ও সময়ি	তারিখ
১	মন্ত্রী, অর্থ মন্ত্রণালয়	আহ্বায়ক
২	মন্ত্রী, পরিবার মন্ত্রণালয়, পল্লী বিকাশ ও সমবায় মন্ত্রণালয়	সদস্য
৩	মন্ত্রী, পরাষ্ট্র মন্ত্রণালয়	সদস্য
৪	মন্ত্রী, শিল্প মন্ত্রণালয়, বস্ত্র ও পাট মন্ত্রণালয় এবং বাণিজ্য মন্ত্রণালয়	সদস্য
৫	মন্ত্রী, আইন, বিচার ও সংসদ বিষয়ক মন্ত্রণালয়	সদস্য
৬	সংশ্লিষ্ট মন্ত্রণালয়ের মন্ত্রী	সদস্য

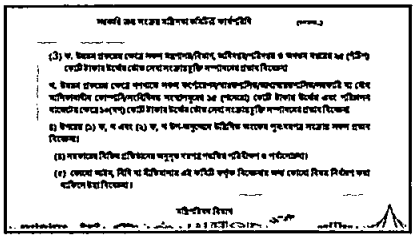
(১) মন্ত্রিপরিষদ সচিব
(২) প্রধানমন্ত্রীর মুখ্য সচিব/সচিব, মুখ্যমন্ত্রীর সচিবালয়
(৩) সদস্য, অংশগ্রহণ ব্যয়ে
(৪) সচিব, প্রধানমন্ত্রীর কার্যালয়ে ও বৈদেশিক সাহায্য বিভাগ
(৫) সচিব, অর্থ বিভাগ
(৬) সচিব, অর্থনৈতিক সম্পর্ক বিভাগ
(৭) সচিব, সমন্বয়ীর সম্পদ বিভাগ
(৮) সচিব, শিল্প মন্ত্রণালয়
(৯) সচিব, বাণিজ্য মন্ত্রণালয়
(১০) সচিব, সমন্বয়ীর মন্ত্রণালয়
(১১) সচিব, অর্থনৈতিক পরিবেশন ও মূল্যায়ন বিভাগ
(১২) পরিকল্পনা কমিশনের সংশ্লিষ্ট সদস্য
(১৩) সচিব, সংশ্লিষ্ট মন্ত্রণালয়/বিভাগ
(১৪) প্রধান নির্বাহী কর্তৃকর্তা (সিইও), অংশগ্রহণ কার্যালয়ে প্রতিষ্ঠানের সংশ্লিষ্ট (সিসিজিপি), অর্থনৈতিক পরিবেশন ও মূল্যায়ন বিভাগ

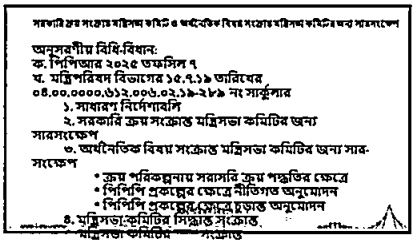

সর্বোচ্চ বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির কার্যপরিধি

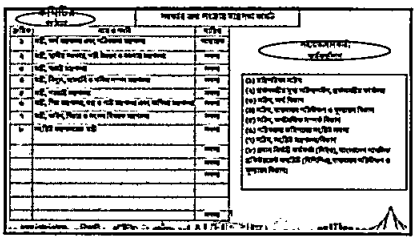

সরকারী ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটির কার্যপরিধি

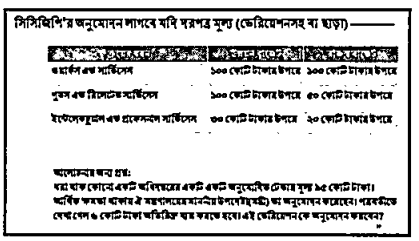

ক্রয় অনুমোদন প্রক্রিয়া: বিধি ৩৬ (৩)(ক)(খ)

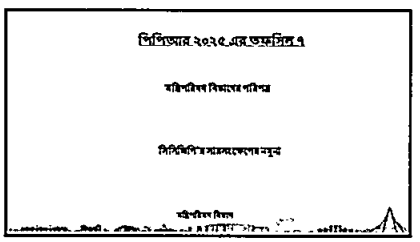

পিপিএতে যে সকল বিষয় উপস্থাপিত হয়:
মন্ত্রিপরিষদ বিভাগ


মন্ত্রিপরিষদ বিভাগ


অনুসরণীয় বিধি-বিধান:
ক. পিপিআর ২০২৫ তফসিল ৭
খ. মন্ত্রিপরিষদ বিভাগের ১৫.৭.১৯ তারিখের
০৪.০০.০০০০.৬১২.০০৬.০২.১৯-২৮৯ নং সার্কুলার
১. সাধারণ নির্দেশাবলি
২. সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য
সারসংক্ষেপ
৩. অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য সার-
সংক্ষেপ
• ক্রয় পরিকল্পনায় সরাসরি ক্রয় পদ্ধতির ক্ষেত্রে
• পিপিপি প্রকল্পের ক্ষেত্রে নীতিগত অনুমোদন
• পিপিপি প্রকল্পের ক্ষেত্রে চূড়ান্ত অনুমোদন
৪. মন্ত্রিসভা কমিটির সিদ্ধান্ত সংক্রান্ত


সরকারী ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি


সিসিবিশি'র অনুমোদন লাগবে যদি দরপত্র মূল্য (ভেরিয়েশনসহ বা ছাড়া)
ওয়ার্কস এন্ড সার্ভিসেস ১০০ কোটি টাকার উপরে ১০০ কোটি টাকার উপরে
গুডস এন্ড রিলেটেড সার্ভিসেস ১০০ কোটি টাকার উপরে ৫০ কোটি টাকার উপরে
ইংগেজমেন্ট এন্ড প্রফেশনাল সার্ভিসেস ৩০ কোটি টাকার উপরে ২০ কোটি টাকার উপরে
আলোচনার জন্য প্রশ্ন:
দরপত্র থাকে কোনো একটি অধিবছরের একটি একক অনুমোদিত চেকার মূল্য ১৫ কোটি টাকা।
অর্থবিভাগ কাজের ধারার ৫ সদস্যদলের কার্যবিধি (টিওআর) এর অনুমোদন করেছে। পরবর্তীতে
দেখা গেল ৩ কোটি টাকা অতিরিক্ত ব্যয় করতে হবে। এই ভেরিয়েশনকে অনুমোদন করবে?


পিপিআর ২০২৫ এর তফসিল ৭
মন্ত্রিপরিষদ বিভাগের পরিপত্র
সিসিবিশি'র সারসংক্ষেপের নমুনা

কয়েকটি বিশেষ দ্রষ্টব্য:

- সচিব সভায় ক্রয় প্রস্তাব পেশের সময়সীমা ৪ কার্যদিবস ও দেখার অ্যাপিটিটির একমাস পূর্বে)
- বাজেট/অগ্রাধিকার কিংবা অন্য কোনো কারণে বিশেষ সংশোধনের প্রয়োজন থাকলে তা সম্পাদনপূর্বক/পূর্ণাঙ্গভাবে প্রস্তাব প্রেরণ
- ব্যয়ের প্রস্তাবিত খাতসমূহের বিপরীতে আগে অতিরিক্ত সময় ব্যয় হয়েছে কি না পরীক্ষা করা
- আন্তর্জাতিক ব্যয়ের ক্ষেত্রে ব্যয়ের ধরন বিশ্লেষণ/প্রয়োজনীয়তা প্রমাণ রয়েছে কি-না তা নিশ্চিত করা
- প্রাক্কলিত মজুরি প্রয়োজনের ক্ষেত্রে (সরকারি ক্রয়ের অপব্যয়ের না করা
- অর্থনৈতিক ক্রয়কার্যের ক্ষেত্রে প্রাক্কলিত অর্থনৈতিক মন্ত্রণালয়ের মাধ্যমে সিসিইসিতে প্রেরণ
- প্রকল্পের আওতায় ক্রয়কার্য সম্পন্ন করার মত যথেষ্ট সময় আছে কি-না? না থাকলে প্রকল্প সংশোধন করে প্রয়োজনীয় অর্থের সংস্থানপূর্বক প্রস্তাব প্রেরণ করা
- প্রকল্পের বিভিন্নতির মেয়াদের মধ্যে ক্রয়কার্য সম্পন্ন করার মত যথেষ্ট সময় আছে কি না তা নিশ্চয় রাখা
- কেবিনেট প্রস্তাবের ক্ষেত্রে মন্ত্রণালয়ের কেবিনেট প্রক্রিয়াকরণ কমিটির মতামত প্রদান

সচিবালয় নির্দেশমালা, ২০১৪

সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি এর সভায় সারসংক্ষেপ উপস্থাপনের জন্য অনুসরণীয় বিধি-বিধান, রীতি ও পদ্ধতি:

১. সাধারণ নির্দেশাবলি:

১.১ বিষয়টি বিস্তারিত পুঙ্খানুপুঙ্খরূপে ও যথাযথ ধরনে সম্পূর্ণ একটি আন্তঃমন্ত্রণালয় (সভাপতিত্বে) অথবা মন্ত্রিসভা কমিটির সভায় উপস্থাপন করতে হবে। সারসংক্ষেপের সিদ্ধান্ত প্রস্তাবের তিন পৃষ্ঠার বেশি হবে না। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)ক ও ১৯(২) এবং মন্ত্রিসভা বিভাগ, ২০১৪-এর বিধি ১৯(৩)]

১.২ বিষয়টি প্রধান কার্যালয়ে ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি-এর কার্যপরিধির আওতাভুক্ত উপস্থাপনের পূর্বে পূরণ করতে হবে।

১.৩ বিষয়টি প্রধান কার্যালয় সভায় ৪ কার্যদিবস পূর্বে সচিবালয় নির্দেশমালা পাঠাতে হবে। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)]

১.৪ সারসংক্ষেপে বিষয়টি অনুমোদন আকারে হবে; কোনো শিরোনামে যা চূড়ান্তভাবে এবং আবশ্যক কথা আসবে। প্রস্তাবের সঙ্গে কখনো প্রস্তাবের অর্থ ও ব্যয় উপযোগ ক্ষেত্রে প্রকল্প প্রস্তাব (ডিপিপি) অনুসরণীয় হবে হবে।

সচিবালয় নির্দেশমালা, ২০১৪

১.১৪ সারসংক্ষেপের সঙ্গে একটিমাত্র সংক্ষিপ্ত খসড়া আদেশ সচিবালয় কমিটি কর্তৃক বিষয়টি মূল সারসংক্ষেপের আকারেই পাস করতে হবে।

১.১৫ বিষয়টি সারসংক্ষেপের পূর্বে কোনো ক্রয় প্রক্রিয়াকরণের প্রধান কমিটির সিদ্ধান্তের জন্য উপস্থাপন করা যাবে না।

১.১৬ সারসংক্ষেপে উপস্থাপনা পরিষদ কমিটির উপস্থাপনার জন্য পরীক্ষণীয় বিষয়ের প্রয়োজন জন্য উপযোগী আকাঙ্ক্ষা/বিষয়ের অতিরিক্ত অর্থ/টেকনিক্যাল অনুমোদন গ্রহণ করতে হবে এবং সারসংক্ষেপে সেই অনুমোদন কিনা সংক্রান্ত বিষয়টি উল্লেখ করতে হবে (যেমনঃ সচিবালয় কমিটির উপস্থাপনার জন্য সচিবালয় নির্দেশমালা প্রয়োজন জন্য নথির সংক্রান্ত অনুমোদন সংক্রান্ত পর্ব সারসংক্ষেপে শেষ অনুমোদন উল্লেখ থাকতে হবে)। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)]

সচিবালয় নির্দেশমালা, ২০১৪

- যথাসম্ভব: প্রযোজ্য ক্ষেত্রে আন্তর্জাতিক ব্যবসায়ের ক্ষেত্রে ব্যবসায় বাণিজ্যের আইনে স্থানীয় বাজারের মূল্য এবং স্থানীয় ব্যবসায়ের ক্ষেত্রে আন্তর্জাতিক বাজারের মূল্য উল্লেখ করা
- অনুরূপ ক্রয়ের অতীত মূল্য উল্লেখ করা
- পাবলিক ওয়ার্কস জন্য খাদ্যশস্য, রাজাঘাট ও অন্যান্য অবকাঠামোর ক্ষেত্রে প্রকল্পটি যাতায়াতের প্রকৃত স্থান এবং মালামাল
- সিসিইসিতে অনেক প্রধান ব্যবসায় ব্যবসায় মূল্যায়ন কমিটি সংস্থানের সচিব কর্তৃক অনুমোদন
- সারসংক্ষেপে সচিবের প্রস্তাবিত, মানবীয় মন্ত্রীর অনুমোদন এবং কী সিদ্ধান্ত চাওয়া হবে তা স্পষ্ট উল্লেখ থাকা
- পিপিএ ২০০৬, পিপিবিধি ২০০৮ এবং বিপিপিএর নির্দেশনা অনুসরণ করা

সচিবালয় নির্দেশমালা, ২০১৪

১.৫ ইতঃপূর্বে এ কমিটির (সিসিইসি/সিসিইএ) সভায় উপস্থাপন হয়ে থাকলে সভার সিদ্ধান্তের সিদ্ধান্ত উল্লেখ করতে হবে।

১.৬ আলোচ্য প্রকল্প বিষয়ে কোনো অভিযোগ ও আপিল অথবা মামলা চলমান থাকলে তা উল্লেখ করতে হবে এবং অভিযোগ/মামলার পূর্বাপর অবস্থা সম্পর্কে বিস্তারিত উল্লেখ থাকতে হবে।

১.৭ সারসংক্ষেপটি যা হবে একটি সারসংক্ষেপে একাধিক বিষয়ে প্রস্তাব উপস্থাপন করা যাবে না।

১.৮ বিষয়ে বিষয়ের প্রেক্ষাপট, প্রাসঙ্গিক তথ্য, যৌক্তিকতা ও সিদ্ধান্তের বিষয়সমূহ (points for decision) সারসংক্ষেপে সুস্পষ্টভাবে উল্লেখ করতে হবে। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)]

১.৯ বিষয়ে বিষয়ের সঙ্গে সংশ্লিষ্ট সকল অগ্রাধিকার/বিষয়ের পরামর্শ করে নিতে হবে। প্রয়ে পরামর্শ সংশ্লিষ্ট অগ্রাধিক সারসংক্ষেপে বিষয়ে এবং পরামর্শ-সংশ্লিষ্টদের স্বাক্ষরসহ/স্বাক্ষরসহ সংশ্লিষ্ট সংক্ষেপ বিষয়ের সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে। যেসব ক্ষেত্রে সকল এখনো ভাব অথবা প্রস্তাব করা হয়ে থাকে তাদের ভাব উল্লেখ এবং এখনো যা হয়ে থাকলে তার যুক্তি সারসংক্ষেপে উল্লেখ করতে হবে। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯, ২১, ২২, ২৩, ২৫, ২৬, ২৮-এ ১৯(১) ও ১৯(৩) এবং মন্ত্রিসভা নির্দেশমালা, ২০১৪-এর বিধি ১৯(১-২০১৩)

সচিবালয় নির্দেশমালা, ২০১৪

১.১৭ উদ্যোক্তা অগ্রাধিকার/বিষয়ের সঠিক সারসংক্ষেপের শেষে অথবা এবং অন্যান্য পৃষ্ঠার অনুমোদন করবেন। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১) এবং মন্ত্রিসভা নির্দেশমালা, ২০১৪-এর বিধি ১৯(৩)]

১.১৮ সারসংক্ষেপের বিভিন্ন স্তরে অগ্রাধিকারের 'গোপনীয়', 'অতি গোপনীয়' অথবা, উদ্যোক্তা অগ্রাধিকার/বিষয়ের নাম, (মন্ত্রিসভা কমিটির বাদ্য মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপ), মাসি নথর, তারিখ, বিষয় উল্লেখ লিখতে হবে।

১.১৯ সারসংক্ষেপ পরামর্শসংক্রান্ত ডি-মন্ত্রিসভ একটি অনুসরণপত্র ১০৫৫ ফাইলি ৩৩ কপি সারসংক্ষেপে গোপনীয়তা বজায় নিয়মাবলী অনুসরণপূর্বক সচিবালয় নির্দেশমালা ক্রয় ও অর্থনৈতিক অধিগ্রহণসংক্রান্ত উপজীবিকা/বিশেষ সরকারী সচিবপরিষদী সচিব-এর নিকট (৫৫-১৯, ৬৫৫.১, ২৩৩৩৩৩ সচিবালয়) প্রেরণ করতে হবে। একই সঙ্গে ক্রয় ও অর্থনৈতিক অধিগ্রহণসংক্রান্ত সারসংক্রান্তের ১টি সফট কপি (ইমেইলযোগ-টাইপ ফর্ম) ও সিডিতে কপি পেশ ফ্রাইলে করে হবে হবে ফাইলে pp_secr2@cabinet.gov.bd ঠিকানায় প্রেরণ করতে হবে।

১.২০ সারসংক্ষেপ পরামর্শিত প্রক্রিয়াকরণ কমিটি (সিপিসি) কর্তৃক সভার সময়ে আলোচ্য এজেন্ডাভুক্ত পরিষদ/প্রস্তাবনা/নির্দেশনা অনুসরণ করতে হবে।

সচিবালয় নির্দেশমালা, ২০১৪

- সারসংক্ষেপটি শেষে এ অনুচ্ছেদটি এবং এখানে [বিকল্প যা প্রযোজ্য নয়কে] কি? ক্রয় প্রক্রিয়ার সঙ্গে আছি যে এখন শেষ সারসংক্ষেপটি শেষের ক্রয় প্রক্রিয়া এবং ক্রয় প্রস্তাবের সঠিক দিন তা পুরণ পাবে কি?
- সরকারি/বিদেশি যা অনুমোদন করতে পারবে তা এডিপিতে বা এডিপিবহির্ভূত প্রকল্প তার হয়ে কি?
- ক্রয় প্রক্রিয়াটি আইনানুগ পদ্ধতিতে, যথাযথ সময় বিধানে করা হয়েছে কি?
- সরকারি আর্থিক সহায় সর্বোচ্চ ব্যবহার হয়েছে কি?

সচিবালয় নির্দেশমালা, ২০১৪

১.১৯ মন্ত্রিসভা কমিটির নিকট কী সিদ্ধান্ত চাওয়া হবে তা সারসংক্ষেপের শেষে অনুচ্ছেদে অবশ্যই পূর্বের অনুচ্ছেদে সুস্পষ্টভাবে লিখতে হবে। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)]

১.২১ সারসংক্ষেপের প্রতি পৃষ্ঠায় সংশ্লিষ্ট অগ্রাধিকার/বিষয়ের অতিরিক্ত কর্মকর্তা কর্তৃক সমর্থন ও অনুমোদন থাকতে হবে; তাদের পদবি স্পষ্ট হবে এবং আলাদা ও ইংরেজি অক্ষরে আকার অক্ষরের ১৪ ও ১২ ফন্ট হবে। আলাদাভাবে বিজয় ও ইংরেজি Times New Roman ফন্ট হবে।

১.২২ প্রস্তাবনা কোনো বিষয়ে বিস্তারিত সচিবপরের অনুমোদনের জন্য প্রয়োজনীয় সকল প্রাসঙ্গিক কাগজপত্রের সম্পর্কীয় অনুলিপি 'সংলগ্ন' হিসাবে সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে। [সচিবালয় নির্দেশমালা, ২০১৪-এর বিধি ১৯(১)]

১.২৩ সকল সংলগ্ন সংখ্যা বা বর্ণ সংযোজন ও ক্রমানুসারে সঠিকভাবে সাজানো হবে। সংলগ্ন এবং সারসংক্ষেপের ক্রমানুসার সংখ্যাসহ উল্লেখ করতে হবে। সংখ্যাসহ কোনো পরিষদ থাকলে তা এমনভাবে চিহ্নিত করতে হবে যাতে কোনোরূপ সংশয়ের সৃষ্টি না হয়।

সচিবালয় নির্দেশমালা, ২০১৪

২. সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপ:

২.১ প্রস্তাবটি সংক্ষেপ আকারে, অর্থাৎ কিসের ও অর্থকরের আকার (বিজয়/অনুবাদের), ক্রয় পদ্ধতি ইত্যাদি উল্লেখ করতে হবে। পুনরাবৃত্তিপূর্ণ বক্তব্য/তথ্য/প্রেক্ষাপটের পূর্ণ বিবরণ ও বেশের বাদ উল্লেখ করতে হবে।

২.২ প্রস্তাবিত ক্রয়ের উদ্যোক্তা প্রকল্প প্রস্তাব (ডিপিপি) এখনকে কর্তৃক অনুমোদিত কিনা, অনুমোদিত হলে অনুমোদনের তারিখ ও প্রকল্পের মেয়াদ উল্লেখ করতে হবে।

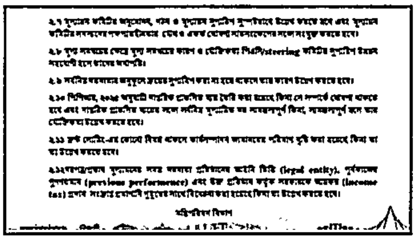
২.৩ সরবরাহ/কাজ আওতায় সংশ্লিষ্ট বিষয়ের সরবরাহ পুঙ্খানুপুঙ্খ ক্রয় মন-মেজারিশীয় সরবরাহের মান এবং মন-মেজারিশীয় হওয়ার কারণ সারসংক্ষেপে সংক্ষিপ্ত আকারে উল্লেখ করতে হবে।

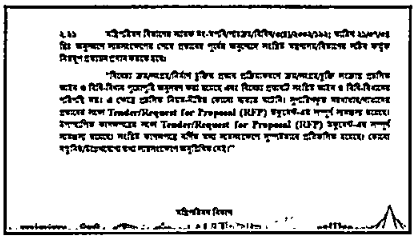
২.৪ সরবরাহ/কাজ মেয়াদের মেয়াদ উল্লেখ করতে হবে এবং সরবরাহ/কাজের মেয়াদের চেয়ে বেশি হলে কারণ সম্পর্কে প্রতিবেদন নিলে কোন বেশের বৃদ্ধির সংক্ষিপ্তভাবে সংযুক্ত করতে হবে। কমিটিতে প্রদান প্রেক্ষাপটে অনুরূপ ক্রয় কমিটির সরবরাহ/কাজের মেয়াদের সংক্ষিপ্তভাবে উল্লেখ করতে হবে।

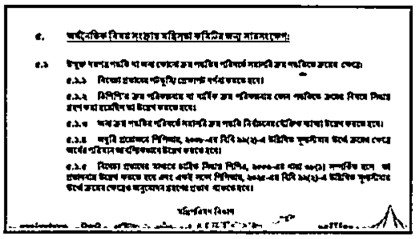
২.৫ বিষয়ে প্রধানটি অগ্রাধিক ক্রয়কার্য হবে তা উল্লেখ করতে হবে।

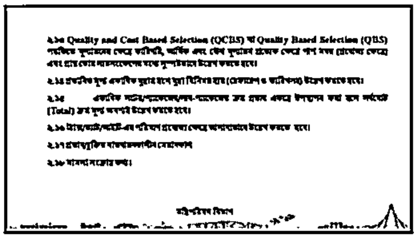
২.৬ মৌলিকভাবে অর্থনৈতিক মতামত হবে উল্লেখ সারসংক্ষেপে সংক্ষেপে সংযুক্ত থাকে কিনা তা উল্লেখ করতে হবে।

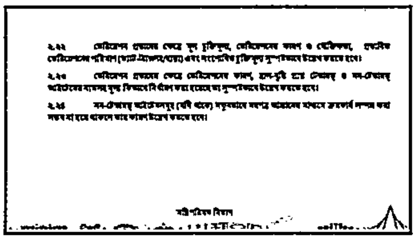
সচিবালয় নির্দেশমালা, ২০১৪

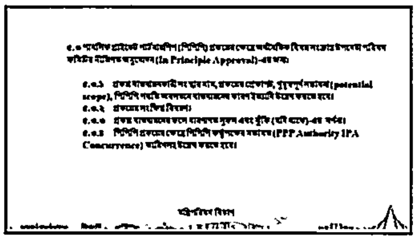


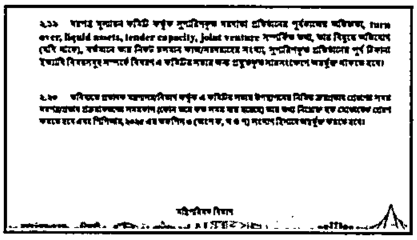


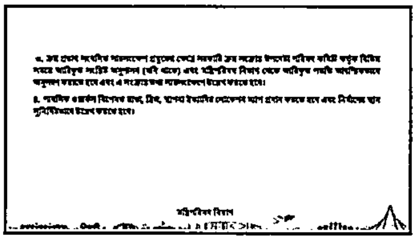


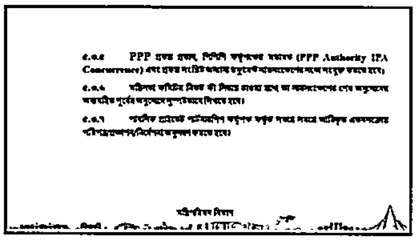












323

৫.৪ পার্শ্বিক প্রাইভেট পার্টনারশিপ (পিপিপি) প্রকল্পের ক্ষেত্রে অর্থনৈতিক বিষয় সংক্রান্ত সচিবসভা কমিটির চূড়ান্ত অনুমোদন (Final Approval)-এর জন্য:

৫.৪.১ প্রকল্প অবকাঠামোগত সংক্রান্ত খাত, প্রকল্পের প্রোফাইল, পিপিপি পদ্ধতিতে বাস্তবায়নের কারণ ইত্যাদি উল্লেখ করতে হবে।

৫.৪.২ প্রকল্পের বিবরণ।

৫.৪.৩ পিপিপিপিটি পদ্ধতি অনুসরণে প্রকল্পের ফিজিবিলিটি, ভায়াবিলিটি, আর্থিক, সামাজিক ইত্যাদি সম্পর্কে বিস্তারিত উল্লেখ করতে হবে।

৫.৪.৪ বেসরকারী অংশিদার প্রোকিউর পদ্ধতির নির্বাচনের বর্ণনা (বিজ্ঞাপন, Bidding Process, মূল্যায়ন প্রক্রিয়া, অযোগ্য disqualification/ rejection-এর কারণ, মূল্যায়ন কমিটির মূল্যায়ন মূল্যায়ন কমিটির মূল্যায়নের উপর Head of the Contracting Authority ও Line ministry-এর মতামত ইত্যাদি)।

৭. সচিবসভা কমিটির সভা সংক্রান্ত:

৭.১ সচিবসভা কমিটির মেয়াদ, সভাসংখ্যক ও সচিবের অবর্তমানে বিকল্প সদস্য কে হবেন তা বিষয় বিবেচনাসহ সভার কার্যপত্র প্রস্তুতি বিষয়ে একটি বিস্তারিত নির্দেশনা [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৪(১)] এবং সভাকক্ষে অনুসরণযোগ্য প্রটোকলের নির্দেশনাসহ বিস্তারিত নির্দেশনা পরিপত্র আকারে জারি করা হয়েছে [পরিপত্র নং-২১-এর অনুচ্ছেদ ৪৩]

৭.২ অধ্যক্ষ কমিটিতে কোন ব্যক্তিকে কমিটির সভায় উপস্থিত হওয়ার জন্য এবং কে বিষয় বিবেচনাসহকে সভায় উপস্থিত হবেন তার জন্য আহ্বান করা হয়েছে তা বিষয় ভাবীন সভা [কোন বিষয় বিবেচনাসহকে সভা-পরবর্তী করণীয়] সচিব সভায় উপস্থিত থাকবেন।

৭.৩ সচিবসভা কমিটি কর্তৃক কোন বিষয় বিবেচনাসহকে বিস্তারিত ব্যাখ্যার জন্য সংস্থা/বিভাগ সচিব কমিটির সভা [কোন কার্যপত্রটি কী পর্যায়ে উপস্থাপন করা যাবে তার জন্য সুনির্দিষ্ট সচিবসভা কমিটির কার্যবিধি] করতে হবে।

৭.৪ কোন বিষয় সচিবসভা কমিটিতে বিবেচিত হওয়ার পর সচিবের সভাপতিত্বে সভা করে যেতে হবে। কোন কারণে সভা বন্ধ বা হলে সংশ্লিষ্ট সভা করে সংশ্লিষ্ট সভার সভাপতিত্বে সচিব-পরিষদ বিভাগ যোগাযোগ করতে হবে।

ক্রম	বিষয়	হ্যাঁ	মন্তব্য/সংযুক্তি
১১.	সকল প্রাসঙ্গিক কাগজপত্রের অনুলিপি সংযুক্ত করা হয়েছে কিনা?		
১২.	ডিপিপি/টিপিপি অনুমোদনের তারিখ		
১৩.	সভাস্থা/EoI আহ্বানের তারিখ		
১৪.	সভাস্থা/EoI গ্রহণের সর্বশেষ তারিখ		
১৫.	সভাস্থা মূল্যায়ন প্রতিবেদন গ্রহণের তারিখ, মূল্যায়ন কমিটির মূল্যায়ন		
১৬.	সরকারি অর্থায়ন প্রস্তাবিত অবকাঠামোর জন্য প্রযোজ্য প্রোফোজ তারিখ		
১৭.	প্রস্তাবিত সভাপাদার কর্তৃক সচিব-পরিষদ বিভাগে প্রেরণের তারিখ		

৫.৪.৫ প্রোফোজের অনুমোদন (ডিপিপি/টিপিপি পদ্ধতির সভাসহ, মূল্যায়ন কমিটির সভাসহ, মূল্যায়ন প্রতিবেদনের উপর Line Ministry-এর সভাসহ, Negotiation মিনিটস, সেক্টিফাইড ও সকল বিষয়ক বিষয়সহ সেকিং ইত্যাদি) সংশ্লেষ বিষয়ক সাকাসেক্টেসের সকল সংযুক্ত করতে হবে।

৫.৪.৬ সেক্টের অধিকার বাস্তবে তার বর্ণনা এবং সে সম্পর্কে বিধি সাকাসেক্টের ব্যবস্থার উল্লেখ করতে হবে।

৫.৪.৭ PPP contract Document-এর উপর সেক্টিফাইড ও সকল বিষয়ক বিষয়সহ সভাসহ (যেমনি) সাকাসেক্টের উল্লেখ করতে হবে।

৫.৪.৮ সচিবসভা কমিটির নিকট যে বিষয়ে চাওয়া হবে তা সকাসেক্টের পেশ অনুমোদনের অবস্থানীয় পূর্বের অনুমোদন সুনিশ্চিত করতে হবে।

৫.৪.৯ পার্শ্বিক প্রাইভেট পার্টনারশিপ কর্তৃক সময়ে সময়ে অতিরিক্ত এবংসাকাসের পরিপত্র/আদেশ/নির্দেশনা অনুসরণ করতে হবে।

সরকারি ক্রয় সংক্রান্ত সচিবসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত সচিবসভা কমিটি-এর জন্য সারসংক্ষেপ প্রস্তাব ও প্রেরণকালে উপরোক্ত সভাসভার/বিভাগ কর্তৃক যাচাইয়ের জন্য [অনুসরণীয় বিধি-বিধান, রীতিও ও পদ্ধতির প্রাসঙ্গিকতার সকল বিষয়ের অবস্থানের জন্য]

ক্রম	বিষয়	হ্যাঁ	মন্তব্য/সংযুক্তি
১.	বিষয়টি সচিবসভা-কমিটিতে উপস্থাপনযোগ্য কিনা?		
২.	বিষয়টি উপযোজন সভাসভার/বিভাগের কার্যপরিধিভুক্ত কিনা?		
৩.	সার-সংক্ষেপের বিষয়বস্তু আবশ্যিক তিন পৃষ্ঠা কিনা?		
৪.	সার-সংক্ষেপের সভাসভ সুস্পষ্ট কিনা?		

ক্রম	বিষয়	হ্যাঁ	মন্তব্য/সংযুক্তি
১১.	সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের সম্মতিসূচক সভাসভার কিনা?		
১২.	কোনো কমিটির সুপারিশ/সভাসভার গ্রহণ করা হয়ে থাকলে তা সংশ্লিষ্ট আকারে সার-সংক্ষেপে উল্লেখ করা হয়েছে কিনা?		
১৩.	কোনো কমিটির সুপারিশ/সভাসভার গ্রহণ করা হয়ে থাকলে সংশ্লিষ্ট কাগজপত্রের অনুলিপি সংযুক্ত করা হয়েছে কিনা?		
১৪.	সারসংক্ষেপে যা বলা হয়েছে তা বর্ণনা সংযুক্তি সভাসভার প্রমাণ হিসেবে উল্লেখ করা হয়েছে কিনা?		
১৫.	সচিব-পরিষদ বিভাগ কর্তৃক আরোপিত শর্তাবলি অনুযায়ী প্রয়োজন আছে কিনা		

৬. সচিবসভা-কমিটির বিষয় সংক্রান্ত:

৬.১ সচিবসভা কমিটির সিদ্ধান্ত সংযোজিত পদ্ধতি সিদ্ধান্তবহি নিম্ন প্রেক্ষাপটে সংরক্ষণ করবেন। এ সকল পত্রের অনিল একটি প্রেক্ষিতপত্র সংরক্ষণ করতে হবে। সচিব কার্যালয় সভাসভাপে এ সকল পত্র উপযুক্তভাবে নিম্নে রক্ষণ করবেন। সভাসভাপের সচিবিপত্রের পরি সচিব-পরিষদ বিভাগ প্রেরণ করতে হবে। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৪(৩) এবং সভাসভা সংক্রান্ত/বিভাগসূত্রে/বিভাগ পরিপত্র দ্রষ্টব্য]

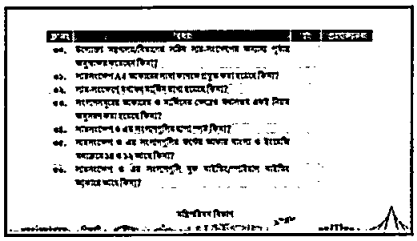
৬.২ সচিবসভা কমিটির সিদ্ধান্তসমূহ বাস্তবায়নের নিমিত্ত বিষয়ে উল্লেখ করে যে সকল পত্র দ্বারা কার্যকরণ-সংশ্লিষ্ট কর্তৃপক্ষকে অবহিত করতে হবে। সচিবসভা কমিটির সিদ্ধান্ত বাস্তবায়নে সচিব-পরিষদ বিভাগের পক্ষে যে কার্যকলাপ নিয়মিত প্রেরণ করা হয়েছে। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৬(৩)]

৬.৩ সচিবসভা কমিটির সিদ্ধান্ত দ্রুত বাস্তবায়নের লক্ষ্যে প্রয়োজন অনুযায়ী প্রেরণ করতে হবে। প্রয়োজনে সচিবি অথবা সভাসভাপতিত্বের সকল পরামর্শ/নির্দেশনার সভাসভার হবে। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৬(৪) ও ২৬(৫)]

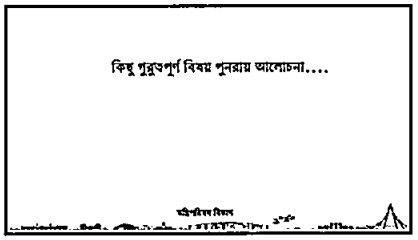
৬.৪ কোনো সিদ্ধান্তের বাস্তবায়নে সৃষ্টিত যে প্রকল্প পর্যন্ত বাস্তবায়নের সচিবসভার সভাসভা/বিভাগ সিদ্ধান্তটি বাস্তবায়নের সকল পৃষ্ঠিক কার্যক্রমের বিষয়সমূহ বাস্তবায়নের অগ্রগতি সম্পর্কে সুনাম ও সিদ্ধান্তিক তথ্য সচিবিক প্রতিবেদন প্রতি মাসের শেষ সচিবের মধ্যে সচিব-পরিষদ বিভাগ প্রেরণ ও অর্থনৈতিক বিষয়ে প্রেরণ করতে হবে। [কার্যবিধিমালা,১৯৯৬-এর বিধি ২৬(৪)] সচিব-পরিষদ বিভাগ

ক্রম	বিষয়	হ্যাঁ	মন্তব্য/সংযুক্তি
৫.	সারসংক্ষেপটি যথাযথ স্বাক্ষরযুক্ত কিনা?		
৬.	সার-সংক্ষেপে বিষয়ে বিষয়ের প্রেক্ষাপট উল্লেখ করা হয়েছে কিনা?		
৭.	সার-সংক্ষেপে বিষয়ে বিষয় সংক্রান্ত প্রাসঙ্গিক তথ্য উল্লেখ করা হয়েছে কিনা?		
৮.	সার-সংক্ষেপে প্রস্তাব সুস্পষ্টভাবে উল্লেখ করা হয়েছে কিনা?		
৯.	প্রস্তাবিত সিদ্ধান্তের পক্ষে যুক্তিসমূহ সুস্পষ্টভাবে সার-সংক্ষেপে উল্লেখ করা হয়েছে কিনা?		
১০.	সচিবসভা কমিটির কী সিদ্ধান্ত চাওয়া হবে তা সার-সংক্ষেপের শেষ অনুচ্ছেদের অবস্থানীয় পূর্বের অনুচ্ছেদে (যেমন মাস, টিনাসহের মাস, টিনাসহ) চাওয়া পরিষদন্ত সুস্পষ্টভাবে করা হয়েছে কিনা?		

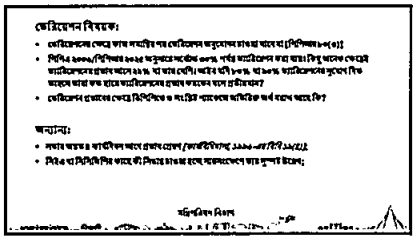
ক্রম	বিষয়	হ্যাঁ	মন্তব্য/সংযুক্তি
১৫.	সারসংক্ষেপে উপযোজন যেসকল বিষয়ে করা হয়েছে কিনা? অনুচ্ছি ও অনুযুক্তপূর্ণ কোন বক্তব্য উপযোজন যেসকল ১ মাস বাস্তবে তাদের অবস্থানের যথোপযোগ।		
১৬.	সারসংক্ষেপে তথ্যসমূহের সংযোজন করা হয়েছে কিনা?		
১৭.	সার-সংক্ষেপের সমাপ্তিতে সংযোজন করা হয়েছে কিনা?		
১৮.	সারসংক্ষেপে যেসব সচিবির বাস্তবে আছে সংশ্লিষ্ট সূচি বা হয় তা নির্দিষ্ট করে সমাপ্তি-উল্লেখ করা হয়েছে কিনা?		
১৯.	সার-সংক্ষেপের শেষ অনুচ্ছেদে সমাপ্তিকারে আরোহণে সচিবসচিবগণের নামটি প্রস্তাব নিয়েছে উল্লেখ করা হয়েছে কিনা?		
২০.	উপযোজন সভাসভার/বিভাগের সচিব সার-সংক্ষেপের শেষে স্বাক্ষর করেছেন কিনা?		



ক্রম	বিষয়	পৃ:	মন্তব্য/সুপারিশ
৩৭.	উপজেলা অফলাইন/বিকল্পের সঙ্গে শর্ত-সাপেক্ষতা অনুযায়ী পৃথক অনুমোদন করানো কিনা?		
৩৮.	শর্তসাপেক্ষ A-I অফলাইন লাগসই ফলাফল চূড়ান্ত করা হয়েছে কিনা?		
৩৯.	শর্ত-সাপেক্ষে হস্তান্তর সনদ/ছাড়পত্র দেয়া হয়েছে কিনা?		
৪০.	সাপেক্ষমুক্তির অফলাইন ও সনদের ক্ষেত্রে অফলাইন এবং নিয়ম অনুসরণ করা হয়েছে কিনা?		
৪১.	শর্তসাপেক্ষ ও এর সাপেক্ষমুক্তির ছক্ষে স্পষ্ট কিনা?		
৪২.	শর্তসাপেক্ষ ও এর সাপেক্ষমুক্তির ক্ষেত্রে অফলাইন ফলাফল ও ইমেইল অফলাইন ১৪ ও ১৯ আছে কিনা?		
৪৩.	শর্তসাপেক্ষ ও এর সাপেক্ষমুক্তি মূল আইনি/পলিসিগত আইনি অফলাইন আছে কিনা?		



কিছু গুরুত্বপূর্ণ বিষয় পুনরায় আলোচনা....

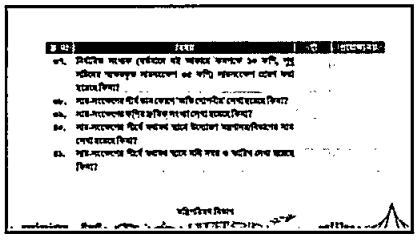


ডেরিয়েশন বিষয়ক:

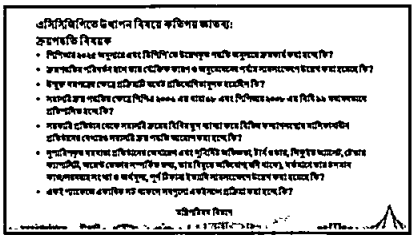
- ডেরিয়েশনের ক্ষেত্রে কাজ সমাপ্তির পর ডেরিয়েশন অনুমোদনের প্রাসঙ্গিক ধারা কোথায় আছে? [বিশিষ্টমান-৮৫(৩)]
- বিশি-এ ২০০৬/বিশিমান ২০১৫ অনুযায়ী সংশোধন ৩০% পর্যন্ত ডায়রিফেরেন্স করা যায়। কিন্তু অনেক ক্ষেত্রেই ডায়রিফেরেন্স হয়তো আরো ২১% বা তার বেশি। অর্থাৎ যদি ১-৩% বা ৯০% ডায়রিফেরেন্সের মূল্যের ভিত্তি আরেক ধারা কম হয়ে ডায়রিফেরেন্স হয়ত্বে হয়তো কয়েক ধাপে প্রক্রিয়াকরণ?
- ডেরিয়েশন প্রস্তাবের ক্ষেত্রে বিশিষ্টমান ও লাইন পাওয়েলে অতিরিক্ত অর্থ বরাদ্দ আছে কি?

অন্যান্য:

- সমাপ্ত অংশের ও আংশিক অংশে প্রস্তাব প্রেরণ *(কার্যবিধিমালা ১১৯৯-এর বিধি ১১(২))*
- বিশি-এ বা বিশিবিশি কাজে কী নিয়মে চাপ ও ঝুঁকি গণনা করে সংশোধনে তার মূল্যমান হিসেব;



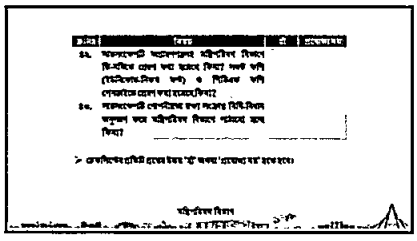
ক্রম	বিষয়	পৃ:	মন্তব্য/সুপারিশ
৩৭.	নির্মাণের সময়কাল (কার্যাদেশ হতে সমাপ্তির মধ্যবর্তী সময়কাল ১৮ মাস, পূর্ত সচিবের স্বাক্ষরযুক্ত সরকারের ৩৫ মাস) সংশোধনের প্রয়োজন করা হয়েছে কিনা?		
৩৮.	শর্ত-সাপেক্ষের স্পীর্ট ফলন ফেলে আছি পেশাদীয়ে দেখা হয়েছে কিনা?		
৩৯.	শর্ত-সাপেক্ষের অগ্রিম ছাড়ির সময় ধার্য করা হয়েছে কিনা?		
৪০.	শর্ত-সাপেক্ষের স্পীর্ট ফলাফল ফলে উপজেলা অফলাইন/বিকল্পের সাথে দেখা হয়েছে কিনা?		
৪১.	শর্ত-সাপেক্ষের স্পীর্ট ফলাফল ফলে মাসি সময় ও অতীত দেখা হয়েছে কিনা?		



এসিসি/বিশিতে উত্থাপন বিষয়ে কতিপয় জ্ঞাতব্য:

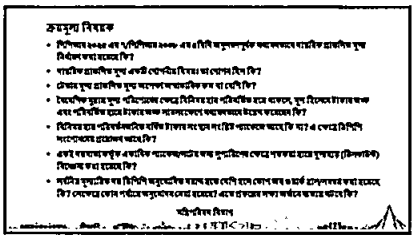
ক্রয়পদ্ধতি বিষয়ক

- পিপিআর ২০০৮ অনুযায়ে এবং পিপিবি তে ব্যবহৃত পদ্ধতি অনুসরণ হয়েছে কিনা নিশ্চিত করা হয়েছে কি?
- ক্রয়পদ্ধতির পরিবর্তন হলে তার যৌক্তিক কারণ ও অনুমোদন পর্যায় সংশোধনে উল্লেখ করা হয়েছে কি?
- উন্মুক্ত দরপত্রের ক্ষেত্রে প্রক্রিয়াটি অর্থে প্রক্রিয়াগুলি যুক্তিসঙ্গত হয়েছে কি?
- সরাসরি ক্রয় পদ্ধতির ক্ষেত্রে পিপিবি ২০০৬ এর ধারা ৬৮ এবং পিপিআর ২০০৮ এর বিধি ১৯ যথাযথভাবে প্রতিপালিত হয়েছে কি?
- সরাসরি প্রক্রিয়ায় ক্ষেত্রে সরাসরি ক্রয়ের বিধিসম্মত কারণ ও যৌক্তিকতা এবং সরাসরিকৃত প্রতিষ্ঠানের যোগ্যতার মূল্যায়ন করা হয়েছে কি?
- দুরপাল্লার যানবাহন প্রতিষ্ঠানের ক্ষেত্রে/ফেরি এবং দুর্গতির অভিজ্ঞতা, ইর্ষা ব্যবস্থা, বিদ্যুৎহত অ্যালার্ম, টেকার ক্যাপাসিটি, আগের ক্রেতার সন্তুষ্টির তথ্য, আর বিদ্যুৎ অভিজ্ঞতা/ঝুঁকি থাকে), ঘর্ষণমোর ভার ক্রমমান কাজ/সরবরাহ সময় ধার্য ও অর্থ দুর্দশ, দুর্গ টিকাদার ইত্যাদি সরবরাহকারীর উল্লেখ করা হয়েছে কি?
- এবার পাওয়েলে একাধিক দর আহবান সমন্বয়ের একাধিকার প্রক্রিয়ার করা হয়েছে কি?



ক্রম	বিষয়	পৃ:	মন্তব্য/সুপারিশ
৪৯.	অফলাইনভুক্ত অনুমোদনপত্রে সচিবালয় নির্দেশন ফি-সহিত প্রেরণ করা হয়েছে কিনা? সকল ফি (ইনভিসেন্টিভ ফি) ও পিবিএফ ফি পেমেন্টের প্রেরণ করা হয়েছে কিনা?		
৫০.	সরকারি/বেসরকারি পেশাদীয়ের ক্ষেত্রে সরকার বিধি-নিয়ম অনুসরণ করে সচিবালয় নির্দেশন পালনের ক্ষেত্র কিনা?		

> ঐচ্ছিকভাবে প্রাসঙ্গিক প্রশ্নের উত্তর 'হ্যাঁ' অথবা 'প্রযোজ্য নয়' হলে হবে।



ক্রয়মূল্য বিষয়ক

- পিপিআর ২০০৮ এর ৩/পিপিআর ২০০৮ এর বিধি অনুসরণপূর্বক ব্যয় প্রাক্কলনের প্রাসঙ্গিক প্রাক্কলিত মূল্য নির্ধারণ করা হয়েছে কি?
- প্রাক্কলিত প্রাক্কলিত মূল্য একটি যৌক্তিক বিশ্লেষণ করা হয়েছে কি?
- টেকার মূল্য প্রাক্কলিত মূল্য সংশোধন অফলাইনের কম বা বেশি কি?
- বৈদেশিক মুদ্রার মূল্য পরিশোধের ক্ষেত্রে বিনিময় হার পরিবর্তিত হলে তাৎক্ষণ, মূল বিলের টাকার অঙ্ক এবং পরিবর্তিত হলে টাকার অঙ্ক সমন্বয়ের ব্যবস্থা করা হয়েছে কি?
- বিনিময় হার পরিবর্তনজনিত বাড়তি টাকার দায় মূল দরটির পাওয়েলে আছে কি না এ ক্ষেত্রে বিশিষ্টি সংশোধনের প্রয়োজন আছে কি?
- একই দরপত্রের মূল্যের একাধিক পাওয়েলভুক্তির অঙ্ক মূল্যায়নের ক্ষেত্রে পৃথকভাবে হারে মূল্যায়ন (ডিসকাউন্ট) বিবেচনা করা হয়েছে কি?
- সরবরাহ মূল্যায়নের বিশিষ্টি অনুযায়ীর সরবরাহ হারে যেগুলি হারে যোগ করা ও ঝুঁকি প্রিমুলনের করা হয়েছে কি? যোগের যোগ পর্যায়ে অনুমোদনের যোগ হয়েছে এবং হারগুলো সঠিক আছে কি?

ধন্যবাদ

Module:8

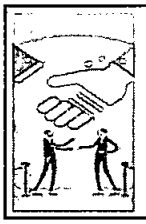
Development Partnerships and Negotiations

Fundamentals of Negotiation

WHAT IS NEGOTIATION?

The term "negotiation" has originated from the Latin word *negotiari which means to carry on business. The word has two major interpretations:*

- Process of reaching an agreement by conferring or discussing, and
- Transfer of rights in a negotiable instrument by endorsement and delivery.



NEGOTIATE ALSO TO ---

- Test the strength of other parties
- Gain recognition of issues or parties
- Educate others about particular view of an issue or concern
- Buy time

Learning Objectives

By the end of this session participants will be able to:

- Define negotiation
- Identify negotiation preparation elements
- Understand
  - Target Point
  - Reservation Point
  - BATNA
  - ZOPA
  - Anchoring
- Apply these concepts to negotiations.
- Distinguish between positions and interests
- Create value through issue trade-offs.

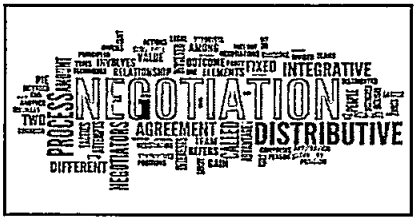
What Is Negotiation?

A dialogue or process between two or more people or parties, intended to:

- reach agreement
- resolve points of difference
- create outcomes that satisfy the needs or interests of the people/parties involved

WHY PARTIES REFUSE TO NEGOTIATE

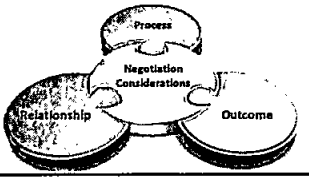
Avoid conferring legitimacy to an adversary through negotiation	Fearful of being perceived as weak	Could provide false or premature hope	Could increase visibility and intensity of the dispute/conflict
Authoritative powers are unavailable or reluctant to meet	Parties lack confidence in the process	Need more time to prepare	Want to avoid locking themselves into a position



WHY PARTIES CHOOSE TO NEGOTIATE

Solve	Solve a problem and/or make a substantive gain
Obtain	Obtain information from other parties
Mobilize	Mobilize public support
Bring	Bring desired change in a relationship
Ventilate	Ventilate emotions
Change	Change perceptions

Considerations in Negotiations



Relationship

- How important is your relationship with your counterparts at the table?
  - How did this influence your negotiation approach?
- Did this negotiation set you up to trust and cooperate in the future?

Choosing a Negotiation Strategy:

Relationship: Is the relationship important? \ Outcome: Is the Substantive Outcome important?	No	Yes
Yes	Accommodate	Collaborate
	Compromise?	
No	Avoid	Compete

Process

Framing the name of this fruit...

- Origin in China: "Yang tao"
- As popularity grew in NZ – new name : "Chinese Gooseberry"
- Export market grew; but US-China relations were not good
- Name changed: "Melonette", but melons had a high trade tariff
- Name then changed (reframed) to "Kiwifruit" in 1962.
- Sales grew exponentially!

Choosing a Negotiation Strategy:

Relationship: Is the relationship important? \ Outcome: Is the Substantive Outcome important?	No	Yes
Yes	Accommodate	Collaborate
No	Avoid	Compete

Process

Also called:
- Positional
- Distributive
- Win-lose
- Competitive
- Adversarial

Frames in Negotiation

Types of Frame

- Interest-based Frames
- Power-based Frames
- Rights-based Frames
- Identity-based Frames
- Outcome-based Frames (Loss-Gain Frame)

"If a problem can't be solved within the frame it was conceived, the solution lies in reframing the problem"

Brian McGreevy

Choosing a Negotiation Strategy:

Relationship: Is the relationship important? \ Outcome: Is the Substantive Outcome important?	No	Yes
Yes	Accommodate	Collaborate
No	Avoid	Compete

Process

Also called:
- Interest-based
- Integrative
- Win-win
- Problem solving

What is Frame?

- A frame is a central organizing idea for making a sense of relevant events and suggesting what is at issue. (Karen A. Feste, 2011)
- Frame is collections of observations, experiences, and records of reality as being assembled and packaged
- Frame provides interpretive cues for facts, (Bateson, 1955) to describe how preconceptions influence the way people interpret and assess a given situation
- Frame Analysis explores how people think and made judgments from within a constellation of consistent narratives that help them process information (Goffman, 1974)
- Frame is about language, thought and forethought- how a situation is conceptualized. Language acts to transform the way a situation is reviewed- it depends on thoughts and reflections of one's interpretative framework (Fairhurst and Sarr 1996)

What is Framing?

- Framing is an analytical process which is often used as a tool for influencing opinion/people
- Framing is not only a mind construct- it has physical manifestation as well as a verbal manifestation (narrative)
- Framing helps changing rigid mindsets, positions and/or helps in coherent understanding often critical in negotiation
- Framing/reframing (techniques) is important to solve conflicts by finding common grounds in hostility by removing toxic language and altering the way messages are conveyed (changed narrative)
- Frame provides negotiator a quick and easy way to process information (provides mental filters)

Disputes are social construct and reframe helps changing that

Frames, Framing, and Reframing

- Frames are mental shortcuts that help us organize and make sense of complex information
- A process of selective simplification that fundamentally influences our perception of a problem
- Often built on underlying experiences or beliefs … people's frames may be very different!

Set Targets, Identify Limits

How is ZOPA Used in Negotiation?

Negotiators use ZOPA throughout the negotiation process.

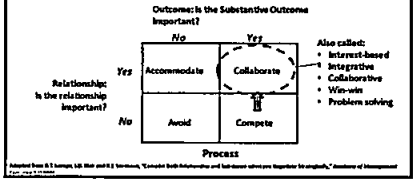
1. During Preparation
   - Before entering negotiations, each party estimates:
   - Their own reservation point;
   - Their BATNA;
   - The other side's likely reservation point.
- This preparation helps determine whether a ZOPA is likely to exist.

2. During Information Exchange
   - Negotiators gather information to estimate the other side's interests, priorities, and constraints.
   - As new information emerges, perceptions of the ZOPA may expand, shrink, or disappear.

- 3. During Bargaining
   - Offers and counteroffers are typically made within or toward the estimated ZOPA.
   - Skilled negotiators avoid revealing their reservation point too early while seeking to identify the bargaining zone.

- 4. During Integrative Negotiation
   - In interest-based negotiations, parties often expand the ZOPA by creating additional value rather than merely dividing existing value.

Framing the negotiation process



- Consider ZOPA
- Develop your BATNA.
  - Know your walk-away point!
- Consider your 'Reservation Point'
- Know your 'Target Point'

"I never accept a first offer."

Why is ZOPA Important?

- Understanding ZOPA helps negotiators:
  - Assess whether an agreement is feasible.
  - Avoid wasting time pursuing impossible deals.
  - Develop realistic negotiation strategies.
  - Make informed concessions.
  - Recognize when to walk away.
  - Create value by expanding the bargaining zone.

Framing it as an Integrative negotiation

- Adopt a problem-solving mindset, not adversarial
- Focus on interests, not positions
- Invest in the relationship
- Separate deciding from brainstorming and exploring options for mutual gain

*Based on *Getting to Yes* by Roger Fischer and William Ury

ZOPA

- ZOPA is an acronym that stands for Zone of a Possible Agreement.
- ZOPA refers to the range within which two or more negotiating parties can reach an agreement that is acceptable to all sides.
- In other words, ZOPA is the overlap between the minimum outcome acceptable to one party and the maximum outcome acceptable to the other party.
- If such an overlap exists, a negotiated agreement is possible. If there is no overlap, there is no ZOPA, and negotiations are likely to fail unless one or more parties change their expectations or discover opportunities to create additional value.
- The expression "Zone of Possible Agreement" became widely recognized during the 1980s, especially through the work of negotiation scholars at the Program on Negotiation at Harvard Law School
- ZOPA is closely connected with two other key negotiation concepts:
  - ✓ BATNA (Best Alternative to a Negotiated Agreement): The best option available if negotiations fail.
  - ✓ Reservation Point: The least favorable deal a negotiator is willing to accept before choosing their BATNA.
- The reservation points of both parties determine whether a ZOPA exists.s

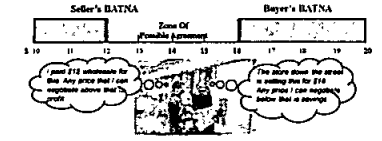
BATNA

- BATNA is an acronym that stands for Best Alternative To a Negotiated Agreement.
- Defined as the most advantageous alternative that a negotiating party can take if negotiations fail, and an agreement cannot be made.
- In other words, a party's BATNA is what a party's alternative is if negotiations are unsuccessful.
- The term BATNA was originally used by Roger Fisher and William Ury in their 1981 book entitled "Getting to Yes: Negotiating Without Giving In."
- BATNA is often used in negotiation tactics and should always be considered by the parties before a negotiation starts. It is never wise to enter a serious negotiation without knowing your BATNA.

Why Is BATNA Important?

- BATNA serves as the benchmark against which every negotiated offer should be evaluated.
- A negotiator should accept an agreement only if it is better than his BATNA.
- If the proposed agreement is worse than the BATNA, the negotiator should reject the offer and pursue the alternative.
- Thus, BATNA protects negotiators from accepting unfavorable agreements simply to reach a deal.

BATNAs and ZOPAs



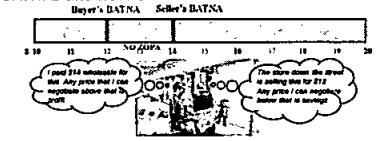
Characteristics of a Good BATNA

- A strong BATNA should be:
  - **Realistic:** It must be genuinely available.
  - **Credible:** It should be feasible and implementable.
  - **Independent:** It should not rely on the current negotiation.
  - **Valuable:** It should provide meaningful benefits if negotiations fail.

BATNA and Negotiation Power

- One of the central principles of negotiation is:
  - **The stronger your BATNA, the greater your bargaining power.**
- For example:
- Suppose a candidate receives a job offer with an annual salary of $70,000.
- However, the candidate already has another confirmed offer of $80,000.
- Here:
  - Current offer = $70,000
  - BATNA = $80,000
- Since the BATNA is better than the negotiated offer, the candidate can confidently reject the lower offer or negotiate for a higher salary.

BATNAs and ZOPAs



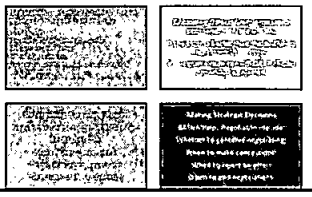
Common Mistakes

- Negotiators often make several errors regarding BATNA:
  - Overestimating the strength of their BATNA.
  - Failing to identify or develop alternative options before negotiating.
  - Revealing their BATNA too early, thereby weakening their strategic position.
  - Ignoring the other party's BATNA and negotiating as though they have no viable alternatives.
  - Accepting an agreement that is objectively worse than their BATNA.

BATNA versus Reservation Point

Concept	Meaning
BATNA	Best alternative if negotiations fail
Reservation Point	The least favorable agreement you are willing to accept before choosing your BATNA
Target Point	The ideal or preferred outcome you hope to achieve

How BATNA is Used During Negotiation



Target Point

- A Target Point (also called the Target Outcome, Aspiration Point, Aspiration Level, or Target Price) is the ideal or most desirable outcome that a negotiator hopes to achieve through negotiation.
- Unlike the Reservation Point, which defines the minimum (or maximum) acceptable outcome, the Target Point represents the negotiator's optimal objective—the result they would like to attain if negotiations proceed successfully.
- In simple terms, it answers the question:
  - "What is the best realistic outcome I hope to achieve?"
- Howard Raiffa's *The Art and Science of Negotiation* (1982) systematically distinguishes between target values and reservation values, making the concept a standard component of negotiation analysis.

Target Point

- A Target Point is:
  - The outcome a negotiator hopes to achieve while recognizing that other acceptable outcomes may also exist.
- It is the negotiator's preferred destination—not the minimum acceptable result.

- Example
- Suppose you are selling a vehicle.
- Your negotiation plan is:
  - Ideal selling price = $25,000
  - Minimum acceptable price = $21,000
  - Another buyer is willing to pay $21,000
- Then:
  - Target Point = $25,000
  - Reservation Point = $21,000
  - BATNA = Sell to the other buyer for $21,000
- You will negotiate toward $25,000, but you should not accept less than $21,000.

Common Mistakes

- Negotiators often make several errors regarding target points:
  - Setting targets that are unrealistically high and undermine credibility.
  - Entering negotiations without a clearly defined target.
  - Confusing the target point with the reservation point.
  - Lowering the target prematurely in response to early resistance.
  - Failing to revise the target when circumstances materially change.

Example: BATNA and Reservation Point

- Suppose a government agency is negotiating to purchase emergency medical equipment.
- The agency has already received another acceptable offer for $950,000.
- Therefore,
  - BATNA = Purchase from Supplier B for $950,000.
- Now the agency negotiates with Supplier A.
- The agency decides:
  - "We will not pay more than $950,000."
- Thus,
  - BATNA = Buy from Supplier B
  - Reservation Point = $950,000
- If Supplier A refuses to reduce the price below $950,000, the agency should terminate negotiations and purchase from Supplier B.

How Is the Target Point Used in Negotiation?

1. Establishing Negotiation Goals
   - Before negotiations begin, experienced negotiators identify a clear target point.
   - Rather than entering negotiations with a vague objective such as "getting a good deal," they define a specific, realistic goal.
   - A clearly defined target point provides direction throughout the negotiation.

2. Planning Negotiation Strategy
   - The target point helps negotiators determine:
   - Their opening offer,
   - Planned concessions,
   - Negotiation tactics,
   - Overall bargaining strategy.

- 3. Measuring Success
  - After negotiations conclude, the target point serves as a benchmark for evaluating performance.

- 4. Guiding Concessions
  - Negotiators should make concessions strategically while keeping their target point in mind.
  - Instead of conceding randomly, each concession should move gradually from the target toward the reservation point.

- 5. Maintaining Negotiation Discipline
  - A predefined target point helps negotiators remain focused and avoid making concessions under pressure or emotional influence.

Reservation Point

- A Reservation Point (also called Reservation Price, Walk-Away Point, or Resistance Point) is the least favorable outcome a negotiator is willing to accept before deciding to abandon the negotiation and pursue their BATNA.
- In simple terms, it answers the question:
  - "What is the worst deal I am willing to accept?"
- If the other party cannot meet or exceed your reservation point, it is generally better to walk away and pursue your BATNA.

How Is Reservation Point Used in Negotiation?

1. During Preparation
   - One of the first tasks in negotiation preparation is determining your reservation point.
   - Without a reservation point, negotiators may make unnecessary concessions or accept unfavorable agreements.

2. Evaluating Offers
   - Every offer received is compared against the reservation point. Take offer to
     - Both if that the reservation point is flexible regarding to provide something.
     - Above than the reservation point is fixed the offer or walk away.

3. Determining the Zone of Possible Agreement (ZOPA)
   - Reservation points determine whether a Zone of Possible Agreement (ZOPA) exists.

4. Preventing Emotional Decisions
   - Negotiators sometimes become emotionally involved in reaching an agreement.
   - A clearly established reservation point prevents
     - accepting a bad deal merely to avoid quitting,
     - succeeding to an emotion,
     - making excessive concessions,
     - becoming a victim of the "winner's curse."

5. Managing Concessions
   - Negotiators should make concessions strategically, but never beyond their reservation point.
   - Once the reservation point is reached, further concessions are inadvisable unless new information justifies revising the BATNA.

Characteristics of an Effective Target Point

- A well-defined target point should be:
  - Specific: Clearly quantified whenever possible.
  - Realistic: Ambitious but achievable.
  - Evidence-based: Supported by market analysis, data, or policy objectives.
  - Flexible: Adaptable if significant new information emerges during negotiations.

BATNA and Reservation Point

- These two concepts are closely related but fundamentally different.
  - BATNA: Your best alternative if no agreement is reached
  - Reservation Point: The worst agreement you are willing to accept before choosing your BATNA
- The relationship can be expressed simply:
  - BATNA determines your Reservation Point.
- Your reservation point should be set so that accepting any agreement worse than your BATNA would make no rational sense.

Common Mistakes

- Negotiators frequently make several errors regarding reservation points:
  - Setting them without adequately assessing their BATNA.
  - Confusing target points with reservation points.
  - Revealing them prematurely to the other side.
  - Changing them under emotional or political pressure without objective justification.
  - Failing to revise them when new information significantly alters the BATNA.

Relationship among Target Point, Reservation Point, and BATNA

- The relationship can be summarized as follows:
  - BATNA determines your Reservation Point.
  - Reservation Point defines your walk-away limit.
  - Target Point provides the objective that guides your negotiation strategy.

Definition: Anchoring

- Anchoring is:
  - The tendency for negotiators to rely heavily on the first offer or initial reference point when making subsequent judgments and decisions.
- The first offer becomes the benchmark against which all later offers and counteroffers are evaluated.

How is Anchoring Used in Negotiation?

1. Making the First Offer
   - One of the most common strategic questions in negotiation is:
     - "Should I make the first offer?"
   - Research suggests that when negotiators possess sufficient market information, making the first offer can be advantageous because it allows them to establish the anchor.
   - An ambitious but credible opening offer often results in better negotiated outcomes than allowing the other party to anchor the discussion.

2. Influencing Expectations
   - The opening offer influences:
     - perceptions of value,
     - expectations,
     - bargaining range,
     - concession patterns,
     - final settlement.
   - Once anchored, negotiators often adjust within a relatively narrow range around that initial figure.

Example: Integrating the Four Core Negotiation Concepts

- Suppose a ministry is negotiating the purchase of software licenses.
  - Target Point: Acquire the software for BDT 900,000.
  - Reservation Point: Do not pay more than BDT 1,000,000.
  - BATNA: Purchase a comparable solution from another vendor for BDT 1,000,000.
  - ZOPA: If the vendor is willing to sell for between BDT 900,000 and BDT 1,000,000, a Zone of Possible Agreement exists.
- This illustrates how the four concepts work together to guide negotiation planning and decision-making.

Why Does Anchoring Work?

- Anchoring works because people generally make judgments through adjustment, not complete recalculation.
- When an initial figure is introduced, negotiators subconsciously ask:
  - "How far should I move away from this number?"
- Instead of independently determining value, they adjust from the anchor—but usually not enough.
- This phenomenon is known as insufficient adjustment.

How is Anchoring Used in Negotiation?

3. Shaping the Zone of Possible Agreement (ZOPA)
   - Although the ZOPA is determined by the parties' reservation points, the perceived bargaining range is often influenced by the anchor.
   - A strong opening offer can pull negotiations toward the favorable end of the ZOPA.

4. Managing Concessions
   - Negotiators frequently begin with an ambitious anchor and then make gradual concessions toward their target point.
   - For example:
     - Opening offer = $120,000
     - Target Point = $130,000
     - Reservation Point = $140,000
   - Each concession is made strategically while attempting to preserve the influence of the initial anchor.

Anchoring in Negotiation

- Anchoring is a cognitive bias and negotiation strategy in which the first number, offer, or piece of information introduced during a negotiation disproportionately influences subsequent discussions and the final agreement.
- The initial offer serves as an "anchor" that shapes the expectations, perceptions, and bargaining behavior of the negotiating parties.
- In simple terms:
  - Anchoring means that the first credible offer establishes a psychological reference point around which the negotiation revolves.
- The concept of anchoring originated in behavioral psychology and decision science, rather than negotiation itself. Amos Tversky Daniel Kahneman in their landmark 1974 paper "Judgment under Uncertainty: Heuristics and Biases" (1974) described the anchoring and adjustment heuristic, demonstrating that people's numerical judgments are heavily influenced by an initial value—even when that value is arbitrary.
- Today, anchoring is recognized as one of the most robust and widely studied psychological effects in negotiation.

Example: Anchoring

- Suppose a house is listed for $500,000.
- Even if the market value is approximately $450,000, the asking price of $500,000 becomes the anchor.
- Potential buyers may make offers around:
  - $470,000
  - $480,000
  - $485,000
- Had the house initially been listed at $450,000, the negotiation might have concluded closer to $440,000.

Countering the Other Party's Anchor

- Experienced negotiators avoid accepting an unrealistic anchor without challenge.
- They may:
  - question the factual basis of the opening offer,
  - present objective market data,
  - introduce independent standards,
  - establish a competing anchor with a well-supported counteroffer,
  - reframe the discussion around interests and objective criteria.

Anchoring versus Target Point

- These concepts are related but distinct.
  - Target Point: The ideal outcome the negotiator seeks
  - Anchor: The initial offer or reference point that shapes the negotiation
- A negotiator typically sets an opening offer that is strategically designed to support the target point.

Common Mistakes

- Negotiators often make several errors related to anchoring:
  - Accepting the other party's initial anchor without independent analysis.
  - Making an opening offer that is so extreme it damages credibility.
  - Failing to support the anchor with objective criteria.
  - Ignoring market data and relying solely on intuition.
  - Becoming psychologically attached to one's own anchor, even when new information suggests it should be revised.

Why No ZOPA Existed

- City maximum
  - $1.6M
- Lowest vendor
  - $2.26M
- Difference
  - $660,000
- No agreement possible.
- "Could negotiation skill alone solve this?"
  - [Expected answer: No.]

Relationship with BATNA and Reservation Point

- Anchoring should never replace careful preparation.
- Before making an opening offer, negotiators should identify:
  - their BATNA,
  - their Reservation Point,
  - their Target Point,
  - the likely ZOPA.
- The anchor should be ambitious yet remain within a range that preserves credibility and allows constructive bargaining.

Exercise from the Case "In the Weeds"

Why Negotiation Failed

- Not because negotiators lacked skill.
- Instead
  - Market changed.
  - Labor shortages
  - Construction boom
  - Bay Area wages
  - Wildfire rebuilding
  - Changed vendor costs.
- Negotiation cannot eliminate economic reality.

Characteristics of an Effective Anchor

- An effective opening anchor should be:
  - Ambitious: It should favor the negotiator's interests.
  - Credible: It must be supported by objective facts or market evidence.
  - Defensible: The negotiator should be able to explain and justify it.
  - Flexible: It should leave room for concessions without undermining the negotiator's target.

Stockton's BATNAs

- Wilson considered
  - Delay mowing
  - Community volunteers
  - Adopt-a-median
  - Sponsorships
  - Prison labor
  - Reissue RFP
- Question
  - Were these BATNAs strong?

Could Stockton Have Prepared Better?

- Possible actions
  - Earlier market research
  - Vendor interviews
  - Industry consultations
  - Pre-bid meetings
  - Understanding contractor cost drivers
  - Flexible contract design

Types of Negotiation

In the Weeds: Positions vs Interests

- Stockton wanted
  - Affordable contract
  - Fiscal sustainability
  - Political credibility
- Position
  - "I cannot pay above $1.6M."
- Interest
  - "I must remain financially solvent."
- Vendors wanted
  - Profitability
  - Reliable workforce
  - Risk reduction
- Position
  - "We need $2.3M."
- Interest
  - "We need to cover labor costs."

Characteristics of Distributive Negotiation

- Fixed pie assumption
- Competitive approach
- Limited information sharing
- Focus on positions rather than interests
- Short-term relationship often less important
- One issue frequently dominates (usually price)

APPROACHES TO NEGOTIATIONS

Distributive approach, sees the goal of negotiations as an effort to claim one's share over a "fixed amount of pie";

Integrative approach frames negotiations as interactions with win-win potential. Integrative theories and strategies look for ways of creating value, or "expanding the pie," so that there is more to share between parties as a result of negotiation.

Distributive & Integrative Negotiation

- Negotiations are often classified into two broad types:
  - Distributive Negotiation (Claiming Value)
  - Integrative Negotiation (Creating Value)
- Understanding the difference is essential because each requires different strategies, behaviors, and skills.

Typical Strategies in Distributive Negotiation

- Anchoring
- Making high initial demands
- Strategic concessions
- Using deadlines
- Withholding information
- Bargaining aggressively

PIN Model

Positions, Interests and Needs in Negotiation (The Onion or PIN Model):

- Distinction between Positions, Interests and Needs (PIN) of parties in conflict is a classic tool in understanding the other parties' perception.
- Theory of Positions, Interests and Needs is based on the idea that there are a few basic universal needs. Based on these needs people pursue certain interests and create positions that they believe will satisfy their interests and needs.

Positions: It is the outer layer (what he/she wants)
- Difficult to find win-win solutions at this level

Interests
- Second layer of positions (why we want, what we want)

Needs
- Most of the negotiator
- Needs influence the position as well as the interests

Distributive Negotiation (Claiming Value)

- A distributive negotiation occurs when there is a fixed amount of value or resources to be divided among the parties. One party's gain is the other party's loss.
- This is often called:
  - Win-Lose Negotiation
  - Zero-Sum Negotiation
  - Competitive Negotiation
  - Value Claiming
- The parties are primarily concerned with getting the largest possible share of a limited resource.

Integrative Negotiation (Creating Value)

- An integrative negotiation occurs when parties work together to identify interests and create solutions that benefit both sides.
- This is often called:
  - Win-Win Negotiation
  - Collaborative Negotiation
  - Interest-Based Negotiation
  - Value Creating
- Instead of arguing over a fixed pie, the parties try to make the pie bigger.

Characteristics of Integrative Negotiation

- Focus on interests, not positions
- Information sharing
- Joint problem solving
- Multiple issues involved
- Long-term relationships matter
- Creative solutions encouraged

Negotiation Simulation: "The Green Valley Industrial Park"

Debrief Questions

- **Process:**
  - What was your opening position?
  - Did you reveal your priorities?
  - Which questions helped you understand the other side?
- **Strategy:**
  - Did you negotiate issue by issue or as a package?
  - How did BATNA affect your behavior?
  - Did you make concessions strategically?
- **Reflection:**
  - Did anyone leave value on the table?
  - What would you do differently in a second round?
  - How does this exercise reflect real government–private sector negotiations?

Distributive vs. Integrative Negotiation

Aspect	Distributive	Integrative
Goal	Claim value	Create value
Mindset	Win-Lose	Win-Win
Resource View	Fixed pie	Expandable pie
Focus	Positions	Interests
Information Sharing	Limited	Open
Relationship Importance	Low to moderate	High
Number of Issues	Usually one	Usually multiple
Strategy	Competitive	Collaborative

"The Green Valley Industrial Park": General Scenario

- The Government of Bangladesh has approved the establishment of the Green Valley Industrial Park in a semi-rural district. The project aims to attract foreign investment, create employment, and promote economic growth.
- The Ministry of Industries has allocated land and invited private investors to establish environmentally friendly manufacturing units. The first major investor is GlobalTech Manufacturing Ltd., an international company planning to establish a large factory.
- However, several key issues remain unresolved before the final agreement can be signed. The Government and GlobalTech must negotiate the terms of investment, environmental commitments, local employment, and project timeline.
- Both sides wish to reach an agreement, but they have different priorities and constraints.
- The negotiation will take place between:
  - Party A: Government Representative (Secretary, Ministry of Industries)
  - Party B: Chief Executive Officer of GlobalTech Manufacturing Ltd.

You have 25 minutes to negotiate and sign a deal.

The Negotiation Is Not Zero-Sum

- Participants may initially fight over tax incentives or employment percentages.
- However, the exercise contains opportunities for integrative bargaining.
- For example:
  - The government values environmental protection and local jobs.
  - The company values tax incentives and flexibility.
- A creative package may satisfy both.

Real Negotiations Often Contain Both

- Most real-world negotiations involve a mixture of distributive and integrative elements.

Example

- In the Rohingya response context:
  - **Integrative Phase**
    - Government and agencies explore how to improve services.
    - They identify common goals such as safety, health, and orderly camp management.
  - **Distributive Phase**
    - They negotiate the allocation of limited funding, land, vehicles, or staffing.
- Thus, negotiators first create value together and then claim value from what has been created.

Negotiation Simulation Debrief: "The Green Valley Industrial Park"

Example Package 1 (More Government-Friendly)

- Negotiation Outcome
  - Employment: 80%
  - Environment: Gold standard
  - Timeline: 12 months
  - Tax holiday: 3 years
- Government: 120 points
  Company: 30 points
- Likely unacceptable to the company. WHY?

Example Package 2 (More Company-Friendly)

- Negotiation Outcome
  - Employment: 20%
  - Environment: Legal minimum
  - Timeline: 24 months
  - Tax holiday: 10 years
- Government: 20 points
  Company: 130 points
- Likely politically impossible for the government. WHY?

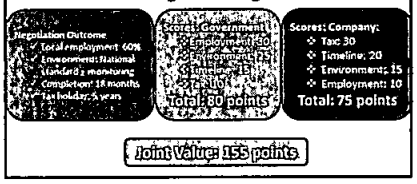
Putting It All Together

- A skilled negotiator typically:
  - Develops a strong BATNA.
  - Determines a clear reservation point.
  - Sets an ambitious but realistic target point.
  - Estimates the likely ZOPA.
  - Uses anchoring strategically.
  - Then engages in integrative value creation and distributive value claiming during the negotiation.

Thank you.

Any Question?

Possible High-Value Agreements



Key Negotiation Lessons

- Preparation creates power.
- Know your BATNA.
- Protect your reservation point.
- Anchor carefully.
- Understand the other side.
- No ZOPA means no deal.

A Simple Formula for Remembering

- BATNA = What will I do if there is no deal?
- Reservation Point = What is the worst deal I can accept?
- Target Point = What outcome do I hope to achieve?
- ZOPA = Where can our acceptable ranges overlap?
- Anchor = What initial offer or number will shape the negotiation?

Final Reflection

- Negotiation is not about getting to yes.
- It is about knowing when yes is possible—and when walking away is the wiser decision.

Issues in International Relations, Global Diplomacy and Negotiations

(Bilateral, Regional and Multilateral Settings)

(Bangladesh Perspective)

What is International Relations?

- International Relations is the study and management of relationships among sovereign states, international organizations, businesses and non-state actors.
- Traditional concerns
  - War
  - Peace
  - Security
- Modern concerns
  - Climate Change
  - AI Governance
  - Cyber Security
  - Global Health
  - Migration
  - Energy Security
  - Food Security

Bangladesh's Foreign Policy Priorities

- Today Bangladesh focuses on
  - Economic diplomacy
  - Trade diversification
  - Climate diplomacy
  - Blue Economy
  - Connectivity
  - Investment promotion
  - Energy security
  - Labour migration
  - Technology transfer
  - Sustainable Development Goals

Learning Objectives

- At the end of the session participants will be able to:
  - Explain the changing nature of International relations.
  - Understand Bangladesh's foreign policy priorities.
  - Distinguish bilateral, regional and multilateral diplomacy.
  - Identify negotiation strategies used in International diplomacy.
  - Analyze major global issues affecting Bangladesh.
  - Apply negotiation principles in government decision-making.

Bangladesh Foreign Policy

Article 25: Promotion of international peace, security and solidarity

- "The State shall base its international relations on the principles of respect for national sovereignty and equality, non interference in the internal affairs of other countries, peaceful settlement of international disputes, and respect for international law and the principles enunciated in the United Nations Charter, and on the basis of those principles shall –
  - (a) strive for the renunciation of the use of force in international relations and for general and complete disarmament;
  - (b) uphold the right of every people freely to determine and build up its own social, economic and political system by ways and means of its own free choice; and
  - (c) support oppressed peoples throughout the world waging a just struggle against imperialism, colonialism or racialism."

Major Global Issues Affecting Bangladesh

Climate Change

- Bangladesh contributes less than 0.5% of global emissions but remains among the most climate-vulnerable countries.
- Negotiation priorities
  - Loss and Damage Fund
  - Adaptation finance
  - Technology transfer
  - Green Climate Fund

Rohingya Crisis

- Bangladesh hosts approximately one million forcibly displaced Rohingya from Myanmar.
- Negotiation priorities
  - Voluntary, safe, dignified and sustainable repatriation of the Rohingyas.
  - Sustainable international support until repatriation.
  - Regional stability

Why International Relations Matter?

- International Relations is no longer confined to diplomats.
- Today's civil servants routinely deal with
  - climate finance
  - trade agreements
  - migration
  - cybersecurity
  - development assistance
  - cross-border disasters
  - refugees
  - sustainable development
  - digital governance

Bangladesh Foreign Policy

- Key principles
  - Respect for sovereignty
  - Peaceful settlement of disputes
  - International cooperation
  - Support for oppressed peoples
  - Non-interference
  - International peace
  - Respecting international law and the rules of the United Nations.

Major Global Issues Affecting Bangladesh

Trade

- Bangladesh is preparing for
  - LDC Graduation
  - WTO negotiations
  - GSP changes
  - Rules of Origin
  - Free Trade Agreements
- Future challenge
  - Maintaining export competitiveness after graduation.

Maritime Security

- After settlement of maritime boundary disputes, Bangladesh now focuses on
  - Blue Economy
  - Offshore energy
  - Fisheries
  - Marine biodiversity
  - Maritime transport

Major Global Issues Affecting Bangladesh

- Global Supply Chain
  - COVID-19 demonstrated the vulnerability of global supply chains.
- Implications
  - Food imports
  - Fertilizer
  - Fuel
  - Medicine
  - Shipping
- Wars and armed conflicts
  - The Russia–Ukraine war
  - Middle East Conflict (US-Iran)
- Implications
  - Increased petroleum import costs
  - Higher food prices
  - Higher transportation costs
  - Rising fertilizer costs
  - Pressure on foreign exchange reserves
  - Increased government spending on social protection

Multilateral Diplomacy

- Occurs through international organizations.
- Examples
  - United Nations
  - World Trade Organization
  - World Health Organization
  - United Nations Framework Convention on Climate Change
  - World Bank
  - Asian Development Bank
- Characteristics
  - Many parties
  - Consensus building
  - Coalition formation
  - Complex agenda
  - Slow decision-making

Major Issues in Global Diplomacy

Bilateral Diplomacy

- Definition
  - Diplomatic relations between two countries.
- Examples involving Bangladesh
  - India
    - Water sharing
    - Border management issues
    - Trade
  - China
    - Infrastructure
    - Investment
    - Belt and Road projects
  - Japan
    - Matarbari Deep Sea Port
    - MRT
    - Economic Zones
  - United States
    - Trade
    - Labour standards
    - Security cooperation
  - Saudi Arabia
    - Labour migration
    - Energy
    - Hajj cooperation

Example of Multilateral Diplomacy

- Paris Climate Agreement
- Negotiations involved
  - 190+ countries
  - Developed countries
  - Developing countries
  - Small island states
  - LDC Group
- Bangladesh negotiated as part of
  - Least Developed Countries Group
  - Climate Vulnerable Forum

International Peace and Security

- This remains the oldest and most traditional area of diplomacy.
- Key issues include:
  - Armed conflicts and wars
  - Terrorism and violent extremism
  - Nuclear proliferation
  - Cyber warfare
  - Maritime security
  - Peacekeeping
  - Arms control
  - Strategic competition among major powers
- Bangladesh Perspective
  - One of the world's largest troop contributors to UN Peacekeeping.
  - Supports peaceful settlement of disputes.
  - Advocates international law and the UN Charter.

Regional Diplomacy

- Regional organizations include
  - South Asian Association for Regional Cooperation (SAARC)
  - Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC)
  - Indian Ocean Rim Association (IORA)
  - Association of Southeast Asian Nations (ASEAN)

International Negotiation

- A process through which parties seek agreement over issues involving both shared and conflicting interests.
- International negotiations differ because
  - Sovereignty matters.
  - National interests dominate.
  - Domestic politics influence decisions.
  - International law shapes outcomes.
  - Public opinion matters.

Climate Change Diplomacy

- Perhaps the fastest growing area of diplomacy.
- Major issues
  - Climate finance
  - Adaptation
  - Mitigation
  - Loss and Damage
  - Carbon markets
  - Renewable energy
  - Technology transfer
- Bangladesh Perspective
  - Bangladesh is among the world's most climate-vulnerable countries. Bangladesh is a global leader in climate adaptation diplomacy despite contributing only a tiny fraction of global greenhouse gas emissions.

Trade and Economic Diplomacy

- Countries negotiate to promote economic growth.
- Issues include
  - WTO negotiations
  - Free Trade Agreements (FTA)
  - Tariffs
  - Investment
  - Market access
  - Intellectual property
  - Digital trade
  - Supply chains
  - Sanctions
- Bangladesh Perspective
  - LDC Graduation
  - Export diversification
  - Investment promotion
  - Economic Corridors
  - Special Economic Zones

Migration Diplomacy

- Migration is becoming increasingly important.
- Issues
  - Labour migration
  - Refugees
  - Human trafficking
  - Border management
  - immigrant influxes
- Bangladesh Perspective
  - Overseas employment
  - Rohingya crisis
  - Skilled migration
  - Remittances

Geopolitical Power Competition

- Today's diplomacy is strongly influenced by strategic competition.
- Major actors include
  - United States
  - China
  - European Union
  - India
  - Russia
  - Japan
- Issues
  - Indo-Pacific
  - Belt and Road Initiative
  - Economic Corridors
  - Supply chain security
  - Strategic technology
- Bangladesh Perspective
  - Maintaining balanced relations with all major powers while safeguarding national interests.
  - Maintaining strategic autonomy while strengthening partnerships with all major powers.

Energy Diplomacy

- Energy has become central to international politics.
- Issues
  - Oil
  - Gas
  - LNG
  - Renewable energy
  - Electricity interconnection
  - Energy transition
  - Critical minerals
- Bangladesh Perspective
  - LNG imports
  - Regional power trade
  - Renewable energy investment
  - Energy security

Humanitarian Diplomacy

- Governments increasingly negotiate humanitarian access.
- Issues
  - Refugees
  - Internally displaced people (IDPs)
  - Disaster response
  - Humanitarian corridors
  - Emergency funding
- Bangladesh Perspective
  - Managing one of the world's largest refugee populations.

Critical Minerals: A New Frontier in Global Diplomacy?

- The transition to a green and digital economy has dramatically increased global demand for minerals that are essential for modern technologies.
- Sometimes called the new geopolitics of resources.
- These minerals are indispensable for:
  - Electric vehicles (EVs)
  - Batteries
  - Renewable energy
  - Artificial intelligence
  - Data centres
  - Smartphones
  - Semiconductor manufacturing
  - Defence systems
  - Aerospace
  - Satellites
- Today, control over critical minerals is becoming as strategically important as access to oil was during the twentieth century.

Food Security

- Recent conflicts have highlighted the importance of food diplomacy.
- Issues
  - Food supply chains
  - Agricultural trade
  - Fertilizer
  - Food reserves
  - Water management
- Bangladesh Perspective
  - Food imports remain vulnerable to global disruptions.

Maritime Diplomacy

- Issues
  - Blue Economy
  - Fisheries
  - Marine pollution
  - Shipping
  - Port connectivity
  - Maritime boundaries
- Bangladesh Perspective
  - Following the settlement of maritime boundary disputes, Bangladesh is focusing on developing the Blue Economy and improving maritime connectivity.

Negotiation Issues

- International negotiations increasingly focus on:
  - Who controls the mines?
  - Who finances extraction?
  - Who processes the minerals?
  - Where is value added?
  - How are environmental impacts managed?
  - How are local communities protected?
  - How can supply chains remain resilient?
- These are complex negotiations involving governments, companies, development banks, and local stakeholders.

Bangladesh Perspective

- Bangladesh does not currently possess major commercially developed deposits of critical minerals. However, critical mineral diplomacy is still highly relevant.
- Bangladesh's ambitions in:
  - electric mobility;
  - electronics;
  - renewable energy; and
  - advanced manufacturing
- will depend on reliable access to critical mineral supply chains.

Diplomacy & Diplomats

- Diplomacy is
  - "the application of intelligence and tact to the conduct of official relations between governments." -- Sir Ernest Satow, *A Guide to Diplomatic Practice*
  - "the art of restraining power."- Henry Kissinger
  - "The management of international relations by negotiation." -- Harold Nicolson, British diplomat and scholar
- Thus, diplomacy is about advancing national interests through dialogue rather than coercion.
- A diplomat is an official representative of a sovereign state who is accredited to another country or an international organization to promote and protect the interests of his or her country through peaceful means.

Economic Diplomacy

- Diplomacy has expanded far beyond political affairs.
- Today, economic diplomacy is one of the most important functions.
- Diplomats promote:
  - Foreign Direct Investment
  - Exports
  - Tourism
  - Technology transfer
  - Infrastructure cooperation
- Example
  - Bangladesh embassies/missions increasingly organize investment roadshows and business forums to attract foreign investors.

Issues Most Relevant for Bangladesh

- Climate Change and Climate Finance
- LDC Graduation and Trade Negotiations
- Energy Security
- Food Security
- Rohingya Repatriation
- Labour Migration and Remittances
- Blue Economy
- Water Diplomacy (Teesta and other transboundary rivers)
- Regional Connectivity (BIMSTEC, BBIN, economic corridors)
- Geopolitical Competition in the Indo-Pacific
- Digital Economy and Artificial Intelligence Governance
- Coalition Building in Multilateral Forums

Core Functions of Diplomats

- According to Article 3 of the Vienna Convention on Diplomatic Relations (1961), diplomats perform five principal functions.
- Representing the State
  - The primary responsibility of a diplomat is to represent his or her government before the government of the receiving state. This includes:
    - Attending official ceremonies
    - Maintaining political contacts
    - Presenting national positions
    - Representing the Head of State and Government
- Protecting National Interests
  - Diplomats protect the political, economic and legal interests of their country and its citizens.
- Negotiating with Foreign Governments
  - Negotiation is one of the most important diplomatic functions.

Coalition Building

- In multilateral diplomacy, diplomats spend considerable time building coalitions.
- This involves:
  - Finding partners
  - Building consensus
  - Drafting joint resolutions
  - Coordinating voting
- This is particularly important at the:
  - United Nations
  - WTO
  - Climate negotiations

A Conceptual Framework

International Relations (What is happening?)	Global Diplomacy (How do we manage it?)	International Negotiation (How do we reach agreement?)
Global politics	Diplomatic engagement	Negotiation strategies
Power and interests	Cooperation and influence	Consensus and bargaining
Conflict and cooperation	Dialogue and partnerships	Agreements and implementation

Core Functions of Diplomats

- Gathering Information
  - Diplomats collect information on:
    - Political developments
    - Economic trends
    - Security issues
    - Technological developments
    - Public opinion
- Importantly, they do so through lawful means, as specified in the Vienna Convention.
- This information helps governments formulate foreign policy.
- Promoting Friendly Relations
  - Diplomats promote cooperation in:
    - Trade
    - Culture
    - Science
    - Education
    - Tourism
    - Technology
    - Sports

The Diplomacy-Foreign Policy Nexus

- The purpose of foreign policy is to **preserve and further a state's interests.**
- Diplomacy is the established **method of influencing** the decisions and behaviour of foreign governments and peoples through dialogue, **negotiation** and other measures, short of war or violence.
- Diplomacy is often confused with foreign policy, but the terms are not synonymous. **Diplomacy is the chief, but not the only, instrument of foreign policy,** set by political leaders and further advised by diplomats (in addition to military and intelligence agencies).
- In essence, diplomacy is a **tool used to achieve foreign policy objectives.**

Graduation from the LDC Status

The EU's Generalised Scheme of Preferences Plus (GSP+)

The GSP+ is a 'special incentive arrangement for Sustainable Development and Good Governance to incentivize vulnerable developing countries.'

Eligible countries have to implement 27 international conventions on human rights (7), labour rights (8), the environment (8), and good governance (4).

In return, the EU cuts its import duties to zero on more than two thirds of the tariff lines of their exports.

Concluding Remarks

- "Diplomacy is the application of intelligence and tact to the conduct of official relations between governments." -- Sir Ernest Satow, *A Guide to Diplomatic Practice*
- In the twenty-first century, diplomacy has evolved beyond political representation. Today's civil servants including diplomats are negotiators, analysts, coalition builders, communicators, economic promoters, crisis managers, and policy advisers. Their work increasingly influences trade, investment, climate action, migration, technology, public health, and national security.

What we will achieve through graduation ?

- Better Country Image
- Improved Credit Rating
- Attract FDIs
- Competitive Voice in Trade Negotiations
- Forced Capacity Building of the Private Sector
- Preparedness of the Public Sector
- Better Understanding of Trade Rules and Games
- More IP Protection and Encourage Innovation & Creativity.

Conditions for GSP+: How this may Impact Bangladesh

- As a LDC, Bangladesh has been utilizing zero tariff available under the GSP (Under EBA).
- Graduation from the LDC group may lead to loss of preferential market access
- The EU has been the biggest importer of Bangladesh, accounting for
  - 58 per cent of the country's total exports and
  - 64 per cent of the total apparel exports.
- **Bangladesh's exports could face average duties of 8.7% in the post-LDC period**
- It estimated that shipments would drop at the rate of 5.7 per cent per year.

Any Questions?

Thanks.

Challenging Issues:

- Loss of International Support Measures(ISM):
  - 1. Preferential Market Access for Goods with Flexible Rules of Origin
  - 2. Preferential Market Access for Services
  - 3. Transition Period for Intellectual Property Rights
  - 4. Subsidy Entitlement
  - 5. Other Special & Differential treatment under the WTO
  - 6. LDC Specific ODA
  - 7. Technical Assistance &
  - 8. Technology Transfer

Conditions for GSP+: How this may Impact Bangladesh

- To mitigate these effects, **Bangladesh needs to qualify for the GSP+ scheme in order to preserve competitiveness in the export market.**
- To qualify, Bangladesh has to realize commitments in the 27 international conventions and has to fulfill the 'vulnerability' criteria as set by the EU.

Multiparty Negotiation Exercise
(The Delta Resilience Project)

"The quality of a negotiation is often determined before the first word is spoken..."

Enjoy!

Good Luck!

Preparing for Negotiation

- 80% of time on preparation, 20% on actual negotiation (Thompson 2009, p.12).
- Wachs (2012, p. 255) – "Most important step" in negotiation.

Suggested Negotiation Process for the Exercise

Stage	Activity	Time
Preparation	Read General Instructions	10 minutes
Preparation	Review confidential instructions and develop strategy	15 minutes
Opening Session	Each party presents its overall priorities	15 minutes
Round 1	Initial bargaining and coalition discussions	25 minutes
Round 2	Package negotiation and drafting agreement	25 minutes
Final Agreement	Announcement and scoring	10 minutes

Debrief

- "Plans are worthless, but planning is everything." — Dwight D. Eisenhower
- "Know the enemy and know yourself; in a hundred battles you will never be in peril." — Sun Tzu

Preparation gives the negotiator three forms of strength: clarity about oneself, understanding of the other side, and flexibility in responding to changing circumstances.

Any Questions?

Purpose of the Debrief

- The purpose of the debrief is not to identify the "best" agreement.
- Rather, participants should reflect on:
  - Why negotiations unfolded as they did;
  - What strategies worked (or failed);
  - How coalitions influenced outcomes;
  - How value was created (or destroyed); and
  - What lessons can be transferred to real public policy negotiations.
- Negotiation success is measured not only by the agreement reached, but by how the agreement was reached.

Debrief Questions

- **Process:**
  - What was your anchoring?
  - Did you reveal your priorities?
  - Which questions helped you understand the other side?
- **Strategy:**
  - How did you build coalitions?
  - Did you negotiate issue by issue or as a package?
  - How did BATNA affect your behavior?
  - Did you make concessions strategically?
- **Reflection:**
  - Did anyone leave value on the table?
  - What would you do differently in a second round?
  - How does this exercise reflect real government–private sector negotiations?

Issue 1: Financing

- Government wanted:
  - lower fiscal burden
  - donor financing
- Investor wanted:
  - low investment exposure
- Donor wanted:
  - leverage private capital
- Community wanted:
  - stronger investor commitment

- This issue creates a classic distributional conflict.
  - Government and Investor naturally prefer Option A.
  - Donor and Community naturally prefer Option D.
  - Therefore no option satisfies everyone.

- How did parties move from positions toward interests?

Issue 4: Compensation & Employment

- Investor dislikes high compensation.
- Community requires it.
- Government prefers moderation.
- Donor strongly supports community benefits.

- This issue naturally creates another coalition.

Emotional Reflection

- How did you feel during the negotiation?
  - frustrated
  - optimistic
  - pressured
  - surprised
  - uncertain
  - satisfied
  - disappointed

- At what moment did you feel the negotiation changed?
  - formation of a coalition
  - first concession
  - disclosure of priorities
  - realization of conflicting incentives

Negotiation is simultaneously analytical and emotional.

Issue 2: Timeline and Tax Incentives

- Government likes
  - short implementation
  - short tax holiday
- Donor also prefers
  - short implementation
  - short tax holiday
- Community also likes
  - short implementation
- Investor prefers
  - long implementation
  - long tax holiday
- Three parties naturally align.
- This issue naturally creates a three-party coalition.

- How did GreenFuture respond?
- Possible strategies:
  - seek concessions elsewhere
  - exchange flexibility on environment
  - request implementation guarantees

Coalition Building

- **Did coalitions emerge?**

- Usually they include:
  - Government + Investor
  - Government + Community
  - Donor + Community
  - Government + Donor
  - Investor + Government

- **Were coalitions permanent?**
  - Usually not.

Multiparty negotiations involve shifting coalitions rather than fixed alliances. Coalitions are generally issue-specific.

Discussion of Each Issue

Issue 3: Environment

- Donor cares most about
  - Independent Monitoring
- Community cares about
  - International Standards
- Government cares about
  - Government Monitoring
- Investor cares about
  - National Standards
- This issue contains two dimensions.
- It is therefore a logrolling opportunity.

- 'International Standards + Government' Monitoring may satisfy more parties than expected.

Integrative negotiations often emerge when participants recognize that one issue actually contains multiple dimensions.

Reflections

- Did anyone negotiate privately?
- Did side meetings help?
- Did anyone become isolated?

Package Negotiation

- Did you negotiate issue-by-issue?
  Or,
- Did you negotiate packages?

- Issue-by-issue bargaining often creates deadlock.
- Package bargaining creates opportunities for exchange.

- Example
  - Government accepts stronger environmental standards.
  - Investor receives better financing.
  - Community gains employment guarantees.
  - Donor secures independent monitoring.
- Everyone improves.

Package negotiations create value while single-issue negotiations divide value.

Value Creation vs Value Claiming

- Which occurred more often?

- Value Claiming
  - insisting on one option
- Value Creating
  - exchanging concessions
  - creating monitoring committees
  - phased implementation
  - hybrid compensation

Public Policy Perspective

- How does this resemble real government negotiations?

Information Sharing

- Did anyone reveal priorities?
  - Why?
- Did disclosure help?

Too little disclosure
↓
Deadlock

Too much disclosure
↓
loss of bargaining power

Successful negotiators selectively reveal interests.

Trust

- When did trust increase?
- When did trust decrease?

- Trust grows through
  - transparency
  - consistency
  - reciprocity
  - honoring commitments

- Trust declines through
  - deception
  - hidden agendas
  - last-minute demands

Key Negotiation Concepts Demonstrated

Concept	Where it Appeared
BATNA	Minimum score 50
Reservation Point	Refusal below BATNA
Interests vs Positions	Financing debate
Integrative Negotiation	Package agreements
Distributive Negotiation	Financing shares
Coalition Building	Government–Investor, Donor–Community
Logrolling	Trading environment for financing
Package Bargaining	All four issues together
Multi-party Dynamics	Four stakeholders
Public Accountability	Government and donor behavior

BATNA

- Did BATNA influence behavior?
  - Some groups may have settled below BATNA.
  - Some refused agreement.
- Why?

- A BATNA is not simply a walk-away point.
- It also creates confidence.
- Negotiators with strong BATNAs negotiate differently.

Leadership

- Who acted as leader?

- Leader characteristics
  - Listening
  - Summarizing
  - Building consensus
  - Managing conflict
  - Generating options
  - Facilitating agreement
  - Rather than dominating discussion.

Common Mistakes

- Did any of the following happen?
  - Negotiated issue by issue.
  - Ignored hidden interests.
  - Focused only on points.
  - Failed to build coalitions.
  - Did not exchange information.
  - Waited too long to make concessions.
  - Focused on winning rather than agreement.
  - Ignored creative options.

Reflection again

- What would you do differently if you sit for he second time?

A few more reflective questions

- What was your initial negotiation strategy, and how did it change during the exercise?
- Which coalition proved most influential, and why?
- Which issue generated the greatest conflict? Which generated the greatest opportunity for value creation?
- Did anyone deliberately reveal confidential information? What was the effect?
- How did package bargaining compare with negotiating issues one at a time?
- How did concerns about relationships, trust, and future cooperation influence your decisions?
- If this were a real negotiation involving the Government of Bangladesh, what additional political, legal, media, or diplomatic factors would shape the outcome?
- What negotiation behaviors would you repeat in future multiparty negotiations, and what would you change?
- What is the single most important lesson from this simulation that you can apply in your work as a senior public official?

Possible Lessons

- Preparation determines negotiation outcomes.
- Interests matter more than positions.
- Multiparty negotiations require coalition management.
- Package deals outperform sequential bargaining.
- Information is valuable but should be shared strategically.
- Trust is a strategic asset.
- Creative options often generate mutual gains.
- Sustainable agreements balance economic, environmental, social, and political interests.
- Effective negotiators create value before claiming value.

Any Question?

Thanks.

The Delta Resilience Project demonstrates that public policy negotiations rarely involve a simple contest between winners and losers. Governments seek political feasibility, investors require commercial viability, donors insist on accountability, and communities demand fairness and inclusion. Durable agreements emerge not because everyone gets everything they want, but because negotiators understand each other's underlying interests, build coalitions, make thoughtful trade-offs, and create value through innovative solutions. This is the essence of principled multiparty negotiation.

"International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols"

158th Advanced Course on
Administration and Development (ACAD)
Bangladesh Public Administration Training Centre

Prepared by:
Shabbir Ahmad Chowdhury
Member, Bangladesh Public Service Commission
Former Secretary, Ministry of Foreign Affairs, Dhaka
30 August, 2026

(i) Definition of negotiation, diplomatic negotiation and trade negotiation
(ii) Types of negotiations
(iii) Techniques of negotiations
(iv) Outcome of negotiations
(v) Technical terms
(vi) WTO
(vii) SAFTA
(viii) BIMSTEC FTA
(ix) SASEC
(x) GSTP
(xi) Interactive session

(i) Definition

Negotiation: Bargaining. It is the instrument of a diplomat and a negotiator.

Diplomatic negotiation:
The art and technique of dealing with foreign entities to achieve and sustain the interest of a state on political and other matters.

Trade negotiation:
The art and technique of dealing with foreign entities to achieve and sustain the interest of a state on trade matters.

(ii) Types of negotiations

(a) Number of counterparts: Bilateral, multilateral and plurilateral negotiations
(b) Purpose: Promotional or conflict resolution
(c) Mode: Track 1, 1.5, 2 diplomacy
(d) Level of presentation: HoS, HoG, Minister, Secretary, others
(e) Issue based: Political, economic, trade, public, COVID vaccine diplomacy

(iii) Techniques of negotiations:

(i) Friendly ambiance
(ii) Know the strengths and weaknesses of both sides
(iii) Win-win, win-lose, lose-lose situations
(iv) Dissimilar positions

(iv) Outcome of negotiations:

Success
(i) With consensus

Failure
(ii) Without a consensus

(v) Technical terms

(1) Tax: Income tax, sales tax, VAT, Import tax (customs duty, import tariff), export tariff or export duty; anti-dumping duty
(2) Tariff & para-tariff: Import and export tariff, Para-tariff is an extra tariff.
(3) Duty: Customs, Excise
(4) Trade barriers: Tariff, Non-tariff
(5) Non-tariff: Administrative red tape; Quotas, Technical standards & regulations, Sanitary & phytosanitary measures, Subsidy, Embargoes & sanctions;

(v) Technical terms (continued)

(6) GSP, GSP+:
(7) Most Favoured Nation Status:
(8) Preferential trade agreement:
(9) Free trade agreement:

(vi) WTO

(i) ITO: Havana Charter: 53 countries signed in March 1948: Was never materialized because USA Congress did not ratify it.
(ii) GATT: Signed on 30 Oct 1947 by 23 countries. Became effective from 1 Jan 1948.
Shortcomings: Lack of dispute settlement system, permanent institutional structure, dealing only with goods but not services nor intellectual property

(iii) WTO:
(i) 1 January 1995: 124 countries including Bangladesh are members. Now 166 countries are members.
(ii) Uruguay round of negotiations (Sep 1986 to April 1994), Marrakesh Agreement signed on 15 April 1994
(iii) Headquarters: Geneva, Switzerland

(vi) WTO (continued)

(iv) WTO Membership:
(a) Consensus of two-thirds of the existing members
(b) Became members later: China: 2001; Russia: 2012; Saudi Arabia: 2005; Ukraine: 2008; Vietnam: 2007;
(c) SAARC countries: Maldives: 31 May 1995; Nepal: 2004; Afghanistan: 2016; Bhutan: Applied in 1999 and yet an observer;
(d) There is no membership expulsion or suspension clause. A member can leave voluntarily.

(v) Structure:
(a) Ministerial Conference: Meet once in two years

(vi) WTO (continued)

(b) General Council: Conducts day to day issues between Ministerial Conferences
(c) Dispute Settlement Body: Settles trade wars
(d) Trade Policy Review Body: Reviews trade policies of countries
(e) Specialized Councils:
- (i) Council for Trade in Goods
- (ii) Council for Trade in Services
- (iii) Council for TRIPS (Trade-related aspects of Intellectual Property Rights)

(f) Administration: Secretariat: Headed by Director General.

(vii) SAFTA

(i) SAPTA:
- (a) SAARC Preferential Trading Arrangement. Signed on 11 April 1991, came into effect on 7 December 1993.
- (b) Purpose: To promote mutual trade and economic cooperation through tariff concessions. Envisaged the formation of SAFTA (South Asian Free Trade Area) leading to Customs Union.
- (c) SAFTA: (i) Signed on 6 Jan 2004, came into effect on 1 January 2006.
  (ii) Institutional Framework: SAFTA has no secretariat. SAARC Secretariat in Kathmandu provides the support. SAARC Ministerial Council (SMC) is the highest policy making body. The Committee of Experts implement the agreement, settles disputes and reports to SMC.

(viii) BIMSTEC FTA

(i) Bangkok Declaration signed in 1997 forming BIMSTEC, then Framework Agreement signed on BIMSTEC Free Trade Area on 8 Feb 2004.

(ii) Purpose: Liberalize trade in goods and services, create competitive investment climate and simplify customs rules

(iii) Status: Negotiation yet ongoing because of differing national economic sensitivities, complex negative lists and difficulty in harmonizing regulatory frameworks.

(ix) SASEC (South Asian Sub-regional Economic Cooperation)

(a) Background: Bangladesh, Bhutan, India and Nepal formed South Asian Growth Quadrangle (SAGQ) in 1996 to boost cooperation in trade and investment, energy and power, transport and tourism, environment etc. Through the support of ADB, SASEC Programme was formed in 2001.

(b) Members: Maldives and Sri Lanka joined it in May 2014. Myanmar joined it in February 2017.

(c) Secretariat: Asian Development Bank (ADB), Manila, the Philippines.
(d) Activities: A number of projects including trade facilitation have been undertaken and materialized since its inception.

(x) General System of Trade Preferences among Developing Countries (GSTP)

(a) Background: GSTP is a preferential trade arrangement signed on April 1988 in Belgrade by 46 countries from G77 negotiating with UNCTAD. It entered into force on 19 April 1989 and was notified to GATT.

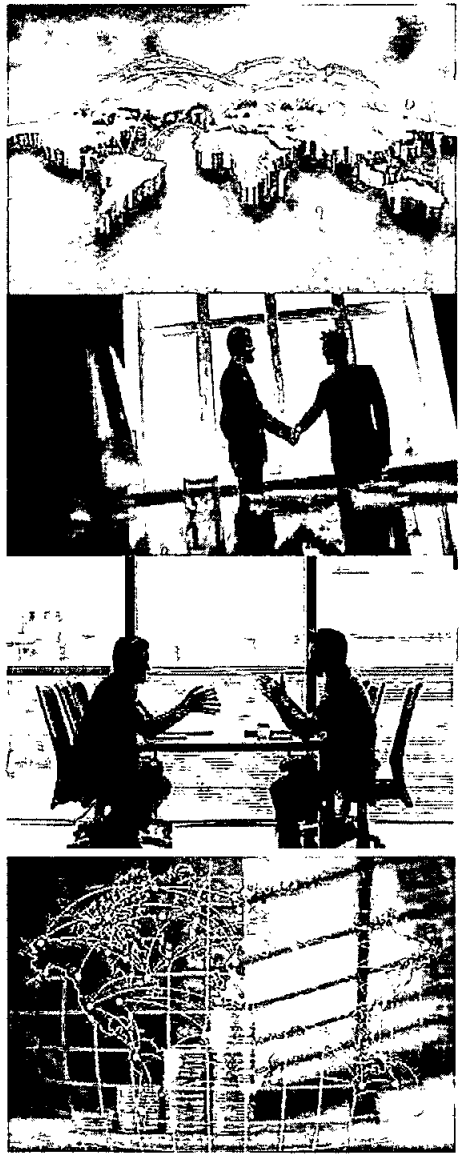
(b) Increase trade between developing countries through preferential tariff reductions, para-tariff, non-tariff measures etc.

(c) Members: 42 countries including 7 LDC countries (Bangladesh, Benin, Guinea, Mozambique, Myanmar, Sudan, Tanzania)

(d) Secretariat: UNCTAD, Geneva

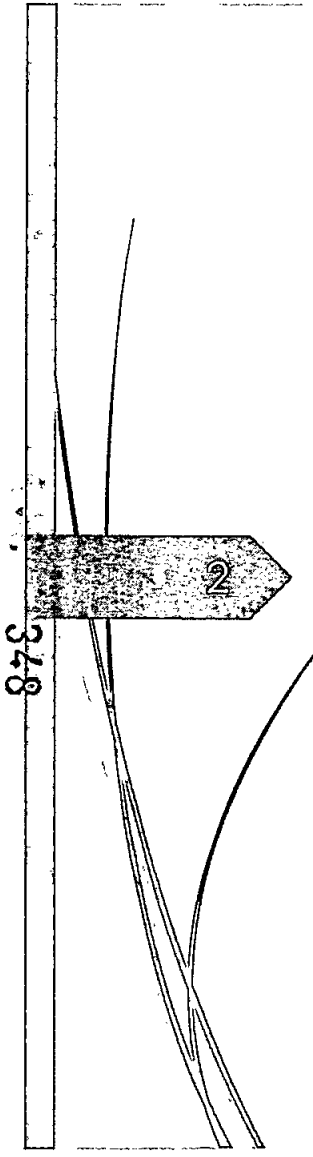
(xi) Interactive session

Simulation on Trade Negotiation



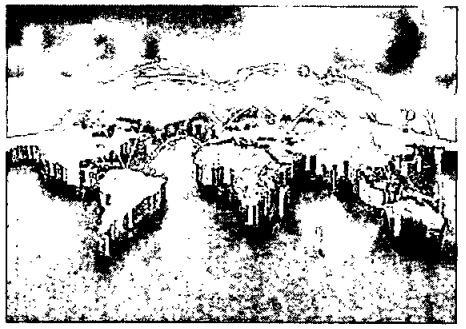
Dr Nazneen Kawshar Chowdhury, **Secretary**
Executive Chairman
National Skills Development Authority (NSDA)
Prime Minister's Office

02 September, 2026
BPATC, Dhaka

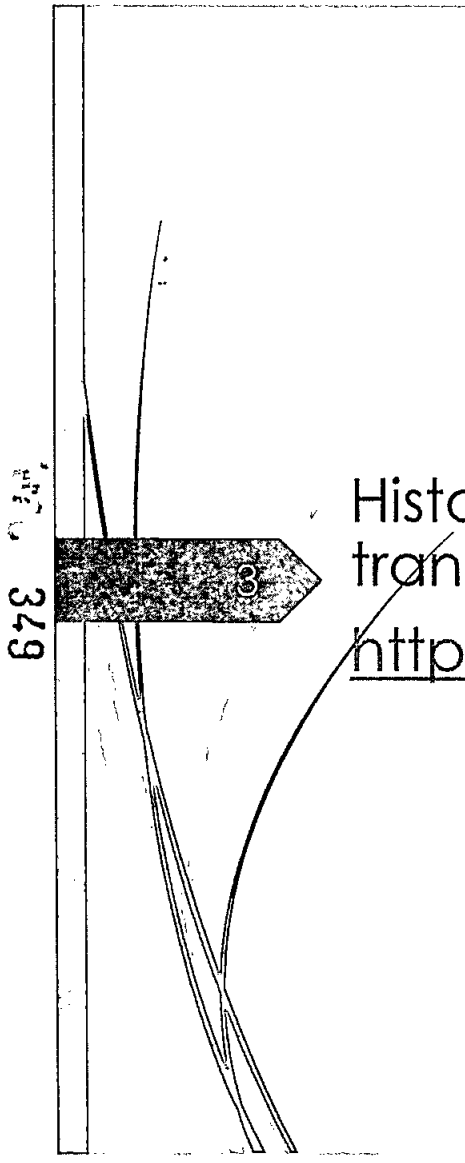


Outline

- Introduction
- Negotiation and WTO
- Market Access
- Issues of Market Access
- Market Access: WTO Principles
- Market Access and Negotiation
- Trade Bargaining and Economic Diplomacy
- Simulation on Trade Negotiation

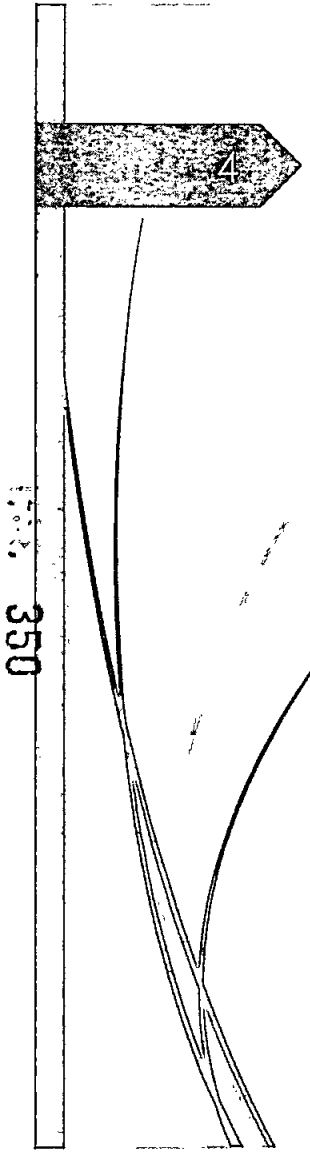


Introduction

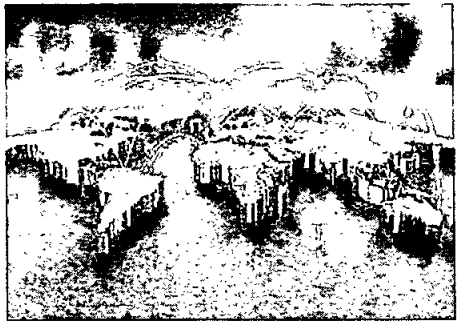


History of trade and how the idea of global trade has transformed:

https://www.youtube.com/watch?v=-v3uqD1hWGE



Negotiation and WTO



- WTO
  - only international economic organization
  - dealing with the rules of trade between nations
  - a negotiation forum
- Negotiations happen: through Rounds
- Developed countries: push for more access
- Developing & LDC countries: seek concessions
- Negotiations balance:
  - offensive interests (such as, export promotion)
  - defensive interests (such as, protective sensitive sector)

5

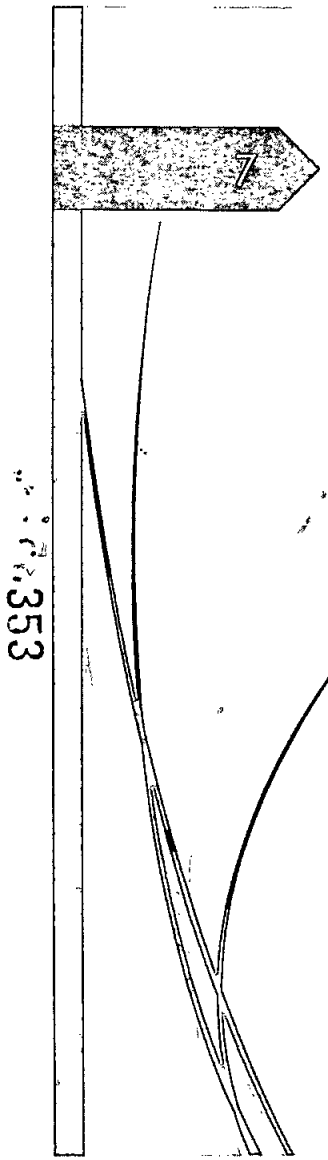
Market Access

- Market access: opening markets for goods, services, and investment (Reference: WTO)
- Why Market Access Matters?
  - Expands export opportunities
  - Attracts foreign investment
  - Drives economic growth through competition and efficiency
  - Important for LDCs seeking preferential access (e.g. EU GSP+, duty-free quotas)

1351

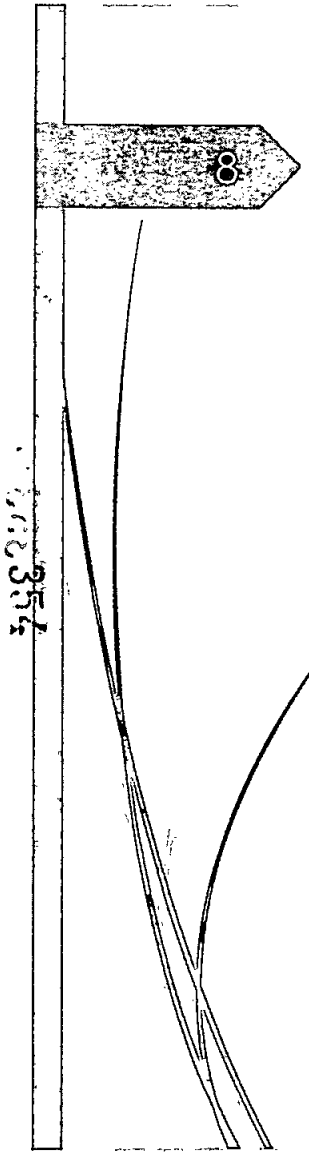
Issues of Market Access

- Trade in Goods: under WTO GATTS
- Trade in Services: under WTO GATS
- Investment and IP related Access: under WTO TRIMs and TRIPs
- Non-Tariff Barriers (NTBs): under specific WTO Agreement



Market Access: WTO Principles

1. MFN (Most-Favored-Nation Treatment)
2. National Treatment (NT)
3. Trade Liberalization through Negotiations
4. Predictability & Transparency
5. Fair Competition
6. Special & Differential Treatment (S&DT)



Market Access and Negotiation

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

Trade Bargaining & Economic Diplomacy

9

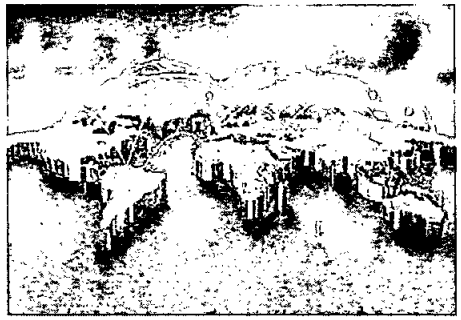
Trade Bargaining (negotiations)

Trade Bargaining

||

Economic Diplomacy

10 Economic Diplomacy



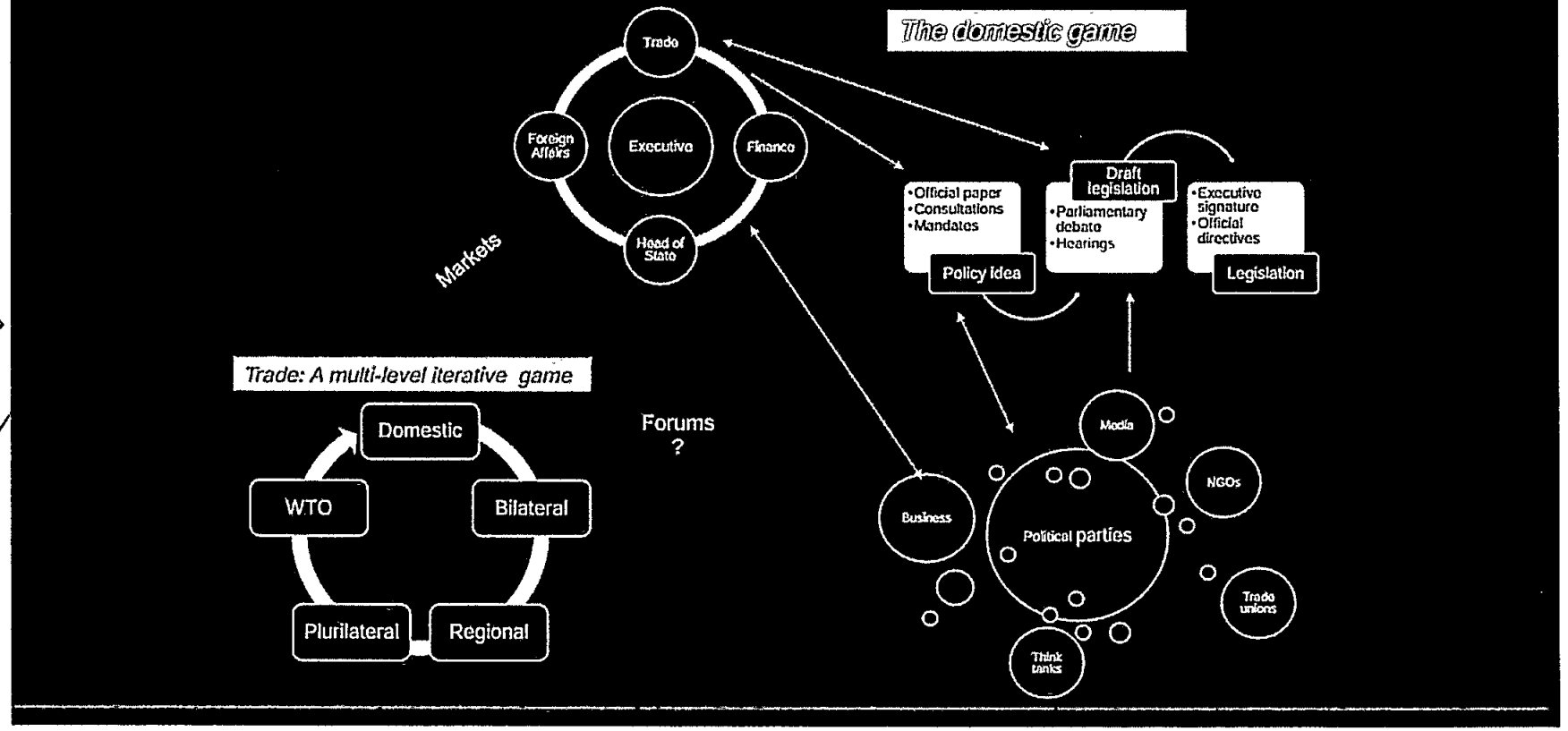
Powerful tool

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

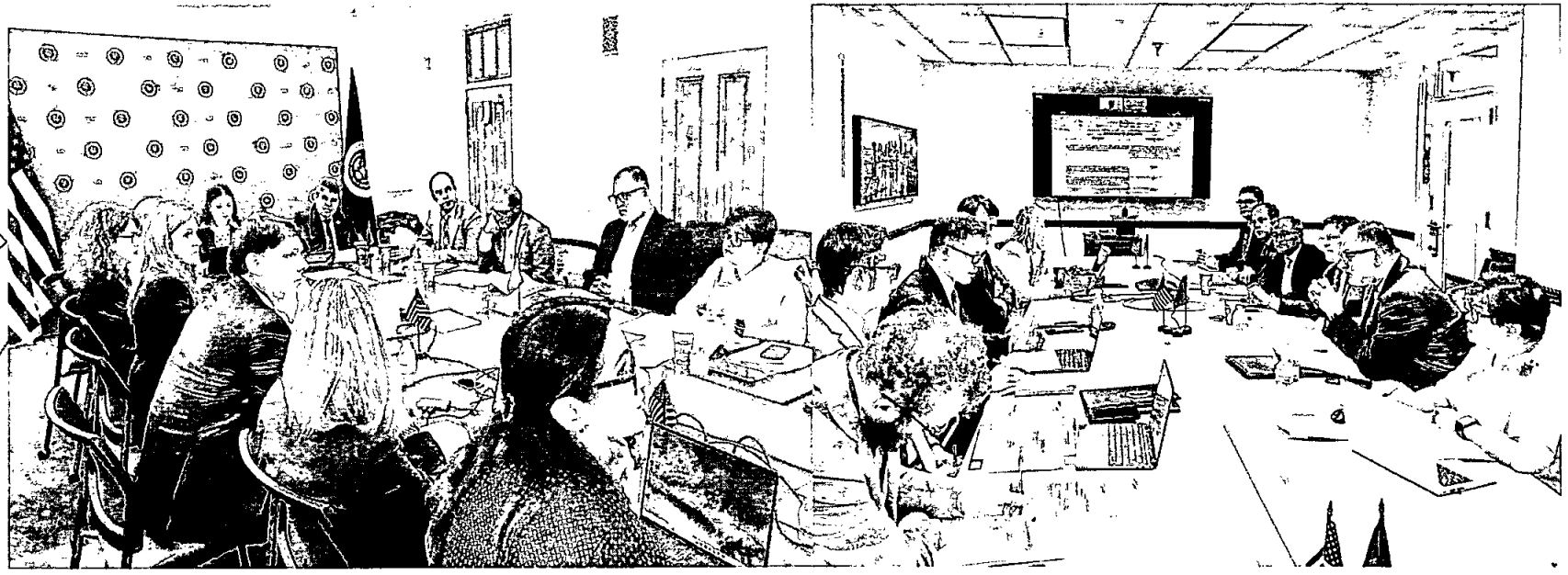
Key points

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

Economic Diplomacy: Policy processes & influencers



Example:
Bangladesh-US Reciprocal Tariff Negotiation



Simulation on Trade Negotiation

https://www.youtube.com/watch?v=E83B6EQmJig

Negotiation between two countries

- Country: A & B
- One Developed Country
- One Least Developed Country

Simulation on Trade Negotiation....

Nominate a Minister from each country

Nominate a Chief Negotiator from each country

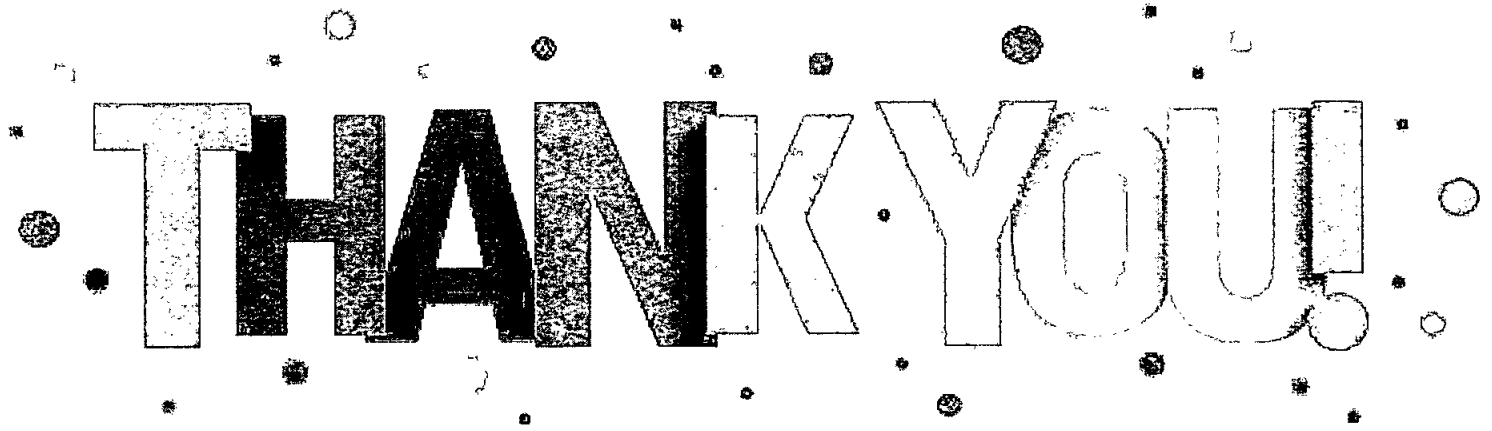
Nominate a Negotiator for (i) Goods, (ii) Service, (iii) Investment, Intellectual Property (IP) & Non-tariff Barriers

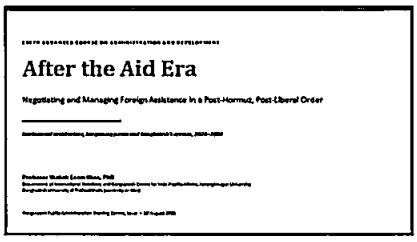
Simulation on Trade Negotiation....

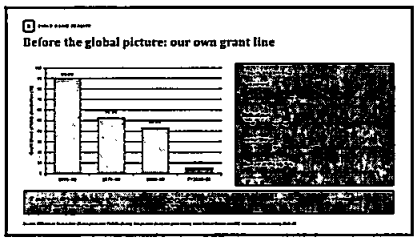
15

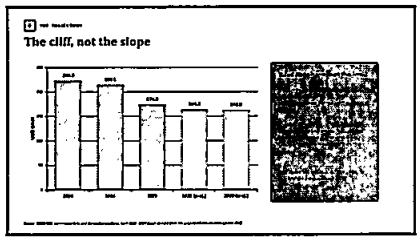
Role	Responsibility
Minister	• Will give strategic direction based on country strategy and lead country team
Chief Negotiator	• Will lead & coordinate three technical committees/ working groups at the negotiation table
Negotiator of technical committee/ working group **on Trade in Goods**	• Will prepare a draft on proposed trade-off (i.e. give and take) based on country strategies **on goods** • Will lead the technical committee/ working group at the negotiation table
Negotiator of technical committee/ working group **on Trade in Services**	• Will prepare a draft on proposed trade-off (i.e. give and take) based on country strategies **on services** • Will lead the technical committee/ working at the negotiation table
Negotiator of technical committee/ working group **on Investent, IP & Non-tariff Barriers**	• Will prepare a draft on proposed trade-off (i.e. give and take) based on country strategies **on investment, IP & non-tariff barriers** • Will lead the technical committee/ working group at the negotiation table

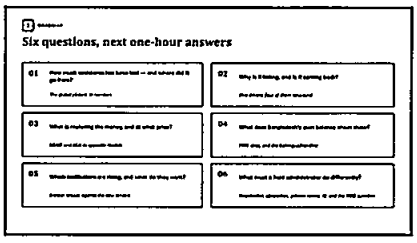
361

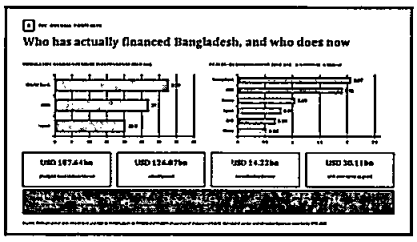

THANK You!

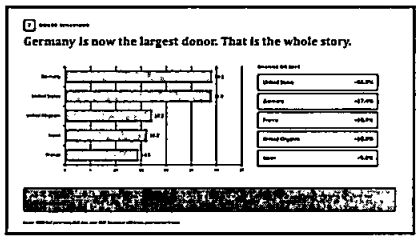

After the Aid Era
Negotiating and Managing Foreign Assistance in a Post-Hormuz, Post-Liberal Order

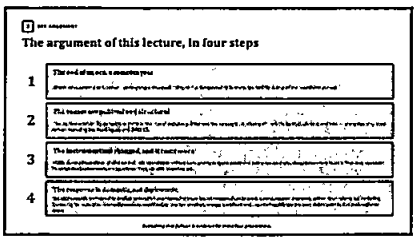

Before the global picture: our own grant line

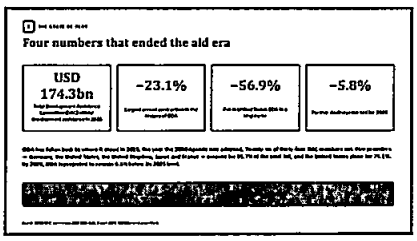

The cliff, not the slope

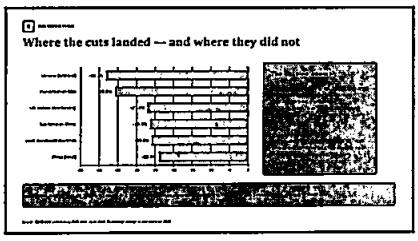

Six questions, next one-hour answers
01
02
03
04
05
06

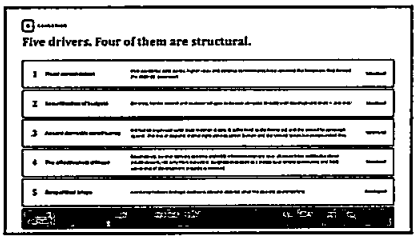

Who has actually financed Bangladesh, and who does now
USD 187.64bn
USD 124.07bn
USD 14.22bn
USD 30.11bn

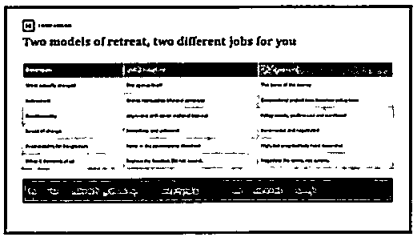

Germany is now the largest donor. That is the whole story.

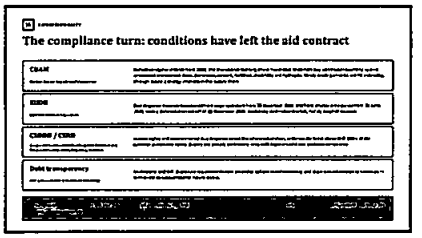

The argument of this lecture, in four steps
1
2
3
4

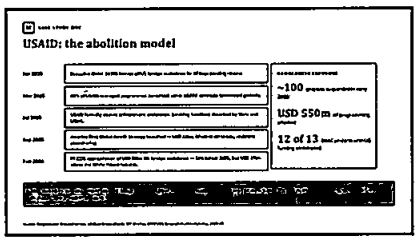

Four numbers that ended the aid era
USD 174.3bn
−23.1%
−56.9%
−5.8%

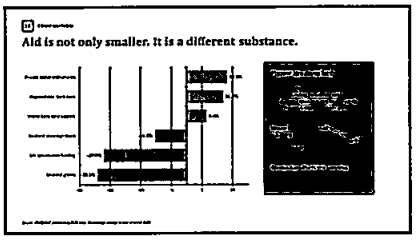

Where the cuts landed — and where they did not

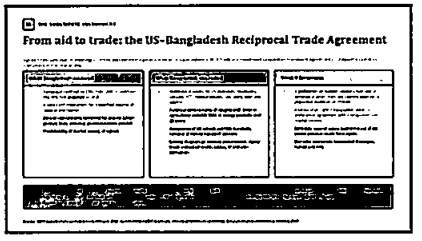

Five drivers. Four of them are structural.

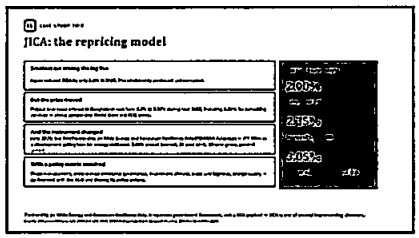

Two models of retreat, two different jobs for you

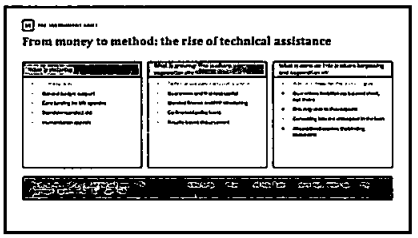

The compliance turn: conditions have left the aid contract

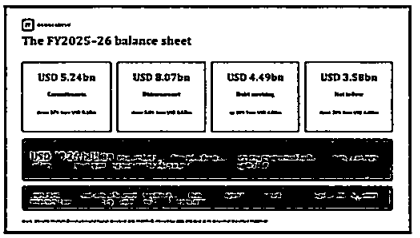

USAID: the abolition model


Aid is not only smaller. It is a different substance.

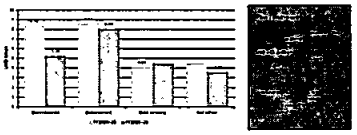

From aid to trade: the US-Bangladesh Reciprocal Trade Agreement


JICA: the repricing model


From money to method: the rise of technical assistance


The FY2025-26 balance sheet
USD 5.24bn
USD 8.07bn
USD 4.49bn
USD 3.58bn

Repayment is closing on receipt

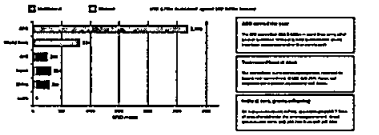


The Rohingya response: where the decline bites first

USD 710.5m	37%	1.2m	1.56m

Two families of institutions, two logics

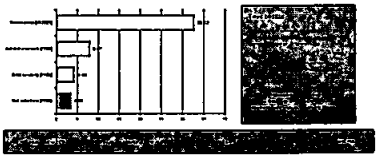
Who still commits — multilateral against bilateral



Four concepts for the negotiating table

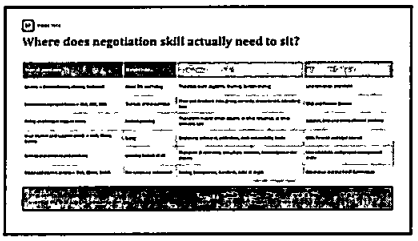
The honest ledger: strengths and weaknesses of both

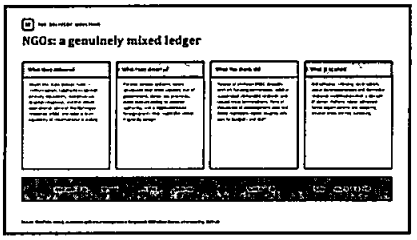
Aid is no longer the principal external resource

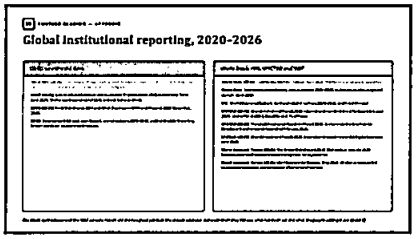


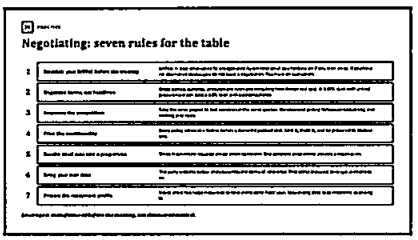
Post-Hormuz: how an energy shock becomes an assistance shock

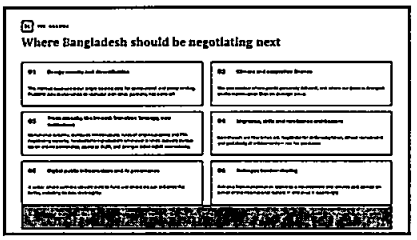
What donors and lenders are asking for now

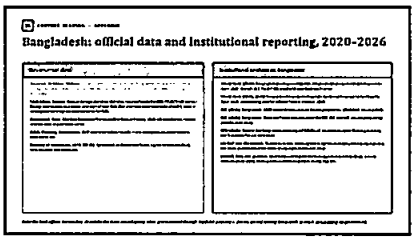

Where does negotiation skill actually need to sit?

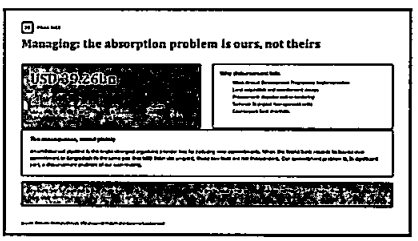

NGOs: a genuinely mixed ledger

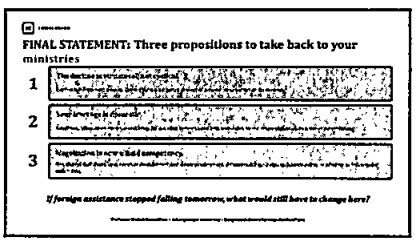

Global institutional reporting, 2020–2026

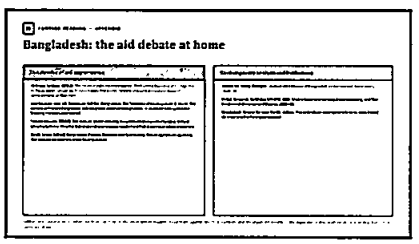

Negotiating: seven rules for the table

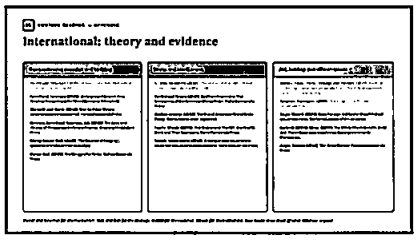

Where Bangladesh should be negotiating next


Bangladesh: official data and institutional reporting, 2020–2026


Managing: the absorption problem is ours, not theirs
USD 99.26bn


FINAL STATEMENT: Three propositions to take back to your ministries
1
2
3
If foreign assistance stopped falling tomorrow, what would still have to change here?

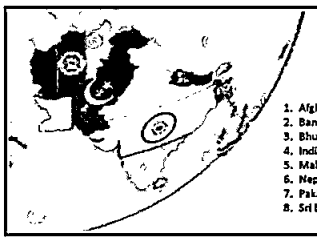

Bangladesh: the aid debate at home


International: theory and evidence

Regional Trade Scenario in South Asia and Lessons for Bangladesh

18 June 2026
BPTAC, Savar

[redacted]



1. Afghanistan
2. Bangladesh
3. Bhutan
4. India
5. Maldives
6. Nepal
7. Pakistan
8. Sri Lanka

https://www.youtube.com/watch?v=6bSmtIEg6rU

https://www.youtube.com/watch?v=9bU1pjiw9kk

Agenda Setting

- Conceptual Framework: South Asian Countries
- Partnering in the Region
- Geo-political Dimension in the Region

Lessons for Bangladesh:

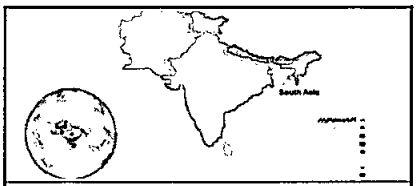
- Possibilities of Partnering in the Region
- Benefits and challenges of partnering
- Negotiation Strategy for Regional Alignment in South Asia
- Negotiation Strategy for Partnership in South Asia

Commonalities

South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions. Here are some of the prominent features of South Asian countries:

1. **Large population:** South Asia is home to one-fifth of the world's population, and its demographic dividend is a significant advantage for economic growth.
2. **Cultural diversity:** South Asian countries have rich cultural and linguistic diversity, with multiple religions, languages, and ethnic groups coexisting in the region.
3. **Agriculture-based economies:** Agriculture remains a dominant sector in many South Asian countries, with a significant portion of the population engaged in farming.
4. **Rapid urbanization:** The region is experiencing rapid urbanization, with cities growing at a fast pace, leading to the

Geopolitical Situation of the Region



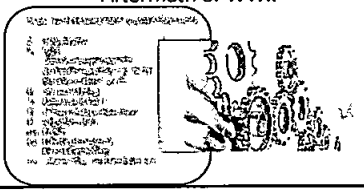
Conceptual Framework about South Asian Nations

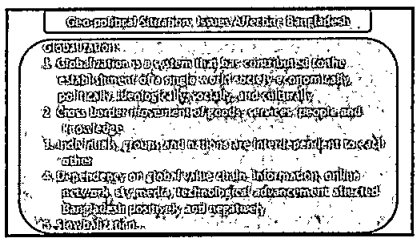
Commonalities

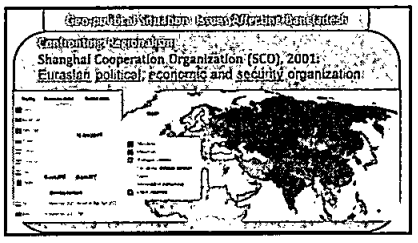
South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions. Here are some of the prominent features of South Asian countries:

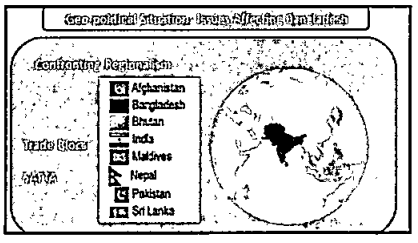
5. **Socioeconomic challenges:** South Asian countries face several socioeconomic challenges, including poverty, income inequality, gender discrimination, poor access to education, healthcare, and basic services.
6. **Political instability:** Political instability is a common feature in many South Asian countries, with frequent changes in government, civil unrest, and conflict affecting stability and development.
7. **High vulnerability to natural disasters:** South Asian countries are highly vulnerable to natural disasters such as floods, earthquakes, and cyclones, which can cause significant damage to infrastructure and human lives.
8. **Strategic location:** South Asia is located at a crossroads of major trade routes, and its strategic location has made it an important geostrategic and geopolitical region.

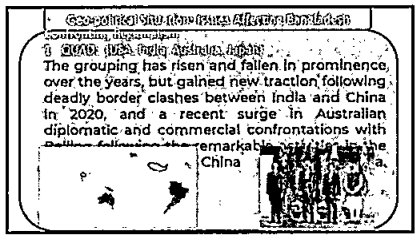
Geo-political Situation: The Aftermath of WWII

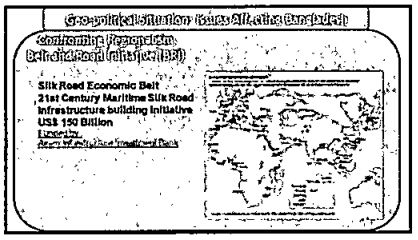


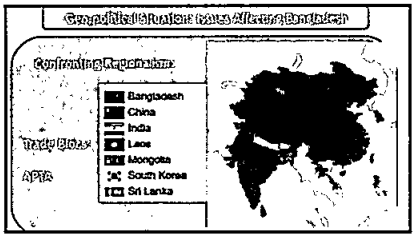

Geo-political Situation: Issues Affecting Bangladesh
Globalization
1. Globalization is a system that has contributed to the establishment of a single world society economically, politically, ideologically, socially, and culturally.
2. Cross border movement of goods, services, people and knowledge.
3. Individuals, groups and nations are interdependent to each other.
4. Dependency on global value chain, information, online network, sky media, technological advancement affected Bangladesh positively and negatively.
5. Stabilization...

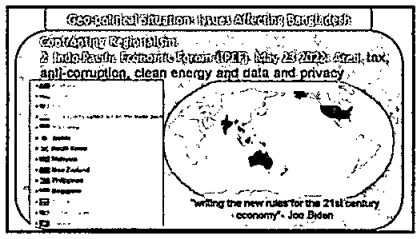

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Shanghai Cooperation Organization (SCO), 2001:
Eurasian political, economic and security organization

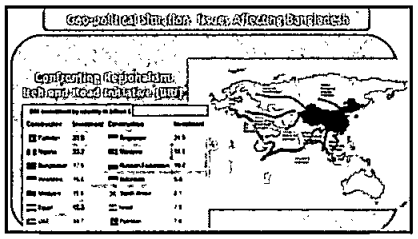

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Trade Blocs
SAFTA
Afghanistan
Bangladesh
Bhutan
India
Maldives
Nepal
Pakistan
Sri Lanka

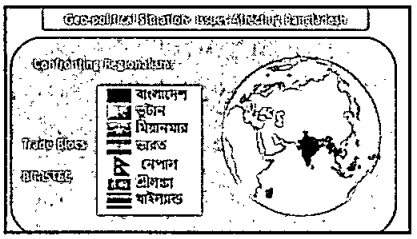

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
1. QUAD: USA, India, Australia, Japan
The grouping has risen and fallen in prominence over the years, but gained new traction following deadly border clashes between India and China in 2020, and a recent surge in Australian diplomatic and commercial confrontations with
remarkable
China

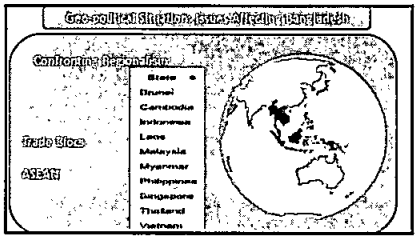

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Belt and Road Initiative (BRI)
Silk Road Economic Belt
21st Century Maritime Silk Road
Infrastructure building initiative
US$ 150 Billion

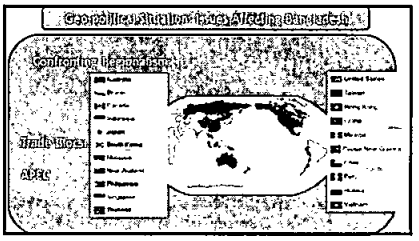

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Trade Blocs
APTA
Bangladesh
China
India
Laos
Mongolia
South Korea
Sri Lanka


Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
2. Indo-Pacific Economic Forum (IPEF), May 23 2022: Area, tax, anti-corruption, clean energy and data and privacy
"writing the new rules for the 21st century economy" - Joe Biden

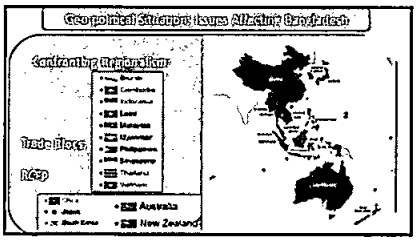

Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Belt and Road Initiative (BRI)


Geo-political Situation: Issues Affecting Bangladesh
Confronting Regionalism
Trade Blocs
BIMSTEC
বাংলাদেশ
ভুটান
মিয়ানমার
ভারত
নেপাল
শ্রীলঙ্কা
থাইল্যান্ড





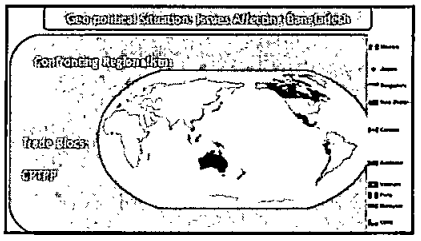
Globalization
Led to a
Non-polar
International
System
numerous centers with
meaningful power

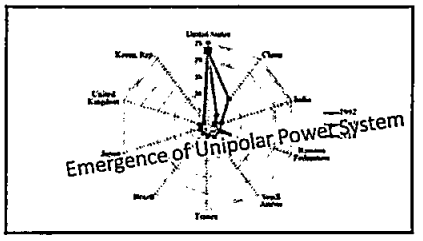


Cold War

Announcement of Truman Doctrine on 12 March 1947 to the dissolution of the Soviet Union on 26 December 1991

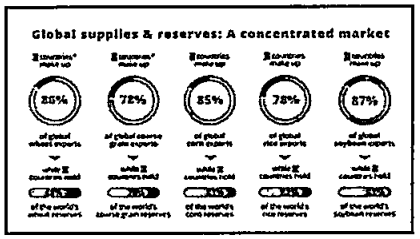
US-China Trade War
COVID -19 Pandemic
and
Slowbalization





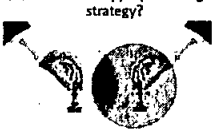
Ukraine War

- Significant changes have occurred in the global political and economic structure under the COVID-19 pandemic and geopolitical tensions.
- Countries have imposed sanctions on each other in the name of political and economic security.
- The global supply chain, industrial chain, and value chain system built up in the past decades has



At this moment ...

What should be the appropriate negotiating strategy?



Negotiation Strategy for Development Cooperation

- Should be cautious about selection of development partners so that excecive dependency does not take place
- Terms of development assistance must not be burdensome
- Development assistance should be properly aligned with National Development Plans
- Climate change effect and graduation from the LDC status must be kept in mind while negotiatin with the development partners

Non-Allignments are in Extreme Pressure

Big powers are in a competition to attract countries to be their allies

Negotiation Strategy for Regional Alignment

Our constitutions gives the right answer-

" Friendship to all, malice to none"

- Pressure shold be absorbed patiently and tactfully though diffciult
- Better not to show any inclination

Negotiation in the WTO

- Consensus based decision making
- Single undertaking: diminishing
- Marrakesh agreement: Decision making provisions
- Green room culture
- Group dynamics in the WTO

Rise of Right Wings

Nationalist movement are in the upfront in many countries

Negotiation Strategy for Trade Integration

- Better to exploit the interest of the partner countries
- Integration into any trade bloc is less harmful than political alignment
- It would be better to integrate with trade blocs rather than individual economies
- ASEAN and RCEP may be the first option to join
- Revitalizing SAFTA may be a good option to strengthen regional cooperation and harmony.
- India and China may be considered simultaneously to trade agreements
- Major export destinations can be taken into active consideration for trade integration

Negotiation in the WTO

Participation of Bangladesh: Future

- WTO Reform
- Role play as a developing country
- More active in the dispute settlement issues
- Legal way out of IPR and other trade policies

371

Challenges for Future Negotiators

- Need more research based decision support
- More expertise in WTO text and trade laws

Challenges of PTAs

➢ **Complex and overlapping rules of origin**

Some of the complexities of rules of origin include:

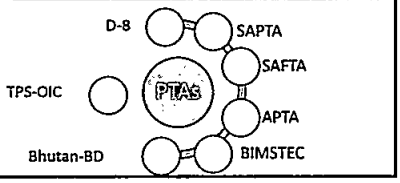
Product classification: Rules of origin often depend on the classification of the product being traded, which can be difficult to determine in some cases.

Value-added criteria: Rules of origin often require that a certain percentage of the value of the product be added in the member country in order for it to qualify for preferential treatment. This can be difficult to track and verify, particularly for complex supply chains.

Cumulation: Some PTAs allow for cumulation, which means that inputs from one member country can be counted towards the value-added requirement for a product made in another member country. This can be difficult to administer and verify.

Exceptions and derogations: Some PTAs allow for exceptions and derogations to the rules of origin in certain circumstances, such as for small and medium-sized enterprises or for products that are difficult to source locally. These exceptions can add to the complexity of the rules of origin.

RTA Regime of Bangladesh



Challenges of PTAs

Trade diversion

Loss of efficiency

Higher prices

Reduction in welfare

Potential for political tensions

To mitigate the negative effects of trade diversion, PTAs should be designed to minimize the distortion of trade patterns and promote trade with the most efficient trading partners, regardless of whether they are member or non-member countries. Additionally, PTAs should be designed to ensure that trade liberalization within the PTA does not undermine the multilateral trading system and non-discriminatory trade liberalization efforts.

➢ **Inefficient allocation of resources**

Distributional effects: Trade liberalization under a PTA can result in winners and losers within and across member countries.

Adjustment costs: Trade liberalization can require adjustments in resource allocation, such as the reallocation of labor and capital from less competitive sectors to more competitive sectors. These adjustments can be costly and may require significant resources to manage.

Coordination challenges: PTAs require coordination among member countries in areas such as trade policy, regulatory frameworks, and infrastructure development. This coordination can be challenging, particularly when member countries have different levels of development or competing priorities.

Capacity constraints: PTAs can require significant institutional and administrative capacity to implement effectively. Developing countries or countries with limited institutional capacity may face challenges in meeting the requirements of the PTA.

Incomplete integration: PTAs may not fully integrate member countries' economies, resulting in incomplete allocation of resources. For example, rules of origin requirements may limit the ability of businesses to source inputs from non-member countries, limiting the potential gains from trade liberalization.

Targeted PTAs of Bangladesh

1. EPA with Japan
2. CEPA with India
3. CEPA with China
4. PTA with Nepal
5. PTA with Sri Lanka
6. FTA with Malaysia
7. EPA with Singapore
8. FTA with ASEAN
9. FTA with MERCUSOR
10. FTA with Eurasian Economic Union
11. Entering into CEPA

Discrimination Against non-members

Tariff discrimination:
Member countries may reduce or eliminate tariffs on goods traded between themselves, while maintaining higher tariffs on goods traded with non-member countries.

Non-tariff barrier discrimination:
Member countries may establish common technical regulations, standards, and licensing requirements that are more favorable to each other than to non-member countries.

Investment discrimination:
Member countries may provide preferential treatment to investors from other member countries, while subjecting investors from non-member countries to more restrictive investment policies.

Intellectual property discrimination:
Member countries may provide stronger protection for intellectual property rights of their own citizens and companies than for citizens and companies of non-member countries.

Challenges of PTAs

➢ **Loss of sovereignty**

International institutions: Many PTAs involve the creation of supranational institutions, such as dispute settlement bodies or regulatory bodies, that have the power to make decisions that are binding on member countries. This can limit the ability of individual member countries to make decisions on trade policy independently.

Harmonization of regulations: PTAs often require member countries to harmonize their regulations and standards, which can limit the ability of individual member countries to set their own standards and regulations. This can be particularly challenging for developing countries, which may lack the capacity to meet the regulatory requirements of the PTA.

Loss of policy autonomy: PTAs can limit the ability of member countries to pursue certain policies that may be seen as inconsistent with the goals of the PTA, such as subsidies for certain industries or restrictions on trade in certain products.

Investor-state dispute settlement: Some PTAs include provisions for investor-state dispute settlement, which allow foreign investors to challenge domestic regulations or policies that they believe harm their investments. This can limit the ability of member countries to regulate in the public interest.

Bangladesh Challenges of FTA Negotiation

Asymmetry
Limited export diversification
Weak negotiating capacity
Sensitive sectors
Political economy considerations
Competition from other countries
Complex Tax and Tariff Regimes
Private sector pressure
Anti Export Bias in the Trade Regime

Way forward

Developed a RTA policy guidelines
Identified potential countries and blocks
Develop negotiation capacity
Develop research capacity
Conduct research extensively
Attempt to diversify products
Sensitize private sector
Enhance coordination among the agencies
Reduce Anti-export bias
Rationalize Tariff Structure

Non-tariff Barriers

Pakistan

- **Trade Restrictions with India:** Pakistan maintains a ban on imports from India for any products not included on its "positive list" of approximately 771 items.
- **Local Content Requirements:** The automotive industry is subject to localcontent requirements, which act as a barrier to foreign intermediate goods .
- **Infrastructure Gaps:** Trade with neighbors is further hindered by a lack of bilateral road and rail transport agreements, preventing the seamless movement of vehicles across borders

Areas of Cooperation

- **Economic and Trade Integration:** Initiatives like the South Asian Free Trade Area (SAFTA) and the earlier SAPTA aim to create a duty-free area, while the establishment of the South Asian University focuses on regional education and research.
- **Energy Cooperation:** This is a vital functional area, particularly through hydro-power trade between India, Nepal, and Bhutan, which could allow landlocked states to sell power to neighbors 6, 7. Projects like the Iran-Pakistan-India and Myanmar-Bangladesh-India gas pipelines have also been discussed to address regional energy shortages.
- **Environmental and Disaster Management:** There is a growing realization that natural calamities (such as the Tsunami and earthquakes) and environmental threats (like global warming and melting glaciers) cannot be tackled by individual nation-states alone .
- **Cultural and Religious Interrelations:** The region shares a unique heritage in literature, music, food, and cinema. Cooperation is sought to provide better access for people to maintain cross-border family relations and shared religious beliefs.
- **Global Bargaining Power:** By cooperating, South Asian nations seek to acquire better bargaining power in international forums like the World Trade Organization (WTO), where they face competition from other regional blocs.
- **Financial Cooperation:** The sources suggest the potential for a regional fund or bank to finance aid projects and the implementation of mechanisms like the Asian Clearing Union (ACU)

Non-tariff Barriers

Bangladesh

- **Para-tariffs and Surcharges:** Bangladesh applies significant customs surcharges and supplementary taxes (15% to 75%) on goods such as liquor, tobacco, cosmetics, ceramic tiles, and certain electronics . It also levies a 1% insurance fee and a 1% landing charge on the cost and freight value of imports .
- **Internal Taxes:** A standard 15% Value-Added Tax (VAT) is levied on most imports, with supplementary duties on luxury items reaching up to 270% .
- **Licensing and Registration:** Importers must obtain an Import Registration Certificate and, for restricted items like textiles and raw sugar, prior permission or a Letter of Credit Authorisation Form (LCAF) is required .
- **Prohibitions:** The country maintains import bans on various items for safety, security, or religious reasons, including used goods, certain motorbikes, and eggs (excluding hatching eggs).
- **Monopolistic Measures:** Insurance for imports must be taken with national insurance companies, and at least 40% of sea-borne cargo must be transported by

Non-tariff Barriers

Sri Lanka

- **Import Bans:** Sri Lanka prohibits the import of tea and certain spices to prevent low-quality imports from being mixed with domestic products and damaging the reputation of Sri Lankan exports
- **Monopolies:** The state maintains an import monopoly on wheat .
- **Technical Barriers:** Exporters to Sri Lanka face various health and sanitary regulations.

Sensitive Lists: A significant portion of Sri Lanka's regional imports (roughly 44%) fall under sensitive lists, exempting them from tariff concessions

Challenges to Cooperation

Despite these opportunities, South Asia is considered the least integrated region in the world due to several entrenched challenges.

- **Political and Military Conflicts:** Bilateral relations are often stalled by suspicions, rivalry, and mistrust. Specific examples include tensions between India and Pakistan over Kashmir, India and Nepal over border issues, and India and Bangladesh over the River Ganga and refugee issues.
- **Asymmetry of Power:** India is significantly larger than its neighbors in terms of population, military, and economy, leading to a threat perception among smaller states. Conversely, India often perceives its neighbors' close relations with powers like China as a security threat.
- **Security Threats and Terrorism:** The region deals with internal and international conflict, such as the presence of Al-Qaeda in Afghanistan and insurgent outfits along the India-Bhutan border. High military expenditure and nuclear capabilities further divert funds from social sectors and increase regional fear.
- **Economic Barriers:** Intra-regional trade is low (roughly 4-5%) due to restrictive "positive lists," high tariffs, and various non-tariff barriers such as burdensome customs procedures and inefficient port operations.
- **Structural Economic Issues:** Many South Asian countries have smaller resource endowments, leading to competitiveness rather than complementarity. High transaction costs result from weak infrastructure, fragile financial services, and high transportation costs
- **Political and Institutional Deficits:** A lack of political willingness and the influence of domestic political lobbies often stall regional agreements. Furthermore, there is a lack of an effective regional institutional framework to drive negotiations

Non-tariff Barriers

India

- **Customs Surcharges:** India has historically applied a 4% Special Additional Duty (SAD) on most imports and a 2% education surcharge.
- **Port Restrictions:** Specific goods, such as tea and garments from Sri Lanka, are restricted to clearance through specified ports only
- **Technical and Sanitary Regulations:** India maintains various Sanitary and Phytosanitary (SPS) measures, including quarantine fees and health regulations.
- **Trade Defense Measures:** The country frequently uses anti-dumping duties on products like dry-cell batteries, acrylic fibers, and various chemicals to protect domestic producers
- **Finance and Payment:** For machinery imports exceeding $15,000, a bank guarantee from an international bank is required for down payments.
- **State Trading:** Certain imports are funneled through state trading enterprises.

Non-tariff Barriers

Regional/Common Barriers

Across the region, SPS and Technical Barriers to Trade (TBT) account for 66.3% of all notified NTBs
Additionally, connectivity barriers, such as inadequate storage at land ports, lack of testing laboratories at borders, and cumbersome documentation procedures for Rules of Origin, function as significant informal NTBs

Thank You

373

Module:9
Communication Competency

Improving English Writing Skills

Hasan Murtaza Masum
Joint Secretary
Ministry of Public Administration
hmurtaza@gmail.com

What Makes Writing Professional?

- Version A: "With reference to the above-mentioned subject, I am directed to inform you that the meeting which was scheduled to be held on 15 September has been postponed due to unavoidable circumstances."
- Version B: "The meeting scheduled for 15 September has been postponed due to unforeseen circumstances."

- *Professional writing is not about using difficult English. It is about communicating effectively.*

3. Correctness

- Check grammar, punctuation, spelling, vocabulary, facts and figures.

Opening Activity

What do you find challenging about writing for work?

- Write down at least three challenges

Principles of Professional Writing: 6 Cs

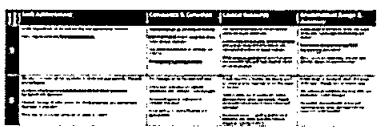
1. Clarity

Poor: "The matter may be considered for taking necessary measures as deemed appropriate."
Better: "Please take the necessary measures."

4. Coherence

- A professional paragraph should normally follow:
Central point → Explanation → Evidence/Detail → Action/Conclusion.

Band Descriptors



2. Conciseness

It is requested that necessary action be taken → Please take action
Due to the fact that → Because
first and foremost → first

Conciseness is not about cutting words at random — it is about removing words that do not add information

5. Completeness

- The reader should know: What? Why? When? Where? Who? What next?

6. Courtesy

- Professional writing should be respectful without becoming unnecessarily verbose.

Exercise

Identify weaknesses in vocabulary, coherence, clarity, and structure

- A primary school is proposed to be constructed in a village for providing education facilities to the children of the village and nearby areas. For construction of the school, a site was required to be selected. Some lands were identified by the local administration and local people were consulted about the matter. Among the identified lands, one piece of land was found suitable because it is situated near the centre of the village and it can be easily reached by the students. The land is also not far from the main road and there is a road for communication with the village. There is sufficient space in the land for construction of the school building, playground and other necessary facilities. The land is presently unused and there is no major problem regarding acquisition of the land. The local people have also given their opinion in favour of selecting the land for the school. Therefore, the said site may be selected for construction of the primary school subject to necessary approval from the competent authority.

Step Three — Add Appropriate Adjectives and Adverbs

Adjectives and adverbs add clarity by providing details. Add them when they provide useful information, but do not simply to make writing sound "fancier."

- **Original:** The land is also not far from the main road.
- **Improved:** The proposed site is strategically located close to the main road and is readily accessible from different parts of the village.
- **Original:** There is sufficient space in the land.
- **Improved:** The site provides adequate space for the construction of the school building, playground, and other essential facilities.

Rewrite the following sentences

Instructions: remove unnecessary words, avoid repetition, use direct verbs and specify action/deadlines where possible.

- 1. It is hereby informed that all concerned are requested to attend the meeting.
- 2. We are in receipt of your letter dated 5 September.
- 3. Necessary action may kindly be taken in this regard.
- 4. The training programme was postponed due to the fact that the resource person was unavailable.
- 5. I would like to inform you that I am writing this email to request you to kindly provide me with the information.

Step One — Improve the Vocabulary

Original	Improved
providing education facilities	ensuring access to primary education
children of the village and nearby areas	children from the village and surrounding communities
some lands were identified	several potential sites were identified
found suitable	considered suitable
easily reached	readily accessible
not far from the main road	located close to the main road
road for communication	road connectivity
sufficient space	adequate space
presently unused	currently vacant
given their opinion in favour of said site	expressed their support for proposed site

Step Four — Rearrange the Sentences

A professional paragraph should normally develop a clear line of thought:

- Introduction / Context
- Purpose
- Process / Assessment
- Evidence / Reasons
- Community perspective
- Conclusion / Recommendation
- Instead of beginning abruptly with the proposed construction, introduce the context and purpose first:
- *Access to quality primary education remains an important concern for children living in the village and its surrounding areas. In view of the need for improved educational facilities, a primary school has been proposed for the area.*

Original	Improved
1. It is hereby informed that all concerned are requested to attend the meeting.	*All concerned officials are requested to attend the meeting.*
2. We are in receipt of your letter dated 5 September.	*Thank you for your letter of 5 September./We have received your letter of 5 September.*
3. Necessary action may kindly be taken in this regard.	*Please take the necessary action./Please review the attached proposal and confirm approval by 15 September.*
4. The training programme was postponed due to the fact that the resource person was unavailable.	*The training programme was postponed because the resource person was unavailable.*
5. I would like to inform you that I am writing this email to request you to kindly provide me with the information.	*Please provide me with the information./Could you please send me the requested budget figures by Friday?*

Step Two — Add Transitional Words and Phrases

Transitions act as signposts. They show the reader how one idea is connected to the next.

- Following a preliminary assessment,
- Among the identified sites,
- Furthermore,
- In addition,
- Moreover,
- Given these considerations,
- Therefore,

- Example:
- Some lands were identified by the local administration and local people were consulted about the matter.
- *Following a preliminary assessment, several potential sites were identified by the local administration, and the views of local residents were also sought.*

Final Polished Version

- Access to quality primary education remains an important concern for children living in the village and its surrounding areas. In view of the need for improved educational facilities, a primary school has been proposed to ensure better access to education for the local community. Following a preliminary assessment, several potential sites were identified by the local administration, and the views of local residents were also sought. Among the identified sites, one particular plot of land was considered most suitable due to its central location, good road connectivity, and easy accessibility for students from different parts of the village. Furthermore, the site provides adequate space for the construction of the school building, playground, and other essential facilities. As the land is currently vacant, its acquisition is not expected to involve any major difficulty. The proposed site has also received broad support from local residents, reflecting the community's strong interest in establishing a primary school in the area. Given its accessibility, suitability, and community support, the proposed site may therefore be recommended for the construction of the primary school, subject to the necessary assessment and approval by the competent authority.

- https://www.youtube.com/watch?v=adlDSertSO4
- Masterclass link

Leading with Emotional Intelligence

Prof. Nazrul Islam, PhD

After studying this chapter, you should be able to learn:

- Empathy in Central Bank Leadership
- Social Skills and Relationship Management
- Building Trust Through EI
- Leading Change with Emotional Intelligence
- EI in Digital Transformation
  Stress Management Through EI
  Developing EI as a Leader
  EI Competencies for Central Bank Employees
  Managing Conflict Constructively
- IQ Vs EQ
  Questions & Answers

EI is not a Soft Skill but a Strategic Capability

- Influences credibility and trust
- Shapes communication and public confidence
- Supports crisis and change leadership
- Critical for institutional legitimacy

Leading with Emotional Intelligence

By

Prof. Nazrul Islam, PhD
Independent University, Bangladesh

Why Emotional Intelligence Matters in Leadership?

- Leadership today is more than technical expertise
- High-pressure, high-accountability environments demand emotional discipline
- EI strengthens credibility, trust, and decision quality
- Critical for central banking and public institutions

Core Components of Emotional Intelligence

1. Self-awareness
2. Self-regulation
3. Self-motivation
4. Empathy
5. Social skills

(*Based on Daniel Goleman's EI framework*)

After studying this chapter, you should be able to learn:

- Why Emotional Intelligence Matters in Leadership?
- What is Emotional Intelligence (EI)?
- EI is not a Soft Skill but a Strategic Capability
- Core Components of Emotional Intelligence
- Self-Awareness & Self-Regulation in Leadership
- Self-Regulation - Emotional Discipline
- EI and Decision-Making Under Pressure
- Motivation and Leadership Purpose
- Leadership and Empathy

What Is Emotional Intelligence (EI)?

- Ability to understand and manage emotions - self and others
- Integrates thinking, feeling, and behavior
- Not a soft skill, but a strategic leadership capability
- Developable through practice and reflection

Self-Awareness & Self-Regulation in Leadership

- Recognizing emotional triggers under pressure
- Managing stress, anxiety, and frustration
- Avoiding reactive or impulsive decisions
- Maintaining professionalism and neutrality

Why is Self-Awareness Important for Public Administrators?

Improves Decision-Making
Reduces personal bias and emotional reactions.
Encourages objective, evidence-based, and ethical decisions.
Enhances Leadership Effectiveness
Helps leaders understand how their behavior affects employees and stakeholders.
Promotes credibility, integrity, and accountability.
Strengthens Public Service Delivery
Encourages empathy toward citizens' needs and expectations.
Improves responsiveness, fairness, and citizen satisfaction.
Builds Trust and Teamwork
Promotes open communication, mutual respect, and collaboration.
Helps resolve conflicts constructively and maintain positive working relationships.
Increases Resilience Under Pressure
Enables leaders to remain calm during crises, political pressure, and public scrutiny.
Supports thoughtful rather than impulsive responses.
Promotes Continuous Learning
Encourages leaders to seek feedback, reflect on experiences, and continuously improve their leadership effectiveness.

7-10

Motivation and Leadership Purpose

- Internal drive beyond rewards
- Commitment to institutional mission
- Resilience during challenges
- Inspiring others through purpose

7-13

Why Empathy Matters in Public Bureaucratic Leadership

Enhances Citizen-Centered Governance
Understands the needs and expectations of diverse communities.
Improves the quality, accessibility, and responsiveness of public services.
Builds Trust and Credibility
Demonstrates fairness, respect, and transparency in administrative actions.
Strengthens public confidence in government institutions.
Motivates and Engages Employees
Recognizes employees' challenges, workload, and contributions.
Promotes a positive, inclusive, and high-performing workplace.
Improves Stakeholder Collaboration
Encourages constructive dialogue with elected representatives, civil society, development partners, and local communities.
Reduces conflict and fosters consensus.
Strengthens Crisis Leadership
Enables leaders to respond calmly and compassionately during disasters, public emergencies, and sensitive situations.
Balances administrative efficiency with humanitarian concerns.

7-16

Self-Regulation – Emotional Discipline

- Managing stress and pressure
- Avoiding impulsive reactions
- Maintaining calm during crises
- Acting with integrity and consistency

7-11

Leadership and Empathy

- Understanding others' perspectives and concerns
- Enhancing psychological safety and engagement
- Managing performance, feedback, and compliance respectfully
- Especially important during change and uncertainty

7-14

Social Skills and Relationship Management

- Effective communication
- Conflict resolution
- Collaboration across departments
- Influencing without authority

7-17

EI and Decision-Making Under Pressure

- High-stakes decisions require emotional control
- EI supports rational, balanced judgment
- Prevents panic-driven responses
- Enhances policy credibility

7-12

Empathy – The Heart of EI

- Understanding others' emotions and perspectives
- Active listening and respect
- Sensitivity to diversity and context
- Foundation of trust and engagement

7-15

Building Trust Through EI

- Consistency between words and actions
- Transparency and fairness in decisions
- Emotional composure during crises
- Trust as a foundation of institutional credibility

7-18

EI and Ethical Governance

- Managing conflicts of interest
- Resisting external pressure
- Accountability and fairness
- Protecting institutional independence

7-19

EI and Communication

- Communicating clarity with emotional sensitivity
- Active listening and respectful dialogue
- Managing difficult conversations effectively
- Reducing resistance and misunderstanding

7-20

Leading Change with Emotional Intelligence

- Acknowledge emotions
- Communicate purpose clearly
- Involve employees
- Build confidence and reassurance

7-21

Understanding Resistance to Change

- Change triggers fear and uncertainty
- Emotional, not just technical, resistance
- Loss of control or competence
- EI helps address root causes

7-22

EI in Change and Crisis Leadership

- Change triggers emotional reactions before rational ones
- Acknowledge fear and uncertainty
- Reassure, involve, and support employees
- EI helps sustain stability and resilience

7-23

EI in Digital Transformation

- Managing fear of automation and skill gaps
- Supporting learning and adaptation
- Encouraging innovation
- Sustaining morale

7-24

Stress Management Through EI

- Recognizing stress signals
- Emotional regulation techniques
- Promoting well-being
- Preventing burnout

7-25

Developing EI as a Leader

- Self-reflection and mindfulness
- Feedback and coaching
- Learning from experience
- Continuous improvement

7-26

Emotional Intelligence (EI) Competencies for Public Administrators

Five Core EI Competencies

1. Self-Awareness
   Recognize your emotions, strengths, limitations, and biases.
   Understand how your behavior affects others.
2. Self-Regulation
   Stay calm under pressure.
   Manage emotions, remain objective, and act with integrity.
3. Motivation
   Demonstrate commitment to public service.
   Inspire others to achieve organizational goals and embrace continuous improvement.
4. Empathy
   Understand the needs and perspectives of citizens, employees, and stakeholders.
   Make fair, inclusive, and citizen-centered decisions.
5. Relationship Management (Social Skills)
   Communicate effectively and build trust.
   Resolve conflicts, negotiate successfully, and foster collaboration across departments.

7-27

Organizational Benefits of EI

- Stronger institutional culture
- Higher engagement and performance
- Better decision-making
- Sustained public trust

7-28

Key Leadership Insight

- IQ gets you qualified
- EQ gets you trusted
- High IQ with low EQ limits leadership impact
- Sustainable leadership success requires both

7-31

Key Takeaways for Leaders

- EI enhances leadership effectiveness and governance
- Empathy and trust strengthen institutions
- Emotional discipline supports sound decision-making
- The future of leadership is emotionally intelligent

7-34

IQ (Intelligence Quotient)

- Analytical and logical thinking
- Technical and numerical competence
- Problem-solving and data interpretation
- Important for entry and technical roles
- Relatively stable over time

7-29

The Future of Leadership

- Technology cannot replace emotional intelligence
- Human judgment remains critical
- EI differentiates effective leaders
- Essential for governance and stability

7-32

QUESTIONS & ANSWERS

35

EQ (Emotional Intelligence)

- Self-awareness and emotional control
- Empathy and relationship management
- Communication and conflict resolution
- Critical for leadership and decision-making
- Can be developed through practice

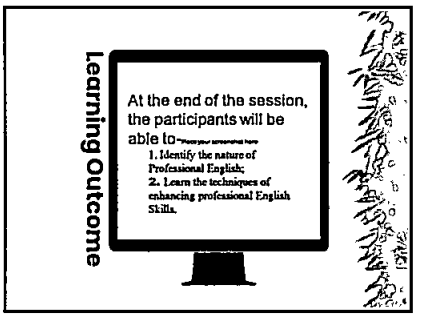
7-30

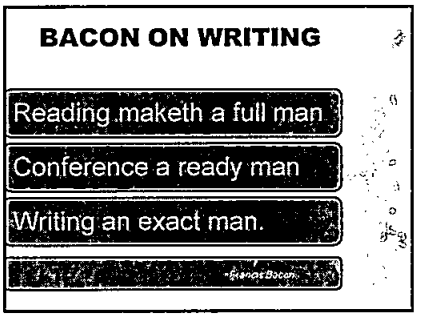
Managing Conflict Constructively

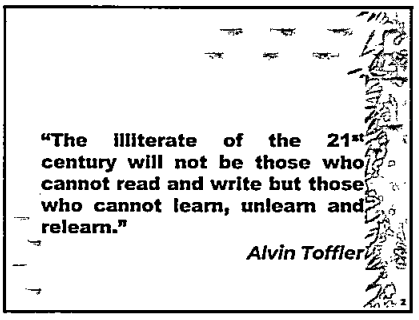
- Staying calm and objective
- Listening to all perspectives
- Focusing on solutions
- Turning conflict into learning

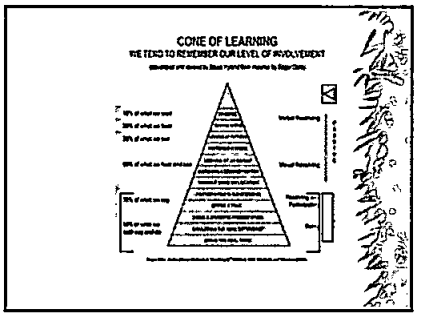
7-33

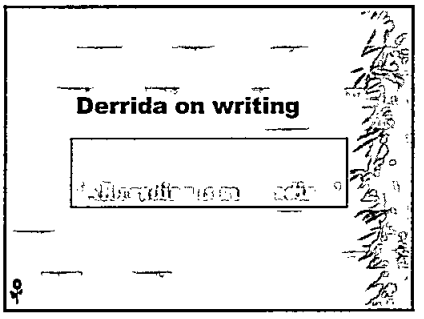
Welcome

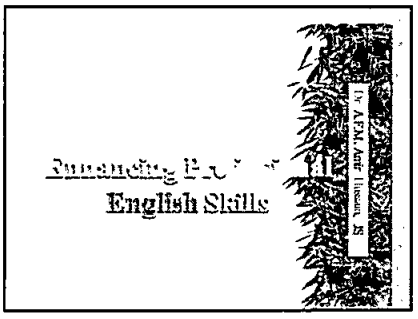

Learning Outcome
At the end of the session, the participants will be able to-
1. Identify the nature of Professional English;
2. Learn the techniques of enhancing professional English Skills.

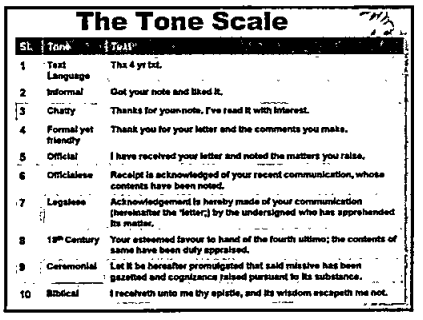

BACON ON WRITING
Reading maketh a full man
Conference a ready man
Writing an exact man.
-Francis Bacon

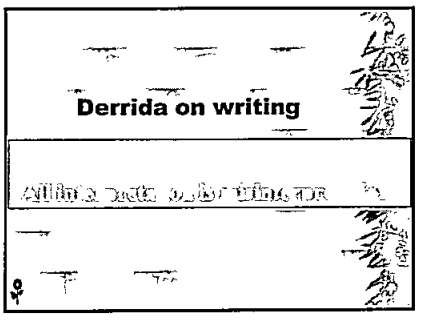

"The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn and relearn."
Alvin Toffler

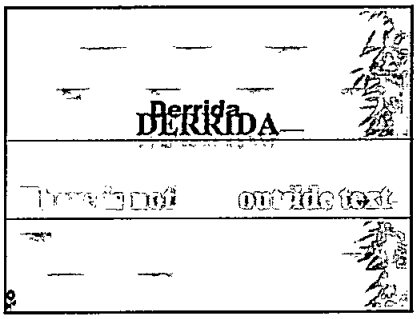

CONE OF LEARNING
WE TEND TO REMEMBER OUR LEVEL OF INVOLVEMENT

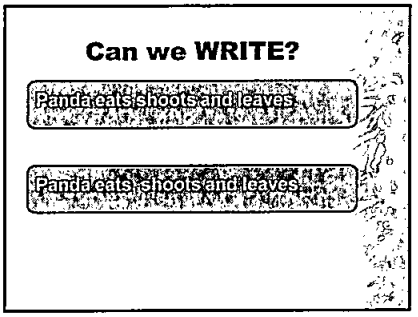

Derrida on writing

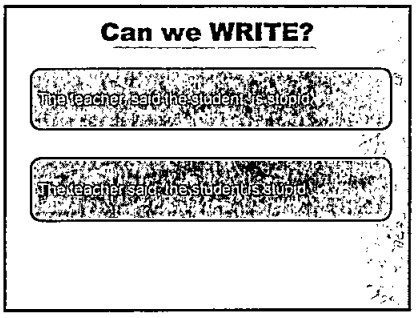

Enhancing Professional English Skills

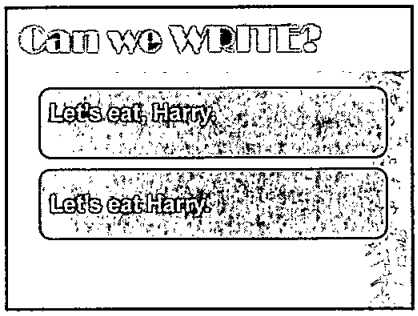

The Tone Scale
Sl. Tone Text
1 Text Language Thx 4 yr txt.
2 Informal Got your note and liked it.
3 Chatty Thanks for your note. I've read it with interest.
4 Formal yet friendly Thank you for your letter and the comments you make.
5 Official I have received your letter and noted the matters you raise.
6 Officialese Receipt is acknowledged of your recent communication, whose contents have been noted.
7 Legalese Acknowledgement is hereby made of your communication (hereinafter the 'letter;) by the undersigned who has apprehended its matter.
8 19th Century Your esteemed favour to hand of the fourth ultimo; the contents of same have been duly appraised.
9 Ceremonial Let it be hereafter promulgated that said missive has been gazetted and cognizance raised pursuant to its substance.
10 Biblical I receiveth unto me thy epistle, and its wisdom escapeth me not.

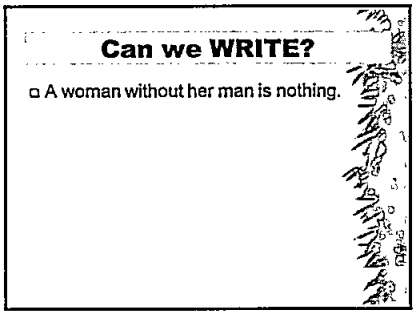

Derrida on writing

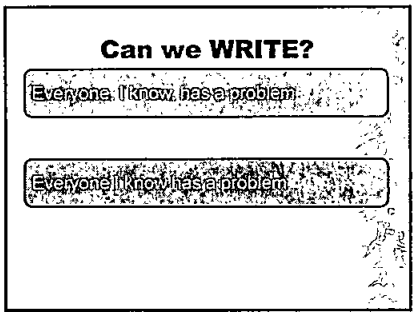

Derrida
DERRIDA

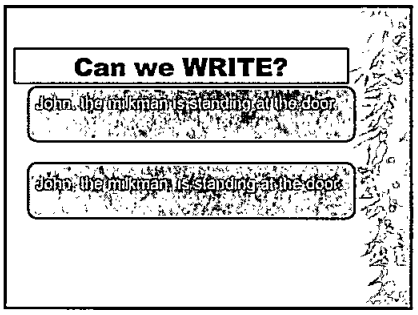

Can we WRITE?
Panda eats, shoots and leaves
Panda eats, shoots and leaves

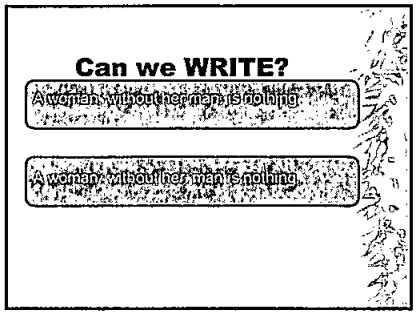

Can we WRITE?
The teacher, said the student, is stupid.
The teacher said the student is stupid.

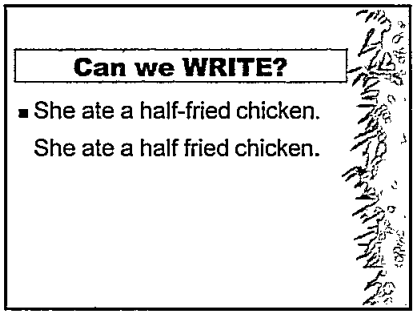

Can we WRITE?
Let's eat, Harry.
Let's eat Harry.


Can we WRITE?
A woman without her man is nothing.


Can we WRITE?
Everyone I know has a problem
Everyone I know has a problem


Can we WRITE?
John, the milkman is standing at the door.
John, the milkman is standing at the door.

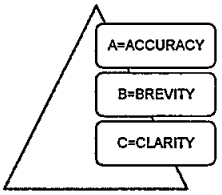

Can we WRITE?
A woman, without her man, is nothing.
A woman: without her man is nothing.


Can we WRITE?
She ate a half-fried chicken.
She ate a half fried chicken.

Can we WRITE?

- I left him convinced he was a fool.
- I left him, convinced he was a fool.

ABC THEORY OF WRITING



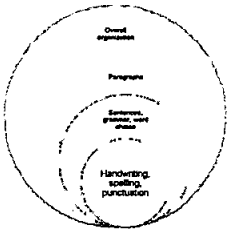
Mat he mat ICS

[Just combine the words]

Can we WRITE?

- The play ended, happily.
- The play ended happily.

Levels of Accuracy



Mnemonics

- Psychology
  [p c cholo jai]
- Lie u ten ant
- Devastate
  [Interchange the letters d & v]

Writing Theory

A
B
C
THEORY OF WRITING

Mnemonics (Memory Aid)

A rat in the house might eat Tom's ice cream.

[Take the first letter of all the words]

Types of liars

- A Notorious Liar
- A Consummate Liar
- An Egregious Liar
- A Pathological Liar
- A Chronic Liar
- A Glib Liar
- An Incorrigible Liar
- An Inveterate Liar
- A Congenital Liar
- An Unconscionable Liar

Accuracy: Word Orde

- ☐ Only he promised to read the first chapter of the book.
- ☐ He only promised to read the first chapter of the book.
- ☐ He promised only to read the first chapter of the book.
- ☐ He promised to read only the first chapter of the book.
- ☐ He promised to read the first chapter of the book only.

	Pleasant impression	Close to Real	Worthy of love	Suggest smallness	Suggest femininity	Arouse interest	Causing Pleasure	Suggest lightness	Sexual Attraction	Well proportioned	Good quality	Suggest strength	Suggest dignity	Great Generosity
Beautiful	+	+												
Lovely	+		+											
Charming	+					+	+	+						
Pretty	+			+	+									
Attractive	+					+			+					
Good Looking	+									+				
Handsome	+									+	+	+	+	

Neologism (Cont.)

- Asana
- As(h)ram
- Atma
- Atta
- Ascha
- Aus
- Avatar
- Ayah
- Ayueveda
- Baboo

21 September 2026

RULE OF PROXIMITY

Look at the sentence below. What does it mean?

I went to my village home to sell a piece of land along with my wife .

	Woman	Man	Child	Dog	BIR	FLOWER	Weather	View	Day	Village	House	Furniture	PICTURE	DRESS	Present	Proposal
Beautiful	+		+	+	+	+	+	+	+	+	+	+	+	+	+	
Lovely	+		+	+		+	+	+	+	+	+	+	+	+	+	
Pretty	+	-	+	-	+	+	-	+	-	+	+	-	+	+	-	-
Charming	+	+	+							+	+					
Attractive	+	+	-	-	-	-	-	-	-	+	+			+	-	+
Good-looking	+	+	+	+												
Handsome	-	+	-	-	-	-	-	-	-	-	-	-	-	-	+	-

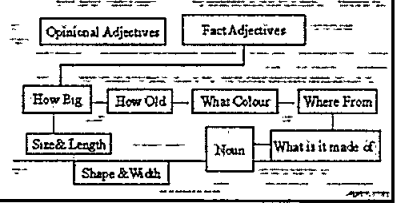
16 November 2022

Neologism (Cont.)

- Baba
- Backsheesh/ backshish/ baksheesh, buckshish/ backshish
- Badmash/budmash/ budmush
- Bael
- Bahadur
- Bandor
- Bandh

21 September 2026

Word Order



Grammar- Necessary or not?

IF THE SINGULAR IS THIS
AND THE PLURAL IS THESE
WHY NOT THE PLURAL OF KISS
SHOULD BE WRITTEN KESE
-anonymous

Neologism (Cont.)

- Bigha
- Bismillah
- Brahman
- Bundook
- Bustee
- Cabobs
- Cha-cha
- Chador
- Calpa

21 September 2026

Neologism (Cont.)

- Chamcha
- Chamar
- Chapati
- Charka
- Chatta
- Chitty
- Chittack
- Chokidar

21 September 2026

- Dharna
- Dhania
- Eblish
- Eka
- Ekka
- Ganja

21 September 2026

Blended words

- Compfusion-computer induced confusion
- Edutainment
- Infotainment
- Hi-tech
- Banjolina
- Sleepaholic
- Workaholic
- Chocaholic-

21 September 2026

Neologism (Cont.)

- Chutney
- Cutcha
- Cutcher®y
- Dak
- Dak-bungalow
- Dakoit/Dacoit
- Dakoiti/Dacoiti

21 September 2026

Neologism (Cont.)

- Ghee
- Gherao
- Goonda
- Gooroo/Guru
- House Husband
- Haj

21 September 2026

Blended Words (Cont.)

- Bombay+Hollywood=
- Ben Affleck +Jennifer Lopez=
- Stalker+Paparazzi=
- Spontaneous+safe=
- Simple+technology=
- Compact+spacious=
- Joseph Luft +Harry Ingham=

21 September 2026

Neologism (Cont.)

- Dalal
- Dekko
- Dervish
- Dewani
- Dhal
- Dharma
- Dobhash

21 September 2026

Neologism (Cont.)

- Soojee
- Sraddha
- Sultan
- Sultana
- Sundari
- Sunni
- Sura

21 September 2026

Blended words (Cont.)

- Brunch- Breakfast+ Lunch
- Camcorder- Camera+ Recorder
- Eurocrat- European +Bureaucrat
- Eurovision- European +Television
- Motel- Motor + Hotel
- Oxbridge- Oxford +Cambridge

21 September 2026

Blended words (Cont.)

- Smog- Smoke +Fog
- Telecast- Television +Broadca
- Tunch- Tea+Lunch
- Blot- Black +Spot
- Bit- Binary+ Digit

INITIALISMS	
ASAP	
BTW	
FAQ	
FYI	
IMHO	

Initialisms

- F2F-------face to face
- FWIF----for what it's worth
- GR8-----great
- HAND—have a nice day
- ILU------I love you
- KIT------keep in touch
- MSG----message

Blended words (Cont.)

- **Slender- Slight +Tender**
- **Comtech-Computer +Technology**
- **Cotea- Coffee + Tea**
- **Pixel-Picture+ element**
- **Digicam-Digital+Camera**

Initiali

LOL	
TIA	
TTFN	
KISS	
ADKSO	

Initialisms

- MYOB—mind your own business
- NO1----- no one
- PCM---- please call me
- PLS=== please
- SOM1--- someone
- SPK=== speak
- THX===thanks

SMS TEXTRY

" 'M (T-T) if pos snd 500/9. jorury.TTYL"-the impact of txtspeak on communication, language, and mode of expression

ISHUNLAMURLOOKIN4NAKIVERYULTAP ALTAODDODVUTMESSAGESOAMIDECIS IONTAKEKORLAMJEIWILLSENDUEKTAM ESSAGEKINTUCHINTAKOREFOUNDOUT JEODVUTKICHUWRITEKORTEDISABLEH OCHHJI

Initialisms

- 2 Day -----today
- 2 Moro-----tomorrow
- 2 Nite------tonight
- ATB-------all the best
- B4--------before
- BBL-----be back later
- CUL8R—see you later

Initialisms

- WAN2=== want to
- WKND===weekend
- X======= kiss
- XLNT====excellent
- XOXO=== hugs and kisses
- YR======your/you're

- Lotta-lot of/ lots of
- Also lotsa
- Gonna-going to
- Gotta-got to
- Wanna-want to
- Howdy

21 September 2026

BREVITY

Continued

together with all the appurtenances thereto concerning this of skin, pulp, pip, rind, seeds, and juice, to have and to hold the said orange together with its skin, pulp, pip, rind, seeds and juice of his own use and behoof, to himself and his heirs, in fee simple forever, free form all liens, encumbrances, easements, limitations, restraints, or conditions whatsoever,

Emoticons

- ☺ ----happy (a 'smiley')
- ☹-----unhappy
- ;-)----winking
- :-D---laughing
- :-Q---I don't understand
- :'-(---Crying

21 September 2026

Maintaining Brevity

- Better avoid long sentences if possible.
- Sentences of more than two typewritten line is too long.
- Better use simple and complex structure simultaneously.

Continued

any and all prior deeds, transfers or other documents whatsoever, now or anywhere made, to the contrary notwithstanding, with full power to bite, cut, suck, or otherwise eat the said orange or to give away the same, with or without its skin, pulp, pip, rind, seeds, or juice.

Emoticons

- :-1 -------bored
- :-*--------kiss
- :-o-------surprised
- :-x------my leaps are sealed (I won't tell anyone)

21 September 2026

COMMUNICATION IN BRIEF

When an ordinary person wants to five someone an orange, he or she would merely say, "I give you this orange." But when a lawyer does it, the words are something like this: "Know all persons by these present that I hereby give, grant, bargain, sell, release, convey, transfer, and quitclaim all my right, title, interest, benefit, and use whatever in, of, and concerning this chattel, otherwise known as an orange, or Citrus orantium,

COMMUNICATION IN BRIEF

A Marathon Sentence (308 Words) from U.S. Government Regulations

That no person in the classified civil service of the United States shall be removed there from except for such cause as will promote the efficiency of said service and for reasons given in writing, and the person whose removal is sought shall have notice of the same and of any charges preferred against him, and be furnished with a copy thereof, and also be allowed a reasonable time of personally answering the same in writing; and affidavits

Continued

in support thereof; but no examination of witnesses nor any trial or hearing shall be required except in the discretion on the officer making the removal; and copies of charges, notice of hearing answer, reasons for removal, and of the order of removal shall be made a part of the records of the proper department or office, as shall also the reasons for reduction in rank or compensation; and the copies of the same shall be furnished to

Sentence Length

Sentence Length	Comprehension Rate
8 words	100%
15 words	90%
19 words	80%
28 words	50%

Simplicity (Clarity)

- Choose a simple word rather than a difficult one
- A familiar word to a rare one
- Never be impressed by a bombasting word.

Continued

the person affected upon request, and the Civil Service Commission also shall, upon request, be furnished copies of the same: Provided, however, that membership in any society, association, club, or other form of organization of postal employees not affiliated with any outside organization imposing an obligation or duty upon them to engage in any strike, or proposing to assist them in any strike, against the United States, having for its

CLARITY

Simplicity of the language

Less familiar	Simple alternatives
Ascertain	Find out
Conceptualize	See
Encompass	Include
Hypothesize	Guess
Monitor	Check
Operational	Working
Option	Choice

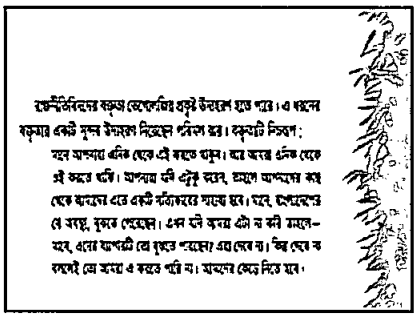
Continued

objects, among other things, improvements in the condition of labor of its members, including hours of labor and compensation therefore and leave of absence, by any person or groups of persons in said postal service, or the presenting by any such person or groups of persons of any grievance or grievances to the Congress or any Member thereof shall not constitute or be cause for reduction in rank or compensation or removal of such person or groups of persons from said service.

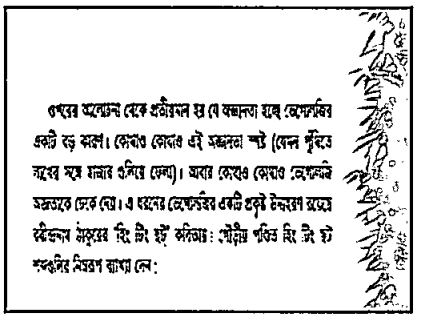
- Fog Index= (ASL+NLW) X 0.4
  - = (20+ 1) X0.4
  - =21X 0.4
  - 8.4

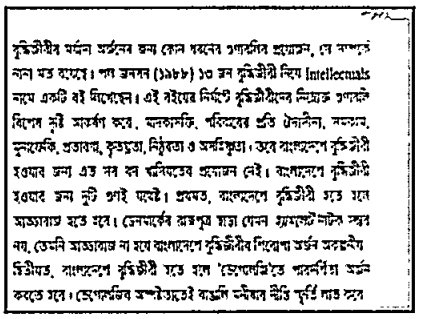
Cont.

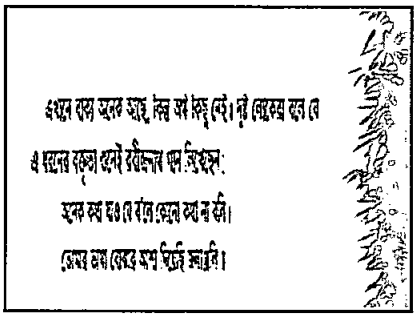
Less Familiar	Simple Alternatives
Perpetuate	Continue
Perplexing	Troubling
Reciprocate	Return
Stipulate	Require
Terminate	End
Utilize	Use

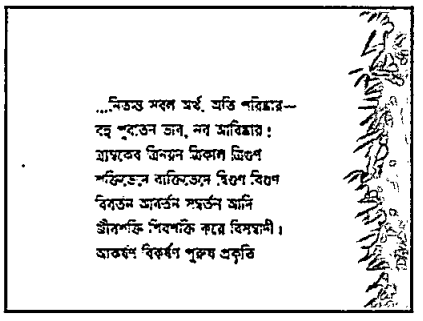

বুদ্ধিজীবিদের বক্তৃতা হেফেলির একটি উদাহরণ হতে পারে। এ ধরনের বক্তৃতার একটি সুন্দর উদাহরণ দিয়েছেন পলিন হল। বক্তৃতাটি নিম্নরূপ:

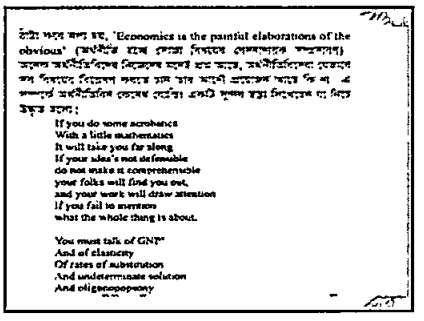
সবে আসছে এদিক থেকে এই বলতে থাকুন। আর অন্যরা এদিক থেকে এই বলতে থাকি। আপনার কী এটুকু মনে হবে, প্রথমে আপনার কথা থেকে আমরা এতে একটি বক্তব্যকরের সাথে হব। যদি, হেফেলির যে কাজ, তুলনা পেয়েছেন। এখন যদি কথায় এটা না কী মানে— মনে, এবার আপনটি যে বুঝতে পারেন? এর থেকে ন বলেই যে আমরা এ কথাও পারি না। আমাদের ভেবে নিতে হবে।


ওপরের আলোচনা থেকে প্রতীয়মান হয় যে বক্তব্যটা হচ্ছে হেফেলির একটি বড় কাজ। কেবারু হেবারু এই সমস্যার সমাধান (যেমন পুঁথিতে মানুষের মনে মানার ওপরে দেয়া)। আবার কেবারু কেবারু হেফেলিকে সমস্যাতে ফেলে দেয়। এ ধরনের হেফেলির একটি চমৎকার উদাহরণ হচ্ছে রবীন্দ্রনাথ মজুমদার হিং টিং ছট্ কবিতায়। পরবর্তী পৃষ্ঠায় হিং টিং ছট্ শব্দগুলির বিস্তারিত ব্যাখ্যা দেয়া:


বুদ্ধিজীবীর মর্যাদা অর্জনের জন্য কোন ধরনের ওপাদনির প্রয়োজন, সে সম্পর্কে নানা মত রয়েছে। পল জনসন (১৯৮৮) ১০ জন বুদ্ধিজীবী নিয়ে Intellectuals নামে একটি বই লিখেছেন। এই বইয়ের নির্বাচিত বুদ্ধিজীবীদের লিখকে ওপাদনি বিশেষ কৃতি আবর্তন করে, অনৈতিকতা, পরিবেশের প্রতি উদাসীনতা, নবতাবাদ, দুর্নীতিকে, প্রতারণা, কৃতঘ্নতা, মিথ্যেবাদিতা ও অসহিষ্ণুতা। তবে বাংলাদেশে বুদ্ধিজীবী হওয়ার জন্য এত সব বদ বদ্যিসের প্রয়োজন নেই। বাংলাদেশে বুদ্ধিজীবী হওয়ার জন্য দুটি গুণই যথেষ্ট। প্রথমত, বাংলাদেশে বুদ্ধিজীবী হতে হলে আন্তর্জাতিক হতে হবে। ডেনমার্কের রাজপুত্র হাত্রা যেমন ন্যায়সঙ্গত নাটক স্বার নয়, তেমনি আন্তর্জাতিক না হলে বাংলাদেশে বুদ্ধিজীবীর শিরোপা অর্জন অসম্ভবের দ্বিতীয়ত, বাংলাদেশে বুদ্ধিজীবী হতে হলে 'হেফেলিরি'তে পারদর্শিতা অর্জন করতে হবে। হেফেলিরির অন্তর্ভুক্তিতে বাংলাদি ভঙ্গিমার বীতি পূর্তি লাভ করে

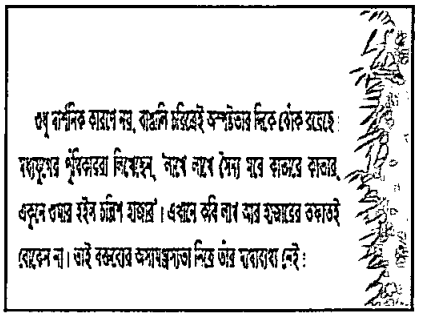

এখন বলা অনেক সহজ, কিন্তু আর কিছু নেই। নই নেহেরু হয়ে যে এ যুগের বক্তব্য হবেন রবীন্দ্রনাথ আর বিশ্বরূপ:
মুখের কথা হয়ে যে যাবে মোদের কথা ন কী।
মোদের কথা মোদের কথা খুঁজি আমরা।

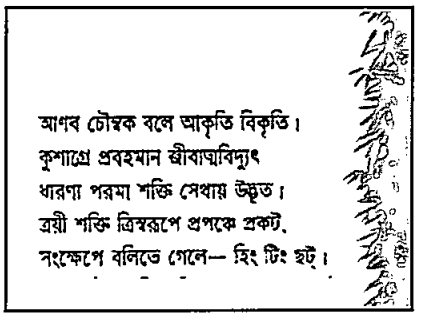

...বিস্তর সবল অর্থ, প্রতি পরিষ্কার—
বহু পুরাতন ভাব, নব আবিষ্কার:
গ্রাম্বতের ত্রিনয়ন ত্রিকাল ত্রিরূপ
শক্তিভেদে ব্যক্তিভেদে বিভিন্ন বিভিন্ন
বিবর্তন আবর্তন সম্বর্তন আদি
জীবশক্তি শিবশক্তি করে বিলসানী।
আকর্ষণ বিকর্ষণ পুরুষ প্রকৃতি

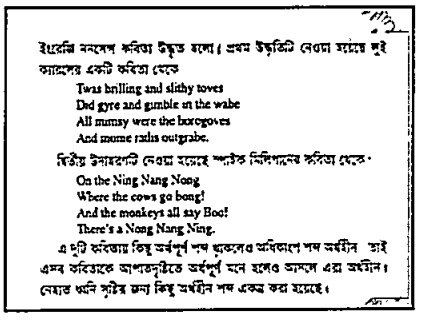

ঠাট্টা করে বলা হয়, 'Economics is the painful elaborations of the obvious' (অর্থনীতি হচ্ছে বেদনা নিষ্প্রদায়ক স্পষ্টকরণ)। অনেক অর্থনীতিবিদের লিখনের মানের কম আছে, অর্থনীতিবিদেরা হেফেলির কথা বিশ্বাসে বিশ্বাসের সময়ে মনে রাখা আবশ্যি প্রয়োজনে আছে কি না। এ সম্পর্কে অর্থনীতিবিদ হেফেলি হেফেলি একটি সুন্দর কবিতা লিখেছেন যা নিম্নে উদ্ধৃত হলো:

If you do some acrobatics
With a little mathematics
It will take you far along
If your idea's not defensible
do not make it comprehensible
your folks will find you out,
and your work will draw attention
if you fail to mention
what the whole thing is about.

You must talk of GNP*
And of elasticity
Of rates of substitution
And indeterminate solution
And oligopsopsony


শুধু বাস্তিক কারণে নয়, বাস্তবিক ভিত্তিতেই ভাষাভিত্তিক দিকে ঝোঁক রয়েছে বহুভাষার পুঁথিলেখা লিখেছেন, 'মনে নাচে সৈন্য মনে কাজের কাজায়, এমনে তখন মনের মন্ত্রণা যাজার'। এখানে অবি লাল আর হজারের তফাতেই যেতেন না। তাই বক্তব্যের অসাধারণতা নিয়ে তাঁর মাথাব্যথা নেই:


আণব চৌম্বক বলে আকৃতি বিকৃতি।
কুশাগ্রে প্রবহমান স্ত্রীবাঘাবিদ্যুৎ
ধারণা পরমা শক্তি সেথায় উদ্ধৃত।
ত্রয়ী শক্তি ত্রিস্বরূপে প্রপঞ্চে প্রকট,
সংক্ষেপে বলিতে গেলে— হিং টিং ছট্।


ইংরেজি ননসেন্স কবিতা উদ্ধৃত করা। প্রথম উদ্ধৃতিটি নেওয়া হয়েছে লুই ক্যারলের একটি কবিতা থেকে

Twas brilling and slithy toves
Did gyre and gimble in the wabe
All mumsy were the borogoves
And mome raths outgrabe.

দ্বিতীয় উদাহরণটি নেওয়া হয়েছে স্পাইক মিলিগানের কবিতা থেকে:

On the Ning Nang Nong
Where the cows go bong!
And the monkeys all say Boo!
There's a Nong Nang Ning.

এ দুটি কবিতায় কিছু অর্থপূর্ণ শব্দ থাকলেও অধিকাংশে শব্দ অর্থহীন তাই এদের কবিতাকে আপাতদৃষ্টিতে অর্থপূর্ণ মনে হলেও আসলে এরা অর্থহীন। নেয়ার্ত অনি সৃষ্টির জন্য কিছু অর্থহীন শব্দ একত্র করা হয়েছে।

আবার কোনো কোনো কবিতায় সব পদের অর্থ আছে, কিন্তু সামগ্রিকভাবে কবিতাটির কোনো অর্থ নেই। সুকুমার রায় বাংলায় এ ধরনের কবিতা লিখেছেন। যেমন ধরুন, নিচের কবিতাটি:

একদা কি হাসে সেচে বীরাসাব বাগ্যা?
অকালে পায়ে মহি টক টক লক্ষ!
টক টক বাজে মজে হলে পরে মুখী—
তখন দেখবি সেটে একেবারে মিঠি!

এখানে প্রত্যেকটি পদের অর্থ আছে। কিন্তু পুরো কবিতাটি বোঝ হল। অকালের কি লক্ষ আছে? কারও পক্ষে সে লক্ষ চালা কি সম্ভব? কবিতাটি যে অর্থহীন তা কাটকে বলে বেওয়ার প্রয়োজন পড়ে না। অথবা নিচের কবিতাটি উপভোগ করতেও কেউ এর অর্থ খুঁজতে যাবে না:

আমি-গেলা আমি পাছে আমি
নিজ পায়েতে মাছে নিজ
প্রতির মমতা বাছের মায়া
আপন বাসায় আপন নিজ।

MEDICAL ALPHABET

Paul Grice's CP and Maxims

- Key Takeaways
- Grice expanded his cooperative principle with the four following maxims, which he believed anyone wishing to engage in meaningful, powerful presentation must follow:

পুরুষের রচিত কবিতায় কোনো অস্পষ্টতা নেই। রচয়িতা পাঠককে কখনো বলে দিতে হয় না যে তাঁর বক্তব্য কী? বস্তু কী বলেই অনুমান তা অনুভবের ইচ্ছা হয়:

যে সব ফোকে পদ ফোকে
তাদের ধরে বাঁচায় ফোকে

WHAT DOES IT MEAN?

Hello Dr. how are you?

Dr.-

*If language is not correct then what is said is not what is meant, if what is said is not what is meant then what ought to be done remains undone.- *Confucious*

কানে কয় কানে সুর
নয়ন দেখে একপ ঠিক
নয়ন রেখে মুখীর ধারা—
বিধির কয়ে একুল পারা।

'আবেগোচ্ছাস' কবিতায় অর্থ না থাকলেও পদের ঝুলঝুরি রয়েছে। বক্তব্য না থাকলেও পদের মুখীর মাধ্যমে যেমিত এবং অনন্দিত করে। 'লালেস' বলা হয় নির্মল হোমোনিট। এখানে বক্তব্য আলো-আঁধারের অস্পষ্টতা আছে, তবে কোনো ফেরেবেজি নেই।

THE RHETORICAL TRIANGLE

AN OVERVIEW OF THE THREE RHETORICAL APPEALS

ETHOS
PATHOS
LOGOS

SPEAKING ARTISTICALLY

ALLITERATION

Definition

It is a figure in which the same sound, letter or syllable is repeated in a sequence of nearby words.

EXAMPLES

‰e¤ evUxi eveyivg evey e‡ov ‰elwqK wQ‡jb|

Avjv‡ji N‡ii `yjvj- প্যারীচাঁদ মিত্র

Examples from ordinary writing

- Our products range from pens to pencils to compasses and clips.
- To satisfy our purpose, all we need are more customers, more cash, more turnover, more competitiveness, more profits- a more visible governance.

FEATURES

1. There is a repetition.
2. It is either about a sound, or a letter, or a syllable used in words.
3. This recurrence takes place in a sequence of nearby words.

EXAMPLES

- Alone, alone, all, all alone
  Alone on a wide, wide sea.
- She sells seashells on the seashore
  The shells she sells are seashells, I am sure.
  For if she sells seashells on the seashore
  Then I am sure she sells seashore shells.

Examples from ordinary writing

To whom I respect always, all ways.

I am ready already.

From that time to this time...

Think again, think ahead, think across

Those teachers had character, charisma, commitment and courage. Those who are criticizing them have got greed, gesticulations, grievances and grudges.

EXAMPLES

w`K G‡d‡¤

KwjKvZvi KvjxNv‡Ui KvjxPib Kg©Kv‡ii Kwbô Kন্যা KvKwj Kg©Kvi Kcvj Kzন্তিZ Kwiqv Kwnj, 'Kvjy KvKv, Kvjy KvKv, KvK †Kb Kv Kv K‡i?'

EXAMPLES

- A tiny tiger tied a tie to tighten the tie.
- The fair breeze blew,
  the white foam flew,
  The furrow followed free.

MORE EXAMPLES

- hale and hearty
- kith and kin
- safe and sound
- rhyme or reason
- weal and woe

MORE EXAMPLES

- An Austrian army awfully arrayed
- Full fathom five thy father lies
- For I have neither wit, nor words, nor worth

Examples

He is regularly irregular.

They have a plentiful lack of wit.

- Hasten slowly.
- She is a devastating beauty.

PUN

This is a figure which 'rests on a duplicity of sense under unity of sound'

বাংলা উদাহরণ

- G c„w_ex‡Z `yÕwU me‡P‡q `yj©f wRwbm
-

gvby‡li gb

g‡bi gvbyl

MORE EXAMPLES

- Deafening silence
- Cruel kindness
- Strenuous idleness
- Pointedly foolish
- Frightfully amused

EXAMPLES

- ✓ Singapore is a fine city.
- ✓ If a woman loses her husband, she pines for a second.
- ✓
- ✓ Although he is a scientist, his knowledge on sound is not sound.
- ✓ In a game of cards a good deal depends on good playing, and good playing depends on a good deal.

Oxymoron

Definition

It is a figure in which contradictory words are set side by side for raising a striking effect in the language.

EXAMPLES

- Shakespeare didn't pass M.A in English, but nobody can pass M.A. in English without reading Shakespeare.

EXAMPLES

- Is life worth living? It depends on the liver.

EXAMPLES

✓ bvgRv`v †jL‡Kil eB evRv‡i Kg Kv‡U, Kv‡U †ewk †cvKvq|

EXAMPLES

Silent
Listen

Star
Rats

Teacher
Cheater

স্বামী ও স্ত্রীর মধ্যে কথোপকথন

স্বামী: ওহ শেষ পর্যন্ত আমার স্বপ্নটা সফল হলো...
স্ত্রী: আমি যদি তোমাকে ছেড়ে চলে যাই?
স্বামী: না এই কথাটা আর ভুলে ও মুখে আনবে না।
স্ত্রী: তুমি কি আমাকে ভালবাস?
স্বামী: অবশ্যই কোন সন্দেহ নেই।
স্ত্রী: কখনো আমাকে ছেড়ে যাবে?
স্বামী: কখনোই না।
স্ত্রী: আমি কি তোমাকে পুরোপুরি বিশ্বাস করতে পারি?
স্বামী: হমম
স্ত্রী: ও সুইট হার্ট

CHIASMUS

✓ ***Definition***

- It is a figure in which generally a contrast between ideas is expressed through the inversion of the order of words or phrases when they are repeated or subsequently referred to in a sentence.

EXAMPLES

Love is a flame.
A flame is a love.

ILLUSTRATIONS

- Fair is foul and foul is fair.
- **Beauty is truth, truth beauty.**

EXAMPLES

WHO
HOW

A smart woman knows how to love but an intelligent woman knows who to love.

Module:10
Fitness and Well-being

Learning to save lives

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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 collapse
- No pulse
- No breathing
- Loss of consciousness

Sudden Cardiac Arrest

Every two minutes someone suffers a sudden cardiac arrest (SCA)

Heart – The Miracle Organ

- 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 most common cause of death around the globe.
- 92% of sudden cardiac arrest victims die before they ever reach the hospital.

Types (forms) of cardiac arrest:

- Asystole (Isoelectric line).
- Ventricular fibrillation (VF).
- Pulseless Ventricular tachycardia (VT).
- PEA: pulseless electrical activity.

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

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

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
- Electrocution
- Drowning

394

Sudden Cardiac Arrest

Reversible Causes

- Hypovolemia
- Hypoxia
- Hydrogen ion (acidosis)
- Hypoglycemia
- Hypo-/hyperkalemia
- Hypothermia
- Tension pneumothorax
- Tamponade, cardiac
- Toxins
- Thrombosis, pulmonary
- Thrombosis, coronary

UNITED HEALTHCARE

Do You Know the Difference?

HEART ATTACK vs. CARDIAC ARREST

TAKE ACTION

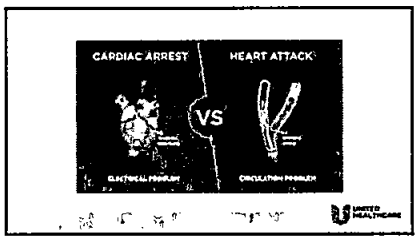
SYMPTOMS

UNITED HEALTHCARE

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)

UNITED HEALTHCARE



UNITED HEALTHCARE

Management of sudden cardiac arrest

- Basic life support (BLS)
- Advanced life support (ALS)

UNITED HEALTHCARE

WHAT IS CPR?

- Cardiopulmonary Resuscitation – is an emergency lifesaving procedure performed when the heart stops beating, known as cardiac arrest.
- CPR combines rescue breathing and chest compressions.
- CPR works by maintaining blood flow in the body & breathing until medical assistance becomes available.
- Immediate CPR can double or triple chances of survival after cardiac arrest.

UNITED HEALTHCARE

CARDIAC ARREST is an ELECTRICAL problem

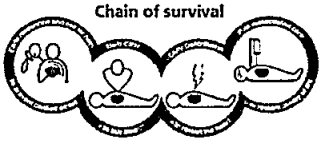
The person will be UNCONSCIOUS

A HEART ATTACK is a CIRCULATION problem

The person will probably be CONSCIOUS

UNITED HEALTHCARE

Chain of survival



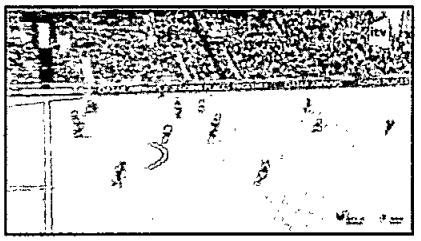
UNITED HEALTHCARE

Survival Statistics

- Only 8% if 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.

UNITED HEALTHCARE

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.

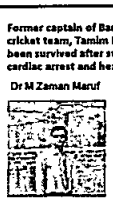
Danish footballer Christian Eriksen awake after collapsing on ground during Euro 2020 football

- The Euro 2020 match between Denmark and Finland returned nearly two hours after Danish soccer player Christian Eriksen collapsed in the first half of the game.
- Eriksen suffered a cardiac arrest and "was gone" before he was reconstituted, said Denmark's team doctor, Morten Boesen.
- Eriksen's teammates then formed a ring around him as medics performed CPR.

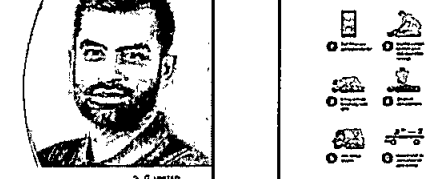
At least 153 killed in crowd crush during Halloween festivities in Seoul

Former captain of Bangladesh cricket team, Tamim Iqbal has been survived after sudden cardiac arrest and heart attack

Dr M Zaman Maruf



CPR: Step by Step



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.

Tamim Iqbal has been survived after performing CPR for 22 mins

The unsung Hero
Yakub Chowdhury Dalim, trainer

Chest compressions

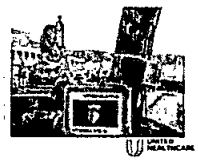
Grandmaster Ziaur Rahman's unfortunate death

Rescue breaths

AED – Automated External Defibrillator

- An AED is a type of computerized defibrillator that automatically analyzes the heart rhythm in 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 arrhythmia to its normal rhythm by an electrical shock is called defibrillation.

মোনাকো ফুটবলের পাশে পৃথিবীর ২য় ক্ষুদ্রতম দেশ। মাত্র ২ বর্গকিলোমিটার আয়তন। সেখানে পার্কে AED (Automated External Defibrillator) গাছের পাশে ঝুলানো দেখলাম। আবার এরা মার্ক দেয়া ৩০ মিটার দূরে মেশিনটি আছে।



Effects of Sedentary Lifestyle And Its Management

Dr. Md. Mostafizur Rahman

MBBS (Dhaka Medical College)
MPH (Nutrition), (Dhaka University)
CCD (BIRDEM)
Medical Officer
BPATC Savar Dhaka.

Effect of Sedentary Lifestyle

- Anxiety
- Cardiovascular disease
- Mortality in elderly men by 30% and double the risk in elderly women
- Deep vein thrombosis
- Depression
- Diabetes
- Colon cancer
- High blood pressure
- Obesity
- Osteoporosis
- Lipid disorders
- Kidney stones
- Spinal disc herniation (Low back pain)

Old Age

- Old age" occurs because we take into our bodies, mainly in food, harmful substances which for one reason or another, the excretory organs fail to eliminate.
- Some of these substances serve no purpose at all in the body and are best avoided if possible, and some are perfectly normal by products of normal body processes.

Session Plan

- What is Sedentary lifestyle?
- Effects of sedentary lifestyle
- Brief discussion on noncommunicable diseases.
- Preventive management of NCD
- Definition of nutrition and measurement of nutritional status.
- How to maintain body weight
- Daily caloric management.

The Age 40

- The age 40— it's a milestone for sure, signaling a time of transition from young adulthood to middle-age.
- This is an important decade for preventing health problems such as diabetes, heart disease and many types of cancer later in life.
- Among CVDs, ischemic heart disease (IHD) is the leading cause of death in the country.

Degeneration process

- We have so many cells and every day we loss more and more. Our bodies completely regenerate every year and a half. That is the oldest cell in our body is 1 year and 6 months old.
- The fact is, as we grow older we have less and less proper nutrition and we are far more affected by free radicals (stress). Our cells have less and less fuel to work with and when the do multiply they are reborn with a poorer structure.

What is Sedentary Lifestyle?

A sedentary lifestyle is a type of Lifestyle with no or irregular Physical activity.

Sedentary activities include :

- Sitting
- Reading
- Typing
- Watching television
- Playing video game and computer use

for much of the day with little or no vigorous physical exercise.

Health risks of 40+

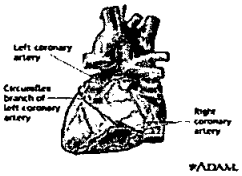
- After the age of forty body's degeneration starts.
- At this age people are prone to suffer from many non-communicable diseases which are the major causes of death

Degeneration starts at the age of 40

Depending on the diet and other lifestyle factors, the process of degeneration can be rapid, terminating life in youth or middle age, or deferred, to finally terminate life by what is known as old age.

What is Non Communicable Diseases ?

A non-communicable disease, or NCD, is a medical condition or diseases which by definition is non-infectious and non-transmissible among people. NCDs may be chronic diseases of long duration and slow progression.



Physical Inactivity

•Physical inactivity is a termed used to identify people who do not get the recommended level of regular physical activity.

•The American heart association recommends 30 to 60 minutes of aerobic exercise three to four times per week to promote cardiovascular fitness.

• Major Non Communicable diseases (NCD) :

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesity1
- Cancer
- Osteoarthritis
- Mental health problem

Today's Lifestyles are tomorrows risk factors

Today's risk factors are tomorrows diseases

Risky behaviors ⟶ Risk factors ⟶ NCDs

Prevention of heart diseases

everyone can become more heart healthy by following a few key steps, such as :

- Eating a healthy diet.
- Exercising.
- Quitting smoking.
- Maintaining a healthy body weight.

Controllable Risk Factors of Heart Disease .

Cigarette smoking.
Obesity
Hypertension.
Diabetes mellitus.
High cholesterol level.
Stressful life.
Physical inactivity.

Healthy Lifestyle

⇩

A way to prevent NCD

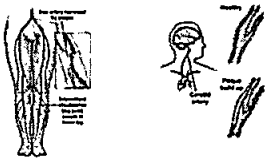
400

What is Healthy Lifestyle ?

A healthy lifestyle is defined by four basic criteria:

- Not smoking
- Holding weight down
- Eating right
- Exercising

Hyperlipidaemia



Why it becomes a Silent Killer ?

- Coronary Artery Block.

Increase Activity

Just adding a little movement to our life can:

- Reduce the risk of heart disease, stroke and diabetes
- Improve joint stability
- Increase and improve range of movement
- Help maintain flexibility as you age
- Maintain bone mass
- Prevent osteoporosis and fractures
- Improve mood and reduce symptoms of anxiety and depression

What is HDL Cholesterol?

- High-density lipoprotien (HDL)
  - "Good" cholesterol
  - Carries cholesterol away from the arteries and back to the liver
  - High levels of HDL appear to protect against heart attack
  - Low HDL indicates a greater risk for heart attack

Ways to Raise HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.

Hyperlipidaemia

Hyperlipidaemia is the term used to denote raised serum levels of fatty substances called lipids. These are
-Cholesterol
-Triglycerides

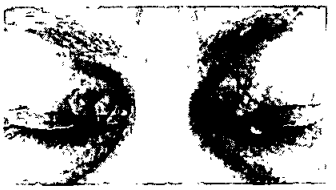
These fatty substances travel in the blood attached to proteins known as lipoproteins

Lipoproteins:
Chylomicrons
LDL (low density lipoprotein)
HDL (high density lipoprotein)
VLDL

Why it becomes a Silent Killer ?

- Cholesterol is intimately related to the development of atherosclerosis, which is a leading cause of heart attack and death.
- During the atherosclerotic process, cholesterol is carried into the inner lining of arteries causing an injury to the artery wall and inflammation.
- Inside the artery, the cholesterol combines with white blood cells and other materials to create a *lipid foam*.
- This lipid foam provides the building material for plaque deposits on the inner wall of arteries, including the coronary arteries in the heart and the carotid arteries in the brain

Xenthelasma



5 Ways to Raise Your HDL Cholesterol

- Get active. Physical activity can boost your HDL level. ...
- Lose extra weight. If you're overweight, losing extra pounds can help raise your HDL levels, as well as cut your LDL ("bad") cholesterol levels.
- Choose better fats. ...
- Alcohol in moderation. ...
- Stop smoking.
-

Diabetes Mellitus

How to prevent Diabetes?

- Diet control
- Prevention of over weight/ obesity
- Discipline
- Regular exercise

How to prevent Diabetes?

- Exercise:

- Exercise or walking 45 minutes a day is helpful for controlling diabetes
- Helps to control weight

**Be careful about infections
**Try to reduce mental stress

How to prevent Hypertension?

➢ Do not take extra salt
- avoid table salt
- use less salt during cooking
- avoid foods with extra salt e.g. cheese

➢ Increase intake vegetables, citrus fruits and fibers
➢ Stop smoking, taking tobacco and alcohol
➢ Proper rest and mental pleasure

How to prevent Diabetes?

Diet :

- ✓ Take your meal regularly
- ✓ Avoid extra sugar, sweet and honey
- ✓ Take proteins from fish, chicken & nuts
- ✓ Control beef & mutton
- ✓ Underweight people should gain weight and overweight people should reduce wt.
- ✓ Eat more salad, vegetables and sour fruits

Inference of OGTT

Inference	0 min glucose level	120 min glucose level
Diabetes Mellitus	≥ 7.0 m. mol/ L	≥ 11.1 m. mol/ L
Impaired Gl. Toller	< 7.0 m. mol/ L	≥ 7.8 – 11.1 m. mol/ L
Imp. Fasting Glyc	≥ 6.1 - < 7.0 m. mol/ L	< 7.8 m. mol/ L
Normal	< 6.1m. mol/ L	< 7.8 m. mol/ L

How to prevent Hypertension?

- ➢ Reduce weight
- ➢ Reduce taking extra salt, sugar
- ➢ Decrease animal fat, cholesterol e.g. beef, mutton, brain, liver, butter, prawn, chicken skin, egg yolk, coconut

How to prevent Diabetes?

Discipline:

Take a balanced diet
- Take medicines timely
- Keep yourself neat & clean
- Monitor weight and blood glucose level

Target to Control DM

Fasting Blood Sugar	-- less than 5 m.mol/L
Random Blood Sugar	-- Less than 7.8 m.mol/L
HbA1C	-- Less than 7%

How to avoid Cancer?

- Take fresh food, vegetables and fiber containing diet
- Take adequate amount of food from plant origin
- Avoid taking too much food of animal origin e.g. beef, mutton, red meat

Introduction to Nutrition

Nutrition = The study of food.
Food = Any substance that contains nutrients.
Nutrients = Any substance which can be digested and used by the body.

There are six nutrients:

- Protein
- Fat
- Carbohydrates
- Vitamin
- Minerals
- Water

Why Nutritional Management is important ?

Good nutrition can help to reduce the risk of some disease, including heart disease, diabetes, stroke, some cancers and osteoporosis. Also help to

- Reduce high blood pressure
- Hyperlipidaemia.

How to avoid Cancer?

- Too much canned food and food using preservatives should be avoided
- Tobacco and smoking should be ceased
- Avoid taking extra salt
- Avoid using artificial color in food
- Stop using harmful pesticide

Some tips to maintain nutrition

- Keep your daily calorie intake to a reasonable amount.
- Enjoy your food but eat less. Mindful eating.
- Keep portion sizes of food to a reasonable and recommended amount.
- Try to eat more of these foods: vegetables, fruits, whole grains, lean proteins, and some low-fat dairy products.
- Dedicate half your plate at meals to fruits and vegetables. Fruits, vegetables.
- Try to make at least half (or preferably all) your daily grains whole grains.

Nutrition and Nutrients

Nutrition is the biochemical and physiological process by which an organism uses food to support its life.

Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

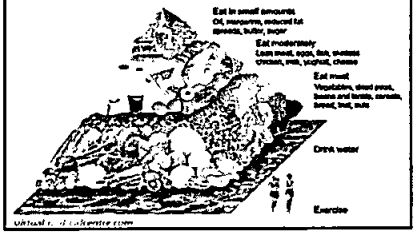
Macronutrients: Protein, Fat, Carbohydrate.
Micronutrient : Vitamin, Minerals and Water

What is Nutrition ?

Nutrition is the biochemical and physiological process by which an organism uses food to support its life. It includes ingestion, absorption, assimilation, biosynthesis, catabolism and excretion.

Good nutrition aims to achieve and maintain a desirable body composition, optimal health, prevention of diseases and high potential for physical or mental works.

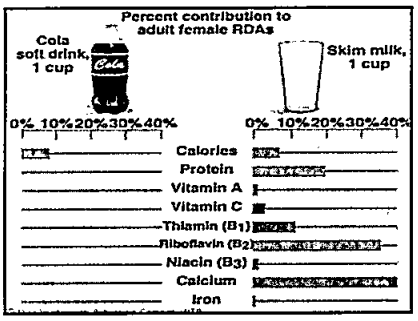
Food Pyramid

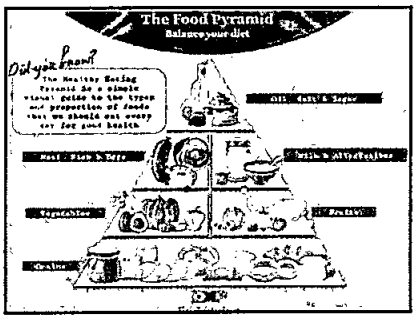


Nutrient Density

A food that supplies large amount of nutrients relative to the number of calories it contains is nutrient dense.

The higher the level of nutrients and the fewer of calories, the more nutrient dense the food is.





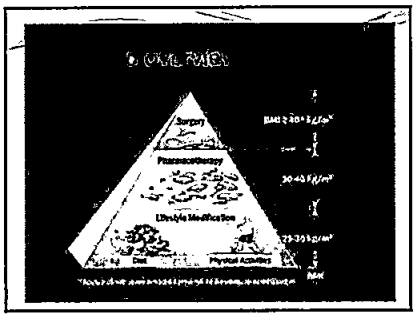
How to prevent Over-weight and Obesity?

- Eat balanced diet.
- Do not read or watch TV while you eat.
- Take 1-2 glasses of water before meal.
- On the occasion or party may go off your plan. Don't be too hard on yourself and don't quit. Get back on track on next day.

Benefits of good nutrition:

Benefits of good nutrition or eating healthy are

- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory



- **Prevention of obesity:**

Keep your BMI under 25

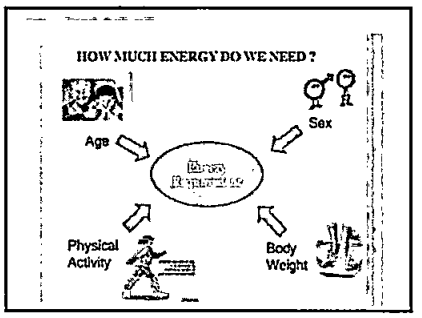
Diet and nutrition

Diet refers to all the food that we consume through the day on a regular basis.

On the other hand, nutrition refers to the fuel that our body requires to function optimally and maintain good health. It refers to the right mix of nutrients.

How to prevent Over-weight and Obesity?

- **Diet:**
  - Low intake of rice and wheat products
  - Restriction of high calorie diet
  - Increase intake of low calorie diet
  - Increase fiber containing diet intake
  - Prepare foods with little or no oil.
  - Avoid sugary foods : Candy, Jelly, Jam etc.
  - Limit beverage drinks.



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How to calculate BMI?

Body Mass Index (BMI) = Wt. in Kg/Ht. in meter^2

Ideal Body Wt. (kg) = Ht. in cm – 100 (Roughly)

Losing even 10% of your total body weight can significantly lower your risk.

Mode of Activity	Action	Calorie, Increment
Sedentary	Sitting and standing activities, Driving, Typing, Lab. Works etc.	No Increment
Light Activity	Walking on plain, House cleaning, Child care, Walking @ 2.5 – 4.0 km/hr. etc.	30% of DCA
Moderate Activity	Walking @ 6.0 – 7.0 km/hour, Cycling, Dancing, Weeding etc.	50% of DCA
Heavy Activity	Climbing, Walking up hill with load, Digging, Football, Basketball etc.	100% of DCA

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Table Tennis	245
Lawn Tennis	392
Dancing	372
Typing	108
Sleeping	57
Standing	132
Sitting	86

Interpretation of BMI According to WHO:

Classification	BMI Principle cut-off points
Overweight	≥ 25.00
Pre-obese	25.00-29.99
Obese	≥ 30.00

How to prevent Over-weight and Obesity?

- Physical exercise:
- Regular exercise and walking
- Daily household works and daily activities
- Try to be active
- Try to maintain desirable nutrition status

** Regular monitoring of Wt/BMI

Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Rice	1 cup	170
Bread	2 slice	80
Paratha	1 no.	150
Khichri	1 cup	200
Plain Dal	½ cup	100
Boiled egg	1 no.	90
Fried egg	1 no.	160

Mode of Activity

Sedentary Sitting and standing activities, Driving, Typing, Lab. Works etc.

Light Activity Walking on plain, House cleaning, Child care, Walking @ 2.5 – 4.0 km/hr. etc.

Moderate Activity Walking @ 6.0 – 7.0 km/hour, Cycling, Dancing, Weeding etc.

Heavy Activity Climbing, Walking up hill with load, Digging, Football, Basketball etc.

Energy Expenditure on Various Physical Activities

Activity	K.cal/hour
Watching TV	86
Cleaning/Mopping	210
Gardening	300
Cycling (15 km/hr.)	360
Running(12 km/hr.)	750
Running(10 km/hr.)	650
Running(08 km/hr.)	522
Walking (04 km/hr.)	160
Walking (06 km/hr.)	350

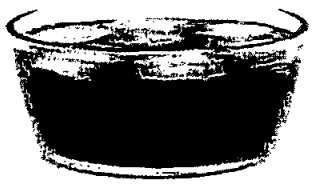
Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Mutton curry	1 cup	325
Chicken curry	1 cup	300
Samosa	1 no.	200
Fruit cake	1 no.	270
Sweet	1 no. (Med.)	140
Custard	1 cup	320
Ice-cream	1 cup.	400

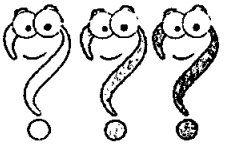
Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Tea (2 tsp sugar +50 ml milk)	1 cup	75
Cow's milk (2 tsp Sugar)	1 cup	110
Soft drinks	200 ml	150
Cashew nut	10 Nos.	95
Pea nut	50 Nos.	90

250 ml of Coca cola contain about 100 calorie



Query ?



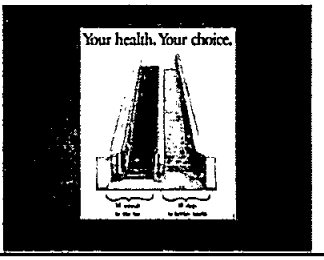
Approximate Caloric Value of Some Cooked Preparations

Preparations	Quantity	Calories (Kcl.)
Apple	1 Med.	65
Banana	1 Med.	90
Guava	1 Med.	50
Mango	1 Med.	180
Orange	1 Med.	40
Carrot	1 Med.	30

Population advice to prevent NCD

- Do not smoke.
- Take regular exercise.
- Maintain ideal body weight.
- Avoid using to much sodium intake (2.5gm/day).
- Add fiber to your diet.
- Eat a mixed diet rich in fresh fruit and vegetables.
- Limit alcohol use.
- Aim to get no more than 30% of energy intake from fat.
- Learn to check your blood pressure at home.

THANK YOU



Nutrition Facts

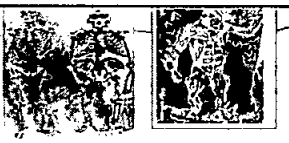
Lay's Classic Potato Chips (1 oz)

INGREDIENTS: POTATOES, VEGETABLE OIL, [SUNFLOWER, CORN, AND/OR CANOLA OIL], AND SALT

NO PRESERVATIVES

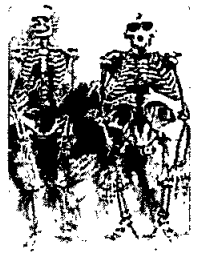
How to cut down fat in food

- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.

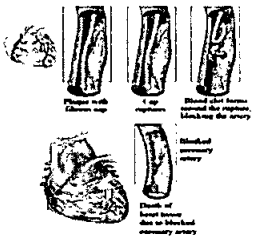


406

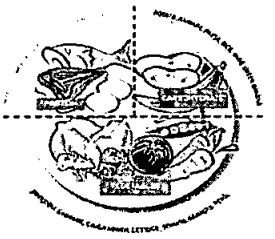
Skeleton of Human And Gorila



Heart Attack



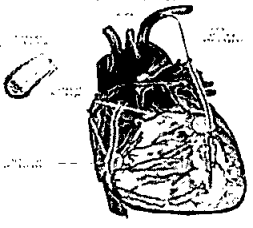
Healthy Plate Model



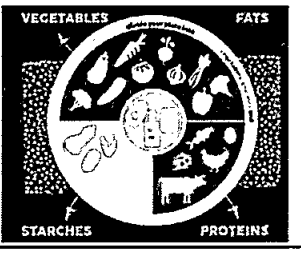
Digestive System

Bypass Surgery

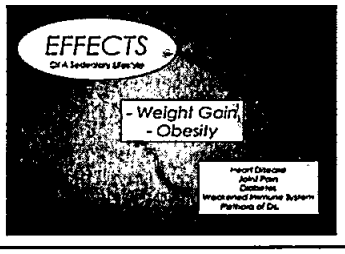
Coronary Artery Bypass

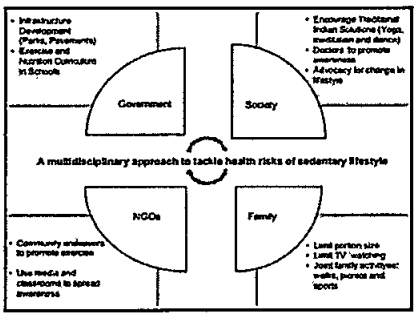


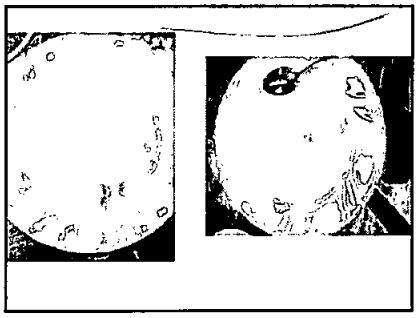
Healthy Plate Model

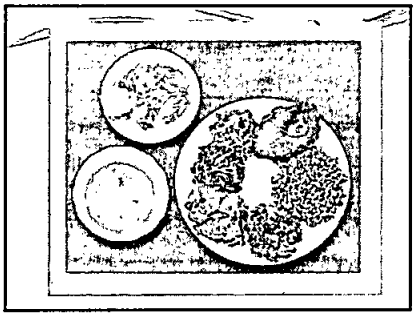


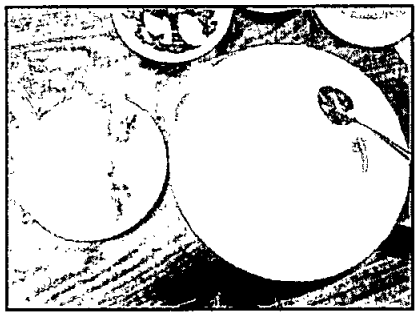
Effects of Sedentary Lifestyles

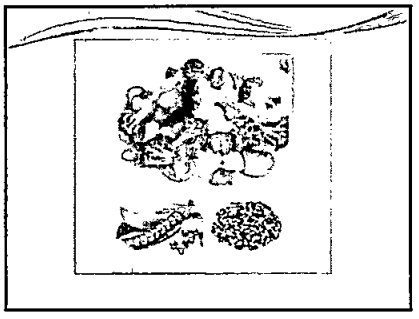


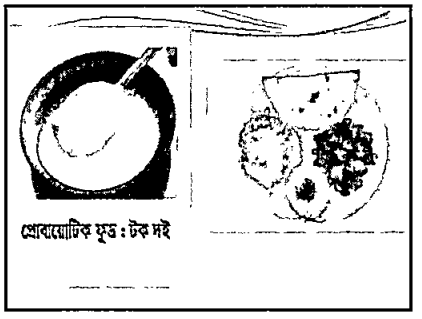


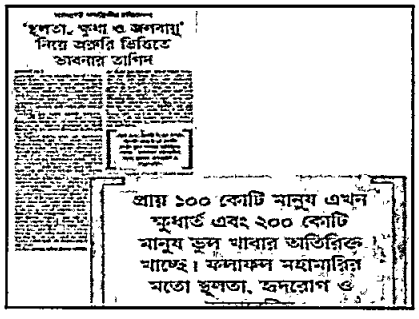


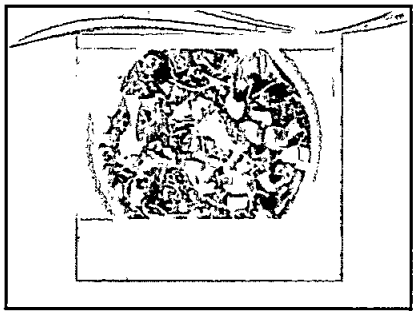






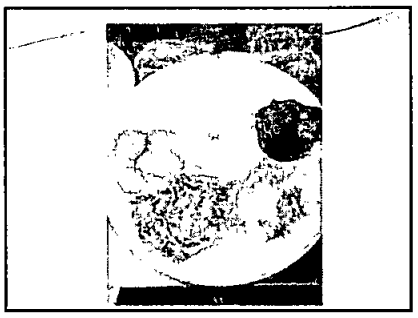


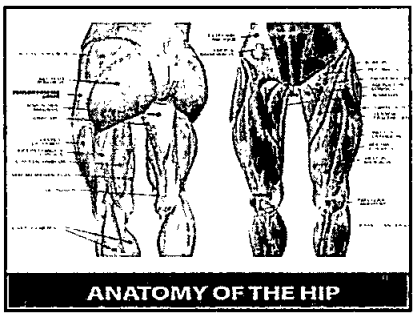


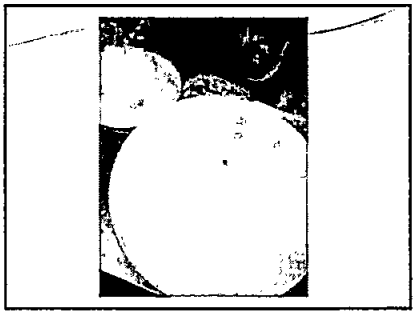


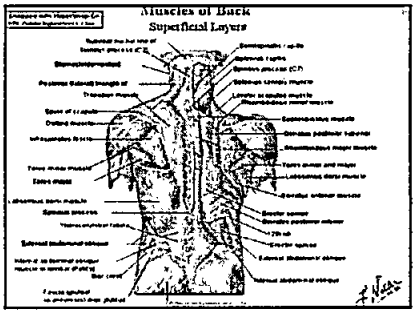
এক চামচ চানাচ তেলে প্রায় ১৪ গ্রাম ফ্যাট থাকে

Type of Fat	Saturated Fat	Monounsaturated Fat	Polyunsaturated Fat
Coconut oil	11.7 gm	0.8 gm	0.2 gm
Soybean oil	2.0 gm	3.1 gm	7.8 gm
Olive oil	1.9 gm	9.8 gm	1.2 gm
Sunflower oil	1.4 gm	2.8 gm	8.7 gm
Safflower oil	1.3 gm	1.7 gm	10.0 gm
Canola oil	0.8 gm	8.4 gm	4.4 gm
Mustard oil	1.62 gm	8.29 gm	2.97 gm
Rice bran oil	2.68 gm	5.34 gm	4.76 gm
Butter	9.0 gm	4.1 gm	0.6 gm




ANATOMY OF THE HIP




Muscles of Back
Superficial Layer

Occupational Health Hazard and Its Management

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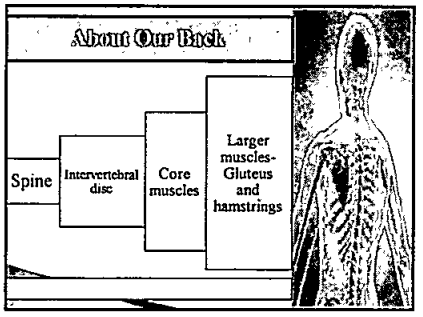
BScPT, MScPT, MPH
D-ortho (Cyriax) , PGD in sports Science (BKSP)
Physiotherapist - BPATC
Email: physio.ratandas@gmail Mobile: 01911-574514

Modern Health Care System

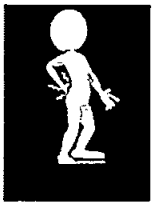
About Our Back



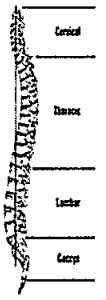
Objectives

- Basic understanding about Occupational Health Hazard & Pain that related to Work.
- Basic understanding about Back Pain and it's Prevention & Treatment.
- Basic understanding about Office Ergonomics.
- Basic understanding about other related musculoskeletal problems & treatment.
- Basic understanding about Physiotherapy

Low Back Pain



It Consists of three curves
- Cervical
- Thoracic
- Lumbar



Health Hazards Among Executives

Risk of NCDs like HD, HTN, CVD, Obesity, Mental Stress & Pain etc.

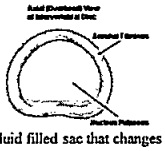
Occupational pain are a group of painful disorders of muscles, tendons, and nerves. Work activities which are frequent and repetitive which may be painful during work or at rest.

Prevalence

- 70 to 80% of the world's population at least one time in life suffer from Back pain.
- Most episodes of LBP resolve in 2-3 months (80-90%)
- Recurrence rates are about 50%
- 5-10% of people with LBP develop chronic LBP (>3 months)

IV Discs

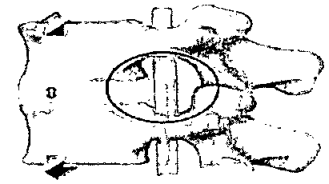
Load through the spine is further absorbed by the intervertebral discs.



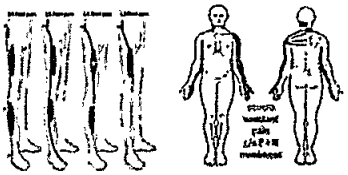
Each disc is a fluid filled sac that changes with the type and direction of the load.

410

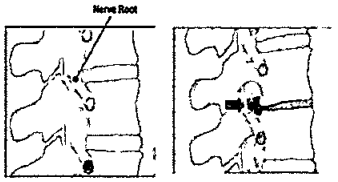
Mechanism



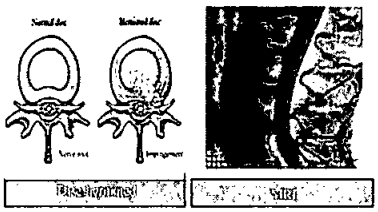
Referred pain



Herniated / Bulging Disc or PLID



Disc herniated cont...



Back Pain

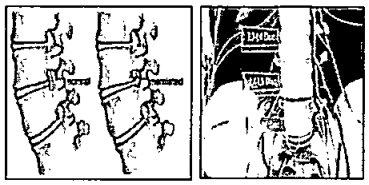
Sign and symptom:

- Pain on neck or lower back
- Pain may be central or radiate to limbs
- Parasthesia may present
- Increase pain by movement
- Decrease sensation and muscle power of affected limbs.

Continue.....

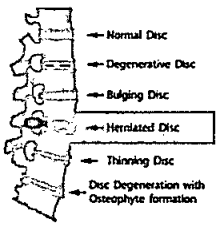
Sciatic nerve impingement, also called sciatica, is common for people who sit for prolonged periods of time.
The sciatic nerve runs from your lower back down the back of your leg and into to your feet.
Swelling in certain muscles in the buttocks can put pressure on the sciatic nerve, causing pain down the leg.

Common sites



Lumbar disc herniation (LDH), where the most common site is toward the bottom of the spine at L4-L5 or L5-S1 (95%) (Pourlesa et al. 2013).

Kind of normal and abnormal disc



Common Occupational Injuries of the Back

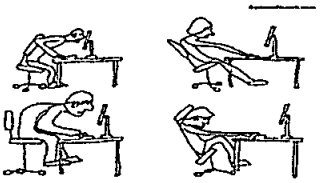
Strains and sprains are damage to the tendons and ligaments caused by one time exertions such as lifting or carrying heavy objects.
These can lead to very noticeable back pain, but the pain usually begins to subside within a few days

Risk factors

- Patient-Related Risk Factors
  - Age
  - Sex
  - Physical Fitness
  - Posture
  - Spine Mobility
  - Muscle Strength

LBP Prevention

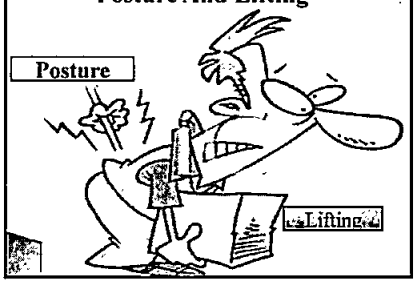
Avoid bad posture



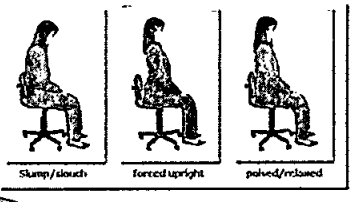
Risk factors cont..

- Occupational Risk Factors
  - Lifting
  - Pulling and Pushing
  - Twisting
  - Slipping
  - Prolong Sitting, standing
  - Vibration

Posture And Lifting



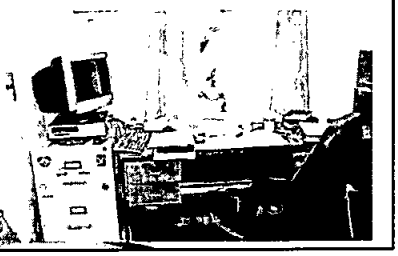
Appropriate sitting in the chair



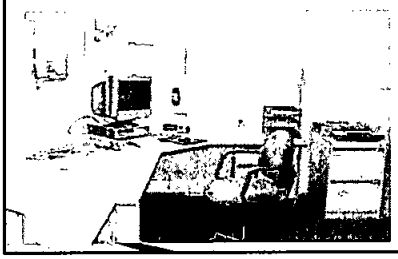
Treatment: Physiotherapy

Maintain good posture

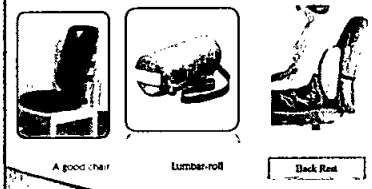
Poor Workstation Layout



Good Workstation Layout

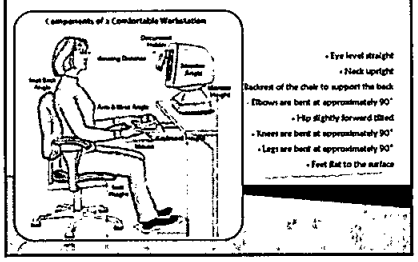


Back care supportive equipment

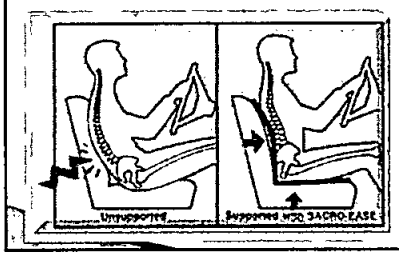


The Core

Safe desk work



Car Sitting



Others Musculoskeletal Problems

- Neck Pain
- Osteoarthritis of knee
- Frozen Shoulder
- Tennis Elbow
- Calcanium Spar
- Ankle Sprain
- Muscle Cramp
- Brain Stroke
- Parkinson Disease
- Diabetic Neuropathy
- Heart Disease
- Spinal Cord Injury
- Joint replacement
- Post Fracture Complications

Prevention of back pain

- Do Intermittent Work – every 30 min change postural position for 3-5 min.
- Use Lumber roll and back rest.
- Modify office desk

Otherwise…

You will suffer on back pain!!!

Neck Pain

Sign and symptom:

- Pain on neck
- Pain may be central radiate to limbs
- Parasthesia may present
- Increase pain by movement
- Decrease sensation and muscle power affected limbs.

Treatment: Physiotherapy

Ankle sprain

Treatment:
PRICE principle for 07 days
P- Protection
R- Rest
I- Ice
C- Compression
E- Elevation
Rehabilitation program:
Strengthening exercise, cycling, swimming, walking, staring etc.

Frozen Shoulder

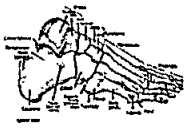
Sign and symptom:
- Pain increase by over head activities like combing hair, dressing.
- Stiffness as like frozen
- Age above 40 years

Treatment: Physiotherapy (Manual & Electrotherapy)
Advice: Pulley, pendulum & wall climbing exercise

General Advice

Change Food Pattern:
- In the morning comparatively taken heavy diet
- In lunch time take less food
- Night time try to eat very light food. Within 7.30 pm.
- Use Good shoe- its act as body shock absorber.
- For foot pain – use heel cushion
- For Diabetic patient – Walking , cycling, Swimming etc

Foot pain



Calcanium spar or Planter fasciitis:
- Pain complain first few steps after rest.
- Morning pain

Treatment: Physiotherapy
Advice; Use heel cushion, insole & comfortable soft shoe.

Tennis Elbow

- Pain & swelling on elbow joint.
- History of repeated use of hand.
- Tenderness present
- Stretching painful.

Treatment: Soft tissue mobilization, PNF & Electrotherapy
Advice: Use elbow bend

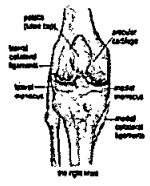
Physiotherapy?

Physiotherapy is an effective treatment for injury and illness.

Physiotherapists are skilled in the hands-on management of medical & surgical conditions.

Physiotherapy is a science and evidence based profession which is clinically and scientifically proven to heal conditions affecting body.

Osteoarthritis of Knee Joint



Sign and symptom of osteoarthritis :
- Pain increase by walking, stair up and down, low level sitting, sit to stand.
- Pain decrease by rest
- May have swelling in knee joint.

Treatment: Physiotherapy
Advice: Cycling & swimming not walking.

Other conditions:
Anterior Cruciate ligament injury(ACL), Posterior Cruciate ligament injury(PCL), Medial Colateral ligament Injury & Miniscus injuries etc.

Ice Therapy

- Rapping ice by thick cotton cloth
- Ice never directly use on skin, it causes skin burn.
- Duration: 10 min x 2 times daily for 3 days.

Physiotherapists?

First-contact autonomous practitioner in health care services

Physiotherapists?

- The course is affiliated by the Medicine Faculty of Dhaka University.
- 5 years Bachelor Degree which is followed by 1 year Mandatory Internship.

Role of physiotherapist in health services

- Treatment & Rehabilitation- Stretching, strengthening etc.
- Environment Modification- Home modification, job environment modification etc.

- Hospital and clinics
- Rehabilitation centers
- Sports centers
- Community Based Rehabilitation
- Academic institutions
- Research
- Management
- Special needs school

Course curriculum of physiotherapy

General Medical Subjects	Year
Anatomy	2 Years
Physiology	2 Years
Pharmacology	2 Years
Pathology & microbiology	2 Years
Community medicine	1 Year
Biochemistry	1 Year
Cardiopulmonary	1 Year
Neurology	1 Year
Radiology & Imaging	1 Year
Orthopedics & Rheumatology	1 Year
Pediatrics	1 Year
Surgery, Gyne. & Obstetrics	1 Year
Psychiatry	1 Year

Professional Subjects	Year
Electrotherapy	2 Years
Kinesiology & Biomechanics	2 Years
Therapeutic Exercise	2 Years
Orthopedic Medicine	2 Years
Neurological Physiotherapy	1 Year
Cardiopulmonary PT	1 Year
Pediatric Physiotherapy	1 Year
Sports Physiotherapy	1 Year
Rehabilitation Medicine	1 Year

Professional Autonomy

Individual physical therapists should have the freedom to practice their professional judgment, whether they are working in health promotion, prevention, [illegible] (AVCPT)

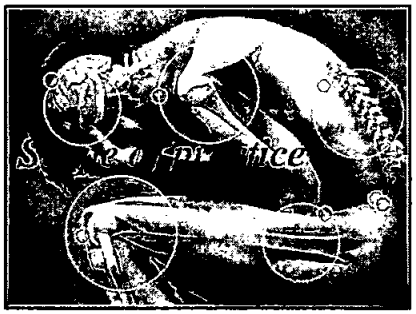
Physiotherapists act as first-contact practitioners in UK since 1978 (CSP)

Since 1979 Physiotherapists in Australia are working as first contact practitioners and can see patient without referral from other health care professionals (APA)

Conditions treated by Physiotherapists

Role of physiotherapist in health services

- Health Promotion- awareness program, seminar, workshop etc.
- Injury Prevention- Patient education, career education etc.

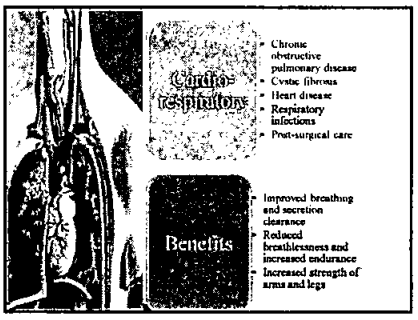


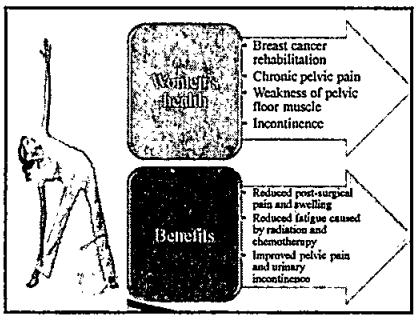
Orthopedic

- Back and neck pain
- Arthritis and osteoarthritis
- Fractures or sprains
- Joint replacements
- Sports injuries

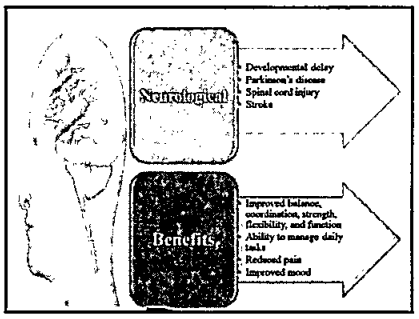
Benefits

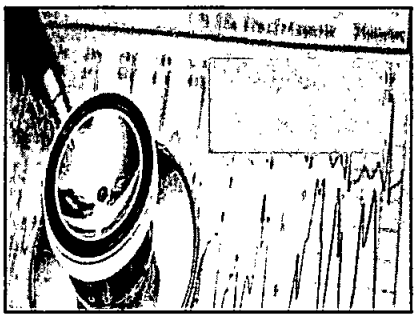
- Decreased pain
- Improved joint mobility and strength
- Restored physical function and injury prevention
- Possibly prevent or delay surgery

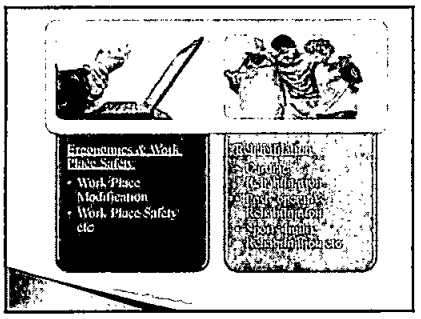

Cardio-respiratory
Chronic obstructive pulmonary disease
Cystic fibrosis
Heart disease
Respiratory infections
Post-surgical care
Benefits
Improved breathing and secretion clearance
Reduced breathlessness and increased endurance
Increased strength of arms and legs

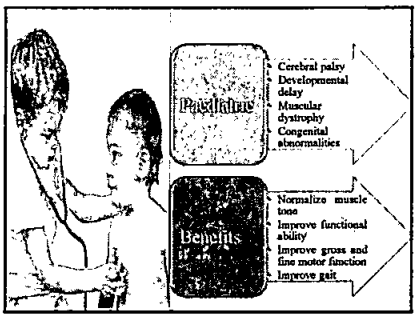

Women's health
Breast cancer rehabilitation
Chronic pelvic pain
Weakness of pelvic floor muscle
Incontinence
Benefits
Reduced post-surgical pain and swelling
Reduced fatigue caused by radiation and chemotherapy
Improved pelvic pain and urinary incontinence

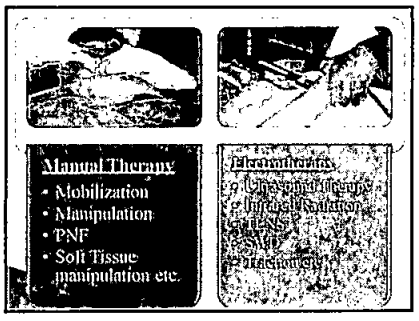
Hydrotherapy
Sitz bath
Wraps
Wet sock treatment
Hot fomentation etc
Orthotics & Prosthetics
Prescription of appropriate orthotics and prosthetics and its management, training

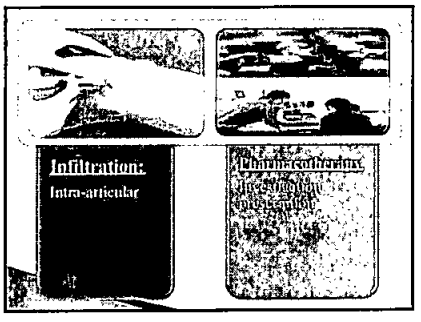

Neurological
Developmental delay
Parkinson's disease
Spinal cord injury
Stroke
Benefits
Improved balance, coordination, strength, flexibility, and function
Ability to manage daily tasks
Reduced pain
Improved mood




Ergonomics & Work Place Safety
Work Place Modification
Work Place Safety etc


Paediatrics
Cerebral palsy
Developmental delay
Muscular dystrophy
Congenital abnormalities
Benefits
Normalize muscle tone
Improve functional ability
Improve gross and fine motor function
Improve gait


Manual Therapy:
Mobilization
Manipulation
PNF
Soft Tissue manipulation etc.


Infiltration:
Intra-articular

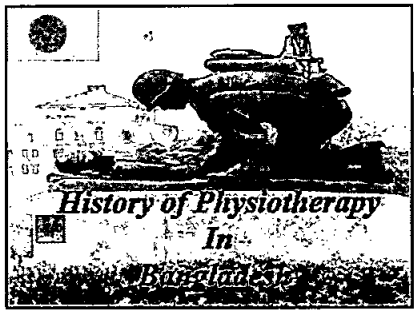
Physiotherapy Is An Ancient Profession

Hippocrates and Hector are believed to have been the first practitioners of a primitive physical therapy, advocating soft tissue mobilization and hydrotherapy to treat people in 460 B.C.

The controlling organization of Physiotherapy is Bangladesh Rehabilitation Council Act - 2018.

Bangladesh Physiotherapy Association (BPA) is our Professional Organization

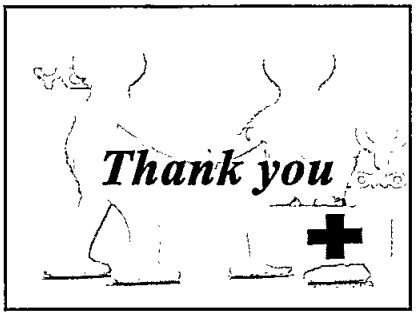
Bangladesh Physiotherapy Association (BPA) is the member of World Confederation for Physical Therapy (WCPT)

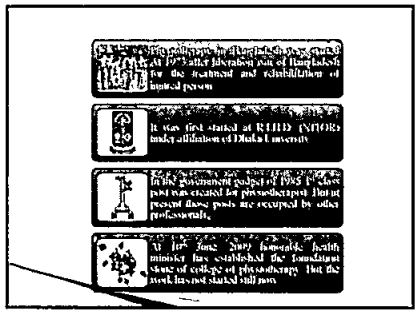


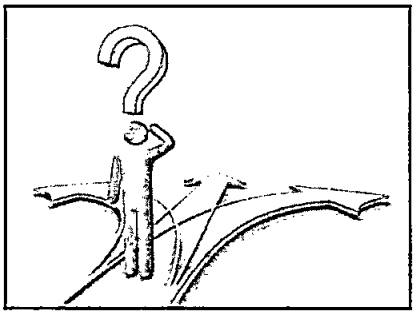
History of Physiotherapy In Bangladesh

Recommendations

- Pain & Therapy related class also include others academic training institutes.
- Create job for Physiotherapist in health sectors







Topic
Strategies for Ensuring Work-Life Balance

Guest Speaker
▸ Md. Abu Bakar Siddique, Grade- I (retd)
▸ Vice Chairman
▸ Bangladesh Telecommunication Regulatory Commission

- WORK-LIFE BALANCE IS ABOUT MAINTAINING A HEALTHY SEPARATION BETWEEN WORK AND PERSONAL LIFE. IT HELPS REDUCE STRESS, PREVENT BURNOUT, AND IMPROVE OVERALL WELL-BEING. A GOOD BALANCE ALLOWS PEOPLE TO BE MORE PRODUCTIVE AT WORK AND MORE FULFILLED IN LIFE.

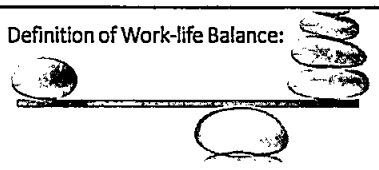
EXAMPLES:

- LEAVING WORK ON TIME TO SPEND EVENINGS WITH FAMILY.
- TAKING BREAKS AND VACATIONS TO REST AND RECHARGE.
- MANAGING WORKLOADS SO THAT PERSONAL TIME ISN'T CONSTANTLY SACRIFICED.

Key Features of work-life balance:

- **Time Management** – The ability to effectively allocate time between work duties and personal life activities.
- **Flexible Work Arrangements** – Having options like remote work, flexible hours, or compressed work weeks to better manage responsibilities.
- **Job Satisfaction** – Feeling fulfilled and happy in your job without it negatively affecting your personal life.
- **Low Stress Levels** – Maintaining mental and emotional well-being by avoiding excessive workload or burnout.
- **Healthy Lifestyle** – Having enough time for exercise, rest, hobbies, and family, contributing to physical and mental health.

Definition of Work-life Balance:



Work-life balance refers to the ability to manage time and energy effectively between work responsibilities (such as a job or career) and personal life (such as family, health, leisure, and social activities).

Benefits of Work-Life Balance:

- **Improved Health and Well-being** – Reduces stress, anxiety, and burnout, leading to better physical and mental health.
- **Increased Productivity** – Employees who balance work and personal life are more focused and efficient at work.
- **Higher Job Satisfaction** – A balanced lifestyle makes employees happier and more satisfied with their jobs.
- **Better Time Management** – Helps individuals prioritize tasks effectively and use their time wisely.
- **Stronger Relationships** – Provides more time to spend with family and friends, improving personal connections.

- **Clear Boundaries** – Keeping work and personal life separate to prevent one from interfering with the other.
- **Supportive Work Environment** – Employers encourage balance through policies, culture, and leadership practices.
- **Personal Fulfillment** – Feeling that both professional and personal goals are being achieved harmoniously.
- **Quality Relationships** – Having time to build and maintain relationships with family, friends, and colleagues.
- **Productivity and Efficiency** – Balanced individuals often perform better at work due to reduced stress and higher motivation.

Work-life balance maintains a healthy equilibrium between our professional responsibilities (work, career, business) and our personal life (family, rest, hobbies, health, and social activities).

Work-life balance is the state of stability where an individual manages the demands of work and personal life in a way that promotes overall well-being and satisfaction.

In simple terms, it means having enough time and satisfaction in both your professional and personal life without one negatively affecting the other.

- **Enhanced Motivation and Morale** – Balanced workers feel more motivated and committed to their organization.
- **Reduced Absenteeism and Turnover** – Healthy and satisfied employees are less likely to take unnecessary leaves or quit their jobs.
- **Greater Creativity and Innovation** – A relaxed and well-rested mind is more creative and open to new ideas.
- **Improved Work Quality** – Better balance leads to fewer errors and higher quality output.
- **Positive Organizational Image** – Companies that support work-life balance attract and retain top talent.

Why Work-Life Balance matters:

Improves Mental Health:
A good balance between work and personal life reduces stress, anxiety, and burnout, leading to better emotional well-being.

Enhances Physical Health:
Having time for rest, exercise, and proper sleep improves overall physical health and reduces the risk of illness.

Increases Productivity:
Employees who are well-rested and less stressed perform better, think more clearly, and make better decisions.

Boosts Job Satisfaction:
When people can manage their time effectively, they feel more in control, leading to greater satisfaction at work.

Encourages Stronger Relationships:
Balancing time between work and family helps maintain strong personal relationships and social connections.

Promotes Personal Growth:
It allows time for hobbies, learning, and self-improvement beyond professional life.

Reduces Employee Turnover:
Organizations that support work-life balance attract and retain motivated and loyal employees.

Creates a Positive Work Environment:
Employees with balance are more positive, cooperative, and motivated, improving teamwork and workplace culture.

In short, work-life balance is essential for long-term happiness, health, and success — both for individuals and organizations.

IMPROVING WORK-LIFE BALANCE:

Work-life balance can be improved by making intentional changes in both professional and personal areas. Here are some practical ways to improve work-life balance:

Set Clear Boundaries
- Avoid checking emails or doing work outside office hours.
- Communicate your availability clearly to colleagues and supervisors.
- Create a physical or mental separation between work and home life.

Prioritize and Manage Time Effectively
- Make a daily or weekly schedule of tasks.
- Focus on important (not just urgent) work.
- Avoid multitasking — it reduces efficiency and increases stress.

Take Regular Breaks
- Short breaks during work hours improve concentration.
- Use lunch breaks to step away from your workspace.
- Take vacations or time off to recharge.

TOP TEN STRESSFUL LIFE-EVENTS:

1. Spouse's Death	6. Injury or Illness
2. Divorce	7. Marriage
3. Marriage Separation	8. Fired from Job
4. Jail Term	9. Marriage Reconciliation
5. Death of close Relative	10. Retirement

OBSTACLES OF WORK-LIFE BALANCE

- Heavy Workload – Excessive job responsibilities or long working hours make it difficult to find time for personal life.
- Lack of Time Management – Poor planning or procrastination can cause tasks to spill over into personal time.
- Technology and Constant Connectivity – Smartphones, emails, and remote work can blur the boundary between work and home life.
- Job Insecurity – Fear of losing one's job may push employees to work longer hours and sacrifice personal time.

IMPROVING WORK-LIFE BALANCE:

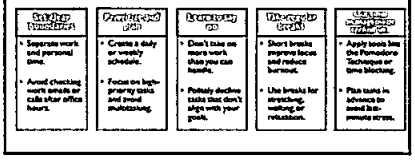
Encourage Flexible Work Arrangements
- If possible, choose flexible hours or remote work options.
- This helps in balancing personal commitments (e.g., family, health).

Maintain a Healthy Lifestyle
- Get enough sleep and exercise regularly.
- Eat nutritious meals and stay hydrated.
- Avoid burnout by recognizing when you need rest.

Spend Quality Time with Family and Friends
- Prioritize personal relationships.
- Plan family activities, social events, or hobbies outside of work.

Learn to Say "No"
- Avoid overcommitting to work or social tasks.
- Respect your personal limits and capacity.

MECHANISMS / STRATEGIES FOR ACHIEVING WORK-LIFE BALANCE:



- Family Responsibilities – Caring for children, elderly parents, or managing household duties can create stress and imbalance.
- Unsupportive Workplace Culture – Organizations that value long hours over productivity can discourage work-life balance.
- Lack of Flexibility – Rigid work schedules or limited remote work options make it hard to handle personal commitments.
- Personal Ambition or Overcommitment – Some individuals take on too many responsibilities at work or in their personal lives.
- Commuting Stress – Long or stressful commutes reduce time and energy for family or relaxation.
- Poor Health or Stress – Physical or mental exhaustion can make it difficult to manage both personal and professional roles effectively.

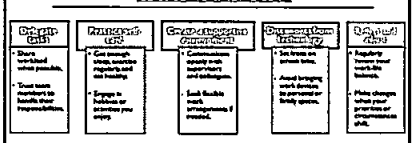
IMPROVING WORK-LIFE BALANCE:

Seek Support
- Talk to your manager about workload if it's overwhelming.
- Use employee assistance programs or counseling if available.
- Build a support network of colleagues, friends, and family.

Focus on Results, Not Hours
- Aim for productivity and quality rather than long working hours.
- Efficient work habits can free up more personal time.

Develop Hobbies and Interests
- Engage in non-work activities that bring joy and relaxation.
- This helps reduce stress and improves overall well-being.

MECHANISMS / STRATEGIES FOR ACHIEVING WORK-LIFE BALANCE:



Thank
You

Topic: **Stress Management in Workplace**

Guest Speaker
Md.Abu Bakar Siddique, Grade- I (retd)
Vice Chairman
Bangladesh Telecommunication Regulatory Commission

Here are some examples of common stress sources and situations:

Work-Related Stress
- Tight deadlines and high workloads.
- Job insecurity or layoffs.
- Conflicts with coworkers or supervisors.

Demanding responsibilities or unclear expectations
- Academic Stress
- Heavy study loads and exams.
- Pressure to achieve high grades.
- Balancing school with other activities.
- Competition among peers.

- **Environmental Stress**
  - Living in a noisy or unsafe neighborhood.
  - Exposure to pollution or poor living conditions.
  - Natural disasters like earthquakes, floods, or fires.
- **Social Stress**
  - Social anxiety in public or group settings.
  - Pressure to fit in or conform to social norms.
  - Fear of judgment on social media

WHAT IS STRESS:

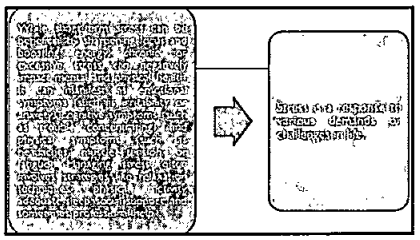
Stress is a psychological and physiological response to challenging or demanding situations, often referred to as stressors, that disrupt an individual's sense of balance or well-being.

Stress is a natural physical and emotional response to challenging or threatening situations, which can range from everyday hassles to major life events. It's the body's way of preparing to face challenges, commonly known as the "fight-or-flight" response. When stressed, the brain signals the release of hormones like adrenaline and cortisol, which increase heart rate, raise blood pressure, and sharpen focus temporarily.

- **Financial Stress**
  - Difficulty managing debt or expenses.
  - Unexpected expenses like medical bills or car repairs.
  - Insufficient income to cover needs or wants.
  - Uncertainty about future finances or retirement.
- **Family and Relationship Stress**
  - Conflicts with family members or friends.
  - Relationship issues, like breakups or divorces.
  - Parenting challenges, especially with young children or teens.
  - Caretaking responsibilities for elderly or ill relatives.

- **Self-Inflicted or Internal Stress**
  - Setting overly high standards or perfectionism.
  - Worrying about the future or dwelling on the past.
  - Negative self-talk or feelings of inadequacy.

These are just some examples, and different people experience stress from unique situations based on their personal lives and personalities.



- **Health-Related Stress**
  - Dealing with a chronic illness or health condition.
  - Recovery from a serious injury or surgery.
  - Uncertainty about medical diagnoses.
  - Concerns about personal or loved ones' health.
- **Major Life Changes**
  - Moving to a new home or city.
  - Starting a new job or school.
  - Getting married or going through a divorce.
  - Death of a loved one.

TYPES OF STRESS:

Stress can come in various forms, each affecting us differently based on the situation and how we respond. Here are some common types:

- **Acute Stress**
  - **Description:** The most common type of stress, short-lived and often in response to a recent or upcoming challenge (like a deadline or an argument).
  - **Symptoms:** Increased heart rate, sweating, irritability, and anxiety.
  - **Examples:** Public speaking, narrowly avoiding an accident, a sudden challenge at work.

421

➢ **Episodic Acute Stress**

Description: When acute stress happens frequently. People with this type may feel like they're constantly "on edge" or "rushing."

Symptoms: Persistent anxiety, irritability, headaches, and physical strain.

- Examples: A person with a high-stress job or someone prone to worrying excessively about daily tasks.

➢ **Chronic Stress**

Description: Long-term stress that feels unescapable, often from ongoing life situations or unresolved issues.

- Symptoms: Chronic fatigue, depression, burnout, cardiovascular issues, and weakened immunity.

Examples: Financial hardship, abusive relationships, or prolonged work stress.

➢ **Workplace or Occupational Stress**

- Description: Linked to challenges at work or job-related responsibilities.

Symptoms: Anxiety, irritability, feeling overwhelmed, and burnout.

Examples: High workloads, conflicts with colleagues, or lack of work-life balance.

➢ **Traumatic Stress**

Description: Severe stress resulting from a traumatic event, sometimes leading to PTSD.

Symptoms: Flashbacks, intense anxiety, nightmares, and avoidance of triggering situations.

Examples: Surviving an accident, experiencing violence, or dealing with a natural disaster.

Each type of stress impacts us differently and knowing which one you're experiencing can help in finding effective ways to cope and manage it.

❖ **Key Aspects of Stress Management**

- Identifying Sources of Stress: Recognizing triggers helps understand where stress is coming from, whether it's work, relationships, health issues, or lifestyle factors.
- Building Healthy Coping Mechanisms: Effective coping strategies like exercise, hobbies, deep breathing, and time with loved ones can significantly lower stress.
- Time Management: Planning and prioritizing tasks help reduce the feeling of being overwhelmed. Effective time management can lead to better productivity and less stress.
- Mindfulness and Relaxation Techniques: Practices such as meditation, yoga, and deep breathing can calm the mind, promoting relaxation and reducing stress levels.
- Developing Resilience: Building emotional resilience through positive thinking, flexibility, and self-compassion helps manage stress more effectively over the long term.
- Seeking Support: Talking to friends, family, or a mental health professional can provide perspective, reduce feelings of isolation, and offer strategies to manage stress effectively.

➢ **Emotional Stress**

Description: Arises from personal experiences that affect emotional well-being, such as relationship issues or grief.

Symptoms: Emotional outbursts, mood swings, sadness, and isolation.

Examples: Breakups, family conflict, or dealing with loss.

➢ **Physical Stress**

Description: Stems from physical strain on the body, such as illness, injury, or lack of sleep.

Symptoms: Muscle tension, pain, fatigue, and weakened immune system.

Examples: Recovering from surgery, overtraining in sports, or enduring sleepless nights.

❖ **Effects of Stress:**

- Physical: Headaches, fatigue, digestive issues, weakened immune function, heart disease.
- Emotional: Anxiety, irritability, sadness, frustration.
- Cognitive: Difficulty concentrating, memory problems, negative thoughts.
- Behavioral: Changes in eating or sleeping habits, withdrawal from social interactions, unhealthy coping mechanisms like smoking or excessive drinking.

Managing Stress involves finding healthy ways to cope with pressures, such as through exercise, meditation, time management, and seeking support from friends, family, or professionals.

❖ **Techniques of Stress Management :**

Stress management involves a variety of techniques to help individuals cope with or reduce stress. Here are some effective methods:

➢ **Mindfulness and Meditation**

- Mindfulness Meditation: This involves focusing on the present moment without judgment, which can help reduce anxiety and promote relaxation.
- Deep Breathing Exercises: Practicing slow, deep breaths can calm the nervous system and reduce stress.
- Guided Imagery: Visualizing peaceful settings or scenarios can shift focus away from stress.

➢ **Psychological Stress**

Description: Caused by thoughts, perceptions, and mental overload, often resulting from internal pressure.

Symptoms: Anxiety, negative thoughts, restlessness, and distraction.

Examples: Self-doubt, imposter syndrome, and overthinking a problem.

➢ **Environmental Stress**

Description: Comes from external factors in your surroundings, such as noise, pollution, or crowded spaces.

Symptoms: Agitation, headaches, and increased stress levels.

Examples: Commuting in heavy traffic, exposure to noise pollution, and adjusting to extreme weather.

WHAT IS STRESS MANAGEMENT :

- Stress management involves practices, strategies, and techniques to cope with or reduce stress effectively. It is essential because stress, when prolonged or unmanaged, can impact physical, emotional, and mental health. Good stress management can improve quality of life, increase productivity, enhance mood, and prevent stress-related illnesses.

➢ **Exercise and Physical Activity**

- Regular Aerobic Exercise: Activities like walking, jogging, swimming, or cycling help release endorphins, which are natural mood lifters.
- Yoga and Stretching: These practices combine physical movement with mindfulness and breathing exercises to reduce physical and mental tension.

➢ **Time Management**

- Prioritizing Tasks: Focus on urgent and important tasks first to avoid last-minute stress.
- Setting Boundaries: Learn to say "no" to reduce over-commitment, which can be a significant source of stress.
- Breaks and Pacing: Taking regular breaks prevents burnout and maintains productivity.

- **Healthy Lifestyle Choices**

  Balanced Diet: A nutritious diet supports overall physical and mental health.

  Adequate Sleep: Good sleep hygiene helps the body recover from daily stress.

  Limiting Caffeine and Alcohol: Reducing stimulants and depressants can improve emotional stability and resilience.

- **Social Support**

  Talking to Friends and Family: Sharing concerns with loved ones can provide perspective, reduce feelings of isolation, and increase resilience.

  Support Groups: Joining a group of people experiencing similar challenges can offer comfort and coping tips.

  Professional Counseling: Therapy or counseling can provide guidance in managing stress and understanding its sources.

- **Limit Exposure to Stress Triggers**

  Reducing Screen Time: Excessive exposure to screens, especially news or social media, can increase stress.

  Creating a Supportive Environment: Reducing clutter, establishing quiet spaces, and organizing your environment can decrease external stressors.

  Using a combination of these techniques can create a well-rounded approach to managing stress and fostering a more resilient mindset.

Common Causes of Workplace Stress

- **Work Overload:** High expectations and tight deadlines can overwhelm employees, especially when they are given excessive responsibilities without adequate resources or support.
- **Role Ambiguity:** Unclear job roles or conflicting expectations can make employees feel uncertain about what is expected of them, which increases stress.
- **Lack of Control:** Employees who feel they have little control over their work environment or tasks often report higher levels of stress.
- **Interpersonal Conflicts:** Disputes with colleagues, supervisors, or clients can create a toxic work environment and heighten stress levels.
- **Job Insecurity:** Concerns about layoffs, restructuring, or career advancement can lead to anxiety and constant worry about the future.
- **Work-Life Imbalance:** The pressure to meet work demands while managing personal life can be a significant source of stress, especially if boundaries are unclear.

- **Hobbies and Leisure Activities**

  Creative Outlets: Activities like painting, writing, or playing music offer an emotional release and a sense of accomplishment.

  Engaging in Fun Activities: Doing things purely for enjoyment can serve as a break from stress and a reminder to enjoy life.

- **Positive Thinking and Gratitude**

  Cognitive Restructuring: Challenging negative thoughts and focusing on more realistic, positive perspectives can reduce stress.

  Gratitude Journaling: Writing down things you're grateful for can shift focus from stressors to positives.

Benefits of Stress Management

- Improved mental health and mood
- Better physical health (reduced risk of heart disease, high blood pressure, etc.)
- Enhanced focus and productivity
- Increased resilience and adaptability
- Stronger relationships and social support

Stress management is a continuous process that involves self-awareness, patience, and regular practice.

Impact of Stress on Health and Productivity

- Unmanaged stress can take a significant toll on employees, both mentally and physically. Common symptoms include fatigue, irritability, headaches, and difficulty concentrating. Chronic stress can contribute to more severe health issues, such as cardiovascular disease, high blood pressure, depression, and anxiety disorders. Additionally, stress is linked to lowered productivity, reduced morale, and increased absenteeism.
- From an organizational perspective, high stress levels can lead to decreased employee engagement, higher turnover, and a decline in overall performance. Addressing workplace stress is, therefore, not only essential for employees' well-being but also beneficial for an organization's success.

- **Relaxation Techniques**

  Progressive Muscle Relaxation (PMR): This involves tensing and relaxing different muscle groups, helping release physical tension.

  Aromatherapy: Using scents like lavender or chamomile can promote relaxation.

  Listening to Music: Calming or favorite music can provide a comforting escape from stress.

- **Setting Realistic Goals**

  Breaking Down Goals: Divide larger goals into smaller, manageable steps to reduce feeling overwhelmed.

  Celebrating Small Wins: Acknowledge achievements, no matter how small, to build confidence and reduce stress.

Stress Management in Workplace:

- In today's fast-paced professional world, workplace stress has become increasingly common, affecting employees at all levels. While a certain amount of stress can be beneficial—motivating us to meet deadlines and achieve our goals—chronic, unmanaged stress can have serious negative impacts on both individual well-being and organizational productivity.
- **Understanding Workplace Stress**

Workplace stress is the response employees may have when faced with work demands and pressures that don't match their knowledge, skills, or abilities, and which challenge their capacity to cope. While every job has its own set of challenges, certain factors commonly contribute to elevated stress levels among employees.

Effective Stress Management Strategies:

- Managing stress in the workplace requires a multifaceted approach that combines individual strategies with organizational support.
- Here are some effective techniques that can help:
- **Self-Awareness and Recognizing Stress Triggers**

Self-awareness is the first step in managing stress. Employees can benefit from identifying specific stress triggers and understanding how they respond to them. For instance:

Self-Reflection: Taking time to reflect on daily stressors can help employees identify recurring situations that cause anxiety or frustration.

Monitoring Symptoms: Noticing physical or emotional signs of stress, such as muscle tension or irritability, can prompt early intervention.

- **Practicing Relaxation Techniques**

Relaxation techniques can help mitigate the immediate effects of stress. Simple practices that can be incorporated into the workday include:

Deep Breathing Exercises: Deep breathing is an effective way to calm the mind and reduce anxiety. Box breathing—inhale for 4 seconds, hold for 4 seconds, exhale for 4 seconds, and pause for 4 seconds—can be practiced anytime during the day.

Mindfulness and Meditation: Mindfulness encourages employees to focus on the present moment, letting go of distractions and negative thoughts. Guided meditation sessions, even for a few minutes, can lower stress levels significantly.

Visualization: Visualizing a calm place or positive outcome can help employees ground themselves and reduce stress in high-pressure situations.

- **The Role of Employers in Reducing Workplace Stress:**

- While employees can implement many stress management strategies independently, organizations play a crucial role in fostering a low-stress work environment. Here are some ways employers can support stress reduction:

➢ **Promotion Healthy Work Culture**

Organizations should strive to create a culture where employees feel valued, supported, and respected. This includes:

- Recognizing and rewarding hard work.
- Fostering open communication and feedback channels.
- Promoting inclusivity and ensuring all employees feel safe and respected.

- **Setting Realistic Goals and Prioritizing Tasks**

Effective time management is key to reducing stress related to work overload and deadlines.

Some strategies include:

SMART Goals: Setting Specific, Measurable, Achievable, Relevant, and Time-bound goals helps break down larger tasks into manageable steps, reducing feelings of overwhelm.

Prioritization Techniques: Using tools like the Eisenhower Matrix (Urgent/Important matrix) can help employees categorize tasks by urgency and importance, allowing them to focus on priorities while delegating or deferring less critical tasks.

- **Maintaining a Healthy Work-Life Balance**

Finding a balance between work responsibilities and personal life is essential for long-term well-being. To achieve this:

Setting Boundaries: Employees should establish clear boundaries regarding work hours and availability. Limiting after-hours work-related communication can improve personal time.

Taking Breaks: Short breaks throughout the day can reduce fatigue and improve focus. Employees should avoid skipping lunch breaks and consider taking a quick walk or stretching to recharge.

➢ **Encourage Regular Breaks and Time Off**

Promotes work culture that respects breaks and encourages employees to use their vacation days. Encourages time off helps employees recharge and return to work refreshed.

➢ **Provide Training on Stress Management**

Offering training programs on stress management can equip employees with skills to manage pressure and work efficiently. Training may cover topics such as time management, effective communication, and resilience.

➢ **Implement Flexible Work Options**

Provides flexibility in both schedules or locations can help employees balance work and personal life. The ability to work remotely for employees who need to help dependents.

➢ **Support Managerial Training**

Training managers to recognize signs of stress in their teams and to respond with empathy and solutions. Managers who understand stress management can support employees better and promote a healthier workplace atmosphere.

- **Building Resilience and Adopting a Positive Mindset**

A growth-oriented mindset can transform stressors into learning opportunities. Building resilience involves:

Reframing Negative Thoughts: Cognitive restructuring, or changing negative thought patterns, can help employees view challenges more positively. For example, replacing "I'll never finish this" with "I'll tackle this one step at a time" fosters resilience.

Gratitude Practice: Regularly acknowledging positive aspects of work and life, such as supportive colleagues or personal achievements, can boost overall mood and motivation.

- **Utilizing Company Resources and Seeking Support**

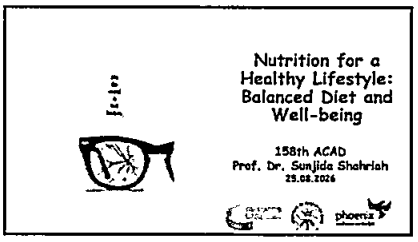
Organizations often offer resources that can assist employees in managing stress. Common resources include:

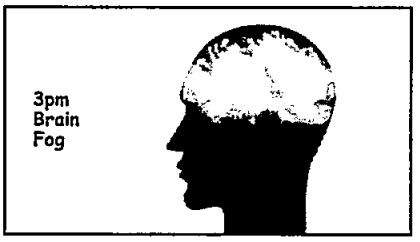
Employee Assistance Programs (EAPs): These programs provide confidential counseling services for employees dealing with stress, anxiety, or other personal issues.

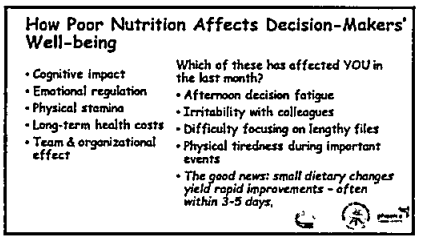
Wellness Programs: Many organizations have wellness initiatives, such as yoga classes, on-site gyms, or access to mindfulness apps. Encouraging employees to participate in these can support mental health.

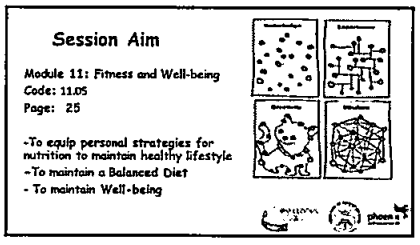
Managerial Support: Regular check-ins and open communication with managers can create a more supportive work environment. Managers can provide feedback, address concerns, and make necessary adjustments to workload or expectations.

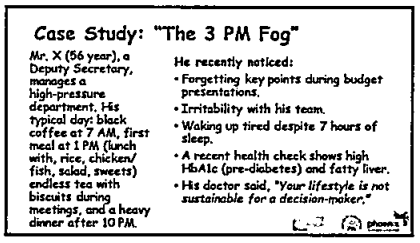
- Finally, Stress in the workplace is a reality, but it doesn't have to be detrimental. By understanding common stressors, recognizing the impact of unmanaged stress, and adopting effective strategies for managing it, both employees and organizations can create a more productive and positive work environment. With the right tools and support, employees can maintain their well-being and resilience, enhance their performance and contribute to a healthier, more engaged workforce.
- This comprehensive guide highlights both individual and organizational strategies for managing stress, emphasizing that a proactive, collaborative approach is the most effective way to foster well-being in the workplace.

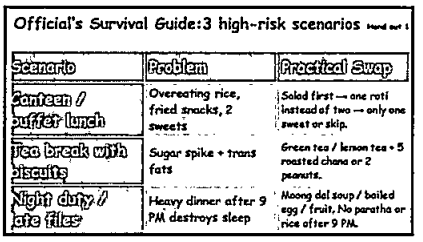

Nutrition for a Healthy Lifestyle: Balanced Diet and Well-being
158th ACAD
Prof. Dr. Sanjida Shahriah
25.08.2026

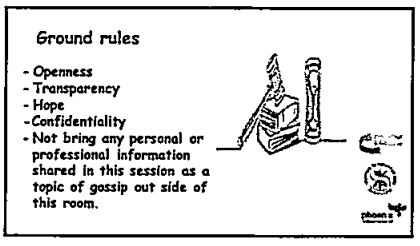

3pm Brain Fog

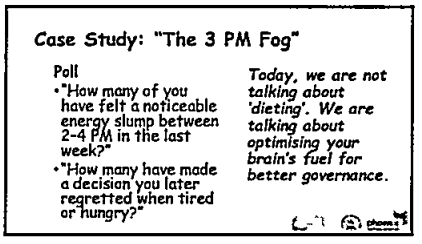

How Poor Nutrition Affects Decision-Makers' Well-being
• Cognitive impact
• Emotional regulation
• Physical stamina
• Long-term health costs
• Team & organizational effect
Which of these has affected YOU in the last month?
• Afternoon decision fatigue
• Irritability with colleagues
• Difficulty focusing on lengthy files
• Physical tiredness during important events
• The good news: small dietary changes yield rapid improvements – often within 3-5 days.

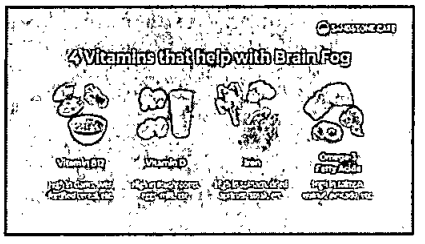

Session Aim
Module 11: Fitness and Well-being
Code: 11.05
Page: 25
-To equip personal strategies for nutrition to maintain healthy lifestyle
-To maintain a Balanced Diet
- To maintain Well-being


Case Study: "The 3 PM Fog"
Mr. X (56 year), a Deputy Secretary, manages a high-pressure department. His typical day: black coffee at 7 AM, first meal at 1 PM (lunch with, rice, chicken/ fish, salad, sweets) endless tea with biscuits during meetings, and a heavy dinner after 10 PM.
He recently noticed:
• Forgetting key points during budget presentations.
• Irritability with his team.
• Waking up tired despite 7 hours of sleep.
• A recent health check shows high HbA1c (pre-diabetes) and fatty liver.
• His doctor said, "Your lifestyle is not sustainable for a decision-maker."

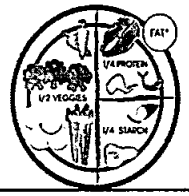

Official's Survival Guide:3 high-risk scenarios
Scenario
Problem
Practical Swap
Canteen / buffet lunch
Overeating rice, fried snacks, 2 sweets
Salad first — one roti instead of two — only one sweet or skip.
Tea break with biscuits
Sugar spike + trans fats
Green tea / lemon tea + 5 roasted chana or 2 peanuts.
Night duty / late files
Heavy dinner after 9 PM destroys sleep
Moong dal soup / boiled egg / fruit, No paratha or rice after 9 PM.


Ground rules
- Openness
- Transparency
- Hope
-Confidentiality
- Not bring any personal or professional information shared in this session as a topic of gossip out side of this room.


Case Study: "The 3 PM Fog"
Poll
•"How many of you have felt a noticeable energy slump between 2-4 PM in the last week?"
•"How many have made a decision you later regretted when tired or hungry?"
Today, we are not talking about 'dieting'. We are talking about optimising your brain's fuel for better governance.


4 Vitamins that help with Brain Fog

THE PLATE METHOD



Everyone has an idea.

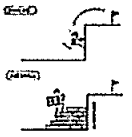
It's the execution that separates you.

Take away home

Poor nutrition directly impairs memory, mood, & judgement – not just physical health.

The Executive Plate and Survival Swaps are your tools.

Start with one small, consistent change – it compounds.



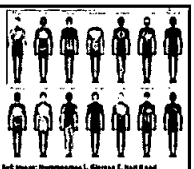
Let's assess own Fix My Day: Nutrition Self-Assessment…Hand out 2

- Answer each question based on your *typical* eating and lifestyle habits over the past 2-4 weeks.
- Be honest — this is a tool to help you identify small, impactful changes to "fix" your day.

Use the scale:
1 = Never / Rarely
2 = Sometimes
3 = Often
4 = Always

Mental Health for Leadership – Beyond the Stigma

- Redefining Mental Health
- "Myth of Invulnerability"
- Silent stress as "part of the job."
- "Leader's wellness" directly impacts the team.

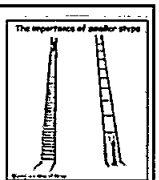


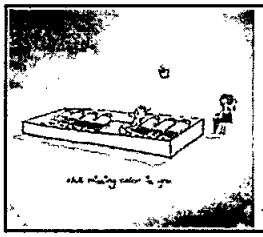
Rapid-fire

"What about vegetarian protein?"
(Paneer, dal, soya, nuts, seeds, curd.)

"How to handle state banquets?"
(Eat salad first, choose grilled over fried, stop before dessert.)

"Is coffee allowed?"
(Yes, without sugar and limit to 2-3 cups before 2 PM.)





A well-nourished senior official is a sharper, fairer, and more resilient leader. You owe it to your department – and to yourself.

Thank you

Module:11
Contemporary Issues

Preparation of Income Tax Return

Conducted by

Mohammad Amirul Karim Munshi
Additional Commissioner of taxes
Inspecting Range 1
Taxes Zone 14, Dhaka

রিটার্ন যারা দাখিল করবেন

যারা রিটার্ন দাখিল করবেন তা দুই ভাগে চিহ্নিত করা যায়, যথা:-

- ক. যাদের করযোগ্য আয় রয়েছে; এবং
- খ. যাদেরকে আবশ্যিকভাবে রিটার্ন দাখিল করতে হবে।

যেসব ক্ষেত্রে আবশ্যিকভাবে রিটার্ন দাখিল করতে হবে

১১. সিটি কর্পোরেশন, জেলা সদর বা পৌরসভার অন্তর্ভুক্ত ইউনিয়ন অথবা স্থলে নিযুক্ত যে কোন অফিসে;

১২. অনুমোদনের লাইসেন্স প্রাপ্তি ও নবায়ন হালনে;

১৩. ১০ (দশ) লক্ষাধিক টাকার বেসরকারী আমদানি যোগানের ও নবায়ন হালনে;

১৪. ১০ (দশ) লক্ষাধিক টাকার লক্ষ্যমাত্রার জন্যে;

১৫. ইউনিয়ন পরিষদের চেয়ারম্যান পদে, পৌরসভা, উপজেলা, জেলা পরিষদ, সিটি কর্পোরেশন বা জাতীয় সংসদ নির্বাচনে অংশগ্রহণে;

১৬. পণ্য সরবরাহ, চুক্তি সম্পাদন বা সেবা সরবরাহের উদ্দেশ্যে বিদেশী কর্তৃক টেন্ডার ডকুমেন্টস গ্রহণকালে;

১৭. রাজধানী উন্নয়ন কর্তৃপক্ষ (রাজউক), চট্টগ্রাম উন্নয়ন কর্তৃপক্ষ (সিডিএ), খুলনা উন্নয়ন কর্তৃপক্ষ (কেডিএ), রাজশাহী উন্নয়ন কর্তৃপক্ষ (রাজউক), পার্বত্যাঞ্চল উন্নয়ন কর্তৃপক্ষ, অন্যান্য উন্নয়ন কর্তৃপক্ষ বা, সময় সময়, সরকার কর্তৃক গঠিত অনুরূপ কর্তৃপক্ষ অথবা সিটি কর্পোরেশন বা পৌরসভার অনুরূপ সংশিষ্ট কর্তৃপক্ষের নিকট অনুমোদনের বিভিন্ন স্তরে নির্মাণের নকশা দাখিলকালে;

১৮. দেশের বিদেশি ব্যক্তি কর্তৃক পণ্য বা সেবা সরবরাহ, ব্যবসালয়ে সরবরাহকারীর বা সেবা প্রদানকারীর;

যেটি ৪৯ টি ক্ষেত্রে

আয়বর্ষ ও করবর্ষ

স্বাভাবিক ব্যক্তি ও হিন্দু অবিভক্ত পরিবারের ক্ষেত্রে আয়বর্ষ বলতে করবর্ষের অব্যবহিত পূর্ববর্তী অর্থবছরকে বোঝায়। সাধারণতঃ এটি প্রতি বছরের ১ জুলাই থেকে পরবর্তী বছরের ৩০ জুন পর্যন্ত ১২ মাসের সময়কাল।

এই সময়ে অর্জিত আয় পরবর্তী করবর্ষে কর নির্ধারণ ও রিটার্ন দাখিলের ভিত্তি হিসেবে বিবেচিত হয়। করবর্ষ বলতে আয়বর্ষ সমাপ্তির পরবর্তী জুলাই মাসের প্রথম দিন হতে শুরুর করে পরবর্তী ১২ মাসের সময়কালকে বোঝায়।

করযোগ্য আয়ের ভিত্তিতে যাদেরকে রিটার্ন দাখিল করতে হবে

১. দেশের স্বাভাবিক ব্যক্তি করদাতার (individual) আয় করি বছরে ৪,০০,০০০ (চার লক্ষ) টাকার বেশি হয়;

২. মহিলা এবং ৬৫ বছর বা তদূর্ধ্ব বয়সের করদাতার আয় করি বছরে ৪,৫০,০০০ (চার লক্ষ পঞ্চাশ হাজার) টাকার বেশি হয়;

৩. যুদ্ধের শিকার অথবা এবং প্রতিবন্ধী স্বাভাবিক ব্যক্তি করদাতার আয় করি বছরে ৫,২৫,০০০ (পাঁচ লক্ষ পঁচিশ হাজার) টাকার বেশি হয়;

৪. দেশের মুক্তিযুদ্ধের মুক্তিযোদ্ধা এবং তাদের পোষ্যগণের ২০১৪ এ আয়ের ক্ষেত্রে জুলাই মোদ্দা করদাতার আয় করি বছরে ৫,৫০,০০০ (পাঁচ লক্ষ পঞ্চাশ হাজার) টাকার বেশি হয়;

৫. দেশের প্রতিবন্ধী ব্যক্তির নিকটাত্মীয় বা অভিভাবকগণ প্রত্যেক প্রতিবন্ধী সন্তান/পোষ্যের জন্য করযুক্ত আয়ের মীমা ৫০,০০০ টাকা অধিক হবে, তবে প্রতিবন্ধী ব্যক্তির নিজস্ব আয় ইতোমধ্যে করমুক্ত হলে মোদ্দাকথা এককভাবে এই সুবিধা ভোগ করবেন;

৬. ব্যাংকলেসে অধিবাসী (অনিবাসী বাংলাদেশি ব্যতীত) এমন ব্যক্তির জন্য রিটার্ন দাখিলের এ ব্যবস্থাপনা প্রযোজ্য হবে না।

Online Return রিটার্ন দাখিল বাধ্যতামূলক

স্বাভাবিক ব্যক্তি (Individual) করদাতার অনলাইনে (www.etaxnbr.gov.bd) আয়কর রিটার্ন দাখিল বাধ্যতামূলক।

ব্যতিক্রম :

ক. ৬৫(পয়ষট্টি)বছর বা তদূর্ধ্ব বয়সের প্রবীণ করদাতা;

খ. শারীরিকভাবে অসমর্থ বা বিশেষ চাহিদাসম্পন্ন করদাতা(সনদপত্র দাখিল সাপেক্ষে);

গ. বিদেশে অবস্থানরত বাংলাদেশি করদাতা;

ঘ.মৃত করদাতার পক্ষে প্রতিনিধি; এবং

ঙ.বাংলাদেশে কর্মরত বিদেশী নাগরিকগণ।

তবে উল্লিখিত করদাতাগণ ইচ্ছাপোষণ করিলে অনলাইনে রিটার্ন দাখিল করিতে পারিবেন।

রিটার্ন

আয়কর কর্তৃপক্ষের নিকট একজন করদাতার বার্ষিক আয়, ব্যয় এবং সম্পদের তথ্যাবলী নির্ধারিত ফরমে উপস্থাপন করার মাধ্যম হচ্ছে রিটার্ন।

আয়কর আইন অনুযায়ী স্বাভাবিক ব্যক্তি করদাতার রিটার্ন সকল প্রকার আয়ের বিবরণী, বাংলাদেশে এবং বাংলাদেশের বাহিরে অবস্থিত সকল প্রকার পরিসম্পদ ও দায়ের বিবরণী এবং, ক্ষেত্রমতে, জীবনযাপন সংশিরষ্ট সকল প্রকার ব্যয়ের বিবরণী সংবলিত হবে।

জাতীয় রাজস্ব বোর্ড কর্তৃক নির্ধারিত ফরমে রিটার্ন দাখিল করতে হয়।

যেসব ক্ষেত্রে আবশ্যিকভাবে রিটার্ন দাখিল করতে হবে

১. করদাতার মেটা আয় করযুক্ত সীমা অতিক্রম করলে;

২. সর্বশেষ আয়করের পূর্ববর্তী তিন বছরের যে কোন বছর করদাতার কর নির্ধারণ হয়ে থাকে বা আয় ক্ষতিপূরণ হয়ে থাকে;

৩. পণ্যর্থনারী হলে;

৪. কর অব্যাহতির ধারা বা ক্লসমূহ হলে ক্ষতিপূরণ আয় থাকলে;

৫. ক্ষতিপূরণযোগ্য আয় বা থাকা সত্ত্বেও, ২০ (বিশ) লক্ষাধিক টাকার কর প্রদানে;

৬. ট্রেডারি বা কোনো অফিসিয়াল লাইসেন্সের সমাপ্তাপন করি ও নবায় হালনে;

৭. সীমান্ত, মেটা কি ও অটোম পেপারের ক্ষেত্রে যা ব্যবসা লেনদেন হিসেবে লাইসেন্স সমাপ্তাপন;

৮. ট্রাক লাইসেন্স, ভাড়ায় লাইসেন্স, পরিবেশ ছাড়পত্র, ফিটনেসহীন লাইসেন্স, ঘাসের ওয়্যারহাউস লাইসেন্স, আমদানি রপ্তানী লাইসেন্স, ট্রেডারি লাইসেন্সের ও অন্যান্য হাউজ নিবন্ধন করি ও নবায়ন;

৯. লন্চ, স্টিমার, মাছ ধরার ট্রলার, অটো, কোম্পানির ও ফার্ম মালিকের যেকোনো প্রকারের ভাড়ায় চালিত যৌথভাবে সকল লাইসেন্সী করি ও নবায় হালনে;

১০. পরিবেশ অধিদপ্তর বা কোন প্রশাসনের অধীনস্থ হতে ইট উৎপাদনের অনুমতি করি ও নবায়নে;

রিটার্ন দাখিলের সময়

স্বাভাবিক ব্যক্তি ও হিন্দু অবিভক্ত পরিবার শ্রেণির করদাতা নিম্নবর্ণিত পর্যায়ক্রমে আয়বর্ষ সমাপ্তির পরবর্তী সংশিরষ্ট করবর্ষবর্তানী রিটার্ন দাখিল করতে পারবেন, যথা:-

- ১ জুলাই থেকে ৩০ সেপ্টেম্বর পর্যন্ত রিটার্ন দাখিল করলে ধারা ১৭৩ অনুযায়ী পরিশোধযোগ্য করের ৫% অথবা ২৫,০০০ টাকা, যেটি কম, সে পরিমাণ কর প্রদোনো পাবেন।
- ১ অক্টোবর থেকে ৩১ ডিসেম্বর পর্যন্ত রিটার্ন দাখিল করলে কোনো কর প্রদোনো বা অতিরিক্ত কর প্রযোজ্য হবে না।
- ১ জানুয়ারি থেকে ৩১ মার্চ পর্যন্ত রিটার্ন দাখিল করলে ধারা ১৭৩ অনুযায়ী পরিশোধযোগ্য করের ২% অথবা ৩,০০০ টাকা, যেটি বেশি, সে পরিমাণ অতিরিক্ত কর দিতে হবে।
- ১ এপ্রিল থেকে ৩০ জুন পর্যন্ত রিটার্ন দাখিল করলে ধারা ১৭৩ অনুযায়ী পরিশোধযোগ্য করের ৫% অথবা ৫,০০০ টাকা, যেটি বেশি, সে পরিমাণ অতিরিক্ত কর প্রযোজ্য হবে।

427

রিটার্ন দাখিলের সময়

প্রথমবারের মত রিটার্ন দাখিলকারী স্বাভাবিক ব্যক্তি (Individual) সংশ্লিষ্ট করবর্ষের জন্য প্রযোজ্য হারে আয়কর পরিশোধ করে আয়বর্ষ শেষ হওয়ার পরবর্তী ৩০ জুনের মধ্যে রিটার্ন দাখিল করতে পারবেন ।

বিদেশে অবস্থানরত কোনো স্বাভাবিক ব্যক্তি (Individual) যদি উচ্চশিক্ষা, চাকরির প্রেষণ বা লিয়েন অথবা অর্থ উপার্জনের উদ্দেশ্যে বৈধ ভিসা ও পারমিট নিয়ে বিদেশে অবস্থান করেন তাহলে বাংলাদেশে প্রত্যাবর্তনের ৯০ তম দিনের মধ্যে রিটার্ন দাখিল করতে পারবেন।

আয়ের খাতসমূহ

করদাতার আয়কে নিম্নবর্ণিত সাতটি খাতে বিভক্ত করা হয়েছে, যথা:-

(ক) চাকরি হতে আয়;

(খ) ভাড়া হতে আয়;

(গ) কৃষি হতে আয়;

(ঘ) ব্যবসা বা পেশা হতে আয়;

(ঙ) মূলধনি আয়;

(চ) আর্থিক পরিসম্পদ হতে আয়; এবং

(ছ) অন্যান্য উৎস হতে আয়।

আয়কর হার

মোট আয়	হার
(ক) প্রথম ৪,৫০,০০০ টাকা পর্যন্ত মোট আয়ের উপর	শূন্য
(খ) পরবর্তী ৩,০০,০০০ টাকা পর্যন্ত মোট আয়ের উপর	১০%
(গ) পরবর্তী ৪,০০,০০০ টাকা পর্যন্ত মোট আয়ের উপর	১৫%
(ঘ) পরবর্তী ৫,০০,০০০ টাকা পর্যন্ত মোট আয়ের উপর	২০%
(ঙ) পরবর্তী ২০,০০,০০০ টাকা পর্যন্ত মোট আয়ের উপর	২৫%
(চ) পরবর্তীর মোট আয়ের উপর	৩০%

রিটার্ন- আইটি ঘ (২০২৩)

আইটি ঘ (২০২৩) একটি এক পাতার রিটার্ন। এটি সবচেয়ে সহজ ও সংক্ষিপ্ত রিটার্ন। যদি কোনো করদাতা নিম্নবর্ণিত সকল মানদ- পূরণ করেন তবে তিনি এক পাতার আইটি ঘ (২০২৩) রিটার্নটি ব্যবহারের যোগ্য হবেন, যথা:-

ক্রমিক-১	শর্তাবলি
[illegible]	করযোগ্য আয়ের পরিমাণ ৫,০০,০০০ টাকার অধিক নয়।
[illegible]	মোট পরিসম্পদের পরিমাণ ৫০,০০,০০০ টাকার অধিক নয়।
[illegible]	কোনো মোটরযানের মালিক নন।
[illegible]	সিটি কর্পোরেশন এলাকায় কোনো গৃহ-সম্পত্তি বা অ্যাপার্টমেন্টের মালিক নন।
[illegible]	বাংলাদেশের বাহিরে কোনো পরিসম্পদের মালিক নন
[illegible]	কোনো কোম্পানির পেয়ারহোল্ডার পরিচালক নন।

ফার্ম বা ব্যক্তিসংঘ হতে প্রাপ্ত আয় মোট আয়ের অন্তর্ভুক্ত হবে কিনা

কোনো স্বাভাবিক ব্যক্তি করদাতা যদি ফার্ম বা ব্যক্তিসংঘ হতে আয় প্রাপ্ত হন তবে তিনি উক্তরূপ আয় তার মোট আয়ের অন্তর্ভুক্ত করবেন এবং পরবর্তীতে তিনি নিয়মানুযায়ী গড়করণের মাধ্যমে উক্তরূপ আয়ের জন্য কর রেয়াত প্রাপ্ত হবেন।

তবে শর্ত থাকে যে,

- (ক) মহিলা করদাতা এবং ৬৫ বছর বা তদূর্ধ্ব বয়সের করদাতার করমুক্ত আয়ের সীমা ৪,৫০,০০০ টাকা;
- (খ) তৃতীয় লিঙ্গের করদাতা এবং প্রতিবন্ধী স্বাভাবিক ব্যক্তি করদাতার করমুক্ত আয়ের সীমা ৫,২৫,০০০ টাকা;
- (গ) গেজেটভুক্ত যুদ্ধাহত মুক্তিযোদ্ধা এবং জুলাই গণঅভ্যুত্থান ২০২৪ এ আহত গেজেটভুক্ত জুলাই যোদ্ধা করদাতার করমুক্ত আয়ের সীমা ৫,৫০,০০০ টাকা;
- (ঘ) কোনো প্রতিবন্ধী ব্যক্তির পিতামাতা বা আইনানুগ অভিভাবকের প্রত্যেক প্রতিবন্ধী সন্তান/পোষ্যের জন্য করমুক্ত আয়ের সীমা ৫০,০০০ টাকা অধিক হবে; প্রতিবন্ধী ব্যক্তির পিতা ও মাতা উভয়ই করদাতা হলে যেকোনো একজন এই সুবিধা ভোগ করবেন।

রিটার্ন- আইটি-১১গ (২০২৩)

আইটি ১১গ (২০২৩) রিটার্নটি কেবলমাত্র স্বাভাবিক ব্যক্তি করদাতাদের জন্য প্রযোজ্য। এই রিটার্ন দাখিল করা হলে করদাতার কর নির্ধারণ স্বয়ংক্রিয়ভাবে সম্পন্ন হয়েছে বলে গণ্য হবে। এই রিটার্নের মাধ্যমে একজন করদাতা নিম্নোক্ত বিষয়াদি উপস্থাপন করবেন, যথা:-

(অ) সকল প্রকার আয়ের খাতভিত্তিক বিবরণী ও মোট আয় নির্ধারণ;

(আ) আয়কর এবং প্রত্যর্পণ নির্ধারণ;

(ই) জীবন-যাপন সম্পর্কিত সকল প্রকার ব্যয়ের বিবরণ;

(ঈ) বাংলাদেশে এবং বাংলাদেশের বাইরে অবস্থিত সকল পরিসম্পদের বিস্তারিত বিবরণ।

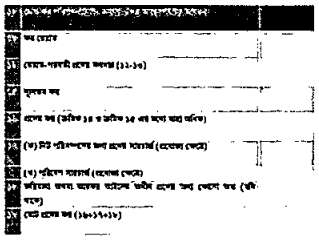
স্বামী/স্ত্রী বা অপ্রাপ্তবয়স্ক সন্তানের আয় করদাতার মোট আয়ের অন্তর্ভুক্ত হবে কিনা

যেক্ষেত্রে স্বামী/স্ত্রী বা অপ্রাপ্তবয়স্ক সন্তান করদাতা নয় কিন্তু তাদের আয় রয়েছে সেক্ষেত্রে উক্ত আয় স্বামী/স্ত্রী যিনি করদাতা তার রিটার্নে মোট আয়ের অন্তর্ভুক্ত হবে।

কর রেয়াত

কর রেয়াত হচ্ছে এক ধরণের কর অব্যাহতি। কোনো করদাতার গ্রস করদায়ের বিপরীতে আইনানুযায়ী ছাড় প্রাপ্তির বিষয়টি হচ্ছে কর রেয়াত। কর রেয়াত প্রাপ্তির পূর্বশর্ত হচ্ছে করদাতার করদায় থাকতে হবে। অর্থাৎ যেক্ষেত্রে করদাতার কোনো প্রকার করদায় নেই সেক্ষেত্রে করদাতা কোনো প্রকার কর রেয়াত প্রাপ্ত হবেন না। যেক্ষেত্রে করদাতার করদায় অপেক্ষা করদাতা কর্তৃক দাবীকৃত আইনানুগ কর রেয়াতের পরিমাণ বেশি সেক্ষেত্রে ন্যূনতম করদায় পরিশোধ সাপেক্ষে রেয়াতের পরিমাণ সমন্বয় হবে।

প্রদেয় কর



আয়কর যেভাবে পরিশোধ করতে হবে

এ-চালানের মাধ্যমে কর পরিশোধ করতে হবে। একজন করদাতা যে কর অঞ্চলের অধীন সে কর অঞ্চলের জন্য নির্ধারিত কোডে করদাতাকে এ-চালানের মাধ্যমে কর পরিশোধ করতে হবে। সরাসরি ব্যাংকে গিয়ে অথবা মোবাইল ব্যাংকিং (নগদ, বিকাশ, রকেট ইত্যাদি), ডেবিট কার্ড, ডেবিট কার্ড ইত্যাদি ব্যবহার করে এ-চালানের মাধ্যমে কর পরিশোধ করা যায়।

পরিসম্পদ, দায় ও ব্যয় বিবরণী

আইটি ১০বি (২০২৩) এ নিম্নরূপ মোট পরিসম্পদ পরিলক্ষিত হয়েছে যথা:-

১। অর্থিক হস্তান্তরসমূহ -
- (ক) রিটার্ন প্রদানির মোট অঙ্ক (মোট অঙ্কের বিবরণীর ১১নং ক্রমিক অনুযায়ী) টাকা ...
- (খ) কর অব্যাহতি প্রাপ্ত অঙ্ক টাকা ...
- (গ) কর প্রযোজ্যমানে প্রাপ্তি টাকা ...

মোট অর্থিক হস্তান্তর টাকা ...

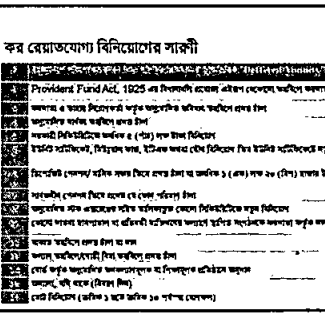
২। বিগত অর্থবর্ষের শেষ তারিখের মিটি সম্পদ টাকা ...

৩। অর্থিক হস্তান্তর ও বিগত অর্থবর্ষের শেষ তারিখের মিটি সম্পদের যোগফল (১+২) টাকা ...

৪। (ক) জীবনযাপন সংক্রান্ত খরচ [তফসিল নং আইটি-১০বি'র অনুসারে মোট খরচ] টাকা ...
(খ) আইটি ১০বি'তে যে তারিখের তথ্য করা হবে তার পূর্ব বছরের অবচয়/অব্যক্তি
মোট খরচ ও অর্থি টাকা ...

৫। এই অর্থবর্ষের শেষ তারিখের মিটি সম্পদ (৩-৪) টাকা ...

কর রেয়াতযোগ্য বিনিয়োগের সারণী



কর প্রত্যর্পণ

যে সকল স্বাভাবিক ব্যক্তি করদাতার শুধু চাকরি, আর্থিক পরিসম্পদ ও কৃষি থেকে আয় আছে, তাদের সাধিলকৃত রিটার্নে কর প্রত্যর্পণ (রিফান্ড) দাবি সৃষ্টি হলে উপকর কমিশনার রিটার্ন প্রসেস করে করদাতার কর প্রত্যর্পণের পরিমাণ নির্ধারণ করবেন।

এছাড়া অন্যান্য ক্ষেত্রে কর প্রত্যর্পণ সৃষ্টি হলে উপকর কমিশনার যাচাই গ্রহণের মাধ্যমে চূড়ান্ত সিদ্ধান্ত গ্রহণ করবেন।

এভাবে চূড়ান্তভাবে কর প্রত্যর্পণ সৃষ্টি হলে করদাতা স্বয়ংক্রিয়ভাবে কর প্রত্যর্পণ পাবেন অথবা উক্ত প্রত্যর্পণযোগ্য কর করদাতা পরবর্তী করবর্ষে মেয়র টানতে পারবেন এবং উদ্বৃত্ত করদায়ের সাথে সমন্বয় করতে পারবেন।

৬। অর্থিশত পাওনাসমূহ (কারবার ঘরিত্ব)
- (ক) প্রার্থকনিক আয় টাকা ...
- (খ) অপ্রার্থকনিক আয় টাকা ...
- (গ) অন্যান্য আয় টাকা ...

অন্যান্য অর্থিত্ব মোট আয় টাকা ...

৭। মোট পরিসম্পদ (ক্রমিক ৫ ও ৯ক্রমিক ৬ এর যোগফল) টাকা ...

শর্ত থাকে যে,

বিনিয়োগজনিত কর রেয়াত প্রাপ্যতার ক্ষেত্রে বিনিয়োগের পূর্ণ মেয়াদকাল বিবেচিত হবে, অর্থাৎ মেয়াদ পূর্বের আগে বিনিয়োগ নগদায়ন করা যাবে না, এর পূর্বে উক্ত বিনিয়োগ নগদায়ন করলে নগদায়ন সংশ্লিষ্ট অর্থবছরে গৃহীত রেয়াতের অংশ অতিরিক্ত কর হিসাবে পরিশোধযোগ্য হবে।

পরিসম্পদ, দায় ও ব্যয় বিবরণী (আইটি ১০বি) (২০২৩)

রিটার্ন আইটি ১১গ (২০২৩) এর আইটি ১০বি (২০২৩) অংশে করদাতার পরিসম্পদ, দায় ও ব্যয় বিবরণী হচ্ছে। যে সকল স্বাভাবিক ব্যক্তি করদাতা নিম্নবর্ণিত শর্তাদি পূরণ করবেন তাদেরকে এই পরিসম্পদ, দায় ও ব্যয় বিবরণী বাধ্যতামূলকভাবে দাখিল করতে হবে, যথা:-

ক। করদাতা যদি গণকর্মচারী হন;

খ। করদাতার দেশে ও বিদেশে অবস্থিত মোট পরিসম্পদের মূল্য ৫০,০০,০০০ টাকার অধিক হলে;

গ। করদাতার মোট পরিসম্পদের মূল্য ৫০,০০,০০০ টাকার কম অথবা আয়বছরের কোনো সময় মেটিবছরের মলিক ছিলেন অথবা লিটি কর্পোরেশন এলাকার মধ্যে পুরসম্পত্তি বা অ্যাপার্টমেন্টে বিনিয়োগ করেছেন অথবা বিদেশে কোনো পরিসম্পদের মলিক হয়েছেন অথবা কোনো কোম্পানির পেয়ারহোল্ডার পরিচালক হয়েছেন।

৮। অংশের মোট পরিসম্পদ টাকা ...

(ক) বিদেশে অবস্থাবর পত্র (শেয়ার/মিউ ও অন্যান্য) টাকা ...

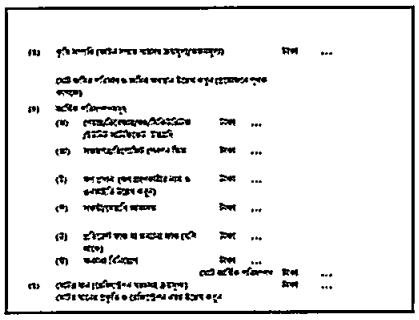
অন্যান্য মূল্যবান (পরিসম্পদ ও দায়ের সর্বমোট) টাকা ...

(খ) পরিসম্পদ বিদেশে বিনিয়োগ কোম্পানির শেয়ার বিনিয়োগ টাকা ...

(গ) অন্যান্য আয়ের মূল্যবান কেন্দ্র টাকা ...

(ঘ) অন্যান্য সম্পত্তি/দেনা/দায় (কার্ড ও সম্পদ অন্তত ক্রয়মূল্য/হস্তান্তর-মূল্য/ নিজস্ব মূল্য/বিবেচনায়) টাকা ...

অন্যান্য সম্পত্তির অবস্থান ও বিবরণ উল্লেখ করুন (প্রয়োজনে পৃথক কাগজে)



(ঘ) পূর্ণ আদালি (যেখানে সম্ভব আইনের ফাঁকফোকর) টাকা ...

যেসব অর্থের পরিশোধ ও অর্থের অবাহতি ইতোমধ্যে হয়েছে (হয়েছে বলে ধরতে হবে)

(ঙ) অর্থের পরিমাণসমূহ:

(ক) দেওয়ানি/বিচারালয়/ট্রাইব্যুনালের নির্দেশে পরিশোধ করা হয়েছে টাকা ...

(খ) সমঝোতা/নিষ্পত্তির মাধ্যমে পরিশোধ টাকা ...

(গ) ঋণ গ্রহণ (ঋণ গ্রহণকারীর নাম ও ঠিকানাসহ বিস্তারিত বিবরণ এ) টাকা ...

(ঘ) সমঝোতাপত্রের অবমাননা টাকা ...

(ঙ) ব্যাংকের সার্ভিস চার্জ বা কমিশনের জন্য (যদি থাকে) টাকা ...

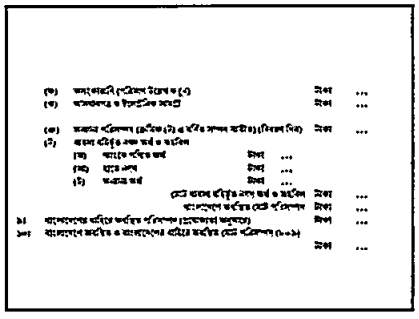
(চ) অন্যান্য বিবেচনা টাকা ...

যেসব অর্থের পরিশোধ টাকা ...

(চ) মোট ঋণ (প্রিন্সিপ্যাল+সুদসহ) ইতোমধ্যে টাকা ...

মোট ঋণের চুক্তি ও প্রেক্ষিতে এখন ইতোমধ্যে দেয়

ধন্যবাদ



(ছ) অন্য কারণে (পরিমাণ উল্লেখ ক (ঙ)) টাকা ...

(জ) আদালতের ও ইনজাংকশন আদেশে টাকা ...

(ঝ) আদালত পরিশোধন (ডিক্রীর (ঙ) ও ঘ) এর সম্পদ আইন)/(বিবরণ দিন) টাকা ...

(ঞ) প্রকৃত বাকিকৃত নগদ অর্থ ও অর্থায়ন

(ক) আদায়ে পরিবর্ত অর্থ টাকা ...

(খ) ঋণের এলাকা টাকা ...

(গ) অন্যান্য অর্থ টাকা ...

যেসব অবাহত বাকিকৃত নগদ অর্থ ও অর্থায়ন টাকা ...

বাংলাদেশের অর্থায়ন পরিশোধ টাকা ...

৯। বাংলাদেশের বাহিরে অর্থায়ন পরিশোধ (প্রযোজ্যতা অনুযায়ী) টাকা ...

১০। বাংলাদেশে অর্থায়ন ও বাংলাদেশের বাহিরে অর্থায়ন যেসব পরিশোধ (৮+৯) টাকা ...

সংশোধিত রিটার্ন দাখিল

করদাতা রিটার্ন দাখিলের পর যদি করদাতার নিকট প্রতীয়মান হয় যে, নিম্নবর্ণিত ক্ষেত্রে আয় প্রদেয় কর সঠিকভাবে পরিগণিত হয়নি বা সঠিক ভাবে পরিপ্রেক্ষিত হয়নি বা রিটার্নে কোনো তথ্য সঠিকভাবে প্রতিফলিত হয়নি, তাহলে তিনি সংশোধিত রিটার্ন দাখিল করতে পারবেন, যথা:

(ক) প্রদর্শিত আয়; বা

(খ) প্রদত্তকৃত কর অব্যাহতি বা রেয়াতি; বা

(গ) অডিট কার্যক্রম চলাকালে দেখতে অডিট প্রতিবেদনে প্রতিফলিত হয় যে, করদাতার আয়, ব্যয় ও পরিসম্পদ সম্পর্কিত তথ্যাদি যথাযথভাবে প্রদর্শিত হয় নাই সেইক্ষেত্রে উপকর কমিশনার কর্তৃক সংশোধিত রিটার্ন দাখিলের নোটিশ প্রদান সাপেক্ষে; বা

(ঘ) ধারা ১৮৩ অনুযায়ী উপকর কমিশনার কর্তৃক তদানীত নোটিশ প্রেরণের প্রেক্ষিতে; বা

(ঙ) কর বা অন্য কোনো তাহের পরিশোধ এড়িয়ে যাওয়ার প্রেক্ষিতে ধারা ২১২ অনুযায়ী রিটার্ন দাখিলের নোটিশ প্রদান করলে; বা

(চ) সেই-তদানীত আদেশের পরিপ্রেক্ষিতে যদি প্রয়োজন হয়।

Towards management of impacts of Climate Change : Global and National Approach --- Policy and Politics

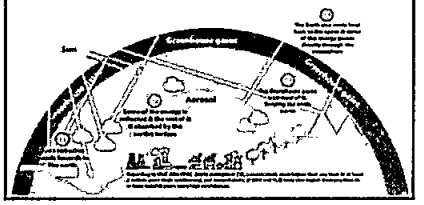
Presented by
Ainun Nishat Ph.D.
Centre for Climate Change and Environmental Research (C3ER)
BRAC University

Concerns at Global Level

Major Global concerns

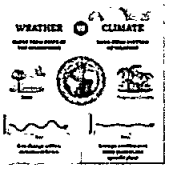
- Threat of Food shortage
- Threat of migration; Livelihood security
- Increase in intensity and frequency of natural disasters will be on increase,
- Loss of biodiversity and ecosystem; many species will disappear
- Health security threatened
- Process of sustainable development affected
- Coping capacity of LDCs, SIDS and countries in Africa is not adequate

Greenhouse Effect and Global Warming



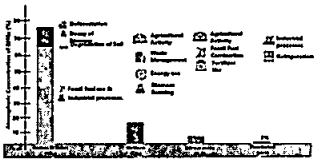
INTRODUTORY COMMENTS

Weather and Climate????



Climate = What you expect, Weather = What you get

Atmospheric Concentration of GHGs



Climate Change: Myth or Reality

- Climate change and climate variability are now real.
- A stable situation is not likely to be achieved soon.
- The IPCC- IV (2007) concluded, and IPCC-V (2013/2014) confirmed that global warming is unequivocally the result of human activities. IPCC-VI (2022) reaffirmed that human activity is the main reason behind climate change.
- Scientific consensus is clear; now the whole world collectively needs to urgently focus on what to do about it.
- UNFCCC (1992), Kyoto Protocol (1997) and Paris Agreement (2015) are landmark steps for the world.
- Climate change has risen to the top of the international policy agenda.

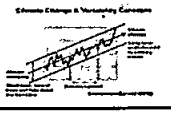
What is Climate Change and Climate Variability?

Climate Change-longer term trends in climate averages (daily, seasonal, annual, inter-annual, several years)

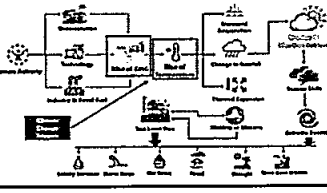
Climate Variability-shorter term variations (daily, seasonal, annual, inter-annual, several years)

According to IPCC Climate Change refers to

It refers to any change in climate over time, whether due to natural variability or as a result of human activity.



Overall Climate Change Process and Impacts

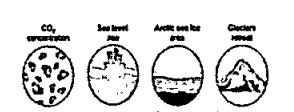


Basics and Evidence of Climate Change

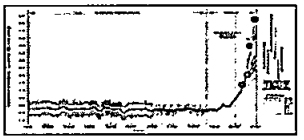
Future Projection of Climate Change

Climate Change Impacts in Bangladesh

Evidence of Climate Change



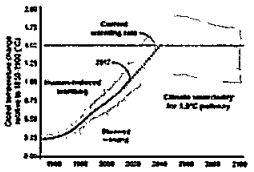
The Past IS NOT the Future



Vulnerability to Climate related hazards

Evidence of Climate Change

Global Temperature Change relative to 1850-1900



What is likely to happen

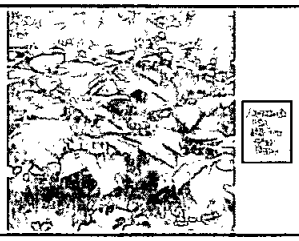
- Frequency of extreme climatic events will increase e.g. some location will face floods and drought in shorter frequency;
- Intensity of extreme climatic events will increase; e.g. short duration heavy rainfall specially in urban areas
- Occurrence of erratic and unusual behaviour of weather will be frequent e.g. rain will occur at unexpected time and will not occur at expected time;
- Snow and ice will melt; in the long run the volume of snow melt water will be very low; threat of GLOF will increase;
- Sea Level will rise; to what level is being debated.

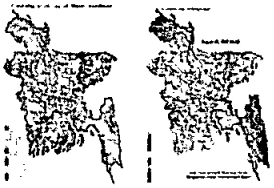
Climate Induced hazards

- Recognized globally as one of the most vulnerable (possibly the most vulnerable country) to adverse impacts of Climate Change
- Bangladesh is experiencing the increased frequencies and intensities of natural disasters.
  - Erratic rainfall
    - untimely rainfall
    - short duration heavy rainfall

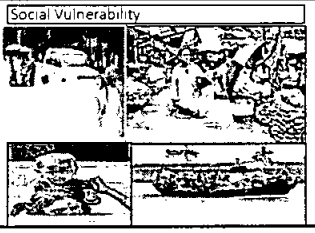
- Floods
- Drought-like phenomenon
- Cyclones and Tornadoes
- Sea Level Rise
- Salinity intrusion
- Tidal surges
- River bank erosion
- Coastal erosion
- Lightening
- Health hazards
- Impact on ecosystem and flowering pattern

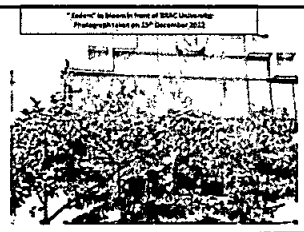
Physical Vulnerability



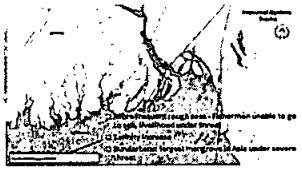


Social Vulnerability

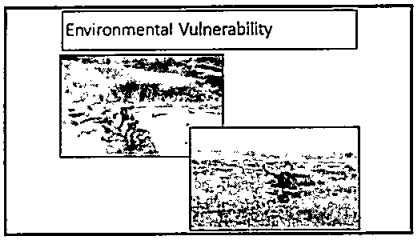


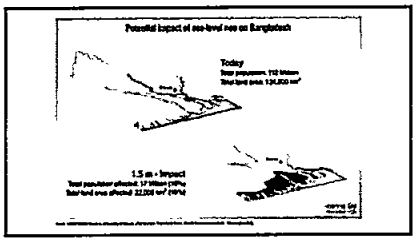


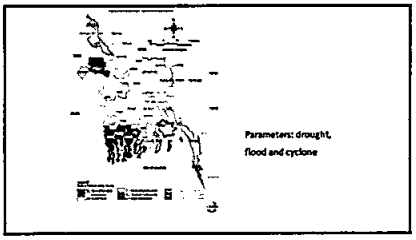
Coastal zone vulnerability

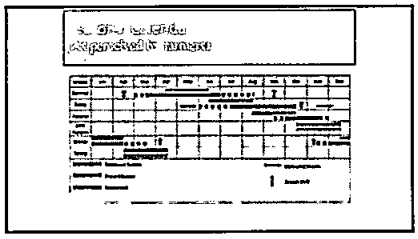


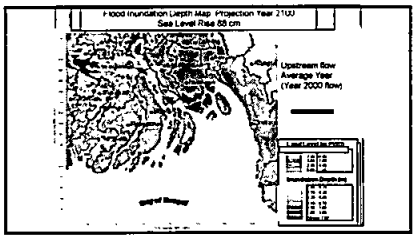
Environmental Vulnerability

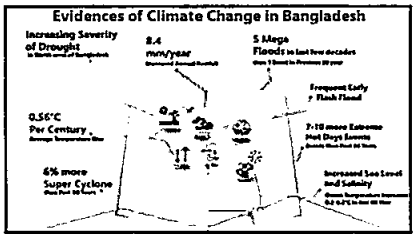

Environmental Vulnerability

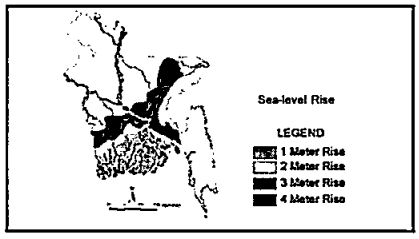

Today
1.5 m - Impact

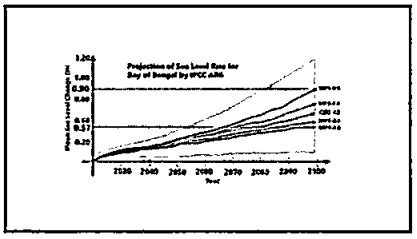

Parameters: drought,
flood and cyclone

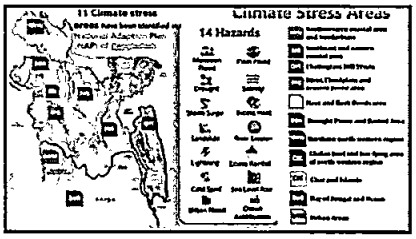


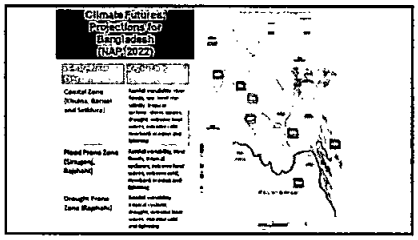

Flood Inundation Depth Map Projection Year 2100
Sea Level Rise 88 cm
Upstream flow
Average Year
(Year 2000 flow)


Evidences of Climate Change in Bangladesh
Increasing Severity of Drought
8.4 mm/year
5 Mega Floods
Frequent Early Flash Flood
0.56°C Per Century
6% more Super Cyclone
Increased Sea Level and Salinity


Sea-level Rise
LEGEND
1 Meter Rise
2 Meter Rise
3 Meter Rise
4 Meter Rise

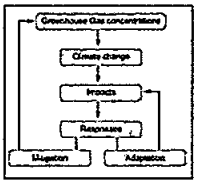

Projection of Sea Level Rise for Bay of Bengal by IPCC AR4


11 Climate stress
14 Hazards
Climate Stress Areas



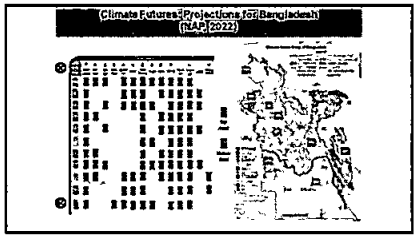
Climate Vulnerable Group

What is Climate Change Adaptation and Mitigation?

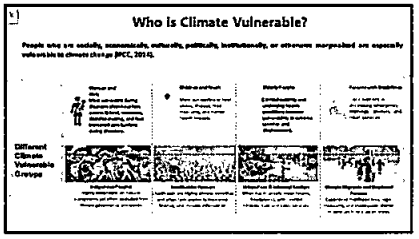


Adaptation can be defined as the process of adjustment to actual or expected climate change and its effects.

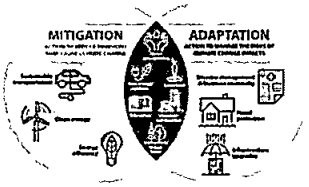
Mitigation is an intervention to reduce the emissions sources or enhance the sinks of GHGs.



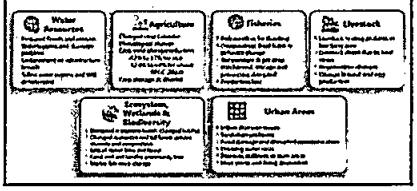
Who is Climate Vulnerable?



Examples of Climate Change Adaptation and Mitigation



Summary of Sectoral Climate Change Risk and Vulnerabilities



Action Towards Climate Change

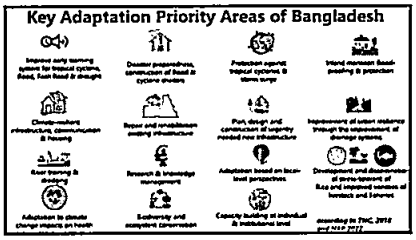
Concluding Remarks

- Bangladesh must prepare for Adaptation to Climate Variability (the already occurring extreme events) and keep in mind the trends indicated in Climate Change forecasts. This is very important for all Developing Countries.
- Response to floods, droughts, urban drainage problems, storm surge and cyclones are known but responses to sea level rise and salinity increase are to evolve.
- We must also push for Mitigation and control of GHG emission level.
- Science is clear we need political will to achieve success both in Adaptation and Mitigation.

We expect from Global Community

- Green House Gas emission cut as per expert projections
- Legally binding climate change deal to keep temperature below 2.0° C (preferably 1.5 ° C) above pre-industrial level.
- Support to adaptation to food security, livelihood security, health security, water security while supporting to achieve energy security.
- Fast-start finance as well as promised long term finance (new and additional).

Key Adaptation Priority Areas of Bangladesh

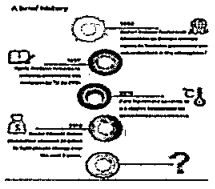


Global and National Policy Response to Climate Change

Thank You

Global Responses towards Climate Change

- Scientific process (Intergovernmental Panel for Climate Change, IPCC)
- Political Process
  - United Nation Framework Convention on Climate Change, UNFCCC, 1992
  - Kyoto Protocol, KP, 1997
  - Paris agreement, PA, 2015
- Meetings of political masters at global and regional level and, actions at regional and national level



Media Relations & Effective Public Relations Management

Functions of Media: Critical Reflections

Dr Shameem Reza
University of Dhaka

158th Advanced Course on Administration & Development
Bangladesh Public Administration Training Centre
31 August 2026

Outstanding Issues in BD Media Sector

- Media ownership and investment
- Media laws and regulations
- Professionalism in the media
- Safety and security of the journalist

Critical Functions of Media

- Initiate political debates
- Influence public opinion
- Help propagate ideology
- Work as vital 'soft power'

An Assessment of Bangladesh's Media Landscape: Free, Independent and Pluralistic Media
https://www.undp.org/bangladesh/publications/assessment-bangladeshs-media-landscape-free-independent-and-pluralistic-media

Media Governance in Bangladesh: Rhetoric and Reality of Broadcasting Policy
https://archive.thedailystar.net/forum/2012/May/media.htm

How China censors the internet
https://www.youtube.com/watch?v=ajR9l9coq34&ab_channel=SouthChinaMorningPost

Noam Chomsky: The five filters of the mass media machine
https://www.youtube.com/watch?v=34LGPlXvU5M

Key Contributions

- Encourage critical debates
- Help secure public consent
- Shape national security issues
- Set development agendas

Media Relations &
Effective Public Relations Management

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Effective PR Management

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31 August 2026

What is public relations
https://www.youtube.com/watch?v=hFyGlbJnTuAE

Strategic Communication
https://www.youtube.com/watch?v=MfoPnV7KGRO

Be open to receive criticism

PR Man Natabar Mittir [Jana Aranya]
https://www.youtube.com/watch?v=GluVdXUMlnO

Effective Media Relations

Develop your skill to use digital media effectively

Public Relations (PR): Key Aspects

- Strategic communication process
- Mutually beneficial relationship
- Shaping public opinion/perception
- Establishing positive brand image

Learn how to engage with the media

Preparation for emergency responses

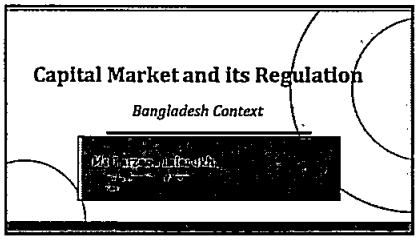
Deal with the visuals carefully, as they convey strong messages

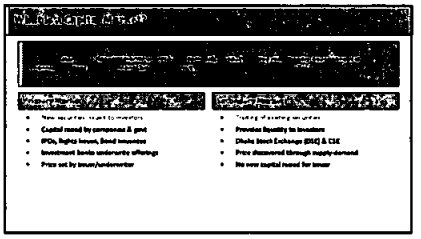
Strategy for Effective PR Management

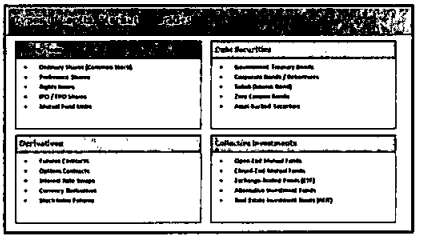
Develop a communication strategy for effective information dissemination through appropriate media and communication channels, aiming at building mutually beneficial relationship with organisations and stakeholders, building trust, establishing communications with internal and external public, and influencing opinion.

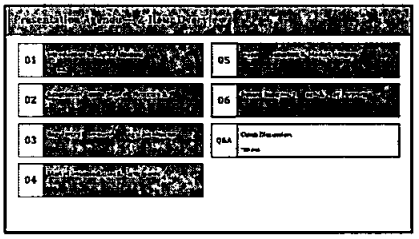
Have access to fact checking resources to deal with misinformation and disinformation

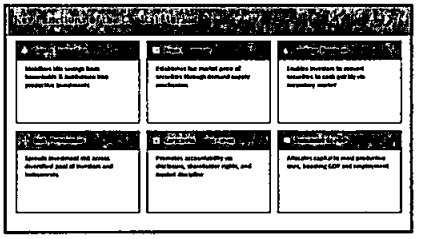
Rapport building with the media

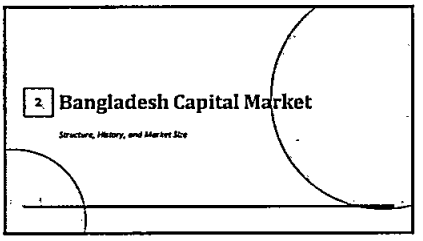

Capital Market and its Regulation
Bangladesh Context

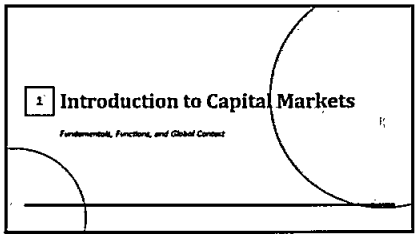


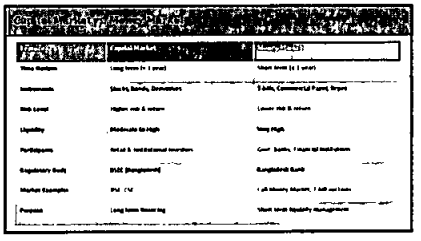


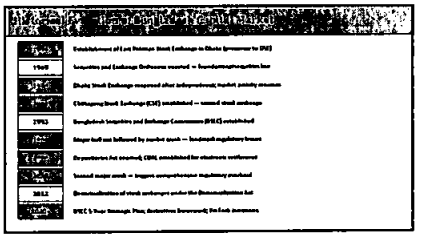


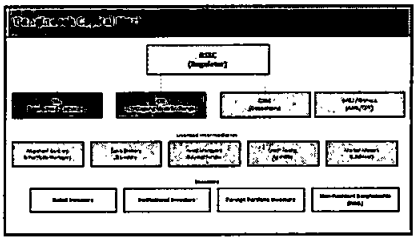


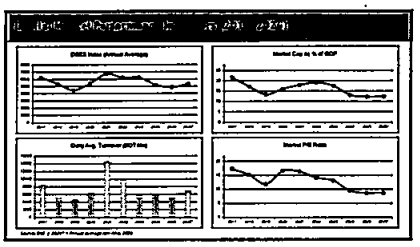

2 Bangladesh Capital Market
Structure, History, and Market Size

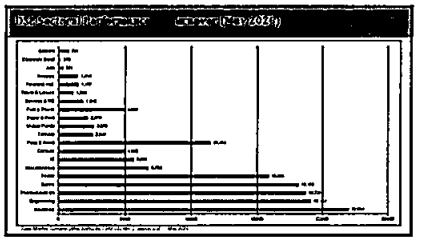

1 Introduction to Capital Markets
Fundamentals, Functions, and Global Context

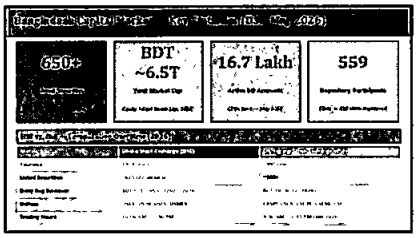








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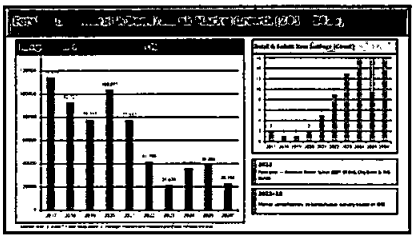

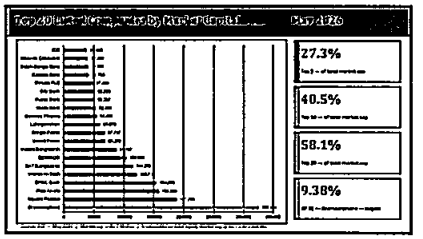
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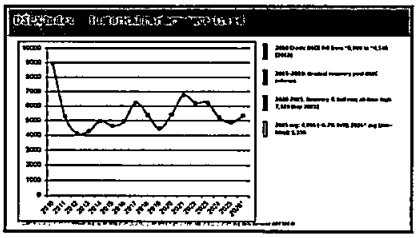

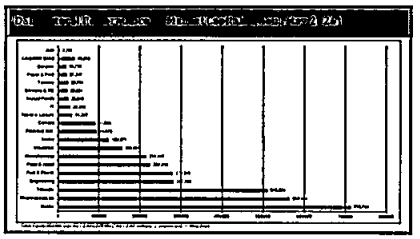

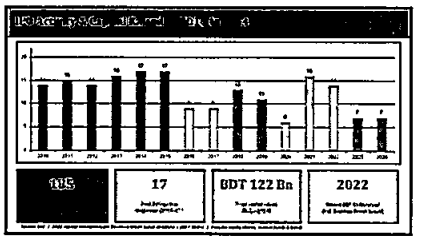
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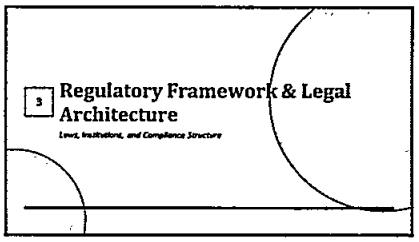
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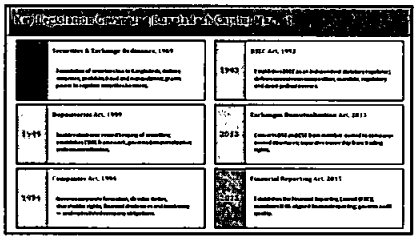
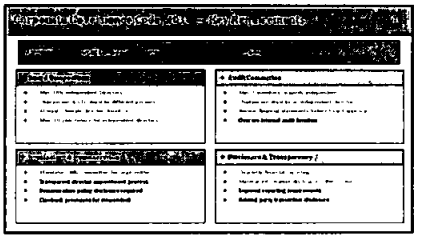
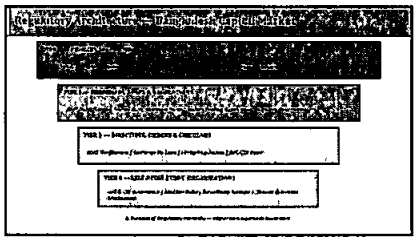
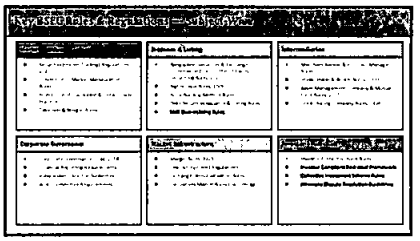
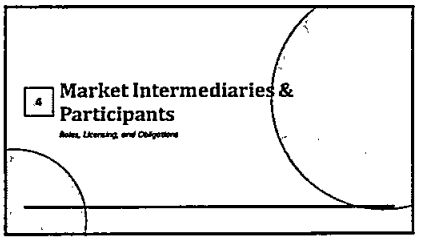
Regulatory Framework & Legal Architecture
Laws, Institutions, and Compliance Structure







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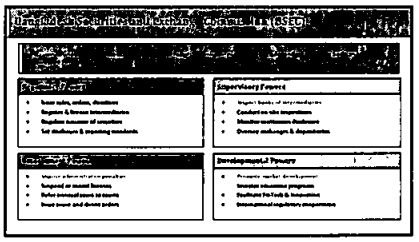
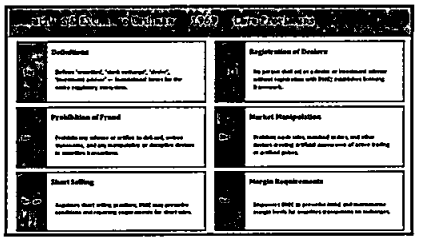
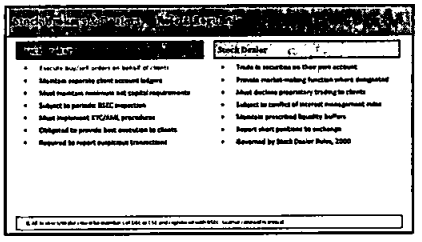
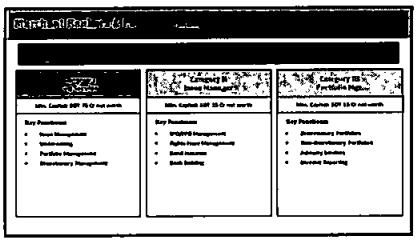
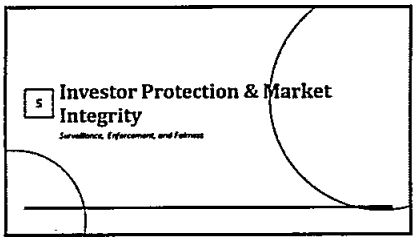
Market Intermediaries & Participants
Roles, Licensing, and Obligations







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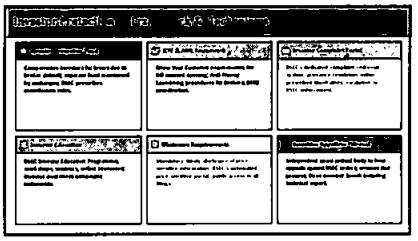
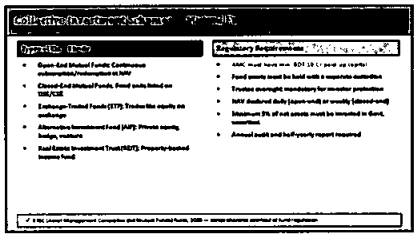
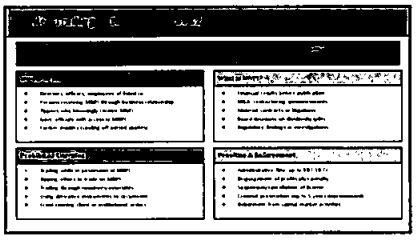
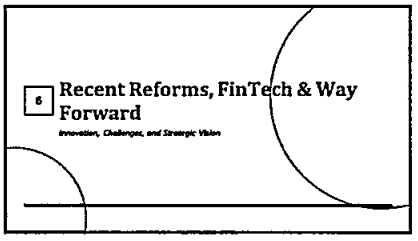
Investor Protection & Market Integrity
Surveillance, Enforcement, and Fairness





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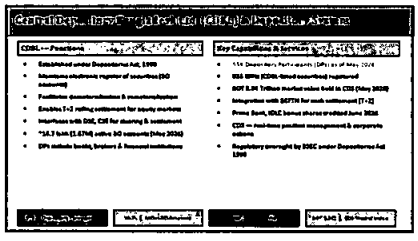
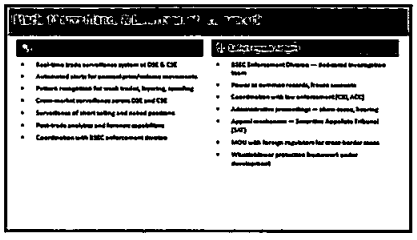
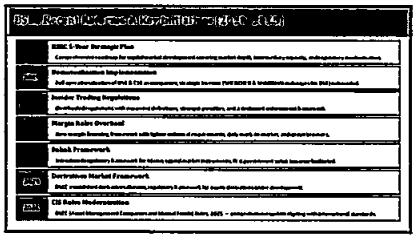
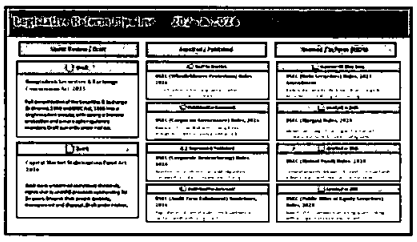
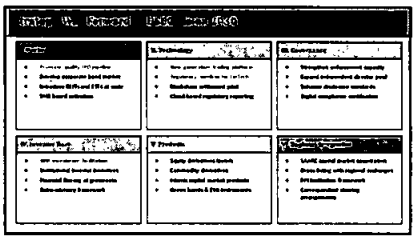
Recent Reforms, FinTech & Way Forward
Innovation, Challenges, and Strategic Vision

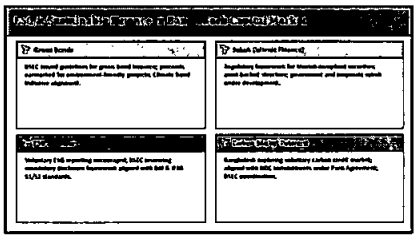


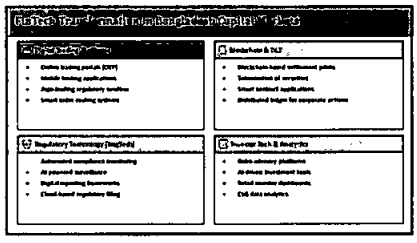


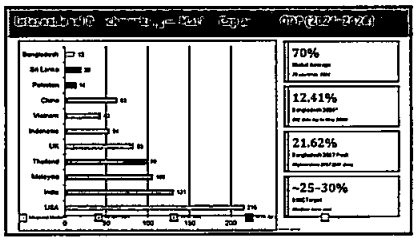








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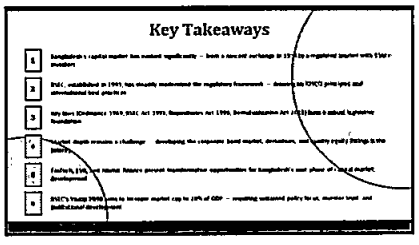
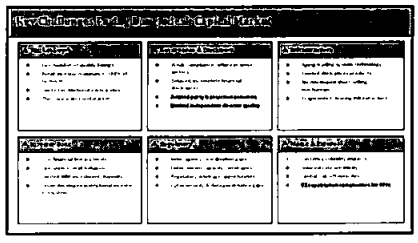
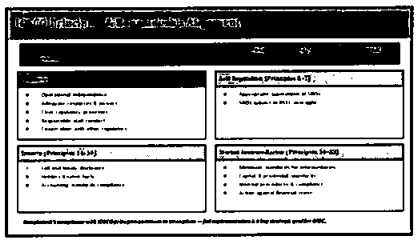
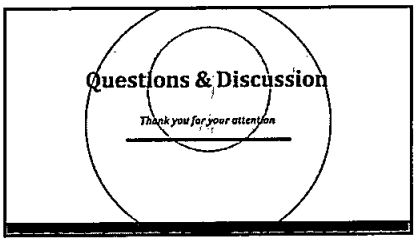

Key Takeaways






Questions & Discussion
Thank you for your attention

Learning to save lives

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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 collapse
- No pulse
- No breathing
- Loss of consciousness

Sudden Cardiac Arrest

Every two minutes someone suffers a sudden cardiac arrest (SCA)

Heart – The Miracle Organ

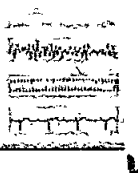
- Heart starts beating in 5th week of the pregnancy
- Works 24 / 7 throughout your life
- Beats around 1 Lakh times every day
- Functioning is vital to all the organs in the body

Sudden Cardiac Arrest

- Sudden cardiac arrest is the most common cause of death around the globe.
- 92% of sudden cardiac arrest victims die before they ever reach the hospital.

Types (forms) of cardiac arrest:

- Asystole (isoelectric line).
- Ventricular fibrillation (VF).
- Pulseless Ventricular tachycardia (VT)
- PEA: pulseless electrical activity.



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

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

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
- Electrocution
- Drowning

Sudden Cardiac Arrest

Hypovolemia
Hypoxia
Hydrogen ion (acidosis)
Hypoglycemia
Hypo-/hyperkalemia
Hypothermia
Tension pneumothorax
Tamponade, cardiac
Toxins
Thrombosis, pulmonary
Thrombosis, coronary

HEART ATTACK vs. CARDIAC ARREST

TAKE ACTION

SYMPTOMS

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)

CARDIAC ARREST vs HEART ATTACK

CARDIAC ARREST — ELECTRICAL PROBLEM

HEART ATTACK — CIRCULATION PROBLEM

Management of sudden cardiac arrest

Basic life support (BLS)

Advanced life support (ALS)

WHAT IS CPR?

- Cardiopulmonary Resuscitation - is an emergency lifesaving procedure performed when the heart stops beating known as cardiac arrest.
- CPR combines rescue breathing and chest compressions
- CPR works by maintaining blood flow in the body & breathing until medical assistance becomes available
- Immediate CPR can double or triple chances of survival after cardiac arrest.

CARDIAC ARREST is an ELECTRICAL problem

The person will be UNCONSCIOUS

A HEART ATTACK is a CIRCULATION problem

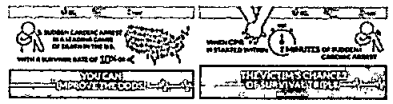
The person will probably be CONSCIOUS

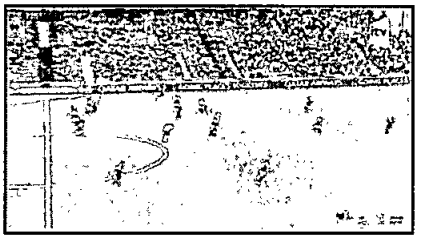
Chain of survival

Survival Statistics

- Only 8% if 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.

Danish footballer Christian Eriksen awake after collapsing on ground during Euro 2020 football

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

CPR: Step by Step

Repeat

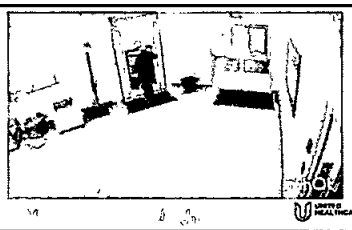
- Repeat the cycle of 30 chest compressions and two rescue breaths until the person starts breathing or ambulance arrives.
- If an AED arrives, carry on performing CPR until the machine is set up and ready to use.

Tamim Iqbal has been survived after performing CPR for 22 mins

The unsung Hero Yakub Chowdhury Dalim, trainer

Chest compressions

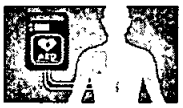
Grandmaster Ziaur Rahman's unfortunate death



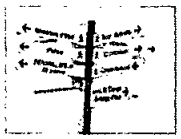
Rescue breaths

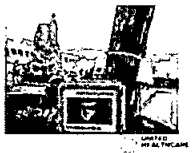
AED – Automated External Defibrillator

- An AED is a type of computerized defibrillator that automatically analyzes the heart rhythm in 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 arrhythmia to its normal rhythm by an electrical shock is called defibrillation.



মোনাকো, ফ্রান্সের পাশে পৃথিবীর ২য় ক্ষুদ্রতম দেশ। মাত্র ২ বর্গকিলোমিটার আয়তন। সেখানে পার্কে AED (Automated External Defibrillator) পাথরের পাশে ঝুলানো দেখলাম। আবার এরো মার্ক দেয়া ৩০ মিটার দূরে দেখিনটি আছে।





Compliance with Court orders: Administrative and legal responsibilities of the Public offices

Tanvir Ahmed
Joint Secretary
Cabinet Division

☐মৌলিক অধিকার বলবৎকরণ।–

৪৪। (১) এই ভাগে প্রদত্ত অধিকারসমূহ বলবৎ করিবার জন্য এই সংবিধানের ১০২ অনুচ্ছেদের (১) দফা অনুযায়ী হাইকোর্ট বিভাগের নিকট সমস্যা মূলে করিবার অধিকারের নিশ্চয়তা দান করা হইল।

☐কতিপয় আদেশ ও নির্দেশ প্রভৃতি দানের ক্ষেত্রে হাইকোর্ট বিভাগের ক্ষমতা।-

১০২। (১) কোন সংক্ষুব্ধ ব্যক্তির আবেদনক্রমে এই সংবিধানের তৃতীয় ভাগের দ্বারা অর্পিত অধিকারসমূহের যে কোন একটি বলবৎ করিবার জন্য প্রজাতন্ত্রের বিষয়সমূহের সহিত সম্পর্কিত কোন ব্যক্তির পালনকর্মী ব্যক্তিসহ যে কোন ব্যক্তি বা কর্তৃপক্ষকে হাইকোর্ট বিভাগ উপযুক্ত নির্দেশাবলী বা আদেশাবলী দান করিতে পারিবেন।

[এই বিধানটি মৌলিক অধিকার বলবৎ করার জন্য ব্যবহৃত রিট পিটিশনের ভিত্তি]

"কোর্ট অব রেকর্ড" মূলে সুপ্রীম কোর্ট

১০৫। সুপ্রীম কোর্ট একটি "কোর্ট অব রেকর্ড" হইবেন এবং ইহার অবমাননার জন্য তাহার আদেশদান বা দণ্ডাদেশদানের অনুরূপ আইন-অনুযায়ী আদালতের সকল ক্ষমতার অধিকারী থাকিবেন।

[কোর্ট অব রেকর্ড এর আওতা:- ক) এই আদালতের সকল রায়, আদেশ এবং কার্যক্রম স্থায়ীভাবে সংরক্ষণ করা হবে; খ) এসব সংরক্ষিত নথি ও রায় পরবর্তীকে দেশের অন্যান্য আদালতে প্রাণাব মর্মিল হিসেবে ব্যবহার হবে ; ঘ) সুপ্রীম কোর্টের অবমাননার জন্য ক্ষমতা ও দন্ডাদেশ দেওয়ার পূর্ণ ক্ষমতা থাকা হয়েছে।]

সুপ্রীম কোর্টের রায়ের বাধ্যতামূলক কার্যকরতা

১১১। আপীল বিভাগ কর্তৃক যেরূপ আইন হাইকোর্ট বিভাগের জন্য এবং সুপ্রীম কোর্টে যে কোন বিচার কর্তৃক যেরূপ আইন অনুরূপ সকল আদালতের জন্য অবশ্যপালনীয় হইবে।

সুপ্রীম কোর্টের সহায়ক

১১২। প্রজাতন্ত্রের প্রতিটি বিভাগের অন্যূন সকল নির্বাহী ও বিচার বিভাগীয় কর্তৃপক্ষ সুপ্রীম কোর্টের সহায়তা করিবেন।

সংবিধানের সংশ্লিষ্ট অনুচ্ছেদমূহের আলোচনা

☐কতিপয় আদেশ ও নির্দেশ প্রভৃতি দানের ক্ষেত্রে হাইকোর্ট বিভাগের ক্ষমতা।-

১০২। (১) ••••••••••••••

(২) হাইকোর্ট বিভাগের নিকট যদি সন্তোষজনকভাবে প্রতীয়মান হয় যে, আইনের দ্বারা অন্য কোন সমতুল্য বিধান করা হয় নাই, অত্র হইল, (ক) যে কোন সংক্ষুব্ধ ব্যক্তির আবেদনক্রমে,

(খ) প্রজাতন্ত্র বা কোন স্থানীয় কর্তৃপক্ষের বিষয়সংক্রান্ত দায়িত্ব সংক্রান্ত যে কোন ব্যক্তির পালনে হত ব্যক্তিকে আইনের দ্বারা অনুমোদিত নহে, এমন কোন কার্য করা হইতে বিরত থাকিবার জন্য কিংবা আইনের দ্বারা তাঁহার করণীয় কার্য করিবার জন্য নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। Writ of Prohibition or Mandamus

(ক) প্রজাতন্ত্র বা কোন স্থানীয় কর্তৃপক্ষের বিষয়সংক্রান্ত দায়িত্ব সংক্রান্ত যে কোন ব্যক্তির পালনে হত ব্যক্তিকে কৃত কোন কার্য বা গৃহীত কোন কার্যধারা আইনসংগত কর্তৃত্ব ব্যতিরেকে করা হইয়াছে বা গৃহীত হইয়াছে ও তাহার কোন আইনগত কার্যকরতা নাই বলিয়া ঘোষণা করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। Writ of Certiorari

Compliance with Supreme Court cases orders

☐ সংবিধানের প্রাধান্য।–

৭। (১) প্রজাতন্ত্রের সকল কর্তৃত্বের মালিক জনগণ; এবং জনগণের পক্ষে যেই কর্তৃত্বের প্রয়োগ কেবল এই সংবিধানের অধীন ও কর্তৃত্বে কার্যকর হইবে

(২) জনগণের অভিপ্রায়ের পরম অভিব্যক্তিস্বরূপ এই সংবিধান প্রজাতন্ত্রের সর্বোচ্চ আইন এবং অন্য কোন আইন যদি এই সংবিধানের সহিত অসঙ্গতিপূর্ণ হয়, তাহা হইলে সেই আইনের যতখানি অসঙ্গতিপূর্ণ, ততখানি অকিঞ্চিৎকর হইবে।

☐আইনের সংজ্ঞা [অনুচ্ছেদ ১৫২(১)]:

"আইন" অর্থ কোন আইন, অধ্যাদেশ, আদেশ, বিধি, প্রবিধান, উপ-আইন, বিজ্ঞপ্তি ও অন্যান্য আইনগত দলিল এবং যেকোনো আইনের অবমাননার যে কোন প্রশ্ন বা ইস্যু।

☐মৌলিক অধিকারের সহিত অসঙ্গতির আইন বাতিল।–

২৬। (১) এই ভাগের বিপরীতকল্পে সহিত অসঙ্গতির সকল প্রকার আইন যতখানি অসঙ্গতিপূর্ণ, এই সংবিধান প্রবর্তন হইবে সেই সকল আইনের ততখানি অকিঞ্চিৎকর হইয়া যাইবে।

(২) রাষ্ট্র এই ভাগের কোন বিধানের সহিত অসঙ্গতির কোন আইন প্রণয়ন করিবেন না এবং অনুরূপ কোন আইন প্রণীত হইলে তাহা এই ভাগের কোন বিধানের সহিত যতখানি অসঙ>তিপূর্ণ, ততখানি অকিঞ্চিৎকর হইয়া যাইবে।

[অনুচ্ছেদ ১০২(২)(খ)]

(২) হাইকোর্ট বিভাগের নিকট যদি সন্তোষজনকভাবে প্রতীয়মান হয় যে, আইনের দ্বারা অন্য কোন, সমতুল্যপ্রায় বিধান করা হয় নাই, তাহা হইলে,

(খ) যে কোন ব্যক্তির আবেদনক্রমে,

(ক) আইনসংগত কর্তৃত্ব ব্যতিরেকে বা বেআইনী উপায়ে কোন ব্যক্তিকে গ্রেফতার অটক রাখা হয় তাহা বন্দিয়া যাহাতে উক্ত বিষয়ের নিকট সন্তোষজনকভাবে প্রতীয়মান হইতে পারে, সেইজন্য গ্রেফতার অটক উক্ত ব্যক্তিকে উক্ত বিষয়ের সম্মুখে আনয়নের নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। Habeas corpus Writ

(খ) কোন সরকারি পদে আসীন বা আসীন বলিয়া বিবেচিত কোন ব্যক্তিকে তিনি কোন কর্তৃত্ববলে অনুরূপ পদমর্যাদায় অধিষ্ঠানের দাবী করিতেছেন, তাহা প্রণিধান নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। Writ of Quo Warranto

☐রিট-এর প্রকার:

☐Rule Nisi: কোর্ট আদেশ, কার্যক্রম বা বিচার কোন যেকোনো প্রশাসনিক কর্তৃপক্ষের কার্যক্রম বা কার্যক্রমের বিরুদ্ধে রিট পেশ করা হলে, তার বিরুদ্ধে প্রথমেই সাময়িক আদেশ দেওয়াকে বিধান। তবে পরে Rule Absolute বা Discharged করা যায়।

☐Rule Absolute: তবে কোর্ট চূড়ান্ত আদেশ দেয় আদালতের সাক্ষ্য শুনে বিচার বিবেচনা করে তবে চূড়ান্ত রায় প্রদান, যাকে বলা হয় Absolute বা রুল।

☐Rule Discharged: তবে কোর্ট আদেশ দেন আদালতের সাক্ষ্য শুনে রায় বা রুল চূড়ান্ত পর্যবেক্ষণের পর রুলে।

☐Stay Order হাইকোর্ট বা সুপ্রীম কোর্ট কোন আদালত বা, ট্রাইবুনাল, কর্তৃপক্ষ বা প্রশাসনিক কার্যক্রমকে সাময়িকভাবে স্থগিত বা বন্ধ রাখার নির্দেশ।

☐Stay or Case Order হাইকোর্ট বা সুপ্রীম কোর্ট কোন আদালত চলমান মামলা বিচার, চলমান শুনানি, কার্যক্রম বা প্রশাসনিক প্রক্রিয়া সাময়িকভাবে বন্ধ রাখার নির্দেশ। তবে কোর্ট যখন মনে করে, চূড়ান্ত রায় বা আদেশ দিলে ক্ষতি হতে পারে, তখন এই আদেশ দেয়।

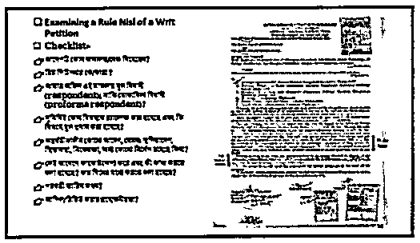
☐Injunction হাইকোর্ট বা সুপ্রীম কোর্ট কোন ব্যক্তি বা প্রতিষ্ঠানকে কোন কাজ করা থেকে বিরত থাকতে বা কোনো কাজ করতে বাধ্য করার নির্দেশ। Temporary Injunction হলো সাময়িক নিষেধাজ্ঞা যা চূড়ান্ত শুনানি বা রায় পর্যন্ত বলবৎ থাকে। Permanent Injunction হলো চূড়ান্ত রায়ের অংশ হিসেবে দেওয়া স্থায়ী নিষেধাজ্ঞা, যা মামলা নিষ্পত্তির পরও বলবৎ থাকে।

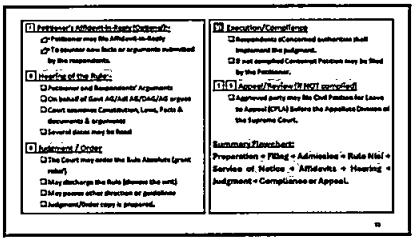
☐Ad-Interim Order হাইকোর্ট বিভাগ বা সুপ্রীম কোর্ট আপিল বিভাগ কোন মামলার শুনানি চলাকালীন সময়ে যে সাময়িক আদেশ দেন, যা চূড়ান্ত রায় বা আদেশ হওয়া পর্যন্ত বলবৎ থাকে। এটি মূলত অন্তর্বর্তীকালীন আদেশ, যা পরবর্তী শুনানি বা চূড়ান্ত রায় পর্যন্ত কার্যকর থাকে।

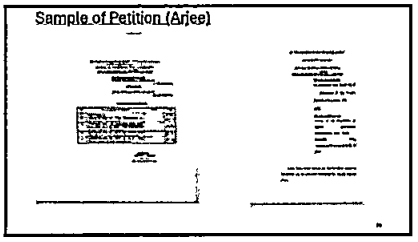
☐Declaration হাইকোর্ট বিভাগ বা সুপ্রীম কোর্ট আপিল বিভাগ কোন মামলার শুনানি চলাকালীন সময়ে যে সাময়িক আদেশ দেন, যা চূড়ান্ত রায় বা আদেশ হওয়া পর্যন্ত বলবৎ থাকে। এটি মূলত অন্তর্বর্তীকালীন আদেশ, যা পরবর্তী শুনানি বা চূড়ান্ত রায় পর্যন্ত কার্যকর থাকে।

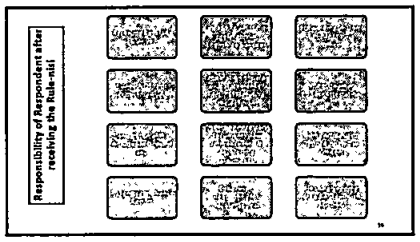
☐Set Aside: কোন আদালত বা কর্তৃপক্ষের গৃহীত কোন বা আগের আদেশ বাতিল করে দেওয়া। এটি তখন করা হয় যখন আগের আদেশ বা সিদ্ধান্ত আইনসম্মত ছিল না।

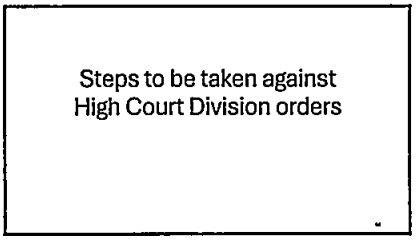
☐Recall/Vacate Orders: তবে কোন stay, status quo, injunction, বা অন্য Interim orders বা সাময়িক ব্যবস্থাও বাতিল করা আদেশ।

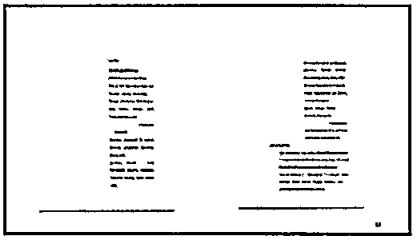

Examining a Rule Nisi of a Writ Petition
Checklist-

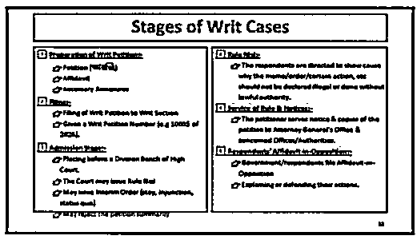

Hearing of the Rule:
Judgment / Order
Execution/Compliance
Appeal/Review (If NOT complied)
Summary Flowchart:
Preparation → Filing → Admission → Rule Nisi → Service of Notice → Affidavits → Hearing → Judgment → Compliance or Appeal.

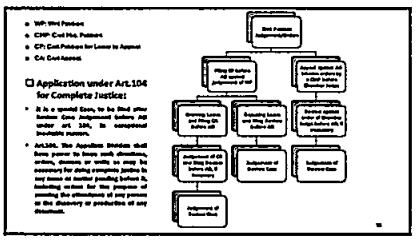

Sample of Petition (Arjee)

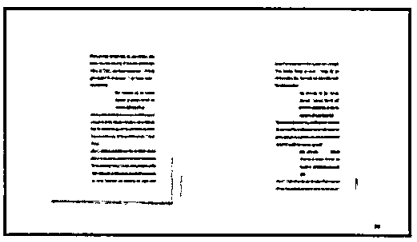

Responsibility of Respondent after receiving the Rule-nisi

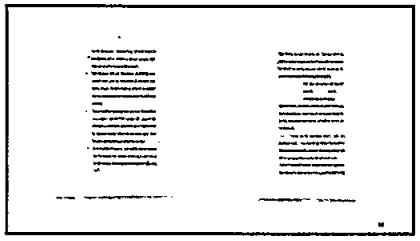

Steps to be taken against
High Court Division orders

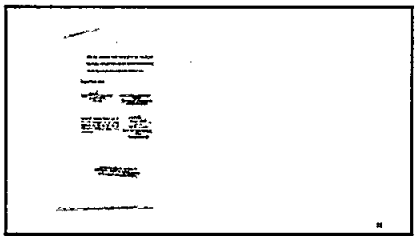



Stages of Writ Cases

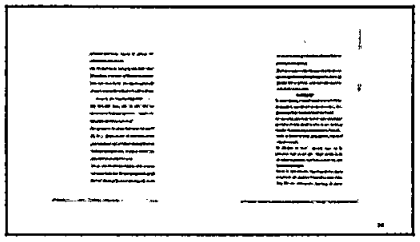

Application under Art.104 for Complete Justice:

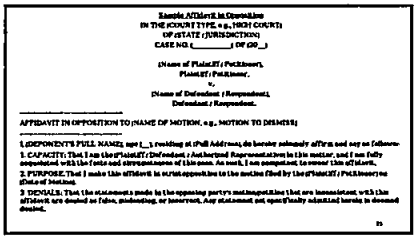






সরকারি স্বার্থ সংশ্লিষ্ট মামলায় স্বয়ংসম্পূর্ণ প্রস্তাব/জবাব প্রেরণের জন্য প্রয়োজনীয় কাগজপত্রের তালিকা
(সার্সিলিটর অনুবিভাগের ০৮/০৩/২০২২ তারিখের ১২ নম্বর পরিপত্র দ্রষ্টব্য)





Sample Affidavit in Opposition
IN THE [COURT TYPE, e.g., HIGH COURT]
OF [STATE / JURISDICTION]
CASE NO. (_____) OF [20__]

[Name of Plaintiff / Petitioner],
Plaintiff / Petitioner,
v.
[Name of Defendant / Respondent],
Defendant / Respondent.

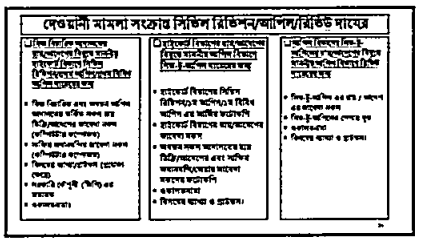
AFFIDAVIT IN OPPOSITION TO [NAME OF MOTION, e.g., MOTION TO DISMISS]

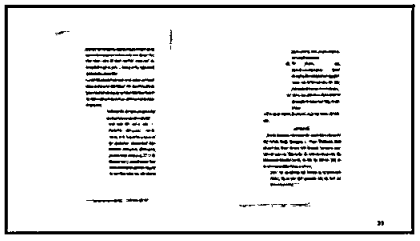
I, [DEPONENT'S FULL NAME], age [__], residing at [Full Address], do hereby solemnly affirm and say as follows:

1. CAPACITY: That I am the [Plaintiff / Defendant / Authorized Representative in this matter, and I am fully acquainted with the facts and circumstances of this case. As such, I am competent to swear this affidavit.

2. PURPOSE: That I make this affidavit in strict opposition to the motion filed by the [Plaintiff / Petitioner] on [Date of Motion].

3. DENIAL: That the statements made in the opposing party's motion/petition that are inconsistent with this affidavit are denied as false, misleading, or incorrect. Any statement not specifically admitted herein is deemed denied.





4. STATEMENT OF FACTS:
• ☐ That on (Date), (Describe relevant, factual event or background).
• ☐ That contrary to the claims in paragraph [__] of the opposing motion, the actual occurrence was as [Provide factual correction or clarification].
• ☐ That attached hereto as Exhibit (ABC) is a true copy of [list or name supporting document, e.g., email, contract, receipt] which supports this position.

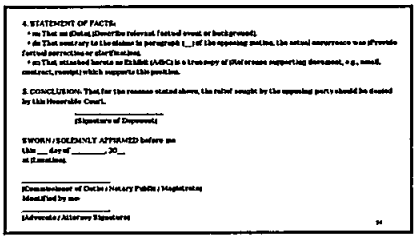
5. CONCLUSION: That for the reasons stated above, the relief sought by the opposing party should be denied by this Honorable Court.

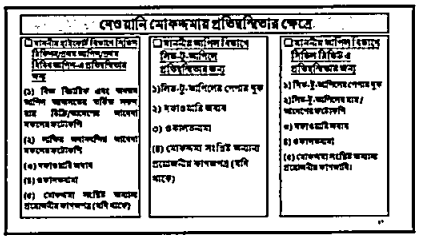
_____
[Signature of Deponent]

SWORN / SOLEMNLY AFFIRMED before me
this ___ day of _____, 20__
at [Location].

_____
[Commissioner of Oaths / Notary Public / Magistrate]
Identified by me:

_____
[Advocate / Attorney Signature]





রিট মামলায় প্রতিদ্বন্দ্বিতা/আপিল দায়ের/ রিভিউ দায়েরের ক্ষেত্রে

☐ (ক) হাইকোর্ট বিভাগে দায়েরকৃত মামলায় প্রতিদ্বন্দ্বিতার জন্য
- রিট মামলার অর্জির পূর্ণাঙ্গ কপি (সকল এনেক্সারসহ)
- রুলের কপি
- [illegible] জবাব
- ওকালতনামা
- [illegible]
- মামলা সংশ্লিষ্ট অন্যান্য কাগজপত্রাদি (যদি থাকে)

☐ (খ) রিট মামলায় হাইকোর্ট বিভাগের রায়ের বিরুদ্ধে মাননীয় সুপ্রিম কোর্টের আপিল বিভাগে আপিল দায়েরের জন্য
- রিট মামলার অর্জির পূর্ণাঙ্গ কপি (সকল এনেক্সারসহ)
- রায়/আদেশের সার্টিফাইড কপি (ফটোকপি গ্রহণযোগ্য নয়)
- গ্রাউন্ডস অব আপিল
- বিলম্বের ব্যাখ্যা (প্রয়োজন মতে)
- মামলা সংশ্লিষ্ট অন্যান্য কাগজপত্রাদি (যদি থাকে)।

☐ (গ) আপিল বিভাগের রায়ের বিরুদ্ধে মাননীয় আপিল বিভাগে রিভিউ দায়েরের জন্য
- সিপিএলএ (আপিলের পেপারবুক) এর অর্জির পূর্ণাঙ্গ কপি
- সিপিএলএ (আপিলের) এর রায়ের সার্টিফাইড কপি
- গ্রাউন্ডস অব রিভিউ
- বিলম্বের ব্যাখ্যা (প্রয়োজন মতে)

Appeal & Review: Limitation Issue

- Limitation Period to file leave to appeal against the HCD judgment/order 90 (ninety) days
- Limitation for Review against Civil Appeal Judgement: 30 (thirty) days

☐ [illegible]

☐ Computing limitation starts from the date of judgement pronounced, subject to related laws.

☐ Exclusion of time in legal proceedings

12. (1) In computing the period of limitation prescribed for any suit, appeal or application, the day from which such period is to be reckoned shall be excluded.
(2) In computing the period of limitation prescribed for an appeal, an application for leave to appeal and an application for a review of judgment, the day on which the judgment complained of was pronounced, and the time requisite for obtaining a copy of the decree, sentence or order appealed from or sought to be reviewed, shall be excluded.
(3) Where a decree is appealed from or sought to be reviewed, the time requisite for obtaining a copy of the judgment on which it is founded shall also be excluded.
(4) In computing the period of limitation prescribed for an application to set aside an award, the time requisite for obtaining a copy of the award shall be excluded. (section 12 of Limitation Act)

Note: By the judgment of Writ Petition No. 2964/2013 of the High Court Division, the আদালত অবমাননা আইন ২০১৩ was declared as illegal.

[illegible]

☐ **Provisions of Contempt of Courts Act, 1926:-**

☐ Power of superior Courts to punish contempts of court

Section 2. (1) Subject to the provisions of sub-section (3), the High Court Division shall have and exercise the same jurisdiction, powers and authority, in accordance with the same procedure and practice, in respect of contempt of courts subordinate to it as it has and exercises in respect of contempts of itself.
(3) The High Court Division shall not take cognizance of a contempt alleged to have been committed in respect of a court subordinate to it where such contempt is an offence punishable under the Penal Code.

☐ Limit of punishment for contempt of court

Section 3. Save as otherwise expressly provided by any law for the time being in force, a contempt of court may be punished with simple imprisonment for a term which may extend to six months, or with fine, which may extend to two thousand Taka, or with both:
Provided that the accused may be discharged or the punishment awarded may be remitted on apology being made to the satisfaction of the Court:
Provided further that notwithstanding anything else where contained in any law the High Court Division shall not impose a sentence in excess of that specified in this section for any contempt either in respect of itself or of a Court subordinate to it.

বিভিন্ন প্রশাসনিক ট্রাইব্যুনাল মামলার ক্ষেত্রে

☐ (ক) প্রশাসনিক ট্রাইব্যুনালে মামলা পরিচালনা/প্রতিদ্বন্দ্বিতা করার জন্য
(i) অর্জির কপি
(ii) দরখাস্তটি জবাব
(iii) ওকালতনামা

☐ (খ) প্রশাসনিক আপিল ট্রাইব্যুনালে মামলা দায়ের/প্রতিদ্বন্দ্বিতা করার জন্য
(i) তর্কিত রায়ের আদেশ নকল
(ii) ওকালতনামা
(iii) অর্জির কপি
(iv) বিভাগীয় মামলার সকল কাগজপত্রাদি (যদি থাকে)

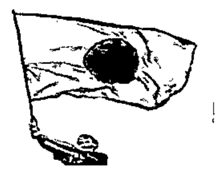
☐ (গ) মাননীয় সুপ্রীমকোর্টের আপিল বিভাগে লিভ-টু-আপিল দায়েরের জন্য
(i) প্রশাসনিক ট্রাইব্যুনাল ও প্রশাসনিক আপিল ট্রাইব্যুনাল মামলার অর্জির কপি
(ii) দরখাস্তটি জবাব
(iii) তর্কিত রায়/আদেশের জাবেদা নকল

☐ [illegible]

Extension of period in certain cases (section.5 of Limitation Act):- Any appeal or application for a revision or a review of judgment or for leave to appeal or any other application to which this section may be made applicable by or under any enactment for the time being in force may be admitted after the period of limitation prescribed therefor, when the appellant or applicant satisfies the Court that he had sufficient cause for not preferring the appeal or making the application within such period.

Explanation - The fact that the appellant or applicant was misled by any order, practice or judgment of the High Court Division in ascertaining or computing the prescribed period of limitation may be sufficient cause within the meaning of this section.

ধন্যবাদ



[illegible]

☐ [illegible]

☐ [illegible] (Limitation) [illegible]

☐ [illegible] (Condonation of delay) [illegible]

Contempt of Court

☐ What is Contempt of Court

There is no statutory definition of Contempt of Court. It can generally be said to occur in three ways.

- First, during judicial proceedings inside the court, deliberately making insulting remarks toward the judge or the court, or creating obstacles to the administration of justice.
- Second, willfully disobeying any order, direction, or judgment given by the court.
- Third, outside the court through meetings, media, or social media, making statements that undermine the dignity of the court, judges, or the judicial process.

☐ Supreme Court Website
https://www.supremecourt.gov.bd/web/

☐ Case type and categories of HCD
☐ Case type and categories of AD
☐ Case Search
☐ Understand latest position of the case
☐ Finding short Order
☐ Cause List
☐ Introduction of the Ld. HCD & AD Benches

453

Organogram Development and Post Creation Procedure: Based on Establishment and O&M Manuals

Mohammad Shamim Sohel
Additional Secretary
Cabinet Division

Organization

"An organization is a system of continuous, purposeful, and coordinated activities carried out by a group of people, formally structured and governed by rules, hierarchy, and authority, to achieve specific goals."- Max Weber

Key Features in Weber's View

- Formal structure – clear hierarchy of authority (superior-subordinate relationships).
- Division of labor – specialized tasks assigned to officials.
- Rules and regulations – work guided by written rules, not personal whims.
- Impersonality – decisions made objectively, not based on favoritism.
- Merit-based employment – officials selected and promoted based on competence.

Post (In a government office)

An officially sanctioned position created by the government within its organizational structure, to which specific duties, responsibilities, and authority are attached.

It is an official job position created by the government for carrying out administrative or service functions.

Key Features:

- A designated place of work within the government service.
- A set of functions assigned to an individual employee.
- A position that may be permanent, temporary, or contractual, depending on the rules.
- A role that exists whether or not it is currently filled by an officer/employee.

Rules of Business, 1996

Special responsibility of MoPA

12. Consultation with Ministry of Public Administration:

No Ministry shall issue or authorize any orders, other than orders, in pursuance of any general or special delegation made by the Ministry of Public Administration, which involves-

i. reorganization of a Ministry/Division or an Attached Department involving creation or abolition of any post or a change in the status of an Attached Department;
ii. organization of a working unit in a Ministry/Division otherwise than as a section;
iii. creation and reorganization of an Attached Department;
iv. transfer of personnel of Development Project to Revenue setup after the project is completed.

Organization (In a government office)

The structured arrangement of people, resources, and processes within a public institution to achieve specific administrative goals, deliver public services, and implement government policies effectively and efficiently.

Key Features:

- Division of work – assigning responsibilities among departments, sections, and employees.
- Hierarchy of authority– establishing clear lines of reporting and accountability.
- Coordination of activities- ensuring that different units work together towards common objectives.
- Rules and procedures– following established laws, regulations, and administrative practices.
- Public service orientation– focusing on serving citizens and upholding transparency, efficiency, and fairness.

Permanent Post

An officially sanctioned job position that is a regular and lasting part of the organogram (structure) of an office or department.

A permanent post in a Bangladesh government office is a regular, officially approved position that exists continuously in the office's structure and is filled as needed.

It is not temporary or special in nature- rather, it continues to exist unless formally abolished by the government.

Key Features:

- Sanctioned & Regular– created by government approval and included in the permanent setup of the office.
- Continuous Existence– remains in the organogram, even if no one is occupying it at a certain time.
- Budgeted Post - salary and allowances are permanently allocated under the revenue budget.
- Fillable - can be filled through recruitment, promotion, or transfer.
- Not automatically abolished - unlike temporary or supernumerary posts.

Allocation of Business, 1996

Ministry of Public administration

20. Review and revision of Organogram and Equipment of the public offices.

24. Inspection and review of staff position in Ministries, Divisions, Attached Departments and Subordinate Offices for optimum utilization of manpower.

Finance Division:

21. Scrutiny of creation of new posts and examination of schemes of new-expenditure.

সরকারি চাকরি আইন, ২০১৮

ধারা ৪। পূর্বাধিকার বর্জ এবং কর্মবিরতি সময় ও পুনর্নিয়োগ।-(১) সরকার, সরকারী স্বেচ্ছায় অবসর প্রাপ্ত পুনরায়ত্তের যে স্বেচ্ছায় কর্ম বা কর্মবিরতি গ্রহণ, অনুমোদন, প্রবর্তনের বা নিয়ুক্তদান করে যে ক্ষেত্রসমূহে পুনর্বার্তন করিতে পারিবে।

Organogram (also called Organizational chart)

A visual representation of the structure of a government office, showing how different positions, sections, and departments are arranged and how authority and responsibilities flow.

It is like a family tree of the organization, showing all posts and departments, their ranks, and how they are connected.

Key Features:

- Hierarchy- who reports to whom (e.g., Secretary → Additional Secretary → Joint Secretary → Deputy Secretary → Sr. Asstt. Secy → Asstt. Secy).
- Division of work - different branches, wings, or units within the office.
- Chain of command - clear reporting lines for decision-making and accountability.
- Relationships- coordination between different levels or units.

Temporary Post

An officially sanctioned job position created for a limited period of time to meet special or urgent administrative needs.

It is not a regular part of the permanent organogram and usually exists only for the duration approved by the government.

A temporary post in a Bangladesh government office is a short-term job position created for a specific period or purpose, and it is abolished once that period or purpose ends.

Key Features:

- Limited Duration – created for a fixed period (e.g., 1 year, 3 years) or for a specific project.
- Not Part of Permanent Setup – excluded from the regular organogram of the office.
- Budgeted Temporarily – salary and allowances are provided from a temporary allocation or project budget.
- Abolished Automatically – the post ceases to exist after the approved time or project ends, unless extended or converted into a permanent post.
- Purpose-Based - often created for development projects, reforms, or additional workload.

NB. Relatively, Posts of all permanent and state-owned enterprises are created as temporary mandatory to meet a specific administrative need. These posts are sanctioned for a specific period of time. Once the required objectives are met, and the post is found to be redundant, it may then be abolished or converted into a permanent post.

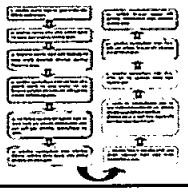
Supernumerary Post

A temporary post created in a government office, in addition to the regular sanctioned posts.

Key Features:

- To accommodate an officer who cannot be adjusted against an existing regular post.
- To retain the services of a senior officer until retirement, promotion, or transfer.
- For a specific period or purpose, after which the post automatically stands abolished.
- It is not a permanent addition to the organogram.

Creation of Posts

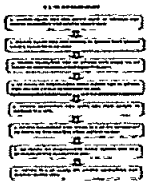


- Check-Lists
- Organogram

Comparison of Permanent, Temporary, and Supernumerary Posts

Aspect	Permanent Post	Temporary Post	Supernumerary Post
[illegible]	A regular, officially sanctioned post that is part of the permanent organogram.	A sanctioned post created for a fixed period or specific purpose, not part of the permanent setup.	An extra post created temporarily to accommodate an officer when no regular vacancy exists.
[illegible]	Continuous, until formally abolished.	Exists only for the approved period (e.g., project duration).	Exists only for the period the specific officer holds it; abolished after adjustment/retirement.
[illegible]	Included in the regular structure.	Not part of the permanent structure.	Not in the organogram, personal to the officer.
[illegible]	Salary paid from the revenue budget (permanent allocation).	Salary paid from temporary/project budget.	Salary paid from revenue but linked only to the concerned officer.
[illegible]	Remains unless officially abolished by govt.	Automatically abolished when the period/project ends (unless extended).	Automatically abolished once the officer returns, resigns, or is adjusted to a regular post.
[illegible]	UNO, DC etc.	Project Director (PD) for a 5-year project, Census Enumerator.	A mid-level officer promoted when no sanctioned mid-level post is vacant.

Confirmation of posts



Thank You

Post Retention

The continuation or keeping of an officially sanctioned government post in an office, even if it is not currently filled by an employee.

It means keeping a government job position active (not canceling it), even if no one is working in it right now.

Duration: 1st June-31st May

- It ensures-
- The position remains in the organogram and is not abolished.
- Budget and administrative approval are kept for the post.
- The post can be filled later through appointment, promotion, or transfer.

Post Retention

?

Module: 12
Learning Good Practices

NEGOTIATION

Strategies, Skills & Applications

Mirana Mahrukh
Secretary
Power Division, Ministry of
Power Energy and Mineral
resources

17 August 2026

Why Negotiation matters?

80%
of disputes that reach negotiation are resolved without litigation

30%
more value is captured by skilled negotiators vs average negotiators

3×
more likely to reach sustainable agreements using interest-based methods

Conflict Resolution
Negotiation is the primary peaceful mechanism to resolve differences between individuals, institutions, and nations – without resorting to coercion or litigation.

Policy Implementation
Every government policy requires negotiation with stakeholders, ministries, private sector, and citizens for effective implementation.

Organizational Effectiveness
Managers who negotiate well resolve internal disputes faster, motivate teams better, and execute projects with fewer delays.

Resource Allocation
Government resources are finite. Negotiation determines who gets what – budgets, projects, land, staff, authority Poor negotiators lose resources.

International Relations
Bangladesh negotiates ADB, World Bank, AIIB, NDB, bilateral loans, trade agreements, and diplomatic accords that directly affect national development.

Negotiation from Government Context

Governance Performance Monitoring System (GPMS)
Each ministry negotiates its GPMS targets with the Cabinet Division. Effective negotiators secure realistic, achievable targets with appropriate resource commitments – avoiding over-promise and under-deliver cycles.

Development Project Approval
Projects go through ECNEC/PEC where ERD, Finance, and Planning Commission officials negotiate project scope, cost, timelines, and financing mix with implementing Ministry/Division/Organization. Agencies that negotiate well secure better resources.

Budget Negotiations
Line ministries negotiate with Finance Division for budget allocations. Data-driven arguments, backed by performance evidence, are the most persuasive in these settings.

Procurement & Contracting
Under the Public Procurement Act, 2006, GoB officials negotiate contract terms with suppliers and contractors. Poor negotiation leads to cost overruns and delivery failures.

Bilateral & Multilateral Aid
Bangladesh negotiates with multilateral partners-World Bank, ADB, AIIB, NDB, and bilateral partners China, Japan,Korea on loan conditionalities, project design, procurement norms, and disbursement milestones. Each condition negotiated away saves sovereign flexibility.

Inter-Ministry Coordination
Cabinet Division regularly facilitates and negotiates inter-ministerial disputes over jurisdiction, shared budgets, and policy priorities. This requires structured mediation skills combined with negotiation techniques.

SESSION AGENDA

01 What is Negotiation?
02 Why Negotiation Matters?
03
04 Characteristics
05 The Negotiation Process
06 Negotiation Tactics
07 Negotiation in Daily and Official environment
08 Q & A

Negotiation in Daily Life

Negotiation is not confined to boardrooms. We negotiate constantly – often without realizing it.

Family & Home
Deciding where to go for dinner, negotiating children's screen time, dividing household responsibilities among family members.

Marketplace
Negotiating prices at a market, settling on rental rates, discussing a car purchase – price anchoring and BATNA apply naturally.

Workplace
Asking for a promotion, negotiating a flexible work schedule, resolving a dispute with a colleague about project responsibilities.

Services
Negotiating medical fees, discussing payment plans with service providers, or seeking a waiver for late charges at a utility company.

Community
Negotiating with neighbourhood associations, resolving disputes between tenants, participating in community resource allocation.

Everyday Digital
Requesting refunds online, negotiating subscription prices, or disputing an incorrect billing charge with a service provider.

Key Insight: Every daily negotiation builds the habits and instincts that make you a better official negotiator. Reflect on your daily negotiations consciously.

NEGOTIATION

What Is Negotiation?

"Negotiation is a dialogue between two or more parties to resolve points of difference, gain advantage, or produce an agreement upon courses of action, to bargain for individual or collective advantage."

— Fisher, Ury & Patton, Getting to Yes (1981, p.xx)

Two or More Parties
Negotiation requires at least two sides with distinct interests, perspectives and authority.

Interdependence
Parties need each other to achieve their goals – neither can act alone effectively.

Communication
Negotiation is fundamentally a communicative process – verbal, written, and non-verbal.

Give & Take
Both parties must be willing to make concessions to reach a mutually acceptable agreement.

Negotiation from Government Context

Development Finance
Bangladesh negotiates billions in concessional loans, grants, and technical assistance with ADB, World Bank, AIIB, NDB, and bilateral partners such as China, Japan, Korea etc. Skilled negotiators secure better terms, lower interest rates, and flexible conditionalities.

Inter-Ministry Coordination
Cabinet Division coordinates across 56+ ministries. Negotiating shared agendas, resolving jurisdictional disputes, and building consensus on cross-cutting policies requires sophisticated internal negotiation skills.

Regulatory & Policy Dialogue
Engaging with the private sector, civil society, and development partners on regulatory reform demands structured negotiation. Poor dialogue leads to policy resistance and implementation failure.

Bilateral & Multilateral Diplomacy
From the Teesta water treaty talks with India to LDC graduation negotiations at WTO, Bangladesh's negotiating capacity directly shapes its development outcomes and sovereign interests.

Core Elements of Negotiation

Source: Fisher, Ury & Patton (1981) – Seven Elements of Negotiation, Harvard Negotiation Project

459

Types of Negotiation

01 Distributive	02 Integrative	03 Principled
Win-Lose / Zero-Sum	*Win-Win / Value Creation*	*Interest-Based*
One party gains what the other loses. Fixed-pie assumption. Used in salary talks, price haggling, treaty boundary disputes.	Parties expand the pie by identifying shared interests. Builds long-term relationships. Best for the government-to-government partnership.	Focus on interests, not positions. Use objective criteria. Separates people from the problem. Harvard Model.
04 Multi-Party	**05 Cross-Cultural**	**06 Team / Collective**
Coalition Building	*International / Diplomatic*	*Group Negotiation*
Three or more parties negotiate simultaneously. Alliances shift. Requires agenda management and coalition strategy.	Accounts for different cultural norms, communication styles, and decision-making hierarchies in bilateral settings.	Negotiating as a team. Requires role assignment (lead, expert, observer). Common in GoB in inter-ministerial settings.

Principled Negotiation

Also called: Interest-Based *Negotiation*

Definition:
Focuses on mutual interests rather than rigid positions.

Key Features:
- Separate People from the problem
- Focus on interests, not positions
- Generate options for mutual gain
- Use objective criteria for decisions

Best used when:
- Long-term relationship matters
- Win-win outcome is desired

Team/Collective Negotiation

Definition:
Negotiation conducted by a group or team on one or both sides, rather than a single individual.

Key Features:
- Multiple negotiators with specialized roles (lead, technical, legal, financial)
- Internal coordination and unified position
- Stronger preparation and broader expertise
- Management of risk of internal disagreement

Best used when:
- Complex, multi-issue negotiations
- Bilateral treaties, development financing, mutual agreements

Distributive Negotiation

Also called: *Zero-Sum, Competitive, or Positional Negotiation*

Definition:
A fixed amount of value is to be distributed between parties. One party's gain is the other party's loss.
Tactics Used:
- Anchoring (first offer sets reference point)
- Extreme positions and slow concessions
- BATNA leverage
- Deadline pressure
- 'Good cop / bad cop'

Government Examples:
- Salary & budget allocation
- Land acquisition price settlement
- Contract award negotiation
- Tax dispute settlement

The Zone of Possible Agreement (ZOPA)

Party A's Range

Minimum <- -- -- -- -- -- -- -- -- -- -- -> Maximum

<- ZOPA -> (Where agreement is possible)

Party B's Range

Maximum <- -- -- -- -- -- -- -- -- -- -- -> Minimum

Key Insight: Identify ZOPA before entering any distributive negotiation. If no ZOPA exists, consider whether integrative options can expand the pie.

Multiparty Negotiation

Definition:
Multiparty negotiation occurs when three or more parties attempt to reach agreement on shared and conflicting interests.

Key Features:
- Build alliances that increase leverage
- Focus on interests, not positions
- Generate options for mutual gain
- Objective criteria based on multiparty interest for decisions

Best used when:
- Department heads divided limited budget
- Family members debate succession of a business
- Industry groups negotiate standards

Comparative Analysis: Types of Negotiation

Dimension	Distributive	Integrative	Principled	Multi-Party	Cross-Cultural	Team/ Collective
Objective	Maximize own share	Expand value for all	Interests & mutual gain	Consensus among parties	Bridge cultural gaps	Multi-role, coordinated team
Approach	Competitive / Positional	Collaborative / Interest	Collaborative / Integrative	Coalition management	Culturally sensitive	Structured & organized
Relationship	Short-term / Transactional	Long-term / Relational	Preserves long-term ties	Network-based	Trust-building first	Strengthens institutional capacity
Information	Guarded / Strategic	Shared openly	Openly shared	Selectively shared	Contextual & implicit	Coordinated internally
Outcome	Win-Lose	Win-Win	Win-Win	Variable / Compromise	Mutual face-saving	Variable / Team-dependent
GoB Example	Budget allocation, Contracts	PPP, Bilateral aid	ERD project design, technical talks	SAARC, UN resolutions	China/India negotiations	ADB/ADB missions, treaty talks

Integrative Negotiation (Win-Win)

Also called: *Collaborative, Interest-Based, or Win-Win Negotiation*

Definition:
Parties seek to expand value by addressing underlying interests, creating solutions that benefit everyone.

Key Principles:
- Shared values regarding people and problems
- Focus on interests, not positions
- Invent options for mutual gain
- Focus on objective criteria along with all the possible options

Government Examples:
- Development project partnership
- Inter-ministry resource sharing
- Bilateral trade facilitation
- Public-Private Partnership (PPP) agreement

UNDERLYING INTERESTS
(What we really need)
- Needs & Desires
- Fears & Concerns
- Values & Principles
- Organizational pressures
- Relationships & reputation

Cross Cultural Negotiation

Definition:
The process of reaching agreements between parties from different backgrounds, where varying values, communication styles, and expectations.

Key Features:
- "Tight" (strict norms) vs. "loose" (flexible norms) cultures helps interpret behavior.
- Variations in directness, nonverbal cues, and emotional expression .
- Trust building.

Best used when:
- Bilateral, Regional and Multilateral engagements

The Negotiation Process: A 5-Stage Framework

Stage 1	*Stage 2*	*Stage 3*	*Stage 4*	*Stage 5*
PREPARATION	**OPENING**	**BARGAINING**	**CLOSING**	**IMPLEMENT**
Research, BATNA, goals, team roles, cultural context	Setting tone, anchoring, relationship building, agenda	Offers, counter-offers, concessions, reframing	Reaching agreement, confirming understanding, documentation	Executing commitments, monitoring, managing disputes
1	**2**	**3**	**4**	**5**
• Interests & BATNA • Research counterpart • Define objectives • Role assignments	• Establish rapport • State your position • Set agenda • Active listening	• Make offers • Use silence • Concede carefully • Reframe options	• Summarize agreement • Confirm in writing • Celebrate success • Address loose ends	• Monitor milestones • Resolve disputes • Maintain relations • Document lessons

457

Stage 1: Preparation – The Most Critical Stage

"Failing to prepare is preparing to fail." — Benjamin Franklin

BATNA

Best Alternative To a Negotiated Agreement

Your BATNA is your power in negotiation.

Definition: The course of action you will take if negotiations fail.

Why it matters:
- Know your BATNA before entering → you know when to walk away
- Improve your BATNA before negotiating → strengthens your position
- Understand their BATNA → know where they will concede

Bangladesh Example:
Before negotiating a bilateral loan from China, ERD should know what ADB or World Bank offers are available as alternatives – and use that leverage.

✓ **Clarify Your Objectives**
Distinguish between ideal outcome, realistic target, and walk-away point.

✓ **Research the Other Party**
Understand their interests, constraints, mandates, and cultural context.

✓ **Gather Data & Evidence**
Collect market data, precedents, and expert opinions to justify your position.

✓ **Plan Concessions**
Decide in advance what you can give up – and in what order.

✓ **Assign Team Roles**
Lead negotiator, subject expert, note-taker, and observer each serve distinct functions.

✓ **Anticipate Counter-Arguments**
Prepare responses to foreseeable objections before they arise.

Stages 2: Opening

Set the Right Tone

First impressions matter. Open with courtesy but project confidence. For government talks, formal protocol must be observed.

Anchoring Strategy

The first offer anchors the entire negotiation. Anchor high (as a seller) or low (as a buyer). GoB Example: When negotiating loan terms, start with a longer grace period than you expect to obtain.

Active Listening

Use open-ended questions: 'What are your main concerns about this timeline?' Listen for interests beneath stated positions.

Agenda Setting

Propose the agenda. Control what is discussed, in what order, and what is excluded. This is structural power.

Stages 3: Bargaining

Make Conditional Offers

Never concede without getting something in return: 'If you can agree to the 0.5% interest rate, we can accept a shorter repayment period.'

Use Silence Strategically

After making an offer, stop talking. Silence pressures the other party to respond. Filling silence with concessions is a common mistake.

Reframe & Expand Options

When stuck, change the dimension: add timelines, phasing, guarantees, or trade-offs that make a different package possible.

Manage Emotions

If emotions escalate, call a break. Emotional decisions are rarely good decisions.

Stages 4: Closing the Deal

Recognise Closing Signals

Watch for signals: reduced resistance, questions about implementation, summarising language. These indicate readiness to close.

Summarise the Agreement

Before finalising, summarise all agreed points aloud. Confirm mutual understanding to prevent post-agreement disputes.

Commit in Writing

For government negotiations, a written MoU, aide-mémoire, or minutes of meeting is essential. Verbal agreements are insufficient.

Close with Relationship

Thank all parties. Express confidence in implementation. In cross-cultural contexts, celebrate the agreement appropriately.

Stages 5: Implementation

Build Monitoring Mechanisms

Define who does what by when. Establish review milestones and a joint monitoring committee if appropriate for the agreement size.

Resolve Disputes Early

Small disputes left unaddressed erode trust. Establish a clear dispute resolution mechanism in the agreement itself.

Maintain the Relationship

Regular communication after the deal preserves goodwill and makes future negotiations smoother. Relationships are the infrastructure of diplomacy.

Document & Learn

After major negotiations, conduct a structured debrief. What worked? What would you do differently? Institutional memory is a strategic asset.

Characteristics of an Effective Negotiator

1. Preparation & Research
Knows their BATNA, ZOPA, and the other party's interests before entering the room.

2. Active Listening
Listens to understand – not just to respond. Picks up on implicit signals and emotions.

3. Emotional Intelligence
Controls personal emotions under pressure. Manages other party's emotional state skillfully.

4. Strategic Patience
Does not rush. Uses silence effectively. Allows time for reflection and counter-proposals.

5. Creative Problem-Solving
Generates options that others don't see. Finds packages that satisfy both parties' core interests.

6. Ethical Integrity
Maintains credibility by keeping commitments. Long-term reputation is more valuable than short-term gains.

7. Adaptability
Shifts strategy based on changing dynamics. Recognises when to be firm and when to concede.

8. Clear Communication
Articulates positions and interests clearly, avoiding ambiguity that could lead to misunderstanding.

Characteristics of a Good Negotiation

A negotiation can be considered 'best' when it achieves these five qualities simultaneously:

1	**Wise Agreement**	Meets the legitimate interests of each side to the maximum extent possible, resolves conflicting interests fairly, is durable, and takes community interests into account.
2	**Efficient Process**	Uses minimum time, resources, and goodwill. Avoids unnecessary delays, legal costs, and adversarial posturing that damages future cooperation.
3	**Relationship Preserved**	Improves – or at minimum does not damage – the long-term working relationship between parties. Especially critical in government, where parties interact repeatedly.
4	**Legitimate Outcome**	Based on objective criteria (market value, legal precedent, expert opinion) rather than raw power or arbitrary demands. All parties feel the process was fair.
5	**Sustainable Implementation**	The agreement is actually carried out. Both parties remain committed because they feel ownership of the outcome and the process was transparent.

How to Start a Negotiation

1	**Build Rapport First**	Begin with small talk, shared context, or a genuine compliment. In Bangladesh and South Asian culture, relationships precede transactions. Even 5 minutes of relationship-building significantly improves outcomes.
2	**State Your Interest Clearly**	Declare that you are entering a negotiation openly: 'We are here to discuss the terms of the loan and find an arrangement that works for both parties.' Clarity prevents false expectations.
3	**Anchor Strategically**	Make the first offer when you have information advantage. Research confirms that anchors exert disproportionate influence on final outcomes.
4	**Ask Questions First**	If uncertain about their position, ask before offering. Use 'What are your key constraints?' or 'What would a successful outcome look like for your ministry?'
5	**Set a Collaborative Frame**	Use 'we' language: 'How can we structure this so it works for both sides?' Framing signals that you seek a constructive outcome – not a battle.

Negotiation Tactics & Counter-Tactics

Recognising tactics – both your own and the other party's – is essential for senior officials.

Tactic	What It Looks Like	Counter-Move
Good Cop / Bad Cop	One negotiator is tough; the other is sympathetic. Creates pressure to deal with the 'nice' one.	Name the tactic openly: 'It seems you have different roles here – let's deal with the decision-maker directly.'
Extreme Demand	Opening with an unreasonably high/low offer to anchor the discussion for its benefit.	Reject the anchor explicitly and set your own counter-anchor before engaging further.
Bogey	Pretending to value something you don't care about, then 'conceding' it to get something you actually want.	Ask directly: 'What is most important to you in this deal?' to expose real priorities.
Nibbling	After agreement is reached, asking for one more small concession: 'Can you just add X?'	Say: 'We agreed on the full package, I'll need to go back to leadership if the terms change.'
Artificial Deadline	Creating false urgency: 'We need to decide today or the offer expires.'	Test it: 'If we need more time for proper review, can we discuss extending the deadline?'
The Big Reveal	Introducing new information late to reopen settled issues.	Insist on full information disclosure upfront: 'To avoid surprises, let's agree to share all relevant data before this session.'

458

Emotional Intelligence & Negotiation

1 Self-Awareness

Know your own emotional triggers. If budget cuts make you defensive, plan for that. A negotiator who knows their hot buttons can protect them.

2 Self-Regulation

Pause before reacting. Use technique – labelling your emotion defuses its intensity. 'I notice I'm feeling pressured – let me take a moment.'

3 Empathy

Accurately read the other party's emotional state. Acknowledge it: 'I can see this timeline puts your ministry in a very difficult position.' Empathy is not agreement – it is understanding.

4 Social Skills

Build rapport quickly, read room dynamics, manage conflict, and influence without authority. These skills separate senior leaders from merely competent officials.

Maintaining a Win-Win Situation

"Win-win is not about compromising – it is about expanding what is available so both parties get more of what they truly need."

Understand Before Being Understood
Before advocating for your interests, demonstrate that you genuinely understand theirs. This builds the trust necessary for creative solutions.

Expand the Pie Before Dividing
Add value: link issues, include future considerations, introduce non-monetary elements. Often a deal impossible at X becomes possible when Y is added.

Keep the Relationship Account in Credit
Every interaction either deposits or withdraws from the relationship bank. Win-win negotiators maintain surplus goodwill for when they need to make tough demands.

Separate Positions from Interests
A ministry may insist on a specific budget figure (position) because it fears being unable to fulfil mandated services (interest). Address the interest, not the position.

Make Concessions Visible
When you give something, make sure the other party registers it as a concession. Named concessions generate reciprocity. Silent concessions are wasted.

Use Objective Standards to Legitimise Outcomes
Both parties must feel the outcome was fair. Reference external criteria to ensure neither side feels they 'lost' – this sustains implementation.

Thank You

How to Win in a Negotiation

Note: 'Winning' means achieving your objectives – not defeating the other party.

Maximise Information Asymmetry

Know more than the other party – about market rates, precedents, their constraints, and their BATNA. Information is power.

Set a Bold Anchor

The first offer disproportionately influences the outcome. Start ambitiously – you can always concede; you cannot unconcede.

Make Concessions Strategically

Concede slowly and in decreasing increments. Signal that each concession is costly. Never give something for nothing – trade, don't give.

Use Time Pressure Selectively

Deadlines create urgency. If your counterpart is more time-pressured, use patience as leverage. If you are, manage their expectations early.

Control the Framing

How options are presented determines how they are received. 'A 5% discount' sounds different from 'paying 95% of the price.' Frame in your favour.

Leverage Objective Criteria

Reference independent standards – market prices, legal precedents, expert opinions. This shifts the argument from willpower to evidence.

Common Negotiation Mistakes & How to Avoid Them

Mistake	How It Manifests	How to Avoid
Failing to Prepare	Entering without knowing BATNA, interests, or counterpart profile.	Dedicate minimum 2x the negotiation time to preparation. Brief the entire team.
Arguing Positions, Not Interests	Digging in on a specific demand rather than exploring why it is needed.	Ask 'Why is that important?' three times to reveal the real underlying interest.
Making Unilateral Concessions	Giving something without requiring something in return – trains the other party to demand more.	Always use conditional language: 'If... then...' Concede in trades, never in isolation.
Letting Emotions Drive Decisions	Reacting emotionally to provocations, insults, or unfair demands.	Pause, breathe, and call a break. Respond to the substance, not the emotional charge.
Talking Too Much	Over-explaining weakens your position and gives away information inadvertently.	Make your offer, then be silent. Silence is power. Let them respond first.
Ignoring the Other Party's Face	In high-context cultures (Bangladesh, China), publicly humiliating the other party destroys the deal.	Always provide a face-saving path to agreement; concede privately, not publicly.
Accepting the First Offer	Even if the first offer is good, accepting immediately signals you could have gone further.	Always counter – at minimum as a signal of negotiation norms, even if the final outcome is close to the first offer.
No Written Agreement	Relying on verbal commitments leads to misunderstanding and disputed interpretations.	Always conclude with a written summary: minutes of meeting, aide-mémoire, or formal MoU.

How to Finish a Negotiation Successfully

Closing a negotiation is as skilled an act as opening it. Many negotiations fail at the last moment through poor closing technique.

Summary Close

Summarise all agreed points clearly: 'So we have agreed on X, Y and Z. Is that correct?' This confirms understanding and creates psychological momentum toward commitment.

Conditional Close

'If we can agree on the disbursement schedule, can you confirm the rest of the terms are settled?' A conditional close tests readiness without premature commitment.

Deadline Close

Use real deadlines (not artificial ones): 'The ECNEC meeting is on Thursday – can we finalise the framework by Wednesday?' Deadlines create urgency and focus.

Trade-off Close

'I'll accept the shorter repayment period if you agree to a grace period of 9 years.' Package the final concession as a linked trade to create mutual satisfaction.

Trial Balloon

Float a hypothetical. 'Suppose we agreed on a 1% interest rate – would that resolve your budget constraints?' Tests the other party's position without committing.

Walk-Away Signal

If terms are unacceptable, calmly signal readiness to leave: 'We are close, but if we cannot agree on this, we may need to explore other options.' This is a final leverage move.

Q&A

Open Discussion: Question, Observations and Opinion

Briefing
on
BPATC Medical Services

Dr. Shamima Akter
MBBS, BCS(Health), MPH, DDV
BPATC, Savar, Dhaka

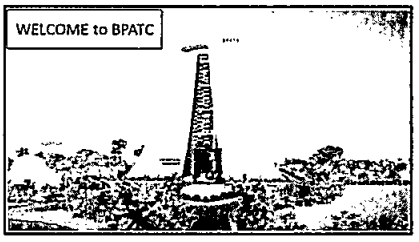
New Medical Centre

- Ten Bedded 4 storied new medical Centre
- Behind the BPATC Mosque

Clinic Schedule

- Open on working days from 09:00 AM to 09:00 PM.
- Closed on weekends and other public holidays.
- On weekend and public holidays, medical services are provided to the emergency patients on an on-call basis.
- Emergency mobile number 01723966111

WELCOME to BPATC



Aims and Objectives

- To Provide Medical services to the trainees participating in various training courses at BPATC
- To provide health services to the officers ,staffs working in the Centre and their family members and teachers and students of BPATC school and college.

Services

- Routine medical check-up for trainees of SFTC,FTC, ACAD and senior staff courses, PPMC
- Vaccination of children as per EPI schedule in collaboration with Upazila Health Complex

BPATC Medical Centre

- BPATC medical Centre is a branch of the administration department of Bangladesh Public Administration Training Centre.
- It's located behind the BPATC Mosque.
- The medical Centre provides primary health care services.

Manpower of medical centre

- 5 Medical Officers
- 1 dental surgeon
- 2 Physiotherapists
- 3 senior staff nurses
- [illegible] community medical officer (SACMO)&2 Medical assistant
- 1 pharmacist,
- 1 Lower division assistant
- 1 compounder and
- 6 office assistants

Services

- Medical advice by General Physicians
- Measured blood pressure, weight and height
- Supply of basic and emergency essential medicines at free of cost
- Dressing and stitching moderately cuts, tears, small wounds etc

Services

- Nebulization to asthma patients
- [illegible]
- [illegible]
- [illegible]

Pathology lab Services

- Perform some selected pathological tests (about 35 types)with payment.
  Sample collection :8.00 am to 12.00 pm
- 4D Ultrasonogram is performed by an experienced radiologist

Any question?

Dental Service

- Dental unit located on second floor of the Medical Centre
- Dental surgeon : 01(Part time)
- Open on working day
  Sunday to Wednesday from 11.00 am to 05.00 pm.
  Thursday from 9.00am to 2.00 pm

Mobile Number of Ambulance Driver

01731577304 ⇨ Driver Mr. Shah Jalal Munshi

Thank You

Physiotherapy medical services

- Physiotherapy is a very effective treatment for chronic pain such as low back pain, neck pain, knee pain, etc.
- There is a physiotherapy unit on the second floor of medical Centre
- Open every working day from 03:00 pm to 06.30 pm (Saturday to Thursday).
  Two clinical physiotherapists provide the necessary services.

Emergency Mobile Number:

•01723966111 ⇨ Available from 9.00 pm to 9.00 am and on holidays.

158th Advanced Course on Administration & Development (ACAD)
Module Briefing

Module-7
Procurement Management

(Thematic Area- Economic Development)

Md Rafiqul Islam
Director (Admin), BPATC & Module Director

Major Objectives of the Module

- To give a basic understanding and various aspects of Public Procurement, different methods and their application
- To give an idea about the Public Procurement Act, 2006 and Public Procurement Rules, 2025, Legal Framework and other issues
- To Enhance the **skill and capacity** to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

Thematic Area: Economic Development

Module Objectives: To enhance the participants' professional knowledge and skills regarding different aspects of procurement management

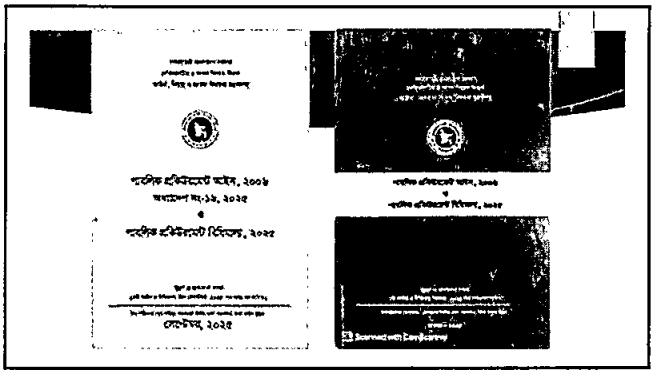
Evaluation Method: Individual Exercise

Total Marks 50

Total No of Sessions : 9 and Total Session Hours: 20

Module At a Glance

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
7.01	2	Overview on PPA 2006 and PPR 2025	FM/GS	LEC
7.02	2	Annual Procurement Planning and Preparation of Technical Specification	FM/GS	LEC
7.03	2	Steps in Public Procurement: Goods and Works (National and International)	FM/GS	LEC
7.04	2	Noting & Drafting for Tenders (specifying the Conditions)	FM/GS	LGE
7.05	2	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	FM/GS	LGE
7.06	2	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	FM/GS	LGC
7.07	4	Practical Exercise on Managing e-GP	FM/GS	Exercise
7.08	2	Notification of Award (NOA) and Contract Management	FM/GS	LEC
7.09	2	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (ECAC)	FM/GS	LGE



Importance of the Module

- Public procurement is a major economic activity of the public sector spending around USD 35 billion every year
- Around 75% of ADP allocation spent on public procurement (approx. Tk 2.25 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 4.25 lakh crore)
- PPA 2006 was effective from 31 January 2008 and last amended through an ordinance on 04 May 2025 and passed in the Parliament on 09 April, 2026
- PPR 2025 was effective from 28 September 2025
- In PPA total sections 72 and PPR total rules 154

Thank You All

Wish you Good Luck!

A Session on

Non-Communicable Disease (NCDs): Early Detection, Prevention, and Management

Recognize the Risks | Act Early | Manage for Life

SECTION 01

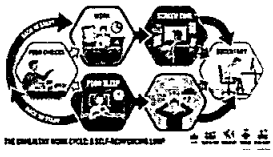
The Silent Threat

Why should we worry about NCDs before symptoms appear?

Section 01 – The Silent Threat

When work, screens and daily demands leave little room for movement and recovery

The Modern Lifestyle: Multiple Pressures, Less Recovery



About the Facilitator

DR. ANUPAM HOSSAIN

Public Health | Media Communication | Sports Development

Former Professor, J.N. Sikder Women's Medical College

Policy & Advocacy, National Organizations | WHO | UNICEF

Sports: Sports Commentary | Sports Medicine | Sports Governance

Social Worker, Let's Walk | School of Life

Section 01 – The Silent Threat

The Great Shift: From Infectious Threats to Chronic Disease

- The Historical Battle → People once feared infectious diseases
- The Modern Reality → Today's biggest risks come from lifestyle
- Slow & Silent → Most health problems develop gradually.
- The Main Drivers → Daily habits shape long-term health.

Many current health problems are built through everyday habits

Section 01 – The Silent Threat

The Comfort Trap: When "Not Feeling Sick" Feels Like Being Healthy

- Develop poor food habits – fast food, irregular meals
- Prolonged screen time – no physical activity
- Irregular sleep time
- Panchal | No workout | Free time | but no physical activity
- No priorities – unaware of personal health risk
- Treat health reactively instead of preventively

No symptoms ≠ No risk

NCDs: Early Detection, Prevention, and Management

Session Roadmap

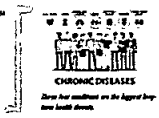
We will move from today's health challenges to practical daily solutions.

Section 01 The Silent Threat
Section 02 The NCD Challenges
Section 03 From Risk to Disease
Section 04 Prevention Development: The Daily Health Pillars
Section 05 Early Detection & Personal Health Action
Section 06 Build Community | Change Life

Section 01 – The Silent Threat

The Four Major NCD Groups- The Chronic Threat

- Circulation & Pressure → High blood pressure and heart disease
- The Food System → Diabetes and poor blood sugar control
- Respiratory Efficiency → Long diseases affecting breathing
- Cellular Quality Control → Cancer started by damaged cells

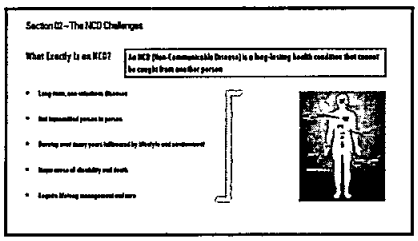


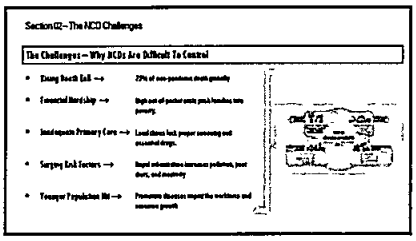
These four conditions are the biggest long-term health threats.

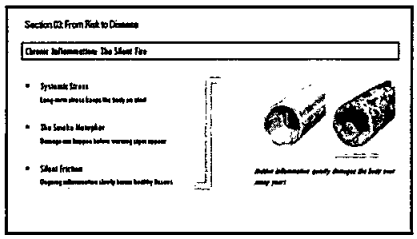
SECTION 02

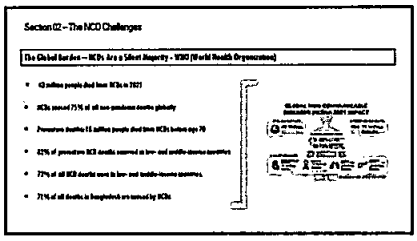
The NCD Challenges

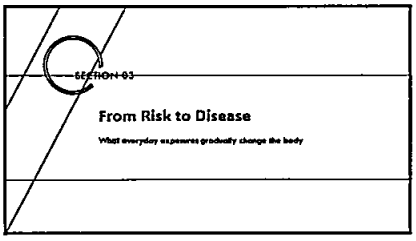
What are NCDs, who is affected, and what drives them?

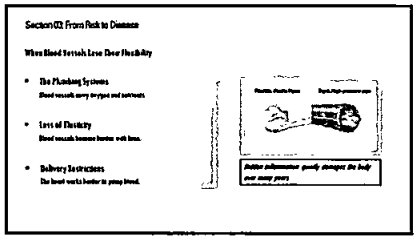

Section 02 – The NCD Challenges
What Exactly Is an NCD?
An NCD (Non-Communicable Disease) is a long-lasting health condition that cannot be caught from another person

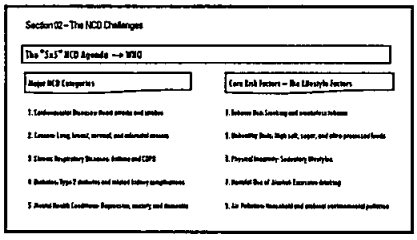

Section 02 – The NCD Challenges
The Challenges – Why NCDs Are Difficult To Control

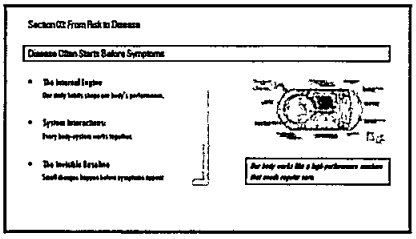

Section 02: From Risk to Disease
Chronic Inflammation: The Silent Fire
Systemic Stress
The Smoke Metaphor
Silent Friction

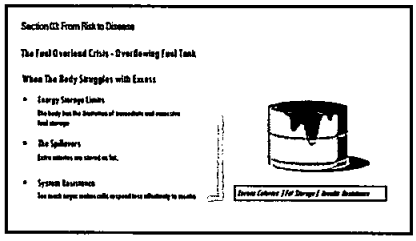

Section 02 – The NCD Challenges
The Global Burden – NCDs Are a Silent Majority - WHO (World Health Organization)

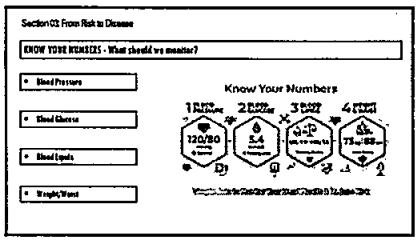

SECTION 03
From Risk to Disease
What everyday exposures gradually change the body

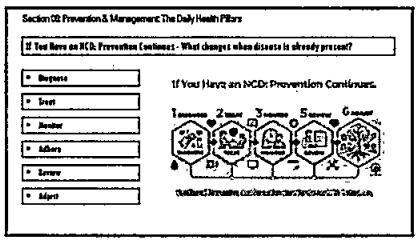

Section 03: From Risk to Disease
When Blood Vessels Lose Their Flexibility
The Plumbing Systems
Loss of Elasticity
Delivery Restrictions

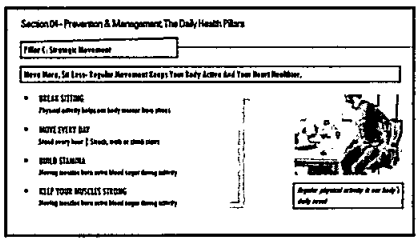

Section 02 – The NCD Challenges
The "5x5" NCD Agenda → WHO
Major NCD Categories
Core Risk Factors – The Lifestyle Factors

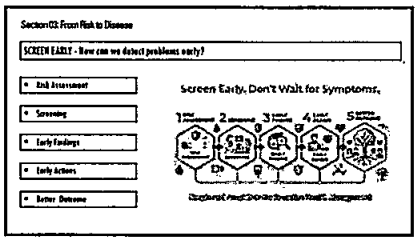

Section 03: From Risk to Disease
Disease Often Starts Before Symptoms
The Internal Engine
System Interactions:
The Invisible Baseline

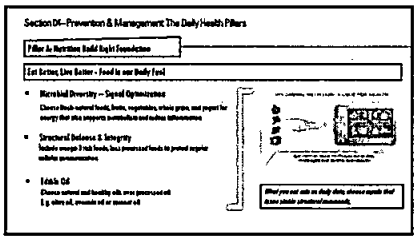

Section 03: From Risk to Disease
The Fuel Overload Crisis - Overflowing Fuel Tank
When The Body Struggles with Excess
Energy Storage Limits
The Spillovers
System Resistance

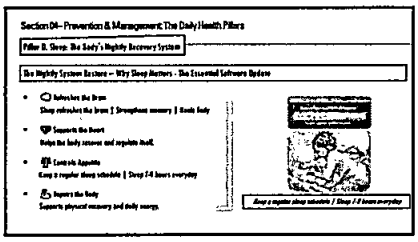

Section 03: From Risk to Disease
KNOW YOUR NUMBERS - What should we monitor?
Blood Pressure
Blood Glucose
Blood Lipids
Weight/Waist
Know Your Numbers
120/80
5.4

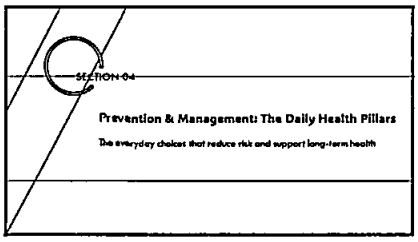

Section 02: Prevention & Management: The Daily Health Pillars
If You Have an NCD: Prevention Continues - What changes when disease is already present?
Diagnosis
Treat
Monitor
Adhere
Review
Adjust
If You Have an NCD: Prevention Continues.

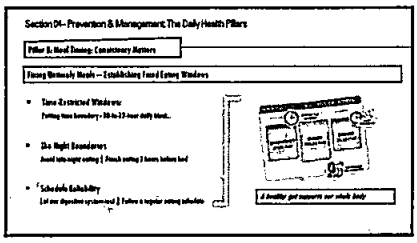

Section 04 - Prevention & Management: The Daily Health Pillars
Pillar C: Strategic Movement
Move More, Sit Less - Regular Movement Keeps Your Body Active And Your Heart Healthier.
BREAK SITTING
MOVE EVERY DAY
BUILD STAMINA
KEEP YOUR MUSCLES STRONG

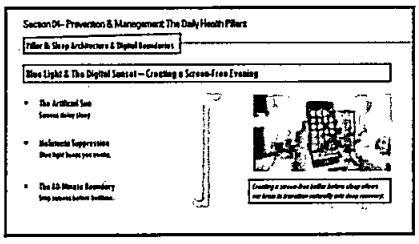

Section 03: From Risk to Disease
SCREEN EARLY - How can we detect problems early?
Risk Assessment
Screening
Early Findings
Early Actions
Better Outcome
Screen Early, Don't Wait for Symptoms.

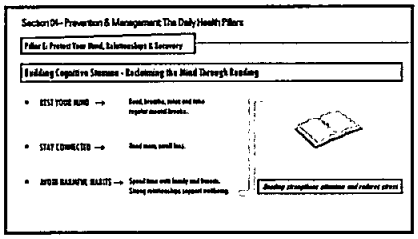

Section 04 - Prevention & Management: The Daily Health Pillars
Pillar A: Nutrition Build Right Foundation
Eat Better, Live Better - Food is our Body Fuel
Microbial Diversity – Signal Optimization
Structural Balance & Integrity
Edible Oil

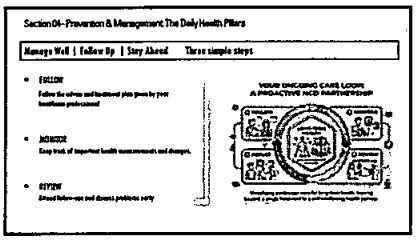

Section 04 - Prevention & Management: The Daily Health Pillars
Pillar B: Sleep: The Body's Nightly Recovery System
The Nightly System Restore – Why Sleep Matters - The Essential Software Update
Refreshes the Brain
Supports the Heart
Controls Appetite
Supports the Body

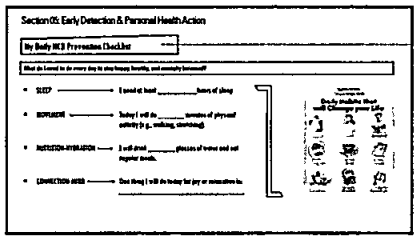

SECTION 04
Prevention & Management: The Daily Health Pillars
The everyday choices that reduce risk and support long-term health

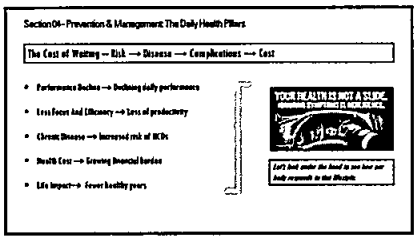

Section 04 - Prevention & Management: The Daily Health Pillars
Pillar B: Meal Timing: Consistency Matters
Timing Untimely Meals – Establishing Fixed Eating Windows
Time-Restricted Windows
The Night Boundaries
Schedule Reliability

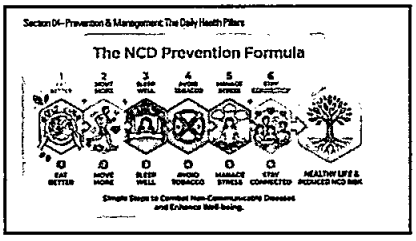

Section 04 - Prevention & Management: The Daily Health Pillars
Pillar B: Sleep Architecture & Digital Boundaries
Blue Light & The Digital Sunset – Creating a Screen-Free Evening
The Artificial Sun
Melatonin Suppression
The 60-Minute Boundary

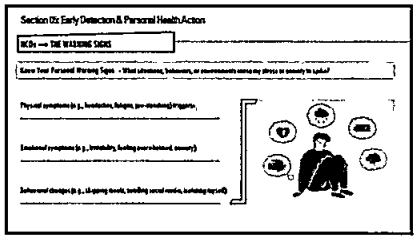

Section 04 – Prevention & Management The Daily Health Pillars
Pillar 1: Protect Your Mind, Relationships & Recovery
Building Cognitive Stamina - Reclaiming the Mind Through Reading
REST YOUR MIND →
STAY CONNECTED →
AVOID HARMFUL HABITS →

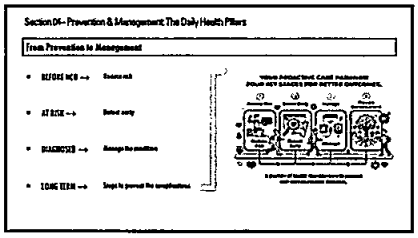

Section 04 – Prevention & Management The Daily Health Pillars
Manage Well | Follow Up | Stay Ahead Three simple steps
FOLLOW
MONITOR
REVIEW
YOUR ONGOING CARE LOOK A PROACTIVE NCD PARTNERSHIP

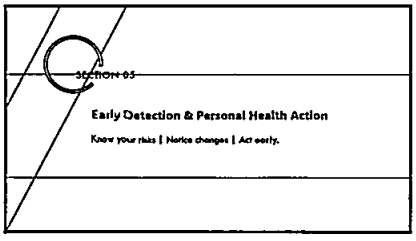

Section 05: Early Detection & Personal Health Action
My Daily NCD Prevention Checklist
SLEEP
NOTEBOOK
NUTRITION-HYDRATION
CONNECTION MIND

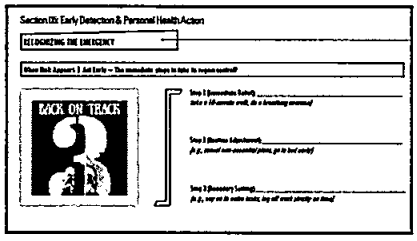

Section 04 – Prevention & Management The Daily Health Pillars
The Cost of Waiting – Risk → Disease → Complications → Cost
Performance Decline → Declining daily performance
Less Focus And Efficiency → Loss of productivity
Chronic Disease → Increased risk of NCDs
Health Cost → Growing financial burden
Life Impact → Fewer healthy years
YOUR HEALTH IS NOT A SIDE.

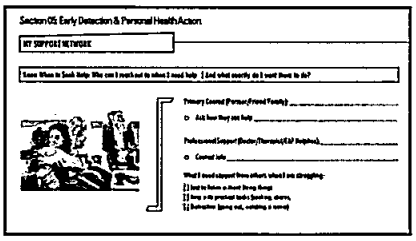

Section 04 – Prevention & Management The Daily Health Pillars
The NCD Prevention Formula
1 EAT BETTER
2 MOVE MORE
3 SLEEP WELL
4 AVOID TOBACCO
5 MANAGE STRESS
6 STAY CONNECTED
HEALTHY LIFE & REDUCED NCD RISK
Simple Steps to Combat Non-Communicable Diseases and Enhance Well-being.

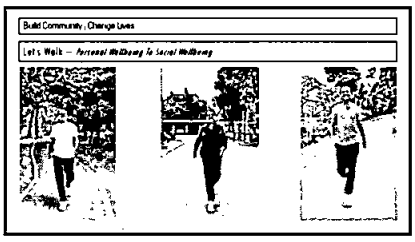

Section 05: Early Detection & Personal Health Action
NCDs → THE WARNING SIGNS
Know Your Personal Warning Signs


Section 04 – Prevention & Management The Daily Health Pillars
From Prevention to Management
BEFORE NCD →
AT RISK →
DIAGNOSED →
LONG TERM →

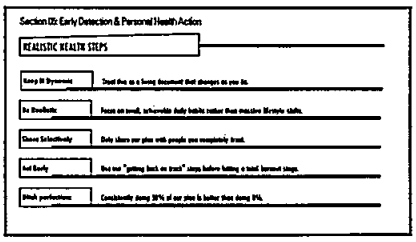

SECTION 05
Early Detection & Personal Health Action
Know your risks | Notice changes | Act early.

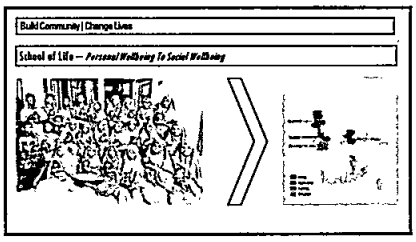

Section 05: Early Detection & Personal Health Action
RECOGNIZING THE EMERGENCY
When Risk Appears | Act Early – The immediate steps to take to regain control?
BACK ON TRACK

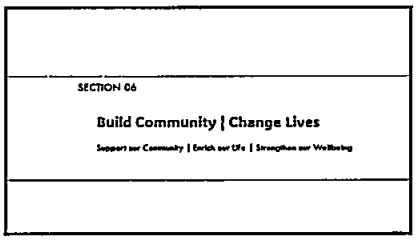

Section 05: Early Detection & Personal Health Action
MY SUPPORT NETWORK


Build Community | Change Lives
Let's Walk — Personal Wellbeing To Social Wellbeing

THANK YOU


Section 05: Early Detection & Personal Health Action
REALISTIC HEALTH STEPS


Build Community | Change Lives
School of Life — Personal Wellbeing To Social Wellbeing


SECTION 06
Build Community | Change Lives
Support our Community | Enrich our Life | Strengthen our Wellbeing

Questions ?

Bangladesh's Upcoming LDC Graduation: Navigating the Challenges of Sustainable Transition

124th Senior Staff Course (SSC)

Organized by
Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

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

17 August 2026

Positive milestones and Drivers of Growth

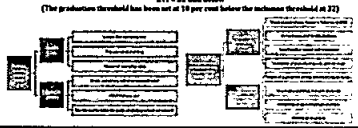
- ☐ Relatively high, and with less volatility, Growth of the GDP
- ☐ Tangible improvements in key socio-economic indicators
- ☐ A shift from a predominantly aid-receiving country to a trading nation
- ☐ A shift from subsistence agriculture to commercial agriculture
- ☐ A shift from process-based export 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

LDC Graduation Criteria

GNI Per Capita = 1230 USD and above
(The graduation threshold is set at 20 per cent above the inclusion threshold. At present this is USD 1306)

HAT 066 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)



Contents

Section 1: Bangladesh's Development Track Record
- Positive Milestones and Drivers of Growth

Section 2: Bangladesh's LDC Graduation Journey
- LDC graduation criteria
- LDC Graduation Process
- Bangladesh's inclusion in the LDC Group and its Graduation
- Bangladesh's Graduation from the LDC Group

Section 3: Challenges of LDC Graduation
- Benefits Originating from being an LDC
- Implications of LDC Graduation

Section 4: Strategies Towards Smooth and Sustainable Graduation
- Bangladesh's Triple Identities
- Building the Strongest Towards Sustainable Graduation
- Trade Policies and Reforms in View of LDC Graduation
- Learning From Republic of Korea: Lessons For Bangladesh
- Smooth Transition Strategy (STS)
- Addressing the Challenges of LDC Graduation
- Key Building Block of Graduation Strategy

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

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-concessional 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 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 Actions (PoA) in support of the LDCs. The first Summit was held in Brussels in 1981 with adoption of the Brussels Programme of Action (BPoA). The last one, fifth, was held in New York (2021) and Doha (2023) where the Doha Programme of Action (DPoA 2022-2031) was adopted.

Section 1: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

	FY1973	FY1990	FY2000	FY2005	FY2010	FY2015	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	42	365	414	349	1306	2004	3651.42	3801	4251	4551	4731	4,457
	33	33	33	33	43	47	131	69	71	170	132	137
	5204	3600	5000	6256	6954	8494	9004	9697	8740	8745	8756	8000
	83	675	1.73	6.8	12.4	19.4	19.67	20.76	20.95	19.22	18.46	18.76
	396	6.68	9.76	7.5	11.2	16.4	16.36	16.79	16.82	15.82	15.94	17.24
	83	6.9	7.2	8.2	19.7	18.6	14.72	16.59	18.39	18.45	16.32	16.07
	14.8	12.9	16.6	24.9	44.9	31.5	27.26	28.99	28.86	26.73	26.64	-
	18.9	31.1	19.3	19.3	19.1	19.6	21.3	19.1	19.26	19.32	19.77	21.07% (Jan-Qtr)
	19.6	17.5	21.6	19.3	19.7	19.2	19.19	19.64	19.26	17.49	16.58	-
	12.7%	7.6	21.6	19.7	5.3	2.9	23.-	-3.9	2.3	2.9	4.9	-

Note: a. Data for FY1976
*GDP, GNP, government and per capita GNI per annum are provisional figure based on base year 2015-16
**Debt-Stat1
***Debt-Sta02

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.

Bangladesh's Inclusion in the LDC Group and its Graduation

- Among the LDC group was a debatable agenda when the issue was discussed at meetings of the first post-independence government took in the front policy circles. Also, there was opposition to international circles since Bangladesh was a country with a large population and thus, it was neither an island country or a land-locked country. In the end, the government of Bangladesh decided to pursue the cause in the UN and Bangladesh became a member of the LDC group in December 1975.
- Bangladesh was recommended for graduation in 2018 by the CDP. It was the first country which met all the three criteria for graduation. Bangladesh was once again recommended at the triennial review in 2021.
- On recommendation from the CDP and ECOSOC (in February 2021), the proposal for Bangladesh's graduation (along with Nepal and Lao PDR) was endorsed in November, 2021 in the 76th UN GA session (with a delay of two years in view of COVID 19) to be effective on 24th November, 2026. When this takes place, Afghanistan will be left as the only LDC in South Asia beyond 2026.
- The interim government took the decision to keep to the time line of November 2026 for Bangladesh's LDC graduation. Bangladesh's graduation is to take place when a newly elected government is expected to be in place.
- Inclusion to LDC group is voluntary: A country may choose not to be included in the LDC group. In 1986, when given the choice, Tuvalu chose declined to join the LDC group for political and national pride reasons. However, graduation is not voluntary but involuntary. If a country meets the graduation criteria, it is recommended by the CDP and ECOSOC for graduation and the UNGA takes the final decision in this regard. However, a government may send a request for deferment of the graduation to the CDP for consideration, with proper justification for the request.

Bangladesh's Graduation from 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 (2024):
  GNI Per capita: 2684 USD
  HAI: 77.5
  EVI: 21.9
- 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.

Benefits of LDC Graduation

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

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 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, AGA, TRIPS, SPS-TBT, TFA; GATS; 103 SADTs 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.

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. There will likely concern four areas: (a) policy-making and policy facilitation; (b) obligations, compliance and enforcement relating to various WTO Agreements; (c) terms of market access and (d) degree of reciprocity in dealing with partners.

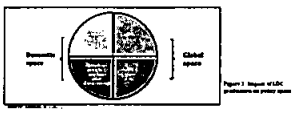
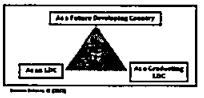


Figure 2: Impact of LDC graduation on policy space

Section 4: Strategies Towards Smooth and Sustainable Graduation

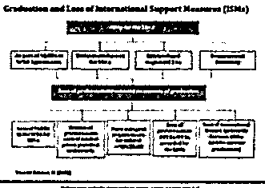
Bangladesh's Triple Identity

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



- 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, the most take adequate preparation toward Sustainable Graduation by undertaking the needed homework and by implementing the LDC graduation strategy.

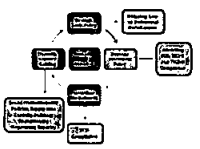
Graduation and Loss of International Support Measures (ISMs)



- *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 benefitted 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 46 LDC-specific preferential schemes. Bangladesh avails 98 per cent of domestic demand for medicines 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 heaviest or worst scenario, Bangladesh may lose between 8-12% in terms of export earnings consequent to loss of preferential treatment.
- Prices of insulin and many other essential drugs such as leukaemia 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 lend ownership of its tariff lines in the WTO. This will need to be done. The post-tariffs will need to be reassessed to bring down total bot incidence (TTI) on imports. Restrictions about fixed measures will need to be submitted to the WTO on a regular basis.
- On a tentative note, the EU [withdrawal of the EBA], UK [HCTI], Canada, Australia, China, and others have offered an assessment of the DF-QF market access for three years [Chosen for 3 years] beyond the graduation timeline for all graduating LDCs [in support of the Doha development goals].
- *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 preclude upgrades, (c) the rules of origin for upgrades is more stringent and one stage, as of now, but two stage innovation will be required, (d) all 11 international labour conventions are not only to be ratified, but also implemented.

Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward



470

Trade Policies and Reforms in View of LDC Graduation

Objectives

- Transition from preference-driven competitiveness to skills and productivity-driven competitiveness
- Export and market diversification
- Integrate investment, industrial and trade policies into a coherent strategy of triangulation
- Undertake initiatives to deepen bilateral and regional cooperation through FTAs, ETCAs, PCAs, EPAs and CEPAs

Tools of Reform Measures

- Tariff Policy Reforms
  - Rationalise tariffs
  - Remove anti-export bias
  - Reduce para-tariffs
  - Gradually lower effective protection
  - Move towards a transparent tariff structure
  - WTO notification compliance

- The above will be necessary to go for FTAs and other RTAs, and BTAs

Strengthened Institutional Capacity

- National uniform standards
- Accreditation systems
- Certification institutions
- Mutual Recognition Agreements with trading partners
- Anti-dumping legislation
- Counter-vailing duty framework
- Safeguard measures
- Trade defence investigation capacity

- LDC graduation will narrow trade-related policy space. Hence the need for effective WTO-consistent trade remedies will become increasingly more important

Export Promotion Policies

- Gradual phase-out of prohibited export subsidies
- Shift toward productivity-enhancing support such as: Technology upgrading; Skills development, Support or innovation; Incentive green production (EU-CBAM compliance); Logistics support

- Export promotion policies and measures will need to be calibrated in a way that these are WTO-compliant

Learning From Republic of Korea: Lessons For Bangladesh

Foundations of Korea's Long Run Growth

Review of Non-Tariff Measures (NTMs)

- Import licensing requirements
- Technical regulations
- SPS Measures
- Technical barriers to trade
- Product certification
- Standards enforcement

- The objective is to remove unnecessary regulatory burden for traders while maintaining legitimate and WTO-compliant public policy measures

Competition and Domestic Market Reforms

- Take measures for improved and more effective-
  - Competition policy
  - Regulatory transparency
  - Ease of doing business
  - Business licensing
  - Speedy commercial dispute resolution
  - Contract enforcement
- Greater domestic competition would help raise export competitiveness:
  - Bangladesh currently maintains tariffs across 7611 tariff lines (at 8 digit level)
  - Bangladesh's binding commitments in WTO (Bound Tariffs) cover 958 tariff lines (763 Agricultural and 192 non-Agricultural tariff lines)
  - 60 tariff lines currently have tariffs higher than bound rates
  - As a non-LDC developing country, Bangladesh will need to go for further tariff rationalization

Reforms of Bonded Warehouse Regulations

- Simplify BWF
- Put in place workable alternatives (non-BWF) systems (DF import of inputs/intermediates against bank guarantee)
- Make-Duty-Drawback system more effective
- Temporary admission procedure (ATA)

- These should be made digital, transparent, faster and WTO-consistent

Sustainability and ESG Compliance

- Gender rights
- Labour rights
- Environmental Compliance
- CO_2 emission and Carbon reporting
- Responsible sourcing
- Circular economy practices

- Due diligence of compliance assurance will need to be ensured
- This is crucially important for negotiating RTAs and RTAs and for qualifying for EU's GSP Plus type schemes

Smooth Transition Strategy (STS)

- Bangladesh has prepared a Smooth Transition Strategy (STS) in view of LDC graduation, with identification of impacts and implications, its yet specific measures, responsible ministries, institutions and agencies which are tasked to act upon and implement the measures, and associate 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 Activities/ Actions under the 5 pillars, encompassing and 29 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
  - Finalization and implementation of the National Tariff Policy 2021
  - Implementation of National Logistics Policy 2024 through immediate actions and projects
  - Full operationalization of the EXP in Taxes
  - Full operationalization of the API port in Ctg and in Mongla port

Stringent Rules of Origin Requirements

- Higher domestic value addition through establishment of backward and forward linkages
- Put in place efficient RoO certification system
- Develop electronic certificates of origin

Customs and Trade Facilitation Reforms

- Full implementation of the WTO-TFA (Category A, B and C obligations)
- Risk-based customs clearance
- National Single Window
- Paperless Trade
- Authorised Economic Operator (AEO) programme
- Greater automation of customs procedures (to expedite processing and reduced customs controls)

Digital Trade Regulations

- E-commerce legislation
- Cross-border data governance
- Digital payments
- E-signatures
- Cybersecurity
- Cross border paperless trade

- The move towards digitalization of trade will not only reduce trade-related costs, but are also obligations to be met as part of WTO-TFA

Measures Proposed in the FY 2026-27 Budget

- Import duties on 69 products reduced
- SD on 9 products reduced
- 3% RD on 113 products withdrawn
- Changes in Minimum Values:
  - 14 HS: Withdrawn
  - 3 HS: Reduced
  - 27 HS: Rationalised
  - 4 HS: Newly introduced
- BWF has been further extended (outside of RMG and a few other sectors)
- Duty-free import of inputs subject to bank guarantee (against export order)

New Government's Five-Year Plan in View of Addressing LDC Graduation Challenges

- The Government of Bangladesh (GoB) has now prepared a five-year plan to address the challenges of LDC graduation. The plan prioritises 12 areas including export capacity strengthening, trade facilitation, improvement of business environment, strengthening training and research programmes, and expanding the use of AI.
- What is needed now is to set up a time frame for each of these activities, accountability framework and designated responsible entities and how the financing will be ensured to underwrite the activities. These should also be an audit and review of what progress have been made in each of these areas over the past years.
- This plan should be seen as mutually reinforcing as far as STS was concerned.

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 preferential 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 infrastructure, shorter turnaround time at ports and other initiatives. 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 ISD-CDF 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 threats. Protectionism is on the rise and Regionalism is on the ascendancy: Mega agreements [eg. RCEP; EU India FTA. Vietnam has more than 20 FTAs including Vietnam-EU FTA]; Trump Reciprocal tariffs; Iran tariffs measures by India.
- Bangladesh's export market base is very narrow- South Asia, East Asia and ASEAN together account for only about 12.8 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 [Knowing 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 Deep Dive in services sector. The potential opportunities will need to be supported by productive investment, fiscal and monetary policies.

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.

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

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 enter 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 PTAs/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 2026. While Bangladesh does have some of world's greenest green compliant apparels enterprises, more this will need to emerge as the *new normal* in global trade because of country requirements [such as EU CBAM] brands and buyer's requirements and measures and consumer pressure.
- Need to strengthen negotiating capacity. The government is taking some initiatives in this regard. There is a need to set up a Negotiating Wing similar to the WTO Cell to strengthen RVU and evidence-based analytical capacity.

Support for Graduating LDCs in Various Trade-related Areas

[illegible]	[illegible]	[illegible]
EBA'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 appeal and clearing 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 G.A sessions	Travel support fund extended by UN agencies	3 years

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 liberalization, opening of sectors for foreign investment, labour compliance, environment compliance
- Bangladesh can go for negotiations bilaterally, or as a group [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 negotiations: Argue for Two-track liberalization (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

Strategies in View of WTO: MC14 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 only concrete supportive measure agreed at MC13 was that graduating LDCs will not be taken to the DSB for three years.
- No specific decision was taken at MC14 (held during March 26-29, 2026 in Cameroon) in support of the graduating LDCs.

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

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

- Inspite 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 IDAS and Peds for the LDCs have not been very effective in 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 errors in 2012 (RM at 4.0 and EVI at 32). This resulted in many LDCs being eligible for graduation at one go.
- But 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 favorably it will be tough will 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 shortfall, 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 perspectives. It can decide to us whether to request CDP for deferment at the deadline approaches.

Is Deferment of LDC Graduation an option for Bangladesh?

- The final decision will be taken at the UN-GA, which is slated to take place in September 2026. Support of a majority members (50 percent plus one) will be required if Bangladesh's submission for extension of the preparatory period by three years is to be endorsed. To recall, Nepal has also sent a similar request for extension.
- Bangladesh will need to pursue a proactive diplomacy to garner the support at the UN-GA. Here, active support of cohort of Bangladesh's traditionally friendly development partners including the EU, Canada, Australia, UK, Japan, China and India will be needed. In a smart move, Bangladesh government is also taking initiatives to mobilize support of development partners present in Bangladesh so that they can argue and pursue the Bangladesh case with their respective Capital.

Final Words

- For Bangladesh, the best strategy would be to prepare for LDC graduation in all earnest. Deferment of graduation should not be seen as a diversion from what needs to be done and should not serve as an excuse for not doing the right things in view of making Bangladesh's LDC graduation smooth and sustainable.

Is Deferment of LDC Graduation an option for Bangladesh?

- While the Interim Government stated that Bangladesh would keep to the LDC graduation timeline, the newly elected government has decided to send a submission seeking extension of the preparatory period by an additional three years. Indeed, prime Minister sent a letter to that effect to the United Nations Secretary General.
- A submission was made to the Committee for Development Policy (CDP) as well, on the ground that Bangladesh was facing a 'crisis situation' which could question sustainability of the country's graduation.
- The CDP's meeting held in February 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 anchored 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).
- Subsequently, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States of United Nations (UNOHRRRS) sent a mission and its report stated that Bangladesh was facing crisis on several fronts-high inflation, low domestic resource mobilization, banking sector crisis undermined by high NPL, muted domestic and foreign investment, high unemployment rates and deterioration of poverty situation. While the reports purpose was not to pass judgement on whether to defer graduation or not, the message was clear. Bangladesh was indeed facing a 'crisis situation'. In its meeting held with the CDP in end-April 2026, the Bangladesh delegation put forward its arguments in favour of extension of the preparatory period, and made a presentation on the concrete actions it would implement during the period to make graduation sustainable.

Thank You

Is Deferment of LDC Graduation an option for Bangladesh?

- At its meeting held with GoB representatives in May 2026 and also in the CDP's crisis Assessment Report on Bangladesh, the CDP observed that while Bangladesh had justified reasons to seek an extension, it was also true that it is well ahead of the three graduation thresholds with significant surplus. The report states: The Committee notes that the request for a three-year extension is in line with the practice of all five previous extensions of preparatory periods provided to graduating countries. It also highlights the current heightened uncertainty on impacts arising from external shocks, and acknowledges the time needed for adjusting and setting priorities within the STS. At the same time, it also underscores the risk that, for a country that has met the criteria for graduation with comfortable margin, prolonging the time it stays within the LDC category will prolong the time before it can harness the benefits from graduation. Consequently, a shorter extension of the preparatory period would appear more conducive for a sustainable graduation. This holds particularly for those benefits related to overcoming preference dependency and supporting a transformation towards a higher-productivity, higher value development trajectory envisaged by Bangladesh in its STS.
- The CDP report has been sent to the United Nations Economic and Social Council (ECOSOC) (which is a political platform of 54 UN members) who will take note if the CDP's report and send its own recommendation to the UN-SG. The meeting of the ECOSOC is set to take place in the fourth week of July 2026.

Extension Lecture

Briefing on ICT Services and ERP System

BPATC Computer Lab Information (6)

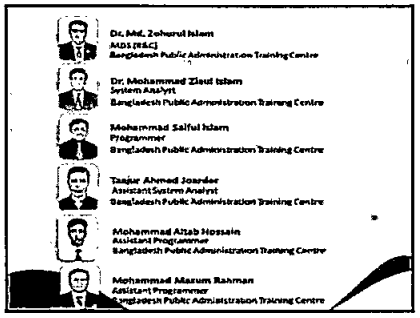
LAB	COMPUTER	PRINTER	SCANNER	UPS	Display IPnet	User
Library-1	61	2	1	2	2	FTC, BFTC Participants
Library-2	61	2	1	2	2	
M. ICT-1	65	1	1	2	1	
ITC Lab	39	1	1	2	1	PPMC; BSC & ACAD
Library	10	1	1	1	-	Library User
15-Storied Dorm.	7	2	1	1	-	All Participants
Total:	243	09	06	10	06	

Lab Time @ITC Computer Lab

Sunday to Thursday
Time: 8.00 AM – 10.00 PM

Saturday
Time: 2.00 PM – 10.00 PM

Friday: Close



BPATC Computer LAB

ITC Computer Lab
Lab Attendants list

Md. Renajul Prodhan Rubel
Computer Lab Attendant
Phone no. 01511811985

Md. Sohel Rana
Computer Lab Attendant
Phone no. 01723-347934

BPATC LAN & Internet

- All the Office buildings are networked & Internet-connected through the fibre backbone.
- All the Computers and Laptops are network & Internet-connected.
- Internet Bandwidth- **1,000 Mbps** (500 Mbps from BTCL & 500 from Private Company)

BPATC Computer Lab Facilities

- Computer Practice
- Printing (Through Network Printer)
- Internet/E-mail
- Scanning

Lab Time @15-Storied Dormitory

Saturday to Thursday
Time: 2.00 PM – 10.00 PM

Friday: Close

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Lab @15-Storied Dormitory

Md. Tanvir Hossain
Computer Lab Attendant
Phone no. 01851293332

Md. Hasibul Islam
Computer Lab Attendant
Phone no. 01840102652

Website of BPATC

www.bpatc.gov.bd

Computerized Training Management System (CTMS)

Practical Work-

a) Log-in;
b) Daily Schedule;
c) Evaluation: Daily, Weekly and Course-end;
d) Course Material download;
e) Assignment Upload etc.

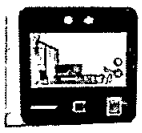
BPATC Wi-Fi

Wi-Fi: ACAD_BPATC
Password: bpatc@acad#

BPATC ERP

THANK YOU

Biometric Attendance



ERP (Enterprise Resource Planning)

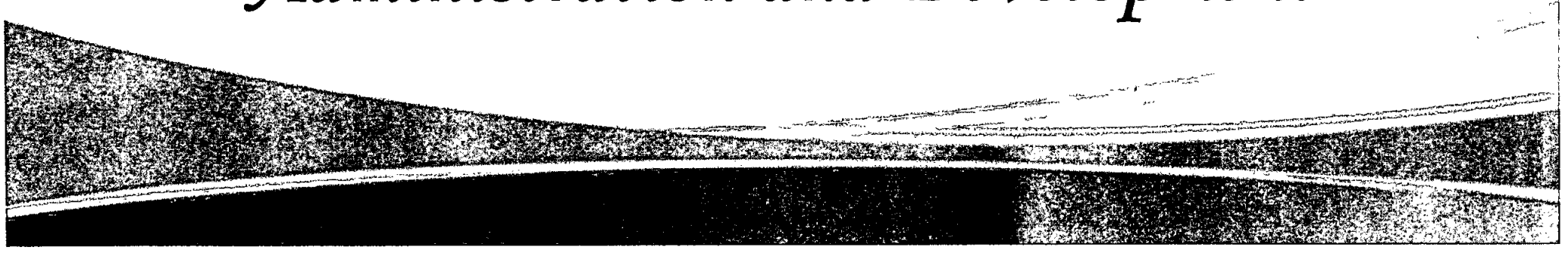
Office Automation- 7 Customized Software-

1) Personnel Management Information System (PMIS);
2) Computerized Training Management System (CTMS);
3) Store Management System (SMS);
4) Accounts and Finance Management System (A&FMS);
5) Transport Management System (TMS);
6) Dormitory Management System (DMS);
7) Computer Equipment Management System (CEMS).
8) Clinic Management System (CMS);
9) Research Management System (RMS).

475

Welcome to BPATC

The Participants
of
158th Advanced Course on
Administration and Development



Briefing on Evaluation Activities & Training Evaluation Policy 2024

Presented by
Dept. of Evaluation
BPATC

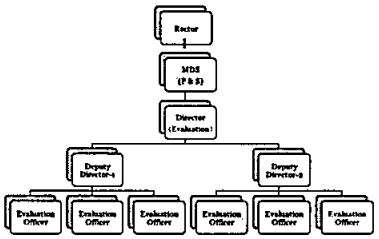
Trainee Evaluation: Key Issues

- Multi-layered evaluation: CMT, other faculties and other relevant entities.
- Looking into all academic and nonacademic matters and relevant behavioral issues.
- Evaluating the performance of Individual and their role in a group
- Ensuring maintenance training diary:
- Preparation of Pen picture

Performance Assessment

- Total assessment marks: *850*
  - Individual:
  - Group:
- Qualifying marks in each module: *50%*
- If there is more than one evaluation system in a module, then qualifying mark for each part of evaluation method is *30%*. But 50% marks is required in total for that module.

Introduction to Evaluation Dept.



Evaluation System

Evaluation is done in accordance with:

Training Evaluation Policy of BPATC (Amended) 2024.

The evaluation system is reciprocal. That is:

1. Participants are evaluated by the Centre.
2. The Centre is evaluated by the Participants.

Evaluation by the Centre

4. **Re-evaluation:** If a participant fails in any Module ***(Maximum three)***, the CMT and Evaluation Department jointly may arrange re-evaluation on the basis of his/her application to the Evaluation Department during course period. If the participant fails in re-evaluation he/she has to appear in re-examination. Such opportunity will be given only once.
   Participants should bear in mind that a participant will be declared ***'Fail'*** if he fails in more than three modules or be failed in re-examination or fails in CMT marks and Field attachment. In such case he/she has to do full course again.

ROLES OF THE EVALUATION DEPT

- Evaluation of trainees, trainers and overall training courses;
- Preparation of Daily evaluation, end-of-course evaluation & speaker evaluation report;
- Preparation of results, certificates, and Individual Evaluation Report of all courses;
- Vigilance over all training activities.

Evaluation by the Centre

1. A participant is evaluated not only on marks but also every activity; such as maintenance of discipline, punctuality, behavior, attitude and interaction with faculty members and other participants.
2. Participants are also ***observed each and every moment***. Marks are only one of the instruments of evaluation.

(Source: latest Training Evaluation Policy; page no:05,18)

Evaluation by the Centre

6 A participant will be instantly released from the course if she/he is found absent in any of the course activities without prior approval of the authority or BPATC can release any participant with the certification of doctor if he/she be affected by any ***quarantine disease.***

Grading Ranges

All assessments are based on a quantitative scale and graded in the following ways:

Percentage of Total Number	Grade
85 and above	A+ (Outstanding)
80- <85	A (Excellent)
70 - <80	B+ (Good)
60 - <70	B (Satisfactory)
50 - <60	C (Average)
< 50	Fail/Unsuccessful

Attendance

1. Participants are required to ensure ***at least 95% attendance*** in classroom sessions and all other activities for successful completion of the course.
2. Only on emergency grounds (e.g. accident, departmental examination, sickness, etc.) Course Adviser can allow up to ***5% absence*** in all activities (sessions).

(Source: latest Training Evaluation Policy; page no:15)

Show Cause and Marks Deuction

- If ***show cause*** notice is issued and the indiscipline activity is proved, ***2 or 1.5 or 1 marks will be deducted*** depending on the gravity of offence from CMT Marks.
- And a participant who will get more than than ***4 show cause*** due to indiscipline activities and the allegation is proved he/she will be instantly released.
- If any allegation is not proved then no marks will be deducted.
- This is applicable for sports and physical sessions also.

Answer Script Evaluation Process

- Answer scripts (assignment, report, written exam paper etc.) are encoded first by evaluation dept. and sent to concerned module director, so that a module director can't identify a certain script.
  However, group assessment, exercise in class room are not encoded.
- Then the evaluated scripts are decoded and the dept. finalizes marks.

(Source: Training Evaluation Method)

Marks Deduction For an Absentee

Absence (%)	Marks Deduction (%)
1%	10%
2%	20%
3%	30%
4%	40%
5%	50%

Indiscipline Activities:

- Absence in session without prior approval of CMT.
- To go out of BPATC campus without approval.
- To take illegal means in Examination
- Not abiding by the rules set by BPATC
- Unsatisfied answer of a show cause notice
- To fail in submitting report/assignment on time
- To misbehave with co-participants
- Not to wear dress set by CMT
- To use mobile or communication device or other devices of entertainment in class without approval.
- To influence CMT or other faculty members by gifting or any other way.

Plagiarism

- Cheating and copying in exam is strictly prohibited.
- *Copying allowed up to 25% with proper reference.* However, any copying without reference is not expected.
- Participants who will be held responsible for plagiarism or other means of cheating in exam process may cause expulsion from the course.

Marks Deduction For Late/Inactivity

- For every ***3 late attendance*** in sessions including sports and physical exercise, marks allotted for a full session will be deducted.
- Besides if a participant keeps away him/her from sports and physical exercise due to illness, he/she has to remain present but for such kind of inactivity in ***every 3 sessions his/her*** marks will be deducted as a full session.

Vigilance by Evaluation Dept.

- Evaluation Team will collect disciplinary summary from CMT;
- Evaluation official will constantly monitor every activity for 24*7;
- The dept. will also collect information about course from other sources;

Action against an indiscipline participant

There are two types of punishment mentioned in the policy:

Minor Punishment :

a) Rebuke
b) Deduction of marks
c) Release from running course
d) Expulsion from course for 1 year

Major Punishment : a) Expulsion from course for 2 years
b) Expulsion from course for 3 years
c) Permanent expulsion and recommend for starting departmental proceeding

Individual Performance Report

An individual evaluation report including ***Pen Picture by CMT*** will be prepared for each participant, and will be sent to the respective controlling authorities.

- **Investigation process**

  If situation arises, *disciplinary committee* will investigate any issue and give their decision.

- **Academic preference**

  If more than one of you, achieve *same position* in final result, marks of academic activities will be preferred.

Evaluation by the participants (2)

4. End of Course Evaluation

At the end of the course, participants are provided with a Prescribed Form in which they, in writing, can give their comments, opinions and suggestions on different aspects of training activities.

In addition, Evaluation Department organizes an open-ended oral evaluation session to collect information regarding the training activities. Participants are given opportunity to express their opinion on some specific areas of training activities.

The inputs obtained through written and oral evaluation will be utilized for the improvement of next SSC.

(Source: latest Training Evaluation Policy; page no:28 & Distribution of Business Amongst The Officers and Staff of the BPATC Page no 184)

Certificate Awarding

- General Certificate
- Certificate of Excellence

158th Advanced Course on Administration and Development

Inaugural Ceremony

Chief Guest : Mr. Sayeed Mahbub Khan

Rector, BPATC

480

19 July 2026

Room # 207, ITC

Bangladesh Public Administration Training Centre
Savar, Dhaka

158th Advanced Course
on
Administration and Development (ACAD)

Bangladesh Public Administration Training Centre

Briefing on Communication Competency (Module 09)

Presentation on Learning Points

- Total 08 (Eight) hours allocated, time would be equally distributed among the participants in consultation with the CMT. Usually, 10 minutes (08 Minutes for Presentation, 02 Minutes for Q&A) for each Participants
- Generally, recapitulation type sessions – each participant would share major takeaways/learnings of sessions facilitated by the resource persons
- The CMT is expected to announce the participants' roll number beforehand
- In case of any change in this modality, participants would be duly notified

Individual Presentation (Journal Article) (Contd.)

- In presentation, participants would highlight the essence/key findings of the journal article, take-aways, replicability, potentials for future study. Assigned Evaluators would consider these points for assessment
- CMT and Module Director would coordinate everything related to this assessment/presentation.

Key Information of the Module

- Part of the Skill Development Thematic Area
- Objective: Improved communication competence
- 23 Hours allocated
- Individual Assessment
- Individual Presentation 40, Recap 10 (Total 50 Marks)

Development Debate (a Summery)

- Four (04) Sessions for Debate
- Traditional format of debate: assigned motion is proposed by one side and opposed by another
- Debating language will be English
- We are planning to constitute Four (04) Teams among you
- Two rounds of Debate (1st Round, and Finale/New Decision can be made by CMT)
- If needed, another Briefing will be arranged immediately before the battle of arguments

Individual Presentation (Journal Article) (Contd.)

- Participant would select the respective journal article, and submit his/her information as per following template within 29 July 2026 (Wednesday) and send to CMT/Module Director

Roll	Participant's Name	Title of Article	Reference/Source (DOI/Website)	Total Page Number	Aligned with Area included in Course Structure	Additional Information (if any)	Comments from CMT/Module Director (if any)

What Module Contains?

Hrs	Session Title	Major Role Players
08	Presentation on Learning Points (no code)	Presentation/Participants
02	(09.01) Emotional Intelligence	Faculty/Guest Speaker
02	(09.02) Techniques for Enhancing Professional English	Faculty/Guest Speaker
02	(09.03) Professional English Writing & Presentation Skills: Exercise	Faculty/Guest Speaker
04	(09.04) Debate	Presentation/Participants
05	(09.05) Individual Presentation (Journal Article)	Presentation/Participants

Individual Presentation (Journal Article)

- Articles from peer-reviewed/renowned journals, these areas: Public Administration, Public Policy, Sustainable Development, Economic Development, Negotiation, International Relations will get priority
- Optimal similarity (e.g., length of the article, terminologies used in the literature) and readability for the selected papers
- 10 (08 minutes for Presentation, 02 minutes for Q&A) minutes for each participant, but the CMT)/Module Director can change the format with the approval of competent authority

Module Run Time: An Expectation!

Module Run Time: An Expectation!

Subject	1st Week	2nd Week	3rd Week	4th Week	5th Week	6th Week	7th Week	8th Week
Recap		Recap	Recap	Recap	Recap	Recap		
Journal Article Review/Presentation								
Debate							Debate	Debate

Thank
you!

Welcome to the Course Briefing

158th Advanced Course on Administration and Development

(19 July to 16 September 2026)

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

Course Theme

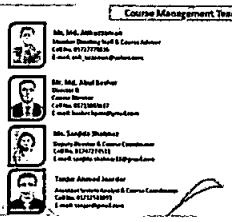
Building Capacity for Effective, Inclusive and Accountable Public Administration System

General Expectations...(2)

You are expected to be-

- Well-mannered
- 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

Course Management Team (CMT)



Objectives of the course

Enhancing Public servants' competency in better policy formulation, implementation, and strategic management to facilitate inclusive development in Bangladesh.

1. To enhance executive leadership skills and strengthen managerial capabilities for achieving organizational goal,
2. To harness critical thinking, problem-solving and decision-making ability to excel in evolving environment, and
3. To foster policy formulation and implementation through effective communication and negotiation with stakeholders.

Advanced Course on Administration and Development

- 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

Core Values of BPATC

General Expectations...(1)

You are expected to be-

- Disciplined on all occasions
- Punctual
  - ✓ be on time, at least five minutes before the first session of the day and two minutes before other sessions
  - ✓ delay is not admissible in any kind of activities
- SMART

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)

Use of Name Badge

Shahed Roll 119
158th ACAD

Name badge is mandatory all time while at BPATC and in all training activities except sports and PT sessions

During Class and Other Sessions

- Offer 'Vote of Thanks' 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

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

Use of Corridor

- Always be on right side while walking along the corridor
- Please move in a single/double line or as per the guidance of CMT
- Using cell phone in the corridor is prohibited
- Show respect to other users of the corridor

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

Use of Dormitory Facility

- The 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.

During Classes and Other Sessions

- Be on time and do not engage in side talk
- Don't carry a cell phone in the classroom
- MUST not go outside the class frequently
- Participate effectively in group and class discussion

Dress Code

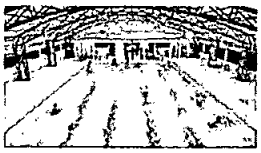
Male Participants: Formal sessions

- Wear a white/light-colored shirt (with one pocket), full pant, shoes, and a tie.
- Wear a complete suit on important formal occasions
- Sports and PT sessions: White English/Tennis half pant/track suit, white-coloured T-shirt and white Keds with white socks

Use of Dormitory Facility...

- Participants' and guests' vehicles are not permitted to park on campus.
- In case of any inconveniences in the dormitory, please write the complaint by yourself in the register book, NOT by the room boys/girls.

Sports Facility



Evaluation

- 12 Modules, 800 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

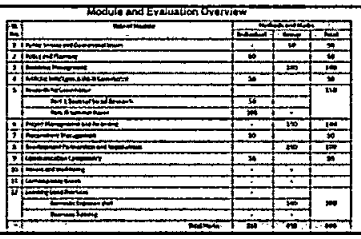
Examination/Assessment

➢ Without referencing (wherever needed) others work in preparation of assignment/report, is treated as copying/plagiarism.

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

Module and Evaluation Overview



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

Meal Time

Participants MUST follow the timetable

Breakfast	Tea Break	Lunch & Prayer	Evening Tea	Dinner
07:30-08:15	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.

Examination/Assessment

- Copying/something similar in the report is strictly prohibited.
- Assignment/report prepared by others will be handled seriously.

Smoking Zone

Non-smoking Campus!

Multipurpose Top Floor & Left corner of (Outside) ITC : Scope for Smoking

384

485

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

Reminder contd.

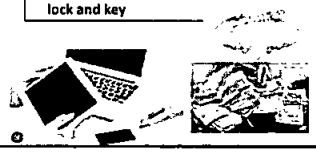
- ☐Please go through the Brochure and all other materials carefully given to you
- ☐Please check and follow the daily training schedule attentively

✓ These are very important

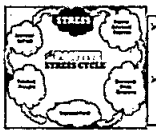
Wish you a happy, productive, and memorable stay at BPATC

Precaution

Please keep your belongings and valuables (cash and others) under lock and key



Stress



- There might be lots of Stress during the Training
- Please help us to help you to complete the course successfully

Zero Tolerance

Towards any kind of violation of discipline, norms, rules, regulations and instructions

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

Welcome to BPATC

Participants of

The 158th Advanced Course on Administration and Development (ACAD)