155th ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

Omnibus

Volume-II

Bangladesh Public Administration
Training Centre (BPATC)

155th Advanced Course on Administration and Development (ACAD)

(30 November 2025 to 28 January 2026)

Course Management Team

Course Advisor

Dr. Md. Mohoshin Ali
Member Directing Staff (MDS)
BPATC
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E-mail: mohoshin2005@gmail.com

Course Director

Mr. Muhammad Nizam Uddin Ahammed
Director
BPATC
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Course Coordinators

Ms. Sanjida Shahnaz
Deputy Director
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Deputy Director
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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343

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Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
155th Advanced Course on Administration and Development
(30 November 2025 – 28 January 2026)

DAILY SCHEDULE

Date: 29.11.2025 **Day 00: Saturday**

Time	Event	Speaker/Attached Faculty	Venue
14:30	Departure from RPATC Dhaka to BPATC	Course Management Team (CMT) and Participants	RPATC Dhaka (49 New Eskaton)
15:30- 16:30	Arrival at BPATC	CMT / AD (Dormitory)	15 Storied Dormitory BPATC
18:30-20:00	Course Briefing	CMT	ITC-207
20:00-21:00	Dinner	AD (Dormitory)	ACAD Dining, ITC

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

27.11.25

(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

Distribution:
1. All MDSs, BPATC, Savar, Dhaka;
2. Course Advisors/Course Directors/Course Coordinators (on going all courses), BPATC, Savar, Dhaka;
3. Director (Administration/PPR/Evaluation/LTA)/SA, BPATC, Savar, Dhaka;
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;
8. Dormitory Supervisors/Supervisor, Day Care Centre, BPATC, Savar, Dhaka;
9. Receptionist, Savar, Dhaka;
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DAILY SCHEDULE

Date: 30.11.2025 **Day 01: Sunday**

Time	Session Code	Event	Speaker/Attached Faculty	Venue
08:30 - 09:30	-	Pay Tribute to the National Martyrs' Memorial	CMT & Participants	National Martyrs' Memorial, Savar
09:40 - 10:40	-	Committee Formation & Evaluation Briefing	CMT & Participants DD(Evaluation)	ITC-207
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	ACAD Dining, ITC
11:05 - 12:05	-	Module and Service Briefing (Medical, Service, Librarian)	Module Directors, Medical Officer, DD(Service), Librarian	ITC-207
12:15-13:15	**11.01**	**Sedentary Life Style and Effects**	Dr. Md. Mostafizur Rahman (Former Medical Officer, BPATC)	ITC-207
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	ACAD Dining, ITC & Mosque
14:15-15:15	-	ERP Briefing and Laptop Distribution	IT Team of BPATC	ITC-207
15:20-16.30	-	**Inaugural Ceremony**	CMT and Participants	ITC Mini-Auditorium
19.00-20:00	-	Medical Check-up	Medical officer/Participants	BPATC Medical Centre
20:00- 21:00	-	Dinner	AD (Dormitory)	ACAD Dining, ITC

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29.11.25

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DAILY SCHEDULE

Date: 01.12.2025 **Day 02: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10 - 07:10	-	**Morning PT**	Sports Team	**Indoor Games Hall**
07:30 – 08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30 – 09:30	4.02	Digital Platform and Cyber Security	Dr. Md. Shohrab Hossain (Professor - GS), Dept. of CSE, BUET	**ITC-207**
09:40 - 10:40				
10:40 - 11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05 - 12:05	2.01	Introduction to Public Policy, Public Policy Process and Policy Analysis	Dr. Md. Mohoshin Ali MDS	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
16:15 – 17:00	-	**Afternoon Games**	Sports Team	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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30.11.25

(Sanjida Shahnaz)
Course Coordinator
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DAILY SCHEDULE

Date: 02.12.2025 **Day: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	Sports Team	Indoor Games Hall
07:30-08:15	-	**Breakfast**	AD (Dormitory)	ACAD Dining, ITC
08:30-09:30 09:40-10:40	1.04	a) Law Making Process; b) Relation between the Parliament and the Executive; c) Questions of the Parliament and Preparing Answers to the Parliamentary Questions	**Md. Nazmul Hoque** Joint Secretary, Bangladesh Parliament Secretariat	ITC-207
10:40-11:05	-	**Health Break**	AD (Dormitory)	ACAD Dining, ITC
11:05-12:05 12:15-13:15	1.05	Social Accountability Tools for Good Governance	**Dr. M. Arifur Rahman** MDS	ITC-207
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	ACAD Dining, 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
16:15-17:00	-	**Afternoon Games**	Sports Team	Indoor Games Hall
20:00-21:00	-	**Dinner**	AD (Dormitory)	ACAD Dining, ITC

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01.12.25

(Sanjida Shahnaz)
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Cell No: 01747274511

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DAILY SCHEDULE

Date: 03.12.2025 **Day 04: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	**1.03**	Role of inter-agency collaboration in public service improvement	**Mr. Mohammed Humayun Kabir** Additional Secretary Cabinet Division	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	**3.02**	Budget Making Process and MTBF	**Dr. Abdur Rahim** Program Executive & Coordinator, JS, Finance Division	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
16:15-17:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00-21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

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DAILY SCHEDULE

Date: 04.12.2025 **Day: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, 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**, DD	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	**1.07**	Steps, Compliance and Documentation Required for Audit Objection Settlement	**Mr. Md. Nurul Islam** DG, FAPAD	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**

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04.12.25
(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

Distribution (Not as per seniority):
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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 07.12.2025 **Day: Sunday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	**Professor M Niaz Asadullah** Dphil (Oxon), FRSA (GS), IDEAS, Malaysia	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	1.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	**Mr. Sharif Hasan** Director, BPATC	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	2.04	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	**Dr. Md Mohoshin Ali** MDS	**ITC-207**
15:25-16:25				
17:30-18:15	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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07.12.25

(Sanjida Shahnaz)
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Class Schedule

155th Advanced Course on Administration and Development (ACAD)

(30/11/2025 - 28/01/2026)

Date: 07/12/2025 **Day : Sunday**

Time	Section	Code	Event	Speaker & Institution	Venue
6:10 am -7:10 am	A	-	Morning PT	Rajib Kumar Dhali, AD(Sports)	Indoor Games Hall
7:30 am -8:15 am	A	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
8:30 am -10:40 am	A	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Professor M Niaz Asadullah (Senior Fellow - GS), Senior Fellow, IDEAS, Malaysia	ITC-207
10:40 am -11:05 am	A	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05 am -1:15 pm	A	1.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE	Md. Sharif Hasan (Director)	ITC-207
1:15 pm -2:15 pm	A	-	Lunch and Prayer Break	AD (Dormitory)	ACAD Dining, ITC & Mosque
2:15 pm -4:25 pm	A	2.04	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	Dr. Md Mohoshin Ali (MDS)	ITC-207
5:30 pm -6:15 pm	A	-	Afternoon Games	Rajib Kumar Dhali, AD(Sports)	Indoor Games Hall
8:00 pm -9:00 pm	A	-	Dinner	AD (Dormitory)	ACAD Dining, ITC

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4. Deputy Director (Service, Evaluation, MIS)BPATC, Savar, Dhaka
5. Mr. .....
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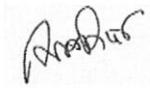

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DAILY SCHEDULE

Date: 08.12.2025 **Day: Monday**

Time	Session Code	Event/ Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	2.04	Policy Implementation Models and Evaluation Theories & Techniques and Implementation Challenges in Bangladesh	**Dr. Md Mohoshin Ali** MDS	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	1.06	Innovation for Public Service Improvement	**Md. Mamunur Rashid Bhuiyan** Additional Secretary ICT Division	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy Afternoon Games	**Dr. Mohammad Rezaul Karim** Deputy Director	**ITC-207**
17:30-18:30	-	**Afternoon Games**	**Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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07.12.25

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DAILY SCHEDULE

Date: 09.12.2025 **Day: Tuesday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30-08:15	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
08:30-09:30 09:40-10:40	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
10:40-11:05	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05-12:05 12:15-13:15	2.05	Development planning process in Bangladesh: Institutions, Process, and Interactions	Mr. Md. Sayeedul Haque Planning Division	ITC-207
13:15-14:15	-	Lunch and Prayer Break	AD (Dormitory)	ACAD Dining, ITC & Mosque
14:15-15:15	5.01.03	Session with Consultants/Mentors to share topic/title & writing Research Proposal	Dr. Md. Zohurul Islam Dr. Md. Roushon Jamal Dr. Mehedi Masud Dr. Md. Morshed Alom Mr. Shamim Hosen Ms. Afia Rahman Mukta	ITC-207
17:30-18:30	-	Afternoon Games	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
20:00- 21:00	-	Dinner	AD (Dormitory)	ACAD Dining, ITC

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8.12.25

(Sanjida Shahnaz)
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DAILY SCHEDULE

Date: 10.12.2025 **Day: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	**AD (Dormitory)**	**ACAD Dining, ITC**
08:30-09:30	10.01	Techniques for Enhancing Professional English	**Dr. A. F. M. Amir Hussain** Joint Secretary (Law), Ministry of Industries	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	**AD (Dormitory)**	**ACAD Dining, ITC**
11:05-12:05	2.06	Annual Development Program (ADP) and Financing Modalities and Procedures	**Mr. Khandaker Ahsan Hossain** Ex add sec, Planning commission	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	**AD (Dormitory)**	**ACAD Dining, ITC & Mosque**
14:15-15:15	5.01.04	Session with Consultants/ Mentors to write 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 (CC)**	**ITC-205**
17:00-18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00- 21:10	12.06	Strategies for Combating Corruption in Bangladesh Public Sector	**Dr. Mohammad Abdul Momen** **Chairman** **Anti-Corruption Commission**	**ITC-207**
21:10-22:00		**Dinner**	**AD (Dormitory)**	**ACAD Dining, ITC**

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

10.12.25

(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

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DAILY SCHEDULE

Date: 11.12.2025 **Day: Thursday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30-08:15	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
08:30-09:30 09:40-10:40	7.07	PPP in Bangladesh: Status, Opportunities, and Challenges	Dr. Md. Mushfiqur Rahman Former CEO, PPPA (Secretary (Retd.) - GS)	ITC-207
10:40-11:05	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05-12:05 12:15-13:15	4.01	E-Governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	Dr. Md Jahid Hossain Panir MDS	ITC-207
13:15-14:15	-	Lunch and Prayer Break	AD (Dormitory)	ACAD Dining, ITC & Mosque

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11.12.25
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DAILY SCHEDULE

Date: 14.12.2025 **Day: Sunday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30 09:40-10:40	3.06	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	**Dr. Md Khairuzzaman Mozumder** Secretary , Finance Division, Ministry of Finance	**ITC-207**
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05 12:15-13:15	3.03	Debt Management and Macro Economic Sustainability: Current Scenario and Challenges	**Mr. Md. Monzorul Haque** JS, Expenditure Management Wing, FD, MOF	**ITC-207**
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	5.01.05	Session with Consultants/ Mentors to write 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(CC)	**ITC-207**
15:25-16:25		Presentation on Learning Points (Recap) **Roll No: 101, 102, 103, 104, 105, 106**	**Mr. Muhammad Nizam Uddin Ahammed** , Director	**ITC-207**
17:30-18:30	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali**, AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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11.12.25
(Sanjida Shahnaz)
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DAILY SCHEDULE

Date: 15.12.2025 **Day: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	7.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	**Mr. Md. Shamimul Haque** Add sec, Ministry of Industries	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	7.02	Project Planning, Project Need and Stakeholder Analysis	**Mr. Md. Shamimul Haque** Add sec, Ministry of Industries	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	7.03	Log Frame and Project Risk Analysis	**Mr. Md. Mosta Gausul Hoque** PMP (Former Consultant/ Principal Project Management Consultant), Retired Secretary, GoB	**ITC-207**
15:25-16:25				
17:00-17:45	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00-21:10	11.03	Stress Management and Strategies for Ensuring Work-Life Balance	**Mr. Md. Abu Bakar Siddique** Grade- 1 (retd) Vice-Chairman,BTRC	
21:10- 22:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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14.12.25
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DAILY SCHEDULE

Date: 17.12.2025 **Day: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	6.01	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	**Mr. Mohd. Monirul Islam** Additional Secretary, Ministry of Chittagong Hill Tracts Affairs	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	6.02	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	**Mr. Mohd. Monirul Islam** Additional Secretary, Ministry of Chittagong Hill Tracts Affairs	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	10.00	Presentation on Learning Points (Recap) Roll: 107, 108, 109, 110, 111, 112	**Mr. Md. Abul Basher** Director	**ITC-207**
16:30-17:30	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00-21:10	4.03	Fourth Industrial Revolution and Emergence of Artificial Intelligence	**Mr. Shish Haider Chowdhury, ndc** Secretary Information and Communication Division	
21:10- 22:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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14.12.25

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DAILY SCHEDULE

Date: 18.12.2025 **Day: Thursday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	2.03	Preparing Policy Argument	**Dr. Sanwar Jahan Bhuiyan Secretary Labor & Employment MInistry**	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	9.01	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	**Mr. M. Humayun Kabir** Former Ambassador Bangladesh	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**

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15.12.25

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DAILY SCHEDULE

Date: 21.12.2025 **Day: Sunday**

Time	Session Code	Event / Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	9.02	Simulation on International Negotiations	**Dr. Nazneen Kawshar Chowdhury** Executive Chairperson (Secretary) National Skills Development Authority	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	9.03	International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols	**Dr. Farhana Iris** Director (Joint Secretary) Jatiyo Mohila Songstha	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	7.11	External Financing for Development Projects Project Visit	**Mr. A K M Sohel** Additional Secretary, ERD	**ITC-207**
15:25-16:25				
17:30-18:30	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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*Note: Please Evaluate Your Resource Person Daily.

18.12.25
(Sanjida Shahnaz)
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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: 22.12.2025 to 24.12.2025 (Monday to Wednesday)

Date/Time	Section	Code	Event	Responsible Persons	Venue
22.12.2025 to 24.12.2025	**A**	**5.02.01**	Literature Review / Data Collection	Participants & CMT	Attached Ministries / Divisions / Districts

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21.12.25

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Class Schedule

155th Advanced Course on Administration and Development (ACAD)

(30/11/2025 - 28/01/2026)

Date: 28/12/2025 Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
6:10 am -7:10 am	A	-	Morning PT	Mr. Rajib Kumar Dhali, AD(Sports)	Indoor Games Hall
7:30 am -8:15 am	A	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
8:30 am -10:40 am	A	8.01	Overview on PPA 2006 and PPR 2025	Md. Rafiqul Islam (Director)	ITC-207
10:40 am -11:05 am	A	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05 am -1:15 pm	A	6.03	Meeting the SDGs on Poverty Reduction, health, education, and gender equality (Goals 1,3, 4, & 5): Challenges and Way Forward	Md. Atikuzzaman (MDS)	ITC-207
1:15 pm -2:15 pm	A	-	Lunch and Prayer Break	AD (Dormitory)	ACAD Dining, ITC & Mosque
2:15 pm -3:15 pm	A	5.02.02	Data Interpretation in Groups with Research Consultants/ Mentors	Shamim Hosen (Deputy Director), Mehedi Masud, PhD (Director), Afia Rahman Mukta (Senior Research Officer), Dr. Md. Zohurul Islam (MDS), Md. Morshed Alom, PhD (Deputy Director), Dr. Md. Roushon Jamal (Director)	ITC-207
3:25 pm -4:25 pm	A	10.00	Presentation on Learning Points	Muhammad Nizam Uddin Ahammed (Director)	ITC-207
5:30 pm -6:30 pm	A	-	Afternoon Games	Mr. Rajib Kumar Dhali, AD(Sports)	Indoor Games Hall
8:00 pm -9:00 pm	A	-	Dinner	AD (Dormitory)	ACAD Dining, ITC

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DAILY SCHEDULE

Date: 29.12.2025 **Day: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	7.04	Project Proposal Development in Reference with MAF & SAF	**Mr. Md. Mosta Gausul Hoque, PMP** Retired Secretary, GoB	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	7.05	Project Appraisal	**Mr. Md. Mosta Gausul Hoque, PMP** Retired Secretary, GoB	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	11.04	Common Health Related Issues	**Dr. Mohsin Ahmed** Professor & Head Department of Cardiology, Kurmitola general hospital	**ITC-207**
15:25-16:25				
17:30-18:30	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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28.12.25

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DAILY SCHEDULE

Date: 30.12.2025 **Day: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	12.17	Behavioural Science and Ethics in Civil Service	**Dr. Md. Mokhles ur Rahman** Member (Senior Secretary) Planning Commission	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05		Implementation of SDGs: Peace, Justice & Strong Institutions (Goal 16), and Partnerships for the Goals (Goal 17)	**Dr. M Aslam Alam** Former Rector, BPATC & Chairman, Insurance Development and Regulatory Authority (IDRA)	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:20-14:30	-	Journey starts for the Study Tour	**Participants, CMT**	**Sundarbans**

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28.12.25

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Class Schedule

155th Advanced Course on Administration and Development (ACAD)

(30/11/2025 - 28/01/2026)

Date: 01/01/2026 **Day : Thursday**

Time	Section	Code	Event	Speaker & Institution	Venue
6:10 am -7:10 am	A	-	Morning PT	Mr. Rajib Kumar Dhali, AD(Sports)	Indoor Games Hall
7:30 am -8:15 am	A	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
8:30 am -10:40 am	A	3.05	Perspective Plan of Bangladesh: Implementation Strategies and Challenges	Abdul Baki (Secretary to the Government (Retd.) - GS), null	ITC-207
10:40 am -11:05 am	A	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05 am -1:15 pm	A	11.02	Occupational Health Hazard and its Management	Ratan Kumar Das (Guest Physiotherapist - GS), Guest Physiotherapist, BPATC Medical Centre	ITC-207
1:15 pm -2:15 pm	A	-	Lunch and Prayer Break	AD (Dormitory)	ACAD Dining, ITC & Mosque

Distribution

1. All MDS, BPATC, Savar, Dhaka
2. Course Advisor/Course Director/ Course Coordinator (ongoing all courses), BPATC, Savar, Dhaka.
3. Director, (Administration, Evaluation, PPR),BPATC, Savar, Dhaka
4. Deputy Director (Service, Evaluation, MIS)BPATC, Savar, Dhaka
5. Mr. .....
6. PS to Rector, BPATC, Savar, Dhaka (for information of Rector)
7. Technical Supervisor (TS)/Care-Taker-1, Café Manager, BPATC, Savar, Dhaka.
8. Dormitory Supervisors/Supervisor, Day Care Centre, BPATC, Savar, Dhaka.
9. Receptionist, BPATC, Savar, Dhaka.
10. Class Room/All Notice Boards/Office/Omnibus Copy

Sanjida Shahnaz
Course Coordinator
01747274511

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Savar, Dhaka-1343
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155th Advanced Course on Administration and Development
(30 November 2025 – 28 January 2026)

DAILY SCHEDULE

Date: 07.01.2026 **Day: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30 09:40-10:40	8.04	Noting & Drafting for Tenders (specifying the Conditions)	**Mr. Md. Faruque Hossain** (Former Secretary to GoB) Former Executive Chairman, NSDA	**ITC-207**
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05 12:15-13:15	8.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	**Mr. Md. Faruque Hossain** (Former Secretary to GoB) Former Executive Chairman, NSDA	**ITC-207**
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15 15:25-16:25	7.07	PPP in Bangladesh: Status, Opportunities, and Challenges	**Dr. Md. Mushfiqur Rahman** (Former Secretary to GoB) Former CEO, PPPA	**ITC-207**
17:30-18:30	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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

06.01.26
(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

Distribution (Not as per seniority):
1. All MDSs, BPATC, Savar, Dhaka;
2. Course Advisors/Course Directors/Course Coordinators (on going all courses), BPATC, Savar, Dhaka;
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6. Concerned Speaker.....;
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9. Receptionist, Savar, Dhaka;
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DAILY SCHEDULE

Date: 11.01.2026 **Day: Sunday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	8.02	Annual Procurement Planning and Preparation of Technical Specification	**Mr. Md. Aknur Rahman, PhD** Joint Secretary, Energy & Mineral Resources Division	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	8.06	Steps in Service Procurement: Services Shortlisting (EoI) and Proposal Evaluation	**Mr. Md. Aknur Rahman, PhD** Joint Secretary, Energy & Mineral Resources Division	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	9.06	Regional Trade Scenario in South Asia and Lessons for Bangladesh	**Mr. Md. Hafizur Rahman** (Former DG, WTO Cell) Former Administrator, FBCCI	**ITC Mini Auditorium**
15:25-16:25				
17:00-18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00-20:00	-	Group Presentation on Module 4	**Dr. Md. Jahid Hossain Panir** MDS	**ITC-207**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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DAILY SCHEDULE

Date: 12.01.2026 **Day: Monday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30 09:40-10:40	7.06	Critical Aspects of Complex and Big Projects Management	**Mr. Md. Faruque Hossain** (Former Secretary to GoB) Former Executive Chairman, NSDA	**ITC-207**
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05 12:15-13:15	10.00	Presentation on Learning Points/Recap (Roll No: 124,125,126,127,128,129,130,131,132)	**Mr. Md. Sharif Hasan** Director	**ITC-207**
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	5.02.04	Session with Consultants/ Mentors to write and finalize the paper	**Dr. Md. Zohurul Islam** **Dr. Md. Roushon Jamal** **Dr. Mehedi Masud** **Dr. Md. Morshed Alom** **Mr. Shamim Hosen** **Ms. Afia Rahman Mukta**	**ITC-207**
15:45-16:45	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
18:30- 20:40	7.08	Sustainability and Transfer of Projects	**Mr. Md. Shamimul Haque** Add sec, Ministry of Industries	**ITC-207**
20:40-21:40	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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DAILY SCHEDULE

Date: 13.01.2026 **Day: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	9.04	Simulation on Trade Negotiations (International and Regional)	**Dr.Nazneen Kawshar Chowdhury** Executive chairman(secretary) NSDA	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	12.12	Go-NGO Relationship for National Progress	**Professor Niaz Ahmed Khan, Ph.D. Vice Chancellor, DU**	**ITC-207**
12:15-13:15				
13:15-13:55	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
13:55-14:20	-	**Photo session for Souvenir**	**Souvenir Committee**	**ITC**
14:15-15:15	8.07	Practical Exercise on Managing e-GP	**Mr. Md. Masud Ahmed** Deputy Director	**ITC-207**
15:25-16:25				
17:00-18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00-21:10	12.03	Climate Change and Disaster: Global Targets and National Action Agenda	**Professor Ainun Nishat BRAC University Dhaka**	**ITC-207**
21:10:22:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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DAILY SCHEDULE

Date: 14.01.2026 **Day: Wednesday**

Time	Session Code	Event/Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	8.09	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	**Mr. Mohammed Humayun Kabir** Additional Secretary Cabinet Division	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
11:05-12:05	1.01	Public Service Management: Reform Initiatives & Best Practices	**Ms. Jaheda Parveen** Secretary, Coordination and Reforms	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
14:15-15:15	12.02	Universal Pension Scheme	**Mr. Md. Golam Mostofa** Former Member National Pension Authority, Finance Division	**ITC-207**
15:25-16:25				
17:00-18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
19:00-20:00	-	**Cultural Rehearsal**	**Cultural Committee**	**Mini Auditorium**
20:00- 21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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DAILY SCHEDULE

Date: 15.01.2026 Day:Thursday

Time	Session Code	Event/ Session Topic	Speaker/ Attached Faculty	Venue
06:10-07:10	-	Morning PT	Mr. Rajib Kumar Dhali AD (Sports)	Indoor Games Hall
07:30-08:15	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
08:30-09:30 09:40-10:40	12.18	Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals	Mst. Farhana Rahman Joint Secretary O&M- 2 Branch, MOPA	ITC-207
10:40-11:05	-	Health Break	AD (Dormitory)	ACAD Dining, ITC
11:05-12:00	-	Start for DMTCL Training Centre	CMT Participants	DMTCL Training Centre
12:00-13:00	12.19	Dhaka Metrorail Network and It's Management	Dr. Md. Mizanur Rahman (Joint Secretary) Principal DMTCL Training centre	DMTCL Training centre Auditorium
13:00-14:00	-	Lunch and Prayer Break	PMC	DMTCL Training centre
14:00-15:00	-	MRT LINE -6 Dipo visit & MEIC Visit	Officials of DMTCL Training Centre	Uttara Dipo
15:00-17:00	-	Station Visit	Officials of DMTCL Training Centre	Uttara South Station

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Course Coordinator
155th ACAD
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6. Concerned Speaker.....;
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DAILY SCHEDULE

Date: 20.01.2026 **Day: Tuesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	12.13	Importance of Ethics and Values in Public Service	**Mr. Muhammad Munir Chowdhury Former DG** National Museum of Science and Technology, Dhaka	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
		Tea with Rector (Roll No: 117 - 124)	CMT	**Rector's Office Room**
11:05-12:05	10.04	Individual Presentation (Journal Article) **(Roll No: 101-116)**	**Mr. Md. Rafiqul Islam** Director	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
16:00-17:00	-	**Pitha Utshab**	CMT	**Nature Observation Centre**
17:00-18:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
20:00-21:00	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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

28.1.26

(Sanjida Shahnaz)
Course Coordinator
155th ACAD
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DAILY SCHEDULE

Date: 21.01.2026 **Day: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	12.16	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)	**ACAD Dining, ITC**
11:05-12:05	10.04	Individual Presentation (Journal Article) **(Roll No: 117-132)**	**Mr. Shabbir Ahmmad** Director	**ITC-207**
12:15-13:15				
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	**ACAD Dining, ITC & Mosque**
16:00-17:00	-	**Afternoon Games**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
18:30-20:40	3.06	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	**Mr. Mohammad Muslim Chowdhury** Chairman Sonali Bank, PLC	**ITC-207**
20:40-21:30	-	**Dinner**	AD (Dormitory)	**ACAD Dining, ITC**

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

21.01.26

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DAILY SCHEDULE

Date: 22.01.2026 **Day: Thursday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	**Indoor Games Hall**
07:30-08:15	-	**Breakfast**	AD (Dormitory)	**ACAD Dining, ITC**
08:30-09:30	7.10	Monitoring and Evaluation of Projects and the role of IMED	**Mr. Shirajun Noor Chowdhury** Secretary IMED, Ministry of Planning	**ITC-207**
09:40-10:40				
10:40-11:05	-	**Health Break**	AD (Dormitory)	**ACAD Dining, ITC**
		Tea with Rector (Roll No: 125 - 132)	CMT	**Rector's Office Room**
11:05-17:00	-	Visit at AL Muslim Group	CMT & Participants	**AL Muslim Group**

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DAILY SCHEDULE

Date: 27.01.2026 Day: Tuesday

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
06:10-07:10	-	**Morning PT**	**Mr. Rajib Kumar Dhali** AD (Sports)	Indoor Games Hall
07:30-08:15	-	**Breakfast**	AD (Dormitory)	ACAD Dining, ITC
08:30-09:30 09:40-10:40	12.08	Media Relations and Effective Public Relation Management	**Professor Dr. SM Shameem Reza** Department of Mass Communication & Journalism, University of Dhaka	ITC-207
10:40-11:05	-	**Health Break**	AD (Dormitory)	ACAD Dining, ITC
11:05-12:05	10.03	**Debate Final** **Motion: 'Privatization is the most effective mechanism for ensuring rapid development'** **Team B Vs Team D**	**Moderator: Professor Dr. SM Shameem Reza** University of Dhaka **Judge: Dr. A. F. M. Amir Hussain** Joint Secretary (Law) Ministry of Industries **Judge: Mr. Md. Sharif Hasan, Director** **Judge: Ms. Afia Rahman Mukta, DD**	ITC-207
12:15-13:15	-	**Rehearsal for guest night**	Participants	Mini Auditorium
13:15-14:15	-	**Lunch and Prayer Break**	AD (Dormitory)	ACAD Dining, ITC & Mosque
16:00-18:00	-	**Rehearsal/preparation for guest night**	Participants	Mini Auditorium
18:30-20:00	-	**Guest Night**	**CMT, Participants**	Mini Auditorium
20:00- 21:00	-	**Dinner**	AD (Dormitory)	ACAD Dining, ITC

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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;
8. Dormitory Supervisors/Supervisor, Day Care Centre, BPATC, Savar, Dhaka;
9. Receptionist, Savar, Dhaka;
10. All Notice Boards, BPATC, Savar, Dhaka;
11. Office Copy/Omnibus Copy.

Bangladesh Public Administration Training Centre
Savar, Dhaka-1343
(www.bpatc.gov.bd)
155th Advanced Course on Administration and Development
(30 November 2025 – 28 January 2026)

DAILY SCHEDULE

Date: 28.01.2026 **Day: Wednesday**

Time	Session Code	Event	Speaker/ Attached Faculty	Venue
07:30-08:45	-	Breakfast	AD (Dormitory)	ACAD Dining, ITC
09:00-09:30	-	Open Discussion with CMT	CMT & Participants	ITC-207
09:40-10:40	-	Course End Evaluation	Evaluation Department	ITC-207
10:40-11:40	-	Seminar Paper Poster Demonstration - Turning Ideas into Policy Insights	Participants of SSC and ACAD	Vision Garden, ITC
11:40-12:05		Return of Laptops	IT Team of BPATC & Participants	ITC-207
12:15-13:15	-	Preparation for Departure	Participants	15 Storied Dormitory, BPATC
13:15-14:15	-	Closing Lunch	Participants, CMT and Invited Faculties	ACAD Dining, ITC
14:15-15:15	-	Post Test	Evaluation Department	ITC-207
15:25-16:05	-	**Certificate of Participation Awarding Ceremony**	CMT and Participants	**Mini Auditorium**
16:30-17:00	-	Departure from BPATC to RPATC, Dhaka	CMT and Participants	15 Storied Dormitory, BPATC

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

(Sanjida Shahnaz)
Course Coordinator
155th ACAD
Cell No: 01747274511

Distribution (Not as per seniority):
1. All MDSs, BPATC, Savar, Dhaka;
2. Course Advisors/Course Directors/Course Coordinators (on going all courses), BPATC, Savar, Dhaka;
3. Director (Administration/PPR/Evaluation/LTA)/SA, BPATC, Savar, Dhaka;
4. DD (Service/Finance/MIS/Evaluation/Sports), Medical Officer, BPATC, Savar, Dhaka;
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11. Office Copy/Omnibus Copy.

Module:1
Public Service and Operational Issues

Welcome to Public Sector Strategic Management

Facilitated by:
Md. Sharif Hasan
Director
BPATC,Savar, Dhaka

Topics to be discussed

1. Strategic Management
2. Strategic Management and Public Sector
3. Crafting Strategies
4. Vision: time bound?
5. Five Forces Analysis
6. SWOT Analysis
7. PESTLE Analysis
8. BCG Matrix

Strategic Management

- Originated from US Armed forces
- Based on Military Defence Line
- Focuses on long term target
- More Applicable in Private Sector

Need for Strategy in Public Sector

- Growing diversity and complexity;
- Converging Political and market conditions;
- Understanding stakeholders' power, constraints of change;
- Striving for efficiency; retain or improve services on limited budgets;
- Introducing elements of competition i.e. internal markets, performance indicators, competitive tendering; and
- Inter-agency working, strategic alliance to improve outcomes

Crafting Strategies

- Developing Strategic Vision (e.g. BPATC becomes a centre of excellence for developing patriotic competent and professional civil servants dedicated to public interest) and Mission Statement (Developing human resources; conducting research, publication; establishing partnership; and promoting culture of continuous learning
- Setting Objectives: Long term and Short Term
- Crafting Strategy for achieving vision and objectives
- Evaluating performance, making corrective adjustments
- Not a one time exercise

Vision: CIA, TESCO

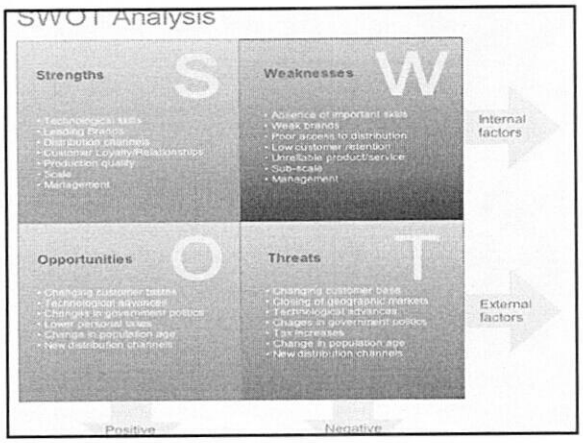
- Our vision is for CIA's information, insights, and actions to consistently provide tactical and strategic advantage for the United States.
- Vision TESCO:
- Serving our customers, communities and planet a little better every day
- It means we always keep customers at the heart of what we do, while also reflecting our responsibilities to the communities we serve and to society more broadly.

Vision: Biman, Malaysia

- Bangladesh Biman:
- ২০৩০ সালের মধ্যে এশিয়ার সেরা ১০টি এয়ারলাইন্সের একটি হিসেবে বিশ্বমান অর্জন।
- Vision 2020: Malaysia:
- The vision calls for the nation to achieve a self-sufficient industrialised nation by the year 2020, encompasses all aspects of life, from economic prosperity, social well-being, educational worldclass, political stability, as well as psychological balance.

Vision ASEAN 2025

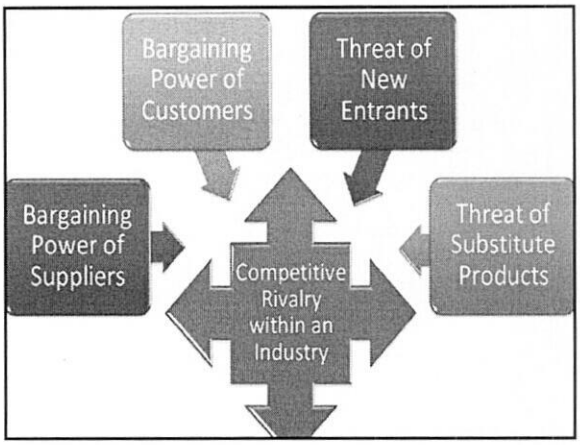
- The ASEAN Community aims for a united, inclusive, and resilient society by 2025, ensuring safety, harmony, and security for its peoples.
- Emphasises adherence to a rules-based framework, human rights, and fundamental freedoms, promoting tolerance and moderation across diverse cultures.
- Seeks to address both traditional and non-traditional security challenges, including transnational crimes and maritime security, while fostering peaceful dispute resolution and disarmament efforts.
- Economic Integration, Socio-Cultural Development, Institutional Capacity and Coordination.



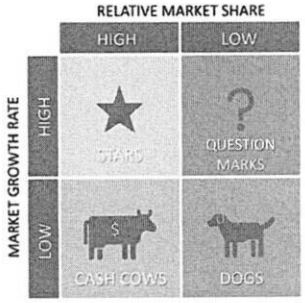
PESTLE Analysis

- Political
- Economic
- Social
- Technological
- Environmental
- Legal

Five Forces Model by Michael Porter



BCG Matrix



Task-BCG Matrix

- Sonali Bank Limited: Low Growth-High Share
- Bangladesh Development Bank Limited: High Growth-High Share
- Rupali Bank Limited: High Growth-Low Share
- Janata Bank Limited: Low Growth-Low Share

Task

•Imagine that Tesla, Inc Electric Car Company is considering to set up a plant at Chattogram in Bangladesh.
Or

•TESCO, a super shop, is considering to set up outlets in Bangladesh
•Analyse the issue in the light of Five Forces Model/ PESTLE

Thank you very much!

Inter-agency collaboration for improving public service delivery

Mohammed Humayun Kabir
Addl. Secretary
Cabinet Division
মন্ত্রিপরিষদ বিভাগ

Session Outline....

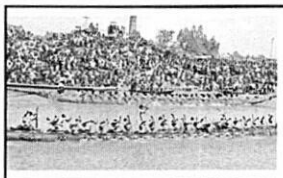
1. Analysis of cases relevant to interagency collaboration
2. Introduction to interagency collaboration
3. Benefits of interagency collaboration
4. Challenges of interagency collaboration
5. Strategies for interagency collaboration
6. Interagency collaboration in the light of different theories
7. Stakeholder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

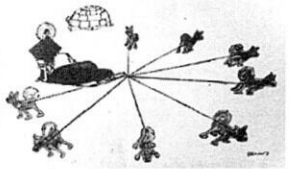
What is Collaboration?

Collaboration means "to work together." It is a mutually beneficial relationship between two or more parties to achieve common goals by sharing responsibility, authority and accountability for achieving results that go beyond the view of any particular party.

It does not transfer government authority.

What improves public service delivery?





What do these three pictures tell us?

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?

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

Why Interagency Collaboration?

Output (Service to the public)

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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.

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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.

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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.

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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.

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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.

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

Theory	Orientation	Core Assumptions
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."

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

Theory	Orientation	Core Assumptions
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.

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.

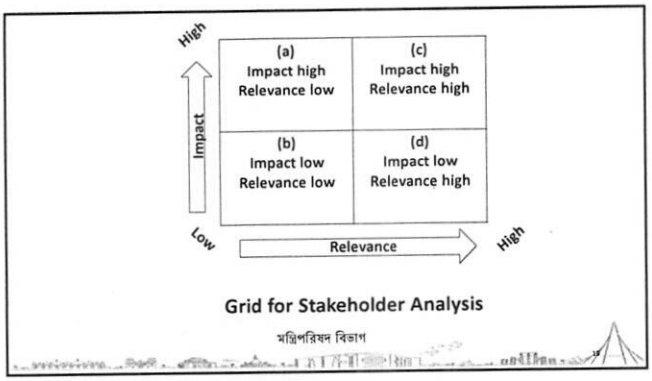
D. Cultural Differences

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

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

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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?

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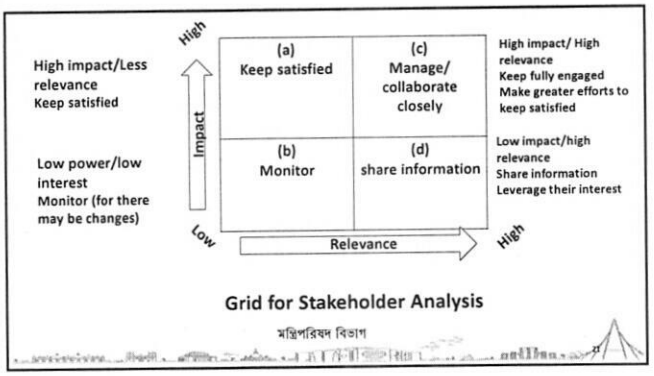

Grid for Stakeholder Analysis

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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.

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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.

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How to decide whether your organiaation will collaborate on a particular issue?

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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.

Basically, the `Whole-of-Government" describes

co-operation, coordination and collaboration

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.

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

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

Challenges of the whole-of-government approach

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

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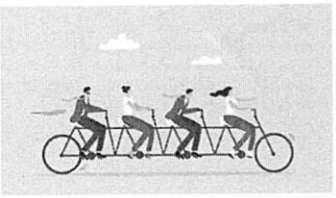

Conclusion

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.

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ধন্যবাদ

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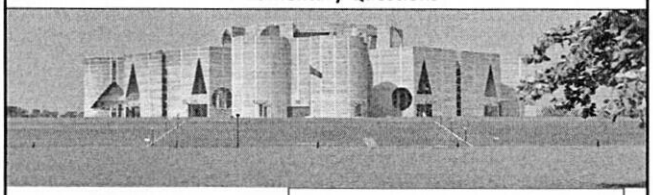
Law Making Process and Relation Between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions



Md Nazmul Hoque
Joint Secretary
Bangladesh Parliament Secretariat

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).

Background of Parliamentary System in Bangladesh

Constituent Assembly

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

The Constitution

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

The Rules of Procedure of Bangladesh Parliament (RoP)

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

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

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

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;

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)).

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.

Types of Bill

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

Nature of Bills

- Government Bill: Introduced by Minister;
- Private Member's Bill: Introduced by non Minister MP;
- 1st- 12th Parliament, Total 1588 Bills have been passed and become Acts of Parliament;
- Government Bill-1579;
- 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

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 বাংলাভাষা বাস্তবায়ন কোষ (বাবাকো), 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

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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

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)**

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*)

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)

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

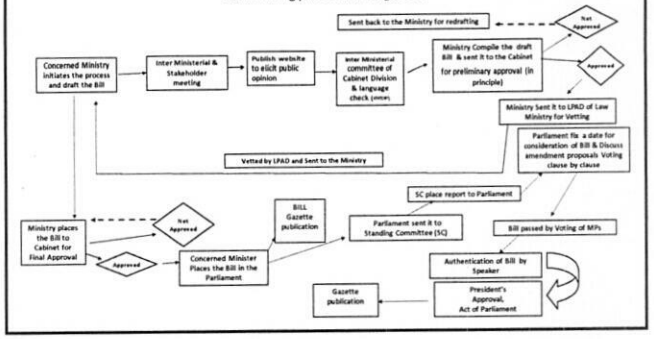
Passing of Bill / Third Reading

- Minister's move that ``the Bill be passed``
- The Bill is passed by a majority of the votes of the MPs present.
- The Minister/MP may at any stage of a Bill move for leave to withdraw the Bill introduced by him (Before Passing) (Rule 93)

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)

Law making process in Bangladesh



Acts passed from 1st to 12th Parliament

Parliament & Duration	Session days	Passed Bills
1st Parliament [07/04/1973 to 06/11/1975 = 2yrs. 06 months]	134	154
2nd Par. [02/04/1979 to 24/03/1982 = 2yrs. 11 months]	206	65
3rd Par. [10/07/1986 to 06/12/1987 = 1yr. 05 months]	75	39
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]	04	1
7th Par. [14/07/1996 to 13/07/2001 = 5yrs.]	382	191
8th Par. [28/10/2001 to 27/10/2006 = 5yrs.]	373	185
9th par. [25/01/2009 to 24/01/2014 = 5 yrs.]	418	271
10th Par. [29/01/2014 to 28/01/2018 = 5 yrs.]	410	193
11th Par. [30/01/2019 to 29/01/2024 = 5yrs.]	272	164
12th Par. [30/01/2024 to 06/08/2024 = 190 days]	47	10
Total-	2889	1588

Private Members Bills

Parliament	Received PM's Bill	Passed PM's Bills
1st Parliament	0	0
2nd Parliament	47	2
3rd Parliament	5	1
4th Parliament	6	0
5th Parliament	74	1
6th Parliament	0	0
7th Parliament	51	1
8th Parliament	54	1
9th Parliament	21	3
10th Parliament	16	0
11th Parliament	10	0
12th Parliament	0	0
total	285	9

Private Members Bills

ক্রমিক নম্বর	বিলের ইংরেজি ও বাংলায় নাম ও তারিখ	কার্যে গৃহীত	আইনে পরিণত	মন্তব্য
১.	১৯৮০	৭ আগস্ট	The Dowry Prohibition Act, 1980	১৫ ডিসেম্বর
২.	১৯৮১	৭ জুলাই ১৯৮১	The Khulna Development Authority (Amendment) Act, 1981	১৪ জুলাই
৩.	১৯৮৭	৩ আগস্ট ১৯৮৭	[illegible]	১৪ আগস্ট
৪.	১৯৯৩	৭ আগস্ট	The Members of Parliament (Remuneration and Allowances) (Amendment) Act, 1993	৪ আগস্ট
৫.	২০০২	৩০ জুলাই ২০০২	[illegible]	১৩ আগস্ট
৬.	২০০২	৭ আগস্ট ২০০২	[illegible]	১৪ আগস্ট
৭.	২০১১	৩০ আগস্ট ২০১১	The Lepers (Repeal) Act, 2011	১৪ আগস্ট
৮.	২০১১	৩০ আগস্ট ২০১১	[illegible]	১৪ আগস্ট
৯.	২০২৩	৩০ আগস্ট ২০২৩	[illegible]	১৪ আগস্ট

Budget in Bangladesh: Legal Framework

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

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Parliamentary Phase of the Budget Process

- Bangladesh Parliament, MPs, in general, have formal scope to discuss after the budget is presented.
- The presentation of the budget in Parliament follows a six-step process :
  1. Presentation of the Budget (RoP 111);
  2. General discussion on the Budget (RoP 115);
  3. Discussion and Vote on Demands for Grants and Appropriations (RoP 116 & 122);
  4. Cut Motions: (Policy Cut, Economy Cut, Token Cut)
  5. Appropriation Bill (RoP 126)
  6. Finance Bill (RoP 127)
  7. Presidential Assent (RoP 96)

Supervisory functions: Oversee the Government

Standing Committees of Parliament

- ``Parliament shall appoint from among its members the following standing committees, that is to say –
- (a) a public accounts committee;
- (b) committee of privileges; and
- (c) such other standing committees as the rules of procedure of Parliament require`` (Article: 76)

Standing Committees in the 12th Parliament

- Total 50 standing committees
- 39 standing committees on Ministries/Divisions
- 11 standing committees on others

Representational functions of MPs

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

Parliament and the Executive

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

Parliamentary Questions (Rule 41-59)

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

Duties of Council Officers

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

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

Best Practices in Bangladesh Parliament

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

Q & A...

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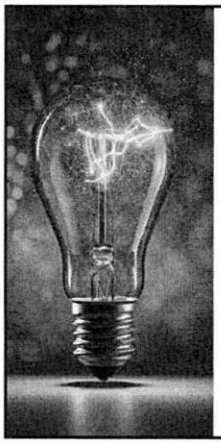
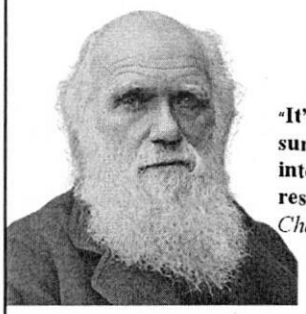


Public Sector Innovation: Drivers and Sustainability

Md. Mamunur Rashid Bhuiyan
Additional Secretary, ICT Division



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

Presentation Outline

Context

The world is experiencing exponential change due to advancement in technologies

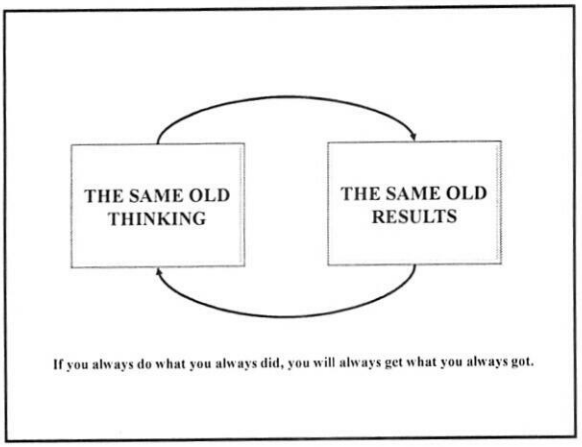
The unprecedented development of advanced technologies has served as an 'incredible catalyst' for change

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

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

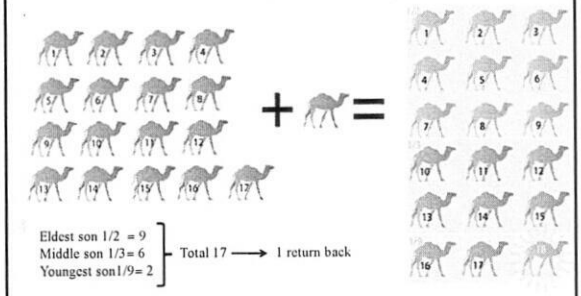
Problems in Traditional Public Administration

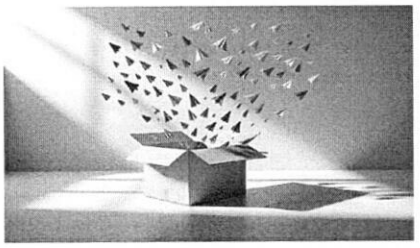
Manual process and paper-based systems	Slow service delivery	Limited access to information
Centralized decision making	Limited citizen engagement	High administrative costs
Inconsistent service quality	Limited data for decision making	Inter-agency data sharing gaps



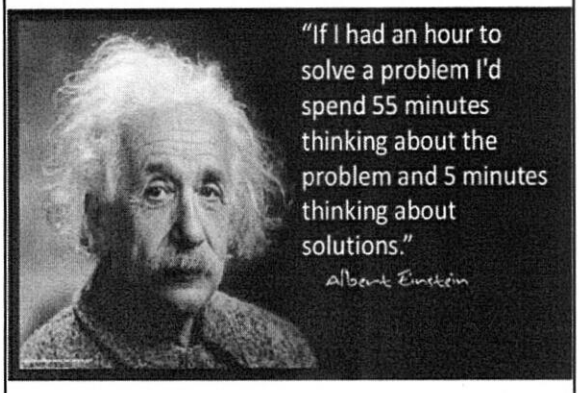
Difference in Outlook

Using catalyst



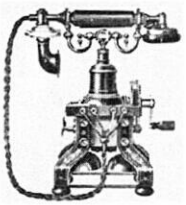


It's easier to think outside the box if you don't draw one around yourself.
– Jason Kravitz.



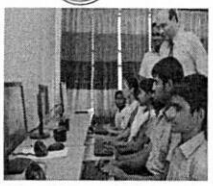
Invention

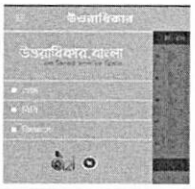
A new manmade device or process
Something that has never been made before



Innovation

- Implementation of a new idea
- Solving a specific problem
- An improvement or value addition





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

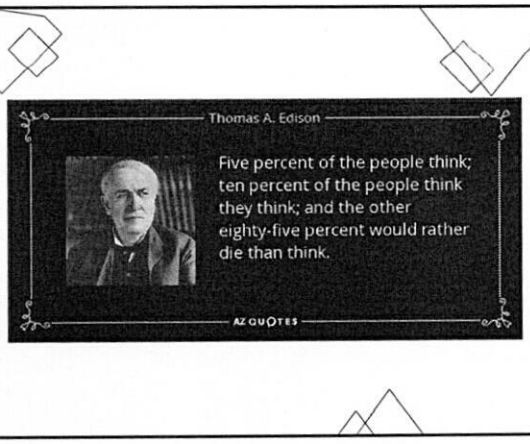
Invention vs Innovation

Invention

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



Global Innovation Index 2025: Best 10 Countries

Source: *Global Innovation Index Database, WIPO, 2025.*

Ranking in the Region

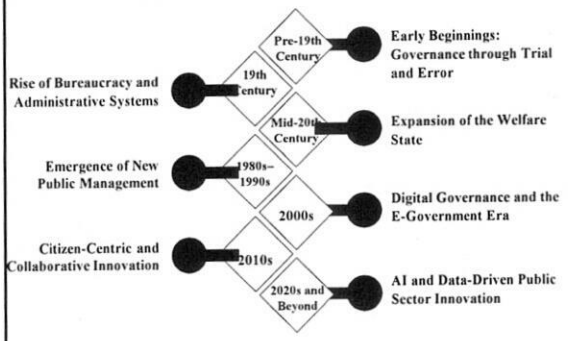
GII rank	Economy	Score
38	India	38.3
93	Sri Lanka	22.6
99	Pakistan	22.0
106	Bangladesh	19.1
107	Nepal	18.06

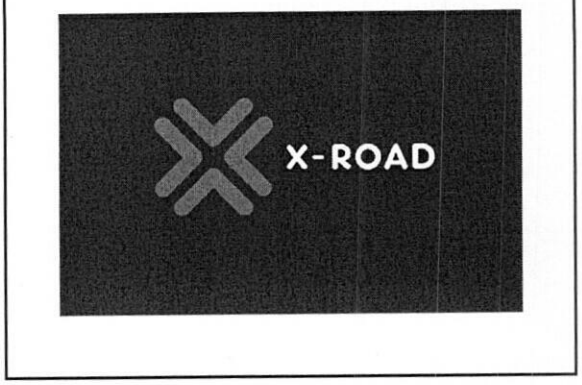
Total 139 countries

Bangladesh in GII

Year	GII Position
2020	116th
2021	116th
2022	102nd
2023	105th
2024	106th
2025	106th

Evolution of Public Sector Innovation

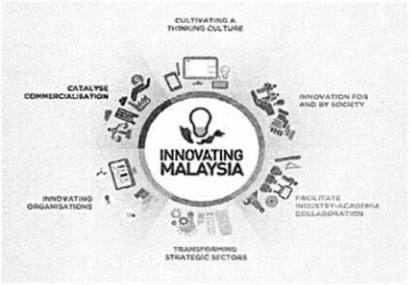




Drone delivery of Medical Supplies in Rwanda

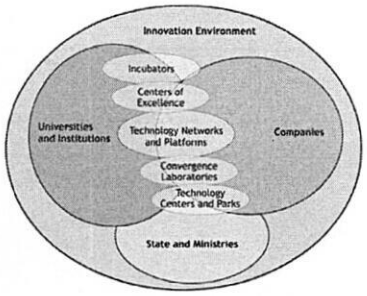
Public Sector Innovation Agencies Worldwide

Malaysian Innovation Agency, PMO



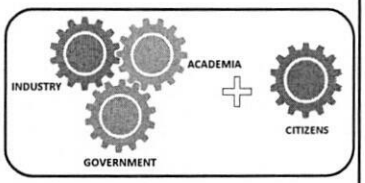
NESTA-UK

Innovation Triple Helix in China



EU Approach: Triple to Quadruple Helix

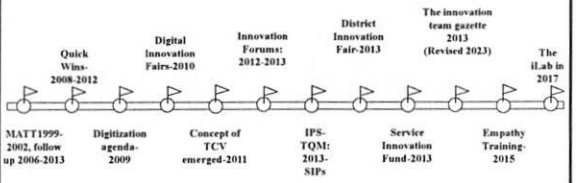
- The aim is to bridge the gaps between innovation and society.
- Under the triple helix model, the emerging technologies do not always match the demands and needs of society, thus limiting their potential impact.
- EU has taken this approach for the development of a competitive knowledge-based society.



Evolution of PSI in Bangladesh

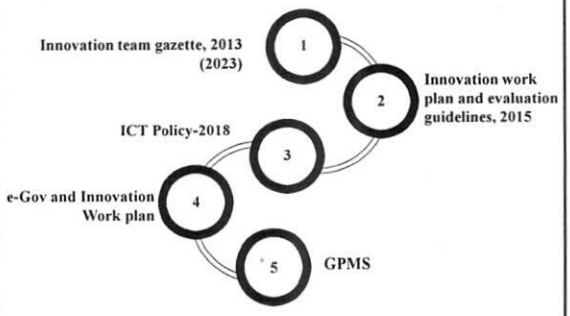
Early Years	Focus on post-independence rebuilding and basic service delivery
1990s–2000s	Structural reforms and early ICT adoption
2008–2015	Digitization initiatives paved the way for ICT-driven public sector innovation, Quick wins
2015–2020	Scaling digital services and enhancing accessibility
2020–Present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

Innovation Journey in Bangladesh



myGov
আমার সরকার

Policies related to Public Sector Innovation



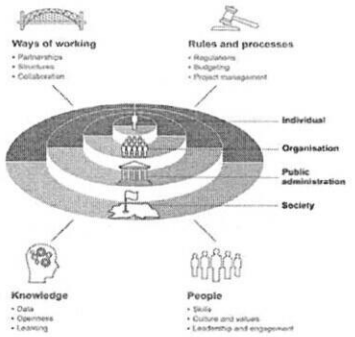
Institutional Arrangement

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

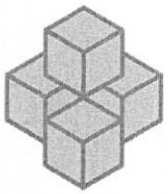
Drivers of Public Sector Innovation

- Technological Advancements
- Citizen Expectations
- Resource Constraints
- Global Challenges
- Globalization and Knowledge Exchange
- Public Accountability and Transparency Demands
- Digital Transformation Goals
- Administrative reforms

Building Blocks for Public Sector Innovation



Building blocks for Public Sector Innovation



- Leadership and Vision
- Technology and digital tools
- Citizen centered design
- Culture of Innovation
- Flexible policy and regulation
- Sustainable funding
- Strategic partnership and network
- Skilled workforce and capacity building
- Monitoring and Evaluation

Public vs Private Sector Innovation

Public	Welfare oriented
VS	
Private sector Innovation	Mostly profit oriented

Innovation as Extent of Change

Incremental

Disruptive

Radical

Incremental Innovation

Alexander Graham Bell's Phone 1876

Old Phone

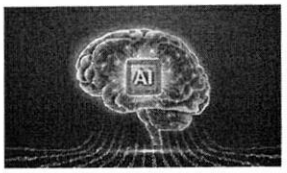
1st Cell Phone March 6, 1983

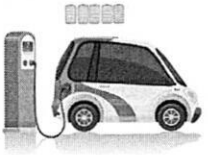
2006

2017

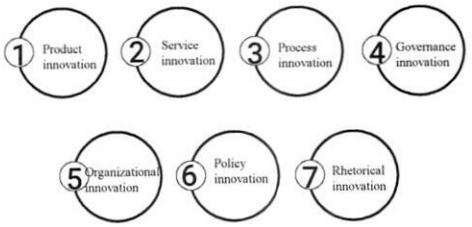
Disruptive Innovation
বিদ্যমান অবস্থার ব্যাপক পরিবর্তনকারী উদ্ভাবন

Radical Innovation
যুগান্তকারী উদ্ভাবন





Functional Classification of 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

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 ↓

Service Innovation

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."

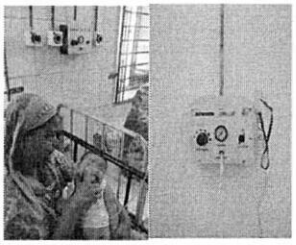
•Helps create solutions that **really matter to people**, not just what organizations think is needed

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

Current Status of PSI in Bangladesh

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

Service Innovation



Some Questions Related to PSI

01 Private sectors innovate to maximize profit; why should public sector innovate?

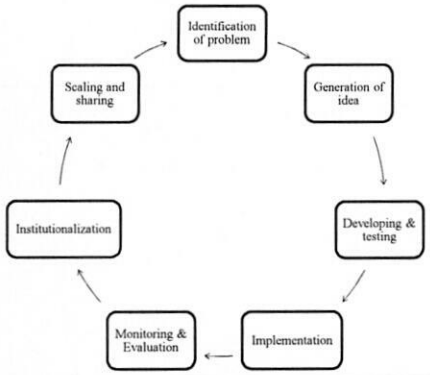
02 Is innovation in the public sector is the wastage of time and money?

03 Innovation is a spontaneous incident; can you do it in a regular and systematic manner?

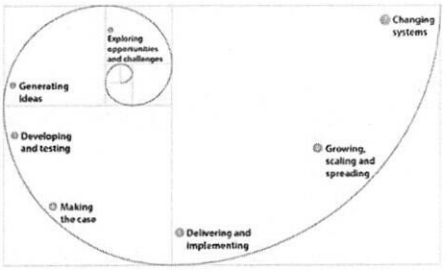
04 Is it mandatory to use technology for innovation?

05

Steps of PSI



Stages of Innovation



Source: NESTA, UK

OECD Innovation Life Cycle

Issues of Consideration Regarding Selection of Services

- Comparatively more important
- Large number of beneficiaries
- Solution is within our means and less or no dependence on others
- Implementable with existing resource

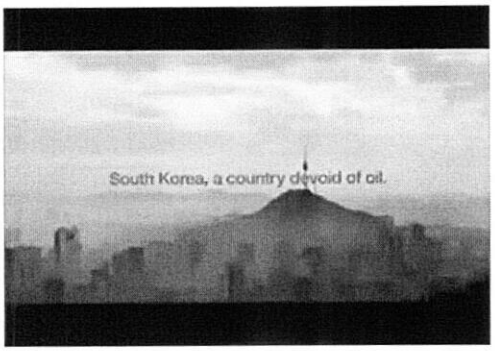
Tools for Public Sector Innovation

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

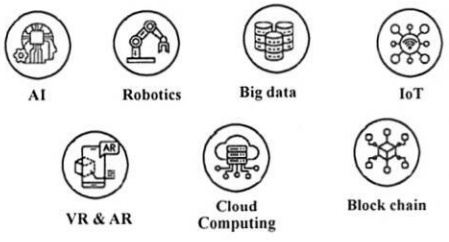
ICT, Mandatory?

S-Oil company (South Korea) video

ICT is enabler



4IR Technologies and Innovation



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.

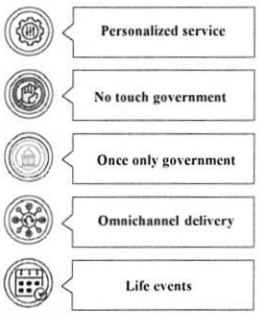
AR/VR

Enhances training, education, and simulation-based public services.

Disruptive Challenges Ahead

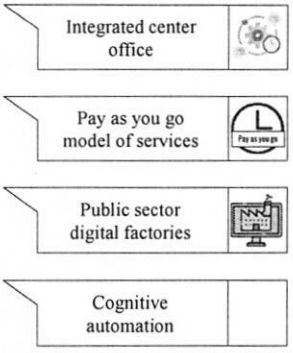
Future Government Domains & Innovation

Service delivery



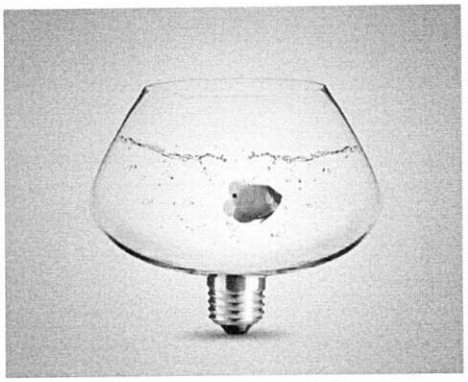
Key drivers and forces

Operations



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**



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

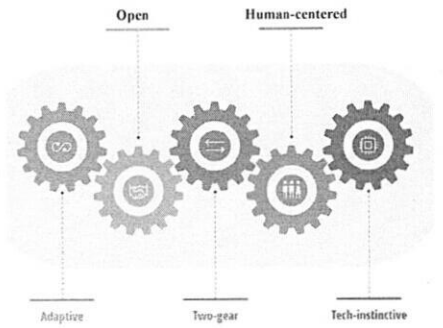
Workforce

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

Regulation and Enforcement

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

Five big paradigm shifts



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.

Open

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

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.

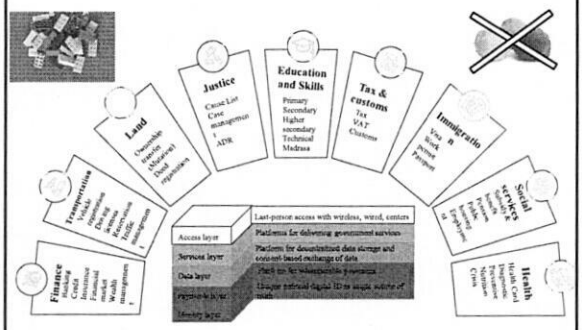
Human-centered

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

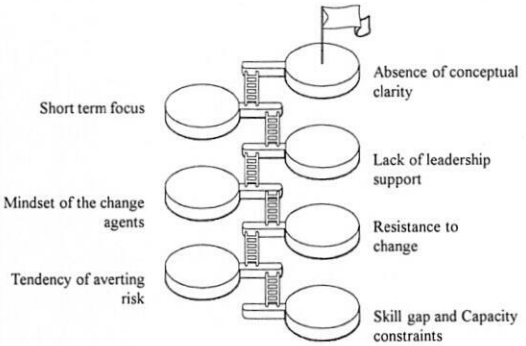
Tech-instinctive

- 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.

Inclusive Digital Transformation (iDX) Stack DPI

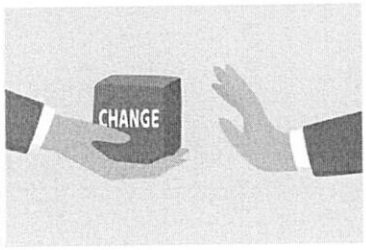


Challenges of PSI



People resist change

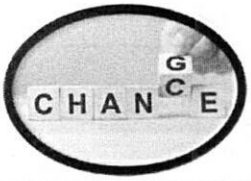
Why do people resist change?



- Traditional mindset
- Have to pay extra time
- Fear of uncertainty
- Loss of control

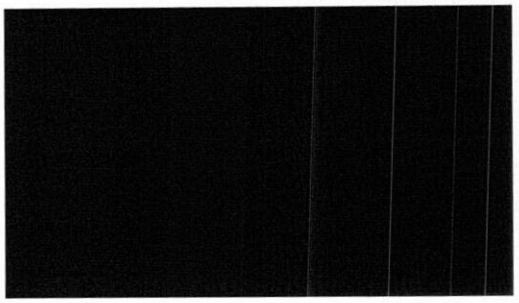
How to deal with the situation?

01	02	03	04
Analyze the stakeholders again and again	Make a dealing plan	Prepare for a change	The art of persuasion



Sustainability of PSI

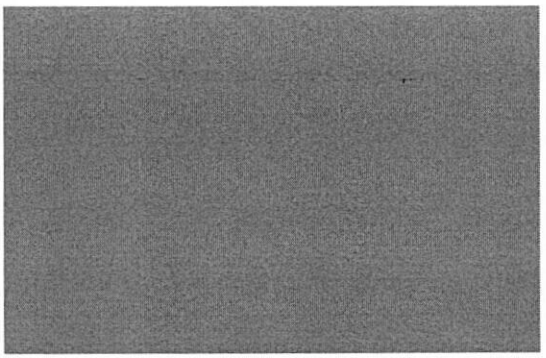
Starfish video

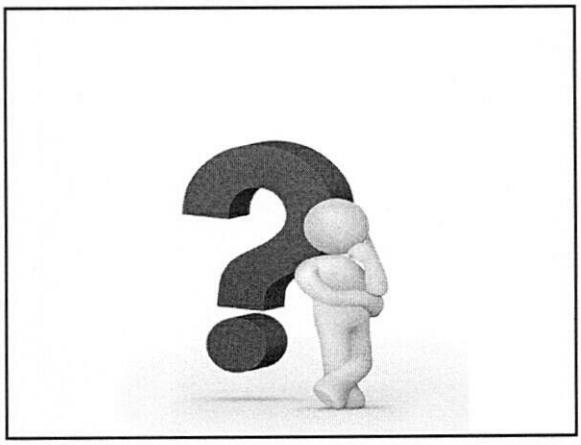


Let's begin……

"Public sector innovation is not an option. It is an imperative."

— OECD (Organization for Economic Co-operation and Development)



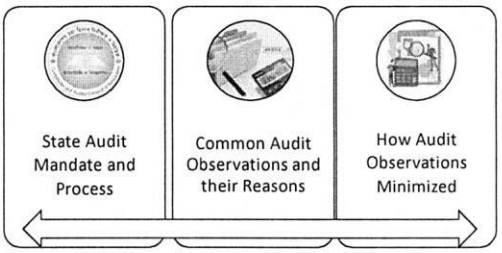


Steps, Compliance and Documentation Required for Audit Objection Settlement

Md. Nurul Islam
Director General
Foreign Aided Projects Audit Directorate

1

Session Outline



2

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.

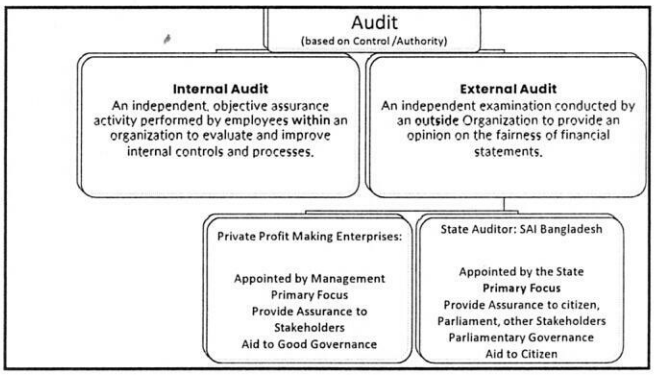
Audit Categories by Timing

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.



Responsibilities

Auditor's Responsibilities:

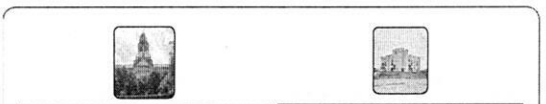
Audit Code incorporates the Comptroller and Auditor-General's view of best professional practice with respect to the standards, procedures and techniques with which his auditors are expected to comply while doing audit work.

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.

28-Jan-26 IPF

Audit Mandate



Constitutional Mandate

- Audit of Public Accounts
- Inspection of all documents, Govt. offices, Courts of Law etc.
- Forms and Manners

Legal Mandate

- Audit of SPA, LG, PE
- Inspection of all documents, Govt. offices, Courts of Law etc.
- Making of Rules
- Higher Court Verdict on Auditor General Power

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.

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 [3][, public enterprise] or local authority concerned.

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

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 celling.
5. Solar powered 200 water pumps were procured but during audit it was observed that 65% stopped working within first 6 months.

Responsibilities

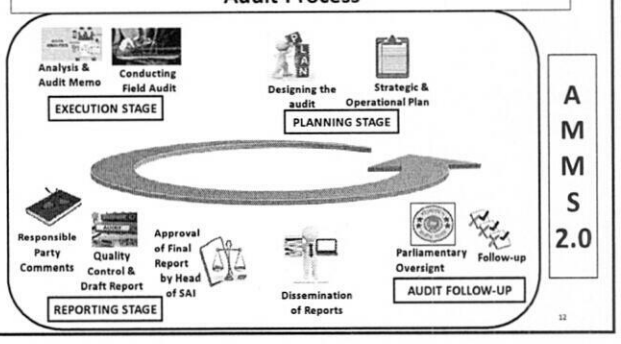
Responsible Party

FINANCIAL AUDIT
- Accuracy & completeness of accounts
- Accounts free from material misstatement due to fraud/error
- Implement audit recommendations
- Mitigate identified IC weaknesses

COMPLIANCE AUDIT
- Authorities governing audited entity are complied with.
- Internal Control Systems are strengthened.
- Risks of error & fraud are mitigated.
- Implement audit recommendations

PERFORMANCE AUDIT
- Achieve predetermined goals,
- Activity, function, systems, procedures managed properly.
- Achieved economy, efficiency, effectiveness in use of resources

Audit Process



AMMS 2.0: Automation of Audit Process

Planning
- Selection of Auditee Organizations
- Audit Team Formation
- Audit Schedule
- Audit Plan Preparation

Conducting
- Submit Audit Query
- Issue Audit Memo

Reporting
- 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 AMMS

Functional Component-2

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
- Seen and Discuss

Audit Plan
Audit Schedule
Responsible Party
Audit Queries
Conducting Field Audit
Analysis & Audit Observations
EXECUTION STAGE
Audit Observation/ memo

slide 7.4.14

Stage 3 - Reporting

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


Audited Entity Comments

Quality Control & Draft Report

Approval of Final Report by Head of SAI

REPORTING STAGE


Dissemination of Reports

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Common Audit Observations

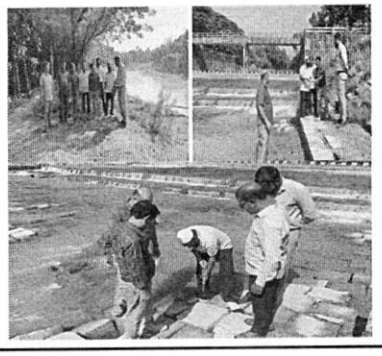
- ✓Expenditure incurred violating applicable acts/rules/regulations etc.
- ✓Tax and CD/VAT is not deducted as per applicable rate.
- ✓Procurement is processed violating PPR.
- ✓RFQ is used instead of OTM and/or RFQ exceeds approved PPR ceiling.
- ✓Competitiveness is compromised.
- ✓Splitting of expenditure 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.

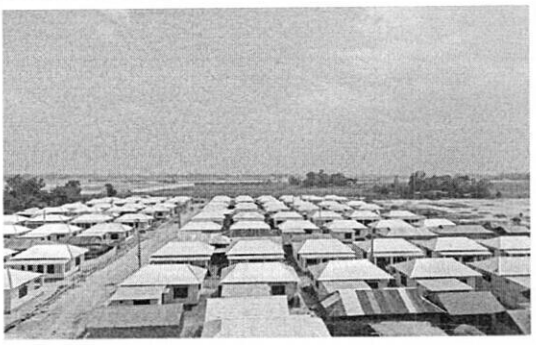
16

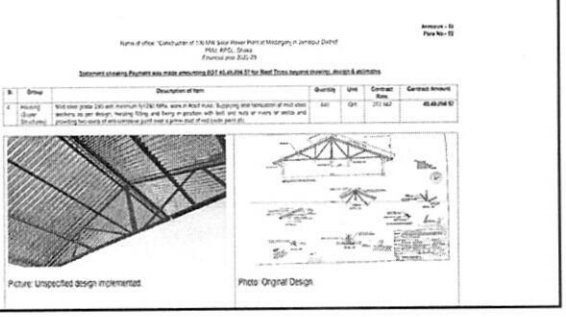
Common Audit Observations

- 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/-

17







Picture: Unspecified design implemented

Photo: Original Design

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

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 **Seen & Discussion** Meeting.	• **Non-SFI -** Responsible Party **directly send reply through AMMS.** • SFI – Responsible Party **send reply to Audit Directorate through their Ministry using AMMS.** • Settlement by **physical verification.**	• Holding of **Bi-lateral** and **Tri-Partite meeting.** • **Tri-Partite** meeting Ministry also present.	• **Hearing** on Audit Repot. • PAC Recommendation **mitigation status** reported. • Audit observations **settled during hearings.**

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Precaution in Handling Audit Observations

- Try to understand the meaning of the audit observations
- If audit observation is not understandable, discuss with the audit team
- Do not leave any audit observation/query unanswered
- Never answer like "Replies will be given later on consulting records and documents."
- Avoid unnecessary detailing of replies
- If there is different parts in the audit observation, give full reply every time

26

Parliamentary Oversight

STANDING COMMITTEE ON PUBLIC ACCOUNTS

- **15 member** Standing Committee
- **Created as per Article 76(1)(a) of Constitution**
- **Functions & Constitution** : Section 233, 234, Rules of Procedures.

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

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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.

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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

3.5 Lac + Observations
From the year 1972

1800 + Reports
From the year 1972

30


Thank You

Module:2
Policy & Planning

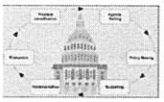
Introduction to Public Policy, Public Policy Making Process, & Policy Analysis

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

Session outlines

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

Public Policy: The Underpinnings



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

Why Study Public Policy?

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

Define Public

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

What is a Public Policy?

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

What is a Public Policy?

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

What is a Public Policy?

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

What is a Public Policy?

Public policy is all about:

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

Public Policy

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

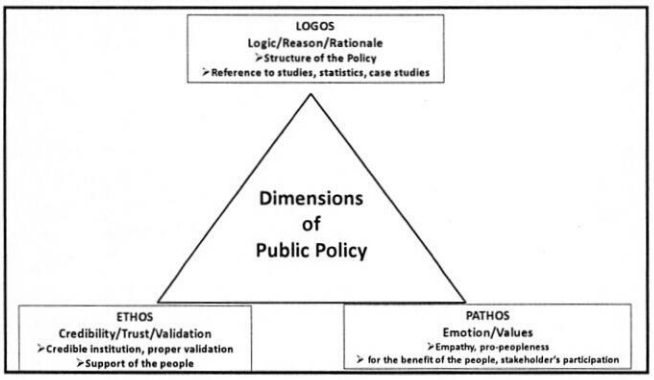
(Dye 1978)

Features of Public Policy

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

What is the concern of Public Policy?

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



Rationales for Public Policy

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

Public policy epitomizes...

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

Context of Public Policy

- **Societal Context:** Social changes (e.g., population changes)
- **Economic context:** State of the economy (e.g., surplus vs. deficit)
- **Political context :** Political/ideological issues (who is in power?)
- **Governing context:** Structure of government (e.g., separation of powers)
- **Cultural context:** Values, beliefs (e.g., in state, regions)

Typology of Public Policy

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

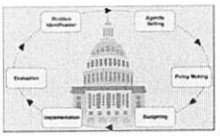
Typology of Public Policy

- **Redistributive Public Policy**
  - Taken for changing social and economic status of underprivileged
  - Concerned with reducing disparity between and among the segments of society
  - Subsidy providing policy for farmers, VGF-VGD policy etc.
  - Progressive Tax Policy for transfer benefits to 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)

Theories/Approaches of Public-making



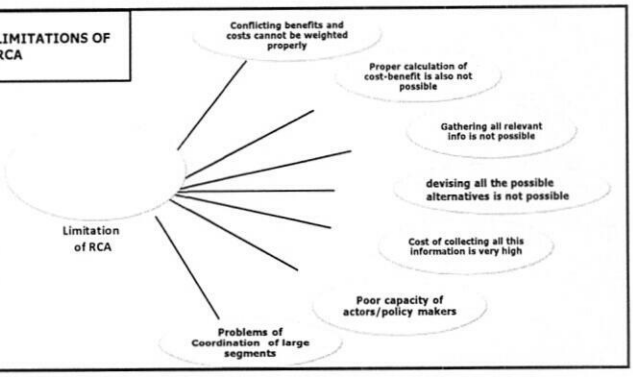
1. The Rational Model of Policy Making
2. The Bounded Rationality
3. Incremental Theory of Policy Making
4. Mixed Scanning Theory of Policy Making
5. Political System Theory of Policy Making
6. Group Equilibrium Theory of Policy Making
7. Elite Model of Policy Making
8. Garbage Can Model

The Rational Model of Policy Making

Features

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

LIMITATIONS OF RCA



From Rational Process to Carnegie Model (Bounded Rationality)

Bounded Rationality

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

The Carnegie Model/Bounded Rationality

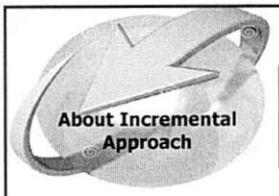
- Satisficing
  - Analyze limited alternatives, use rules of thumb, select a satisfactory solution
- Bounded Rationality
  - Recognize that rational varies for person to person, use perception, experience and knowledge to take decisions
- Coalitions
  - similar interests group together to influence the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


James March


Richard Cyert

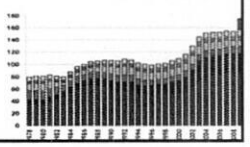

Simon

About Incremental Approach

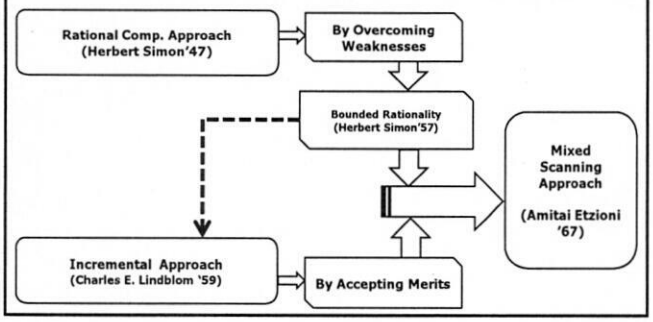


Process of taking decision on the basis of previous program experience after adjusting incrementally.

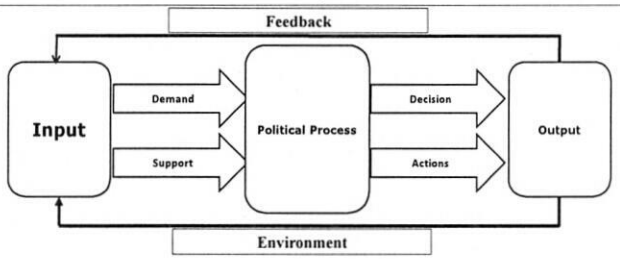
Generally, current decision is taken after a little adjustment on base-year or previous year's program.



Mixed-Scanning Process of Policy-making



The Political System Model



- The Right to Information Act, 2009 is the outcome of advocacy of Manusher Jonney Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendro

Group Equilibrium Models of Policy Making

Decision is an outcome of group equilibrium.

Assumptions:

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

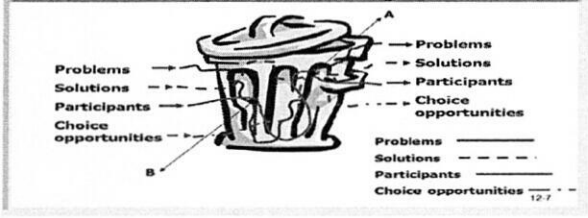
Elite-Mass Model of Decision Making

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

Assumptions:

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

Garbage Can Model of Organizational Decision-Making



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

Please identify salient features of a good public policy

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)

Good Public Policy

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

Success of Public Policy

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

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

Sources of Pubic 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

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

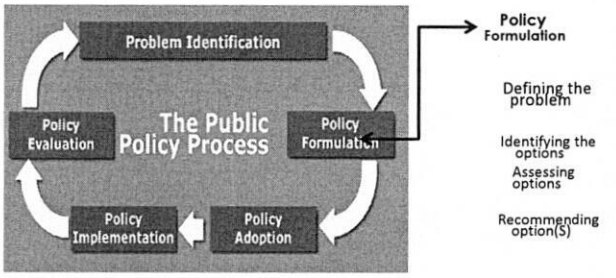
Stakeholders' goals, needs, and priorities that shape policy choices.

- **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.

PUBLIC POLICY Making PROCESS

PHASE 1: INITIATION	• Step 1: Agenda-setting/issue (problem) identification • Step 2: Policy instruments • Step 3: Policy analysis • Step 4: Stakeholder engagement, consultation and co-ordination
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

Public Policy Making Process



Problem Analysis Templates will cover by someone

Stakeholders and sources of policy in the process

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

Stakeholders and sources of policy in the process

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

Public Policy Making Process

- **Agenda setting/Problem Identification**

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

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

Agenda Setting (cont.)

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

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Agenda setting/Problem identification

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

Stakeholder engagement, consultation and co-ordination

•To ensure **accountability, responsiveness and openness** and upholding the **right to access to any information** held by the state

•Constant **interaction with society**

•Extensive consultation and co-ordination **between the various stakeholders**

•**Interest groups** e.g. civic society; associations and lobbyists

•Public participation

Policy formulation

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

Policy alternatives

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

Strong policy formulation need Policy Analysis

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

Qualifications of Policy 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/commnication**

Policy Analysis Criteria

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

Criteria Used for Judging Policy Alternatives

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

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 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 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

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 Implementation

05 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 Implementation

05 Policy Implementation

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

Policy Evaluation

06 Policy Evaluation

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

Policy Evaluation

06
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 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

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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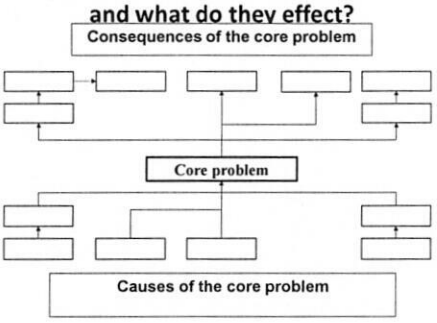
Policy Analysis

IDENTIFY THE PROBLEM/ ISSUE

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.

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



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)

Put them in a box

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

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

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

- **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)

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

11

Fiscal Impacts

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

12

Economic Impacts

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

13

Social Impacts

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

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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

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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?

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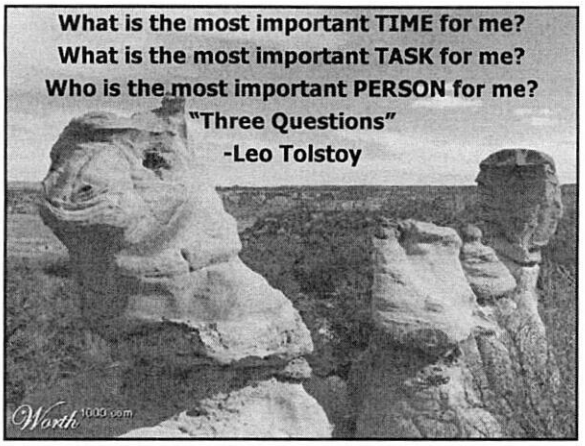
Recommended option/ options

- 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

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

Policy Arguments:
Modes and Elements

Dr. Md Sanwar Jahan Bhuiyan
(Ph D in Development Administration)
Secretary
Ministry of Labour and Employment

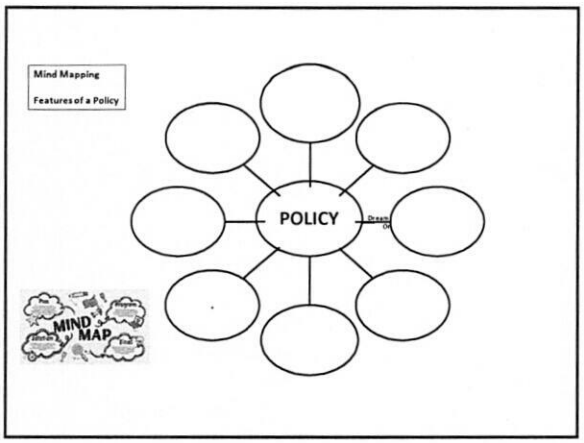


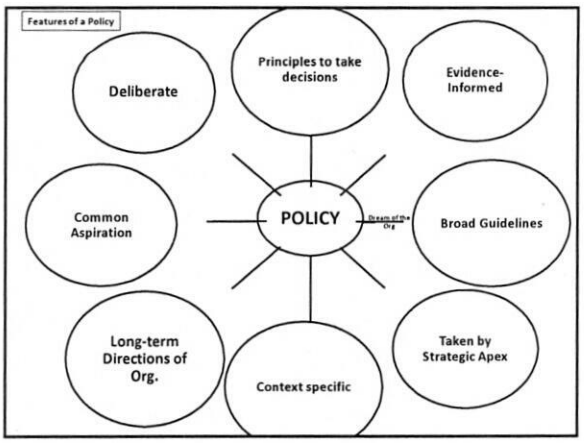
Session Outlines

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

Review

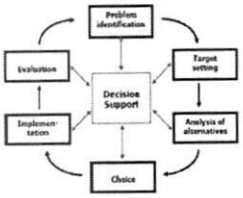
- What is Public Policy?
- Sources of Public Policy ?
- Features of a valid Public Policy?
- Steps of Policy Cycle ?





Underpinnings of Policy Implementation

- Public Policy is not self-executing
- What are before and after execution policy ?
- The real challenge of policy cycle is its perfect **implementation**
- It is experienced that there is a wide gap between prospective analysis and retrospective evaluation



Dimensions of a Valid Public Policy

LOGOS
Logic/Reason/Proof/Consistency
- Structure, Theory, Approaches of the Policy
- Reference to studies, statistics, case studies

3D Features of Public Policy

ETHOS
Credibility/Trust
- Credible institution, proper validation
- Support of the people/ Politically viable

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

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 a particular 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)

Features of Policy Argument?

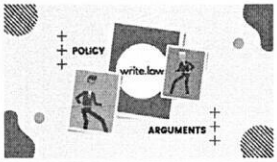
- It is a complex issue and includes a set of sub-arguments
- Generally, no policy is formulated or no decision is taken without any argument.
- Important instrument for policy advocacy.
- It is developed in a way that they become acceptable.
- The policy arguments are rationally analyzed and placed.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

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

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



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)

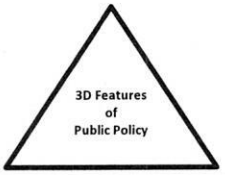
Modes of Policy Arguments on a Policy Decision
Smoking in Public Place is a Punishable Offense

Mode	The Basis of Arguments	Focus of Warrant
Authoritative	Authority/ Legal Support	Such type of policy needs authority to enforce since Article 18 of Constitution prohibits activities which is injurious to public health
Intuitive	Insight/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

LOGOS

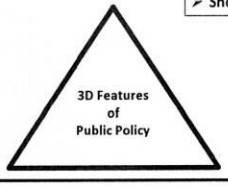
- Public Policy is a logical document
- It must have consistency with the superordinate goals of the govt.
- Follows almost a common structure
- Theory validity is a must
- Empirically proven, statistically viable



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

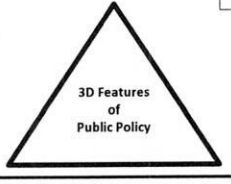


Dimensions of a Valid Public Policy

ETHOS

Credibility/Trust

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



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

নবম অধ্যায়

সরকারি সেবা প্রদান নিশ্চিতকরণ

২৫। **নির্ধারিত সময়ে সরকারি সেবা প্রদান।**—(১) কোনো ব্যক্তি, সরকারি কোনো কার্য বা সেবা প্রাপ্তির জন্য আবেদন বা অনুরোধ করিলে, আপাতত বলবৎ সংশ্লিষ্ট আইনের বিধান ও সরকারি আদেশ সাপেক্ষে, নির্ধারিত সময়ের মধ্যে অথবা যে ক্ষেত্রে সময়সীমা নির্ধারিত নাই সেই ক্ষেত্রে যুক্তিসঙ্গত সময়ের মধ্যে, প্রার্থীত 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 উহার কারণ সেবা প্রার্থী ব্যক্তিকে অবহিত করিতে হইবে।

(৩) কোনো কর্মচারী ইচ্ছাকৃত ও অভ্যাসগতভাবে এই ধারার বিধান লংঘন করিলে, উহা অসদাচরণ, বা, ক্ষেত্রমত, অদক্ষতা হিসাবে গণ্য হইবে।

২৬। **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 উহার প্রতিকার চাহিয়া আবেদন করিতে পারিবেন এবং উক্ত কর্তৃপক্ষ আবেদন বিবেচনা করিয়া যথোপযুক্ত আদেশ প্রদান করিতে পারিবে।

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

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

Group Works & Exercise

Policy Implementation Models and Evaluation Theories & Techniques

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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

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?

- 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

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

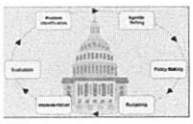
Typology of Public Policy

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

Typology of Public Policy

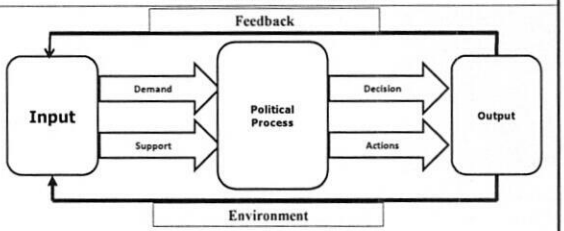
- Institutional Policies
  - (set rules, regulation procedure and guidelines)
- Procedural Policies
  - (conduct of government officials, elected or unelected)
- Symbolic
  - (Legislation against flag burning/trust in God/Dignity Law for King)
- Material
  - (provide concrete resources-welfare payments/housing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

Theories/Approaches of Public-making



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

The Political System Model



- The Right to Information Act, 2009 is the outcome of advocacy of Manusher Jonney Foundation.
- Domestic Violence Against Women Act 2010 is also an outcome of Ain o Shalish Kendro

Please identify salient features of a good public policy

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)

Good Public Policy

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

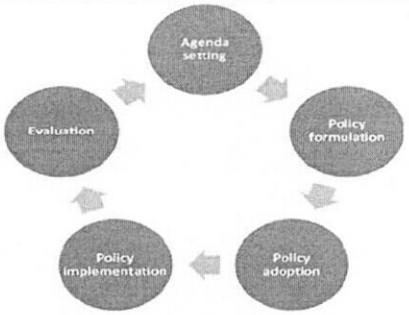
Success of Public Policy

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

What is the concern of Public Policy?

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

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

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.

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.**

Critical Issues for Policy Implementation

- The policy analysts identified some critical variables (9C) for policy implementation:
  - Contents: The intended impact
  - Context: The environment where we are executing
  - Commitment: The commitment of government and executing authority
  - Capacity : The leadership and management capacity for execution
  - Clients and : The involved stakeholders
  - Coalitions support: Networking and collaboration for co-production

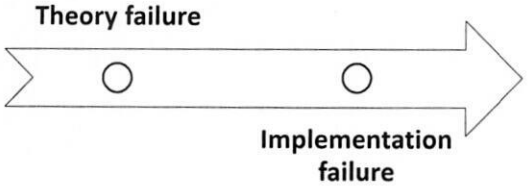
Implementation process as :

- 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)

Implementation process as :

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

Success and failure of Implementation



What are the factors adversely affecting implementation ?

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**

Implementation Games (Eugene Bardach)

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

Theories of Policy Implementation

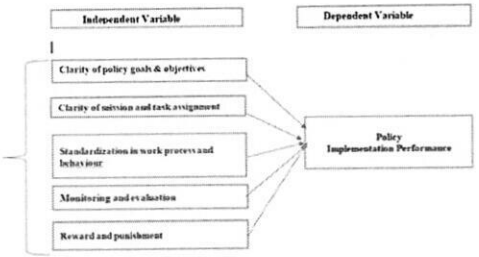
- Three major theoretical models of policy implementation (Buse et al, 2005).
- Bottom Up approach
- Top Down approach
- Principal agent theory

Theoretical Models of Policy Implementation

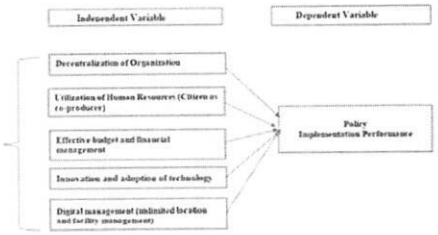
-Graham T Allison-Cuban Missile Crisis

-Redesigned by Professor Voradez

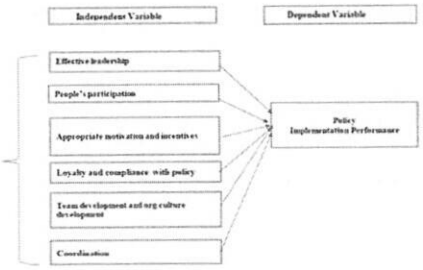
Rational Model



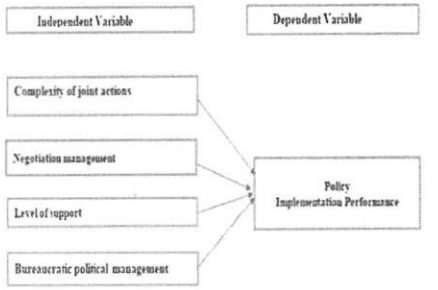
Management Model



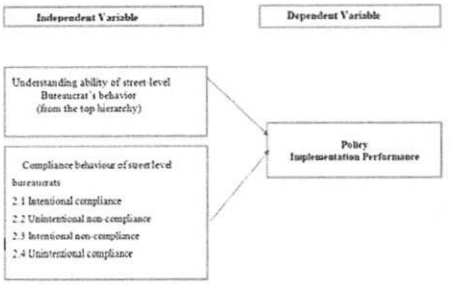
Organization Development Model



Political Model



Bureaucratic processes Model



Integrative Model

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

- **Setting up decentralized institutions and making them functional**
  - City Corporation/Municipality
  - Zila Parishod
  - Upazila Parishod
  - Union Parishod
  - 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)

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

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

Brain Storming

What are the factors affecting implementation performance?

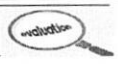
Success or Failure?

Policy Evaluation

Policy Evaluation?

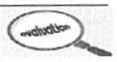
- **Purposeful, systematic and through collection and analysis of information to document the effectiveness and impact of a policy**
- **Policy evaluation is crucial for learning from success and failure so as to improve our policy**
- **Causal link between policy and its impact**

What is Policy Evaluation?



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

What is Policy Evaluation?



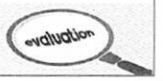
- activities intended to determine what a policy accomplishing whether it is achieving its goals, and whether it has other consequences.
- judging a program's success in terms of policy outcomes, and legitimacy
- Cost is typically a driving factor in policy eval. and any policy change
- Determining effectiveness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

What is Policy Evaluation?

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

Objectives of Policy Evaluation

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



Objectives of Policy Evaluation
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?

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

Objectives of Policy Evaluation
Why evaluate? Political answers

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

Objectives of Policy Evaluation
Why evaluate? General

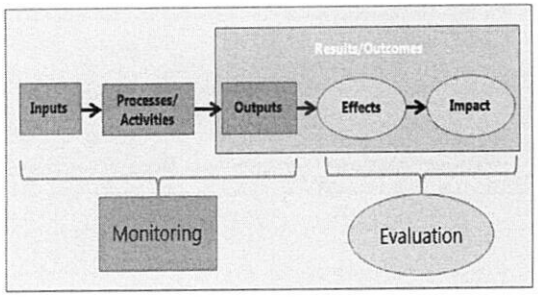
- Policy Change: acting upon the evaluation of the policy/program
  - Modification
  - Improvement
  - Expansion
  - Reduction
  - or incremental change
  - Policy termination (if need)

Monitoring and Evaluation

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



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 design, complex and intensive
Information source	Routine or surveillance system, field observation reports, progress reports, rapid assessment, program review meetings	Same sources used for monitoring plus population-based surveys, vital registration, special studies
Cost	Consistent, recurrent costs spread across implementation period	Episodic, often focused at the midpoint and end of implementation

Evaluation typologies

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

Formative Evaluation

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

Process Evaluation

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

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

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

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

Outcome Evaluation
(objective-based evaluation)

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

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

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

Summative Evaluation

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

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

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

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

Economic Evaluation
(cost-benefit analysis)

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

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

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

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

Impact Evaluation

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

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

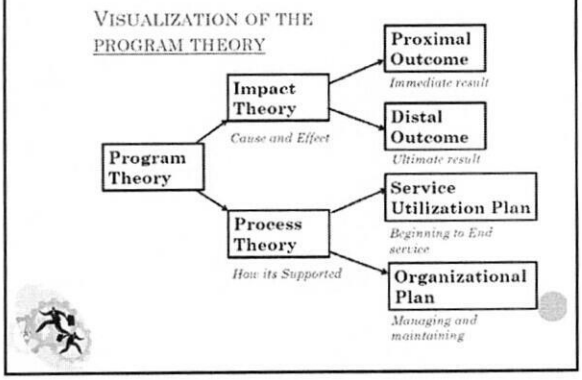
What:
- Assesses the change in the target population's well-being
- Accounts for what would have happened if there had been no program

Theories of Evaluation

Theories of Evaluation

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

Program Theory of Evaluation



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.

Why use logic models?

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

Benefits of Logic Model

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

Periods of Evaluation

Evaluation Before Implementation

1. Measure

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

Evaluation Before Implementation

2. Feasibility

3. 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 after Implementation

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

Evaluation after Implementation

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

Evaluation criteria

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

Key Agencies for Evaluation

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

Example of PE in SAARC (India)

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

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

Quality Control of Evaluation

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

Qualifications of Policy Evaluators

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

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.

Evaluation Research Methodology

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

Evaluation Research Methodology

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

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

Key Questions

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

Politics of Evaluation

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

Politics of Evaluation

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

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**

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

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155th Advanced Course on Administration & Development (ACAD)
Bangladesh Public Administration Training Centre (BPATC)
Savar, 09 December 2025

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

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

PART-I

Planning & Development- concepts, types and the Framework

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.

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.

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.

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:**

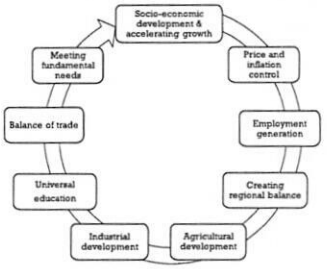
The purpose of development planning is to promote sustainable and stable development of the country and to improve the people's quality of life.

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



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…'

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 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

TYPES OF PLANNING & PLANS

- Long Term Planning- Perspective Plan, Vision Plan, Delta Plan
- Mid Term Planning- Five Year Plan
- Short Term Planning- Annual Development Programme/Plan

NATIONAL PLANNING FRAMEWORK WITH GLOBAL LINKAGES

SDGs
SFDRR
Paris Climate Agreement

Vision 2021, 2041/Delta Plan 2100
⇩⇧
Perspective Plan 2010-2021-2041
⇩⇧
Five Year Plan
⇩⇧
Annual Development Programme
⇩⇧
Development Project/Program

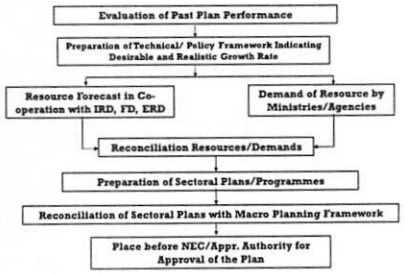
SDGs- THE GLOBAL COMMITMENT FOR DEVELOPMENT

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"**

A TYPICAL PLAN FORMULATION CYCLE (PROCESS)



"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

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

EVOLUTION OF THE PLANNING COMMISSION

Pre Liberation:

- 1953: Pakistan Planning Commission
- 1956: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

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

- 1975: Project Implementation Bureau (PIB) under M/o Planning
- 1975: External Resource mobilization entrusted to ERD, under M/o Planning- *[later ERD was placed under the M/o Finance in 1988]*
- 1977: Planning cells in different Ministries/Divisions
- 1984: PIB was restructured as IMED under M/o Planning

COMPOSITION OF THE PLANNING COMMISSION

Chairperson	Hon'ble Chief Advisor
Alternate Chairman	Hon'ble Advisor for Finance
Vice-chairman	Hon'ble Advisor for Planning
Member(s)	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
Member-Secretary	Secretary, Planning Division

MAJOR RESPONSIBILITIES OF THE PC

Following are the main functional responsibilities of PC:

- **Prepare national plans** for socio-economic development of the country
- **Prepare ADP** for the implementation of the plans
- **Review implementation of plan** and evaluate plan performance
- **Study important economic issues** and formulate economic policies and measures
- **Undertake and promote economic research**, initiate surveys and investigations for effective planning & development
- **Advise on systems/procedures** for efficient execution of national plan, ADP, and economic policies
- **Stimulate/initiate project formulation, appraise** and advise on programs and projects to determine their consistency with the national objectives

PLANNING COMMISSION WORKS THROUGH FOLLOWING TWO HIGH POWERED INSTITUTIONAL BODIES:

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

NATIONAL ECONOMIC COUNCIL

- NEC is the highest body for consideration of development activities reflecting national development plans, policies and objectives.
- **Composition of NEC**
  - Chairperson: Hon'ble Chief Advisor
  - Member: All Members of the Council of Advisors
- **Officials required to assist NEC**
  - Cabinet Secretary
  - Principal Secretary/Secretary, CAO
  - Governor, Bangladesh Bank
  - Secretary, Planning Division
  - All Members of Planning Commission

  ['Secretary' also refers to 'Senior Secretary']
- Planning Division provides secretarial support

FUNCTIONS OF NEC

- Provide overall guidance for Perspective plan
- Provide guidelines for Five Year Plans, ADP and any other development & economic plan/policies/strategies
- Finalize and approves plans, programmes, etc.
- Review implementation progress of development plan/ programmes/projects
- Take any decision as and when necessary for socio-economic development of the country
- Appoint committees as required to assist the NEC

COMPOSITION OF THE ECNEC*

1. **Hon'ble Chief Advisor – Chairperson**
2. Advisor for Finance & Commerce – Alternate Chairperson
3. Advisor for Planning & Education – Member
4. Advisor for Law, Justice & Parliamentary Affairs – Member
5. Advisor for LGRD & Cooperatives – Member
6. Advisor for Foreign Affairs – Member
7. Advisor for Home & Agriculture – Member
8. Advisor for Industry, & Housing & Public Works – Member
9. Advisor attached to CA's Office – Member
10. Advisor for P&E, RT&B, & Railway – Member
11. Advisor for Env. Forest & CC, & Water Resources – Member
12. Advisor for ICT & Information – Member
13. Advisor for Youth & Sports, & Labour & Employment – Member
14. Advisor(s) for relevant Ministries/Divisions – Member

Officials required to assist ECNEC

1. Cabinet Secretary
2. Principal Secretary/Secretary, Chief Advisor's Office
3. Secretaries of PD, SID, IMED, FD & ERD
4. All Members of PC
5. Secretaries of concerned Ministries/Divisions

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

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

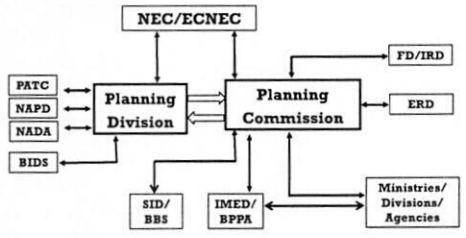
FUNCTIONS OF ECNEC

- Consider & approve DPPs for all Invest projects
- Approve projects (costing over Tk. 50 crore)
- Review project implementation
- Consider proposals of private sector investment and joint venture projects
- Monitor economic situation & economic activities and policy reviews
- Consider measures relating to foreign aid

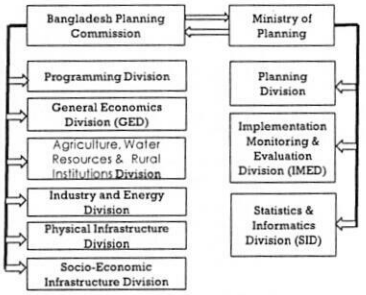
➢ Planning Division provides secretarial support

Institutional Stakeholders & their Linkages:

NEC/ECNEC to PC & others



ORGANIZATIONAL STRUCTURE: PC & THE MINISTRY OF PLANNING



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

Bangladesh Planning Commission					
Macro Divisions		Sector Divisions			
General Economics Division	Programming Division	Agriculture Water Resources and Rural Institutions Division	Industries and Energy Division	Physical Infrastructure Division	Socio-Economic Infrastructure Division

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

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 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

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)**

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

MAJOR FUNCTIONS OF ERD

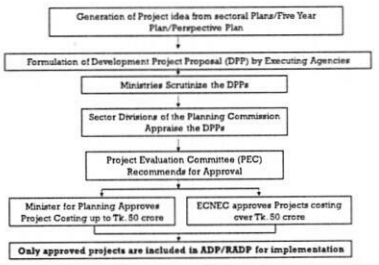
- Assessment, mobilization, negotiation and allocation of all multi- & bi-lateral aid for development projects, which include:
  - both grant & loan assistance from different sources
- Examination and scrutiny of proposals for foreign aid
- Coordination & processing for approval of all TA programs
- 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

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

PROJECT PLANNING & APPROVAL PROCESS: *A FLOW CHART*

Followings are simplified series of steps in GoB project planning and approval process:



FURTHER READINGS

Encouraged to go through following documents with respective links:

- GoB Guidelines for Project Preparation, Processing, Approval & Revision. Planning Division, June 2022 http://www.plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/ed5fdc63_f6d6_4210_a0d6_2feb8677cbf8/Total%20Book.pdf
- Feasibility Study Report Format, Planning Division, Ministry of Planning, January 2021 https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/ed5fdc63_f6d6_4210_a0d6_2feb8677cbf8/Feasibility%20Study%20Format_English.doc
- Public Investment Management (PIM) Guidelines. Planning Division, June 2023 https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/publications/469871e6_df98_45fd_ac4b_21bb89ad7739/126.pdf

THANK YOU ALL

Further contact:
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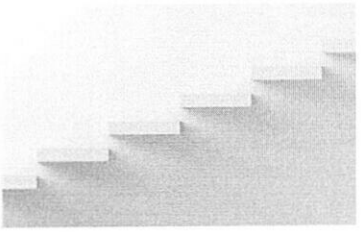


Annual Development Program(ADP)/ RADP and Financing Modalities and Procedures

Presented by
Khandker Ahsan Hossain
Additional Secretary (PRL)

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.....

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

Delta Plan
⇩
Vision 2041
⇩
Perspective Plan 2021-2041
⇩
Five Year Plan
⇩ ⟹ **Sector Action Plan**
Annual Development Program
⇩
Development Project/Program

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

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

ADP 2021-22

RADP 2021-22

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.

Components of ADP/RADP

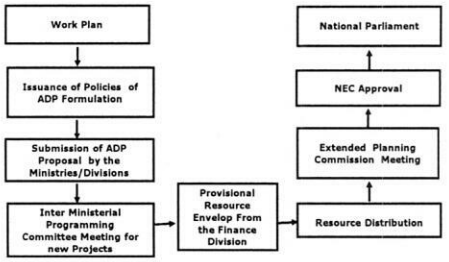
Components of ADP/RADP are broadly divided into **9 parts:**

- **Part 1**
- Sectorwise Allocation;
- Ministrywise Allocation
- Ministrywise Allocation (sectorwise);
- Sectorwise comparision of previous RADP and ADP Allocation;
- Sectorwise Foreign Assistance Projects no and Allocation;
- List of type Sectorwise 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 (Deep Blue page)
- **Part 4**
  Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects (Yellow page)

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 (Bronge Page)
- **Part 8**
  List of the Projects Climate Trust Fund Projects (Purple Page)
- **Part 9**
  List of the Projects targeted for completion (Magenta page).

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 GoB's Development Vision 2041, Perspective Plan, FYP, SDG's , Delta 2100 Plan and other priorities of the Government

- 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.

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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 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 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

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

Steps for Preparation of ADP contd.

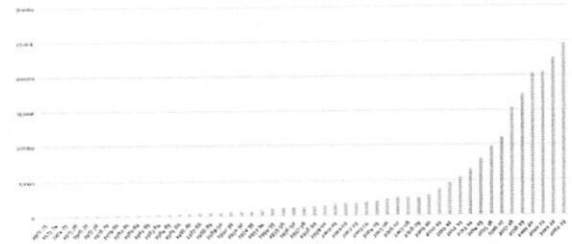
Step 9 : National Parliament

- 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

ডিজিটাল পদ্ধতিতে এডিপি প্রণয়ন প্রক্রিয়া

ADP in Historical Perspective

ADP Allocation since FY 1972-73 in Crore Tk.



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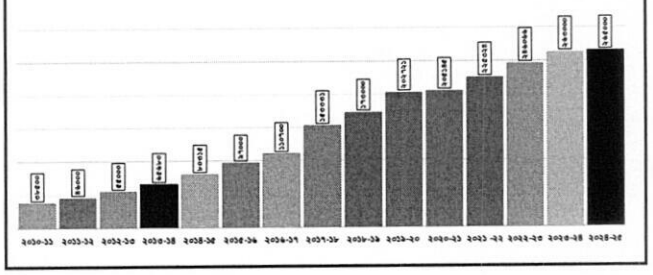
বিগত ১৪ অর্থ বছরের বার্ষিক উন্নয়ন কর্মসূচি (এডিপি) বরাদ্দের চিত্র

(স্বায়ত্তশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন ব্যতীত)



এডিপি/আরএডিপি বইতে পূর্বতন এবং বর্তমান বরাদ্দের ছক

Figure : Existing 19 Column Report of ADP/RADP

Figure : Proposed 20 Column Report of ADP/RADP

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২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

পরিবেশবান্ধব টেকসই উন্নয়ন
- উচ্চতর প্রবৃদ্ধি অর্জন
- মাথাপিছু আয় বৃদ্ধি
- দারিদ্র্য নিরসন
- কর্মসংস্থান বৃদ্ধি

অর্থনৈতিক প্রেক্ষাপট বিবেচনায় অগ্রাধিকার খাতসমূহ
- কৃষি ও কৃষিভিত্তিক শিল্প
- শিক্ষা, স্বাস্থ্য ও আইসিটি
- পরিবহন, বিদ্যুৎ ও জ্বালানি

SDG-এর লক্ষ্যমাত্রা অর্জনে অগ্রাধিকার প্রদান

অঞ্চলভিত্তিক সুষম উন্নয়ন

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

জলবায়ু পরিবর্তন মোকাবেলায় GCRD, NAP, NDC, DAF সংশ্লিষ্ট প্রকল্পসমূহকে অগ্রাধিকার প্রদান

বৈদেশিক অর্থায়নপুষ্ট প্রকল্পসমূহকে অগ্রাধিকার প্রদান

একই প্রকৃতির প্রকল্প গুচ্ছ আকারে গ্রহণ

সমাপ্তির জন্য নির্ধারিত প্রকল্পসমূহের পর্যাপ্ত বরাদ্দ প্রদান

২০২৫-২৬ অর্থবছরের এডিপি প্রণয়নে বিবেচ্য বিষয়সমূহঃ

- সরকারি-বেসরকারি অংশীদারিত্বের (PPP) ভিত্তিতে গৃহীত প্রকল্পের সহায়ক নতুন প্রকল্পকে অগ্রাধিকার প্রদান;
- বাংলাদেশ ব-দ্বীপ পরিকল্পনায় (Delta-Plan) এবং National Adaptation Plan (NAP) এ চিহ্নিত প্রকল্পকে অগ্রাধিকার প্রদান;
- বৈদেশিক অর্থায়নপুষ্ট (চুক্তি স্বাক্ষরিত/ সহায়তা প্রাপ্তির সুনিশ্চিত অঙ্গীকারপ্রাপ্ত) প্রকল্পে চলতি অর্থবছরে প্রাপ্ত বৈদেশিক সহায়তা ব্যবহারের নিমিত্ত পরিপূরক জিওবি বাবদ (Matching Fund) বরাদ্দ প্রদান; এবং
- সম্ভাব্যতা সমীক্ষা অথবা প্রাক-সম্ভাব্যতা সমীক্ষা সম্পন্ন হয়েছে এমন প্রকল্পকে অগ্রাধিকার প্রদান;

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এডিপি'র আকার ও চাহিদা

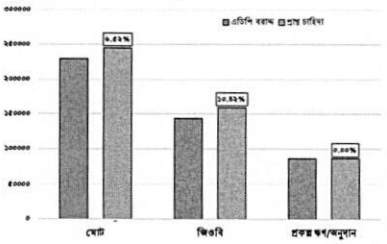
জিওবি চাহিদা বরাদ্দের চেয়ে বেশি

অর্থবিভাগ হতে প্রাপ্ত সম্পদ

মোট	জিওবি	প্রকল্প ঋণ/অনুদান
২,৩০,০০০	১,৪৪,০০০ (৬২.৬১%)	৮৬,০০০ (৩৭.৩৯%)

মন্ত্রণালয়/বিভাগ হতে প্রাপ্ত চাহিদা

মোট	জিওবি	প্রকল্প ঋণ/অনুদান
২,৪৫,০০০	১,৫৯,০০০ (৬৪.৯০%)	৮৬,০০০ (৩৫.১০%)



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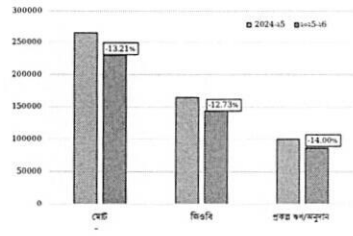
২০২৪-২৫ এডিপি'র তুলনায় ২০২৫-২৬ এডিপি বরাদ্দ ১৩.২১% হ্রাস পেয়েছে যা ব্যতিক্রম

অর্থায়নের উৎস	২০২৪-২৫	২০২৫-২৬	হ্রাস/বৃদ্ধি (-/+)/(%)
জিওবি	১,৬৫,০০০	১,৪৪,০০০	(-) ২১,০০০ (-১২.৭৩%)
প্রকল্প ঋণ/অনুদান	৫০০,০০০	৮৬,০০০	(-) ১৪,০০০ (-১৪.০০%)
মোট	২,৬৫,০০০	২,৩০,০০০	(-) ৩৫,০০০ (-১৩.২১%)



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২০২৫-২৬ অর্থবছরের এডিপিতে বরাদ্দসহ প্রকল্প সংখ্যা ও উন্নয়ন সহায়তা

(কোটি টাকায়)

প্রকল্পের ধরন/উন্নয়ন সহায়তা	প্রকল্প সংখ্যা	প্রস্তাবিত বরাদ্দ			
		অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
বিনিয়োগ	৯৯৬	১,১৭,৫১.৫২	৭৬,৬০৮.৪৪	১,৯৩,৮৫৯.৯৬	৮১.২২%
সমীক্ষা	১৮	১৫৯.৩২	-	১৫৯.৩২	০.০৭%
কারিগরি	৯৯	৪৭৭.০৯	১৫৫৪.০৯	২০৩১.১৮	০.৮৫%
থোক বরাদ্দ		১৯,৪৪৭.৮৭ (১২.৭৭%)	-	১৯,৪৪৭.৮৭ (১২.৭৭%)	৮.১৫%
উন্নয়ন সহায়তা + বিশেষ প্রয়োজনে উন্নয়ন সহায়তা		৬,৬৬৪.২০	৭,৮৩৭.৪৭	১৪,৫০১.৬৭	৬.০৮%
মোট:	১১১৩	১,৪৪,০০০.০০	৮৬,০০০.০০	২,৩০,০০০.০০	১০০%
স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন	৬০	৮,৩২৫.০৫	৩৭০.৫৯	৮,৬৯৫.৮৭	
সর্বমোট:	১১৭৩	১,৫২,৩২৫.০৫	৮৬,৩৭০.৫৯	২,৩৮,৬৯৫.৬৪	

২০২৫-২৬ অর্থবছরের এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/অনুদান	মোট	%
ক. সেক্টর ভিত্তিক বরাদ্দ						
১	সাধারণ সরকারি সেবা	৩১	১,১০৪.৪৪	৭৭৩.২২	১৮৭৭.৬৬	০.৮২%
২	প্রতিরক্ষা	১০	৪৭৫.৪৫	-	৪৭৫.৪৫	০.২১%
৩	জন শৃঙ্খলা ও সুরক্ষা	৩০	২৭৬৯.৯৫	৭.৯৬	২৭৭৭.৯১	১.২১%
৪	শিল্প ও অর্থনৈতিক সেবা	৬০	৩৭১৪.৪৩	১৩০৭.৮৪	৫০২২.২৭	২.১৮%
৫	কৃষি	১২৫	৭৬৯২.৭৯	৩১০৩.১৮	১০৭৯৫.৯৭	৪.৬৯%
৬	বিদ্যুৎ ও জ্বালানি	৫৮	৮৪৩৯.২৬	২৩৯৫৩.০০	৩২৩৯২.২৬	১৪.০৮%
৭	পরিবহন ও যোগাযোগ	১৯৪	৩১৯১৩.২১	২৭০৬০.১৮	৫৮৯৭৩.৩৯	২৫.৬৪%
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১০১	৯৫৬৭.১৩	৩৯০৫.১৩	১৩৪৭২.২৬	৫.৮৬%

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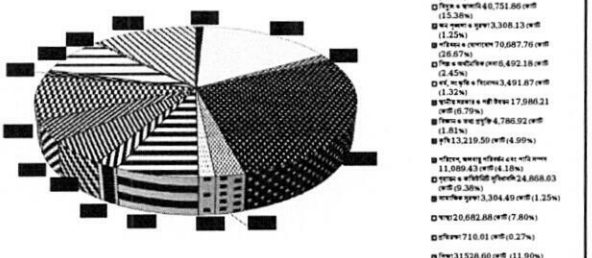
চলমান...

২০২৫-২৬ অর্থবছরের এডিপিতে ১৫টি সেক্টরওয়ারী বরাদ্দ বিভাজন

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/অনুদান	মোট	%
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	৯৮	৮৮২৬.৯৯	১৮১৪.৪১	১০৬৪১.৪০	৪.৬৩%
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	১৭৬	১৩০০৭.৯৫	৯৭৬৮.৪৫	২২৭৭৬.৪০	৯.৯০%
১১	স্বাস্থ্য	৪১	১৬৪২৭.১৫	১৭২০.৯৯	১৮১৪৮.১৪	৭.৮৯%
১২	ধর্ম, সংস্কৃতি ও বিনোদন	৩৯	২৫৭১.৫৮	১১০৩.৪৭	৩৬৭৫.০৫	১.৬০%
১৩	শিক্ষা	৯৪	২৬০৫১.৯০	২৫০৫.৫৩	২৮৫৫৭.৪৩	১২.৪২%
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	৩১	৩২৯২.৭২	৬০১.৬২	৩৮৯৪.৩৪	১.৬৯%
১৫	সামাজিক সুরক্ষা	২৫	১৪৮০.৮৫	৫৩৭.৫৫	২০১৮.৪০	০.৮৮%
	উপমোট: ১৫টি সেক্টর	১১১৩	**১৩৭৩৩৫.৮০**	**৭৮১৬২.৫৩**	**২১৫৪৯৮.৩৩**	**৯৩.৬৯%**

২০২৫-২৬ অর্থবছরের এডিপিতে সেক্টরওয়ারী বরাদ্দ বিভাজন



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১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

১-সাধারণ সরকারি সেবা (০৬টি)	
০১-আইন প্রণয়ন অংগসমূহ	০৪-সরকারি দেনা
০২-প্রশাসনিক ও নির্বাহী	০৫-সাধারণ সেবা
০৩-ট্রান্সফার পেমেন্ট	০৬-আর্থিক, রাজস্ব ও বৈদেশিক সম্পর্ক
২-প্রতিরক্ষা (০২টি)	
০৭- সামরিক প্রতিরক্ষা সেবা	০৮-সশস্ত্র বাহিনী
৩-জনশৃঙ্খলা ও সুরক্ষা সেবা (০৫টি)	
০৯-আইন, বিচার ও আদালত ১০-জননিরাপত্তা ১১-সুরক্ষা সেবা	১২-লেজিসলেটিভ ও সংসদ বিষয়ক ১৩-দুর্নীতি দমন
৪-শিল্প ও অর্থনৈতিক সেবা (৮টি)	
১৪-রসায়ন ও খনিজ	১৮-ব্যবসা ও বাণিজ্য
১৫-চিনি, খাদ্য ও সহযোগী শিল্প	১৯-ইঞ্জিনিয়ারিং ও ইলেকট্রনিক্স
১৬-ক্ষুদ্র ও কুটির শিল্প	২০-পর্যটন
১৭-পাট, বস্ত্র ও রপ্তানি প্রক্রিয়াকরণ	২১-শ্রম ও কর্মসংস্থান

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

৫-কৃষি (৭টি)	
২২-ফসল	২৬-প্রাণীসম্পদ
২৩-খাদ্য,	২৭-সেচ
২৪-বন	২৮-ভূমি
২৫-মৎস্য	
৬-বিদ্যুৎ ও জ্বালানি (৫টি)	
২৯-বিদ্যুৎ উৎপাদন	৩২-জ্বালানি ও শক্তি
৩০-বিদ্যুৎ সঞ্চালন	৩৩-খনিজ সম্পদ
৩১-বিদ্যুৎ	
৭-পরিবহন ও যোগাযোগ (৫টি)	
৩৪-সড়ক পরিবহন	৩৭-বিমান পরিবহন
৩৫-রেল পরিবহন	৩৮-ডাক ও টেলিযোগাযোগ
৩৯-নৌ-পরিবহন	

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

৮-স্থানীয় সরকার ও পল্লী উন্নয়ন (৪টি)	
৪১-পল্লী প্রতিষ্ঠান	৪১-পল্লী উন্নয়ন ও সমবায়
৪০-স্থানীয় সরকার	৪২-পার্বত্য অঞ্চল বিষয়ক
৯-পরিবেশ, জলবায়ু পরিবর্তন ও পানি সম্পদ (৩টি)	
৪৩-বর্জ্য ব্যবস্থাপনা	৪৫-পানি সম্পদ ব্যবস্থাপনা
৪৪-পরিবেশ সংরক্ষণ ও জলবায়ু পরিবর্তন	
১০-গৃহায়ন ও কমিউনিটি সুবিধাবলি (৪টি)	
৪৬-ঔত পরিকল্পনা	৪৮-কমিউনিটি উন্নয়ন
৪৭-গৃহায়ন	৪৯-পানি সরবরাহ ও স্যানিটেশন
১১-স্বাস্থ্য (৪টি)	
৫০-স্বাস্থ্যসেবা	৫২-পুষ্টি
৫১-স্বাস্থ্যশিক্ষা	৫৩-জনসংখ্যা ও পরিবারকল্যাণ

১৫টি সেক্টরের আওতাধীন সাব-সেক্টরের তালিকা

১২-ধর্ম, সংস্কৃতি ও বিনোদন (৫টি)	
৫৪-ক্রীড়া	৫৭-গণ যোগাযোগ
৫৫-শিল্প ও সংস্কৃতি	৫৮-ধর্ম বিষয়ক
৫৬-যুব উন্নয়ন	
১৩-শিক্ষা (৪টি)	
৫৯-প্রাথমিক ও গণশিক্ষা	৬১-কারিগরি ও মাদ্রাসা শিক্ষা
৬০-মাধ্যমিক ও উচ্চশিক্ষা	৬২-বিশ্ববিদ্যালয় শিক্ষা
১৪-বিজ্ঞান, তথ্য ও যোগাযোগ প্রযুক্তি (২টি)	
৬৩-বিজ্ঞান ও প্রযুক্তি	৬৪-তথ্য যোগাযোগ প্রযুক্তি
১৫-সামাজিক সুরক্ষা (৮টি)	
৬৫-সমাজকল্যাণ	৬৯-খাদ্য নিরাপত্তা
৬৬-মহিলা ও শিশু বিষয়ক	৭০-কর্মসংস্থান সৃজন
৬৭-মুক্তিযুদ্ধ বিষয়ক	৭১-বার্ধক্য
৬৮-দুর্যোগ ও ত্রাণ	৭২-প্রতিবন্ধী

২০২৫-২৬ অর্থবছরের এডিপিতে পরিকল্পনা কমিশনের সেক্টর বিভাগওয়ারী বরাদ্দ বিভাজন

(কোটি টাকায়)

পরিকল্পনা কমিশনের সেক্টর বিভাগ	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/অনুদান	মোট	%
কৃষি, পানি সম্পদ ও পল্লী প্রতিষ্ঠান বিভাগ					
(৫) কৃষি (৮) স্থানীয় সরকার ও পল্লী উন্নয়ন (৯) পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ=৩টি	৩২৪	২৬০৮৬.৯১	৮৮২২.৭২	৩৪৯০৯.৬৩	১৫.১৮%
যৌত অবকাঠামো বিভাগ					
(২) প্রতিরক্ষা (৩) জন শৃঙ্খলা ও সুরক্ষা (৭) পরিবহন ও যোগাযোগ (১০) গৃহায়ন ও কমিউনিটি সুবিধাবলি = ৪টি	৪১০	৪৮১৬৬.৫৬	৩৬৮৩৬.৫৯	৮৫০০৩.১৫	৩৬.৯৬%
শিল্প ও শক্তি বিভাগ					
(৪) শিল্প ও অর্থনৈতিক সেবা (৬)বিদ্যুৎ ও জ্বালানি=২টি	১১৮	১২১৫৩.৬৯	২৫২৬০.৮৪	৩৭৪১৪.৫৩	১৬.২৬%
আর্থ-সামাজিক অবকাঠামো বিভাগ					
(১) সাধারণ সরকারি সেবা (১১) স্বাস্থ্য (১২) ধর্ম, সংস্কৃতি ও বিনোদন (১৩) শিক্ষা (১৪) বিজ্ঞান ও তথ্য প্রযুক্তি এবং (১৫) সামাজিক সুরক্ষা =৯ টি	২৬১	৫০,৯২৮.৬৪	৭২৪২.৩৮	৫৮১৭১.০২	২৫.৩০%
উপমোটঃ ১৫টি সেক্টর	১১১৩	১৩৭৩৩৫.৮	৭৮১৬২.৫৩	২১৫৪৯৮.৩৩	৯৩.৭০%

২০২৫-২৬ অর্থবছরের এডিপিতে উন্নয়ন সহায়তা খাতে বরাদ্দ বিভাজন

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	অভ্যন্তরীণ উৎস	বৈদেশিক উৎস	মোট	%
খ. উন্নয়ন সহায়তা খাত					
১	ইউনিয়ন পরিষদের উন্নয়ন সহায়তা	৮৭০.০০	০.০০	৮৭০.০০	০.৩৮%
২	উপজেলা উন্নয়ন সহায়তা	৭৭০.০০	০.০০	৭৭০.০০	০.৩৩%
৩	জেলা পরিষদ উন্নয়ন সহায়তা	৫৬০.০০	০.০০	৫৬০.০০	০.২৪%
৪	পৌরসভা উন্নয়ন সহায়তা	৪৮০.০০	০.০০	৪৮০.০০	০.২১%
৫	সিটি কর্পোরেশনের উন্নয়ন সহায়তা	৪২০.০০	০.০০	৪২০.০০	০.১৮%
৬	পার্বত্য চট্টগ্রাম উন্নয়ন সহায়তা	৩৩০.০০	০.০০	৩৩০.০০	০.১৪%
৭	পার্বত্য চট্টগ্রাম স্থানীয় সরকার উন্নয়ন সহায়তা	১০০.০০	০.০০	১০০.০০	০.০৪%
৮	পার্বত্য চট্টগ্রাম উন্নয়ন বোর্ডের উন্নয়ন সহায়তা	১০০.০০	০.০০	১০০.০০	০.০৪%
৯	বিশেষ এলাকার জন্য উন্নয়ন সহায়তা (পার্বত্য চট্টগ্রাম ব্যতীত) (প্রধানমন্ত্রীর কার্যালয়)	১০০.০০	০.০০	১০০.০০	০.০৪%
১০	বিশেষ প্রয়োজনে উন্নয়ন সহায়তা (কার্যক্রম বিভাগ)	২৯৩৪.২০	৭৮৩৭.৪৭	১০৭৭১.৬৭	৪.৬৮%
	উপমোটঃ উন্নয়ন সহায়তা	**৬৬৬৪.২০**	**৭৮৩৭.৪৭**	**১৪৫০১.৬৭**	**৬.৩০%**
	মোটঃ (১৫টি সেক্টর + উন্নয়ন সহায়তা)	**১৪৪০০০.০০**	**৮৬০০০.০০**	**২৩০০০০.০০**	**১০০%**
	গ. স্বায়ত্বশাসিত সংস্থা/কর্পোরেশনের নিজস্ব অর্থায়ন	৮৩২৫.০৫	৩৭০.৫৯	৮৬৯৫.৬৪	-
	সর্বমোটঃ (ক+খ+গ)	**১৪২৩২৫.০৫**	**৮৬৩৭০.৫৯**	**২৩৮৬৯৫.৬৪**	-

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
১	সংসদ বিষয়ক সচিবালয়	১	-	০.২০	০.২০	০.০০%
২	প্রধানমন্ত্রীর কার্যালয়	১২	১৬৫৫.৫৩	৮৭১.৯০	২৫২৭.৪৩	১.১০%
৩	মন্ত্রিপরিষদ বিভাগ	৩	১০০.০০	-	১০০.০০	০.০১%
৪	নির্বাচন কমিশন সচিবালয়	২	২২৯.০৫	-	২২৯.০৫	০.১০%
৫	জনপ্রশাসন মন্ত্রণালয়	১৫	৫৮৬.৩৬	৫২.০১	৬৩৮.৩৭	০.২৮%
৬	বাংলাদেশ সরকারি কর্ম কমিশন	১	৪০.৫৩	-	৪০.৫৩	০.০২%
৭	অভ্যন্তরীণ সম্পদ বিভাগ (আইআরডি)	৬	২২২.৩৬	৫৭৬.৩৬	৭৯৮.৭২	০.৩৫%
৮	আর্থিক প্রতিষ্ঠান বিভাগ	২	২৩৫.৫৬	২১.৮০	২৫৭.৩৬	০.১১%
৯	অর্থনৈতিক সম্পর্ক বিভাগ (ইআরডি)	৩	১১.৬১	৩.৬৪	১৫.২৫	০.০১%
১০	পরিকল্পনা বিভাগ	৯	৪০.২৫	৪.৮৫	৪৫.১০	০.০২%

চলমান...

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
১১	বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ	৩	১১২.৬৭	১.২২	১১৩.৮৯	০.০৫%
১২	পরিসংখ্যান ও তথ্য ব্যবস্থাপনা বিভাগ	১২	১২৫.৫৬	৭৩.৮২	১৯৯.৩৮	০.০৯%
১৩	বাণিজ্য মন্ত্রণালয়	৪	১৫.২৯	২৭৫.৩২	২৯০.৬১	০.১৩%
১৪	পররাষ্ট্র মন্ত্রণালয়	৫	১২৬.৫৯	-	১২৬.৫৯	০.০৬%
১৫	প্রতিরক্ষা মন্ত্রণালয়	১৯	৮৯৯.৭২	১৬.৩৩	৯১৬.০৫	০.৪০%
১৬	আইন ও বিচার বিভাগ	৬	১৯৬.০৭	৬.৭২	২০২.৭৯	০.০৯%
১৭	জন নিরাপত্তা বিভাগ	১৪	১২২২.৮৩	১.২৪	১২২৪.০৭	০.৫৩%
১৮	লেজিসলেটিভ ও সংসদ বিষয়ক বিভাগ	১	৫.০০	-	৫.০০	০.০০%
১৯	প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়	৬	১১০৪৬.০৬	৩৫২.১০	১১৩৯৮.১৬	৪.৯৬%
২০	মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ	৫৬	১২৩০৩.৬০	১৩২১.৪৫	১৩৬২৫.০৩	৫.৯২%

চলমান...

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
২১	বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়	১৫	২৫৫৪.৫৩	৯৬০০.০০	১২১৫৪.৫৩	৫.১৮%
২২	স্বাস্থ্য সেবা বিভাগ	১৫	১০৫১০.৫৮	১১০৬.৫৯	১১৬১৭.১৭	৫.০৫%
২৩	তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ	১৫	১১৩৭.৭০	৬০১.৬২	১৭৩৯.৩২	০.৭৬%
২৪	সমাজ কল্যাণ মন্ত্রণালয়	১৪	৩৮৪.০৮	৩৫০.১০	৭৩৪.১৮	০.৩২%
২৫	মহিলা ও শিশু বিষয়ক মন্ত্রণালয়	১০	২৬৩.৮৬	১৪৪.৬৯	৪১৮.৫৫	০.১৮%
২৬	শ্রম ও কর্মসংস্থান মন্ত্রণালয়	৬	১২৫.৮৯	৯২.৮৪	২১৮.৭৩	০.১০%
২৭	গৃহায়ণ ও গণপূর্ত মন্ত্রণালয়	২৭	২৮৭৬.৪৯	১৫৫.৩২	৩০৩১.৮১	১.৩২%
২৮	তথ্য ও সম্প্রচার মন্ত্রণালয়	৯	১৯৯.৫৪	৫.৮০	২০৫.৩৪	০.০৯%
২৯	সংস্কৃতি বিষয়ক মন্ত্রণালয়	১০	৩৩৬.৬৪	-	৩৩৬.৬৪	০.১৫%
৩০	ধর্ম বিষয়ক মন্ত্রণালয়	৫	১৭৮৯.১৮	-	১৭৮৯.১৮	০.৭৮%

চলমান...

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
৩১	যুব ও ক্রীড়া মন্ত্রণালয়	১৬	৩৪২.৭০	১০৯৭.৬৭	১৪৪০.৩৭	০.৬৩%
৩২	স্থানীয় সরকার বিভাগ	২২৩	২১৯৩৪.৫৩	১৪১৬৪.২৩	৩৬০৯৮.৭৬	১৫.৭০%
৩৩	পল্লী উন্নয়ন ও সমবায় বিভাগ	৯	৪৪১.৬১	-	৪৪১.৬১	০.১৯%
৩৪	শিল্প মন্ত্রণালয়	১৭	১৫৪৬.৬৬	৭.১৬	১৫৫৩.৮২	০.৬৮%
৩৫	প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়	৮	৩৪৩.১০	৬০.৬২	৪০৩.৭২	০.১৮%
৩৬	বস্ত্র ও পাট মন্ত্রণালয়	২২	২৪৭.৭০	-	২৪৭.৭০	০.১১%
৩৭	খাদ্যনীতি ও খনিজ সম্পদ বিভাগ	১৫	১৩৫২.৯৯	৭৩৩.৩৩	২০৮৬.৩২	০.৯১%
৩৮	কৃষি মন্ত্রণালয়	৬০	৪৯২০.০৩	১৪১২.৮৬	৬৩৩২.৮৯	২.৭৫%
৩৯	মৎস্য ও প্রাণিসম্পদ মন্ত্রণালয়	২৪	৬৫৯.২৩	৮৩০.১৭	১৪৮৯.৪০	০.৬৫%
৪০	পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয়	৩০	৪৯০.৪৬	৯২০.০২	১৩৮০.৪৮	০.৬০%

চলমান...

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
৪১	ভূমি মন্ত্রণালয়	৬	৫৪৬.৪৭	৩৯.৯২	৫৮৬.৩৯	০.২৫%
৪২	পানি সম্পদ মন্ত্রণালয়	৭৮	৭৫৩২.৯৮	৯৫৬.৮৮	৮৪৮৯.৮৬	৩.৬৯%
৪৩	খাদ্য মন্ত্রণালয়	৫	২৭৮.৯৯	৫.৫৯	২৮৪.২৮	০.১২%
৪৪	দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়	১০	১৮১৮.৯২	৩৭০.৩৯	২১৮৮.৪৮	০.৯৫%
৪৫	সড়ক পরিবহন ও মহাসড়ক বিভাগ	১১৩	১৬৯৯০.২১	১৫৩৩৯.৩৬	৩২৩২৯.৫৭	১৪.০৯%
৪৬	রেলপথ মন্ত্রণালয়	২৭	৪১৮৭.৭৭	৩৫২৭.২২	৭৭১৪.৯৯	৩.৩৫%
৪৭	নৌ-পরিবহন মন্ত্রণালয়	২৬	৪৬০৮.২১	৪৭৭৮.৭১	৯৩৮৭.৬২	৪.০৮%
৪৮	বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়	৯	১৭৮৭.০১	৬১৩.৫৬	২৪০০.৫৭	১.০৪%
৪৯	ডাক ও টেলিযোগাযোগ বিভাগ	১০	৯০৪.৮২	-	৯০৪.৮২	০.৩৯%
৫০	পার্বত্য চট্টগ্রাম বিষয়ক মন্ত্রণালয়	৬	৬৮৩.০১	২০৪.১১	৮৮৭.১২	০.৩৯%

চলমান...

২০২৫-২৬ অর্থবছরের এডিপি'র ৫৭টি মন্ত্রণালয়/বিভাগ/এনটিটিভিত্তিক বরাদ্দ

(কোটি টাকায়)

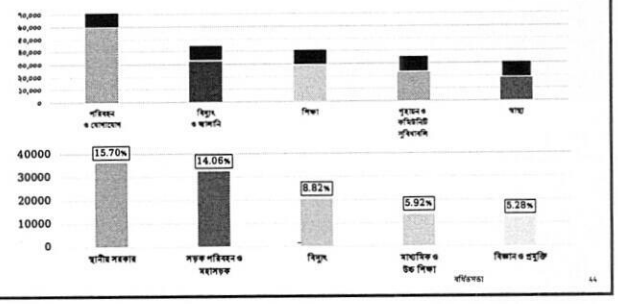
ক্রঃ নং	সেক্টর/কার্যক্রম	প্রকল্প সংখ্যা	জিওবি	প্রকল্প ঋণ/অনুদান	মোট	%
৫১	বিদ্যুৎ বিভাগ	৪২	৬৬৬৩.৯৫	১৩৬১৯.৬৭	২০২৮৩.৬২	৮.৮২%
৫২	মুক্তিযুদ্ধ বিষয়ক মন্ত্রণালয়	৩	৮৩২.৯১	-	৮৩২.৯১	০.৩৬%
৫৩	দুর্নীতি দমন কমিশন	২	১২.৭১	-	১২.৭১	০.০১%
৫৪	সেতু বিভাগ	৬	৩২২৭.২৫	২৭৮৫.০০	৬০২২.২৫	২.৬১%
৫৫	কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ	১৮	২৪৪৮.৩৬	৮৩২.০০	৩২৮০.৩৬	১.৪৩%
৫৬	সুরক্ষা সেবা বিভাগ	৮	১৩৩৬.০৫	-	১৩৩৬.০৫	০.৫৮%
৫৭	স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ বিভাগ	১৪	৫৭০২.৭৯	১৯৯.৬১	৫৯০২.৪০	২.৫৭%
	মোটঃ (৫৭টি মন্ত্রণালয়/বিভাগ)	**১১১৩**	**১৪১০৬৫.৮০**	**৭৮১৬২.৫৩**	**২১৯২২৮.৩৩**	**৯৫.৩২%**
	বিশেষ প্রয়োজনে উন্নয়ন সহায়তা		২১৩৪.২০	৭৮৩৭.৪৭	১০৭৭১.৬৭	৪.৬৮%
সর্বমোটঃ (৫৭টি মন্ত্রণালয়/বিভাগ+ বিশেষ প্রয়োজনে উন্নয়ন সহায়তা)			**১৪৪০০০.০০**	**৮৬০০০.০০**	**২৩০০০০.০০**	**১০০.০০%**

২০২৫-২৬ অর্থবছরের এডিপিতে সর্বোচ্চ বরাদ্দ প্রাপ্ত ১০টি মন্ত্রণালয়/বিভাগ

(কোটি টাকায়)

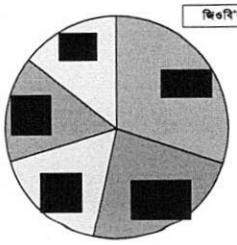
ক্র: নং:	মন্ত্রণালয়/বিভাগ	জিওবি	প্রকল্প ঋণ/ অনুদান	মোট	%
১	স্থানীয় সরকার বিভাগ	২১৯৩৪.৫৩	১৪১৬৪.২৩	৩৬০৯৮.৭৬	১৫.৭০%
২	সড়ক পরিবহন ও মহাসড়ক বিভাগ	১৬৯৯০.২১	১৫৩৩৯.৩৬	৩২৩২৯.৫৭	১৪.০৬%
৩	বিদ্যুৎ বিভাগ	৬৬৬৩.৯৫	১৩৬১৯.৬৭	২০২৮৩.৬২	৮.৮২%
৪	মাধ্যমিক ও উচ্চশিক্ষা বিভাগ	১২৩০৩.৬০	১৩২১.৪৩	১৩৬২৫.০৩	৫.৯২%
৫	বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়	২৫৫৪.৫৩	৯৬০০.	১২১৫৪.৫৩	৫.২৮%
৬	স্বাস্থ্য সেবা বিভাগ	১০৫১০.৫৮	১১০৬.৫৯	১১৬১৭.১৭	৫.০৫%
৭	প্রাথমিক ও গণশিক্ষা মন্ত্রণালয়	১১০৪৬.০৬	৩৫২.১০	১১৩৯৮.১৬	৪.৯৬%
৮	নৌ-পরিবহন মন্ত্রণালয়	৪৬০৮.৯১	৪৭৭৮.৭১	৯৩৮৭.৬২	৪.০৮%
৯	পানি সম্পদ মন্ত্রণালয়	৭৫৩২.৯৮	৯৫৬.৮৮	৮৪৮৯.৮৬	৩.৬৯%
১০	রেলপথ মন্ত্রণালয়	৪১৮৭.৭৭	৩৫২৭.২২	৭৭১৪.৯৯	৩.৩৫%
মোটঃ ১০টি মন্ত্রণালয়/ বিভাগ		**৮১৩৪২.৯১**	**৬৪৭৬৬.১৯**	**১৬৩০৯৯.৩১**	**৭০.৯১%**

এডিপিতে সর্বোচ্চ বরাদ্দ প্রাপ্ত ৫টি সেক্টর এবং ৫টি মন্ত্রণালয়/বিভাগ



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

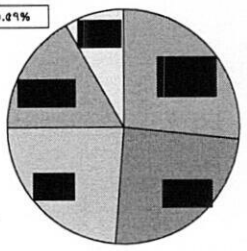
জিওবি'র ৫১.৬০%



ক্রম	মন্ত্রণালয়/বিভাগ	জিওবি
১	স্থানীয় সরকার	২১৯৩৪.৫৩ (৩৫.৫৫%)
২	সড়ক পরিবহন ও মহাসড়ক	১৬৯৯০.২১ (২৫.০৪%)
৩	মাধ্যমিক ও উচ্চ শিক্ষা	১২৩০৩.৬০ (৮.৭২%)
৪	প্রাথমিক ও গণ শিক্ষা	১১০৪৬.০৬ (৭.১০%)
৫	স্বাস্থ্য সেবা	১০৫১০.৫৮ (৭.৪৫%)
	মোট	৭২,৭৮৪.৮৮ (৫১.৬০%)

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

ঋণ/অনুদানের ৭৩.৫৭%



ক্রম	মন্ত্রণালয়/বিভাগ	প্রকল্প ঋণ/অনুদান
১	সড়ক পরিবহন ও মহাসড়ক	১৫,০৩৯.৩৬ (১৯.৬৪%)
২	স্থানীয় সরকার	১৪,১৬৪.২৩ (১৮.১৫%)
৩	বিদ্যুৎ	১৩,৬১৯.৬৭ (১৭.৪২%)
৪	বিজ্ঞান ও প্রযুক্তি	৯,৬০০.০০ (১২.২৮%)
৫	নৌ-পরিবহন	৪,৭৭৮.৭১ (৬.১১%)
	মোট	৫৭,৪০১.৯৭ (৭৩.৫৭%)

২০২৫-২৬ অর্থবছরের এডিপিতে সর্বোচ্চ বরাদ্দপ্রাপ্ত ১০টি প্রকল্প

ক্রঃ নং	প্রকল্পের শিরোনাম	মোট বরাদ্দ (কোটি টাকায়)
১	রূপপুর পারমানবিক বিদ্যুৎ কেন্দ্র নির্মাণ	১০০১১৬
২	ঢাকা মাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (লাইন-১)	৮৬৩১৪৩
৩	এক্সপানশন এন্ড স্ট্রেংদেনিং অব পাওয়ার সিক্টর নেটওয়ার্ক আন্ডার ডিপিডিসি এরিয়া (১ম সংশোধিত)	৩৯৮২৮৪
৪	ঢাকা-আশুলিয়া এলিভেটেড এক্সপ্রেসওয়ে নির্মাণ (১ম সংশোধিত)	৩৩৪১৮৯
৫	এক্সটাবলিশমেন্ট অব ৫০০ বেডেড হসপিটাল এন্ড এনসিলারী ভবন ইন যাশোর, কক্সবাজার, পাবনা ও আশুলিয়া মাদেক টকিল মেডিকেল কলেজ এবং জননেতা নুরুল হক আধুনিক হাসপাতাল, নোয়াখালী (১ম সংশোধিত)	৩০৫৮০০
৬	পাওয়ার গ্রীড নেটওয়ার্ক স্ট্রেংদেনিং প্রজেক্ট আন্ডার পিজিসিবি (সংশোধিত)	২২৯০০০
৭	সরকারি প্রাথমিক বিদ্যালয়ে ফিডিং কর্মসূচি	২২৬৪০৫
৮	সাসেক সড়ক সংযোগ প্রকল্প: এলেঙ্গা-হাটিকামরুল-রংপুর মহাসড়ক চার লেনে উন্নীতকরণ (২য় সংশোধিত)	১৮৭২৫০
৯	মাতারবাড়ি বন্দর উন্নয়ন (সড়ক ও জনপথ অংশ) (২য় সংশোধিত)	১৮০০০০
১০	বড়পুকুরিয়া-বগুড়া-কালিয়াকৈর ৪০০ কে:ভি: লাইন (২য় সংশোধিত)	১৭৩৭৩২

২০২৫-২৬ অর্থবছরের এডিপিতে সমাপ্য বৃহদাকারের ১০টি প্রকল্প

ক্রঃ নং	প্রকল্পের শিরোনাম	মোট প্রকল্প ব্যয় (কোটি টাকায়)
১	পদ্মা সেতু রেল সংযোগ (২য় সংশোধিত)	৩৮৬২৪৯০.৮৩
২	ঢাকা মাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (লাইন-৬) (২য় সংশোধিত)	৩৩৪৭১৯৯.০১
৩	চতুর্থ প্রাথমিক শিক্ষা উন্নয়ন কর্মসূচি (পিইডিপি-৪) (২য় সংশোধিত)	৩২৮০৩৪৮.০০
৪	হযরত শাহজালাল আন্তর্জাতিক বিমানবন্দর সম্প্রসারণ (১ম পর্যায়) (১ম সংশোধিত)	২১৩৯৯০৬.৩৩
৫	যমুনা রেল সেতু (১ম সংশোধিত)	১৬৭৮০৯৫.৬৩
৬	দোহাজারী হতে রামু হয়ে কক্সবাজার এবং রামু হতে মায়ানমারের নিকটে গুনদুম পর্যন্ত সিংগেল লাইন ডুয়েলগেজ ট্র্যাক নির্মাণ (২য় সংশোধিত)	১১৩৩৫৯৭.০০
৭	পূর্বাঞ্চলীয় গ্রীড নেটওয়ার্কের পরিবর্ধন এবং ক্ষমতাবর্ধণ (১ম সংশোধিত)	৬২৬৩৮৮.৭১
৮	অস্বচ্ছল বীর মুক্তিযোদ্ধাদের জন্য আবাসন নির্মাণ প্রকল্প (১ম সংশোধিত)	৬০৯৬৫৩.২৫
৯	আপগ্রেডেশন অব মোংলা পোর্ট	৬০১৪৬১.৯০
১০	লাইভস্টক এন্ড ডেইরী ডেভেলপমেন্ট প্রকল্প (এলডিডিপি) (১ম সংশোধিত)	৫৩৮৯৯২.৪৫

প্রকল্প ঋণ/অনুদান ও ব্যয়ের ধারা

বৈদেশিক অর্থায়ন অব্যাহত আছে এবং বিগত ৩ বছরে ক্রমবর্ধমান

অর্থবছর	মোট বরাদ্দ	প্রকল্প ঋণ/অনুদান	প্রকল্প ঋণ/অনুদানের হার	ব্যয়ের হার
২০২০-২১	২,০৯,২৭২	৬৩,০০০	৩০.১০%	৮৩.৩৬%
২০২১-২২	২,১৯,৬০২	৭২,৬৭৭	৩৩.০৯%	৯২.৬৬%
২০২২-২৩	২,৩৬,৫৬১	৭৪,৫০০	৩১.৪৯%	৯০.২০%
২০২৩-২৪	২,৫৪,৩৯২	৮৩,৫০০	৩২.৮২%	৮৬.১৯%
২০২৪-২৫	২,২৬,১৬৫	৮১,০০০	৩৫.৮১%	৬৫.৫৩%
২০২৫-২৬	২,৩০,০০০	৮৬,০০০	৩৭.৩৯%	---

নতুন অননুমোদিত প্রকল্প

প্রকল্পের অর্থায়ন (জিওবি অংশ)

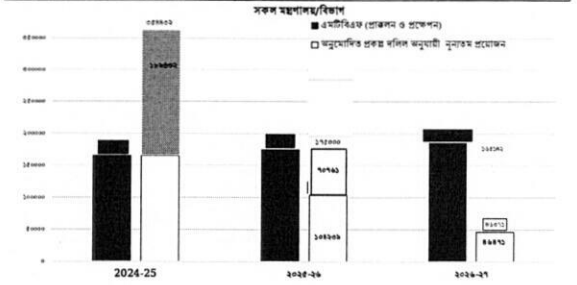
২০২৪-২৫ অর্থবছরের এডিপিতে মোট প্রকল্প সংখ্যা =১২৪৬টি (নিজস্ব অর্থায়ন বাদে) (মোট (কোটি টাকায়)

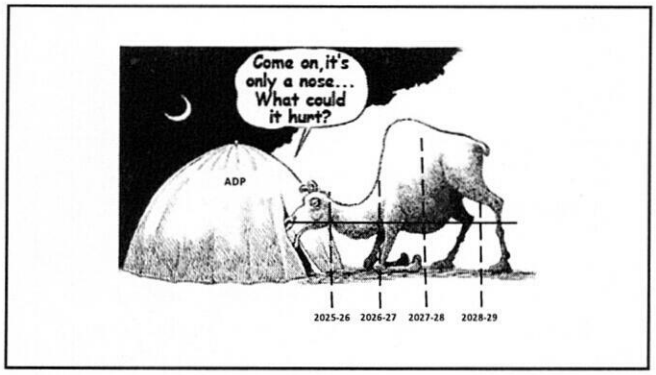
প্রাক্কলিত ব্যয় (জিওবি অংশ)	১০,০৪,১৯৬
জুন/২৪ পর্যন্ত সম্ভাব্য ক্রমপুঞ্জিত ব্যয় (জিওবি অংশ)	৪,৬৭,৮৬৯
অবশিষ্ট অর্থের পরিমাণ (পরবর্তী অর্থবছরসমূহে বরাদ্দ প্রদানের প্রয়োজন হবে) (জিওবি অংশ)	৫,৩৬,৩২৭

পরবর্তী ৩ অর্থবছরে প্রকল্পের অর্থায়ন (এমটিবিএফ সিলিং) ও চাহিদার একটি তুলনামূলক বিশ্লেষণ

অর্থ বছর	২০২৪-২৫	২০২৫-২৬	২০২৬-২৭
৮ম পঞ্চবার্ষিক পরিকল্পনা (চলতি মূল্যে)	৩,৬৭,৫৩০	-	-
এমটিবিএফ (প্রাক্কলন ও প্রক্ষেপন) (জিওবি)	১,৬৫,০০০ (মোটঃ ২,৬৫,০০০)	১,৭৫,০০০	১,৮৫,০০০
অনুমোদিত প্রকল্প দলিল অনুযায়ী নূন্যতম প্রয়োজন	৩,৫৪,৪৩২	১,০৪,২০৮	৪৯,৪৭১
ঘাটতি	-১,৮৯,৪৩২	-১,১৮,৬৭০	১৯,৮৫০

প্রকল্পের অর্থায়ন (এমটিবিএফ সিলিং-জিওবি) ও চাহিদার তুলনামূলক চিত্র





সমাপ্ত ও নতুন অন্তর্ভুক্ত প্রকল্পের প্রাক্কলিত ব্যয়ের তুলনাঃ

২০২৩-২৪ অর্থবছরে সমাপ্ত প্রকল্প (নিজস্ব অর্থায়ন বাদে) — **প্রাক্কলিত ব্যয়-১,৫৪,৫২২কোটি টাকা**

২০২৪-২৫ অর্থবছরে অন্তর্ভুক্ত নতুন অননুমোদিত প্রকল্প (নিজস্ব অর্থায়ন বাদে) — **প্রাক্কলিত ব্যয়- ১০,৩৩,৯৮০কোটি টাকা**

নতুন অননুমোদিত প্রকল্পের ডিপিপি প্রণয়ন/পুনর্গঠনে মন্ত্রণালয়/সংস্থার সক্ষমতাঃ

বছর	নতুন অননুমোদিত প্রকল্প সংখ্যা(বৈদেশিক অর্থায়নপুষ্ট প্রকল্প)	একনেক কর্তৃক অনুমোদিত		মাননীয় মন্ত্রী কর্তৃক অনুমোদিত		মোট মূল অনুমোদিত প্রকল্প	মোট অননুমোদিত প্রকল্পের তুলনায় প্রকল্প অনুমোদনের হার
		মূল	সংশোধিত	মূল	সংশোধিত		
২০১৮-১৯	১৮৬১ (৩২৬)	২৫৫	৬০	১৪	২	৩৪৯	১৯%
২০১৯-২০	১৯৮৭ (২৪২)	১৫০	৫৮	৪১	৩	১৯৪	১৫%
২০২০-২১	১৪৪০ (১৬)	১০৬	৬৩	৪৯	৫	১৫৫	১১%
২০২১-২২	৭৫০ (১৪১)	১২২	৫১	৩৯	২	১৬১	২১%
২০২২-২৩	৭৮৩ (১৫০)	৮৩	৬১	৩২	৪২	১১৫	১৫%
২০২৩-২৪ (এপ্রিল পর্যন্ত)	১০৪৮ (১১৯)	১১৪ (এপ্রিল পর্যন্ত)	৫৪ (এপ্রিল পর্যন্ত)	৬৩ (এপ্রিল পর্যন্ত)	৫০ (এপ্রিল পর্যন্ত)	১৭৭	১৭%

এমটিবিএফ সিলিং বনাম প্রকল্প সমাপ্তির মেয়াদ

ক্রঃ নং	মন্ত্রণালয়/বিভাগ	প্রকল্প সংখ্যা	মোট প্রকল্প ব্যয় (জিওবি)	প্রকল্পের অবশিষ্ট মেয়াদের জন্য অর্থ প্রয়ো।১৮জন (জিওবি)	২০২৪-২৫ অর্থ বছরের এমটিবিএফ (জিওবি)	সমাপ্ত করতে প্রয়োজনীয় সময়(বছর)
১	বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়	২৩	৩১৫১২.৪৮	১১৮৪৬.৮৩	২৮৮৬.৭০	৪
২	তথ্য ও যোগাযোগ প্রযুক্তি (আইসিটি) বিভাগ	১৯	১০,২২৩.২২	৫,৬৭৫.৯০	১,৪২৩.৩৬	৩
৩	স্থানীয় সরকার বিভাগ	২২৫	২,০৬,৫২২.৭৮	৮৫,৭৬৬.৫১	২৫,৭২৪.২৬	৩
৪	প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়	৭	৫,৬০৮.৫২	৩,৮০০.৪৮	৪৩৭.২৫	৮
৫	খাদ্য মন্ত্রণালয়	৫	২,৩৩০.৭৩	২,০২০.৭৬	২৮৫.২২	৭
৬	রেলপথ মন্ত্রণালয়	২৯	৫৫,৬২৪.৫০	২৯,২৭৭.২৮	৪,৩৫৪.২৯	৬
৭	কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ	১৭	৩৮,৪৮৬.৭৮	২৭,৯১৬.৬৩	২,৪৯১.০৭	১১

২০২৫-২৬ অর্থবছরের প্রস্তাবিত এডিপিতে সম্পূর্ণ জিওবি অর্থায়নে, বৈদেশিক অর্থায়নের সুবিধার্থে এবং নিজস্ব অর্থায়নের বাস্তবায়নের জন্য অননুমোদিত নতুন প্রকল্প

ক্র: নং	সেক্টর	সম্পূর্ণ জিওবি অর্থায়নে অননুমোদিত নতুন প্রকল্প সংখ্যা	বৈদেশিক অর্থায়নের সুবিধার্থে অননুমোদিত নতুন প্রকল্প সংখ্যা	সংস্থার নিজস্ব অর্থায়নে অননুমোদিত নতুন প্রকল্প সংখ্যা	মোট
১	সাধারণ সরকারি সেবা	১০	১৫	০	২৫
২	প্রতিরক্ষা	২২	০	০	২২
৩	জন শৃঙ্খলা ও সুরক্ষা	৫৬	৮	০	৬৪
৪	শিল্প ও অর্থনৈতিক সেবা	৫০	১০	২	৬২
৫	কৃষি	৯০	১৩	০	১০৩
৬	বিদ্যুৎ ও জ্বালানি	৩০	৩৮	৬	৭৪
৭	পরিবহন ও যোগাযোগ	৮০	৩৭	১	১১৮
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	৫২	১২	০	৬৪
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	৪৪	৭	০	৫১
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	১৫৭	২৯	২৮	২১৪

২০২৫-২৬ অর্থবছরের প্রস্তাবিত এডিপিতে সম্পূর্ণ জিওবি অর্থায়নে, বৈদেশিক অর্থায়নের সুবিধার্থে এবং নিজস্ব অর্থায়নের বাস্তবায়নের জন্য অননুমোদিত নতুন প্রকল্প

ক্র: নং	সেক্টর	সম্পূর্ণ জিওবি অর্থায়নে অননুমোদিত নতুন প্রকল্প সংখ্যা	বৈদেশিক অর্থায়নের সুবিধার্থে অননুমোদিত নতুন প্রকল্প সংখ্যা	সংস্থার নিজস্ব অর্থায়নে অননুমোদিত নতুন প্রকল্প সংখ্যা	মোট
১১	স্বাস্থ্য	৩২	১১	০	৪৩
১২	ধর্ম, সংস্কৃতি ও বিনোদন	৩৮	৩	০	৪১
১৩	শিক্ষা	৬৯	১৪	০	৮৩
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	৮	৫	০	১৩
১৫	সামাজিক সুরক্ষা	২৯	৩	০	৩২
মোট:		৭৬৭	২০৫	৩৭	১০০৯

২০২৫-২৬ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্রঃ নং-	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
১	সাধারণ সরকারি সেবা	৩	০	২	০	৫
২	প্রতিরক্ষা	৩	০	০	০	৩
৩	জন শৃঙ্খলা ও সুরক্ষা	২	০	০	০	২
৪	শিল্প ও অর্থনৈতিক সেবা	১৬	০	৩	০	১৯
৫	কৃষি	৩৯	২	১	০	৪২
৬	বিদ্যুৎ ও জ্বালানি	১০	০	৩	১৩	২৬
৭	পরিবহন ও যোগাযোগ	৪৩	৩	৩	৩	৫২
৮	স্থানীয় সরকার ও পল্লী উন্নয়ন	১২	১	০	০	১৩

২০২৫-২৬ অর্থবছরের এডিপিতে সমাপ্তির জন্য নির্ধারিত প্রকল্প

ক্রঃ নং	সেক্টর	বিনিয়োগ	সমীক্ষা	কারিগরি	নিজস্ব অর্থায়ন	মোট প্রকল্প
৯	পরিবেশ, জলবায়ু পরিবর্তন এবং পানি সম্পদ	২৫	২	৪	০	৩১
১০	গৃহায়ন ও কমিউনিটি সুবিধাবলি	২৮	৩	০	৬	৩৭
১১	স্বাস্থ্য	৮	০	০	০	৮
১২	ধর্ম , সংস্কৃতি ও বিনোদন	১১	০	১	০	১২
১৩	শিক্ষা	১৬	০	১	০	১৭
১৪	বিজ্ঞান ও তথ্য প্রযুক্তি	১১	০	১	০	১২
১৫	সামাজিক সুরক্ষা	১১	০	১	০	১২
সর্বমোট:		২৩৮	১১	২০	২২	২৯১

২০২৫-২৬ অর্থবছরের বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে অন্তর্ভুক্ত প্রকল্প

২০২৫-২৬ অর্থবছরের প্রস্তাবিত বার্ষিক উন্নয়ন কর্মসূচিতে Public Private Partnership (PPP) তে ৭৯টি প্রকল্প

২০২৫-২৬ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য অন্তর্ভুক্ত প্রকল্প

২০২৫-২৬ অর্থবছরের এডিপিতে জলবায়ু পরিবর্তন ট্রাস্ট ফান্ডের আওতায় বাস্তবায়নের জন্য পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয় হতে ২২৮টি প্রকল্প

Challenges for effective Utilization of ADP resources

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

Way forward .....

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

Thanks

Module:3
Economic Management

Budget Making Process under MTBF

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

What We Will Discuss...

2

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

Learning Objectives

3

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

GOVERNMENT BUDGETING
The roads to reach a nations' Dreams

4

Government Budget: What It Is

5

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

The Budget has *3* broad financial dimensions:

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

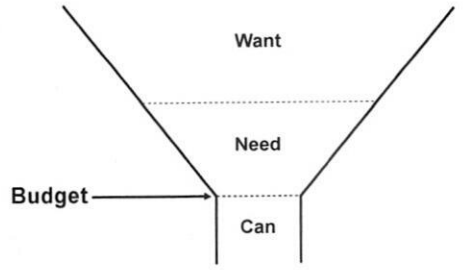
Government Budget: How it deals?

6

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

A Budget Helps...

7



Legal Mandate for Government Budgeting Under MTBF in Bangladesh

8

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

What is an MTBF?

9

A budgeting approach that

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

Shortcomings of Traditional Budget

10

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

Reform journey for MTBF in Bangladesh...

11

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

MTBF Coverage

12

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

Key Elements of MTBF

13

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

Key Elements of MTBF

14

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

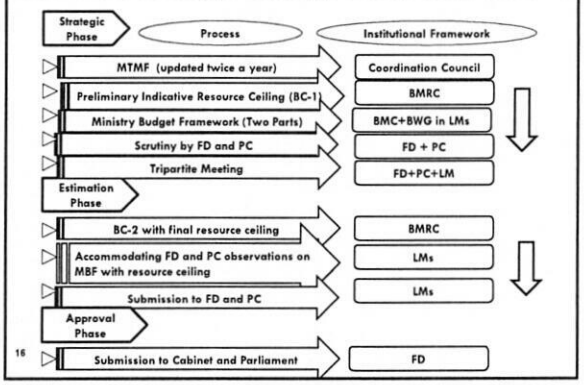
Budget Preparation Process under MTBF

15

Budget preparation process in Bangladesh is completed in three phases

- Strategic Phase
- Estimating Phase
- Budget Approval Phase

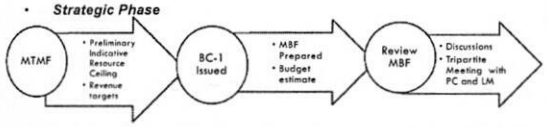
The Phases in Budget Making Process under MTBF



Budget Preparation Process under MTBF

17

- ***Strategic Phase***

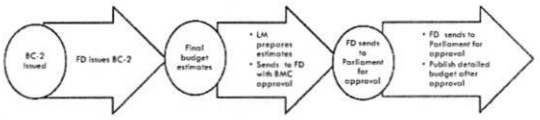


- Developing/updating the Medium Term Macroeconomic Framework (MTMF)
- Issuing Budget Circular-1
- Developing/updating the Ministry Budget Framework
- Reviewing the Ministry Budget Framework
- Finalizing ministry/division-wise indicative expenditure ceiling and revenue target

Budget Preparation Process under MTBF

18

- ***Estimating Phase***



- Issuing Budget Circular-2
- Preparing detailed estimates by the line ministries/divisions
- Reviewing and finalizing the estimates/projections

- ***Approval Phase***
  - Presentation of budget to the Cabinet and Parliament

Strategic Phase: Developing/Updating MTMF

19

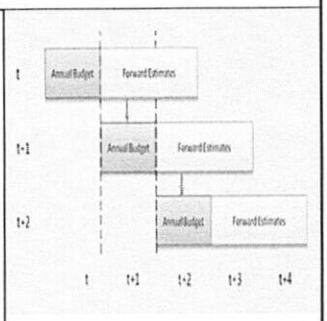
- Medium-Term Macroeconomic Framework (MTMF) is used as a tool for checking the consistency of assumptions and projections of key macroeconomic indicators for the budget year and four outer years

- A macroeconomic framework (MTMF) typically includes projections of:
  - the real sector (economic growth & investment);
  - the fiscal sector (total receipts, spending & fiscal deficit);
  - the external sector (external trade and balance of payments); and
  - the monetary sector (credit and money growth, inflation)

Strategic Phase: Issuing Budget Circular -1

20

- **MTBF involves preparation by line ministries of three-year expenditure estimates within the ceilings provided by the Finance Division. Each year, the MTBF process involves the rolling forward of the previous MTBF estimate by one year and the addition of a new outer year. As shown in the figure, the MTBF and annual budget are not two separate processes; the annual budget represents the first year of the MTBF.**



Strategic Phase: Developing/Updating MBF

21

- Each year line ministries develop/update their Budget Framework (MBF)
- Ministry Budget Framework is divided into two major Parts and Six Sections
- Part-A (First Five Sections & Two Forms) is prepared by the Ministry or Division
- Part-B (Section Six & Form 3-8) is prepared by Departments/ Agencies under the respective Ministry/Division

STRATEGIC PHASE: DEVELOPING/UPDATING MBF: COMPOSITION OF MBF

MBF-Part A (to be prepared by Ministry/ Division/Other Institution)	MBF-Part B (to be prepared by Department/ Agency)
Section-1: Mission Statement and Major Functions of the Ministry/Division	**Section-6.1:** Recent achievements of the Department/ Agencies
Section-2: Medium Term Strategic Objectives and Activities	**Section-6.2:** Activities, Output Indicators and Targets
Section-3: Poverty ,Gender and Climate reporting	**Section-6.3:** Medium Term Expenditure Estimates
Section-4.1: Priority Spending Areas/ Programmes	**Form : 3, 5:** Preliminary Revenue & Capital Receipts Target for Departments/ Agencies under the Ministry.
Section-4.2 (A): Dept/ Agency/ Operation unit wise expenditure*	**Form : 4, 6:** Preliminary Expenditure Ceiling for the Departments/ Agencies under the Ministry.
Section-4.2 (B): Economic Code wise expenditure*	**Form : 7:** Preliminary Revenue & Capital Receipts Estimates and Projections for the Departments/ Agencies under the Ministry.
Section-5: Key Performance Indicators (KPI) of the Ministry/Division/Other Institution	**Form : 8:** Preliminary Expenditure Estimates and Projections for the Departments/ Agencies under the Ministry.
Form-1: Preliminary Targeting for Revenue & Capital Receipts	
Form-2: Expenditure Ceiling for Departments and Agencies	

* Auto generated from IBAS++

Strategic Phase: Review and Finalizing MBF

23

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

Strategic Phase: Review and Finalizing MBF

24

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

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

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

25

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

Estimating Phase : Budget Circular-2

26

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

Estimating Phase: Preparing Estimates

27

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

Estimating Phase: Preparing Estimates...

28

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

Approval Phase: Budget Approval

29

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

30 SOME EXAMPLES FOCUSING ON KEY PERFORMANCE INFORMATION UNDER MTBF

Key Performance Information Under MTBF

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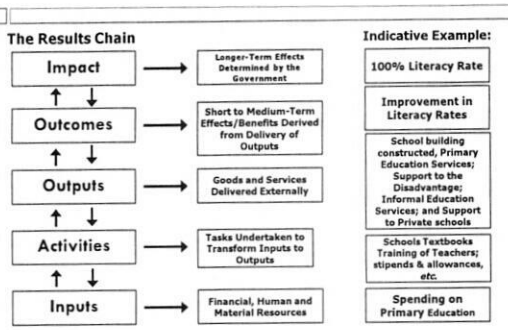


Strategic Phase: Part-A of the MBF, Section 2

32

Example: Medium-Term Strategic Objectives and Key Activities

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

Source: Adapted from Medium-Term Budget Framework 2019-20 to 202122,, Ministry of Primary and Mass Education

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

Activities	Output Indicator	Related Strategic Objectives	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets		
				2017-18		2018-19		2019-20	2020-21	2021-22
1	2	3	4	5	6	7	8	9	10	11
1. Construction, reconstruction, and extension of classrooms and routine repair and maintenance of schools	Additional classrooms constructed	1	Number (thousand)	7.00	6.9	7.50	10.0	10.00	12.0	15.0
	Rehabilitation, repair and maintenance works completed for classrooms			10.5	21.0	8.00	30.0	42.0	42.0	42.0
2. Construction of wash-block and installation of tube wells in Schools	Toilets constructed	1	Number (thousand)	3.0	6.0	3.50	2.9	14.50	14.50	15.0
	Tube wells installed			5.00	6.0	4.0	6.00	6.00	3.75	3.75
3. Stipend program for poor students	Students covered under stipend Scheme	1	Number (lac)	115.0	130	115.00	140.0	140.0	140.0	140.0

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

Strategic Phase: Example: Ministry of primary and Mass Education

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

34

Indicator	Related Strategic Objectives	Unit	Revised Target	Actual	Target	Revised Target	Medium Term Targets		
			2017-18		2018-19		2019-20	2020-21	2021-22
1	2	3	4	5	6	7	8	9	10
1. Gross Enrolment Rate	1	%	112.12	111.7	110.5	114.23	110.5	111.0	111.0
2. Net Enrolment Rate	1	%	98.2	97.97	98.15	97.85	98.50	98.70	98.8
3. Attendance Rate	1,2	%	85.00	88.0	88.50	88.0	89.00	90.0	90.0
4. Completion Rate	1,2	%	85.5	81.2	89.00	81.4	89.50	90.50	90.50
5. Rate of graduation from Grade 5 to Grade 6	1,2	%	95.5	95.18	98.70	97.59	98.0	98.0	98.0
6. Teacher-Student Ratio	1,2	Ratio	1:39	1:37	1:39	1:36	1:35	1:33	1:35
7. Literacy Rate (15+ years)	3	%	72.9	72.9	72.9	72.9	73	74	75

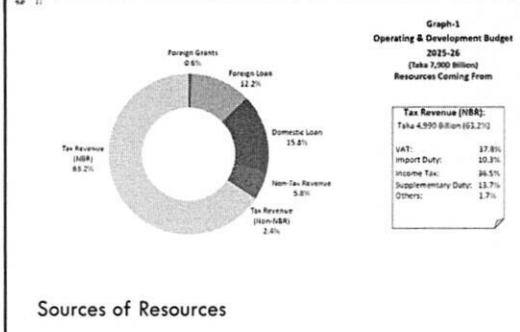
Source: Adapted from *Medium-Term Budget Framework 2019-20 to 2021-22*, Ministry of Primary and Mass Education.

Government Budget 2025-26

35

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

Analysis of National Budget



Sources of Resources

Analysis of National Budget

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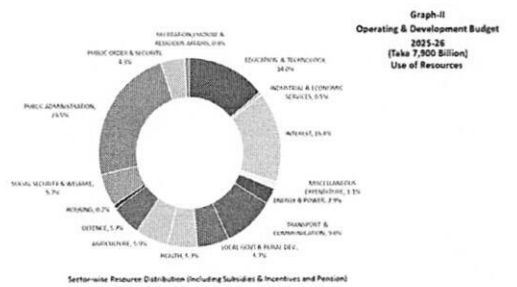

Analysis of National Budget

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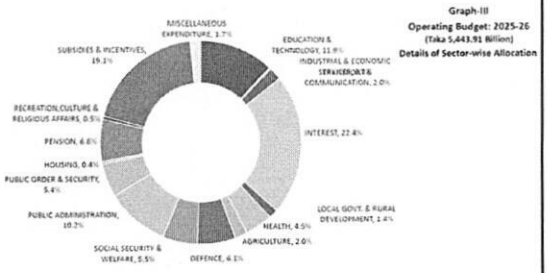

Analysis of National Budget

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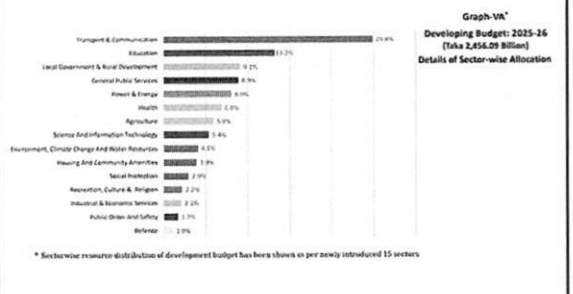

Some Terminologies in Budgeting

40

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

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Thank you

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

Md. Monzorul Haque
Joint Secretary
Finance Division.

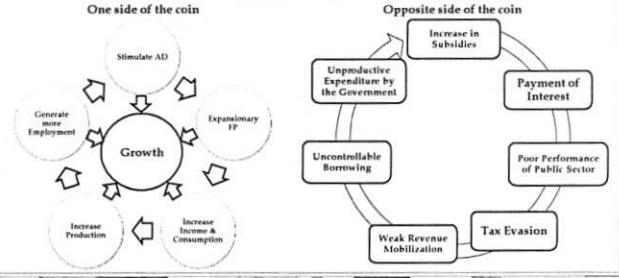
Advanced Course on Administration & Development (ACAD)
BPATC

Outline

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

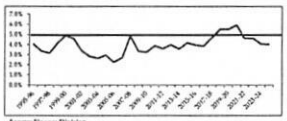
Why does the Government create a fiscal deficit/ deficit budget?

Reasons for Fiscal Deficit



Scenario of Major Macro-economic indicators in BD

Budget Deficit as % of GDP

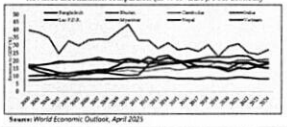


Source: Finance Division

Expenditure Trend as % of GDP

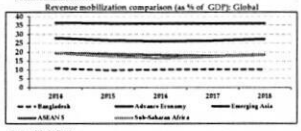
Source: Finance Division

Revenue mobilization comparison (as % of GDP): Peer Economy



Source: World Economic Outlook, April 2025

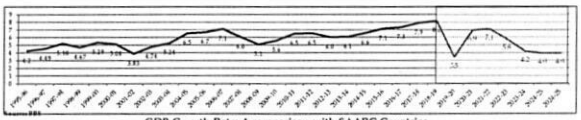
Revenue mobilization comparison (as % of GDP): Global



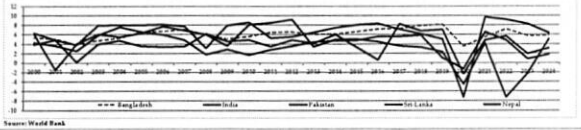
Source: World Bank

Scenario of Major Macro-economic indicators in BD

Real GDP Growth Rate of Bangladesh



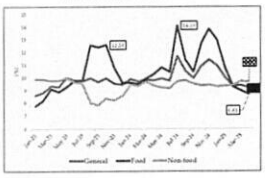
GDP Growth Rate: A comparison with SAARC Countries



Source: World Bank

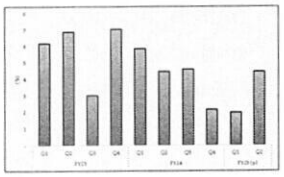
Scenario of Major Macro-economic indicators in BD

Recent Inflation Dynamics



Source: Bangladesh Bank

Quarterly GDP Growth (%)

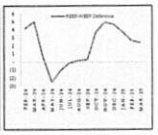


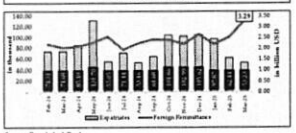
Source: BBS

Scenario of Major Macro-economic indicators in BD

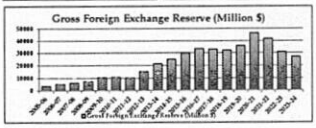
External Sector

Exchange Rate





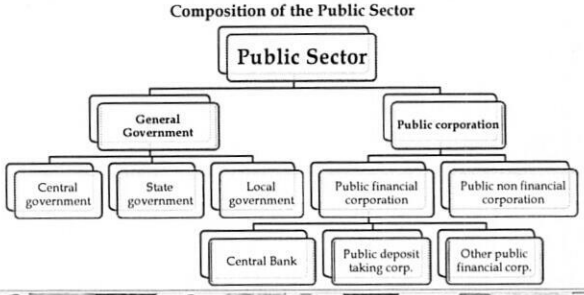
Gross Foreign Exchange Reserve (Million $)



Source: Bangladesh Bank

Public Debt Management (PDM)

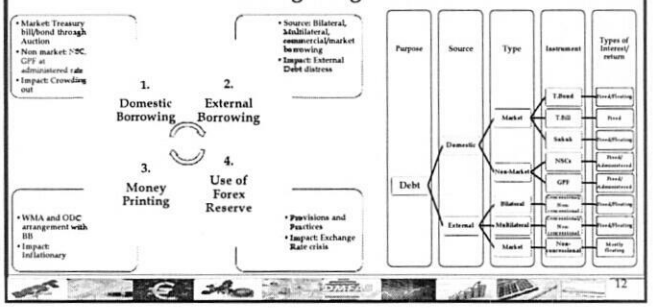
Composition of the Public Sector



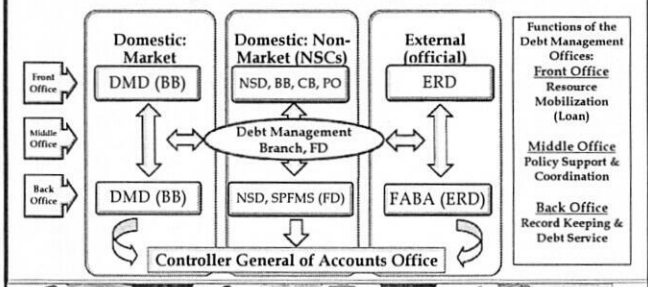
Public Debt Management (PDM)

- Public debt management is the process of establishing and executing a strategy for managing the public debt to -
  - *Raise the required amount of funding*
  - *Pursue its cost and risk objectives, and*
  - *Any other PDM goal, such as developing and maintaining an efficient and liquid market of gov. securities*

Financing Budget Deficit



Debt management Institutional Arrangements: Bangladesh



Policy Inter dependency and Trade-off

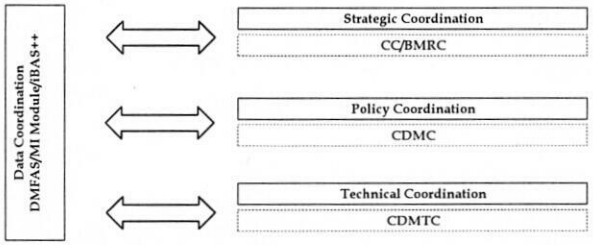
- Exchange rate and interest rate policies constrain the amount of foreign currency debt and floating rate debt that can be issued. Nature of inter-relations differ depending on FX regime.
- Poor debt structures can jeopardize the CB's ability to tighten interest rate or to depreciate/devalue

- High and volatile inflation and interest rate may reduce government revenue by slowing down economic activity of the private sector. Sterilization and quasi-fiscal deficit can directly increase the level of debt
- Poor fiscal management and high levels of debt can increase inflationary expectations and cause interest rates rise, and/or the currency depreciation.

- Debt structure affects the fiscal costs of debt servicing and con jeopardize fiscal sustainability
- Tax and expenditure levels determine the levels of debt that needs to be issued

Trade-offs among Fiscal policy, Monetary policy and Debt Management Strategy- Need better coordination.

Debt Management Coordination



Unified PDM: *Structural Benefits*

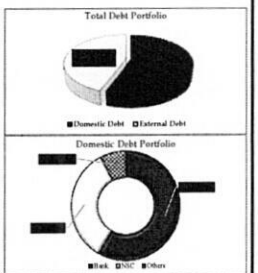
- Better monitoring of debt management targets stated in the Annual Borrowing Plan;
- Unified strategy for domestic and external debts;
- Improvement in government portfolio management (asset and liabilities management);
- Reduction in debt service costs.
- Development of human resources

Structure and Dynamics of the Government Debt

Debt Stock of the Government as of June 2024

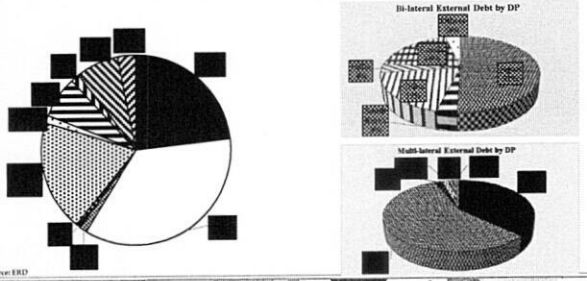
(Taka mn)

Source of Borrowing	As of 30 June, 2021	As of 30 June, 2022	As of 30 June, 2023	As of 30 June, 2024
A. Domestic Debt (1+2)	7,23,939	8,47,030	9,44,335	10,20,205
1. Debt from Banking Sources	3,34,252	4,19,627	5,07,763	5,96,863
1.1. Treasury Bills	51,268	77,024	1,23,681	1,33,446
1.2. Treasury Bonds & SPTB	2,74,983	3,24,603	3,66,083	4,44,419
1.3. Sukuk	8,000	18,000	18,000	19,000
2. Debt from Non-Bank Sources	3,89,686	4,28,303	4,36,572	4,23,342
2.1. Debt from NSCs	3,45,655	3,65,562	3,65,233	3,44,109
2.2. Others (GPF)	44,031	62,741	71,339	79,233
B. External Debt	4,20,357	4,95,793	6,72,978	8,12,077
C. Total Debt (A+B)	11,44,296	13,43,723	16,17,313	18,32,282
GDP	35,30,184	39,76,462	44,49,950	50,48,027
Debt to GDP (%)	32.41%	33.79%	36.34%	36.30%
Domestic Debt to GDP	20.51%	21.32%	21.22%	20.21%
External Debt to GDP	11.91%	12.47%	15.12%	16.09%



Debt Management
Finance Division, Ministry of Finance

External Debt Portfolio as of June 2024 by DP



Source: ERD

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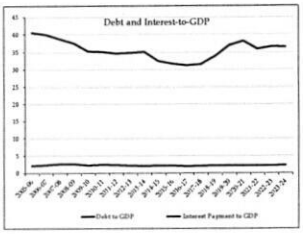
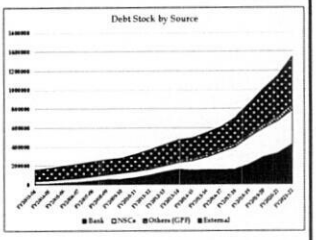
Debt Management
Finance Division, Ministry of Finance

Debt Stock Scenario



Source: FD



Source: FD

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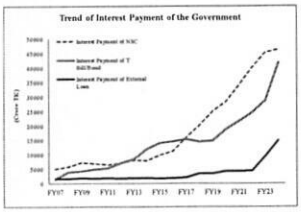
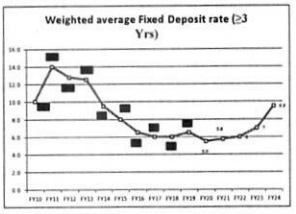
Debt Management
Finance Division, Ministry of Finance

Trend of Interest Payment





Sources: FD

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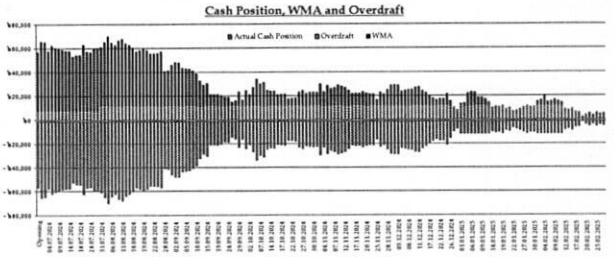
Debt Management
Finance Division, Ministry of Finance

Cash Mismatch: Uncontrolled borrowing & lack of expenditure forecasting tools

Cash Position, WMA and Overdraft



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Debt Management
Finance Division, Ministry of Finance

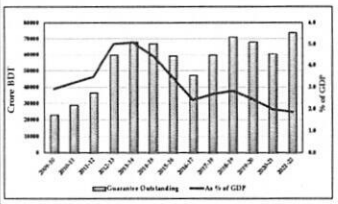
Contingent Liability: Opportunity & Risk

23

Debt Management
Finance Division, Ministry of Finance

Contingent Liability of the Government (off Budget)

Sovereign Guaranteed loans of SoE's (Explicit)



PPP: Is it a concern and to what extent?

- Total number of projects (on going, pipeline, proposed) as of December 2021: 78
- Financial involvement: US$ 36 Billion (Approx.)

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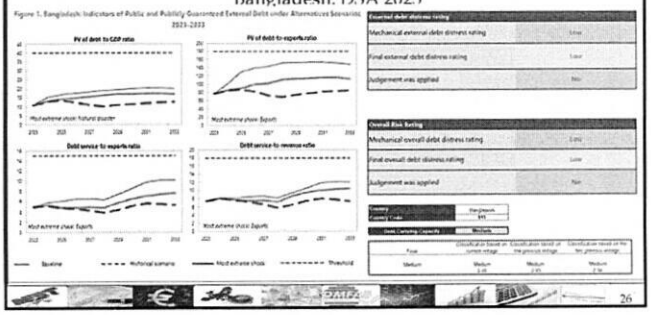
Debt Sustainability

Bangladesh: DSA 2023



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

Thank You

Perspective Plan of Bangladesh: Implementation Strategies and Challenges

Abdul Baki
abaki_23@yahoo.com

Discussion outline

- Understand historical evolution of planning
- PP 2041: Basic Features
- Examine 8 FYP achievements and Evaluate Planning Commission
- PP 2041: Challenges and way forward

2

Evolution of Planning in Bangladesh

1972–1990s
Early Period (1972–1990s): Post-war, reconstruction, 5YPs

2010–Present
Recent Era (2010–Present): 6th-8th Plans, Perspective Plans, Delta Plan 2100

Medium-Term (1990s–2010): PRSPs, donor-driven

1990s–2010

3

Bangladesh Perspective Plan 2021–2041

Vision 2041 Goal: Transform Bangladesh into a *developed, prosperous, and equitable* society by 2041.

Establishing Bangladesh as a knowledge hub.

4

Two principal visions of PP 2041

Bangladesh will be a developed county by 2041, with per capita income of over USD 12,500 in today's price (the nation is marching on to move up to Upper Middle Income country by 2031)

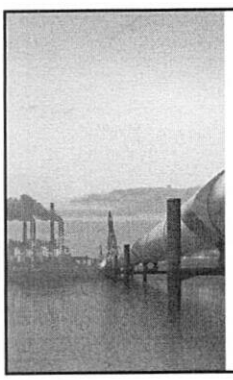
Poverty will become a thing of the past in Sonar Bangla

5

Vision 2041

- Four Institutional Pillars that will be harnessed by the people, who are the principal driver of growth and transformation:
  - I. Governance
  - II. Democratization
  - III. Decentralization
  - IV. Capacity building

6



Key Features/ Focus Areas

- Eliminating extreme poverty
- Structural transformation of the economy;
- Investing in human capital;
- Digitalization, innovation & 4th Industrial Revolution (4IR);
- Infrastructure & transport;
- Sustainable power & energy policies;
- Social protection & guaranteeing a minimum quality of life for all;
- Environmental sustainability & climate resilience.

7

Quantitative Targets (by 2041):

Indicator	2020	2041 Target
Per capita income (USD)	2,000	12,500
Poverty rate	20.5%	<3%
Urban population	38%	50%
Industrial share of GDP	35%	40%
Female labor force participation	36%	50%

8

Quantitative Targets (by 2041):

Indicator	2031	2041 Target
GDP growth rate	~9% annually by 2031	~9.9% by 2041
Investment-to-GDP ratio	~40.6% by 2031	~46.9% by 2041
Savings ratio (national)	~41% of GDP by 2031	~46-47% by 2041
Revenue collection (government revenue / GDP)	~19% by 2031	~24.1% by 2041
Export earnings	US$ 150 billion by 2031	US$ 300 billion by 2041

9

Key Strategies of PP 2041

- **Alignment:** Integrate PP2041 with 8th and 9th Five-Year Plans and SDGs.
- **Resource Mobilization:** Expand domestic revenue (tax-to-GDP ratio target 20%+).
- **Public Investment Management Reform (PIM):** Ensure project efficiency.
- **Digital and Smart Governance:** E-planning, digital monitoring dashboards.
- **Decentralization:** Empowering local government and regional equity.
- **Private Sector & PPP Promotion:** For infrastructure and industrial diversification.
- **Monitoring & Evaluation (M&E):** Performance indicators, periodic reviews.

10

Implementation Framework and Strategies

National Level: Planning Commission (General Economics Division - GED) as lead. → **Sectoral Ministries:** Formulate and implement sectoral masterplans. → **Local Governments:** Decentralized implementation.

Private Sector: PPPs and investment-driven growth.

Development Partners: Financing, technical assistance, capacity building.

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Quick review of 8 Five Year Plan (2020-2025)

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Bangladesh 8th Five Year Plan (FY2020–2025): Key Macroeconomic Targets vs Achievements

Indicator	Target FY2025	Latest Achievement (FY2025)	Status
GDP Growth	8.51%	4.0%	✗ Off track
Per Capita GNI	$3,271	$2,793	⚠ Below target
Investment (% of GDP)	36.99%	31%	⚠ Slow progress
Inflation (CPI)	5.5%	9.7%	✗ Off track
Export Growth	12.2%	9%	⚠ Moderate progress

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Human Development and Social Progress

Indicator	Target	Achievement	Status
Poverty Rate	15.6%	18.7%	⚠ Slight reversal
Extreme Poverty	7.4%	5.6%	☑ On track
Female Labor Participation	40%	37%	⚠ Below target
Life Expectancy	74.8 yrs	73.4 yrs	☑ Progressing
Education (NER)	100%	98%	☑ Nearly achieved

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Infrastructure and Energy Development

Sector	Target	Achievement	Status
Power Generation	30,000 MW	28,134 MW	☑ Near target
Electricity Access	100%	100%	☑ Achieved
Urbanization	42%	39%	⚠ Moderate growth
Internet Access	70%	66%	☑ Strong progress

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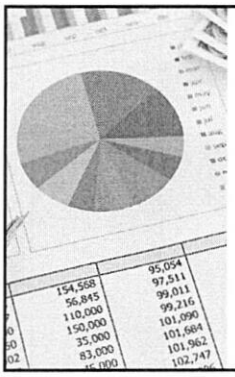

Fiscal and Governance Challenges during 8 FYP

- **Revenue Mobilization:** Tax-to-GDP less than 8% (target 12.3%)
- **ADP Implementation Delays:** Project inefficiency and cost escalation.
- **Weak Private Investment:** Bureaucratic bottlenecks, high cost of capital.
- **Inflation Management:** Persistent double-digit food inflation.
- **Governance Gaps:** Low institutional efficiency and weak coordination among ministries.

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•Bangladesh Planning Commission: Core Challenges

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Challenges at a Glance

Challenge	Description
Over-centralization	Weak local planning, top-down decisions
Implementation Deficit	Project delays, cost overruns, poor M&E
Capacity Gap	Skills shortage, Limited expertise in project design, appraisal, and monitoring, weak data-driven planning
Governance Issues	Corruption, political interference, inflated projects

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Procedural Bottlenecks in Planning

- ✓ Lengthy approval process for ADP projects
- Overlapping responsibilities between ministries and Planning Commission
- Excessive bureaucratic paperwork and multiple clearance stages
- ⚠ Lack of digitalization in approval and monitoring systems
- Delays cause cost escalation, inefficiency, and reduced impact

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PP 2041: Challenges and bottlenecks

Category	Key Issues
Governance	Bureaucratic inertia, lack of accountability, corruption
Institutional Coordination	Overlapping mandates, weak inter-ministerial coordination
Financing	Low tax-GDP ratio, inefficiency in ADP implementation
Human Capital	Skills mismatch, poor education–industry linkage
Infrastructure	Energy shortages, urban congestion
Data and M&E	Weak data ecosystem for evidence-based planning
Climate Change	Resource diversion due to disaster risk and adaptation costs

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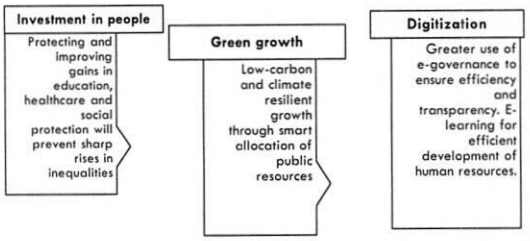
Four areas where need deeper and more focused approach

- Firstly, need to build stronger institutions
- Secondly, implementation capacity in public agencies
- Thirdly, stronger policy focus is needed in the area of income inequality. In particular, reform of public finances that increases the equity of tax collection and public spending are of substantial importance. Especially, the equity aspects of public spending on education and health require considerable effort.
- Fourthly, The integration of climate change and environmental management issues in growth and fiscal policy management

21

To seize the opportunity



22

Concluding Reflection

- Effective implementation of the **Perspective Plan 2021–2041** depends not only on financial resources but also on the **quality of governance, institutional coordination, and policy adaptability**.
- Bangladesh's transition from a developing to a developed country by 2041 requires a *"whole-of-society approach"* — combining **strong leadership, institutional reforms,** and **citizen participation** to translate the plan's vision into results.
- To be effective, the Bangladesh Planning Commission must transform from a **project-approving bureaucracy** into a **dynamic, knowledge-driven policy think tank** of the government.

23

Thank You

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SOCIAL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

DR. MUHAMMAD MUSTAFIZUR RAHAMAN
Joint Secretary
Health Services Division
Ministry of Health & Family Welfare
January 18, 2026

STRUCTURE OF PRESENTATION

- Background
- Concept of Stakeholder, Shareholder , Entrepreneurship.
- Concept & Types of Social Business
- Examples of Social Business
- Implications of Social Business for Development.
- Ground Realities of Social Business: Case Studies

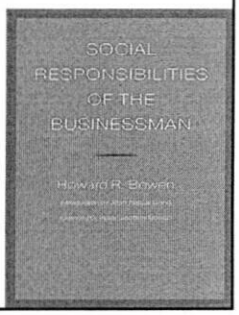
STRUCTURE OF PRESENTATION

- Origins of Social Business
  - ➢Charity and Philanthropy
  - ➢Conventional Business
  - ➢Corporate Social Responsibility
  - ➢Creating Shared Value
- Social Business: A Comparative Perspective
- Social Business and Social Entrepreneurship
- Critical Review of Social Business
- Governance and Social Business.

BACKGROUND

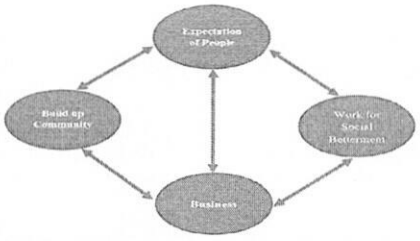
❑Macroeconomic Objectives of Business

- ➢ High Standard of Living
- ➢Economic Progress
- ➢Economic Stability
- ➢Personal Security
- ➢Order
- ➢Justice
- ➢Freedom
- ➢Development of Individual Person
- ➢Community Improvement
- ➢National Security
- ➢Personal Integrity



BACKGROUND

What should be the role of Business to the Society?



BACKGROUND

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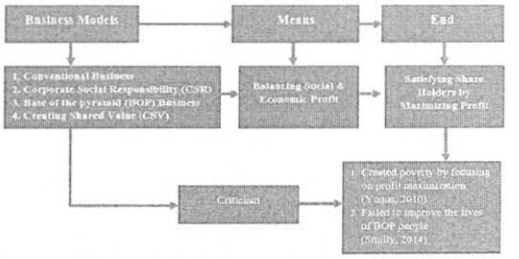
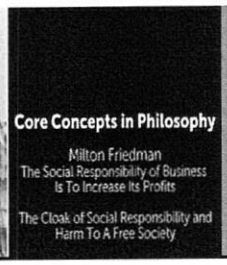


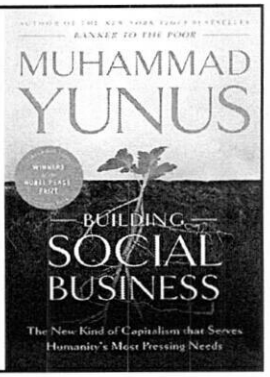
BACKGROUND

Solipsistic view of Business
Maximization of Profit



BACKGROUND

- Altruistic View of Business.
- The primacy of social business is to maximize social profits.
- Addressing social business lies at the center of the business.



BACKGROUND

- Professor Muhammad Yunus (2024 &2025):
  - You make investment not for profit, but for the benefit of others.
  - Build a social business in your village, upazila or your business establishment areas. Social business including improving clean water, providing healthcare, etc.
  - "By addressing critical sectors through social business, we can significantly resolve issues."
  - Prof. Yunus doesn't insist that all businesses in this world should be social business.
  - He wants more people to come forward to start social business to address social problems created by capitalism.

STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

- Stakeholder
- The word first used in 1963 in an internal memorandum at the Stanford Research Institute.
- The Theory was developed and championed by R.Edward Freeman in the 1980s.
- A stakeholder is any individual, group, or organization that is influenced by or influences an organization's actions.
- Stakeholder theory holds that businesses exists to do more than just make profits and money for shareholders.
- Instead they function best and serve the greater good when their actions reflect what is best for all stakeholders-employees, shareholders, customers, communities, suppliers, and government.

STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

- **Shareholder:**
- A person who owns share in a company and therefore gets part of the company's profits and the right to vote on how the company is controlled.
- Milton Friedman developed the theory in 1962.
- The Theory proposes that the only responsibility of managers is to serve in the best possible way the interests of shareholders, using the resources of the corporation to increase the wealth of the latter by seeking profits.

STAKEHOLDER, SHAREHOLDER, ENTREPRENEURSHIP

- Entrepreneurship:
- Simply put, entrepreneurship is the process of setting up a business with the hope of earning profits.
- Economist Joseph Schumpeter defined the role of entrepreneur as being involved in "creative destruction"-meaning-creating new ides and innovations that disrupted traditional business and industries and replace them with something new and forward thinking.
- Five phase of entrepreneurship development: idea generation, opportunity evaluation, planning, company formation, and growth.

CONCEPT & TYPES of SOCIAL BUSINESS

- Yunus: "Selfless" business purpose to bring an end to a social problem.
- Types:
  1. Type 1: non-loss, non-dividend business devoted to solving a social problem. The investors or owners don't earn profit but they can get return of the original investment.
  2. Type 11: profit making business owned by its poor targeted beneficiaries. All profits are to be distributed to the poor owner or invest all profits in expanding and improving the business.

PRINCIPLES OF SOCIAL BUSINESS

- Seven Principles:
  1. Solve poverty/ social problems rather than to maximize profit.
     - Maximization of social problems lies at the centre of business.
     - The world should evolve towards a society without poverty and unemployment.
  2. Attains economic and financial sustainability.
     - A social business is expected to be sustainable without sacrificing social benefits.
     - Financial sustainability implies that it enables the programs to expand without budget limitations.
     - And the program size is not constrained by fund availability.
  3. No-dividend is given beyond investment amount.
     - The owner is not going to get any personal profit out of this business.
     - Getting the investment money back is, however, allowed.

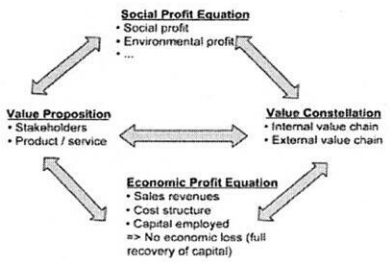
PRINCIPLES OF SOCIAL BUSINESS

- Seven Principles:
  4. Profit is reinvested for the expansion and improvement.
  5. Business is environmentally conscious.
     - The world should evolve towards a society without carbon dioxide.
     - Social harm or weakness can create internal cost of firms.
     - Spending for social goods may neutralize externalities created by business.
  6. Workforce gets market wage with better working conditions.
     - Decent work agenda-rights for proper remuneration.
  7. Do it with joy.

ROLE of HAPPINESS in SOCIAL BUSINESS

- Beyond no dividend policy, happiness is the motivating factor to invest in social business.
- Investors of social business get happiness instead of dividends through making others happy.
- Happiness is as important as any other dividends.
- Happiness makes people more productive leading to more income enhancement (Professor Andrew Oswald, 2024).
- The correlation between income and happiness is close to zero in rich countries (Professor Robert Lane,2000).

SOCIAL BUSINESS MODEL



YUNUS SOCIAL BUSINESS CENTER (YSBC)

Continent	No. of YSBCs	No. of Countries	Countries
Asia	63	16	Bangladesh(2), China(5), Hong Kong(1), India(18), Japan(2), Malaysia(7), Nepal(2), Palestine(1), Singapore(1), Taiwan(14), Thailand(5), Philippines (1), Azerbaijan(1), Armenia (1), Turkey(1) Uzbekistan (1)
Africa	9	5	Zimbabwe(1), Kenya (3), Benin (1), Uganda (3), Central African Republic (1)
Europe	24	10	Germany(2), Poland(1), France(5), Spain(5),Switzerland(1), UK(2), Italy(5),Albania(1), , Portugal (1), Macedonia (1),
North America	5	3	USA (1) Canada(1), Mexico(3)
South America	6	4	Brazil(1),Bolivia(1) Ecuador (1) Colombia (2)
Australia	4	2	Australia(3), New Zealand(1)

A Yunus Social Business Centre (YSBC) is a hub for social business in universities around the world, following the principles of Nobel Laureate Professor Muhammad Yunus. YSBCs are set in collaboration through agreement between Yunus Centre and the university with the aim of spreading the concept and practice of social business among the university students and researchers.

111 YSBCs established in 40 countries

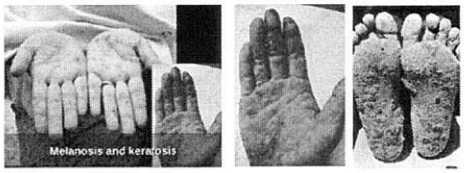
EXAMPLES of SOCIAL BUSINESS

- Grmeen Danone Foods Limited, 2006.
- Grameen Veolia Water Limited, 2008.
- Grameen Health Care Services Limited, 2006.
- Grameen Shakti, 1990.
- Grameen Caledonian College of Nursing, 2010.
- Grameen America, 2008.
- Yunus SB Venture on EcoSolutions in Khulna region.
- Rozafa Foundation in Albenia.
- AVSI Foundation in Itali.
- African Development Bank and Japanese Trust Fund-Tunisia, Togo and Uganda.
- Yunus SB Venture in Brazil to address unemployment and climate action.
- Dristee and Narayana Hrudayalaya in India.

A CASE STUDY: GVW to ADDRESS ARSENIC POISONING

- Arsenic contamination in groundwater and foodstuff in Bangladesh is one of the severe public health concerns.
- In Bangladesh, patients with arsenicosis have been suffering from the most awful socioeconomic problems than any other patients who are suffering from other arsenic exposure-associated disease.
- Around 85 percent area of Bangladesh is contaminated with arsenic in groundwater (Rahaman, Mise, Ichihara, 2022).
- Bangladesh is considered the site of largest environmental arsenic poisoning, with an estimated 50 million people at risk of exposure (Hossain and Zemgals, 2024).
- Due to Arsenicosis 17 people died in 2010 in the project area.

A CASE STUDY: GVW to ADDRESS ARSENIC POISONING



A CASE STUDY: GVW to ADDRESS ARSENIC POISONING

- Grameen Veolia Water (GVW) limited was established in 2008.
- The GVW-joint venture between French Veolia Water and Grameen Bank.
- The project started its business at Goalmari Union in 2009 and then Padua, in 2010 (Daudkandi Upazila under Cumilla).
- The project set up a water treatment plant near Meghna River.
- Collecting water from river, GVW purified it and supplied it through a pipeline.
- Communal tap points were established to collect arsenic free water.
- Considering the poverty of the area and social business principles, the project provided 10 litre pure water only with 2.5 BDT in rural areas.
- Presently, price of 10 litre water is 3.00 BDT.

A CASE STUDY: GVW to ADDRESS ARSENIC POISONING

A CASE STUDY: GDF to ADDRESS MALNUTRITION

- Grameen Danone Food (GDF) limited was a first social business established in 2006 with initial investment of US$1 million.
- The GDF was a joint venture between French Danone and Grameen Bank.
- The GDF set up a factory at Bogra, one of the poverty stricken districts.
- GDF produced 'Shoktidoi' from cow milk and date molasses enriched with some food nutrients to alleviate malnutrition among children.
- Initially, the GDF produced 80gram yoghurt cup.
- Considering the poverty of the area and social business principles, the project used to sell 80gram yoghurt cup at BDT 6 to make it affordable to the poor children.

A CASE STUDY: GDF to ADDRESS MALNUTRITION

Mission

- Provide health through nutrition for marginalized communities.
- Create employment among vulnerable communities.

1 Kids Malnutrition

2 Rising Unemployment

3 Increasing Inflation

Shokti+ Doi

Shokti+ Biscuits

Products: fortified yogurts and biscuits, developed to cover up to 30% of daily recommended allowances of Iron, Vitamin A, Zinc and Iodine.

These products improve health of young kids by filling the gap of micro-nutrient and protein.

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A CASE STUDY: GDF to ADDRESS MALNUTRITION

- Production capacity: 5 tons per day; monthly sales: over 800,000 cups monthly; Nutrients: zinc, iron, iodine; rural sales:20%, urban sales: 80%.

DEVELOPMENTAL PERSPECTIVE of SOCIAL BUSINESS: GVW

S.L	Description	2009	2024	Remarks
1	No. of Villages	3	7	6 KM Networks.
2	Method	1	1	River water treatment with HDPE pipe networks of 22 km.
3	No. of Water Points	11	816	In 2009, its only stand posts.
4	No. of Customers/Users	440	4318	Through stand post, house connection, private connection.
5	Households/Family	110	898	
6	No. of Institutions	00	7	Three Schools and four Mosques
7	Floating People	00	600	From market stand post
8	Peoples Covered	2646	9265	In 7 villages of 2 unions
9	Arsenic Patients	6	Not noticed	Usually patients hide their sickness.

DEVELOPMENTAL PERSPECTIVE of SOCIAL BUSINESS: GDF

500+ dairy small hold farmers

1 factory with ~100 local workers

~140 sales force leveraging SFA

~300K consumers served

Indirect jobs impacted (~3000 people)
- distributors, suppliers, contract manufacturers, support services

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DEVELOPMENTAL PERSPECTIVE of SOCIAL BUSINESS

- Addressing the unmet needs of the BOP people is crucial to raising their welfare and income (BOP Theory, 2002).
- The GVW was able to provide water through establishing 22 kilometer pipeline with 816 community tap points and 4318 connection.
- The GVW benefited 9265 people and 898 families by ensuring arsenic free water .
- ➢ The GDF employed rural women for door to door sales and GVW employed sales persons at public tap points, thus; created income earning opportunities.
- ➢ Made available backward support to cow milk producers and grameen ladies by giving loan from grameen bank.

DEVELOPMENTAL PERSPECTIVE of SOCIAL BUSINESS

- Market responds to purchasing power and poor lacks very purchasing power (Rahaman and Kono, 2015).
- ➢ Prices of products were defined considering the purchasing capacity of poor.
- ➢ Addressed pressing social problems mostly encountered by BOP people.
- ➢ They might have positive impact on livelihood of the BOP people by creating human, financial, physical, and social capital.

TOWARDS the ROOT of SOCIAL BUSINESS: CHARITY and PHILANTROPHY

- Charity: An organization whose purpose is
  - to give money, food, or help to those who need it,
  - or the carry out activities such as medical research that will help people in need, and not to make a profit.
- Philanthropy: Is a form of altruism that
  - consists of "private initiatives for the public good,
  - focusing on quality of life".

TOWARDS THE ROOT OF SOCIAL BUSINESS: CHARITY AND PHILANTHROPY

Period	Charity & Philanthropy
21st Century	Technology and Partnership Driven philanthropy
Twentieth Century	- International Philanthropy - Structured Philanthropy
Industrial Age	- Tackle Root causes of Societal Issues
Enlightenment Era	Social betterment (Desire to improve society)
Medieval	Religious reason/ institution (Faith and Commitment to God/ Allah)
Ancient	Helping the needy Community's Fabric.

WORLD GIVING INDEX- 2024

- Top 10 countries in the world
  - Indonesia
  - Ukraine
  - Kenya
  - Liberia
  - United States
  - Position of Bangladesh 105
  - Position of Japan 139

REASONS of CHARITY and PHILANTROPHY

- Religious Reason
- Life Satisfaction
- Economic Reason

CAPITALISM & CONVENTIONAL BUSINESS

- World's dominant economic system is capitalist economy.
- Capitalism include capital accumulation, competitive markets, self-interest, profit motive etc.
- Conventional business actually relies on the philosophy of classical economist Adam Smith and neoclassical economist Milton Friedman.
- In a properly structured and sufficiently competitive market, a focus on profit maximization may be the most direct way to contribute to the social good.
- By pursuing self-interest, someone promotes societal welfare more than (s) he really intends to.

CAPITALISM & CONVENTIONAL BUSINESS

- A conventional profit-maximizing business
  - creates employment opportunities;
  - generates revenue for the business and the government;
  - brings in goods and services which are valuable for the well-being of society.
- In reality social welfare
  - is only a by-product of conventional business.

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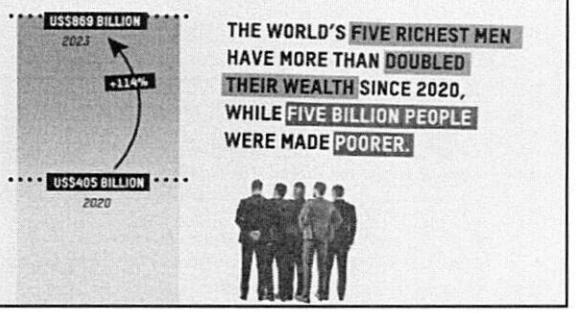
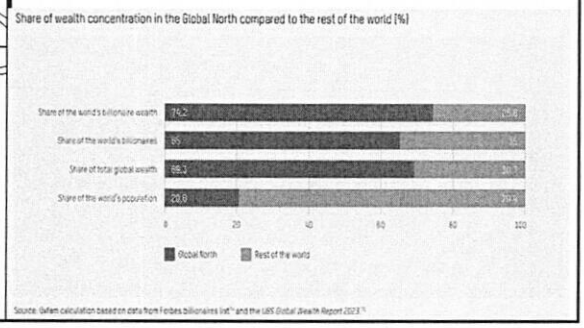
REALITIES *of* CAPITALISM & CONVENTIONAL BUSINESS

- 9.2% of the global population (700 million) live in extreme poverty (less than $1.90 per day)
- The world's richest 1% own 43% of all global financial assets.
- The richest 1% globally emit as much carbon pollution as the poorest two-thirds of humanity.
- Just 0.4% of over 1,600 of the world's largest and most influential companies are publicly committed to paying their workers a living wage and support payment of a living wage in their value chains.
- It would take 1,200 years for a female worker in the health and social sector to earn what a CEO in the biggest Fortune 100 companies earns on average in one year.

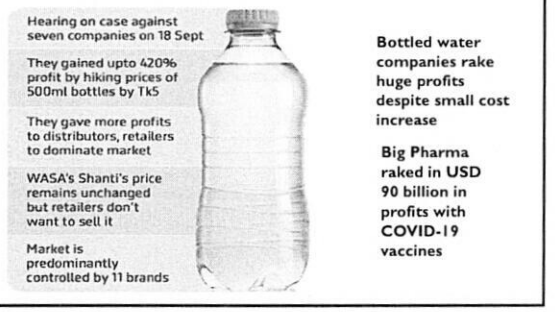
REALITIES *of* CAPITALISM & CONVENTIONAL BUSINESS



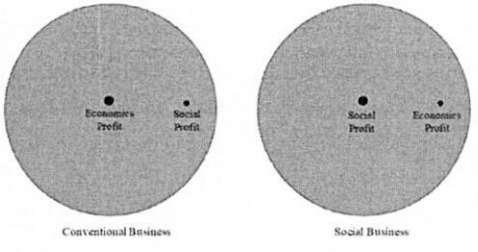
REALITIES *of* CAPITALISM & CONVENTIONAL BUSINESS



REALITIES of CAPITALISM & CONVENTIONAL BUSINESS



Conventional Business Vs Social Business



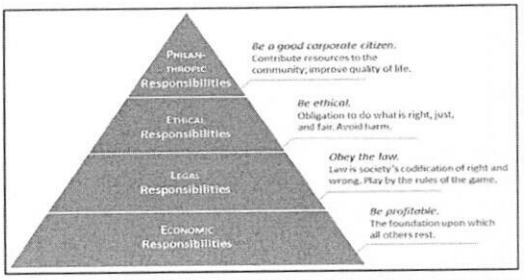
CONVENTIONAL BUSINESS VS SOCIAL BUSINESS

Conventional Business	Social Business
A means of earning profits.	A means of solving social problems.
Address social problems is not the main activity of the corporate.	Addressing social problems is the main activity of the business.
Dividend is allowed.	Dividend is not allowed.
Unfavourable to address poverty. Market respond to purchasing power, poor lack purchasing	Favourable to address poverty. Prices are defined considering poor's purchasing capacity.

CORPORATE SOCIAL RESPONSIBILITY

- CSR was coined by Howard Bowen in 1953 in his book Social Responsibility of Businessmen.
- Bowen advocated for business ethics and responsiveness to societal stakeholders.
- A. B Carroll provided the pyramid model of CSR in 1991.
- By the early 2000, strategic CSR has become dominant business model.
- Strategic CSR is based on stakeholder theory (Freeman, 1984) which suggests that a company's real success lies in satisfying all its stakeholders –not just shareholders.
- Strategic CSR linked CSR with its profitability and branding of the company.

Archie Carroll's Pyramid Model Of CSR



CREATING SHARED VALUE

- Michael E. Porter and Mark R. Kramer : Creating Shared Value. How to reinvent Capitalism- and unleash a wave of innovation and growth. *Harvard Business Review*, 2011.
- Value Creation = Profit from Revenue-Cost incurred.
- Shared Value Creation focuses on identity and expanding the connection between the societal and economic progress.
- It's all about balancing between social and economic profit.

CREATING SHARED VALUE

- Porter and Kramer argued that social needs as well as conventional economic needs define markets.
- They also argued that addressing social problems do not contradict with profit maximization.
- The starting point for creating shared value is to identify all societal needs, benefits, and harms that are or could be embodied in the firm's product.
- Profits involving a social purpose represent a higher form of capitalism.

CONNECTION between COMPETITIVE ADVANTAGE and SOCIAL ISSUES

WAYS of CREATING SHARED VALUE

- ❑ When a company invests in a wellness program,
  - ➢ society benefits because employees and their families become healthier.
  - ➢ Firms can be benefited by minimizing employee absences and lost productivity.
- ❑ By reducing its packaging and cutting 100 million miles from delivery routes of its trucks, Wal-Mart
  - ➢ lowered carbon emissions; and
  - ➢ saved $200 million in costs in 2009.[Redefining productivity in the value chain]
- ❑ Coca-Cola reduced its worldwide water consumption by 9% from a 2004 baseline by using Dow Chemical. [Resource Use].

CSV and SOCIAL BUSINESS: A COMPARISON

- **CSV (2011):**
  - Conventional **economic needs** as well as **social needs** define **markets.**
  - **Profit maximization** do **not contradict** with **social welfare.**
  - But, **markets respond** to **purchasing power** and the **poor** people **lack purchasing power business unfavorable** to **address poverty.**
- **Social Business (2007; 2010):**
  - **Prices** are defined considering the **purchasing capacity** of the **poor** which makes the **business favorable** to **address poverty.**

BOP and SOCIAL BUSINESS: A COMPARISON

- **BOP business (2004):**
  - **Poor are creative entrepreneurs and value demanding consumers.**
  - **Disruptive innovation helps conventional business to addressing poverty and reaping profit.**
  - **But, the outreach of the business is limited to relatively better-off people.**
- **Social Business (2007;2010):**
  - **The target of most social business is these unreached poor people.**

SOCIAL BUSINESS and SOCIAL ENTREPRENEURSHIP

- **The concept of social business/social enterprises emerged much earlier than Yunus's social business concept.**
- **Social enterprises adopted the following means and ways to address social problems:**
- **Inventing Low Cost Technology;**
- **Providing Commodities /Services for the Poor at Affordable Price;**
- **Providing Income Opportunities for the Disadvantaged;**

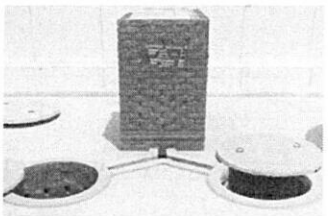
ADDRESSING SOCIAL PROBLEMS by SOCIAL ENTERPRISES : MEANS and EXAMPLES

- **Inventing Low Cost Technology.**
- Examples:
- **Bindheshawar Pathak (1970): Liberated scavengers** employing low-cost **safe sanitation** technology.
- **IDE (1982):** Introduced low cost **irrigation** and **water recovery system** at an affordable price.
- **SELCO (1995):** Provided **electricity** to **rural poor** through setting low cost **solar bulb**.
- **Iftekhar and Maqsood (1995)**: Invented low cost **waste recycling method** to address **environment pollution**.

Manuel Scavenging

- **Job creation:50,000;Liberated Scavenging:240 towns, over 1 million scavengers.**
- **Rehabilitated: 36,000 scavengers.**

Two Pit Toilet



- **Toilet installed: more than 1.2 million.**

Low Cost Irrigation System


- Working area: 11 countries; Irrigation technology sold: 2.5 million; Additional income increase: $150 million annually.

ADDRESSING SOCIAL PROBLEMS by SOCIAL ENTERPRISES : MEANS and EXAMPLES

- Providing Commodities /Services for the Poor at Affordable Price.
- Examples:
- Devi Shetty (2001): Provides low-cost cardiac services for the poor people.
- Mobile phone companies made cellular phone available to the poor people at affordable price.

ADDRESSING SOCIAL PROBLEMS by SOCIAL ENTERPRISES : MEANS and EXAMPLES

- Providing Income Opportunities for the Disadvantaged.
- Examples:
- Arong Rural Handicrafts (1978): Created income opportunity for disadvantaged artisans.
- Urmul Marusthali Bunkar Vikas (1991): Helped weavers improve traditional design and livelihood.
- Rural Sale Program (2004): Created employment for rural poor women through sells company products.
- Hathey Bunano Proshikhan Samity (2005): Created employment for rural women in hand knitted industry.

Aarong Rural Handicrafts

- Production: over 100 categories
- Total artisan: 65,000
- Project area: 40 out of 64 district.

Urmul Marusthali Bunkar Vikas

- Member: over 200 in 12 villages of western Rajasthan.
- Main product: Yarn dying, hand-looming, embroidery, weaving.
- Reinvestment of profit: Health and Education.

A Critical View on the Social Business Concept of Yunus

- No dividend policy will discourage social investors investing in social business.
  - Not all the social business will finally succeed and can be financially sustainable.
  - Expected (Average) profit will be negative!

A Critical View on the Social Business Concept of Yunus

- Without dividend, Yunus's definition is quite similar to Social Enterprise Alliance (SEA)"s definition:
  1. Directly addresses an intractable social need and serves the common good …
  2. Its commercial activity is a strong revenue driver…
  3. The common good is its primary purpose …
- Setting the price lower than the profit maximizing price (if there are some profit margins), can be regarded as a social business.

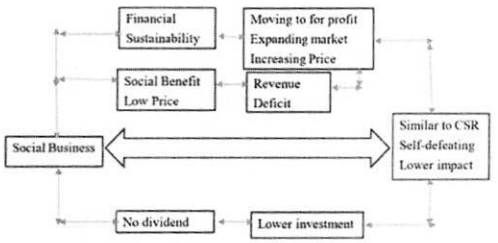
A Critical View on the Social Business Concept of Yunus

- GDF Product: yoghurt ("Shaktidoi") to address malnutrition among poor Bangladesh children.
- Price: 6 BDT (US$0.08) for 80gram Yoghurt Cup.
- Initially the GDF was not operationally profitable.
- Later started selling products at a higher price in urban areas to compensate the loss incurred in rural areas.
- Business in rural areas is not financially sustainable by itself.
- Rather similar to CSR activities, which use profits earned somewhere else.

A Critical View on the Social Business Concept of Yunus

- GVW Product: Purified water to address arsenic problem.
- Price: 2.5 BDT (0.03US$) for 10 Litter Water in rural areas. (0.003US$/litter).
- The price is too low, resulting in losses.
- Now the price of 10 Litter Water in rural areas has been fixed to 3.00 BDT.
- Presently, monthly operational cost has been estimated to 4.15 Lac BDT, in contrast, monthly income is only 2.00 lac BDT.
- GVW started selling 20 litter jar water in 70 BDT (0.9US$) in urban areas. (0.045US$/litter) (now stopped selling at urban areas).
- Like GDF, the business in rural areas itself is not financially sustainable.
- The expandability of the programmes is confined by the profit earned in urban areas.

A Critical View on the Social Business Concept of Yunus



GOVERNANCE & SOCIAL BUSINESS

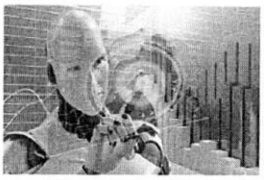
- ❑Mandating Social Business by Government
  - ➢Making Legislation
- ❑Facilitating Social Business by Government
  - ➢Boosting up through financial and non-financial incentives
- ❑Partnering with Private Organizations by Government
  - ➢Working Jointly

KEY MESSAGES

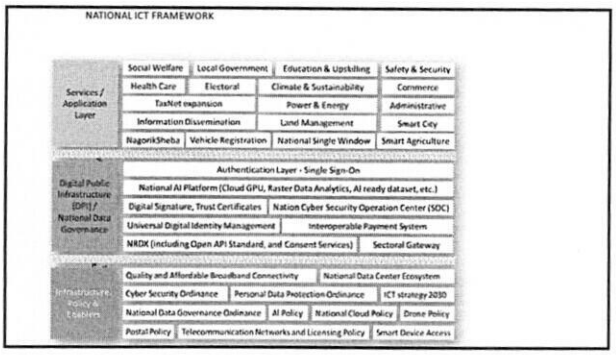
- Social business has long been in existence in the society but Professor Muhammad Yunus coined and popularized social business in the world.
- Conventional business underscores profit maximization as core business principles.
- Social business calls for addressing social problems at the expense of profit.
- Social business is potential to address the poverty of BOP people.
- But Yunus' no-dividend policy may discourage potential investors investing in the business.
- Those who search for happiness by doing good for others might be interested to invest in social business.
- Professor Yunus doesn't insist that all business should be social business.
- He wants more people to come forward to start social business to address social problems created by current form of capitalism.
- Social Business engulfed with some problems.
- Government can boost up social business in many ways.

THANK YOU

Module:4
E-Governance

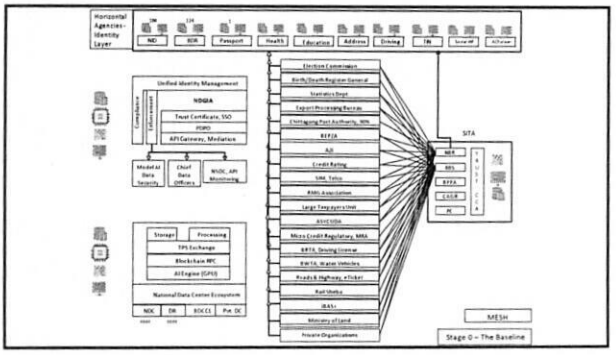


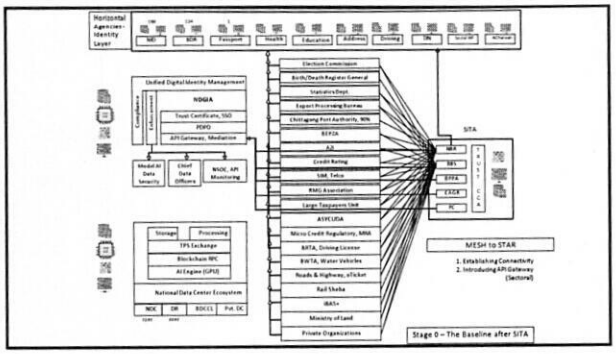
Digital Transformation of Government: Leveraging AI for future-ready governance

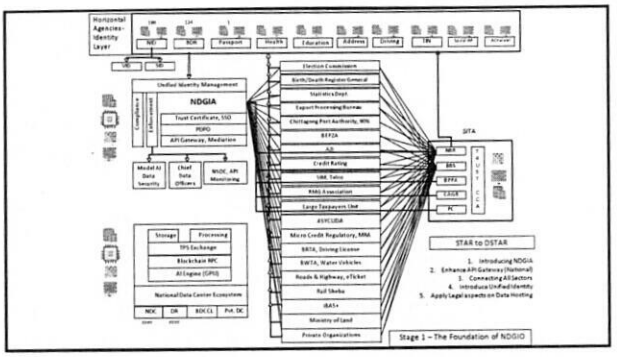


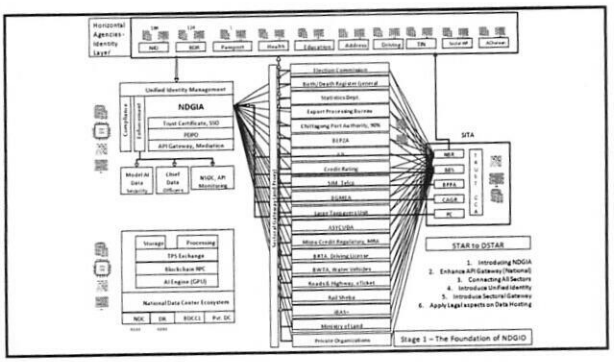
Sequences of Interoperable Digital Transformation Journey (C2)

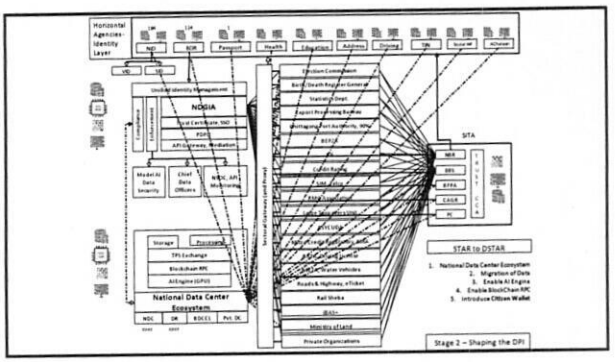
- Stage 0 – **MESH** (Baseline - Current Scenario)
- Stage 0 – **MESH to STAR** (Baseline - after SITA- API Gateway, Connectivity, CCA)
- Stage 1 – **STAR to DSTAR** (The Foundation of NDGIO - Unified Identity, NDGIA integration, Legal Aspects of Data Sharing)
- Stage 2 – **STAR to DSTAR** (Shaping the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











Presentation Outline

01 Context

02 Fourth Industrial Revolution and Key Technologies

03 Application of 4IR technologies

04 Disruptive challenges ahead

05 Way forward

Context

The world is experiencing exponential change due to advancement in technologies

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

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

Organisations that Failed to Navigate Change

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

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

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

Organisations that Failed to Navigate Change

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

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

NOKIA

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

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

Organisations that Failed to Navigate Change

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

XEROX

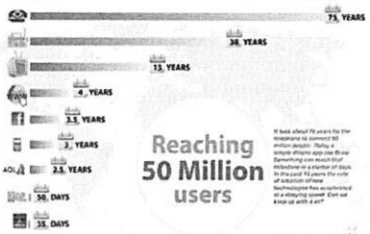
Problem:

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

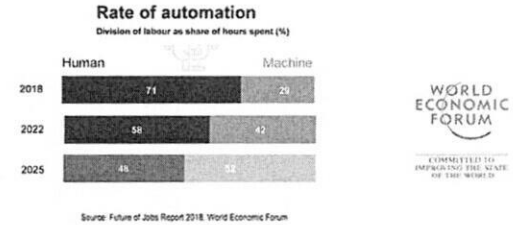
Organizations that Successfully Navigated Change

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

APPLE

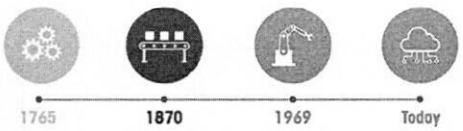


Automation

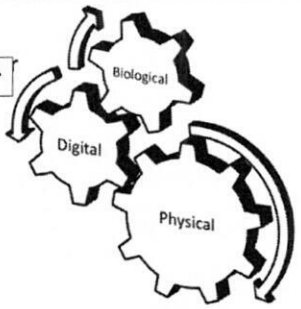


Historical Context

Four Industrial Revolutions



3-Way Merger



Understanding 4IR

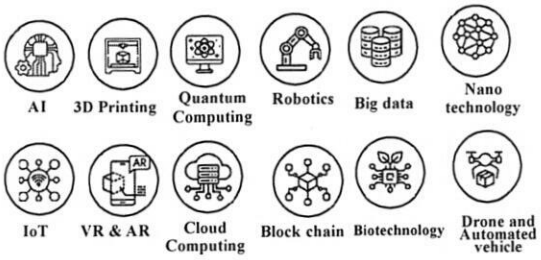
- The Fourth Industrial Revolution refers to the ongoing transformation of society and industries driven by advanced technologies. It is a way of describing the blurring of boundaries between the physical, digital, and biological worlds.
- This wave of change in the manufacturing sector began in the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

The Relevance of 4IR Key Components and the Impact

- Increased Efficiency and Productivity
- Data-Driven Decision Making
- Digital Inclusion and Enhanced Customization
- Innovation and Entrepreneurship
- Sustainable Development

Industry 4.0

Key Technologies of 4IR



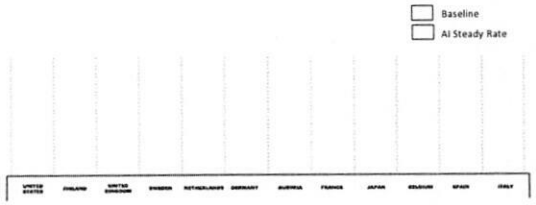
"Generative AI has the potential to change the world in ways that we can't even imagine."

Bill Gates

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

Sundar Pichai
Google CEO

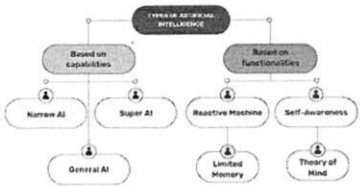
Unprecedented Economic Growth driven by AI



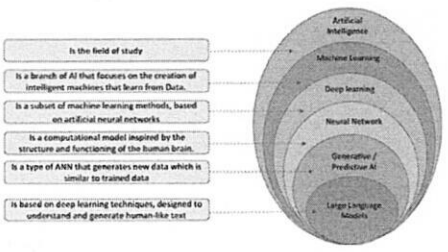
Annual growth rates in 2035 of gross value added (a close approximation of GDP), comparing baseline growth in 2035 to an artificial intelligence scenario where AI has been absorbed into the economy
Source: Accenture and Frontier Economics

AI in Brief

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



Key Concepts of Artificial Intelligence



Worldwide used AI Tools

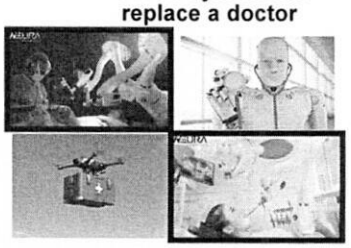
ChatGpt
Google Translate
Gemin
Copilot
Waymo
Spotify Recommendation Engine
Mid Journey AI
Siri
Meta AI (Llama 3)
Netflix recommendation Engine
Alexa
Suno Music

Application of AI in Key Sectors

Healthcare

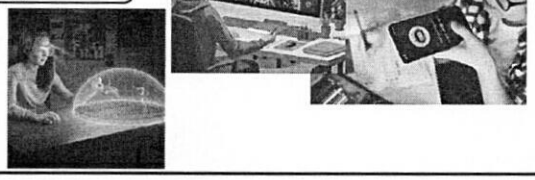
- Medical imaging analysis
- Drug discovery
- personalized treatment recommendations

An AI System can replace a doctor

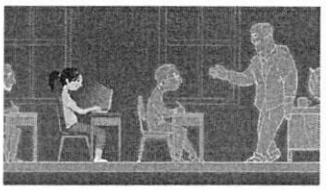


Education

- Adaptive learning platforms
- Virtual tutors
- AI enabled educational games



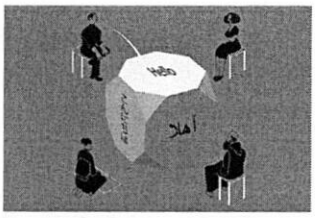
Opportunities



BOUNDARY LESS EDUCATION

ACCESS TO CLASS ROOM ANYWHERE, ANYTIME

Opportunities



NO LINGUISTIC BARRIER

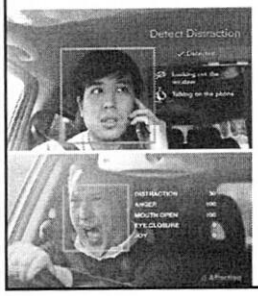
Access to any content @ any language

Transportation

- Self-driving cars
- Optimize traffic flow

AI is Instrumental Where Human is Helpless

AI in Traffic Safety



AI Can Detect Driver's Distraction

AI Can Guide & Suggest for Safety

AI in Transportation

AI Can Ensure Safe Rail Transport

AI in Transportation

AI May Ensure Safer Water Transport

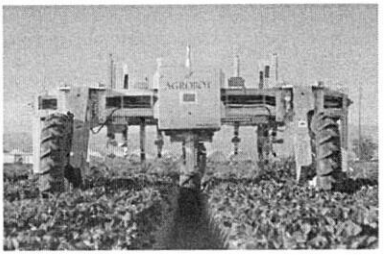
Agriculture

- Crop monitoring
- Pest detection
- Disease detection

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

We are in the era, where

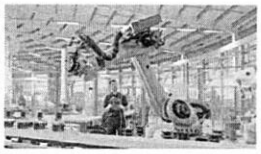
Agrobot knows everything about farming



Telecommunication

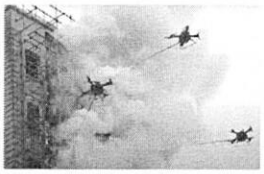
- Network optimization.
- Virtual assistance
- Fraud Detection & security

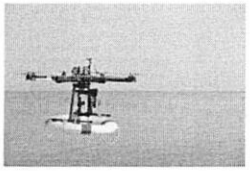
Robots in Manufacturing



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

Drone in Disaster Managment



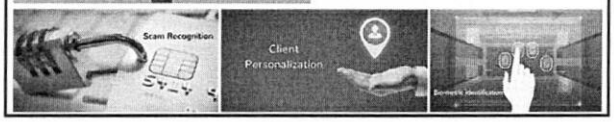


Financial Services

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

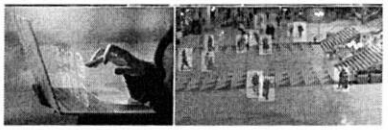
Banking Transformation

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



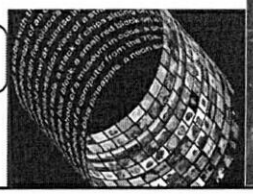
Public Services and Governance

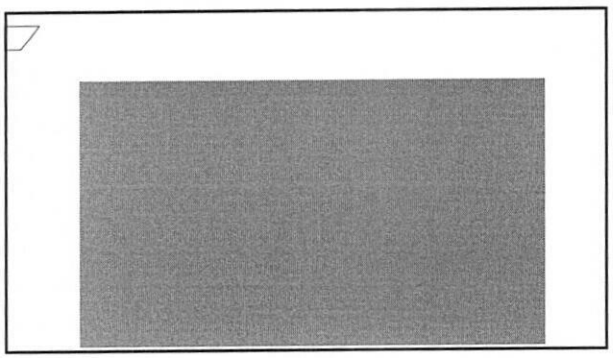
- **Smart Cities**: AI can improve urban planning, energy efficiency, and waste management.
- **Crime Prevention**: AI can analyze crime data and enhance public safety.
- **E-Governance**: AI can streamline citizen services and reduce bureaucratic delays.



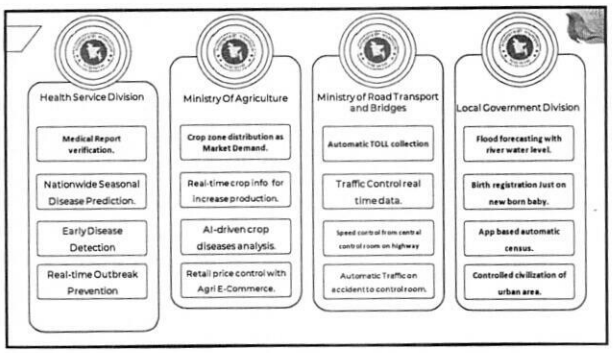
Entertainment

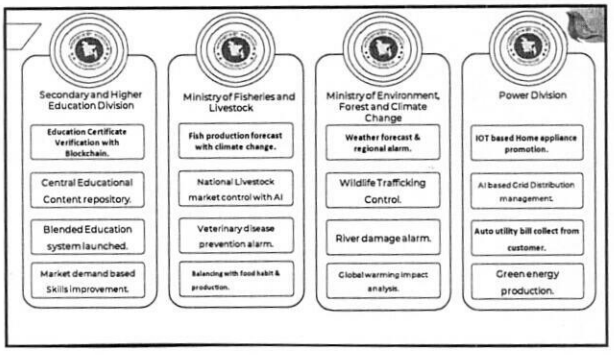
- Content recommendation
- Content creation
- Audience engagement
- Game development
- Music composition
- Art and animation

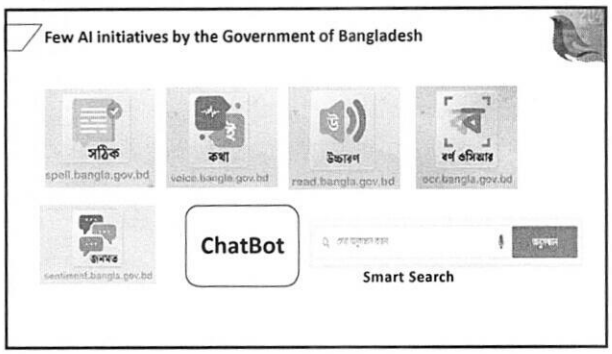


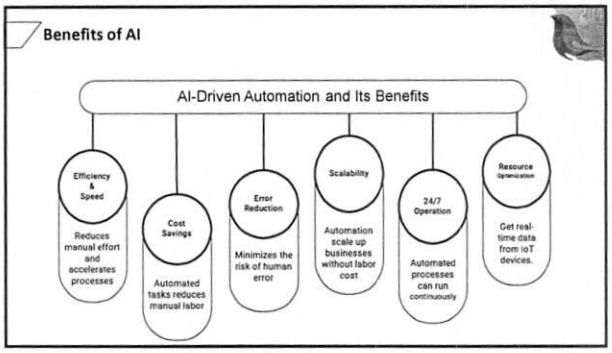


Prospective Sector of AI for Bangladesh Government









Future Impact of AI

Personalized Public Services

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

Improved Public Safety

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

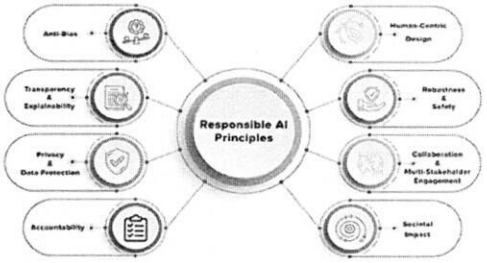
Ethical and Regulatory Considerations

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

Ethical and Regulatory Considerations

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

Responsible AI



Ethics and Considerations in AI Adoption

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

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

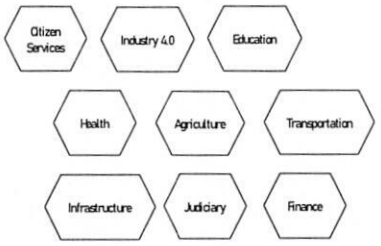
Transparency
Lack of transparency in AI algorithms and decision-making processes raises ethical concerns. Clear communication about how AI is used is essential for building trust.

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

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

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

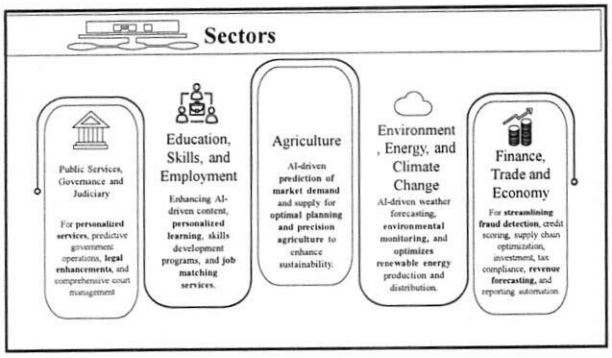
AI Strategy for Bangladesh

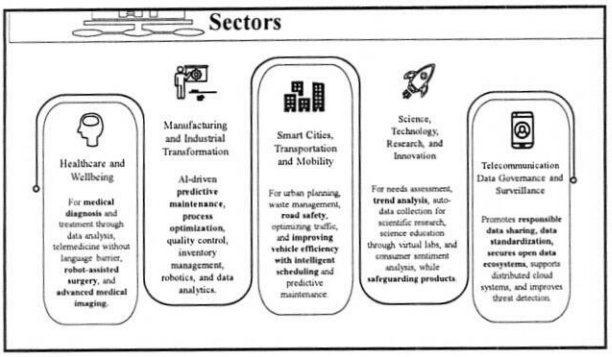


AI Ecosystem Components

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.

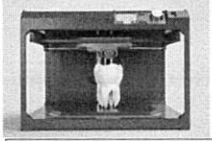
Ref: https://en.wikipedia.org/wiki/3D_printing
https://www.reuters.com/technology/3d-printing-reaches-new-heights-with-two-story-home-2023-01-12/

https://www.youtube.com/watch?v=qWBA-6NglJg

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

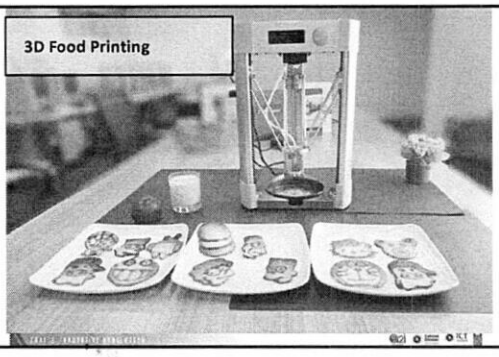
GIRA
https://www.gira.com/en/en/inspirations/references/3d-house-germany#

3D Printer



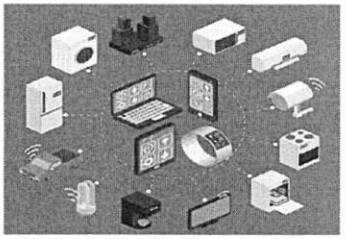
Printed body organ through 3D printer

3D Food Printing

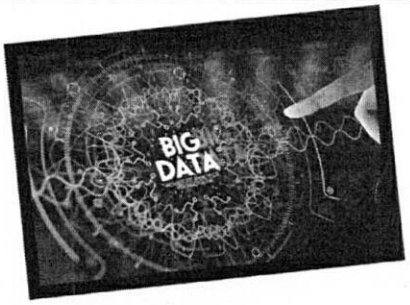


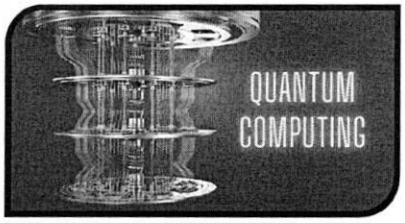
A 12-metre 3D-printed pedestrian bridge designed by Joris Laarman and built by Dutch robotics company MX3D has opened in Amsterdam six years after the project was launched.

Internet of Things (IoT)

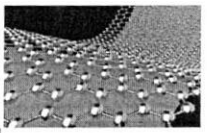


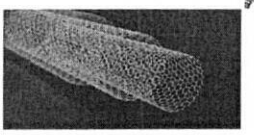
Precision Farming





Nanotechnology

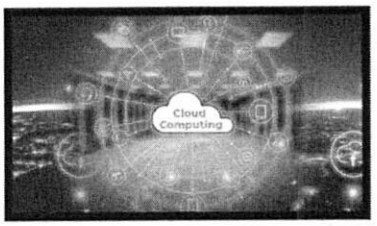


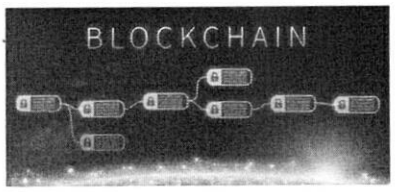


Virtual Reality

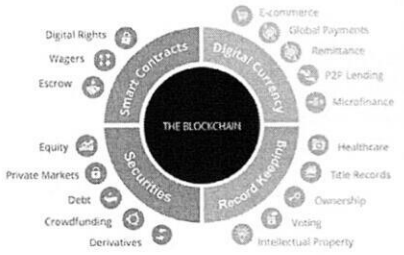
Virtual reality in education

Augmented Reality

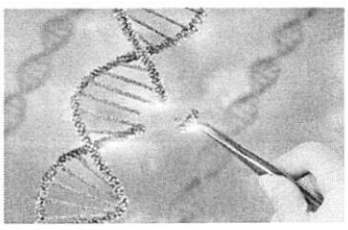




Future of Blockchain in Bangladesh

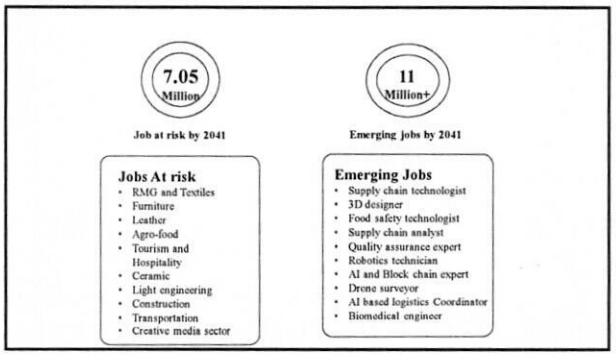


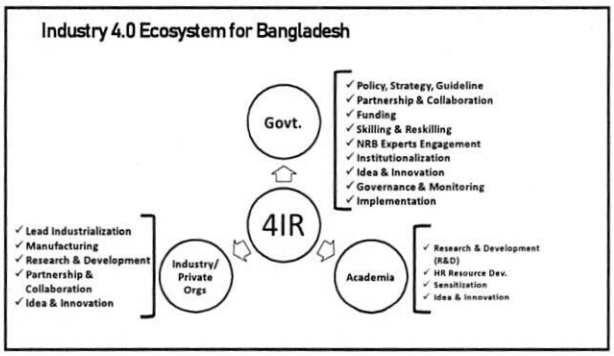
Biotechnology

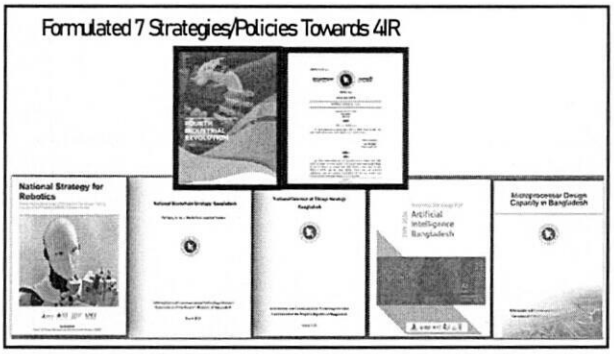


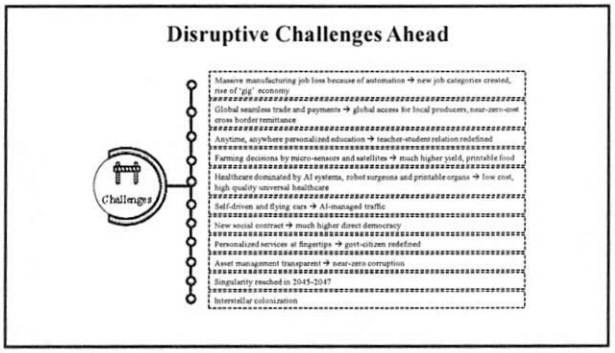
Potential Areas of Using Advanced Technologies

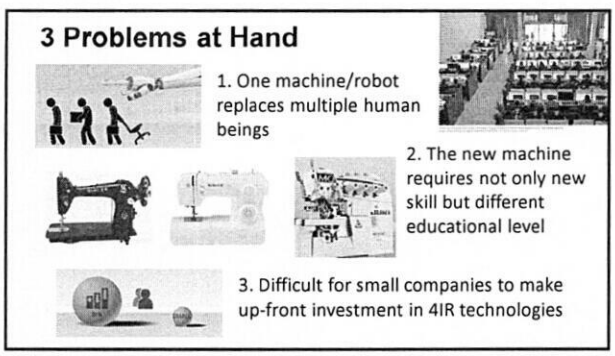
- e-governance platforms
- Service delivery
- Smart city development
- Data driven decision making
- Block chain for transparency
- AI in public safety
- Remote healthcare system
- Smart agriculture solutions
- Disaster management system
- Cyber security enhancement
- Smart traffic management
- Smart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

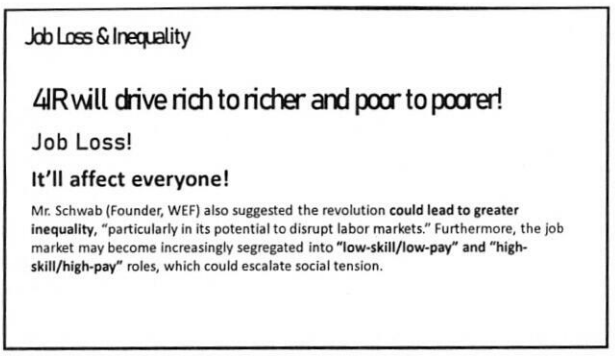

7.05 Million
Job at risk by 2041
11 Million+
Emerging jobs by 2041
Jobs At risk
RMG and Textiles
Furniture
Leather
Agro-food
Tourism and Hospitality
Ceramic
Light engineering
Construction
Transportation
Creative media sector
Emerging Jobs
Supply chain technologist
3D designer
Food safety technologist
Supply chain analyst
Quality assurance expert
Robotics technician
AI and Block chain expert
Drone surveyor
AI based logistics Coordinator
Biomedical engineer


Industry 4.0 Ecosystem for Bangladesh
Govt.
Policy, Strategy, Guideline
Partnership & Collaboration
Funding
Skilling & Reskilling
NRB Experts Engagement
Institutionalization
Idea & Innovation
Governance & Monitoring
Implementation
4IR
Lead Industrialization
Manufacturing
Research & Development
Partnership & Collaboration
Idea & Innovation
Industry/ Private Orgs
Academia
Research & Development (R&D)
HR Resource Dev.
Sensitization
Idea & Innovation


Formulated 7 Strategies/Policies Towards 4IR
National Strategy for Robotics
Artificial Intelligence Bangladesh
Microprocessor Design Capacity in Bangladesh


Disruptive Challenges Ahead
Challenges
Massive manufacturing job loss because of automation → new job categories created, rise of 'gig' economy
Global seamless trade and payments → global access for local producers, near-zero-cost cross border remittance
Anytime, anywhere personalized education → teacher-student relation redefined
Farming decisions by micro-sensors and satellites → much higher yield, printable food
Healthcare dominated by AI systems, robot surgeons and printable organs → low cost, high quality universal healthcare
Self-driven and flying cars → AI-managed traffic
New social contract → much higher direct democracy
Personalized services at fingertips → govt-citizen redefined
Asset management transparent → near-zero corruption
Singularity reached in 2045-2047
Interstellar colonization


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


Job Loss & Inequality
4IR will drive rich to richer and poor to poorer!
Job Loss!
It'll affect everyone!
Mr. Schwab (Founder, WEF) also suggested the revolution could lead to greater inequality, "particularly in its potential to disrupt labor markets." Furthermore, the job market may become increasingly segregated into "low-skill/low-pay" and "high-skill/high-pay" roles, which could escalate social tension.

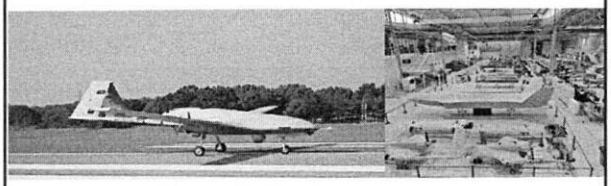
AI Challenges

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

- Lack of transparency
- Lack of Accountability
- Biasness
- Job Loss
- Data privacy
- AI-driven Weapon

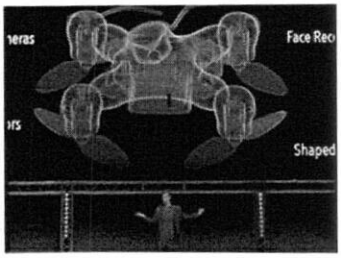
"We need to be super careful with AI. Potentially more dangerous than nukes."
- Elon Musk, CEO, SpaceX

Lethal Weaponry (Bayraktar TB2 Drone)



Game Changer in **Azerbaijan – Armenia War, 2020**
Only TB2 destroyed $1 billion worth military weapon of Armenia – PM, Azerbaijan
Ref: https://www.youtube.com/watch?v=S_X_9oWLmfU&t=187s

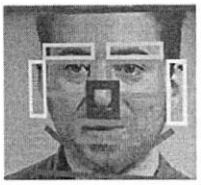
New weapon swarm of drones with AI (Slaughterbots)



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

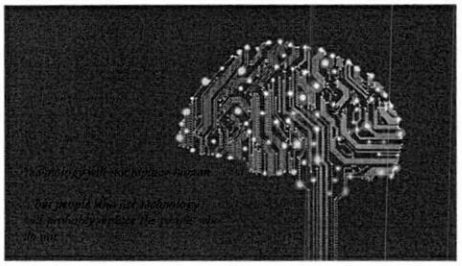
Deep Fake

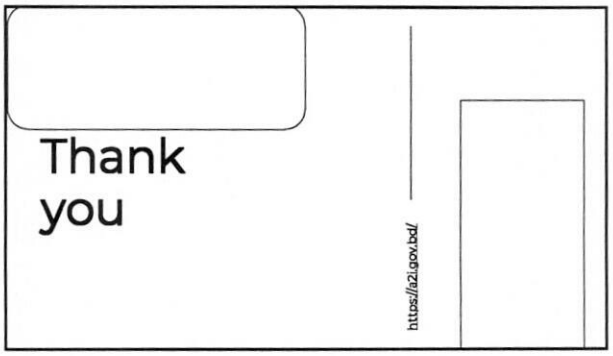
Deepfake technology uses artificial intelligence (AI) and machine learning to create hyper-realistic digital manipulations of audio, video, or images



Way-Forward to Industry 4.0

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




Thank
you
https://a2i.gov.bd/

The digitalization of Estonia

Content

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

1. The birth of digital Estonia

The key drivers

- 1991- regaining independence
  - Few resources
  - Small country

"Small country cannot think small"

Kersti Kaljulaid, the President of Estonia

- Desire to move forward
- Not being afraid to take a risk

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

Eric Thomas

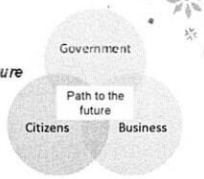
2. The goals

The first steps

- 1996 Tiger Leap project

Goal: To prioritize Information Technology infrastructure

- ✓1994 Information Policy passed
- ✓1996 Personal Data Protection Act
- ✓1996 First internet bank



3. The solutions

Next: e-Estonia

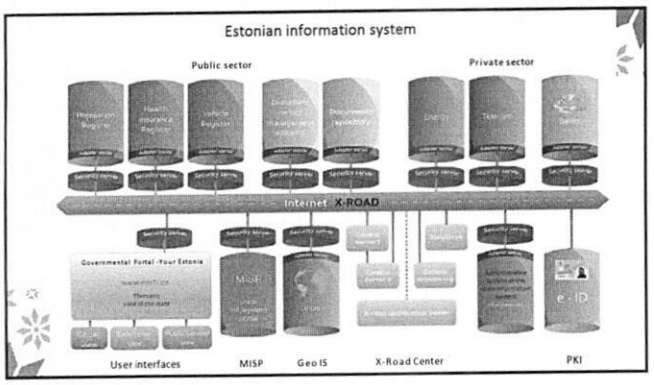
- **2000**
  - Digital Signatures Act
    a digital signature has the same legal consequences as a hand-written signature
  - e-Tax
    ca 95 percent of tax declarations are filed electronically
  - Mobile Parking
    90% of Estonian parking payments
  - e-Cabinet
    typical meeting lasts 30-90 minutes; ministers can take part remotely

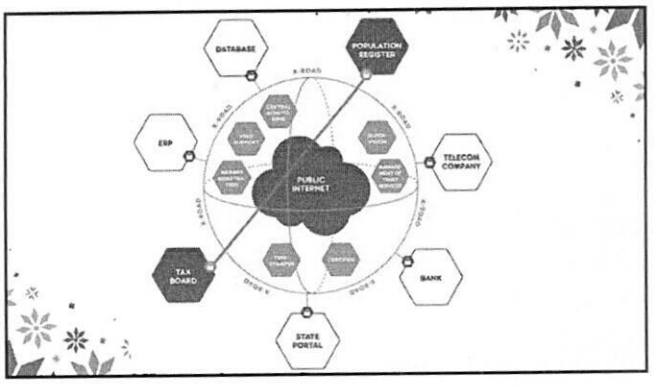
X-Road

- **2001**

Open and decentralized system that links together various services and databases

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





The beginning of ID-card

- **2002**
  - ID-card introduced
  - Law on e-Election passed

- **2005**
  - First i-Elections
    11 000 working days saved which is around 504,000 euros in average wages (2011)
  - e-Police
- **2007-2008**
  - Cyber Security expert
  - NATO's Cyber Defense Center

Other e-services

- **2007**
  - e-Business register
    registering a company in no more than 18 minutes

Once you go digital, you never go back

- **2008**
  - e-Health system
    increased efficiency in the health care system, more patient friendly
- **2010**
  - e-Prescription
    centralized, paperless system for issuing and handling medical prescriptions.

ID-card: one card to rule them all

- Using the 2048-bit public key encryption, it is used as definitive proof of ID in an electronic environment.
- Examples of how the ID Card is regularly used in Estonia:
  - As a national ID card for legal travel within the EU for Estonian citizens
  - As the national health insurance card
  - As proof of identification when logging into bank accounts from a home computer
  - As a pre-paid public transport ticket
  - For digital signatures
  - For i-voting
  - For accessing government databases to check one's medical records, file taxes, etc.
  - For picking up e-Prescriptions

4. The results

E-residency

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

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

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

Taavi Kotka, e-Residency Advisor

The results of e-Estonia

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

Feedback from a citizen

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

By Julia Vassiljeva

Thank you!

Sources:
www.e-estonia.com
www.eas.ee

Module:5
Research for Governance

Research for Governance and Policy Analysis

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MDS (R&C)
BPATC
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CELL: 01716458964

Module: 5-Research for Governance and Policy Analysis

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

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;

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

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

Title

- According to Policy (very precise, SMART)
- Introduction: Context or background of the research (macro to micro)
- Problem statement: Existing Knowledge gap

-what does the problem affect?

-what research has already been done?

-Is the problem a new one or an established one?

Setting Objective …

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

Research Questions

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

Literature Review and References

- Past work
- In-text citation
- References: Harvard style

Author(s) Last name, Initials. (Year) 'Article title', Journal Title (published online ahead of print Day Month). Available at: DOI/URL (Accessed Day Month Year).

Islam, MZ. (2024) 'Enhancing post-training evaluation of annual performance agreement training: A fusion of fsQCA and artificial neural network approach' Plos ONE 19(8):e0305916.
https://doi.org/10.137/journal.

Text formatting

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

SCHEDULE FOR SUBMISSION

- CMT OR MD WILL DECIDE
- PRESENTATION (FINAL)

Module:6
Sustainable Development Goals

Meeting the SDGs on Poverty, Health, Education & Gender Equality- Challenges and Way forward



• **Md. Atikuzzaman**
MDS
BPATC, Savar, Dhaka
Cell: 0172-7778316

Philosophy of the Presentation

I cannot teach anybody anything; I can only make them think. -Socrates

I am always ready to learn although I do not always like being taught-
Winston Churchill

Starting of 21st Century

In human history, there was never been:

- So much **wealth** and so much **poverty**
- So much **education, technology & information** and so much **environmental degradation**
- So much **food** and so much **malnutrition**
- So many **population** and so much **communication technology**

ILLUSION: Who is single

ILLUSION: Think the direction of Train

END POVERTY IN ALL ITS FORMS EVERYWHERE

The first Sustainable Development Goal aims to **"End poverty in all its forms everywhere".**

Target 1.1: Eradicate extreme poverty

Target 1.2: Reduce poverty by at least 50%

Target 1.3: Implement nationally appropriate social protection systems

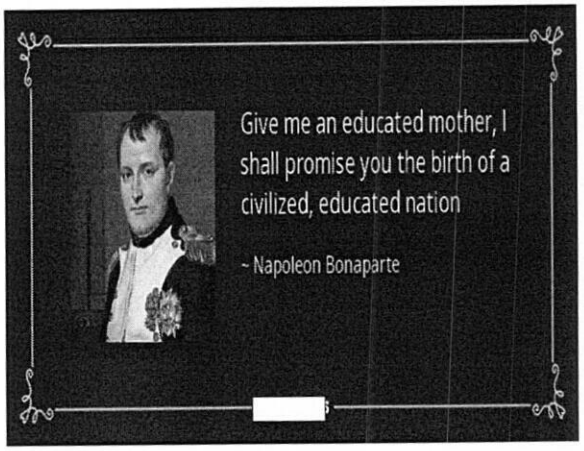
Target 1.4: Equal rights to ownership, basic services, technology, and economic resources

Target 1.5: Build resilience to environmental, economic, and social disasters

Target 1.a: Mobilization of resources to end poverty

Target 1.b: Establishment of poverty eradication policy frameworks at all levels

"If your plan is for 1 year, plant rice;
If your plan is for 10 years, plant trees;
If your plan is for 100 years, educate children."
- Confucius



Basic questions of Quality Education

- What is the meaning of quality education?
- What are the factors determining quality education?
- Dimensions of quality education
- What is quality of life in education?
- Why quality education is important?
- How can teachers promote quality education?
- How does quality education transform peoples life?

Synergistic Role of Education

- Education empowered many other SDGs to be achieved
- Quality education breaks cycle of poverty
- Reduce inequalities and brings gender parities
- Empower people everywhere to live more healthy and sustainable lives
- It fosters tolerance between people and contribute more peaceful society.

Definition by VVOB's

- A good quality education is one that provides all learners with capabilities they require to become **economically productive, develop sustainable livelihoods, contribute to peaceful and democratic societies and enhance individual well-being.**
- UNSECO promotes access to good quality education as human right (Pigozzi, 2004)

Quality Education Goals
Academic excellence
Improve academic standard
Applied learning
Lifelong academic skills

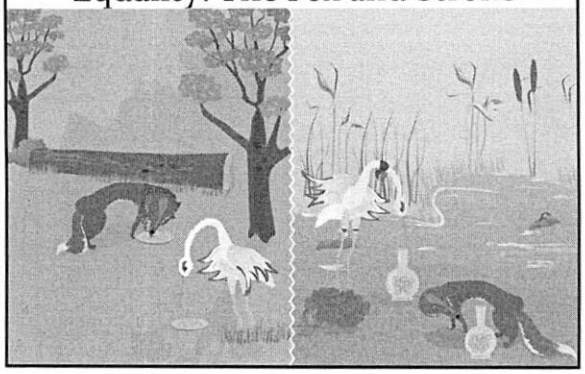
Ten targets to ensure quality education

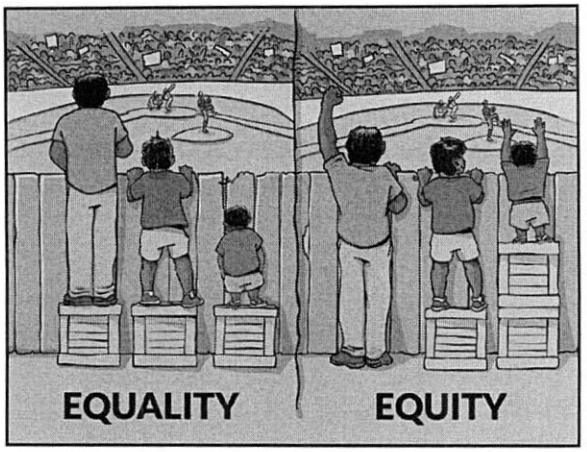
Free Primary and secondary education

- By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

- **Indicator 4.1.1:** Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex

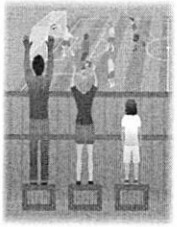
Equality: The Fox and Stroke





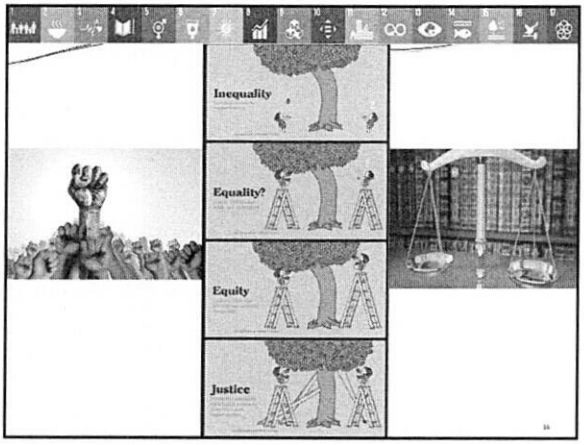
Equality, Equity and Justice

Equality



Equity

Justice



Country comparison Bangladesh vs Singapore

- **Bangladesh**
- Independence 1971
- GDP per capita 2,820 $ (2024)
- Corruption Index 151 (2024)
- Education Expenditure 10.67% (2023)
- Density 1,350 sq. kl (2024)
- Human Capital Ranking 128 (141 countries, 2024)

- **Singapore**
- Independence 1965
- GDP per capita 92,900 $ (2024
- Corruption Index 03 (2024)
- Education Expenditure 20.00% (2023)
- Density 8,207 per sq kl (2024)
- Human Capital Ranking 1 (2024)

Ten targets to ensure quality education

Equal access to quality pre-primary education

- By 2030 ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

- **Indicator 4.2.1:** Proportion of children under 5 years of age who are develop mentally on track in health, learning and psychosocial well-being, by sex
- **Indicator 4.2.2:** Participation rate in organized learning (one year before the official primary entry age), by sex

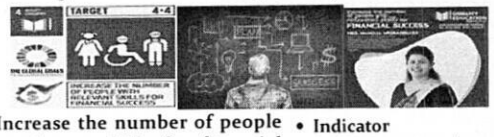
Ten targets to ensure quality education

Equal access to affordable technical, vocational and higher education

By 2030, ensure equal access for all women and men to affordable and quality technical vocational and tertiary education, including university

- **Indicator 4.3.1:** Participation rate of youth and adults in formal and non-formal education and training in the last 12 months, by sex

Ten targets to ensure quality education



4.4 Increase the number of people with relevant skills for financial success

- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

- **Indicator 4.4.1:** Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill

Ten targets to ensure quality education

4.5 Eliminate all discrimination in education

- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

- **Indicator 4.5.1:** Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated

Ten targets to ensure quality education

4.6 Universal literacy and numeracy

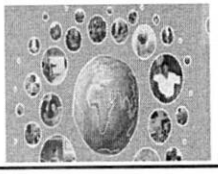
By 2030, ensure that all youth and a substantial proportion of adults, both men and women achieve literacy and numeracy

- **Indicator 4.6.1:** Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex

Ten targets to ensure quality education

4.7 Education for sustainable development and global citizenship

Education for sustainable development and sustainable lifestyle , human rights, gender quality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.



Ten targets to ensure quality education

4.A Build and upgrade inclusive and safe schools

Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

Ten targets to ensure quality education

4.B Expand higher education scholarships for developing countries

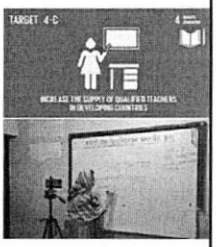
By 2030 substantially expand globally the number of scholarships available to developing countries

Enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.

Ten targets to ensure quality education

Increase the supply of qualified teachers in developing countries

By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, and small island developing states.

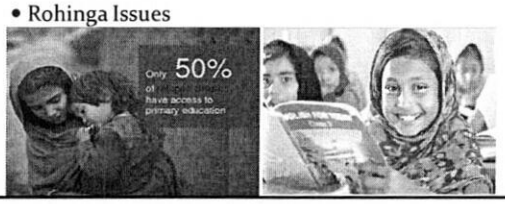


SDG-4 Challenges

- Quantity and Quality
- Well-qualified motivated teachers
- Relevant teaching and learning methods and content
- Sufficient budget
- Relevant competencies for life and work within new global landscape
- Information and communication technology (ICT)
- Safe, healthy, gender-responsive, inclusive, resourced environments

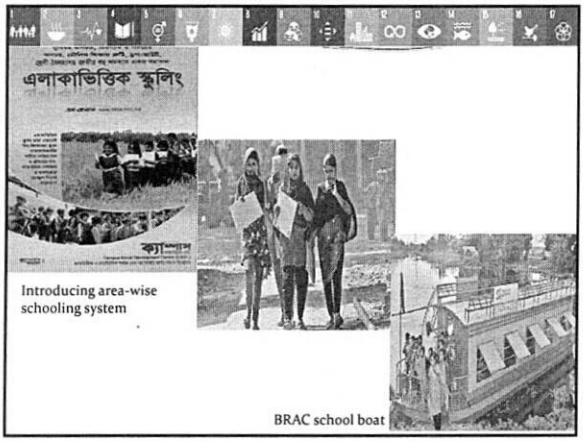
SDG-4 Challenges

- Based on ideology of country, focus on ethics, norms, values, culture
- Appropriate assessment of learning outcomes
- Teacher-student ratio
- Drop out of students
- Rohinga Issues

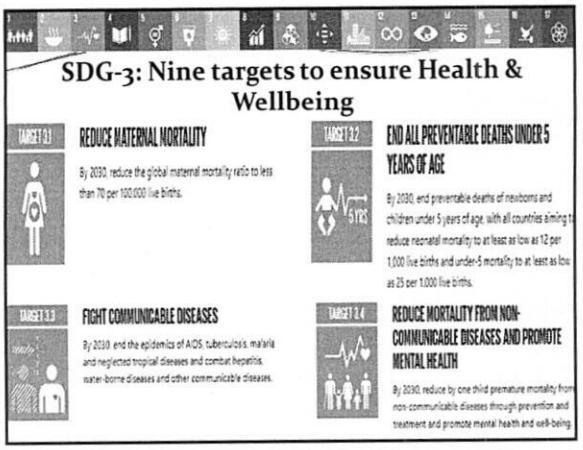


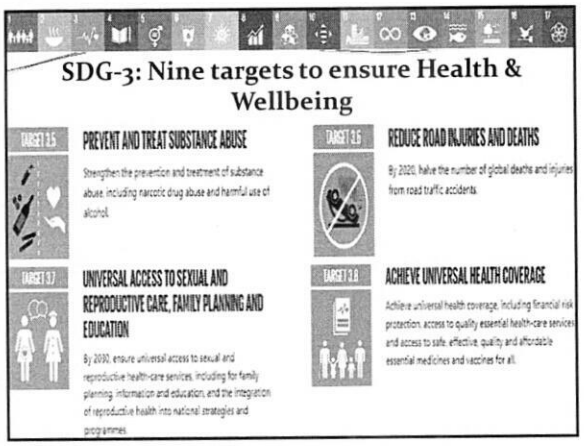
Initiatives to improve the Quality

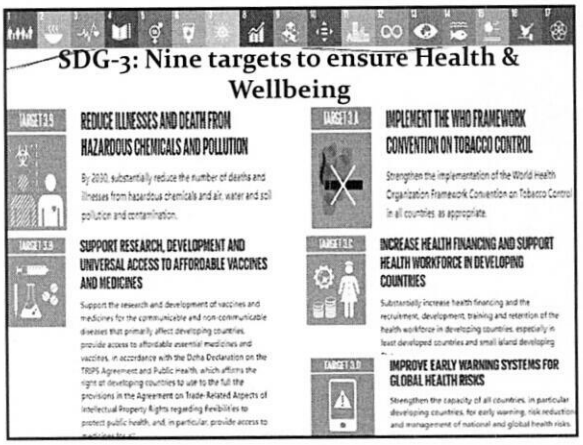
- Free books distribution
- DSHE Project
- Nationalization of educational institutes
- Special initiatives in Char and Haor areas
- Special initiatives for Hill areas
- MPO decentralization
- Enhancement of teachers facilities
- 5000 more digital labs to set up in secondary schools
- Teacher student ratio



Transformation of lives through EDUCATION







Gender or Sex?

_____ 1. Women give birth to babies, men do not.

_____ 2. Girls are gentle; boys are rough.

_____ 3. Women breastfeed babies; men can bottle-feed babies.

_____ 4. Surgeons are men; nurses are women.

Gender or Sex?

_____ 5. Boys don't cry. Girls are emotional.

_____ 6. Boys are good at math and science and girls are good at language and history.

_____ 7. Women will do more housework than men.

_____ 8. Boys' voices break at puberty, girls' do not.

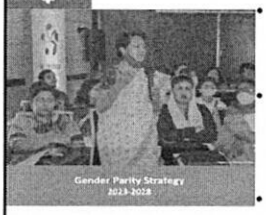
Gender equality and the SDGs

- **Goal 5 includes 9 key targets**, 6 substantive and 3 on means of implementation. Strong focus on transformative change.
  - 5.1 gives substance to CEDAW (The Convention on the Elimination of All Forms of Discrimination Against Women) through a key indicator on ending all forms of discrimination against women and girls.
  - 5.2 and 5.3 deal with serious violations of women's and girl's rights – all forms of violence including trafficking and sexual and other types of exploitation; child, early and forced marriage, and FGM (Female Genital Mutilation).
  - 5.4 introduces for the first time a focus on recognition of unpaid care work.

Gender Equality and the SDGs Cross Cutting Issues

- 5.5 and 5.6 deal with realization of right to full and effective participation in decision-making, and universal access to SRHRR – in line with Cairo and BPfA (Beijing Platform for Action).
- Target 1.b – gender sensitive development strategies;
- Target 4.a education facilities that are child, disability and gender sensitive – and safe, non-violence and inclusive.
- Target 16.b – non-discriminatory laws and policies for sustainability.
- Target 17.18 – disaggregation of data by *"income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts"*

What's New in the SDGs?



- A stand alone goal on GEWE (Gender Equality & Women's Empowerment)
- Over 40 gender related targets on GEWE mainstreamed across diverse goals
- Goals are very ambitious- call for an "end" in some cases

In Bangladesh, the percentage of female officials in public administration was 19.62 percent, while it was 22.64 percent in the field administration.
As of January 2021, there were 15,163 policewomen in the Bangladesh Police, which is only 7.92% of the total personnel.
Rural participation of women in work is 50.89% and 22.59% in urban areas.

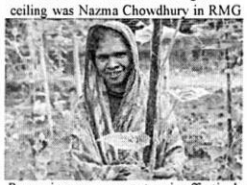
2 million copies of the book titled "How to change your wife" were sold in a week.

Then publisher realised of the spelling mistake. It was corrected "How to change your life". Only ten copies sold.

Barriers to women's participation in mainstream economic activities

The first female who broke the glass ceiling was Nazma Chowdhury in RMG

Challenging in overcome the situation



Recognise women as actors in effectively adapting to climate change

Women are operating power-tiller

Critical Areas of concern

- **The Role of Women in the family as home maker: No Holiday for Mothers!!!**
- **The burden of poverty on women**
- Unequal access to education and health care
- **Inequality in economic structures and policies**
- Inequality in the sharing of power and decision-making at all levels and protection of women's human rights
- Gender inequalities in the management of natural resources and the environment

Root causes & Challenges

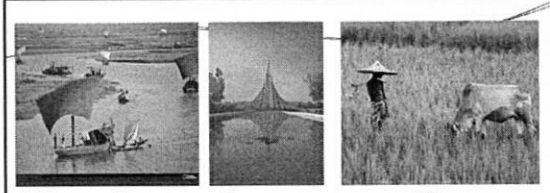
- Paternal family mindset
- Socially and culturally
- Women are cool and shy
- Village women are scattered
- Acknowledgement, honor, recognition, respect for their contribution by themselves
- Proper implementation of existing Law and acts
- Safety in the work place not ensured
- Sexual Harassment

'People are made, not born'

The Growth Mind-set

GROUP Theme

- Goal 1 : Poverty Reduction
- Goal 3: Good Health and Well-being
- Goal 4: Quality Education
- Goal 5: Gender Equality



Thank you for your patience

Module:7
Project Management and Financing

7.1.2

Project Preparation

Project Approval Process

Md Shamimul Haque
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Ministry of Industries

National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

1

Points to be Discussed

- What is Project
- Project Preparation
- Project Approval Process

2

Gross Domestic Product (GDP)

GDP is the total value of everything produced by all the people and companies in the country in a year.

GDP (Y) = C + I + G + (X – M)

Where, C = Private Consumption
I = Private Investment
G = Government Expenditure
X = Export
M = Import

3

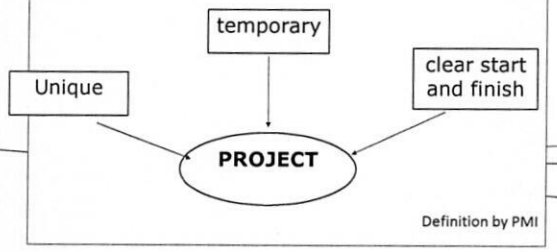
Concept of Project

- **Concept of project is not new. Has been in use for hundreds of years.**
  - **Pyramids**
  - **Great Wall**
  - **Taj Mahal**
  - **Panama Canal etc**

4

Definition of Project

A temporary endeavor undertaken to create Unique Product, Service, or Result which has a clear start and a clear finish.



Definition by PMI

A project can create:

- A product that can be either component of another item or an item in itself,
- A service or a capability to perform a service,
- An improvement in the existing product or service lines;
- A result, such as an outcome or document.

PMBOK, 6th edition

6

Definition of Project

British Standards Institute:

"Project is a unique set of co-ordinated activities, with defined starting and finishing points, undertaken by an individual or organization to meet specific objectives with defined schedule, cost and performance parameters."

7

So Project can be defined as:

Project is a time bound action plan to achieve specific objectives with specific resources, budget and performance parameters in certain location.

8

Project

Project: A Project is a **temporary** endeavor undertaken to create a **unique** product, service, or result.

A project can create:

1. A unique product that can be either component of another item or an item in itself,
2. A unique service or a capability to perform a service (e.g., a business function that supports production or distribution),
3. A unique result, such as an outcome or document (e.g., a research project that develops knowledge that can be used to determine whether a trend exists or a new process will benefit society).
4. A unique combination of one or more products, services, or results (e.g., a software application, its associated documentation, and help desk services).

– PMBOK, 6th edition

9

Characteristics of Project

- Specific objectives
- Clear beginning and end
- Temporary
- Unique output/service
- Specific resources
- Specific budget

10

Origin of Project Concept

Problem:

(1) Poverty of a region

(2) Poor Communication of an area

(3) Traffic Jam of a City

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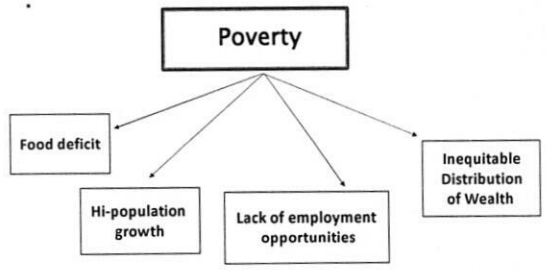

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Concept of Project

Vision :

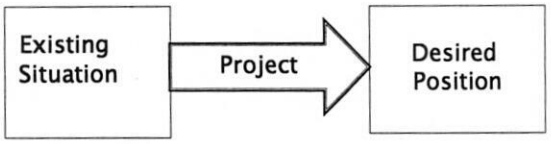
(1) Poverty free country

(2) Improved Communication

(3) Developed Traffic System

13

Problem



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- **Program**: A program is a **group of related projects or sub programs** managed in a coordinated way to obtain benefits and control, not available from managing them individually.
- **Portfolio**: A portfolio refers to a **collection** of projects, programs, sub portfolios, and operations managed as a group to achieve **strategic objectives.**

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Projects and Operations

Projects	Operations
• Create own charter, organization, and goals	• Semi-permanent charter, organization, and goals
• Catalyst for change	• Maintain status quo
• Unique product or service	• Standard product or service
• Heterogeneous teams	• Homogeneous teams
• Start and end date	• Ongoing

Project Management

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

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PMI- PMBOK

- 5 Process Groups
- 10 Knowledge Areas
- 49 processes

BPATC2018SSC 1/28/2026 18

Process Groups

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling and
5. Closing

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5 Process Groups

1	2	3	4	5
Initiating	Planning	Executing	Monitoring and Controlling	Closing

20

Knowledge Area

1. Project Integration Management
2. Project Scope Management
3. Project Schedule Management
4. Project Cost Management
5. Project Quality Management
6. Project Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management

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Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resources					
Communications					
Risk					
Procurement					
Stakeholders					

Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring Controlling	Closing
Integration	• Develop Project charter	· Develop project mgt. plan	• Direct & manage project work • Manage project knowledge	• M & C project work • Perform integrated change control	• Close project or phase
Scope		· Plan scope mgt · Collect requirements · Define Scope · Create WBS		• Validate scope • Control scope	
Schedule		· Plan schedule mgt · Define activities · Sequence activities · Estimate activity duration · Develop schedule		• Control schedule	
Cost		· Plan cost mgt · Estimate costs · Determine budget		• Control costs	
Quality		· Plan quality mgt	• Manage quality	• Control quality	

Knowledge Area	Process Group				
	Initiating	Planning	Executing	Monitoring Controlling	Closing
Resources		• Plan resource mgt • Estimate activity resources	• Acquire resources • Develop team • Manage team	• Control resources	
Communicaton		• Plan communication mgt	• Manage communications	• Monitor communications	
Risk		• Plan risk mgt • Identify risk • Perform qualitative risk • Perform quantitative risk • Plan risk response	• Implement risk response	• Monitor risks	
Procurement		• Plan procurement mgt	• Conduct procurements	• Control procurements	
Stakeholders	Identify stakeholders	• Plan stakeholder engagement	• Manage stakeholder engagement	• Monitor stakeholder engagement	

Initiation Process Group

1	Develop Project Charter
2	Identify stakeholders

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Planning Process Group

1	**Develop Project Mgt. Plan**	13	Determine Budget
2	**Plan Scope Management Plan**	**14**	**Plan Quality Management**
3	Collect Requirements	**15**	**Plan Resource Management**
4	Define Scope	16	Estimate Activity Resources
5	Create WBS	**17**	**Plan Communications Mgt.**
6	**Plan Schedule Management Plan**	**18**	**Plan Risk Management**
7	Define Activities	19	Identify Risks
8	Sequence Activities	20	Perform qualitative risk analysis
9	Estimate Activity Durations	21	Perform quantitative risk analysis
10	Develop Schedule	22	Plan Risk Responses
11	**Plan Cost Management**	**23**	**Plan Procurement Management**
12	Estimate Costs	**24**	**Plan Stakeholder management**

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Executing Process Group

1	Direct and Manage Project Work
2	Manage Project Knowledge
3	Manage Quality
4	Acquire Resources
5	Develop Project Team
6	Manage Project Team
7	Manage Communications
8	Implement Risk Responses
9	Conduct Procurement
10	Manage Stakeholder Engagement

Monitoring and Controlling Process Group

1	Monitor and Control Project Work
2	Perform Integrated Change Control
3	Validate Scope
4	Control Scope
5	Control Schedule
6	Control Costs
7	Control Quality
8	Control Resources
9	Monitor Communications
10	Monitor Risks
11	Control Procurements
12	Monitor Stakeholder Engagement

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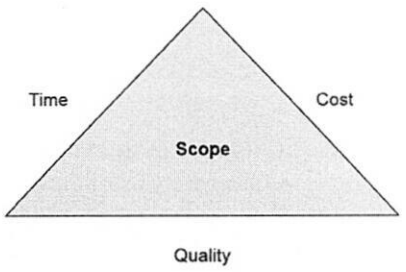
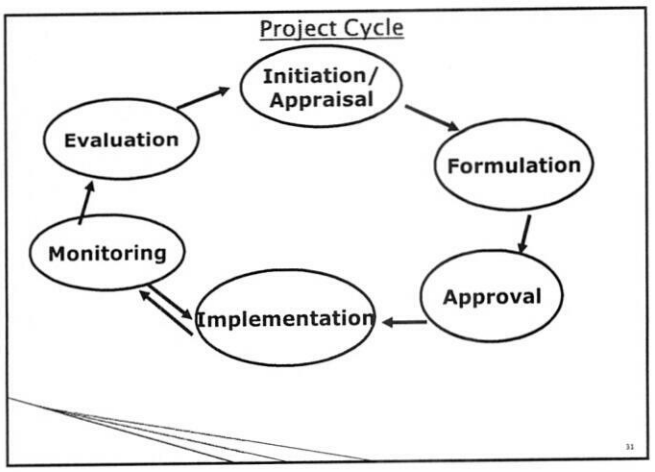
Closing

1	Close Project or Phase

A Balanced Project





Project Cycle

■Pre-implementation	➢ Project Initiation ➢ Appraisal ➢ Formulation ➢ Approval
■ Implementation	➢Executing ➢ Monitoring
■ Post-implementation	➢ Closing ➢ Evaluation

Types of Project

According to Nature of project

- Development Project
- Technical Assistance Project
- Feasibility Study Project

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

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

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.

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Types of Project

According to Source of Funding

- GOB Funded Project
- Foreign Assistance Project
- Own Funded Project

* JDCF Project (GOB Nature)

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Used Format

(1) **Investment Project:**
Development Project Proposal (DPP)

(2) **Technical Assistance Project :**
Technical Assistance Project Proposal (TAPP)

(3) **Feasibility Study Project:**
Feasibility Study Project Proposal

Project Initiation Context

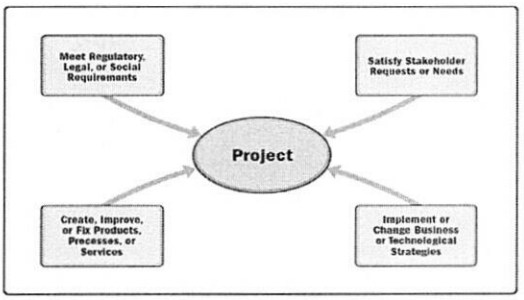

Figure 1-2. Project Initiation Context

40

Project

- **Temporary Endeavor**
- **Project drive change**
- **Projects enable business value creation**
  - Net quantifiable benefit (tangible, intangible, or both)
- **Project Initiation Context**
  - Meet regulatory, legal, or social requirements;
  - Satisfy stakeholder requests or needs;
  - Implement or change business or technological strategies; and
  - Create, improve, or fix products, processes, or services.

- PMBOK, 6th edition

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Factors that Lead to the Creation of a Project

• New Technology	• Stakeholder Demands
• Competitive Forces	• Legal Requirement
• Material Issues	• Business Process Improvement
• Political Changes	• Strategic Opportunity or Business Need
• Market Demand	• Social Needs
• Economic Changes	• Environmental Considerations
• Customer Request	

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Typical Cost and Staffing Levels Across a Generic Project Life Cycle

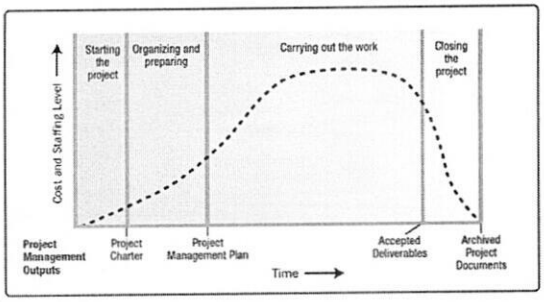

Figure 2-8. Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure

43

Impact of Variable Based on Project Time

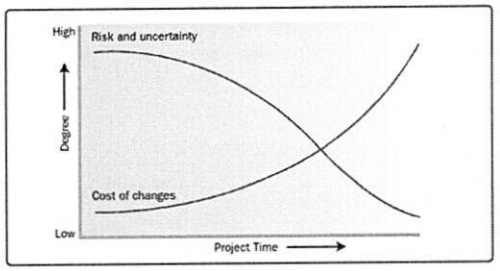

Figure 2-9. Impact of Variable Based on Project Time

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Project Phase

Projects may be separated into distinct phases or subcomponents. These phases or subcomponents are generally given names that indicate the type of work done in that phase:

- Concept development,
- Feasibility study,
- Customer requirements,
- Solution development,
- Design,
- Prototype,
- Build,
- Test,
- Transition,
- Commissioning,
- Milestone review, and
- Lessons learned.

45

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

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Investment Project Processing

- Consider National Strategic Policy such as Five Year Plan/Perspective Plan, Sustainable Development Goals(SDGs), Sectoral Priority etc.
- Resource of MTBF, Duplication of project, Regional disparity, Climate change, Environment, Gender etc.
- Implementation period should be within 3 years except special project

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Investment Project Processing

- For project of Roads and Highways consider Project Appraisal Framework(PAF)
- Executing Agency prepare project document in DPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the DPP and place it to the Project Scrutiny Committee headed by secretary.

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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)

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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)

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Investment Project Processing (con.)

- For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate
- After receiving DPP from Ministry, Sector-Division of Planning Commission complete appraisal
- After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting
- PEC is headed by member of Planning Commission

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Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Plan. Com.	Chairperson
02	Chief, concerned Sector Division of the Plan. Comm	Member
03	Representative of Programming Division, Plan Com.	Member
04	Representative of General Economics Division, Plan Com	Member
05	Representative of concerned Sector of IMED	Member
06	Representative of ECNEC Wing of Planning Division	Member
07	Representative of the sponsoring Ministry/Division	Member
08	Representative of Finance Division	Member
09	Representative of Economic Relations Division (if aid)	Member
10	Representative of M/o. Public Administration	Member
11	Representative of M/o. Forest, Environment & Climate Ch	Member
12	Representative of M/o. Woman and Children Affairs	Member
13	Head of the concerned Executive Agency	Member
14	Joint Chief, concerned Sector Division of the Plan Comm.	Member Sec

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Project Evaluation Committee (PEC)

Terms of Reference:

- Appraisal of acceptability of Development projects
- Examination of Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest in the DPP necessary amendment/ modification / alterations if necessary
- Formulate recommendations for approval by the competent authority

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Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
  - Honorable Planning Minister or
  - ECNEC

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Investment Project Processing (con)

- If project cost up to 50 crore, Hon'be Planning Minister approves it
- If project cost above 50 crore, ECNEC approves it

55

Executive Committee of National Economic Council (ECNEC)

- Hon'ble CA - Chairperson
- Minister for Finance - Alternate Chairman
- Other Members:
  - Adviser, Planning and Education
  - Adviser, Law, Justice and Parliament Affairs
  - Adviser, Local govt., Rural development and Cooperative
  - Adviser, Foreign Affairs
  - Adviser, Home Affairs & Agriculture
  - Adviser, Industries and Housing & Public Works
  - Adviser, CA Office
  - Adviser, Power, Energy and Mineral Resources
  - Adviser, Environment, Forest and Climate Change
  - Adviser, Posts, Telecommunications and Information Technology
  - Adviser, Youth and Sports
  - Concern Adviser

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ToR of ECNEC

- Approves projects (cost over Tk. 50 crore)
- Reviews projects' implementation
- Considers Public Private Partnership (PPP) proposals
- Monitors economic situation & economic activities
- Policy review
- Consider measures & impact relating to aid of the development partners

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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

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Revision of Investment Project

- Two times revision allowed
- No post facto approval

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approve Revised Project whether cost increase/decrease (from original cost) up to15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

59

Departmental Project Evaluation Committee

01.	Secretary of concerned Ministry /Division	Chairperson
02.	Representative of concerned Sector division of Plan. Com.	Member
03.	Joint chief/Deputy chief of concerned Ministry/Division	Member
04.	Representative of Finance Division	Member
05.	Representative of Economic Relations Division	Member
06.	Representative of M/o Public Administration	Member
07.	Representative of concerned Sector of IMED	Member
08.	Representative of M/o. Environment and Forest	Member
09.	Representative of M/o. Woman and Children Affairs	Member
10.	Representative of Programming Division of Plan. Com.	Member
11.	Representative of General Economics Division	Member
12.	Representative of NEC-ECNEC Wing of Planning Division	Member
13.	Head of the concerned Executive Agency	Member

60

1st Revision of Investment Project (con.)

- If project cost increase/decrease 15%- 25% (from original cost) or in amount BDT 50 crore (which is less) Planning Minister approves
- If project cost change above 25% but total project cost remains within BDT 75 crore, Planning Minister approves
- All other cases ECNEC approves

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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

62

No Cost Time Extension of Investment Project

- Respective Ministry extends project duration up to 1 year with the recommendation of IMED before 2nd revision & also of ERD (if applicable)
- For more than one year or 2nd time extension Planning Commission member approves
- For 3rd time Planning Minister extend project duration

63

TA Project Processing

- Executing Agency prepare project document in TPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the TPP
- If total cost up to 10 crore and proportion of GOB within 30% of project cost, have to place it to DSPEC meeting
- Respective Minister approves TPP with recommendations of DSPEC

64

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	-	Chairperson
02.	Representative of concerned Wing of the Plan. Com.	-	Member
03.	Representative of concerned Ministry/Division	-	Member
04.	Representative of Economic Relations Division (ERD)	-	Member
05.	Representative of concerned Sector/sub-sector of IMED	-	Member
06.	Representative of M/O. Establishment	-	Member
07.	Representative of Finance Division	-	Member
08.	Representative of National Board of Revenue (NBR)	-	Member
09.	Representative of GED	-	Member
10	Representative of SICT		Member
11	Representative of Programming Division		Member
12	Representative of ECNEC Wing of Plan Div		Member
13	Head of the concerned Executive Agency		Member

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TA Project Processing (con.)

- Ministry send the TPP cost above 10 crore or GOB contribution above 30% to Planning Commission (PC)
- PC place it in SPEC meeting
- SPEC headed by Member
- Planning Minister approves TA Project upto 50 crore with the recommendation of SPEC.
- Above 50 crore ECNEC approves

66

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

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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

68

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

69

Time Extension of TA Project without cost

- Respective Minister extend project duration up to 1 year with the recommendation of ERD
- For more than one year or 2nd time extension Planning Commission member approve with the recommendation of ERD
- 3rd time extension by Planning Minister

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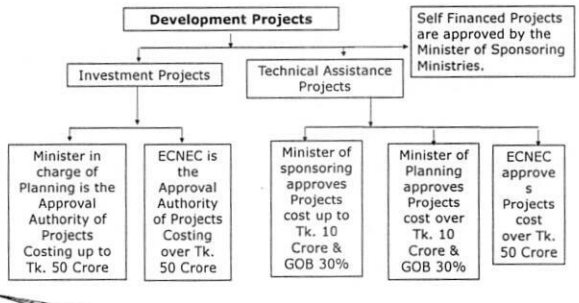
Project Approval



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THANK YOU

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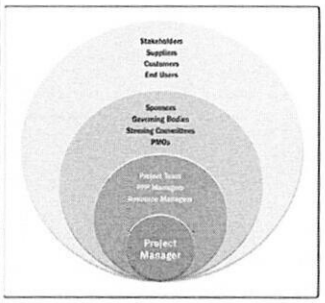
PROJECT STAKEHOLDER ANALYSIS



STAKEHOLDER

Figure 1-4 (Handout). Examples of Project Stakeholders

2

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 MANAGEMENT

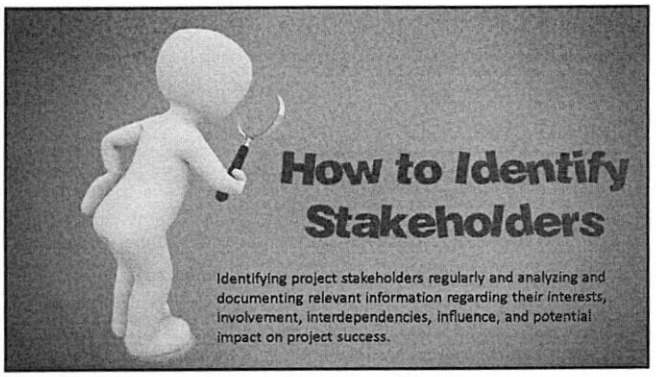
Stakeholder identification, prioritization and engagement should be **reviewed and updated** at least

- The project moves through different phases in its life cycle,
- Current stakeholders are no longer involved or new stakeholders become members of the project,
- There are significant changes in the organization or the wider stakeholder community.

PROJECT STAKEHOLDER MANAGEMENT

Initiating	Planning	Executing	M &C	Closing
Identify stakeholder	Plan stakeholder engagement	Manage stakeholder engagement	Monitor stakeholder engagement	

5



Identify stakeholder

Inputs	Tools & Techniques	Outputs
.1 Project charter .2 Business documents • Business case • Benefits management plan .3 Project management plan • Communications management plan • Stakeholder engagement plan .4 Project documents • Change log • Issue log • Requirements documentation .5 Agreements 6. EEFs 7. OPAs	.1 Expert judgment .2 Data gathering • Questionnaires and surveys • Brainstorming .3 Data analysis • Stakeholder analysis • Document analysis .4 Data representation • Stakeholder mapping/ representation .5 Meetings	.1 **Stakeholder register** .2 Change requests .3 Project management plan updates • Requirements management plan • Communications management plan • Risk management plan • Stakeholder engagement plan .4 Project documents updates • Assumption log • Issue log • Risk register

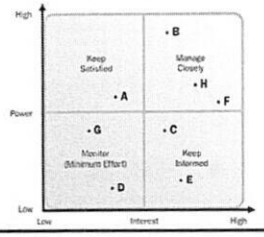
Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest in information about the project.

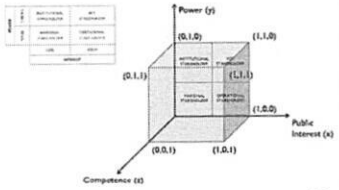
Stakeholders' stakes can be-

- Interest; affected by a decision.
- Rights (legal or moral rights).
- Ownership; legal title to an asset.
- Knowledge (Specialist knowledge).
- Contribution (resources or advocacy).

STAKEHOLDER MAPPING

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 cube

Salience model. Describes classes of stakeholders based on assessments of their **power** (level of authority or ability to influence the outcomes of the project), **urgency** (need for immediate attention), and **legitimacy** (their involvement is appropriate).

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

Plan Stakeholder Engagement

The process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.

Stakeholder Engagement Plan

The **first version** of the stakeholder engagement plan is developed after the initial stakeholder community has been identified. The stakeholder engagement plan is then updated regularly when-

- ✓ Start of a new phase of the project;
- ✓ Changes to the organization structure or within the industry;
- ✓ When new individuals or groups become stakeholders and current stakeholders are no longer part of the stakeholder community and
- ✓ Outputs of other project process areas require a review of stakeholder engagement strategies.

Plan Stakeholder Engagement

Inputs	Tools & Techniques	Outputs
.1 Project charter .2 Project management plan • Resource management plan • Communications management plan • Risk management plan .3 Project documents • Assumption log • Change log • Issue log • Project schedule • Risk register • Stakeholder register .4 Agreements .5 EEFs .6 OPAs	.1 Expert judgment .2 Data gathering • Benchmarking .3 Data analysis • Assumption and constraint analysis • Root cause analysis .4 Decision making • Prioritization/ranking .5 Data representation • Mind mapping • Stakeholder engagement assessment matrix .6 Meetings	.1 **Stakeholder engagement plan**

STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

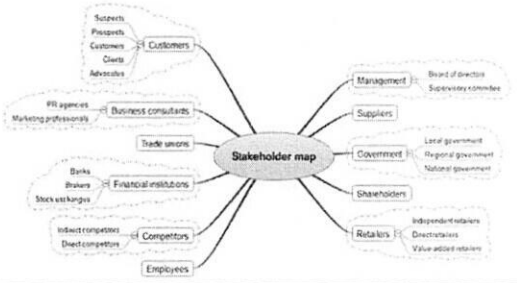
A stakeholder engagement assessment matrix supports comparison between the **current** engagement levels of stakeholders and the **desired** engagement levels required for successful project delivery.

The engagement level of stakeholders can be classified as follows:

- **Unaware.** Unaware of the project and potential impacts.
- **Resistant.** Aware of the project/potential impacts but resistant/unsupportive of the work or outcomes of the project.
- **Neutral.** Aware of the project, but neither supportive nor unsupportive.
- **Supportive.** Aware of the project/potential impacts and supportive of its outcomes.
- **Leading.** Aware of the project/potential impacts and actively engaged in ensuring that the project is a success.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

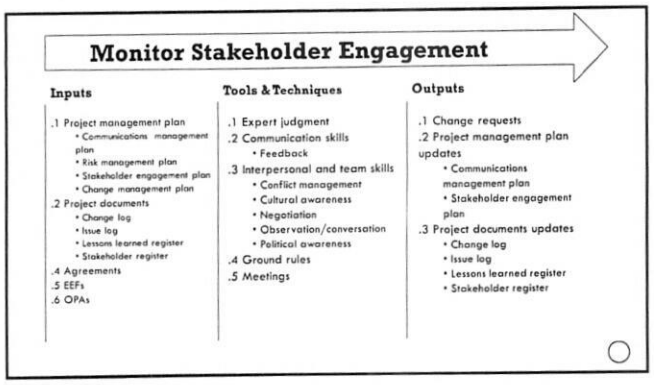
Mind mapping Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.

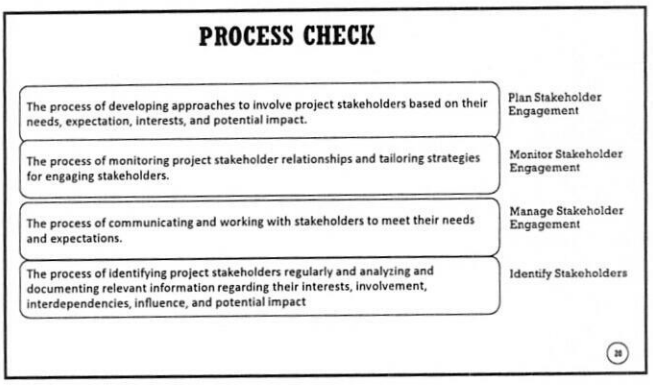


An effective plan that recognizes the diverse information needs of the project's stakeholders is developed early in the project life cycle and is **reviewed** and **updated regularly**.

Manage Stakeholder Engagement

Inputs	Tools & Techniques	Outputs
.1 Project management plan • Communications management plan • Risk management plan • Stakeholder engagement plan • Change management plan .2 Project documents • Change log • Issue log • Lessons learned register • Stakeholder register .4 Agreements .5 EEFs .6 OPAs	.1 Expert judgment .2 Communication skills • Feedback .3 Interpersonal and team skills • Conflict management • Cultural awareness • Negotiation • Observation/conversation • Political awareness .4 Ground rules .5 Meetings	.1 Change requests .2 Project management plan updates • Communications management plan • Stakeholder engagement plan .3 Project documents updates • Change log • Issue log • Lessons learned register • Stakeholder register


Monitor Stakeholder Engagement
Inputs
.1 Project management plan
• Communications management plan
• Risk management plan
• Stakeholder engagement plan
• Change management plan
.2 Project documents
• Change log
• Issue log
• Lessons learned register
• Stakeholder register
.4 Agreements
.5 EEFs
.6 OPAs
Tools & Techniques
.1 Expert judgment
.2 Communication skills
• Feedback
.3 Interpersonal and team skills
• Conflict management
• Cultural awareness
• Negotiation
• Observation/conversation
• Political awareness
.4 Ground rules
.5 Meetings
Outputs
.1 Change requests
.2 Project management plan updates
• Communications management plan
• Stakeholder engagement plan
.3 Project documents updates
• Change log
• Issue log
• Lessons learned register
• Stakeholder register


PROCESS CHECK
The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact.
Plan Stakeholder Engagement
The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders.
Monitor Stakeholder Engagement
The process of communicating and working with stakeholders to meet their needs and expectations.
Manage Stakeholder Engagement
The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact
Identify Stakeholders

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Critical Path Method(CPM) & Program Evaluation and Review Technique(PERT)

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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 durations of critical path activities by adding resources

CPM Contd.

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
- Shortest time in which project can be completed
- Resources needed to achieve project
- Sequence of activities, scheduling, and timings involved
- Task priorities

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

CPM Approach

- Break project into activities necessary for completion
- Determine sequential relationship of operations
- Create time estimates for each operation
- Find the project Network
- Determine "free float "and "total float
- Establish time-cost relationship
- Establish scheduling variations
- Determine most favourable balance between time-cost

CPM (cont)

Project Activities:

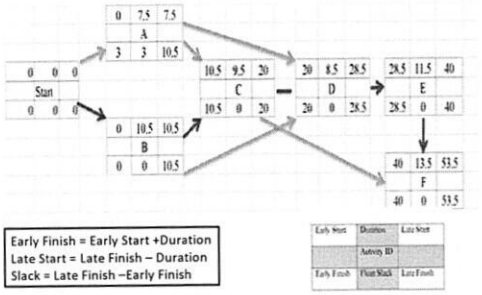
SL No.	Activities	Duration	Predecessors
A	Train workers	7	
B	Purchase row material	3	
C	Manufacture product 1	6	A,B
D	Manufacture product 2	3	A,B, C
E	Test product 2	3	D
F	Assemble products 1 & 2	2	C,E

Predecessor-Activity "A & B" should be completed before beginning the activity "C"

CPM (Contd)

- **Float(slack)** -amount of time that a task can be delayed without causing a delay to subsequent tasks(free float)and project completion date(total float)
- **Critical path** is the sequence of activities which add up to the longest overall duration. It is the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (there is no float on the critical path). A project can have several, parallel, near critical paths.
- An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path
- **Critical activity** – activity with zero float
- **Resource levelling** – iterative process of assigning crews to activities in order to calculate their duration

CPM Network (Cont)



Early Finish = Early Start +Duration
Late Start = Late Finish – Duration
Slack = Late Finish –Early Finish

CPM (Contd)

- Critical Path of the project is B-C-D-E-F
- Longest path is 53.5

PERT

- **PERT (Program Evaluation and Review Technique)** is used to assist in project scheduling similar to CPM.
- 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., probabilistic)

PERT

- 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;
- Give management a prompt mechanical reporting device;
- And finally aid and facilitate decision-making

Mechanics of PERT

- Work Breakdown Structure
- Project Network Development
- Activity Time Estimation
- Network Time Calculations
- Scheduling with Critical path
- Probability Aspects of PERT

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 2
6	Assemble products 1 and 2

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	..	5	8	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	

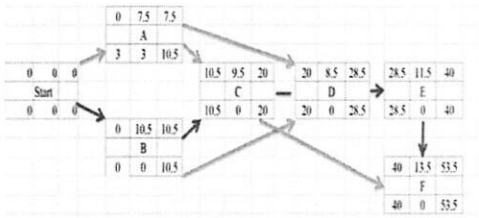
$$\text{Mean Duration} = \frac{O+4ML+P}{6}$$

Example of PERT

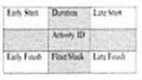
SL No.	Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Critical Path
A	Train workers	..	5	8	10	7.5	
B	Purchase row material	..	8	11	13	10.5	
C	Manufacture product 1	A, B	7	10	12	9.5	
D	Manufacture product 2	A, B, C	6	9	11	8.5	
E	Test product 2	D	9	12	14	11.5	
F	Assemble products 1 and 2	C, E	11	14	16	13.5	

To create the critical path, Project Network is needed to create.

Project Network



Early Finish= Early Start +Duration
Late Start= Late Finish – Duration
Slack= Late Finish –Early Finish



Example of PERT

Variance=√ [(P-O)/6]

Duration of Critical Path (μ) 53.5

SL No.	Activities	Predecessors	Optimistic	Most Likely	Pessimistic	Mean Duration	Critical Activities	Variance
A	Train workers	..	5	8	10	7.5	No	0.7
B	Purchase row material	..	8	11	13	10.5	Yes	0.7
C	Manufacture product 1	A, B	7	10	12	9.5	Yes	0.7
D	Manufacture product 2	A, B	6	9	11	8.5	Yes	0.7
E	Test product 2	D	9	12	14	11.5	Yes	0.7
F	Assemble products 1 and 2	C, E	11	14	16	13.5	Yes	0.7
			46		76			

Example of PERT

We find the duration of Critical Path (μ) from the network= 53.5

Now, we need the Standard Deviation(SD) of the project duration.

$$\text{Sd of the project} = \sqrt{\Sigma(\text{Variance of Critical Activities})}$$

So, we find the Sd of the project=1.9

Example of PERT

Standard Normal Possibilities (Z), $Z = \frac{X - \mu}{Sd}$

Z score for Probable Days (X)	Z Value	Probability
Z score for 48?	-2.95160973	0.016
Z score for 50?	-1.878297101	0.03
Z score for 52?	-0.804984472	0.21
Z score for 53.5?	0	0.5
Z score for 55?	0.804984472	0.78
Z score for 57?	1.75	0.95
Z score for 60?	3.488266045	0.99

Example of PERT

So, Standard Normal Possibilities of Project Duration

Project Duration	Probability
48	2%
50	3%
52	21%
53.5	50%
55	78%
57	95%
60	99%

PERT/COST

- Principle objectives of the PERT/COST system are to aid in development of a more realistic project estimate;

  -to compare estimated and actual costs at any selected point in the program;

  -to help determine the best allocation of resources to project activities;

  -and to forecast total project costs based upon program cost position throughout the project.
- Cost estimates for a project should start when the work breakdown structure has been formulated, and should be based upon program elements and work packages depicted by the work breakdown structure.

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7.6

Project Approval Process

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1

Points to be Discussed:

- Project formulation
- Approval of Investment Project
- Approval of Technical Assistant Project
- Revision of Investment Project
- Revision of Technical Assistant Project

2

Types of Project

- Investment Project (IP)
- Technical Assistance Project (TAP)
- Feasibility Study Project

3

Investment Project:

Projects having mainly investment components such as construction of

- power stations
- industries
- buildings
- roads
- highways
- culverts
- bridges etc which usually have physical existence.

4

Technical Assistant Project:

- Improvement of institutional capacity
- Development of human resources
- Transfer of technology
- TA includes –
  - consultancies,
  - training/fellowship
  - supply of equipments and
  - Professional services

5

Used Format

Investment Project

- Development Project Proposal (DPP)
- Revised Development Project Proposal (RDPP)

Technical Assistance Project

- Technical Assistance Project Proposal (TAPP)
- Revised Technical Assistance Project Proposal (RTAPP)

Feasibility Study

- Feasibility Study Proposal

6

Organizations involved in Project Processing

- Executing Agency
- Ministry/Division
- Planning Commission

7

Investment Project Processing

- Consider National Strategic Policy such as Five Year Plan/Perspective Plan, Sustainable Development Goals(SDGs), Sectoral Priority etc.
- Resource of MTBF, Duplication of project, Regional disparity, Climate change, Environment, Gender etc.
- Implementation period should be within 3 years except special project

8

Investment Project Processing

- For project of Roads and Highways consider Project Appraisal Framework(PAF)
- Executing Agency prepare project document in DPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the DPP and place it to the Project Scrutiny Committee headed by secretary.

9

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)

10

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)

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Investment Project Processing (con.)

- For large project involving different ministries/ agencies/sectors of Planning Commission Concerned Sector Division will coordinate
- After receiving DPP from Ministry, Sector-Division of Planning Commission complete appraisal
- After examining, Planning Commission place the DPP to Project Evaluation Committee (PEC) meeting
- PEC is headed by member of Planning Commission

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Project Evaluation Committee (PEC)

01	Member, concerned Sector Division of the Plan. Com.	Chairperson
02	Chief, concerned Sector Division of the Plan. Com.	Member
03	Representative of Programming Division, Plan Com.	Member
04	Representative of General Economics Division, Plan Com	Member
05	Representative of concerned Sector of IMED	Member
06	Representative of ECNEC Wing of Planning Division	Member
07	Representative of the sponsoring Ministry/Division	Member
08	Representative of Finance Division	Member
09	Representative of Economic Relations Division (if aid)	Member
10	Representative of M/o. Public Adminstration	Member
11	Representative of M/o. Environment and Forest	Member
12	Representative of M/o. Woman and Children Affairs	Member
13	Head of the concerned Executive Agency	Member

Project Evaluation Committee (PEC)

Terms of Reference:

- Appraisal of acceptability of Development projects
- Examination of Financial, Economic and Technical viability of Development Projects
- Examine the Log Frame and relevancy of objective
- Suggest in the DPP necessary amendment/ modification / alterations if necessary
- Formulate recommendations for approval by the competent authority

14

Investment Project Processing

- PEC Recommend for approval or for necessary modification
- PC can send DPP to Ministry for recast
- Otherwise PC place it to the approval authority according to project cost
- Approval authority
  - Honorable Planning Minister or
  - ECNEC

15

Investment Project Processing (con)

- If project cost up to 50 crore, Hon'be Planning Minister approves it
- If project cost above 50 crore, ECNEC approves it

16

Executive Committee of National Economic Council (ECNEC)

- Hon'ble P.M. – Chairperson
- Hon'ble Minister for Finance – Alternate Chairman
- Other Members:
  - Minister for Road Transport and Bridges
  - Minister for Agriculture
  - Minister for Information
  - Minister for Local Govt Rural Dev and Cooperative
  - Minister for Education
  - Minister for Planning
  - Minister for Industries
  - Minister for Health and Family Welfare
  - Minister for Commerce
  - Minister for Housing and Public Works
  - Minister for Environment, Forest and Climate Change
  - Minister for Land
  - Concern Minister/State Minister

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ToR of ECNEC

- Approves projects (cost over Tk. 50 crore)
- Reviews projects' implementation
- Considers Public Private Partnership (PPP) proposals
- Monitors economic situation & economic activities
- Policy review
- Consider measures & impact relating to aid of the development partners

18

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

19

Revision of Investment Project

- Two times revision allowed
- No post facto approval

1st Revision:

- Prepare in RDPP format.
- Concerned Ministry approve Revised Project whether cost increase/decrease (from original cost) up to15% or in amount BDT 40 crore (which is less)
- With the recommendation of DPEC under conditions

20

Departmental Project Evaluation Committee

01.	Secretary of concerned Ministry /Division	Chairperson
02.	Representative of concerned Sector division of Plan. Com.	Member
03.	Joint chief/Deputy chief of concerned Ministry/Division	Member
04.	Representative of Finance Division	Member
05.	Representative of Economic Relations Division	Member
06.	Representative of M/o Public Administration	Member
07.	Representative of concerned Sector of IMED	Member
08.	Representative of M/o. Environment and Forest	Member
09.	Representative of M/o. Woman and Children Affairs	Member
10.	Representative of Programming Division of Plan. Com.	Member
11.	Representative of General Economics Division	Member
12.	Representative of NEC-ECNEC Wing of Planning Division	Member
13.	Head of the concerned Executive Agency	Member

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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

22

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

23

No Cost Time Extension of Investment Project

- Respective Ministry extends project duration up to 1 year with the recommendation of IMED before 2nd revision & also of ERD (if applicable)
- For more than one year or 2nd time extension Planning Commission member approves
- For 3rd time Planning Minister extend project duration

24

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TA Project Processing

- Executing Agency prepare project document in TPP Format and send it to administrative ministry
- Planning Wing/Branch of Ministry examine the TPP
- If total cost up to 10 crore and proportion of GOB within 20% of project cost, have to place it to DSPEC meeting
- Respective Minister approves TPP with recommendations of DSPEC

25

Departmental Special Project Evaluation Committee (DSPEC)

01.	Secretary, Ministry/Division	-	Chairperson
02.	Representative of concerned Wing of the Plan. Com.	-	Member
03.	Representative of concerned Ministry/Division	-	Member
04.	Representative of Economic Relations Division (ERD)	-	Member
05.	Representative of concerned Sector/sub-sector of IMED	-	Member
06.	Representative of M/O. Establishment	-	Member
07.	Representative of Finance Division	-	Member
08.	Representative of National Board of Revenue (NBR)	-	Member
09.	Representative of GED	-	Member
10	Representative of SICT		Member
11	Representative of Programming Division		Member
12	Representative of ECNEC Wing of Plan Div		Member
13	Head of the concerned Executive Agency		Member

26

TA Project Processing (con.)

- Ministry send the TPP cost above 10 crore or GOB contribution above 20% to Planning Commission (PC)
- PC place it in SPEC meeting
- SPEC headed by Member
- Planning Minister approves it with the recommendation of SPEC.

27

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

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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:

o Prepare in RTPP format.

o Ministry approve Revised Project cost up to 25% increase/decrease or up to BDT 20 crore (which is less) with the recommendation of DSPEC

29

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

30

Time Extension of TA Project without cost

- Respective Minister extend project duration up to 1 year with the recommendation of ERD
- For more than one year or 2nd time extension Planning Commission member approve with the recommendation of ERD
- 3rd time extension by Planning Minister

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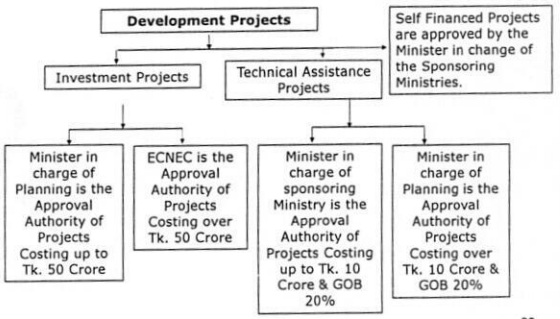
Project Approval



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THANK YOU

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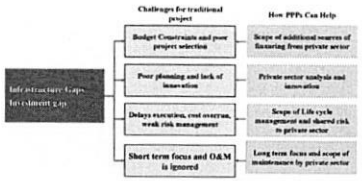
TRADITIONAL PROJECT VS PPP

Aspect	Public Procurement	PPP Procurement
Ownership	Public from the beginning	Private (temporary), reverts to public
Funding	Fully public	Mostly private, repaid over time
Risk	Government bears most	Shared/allocated to capable party
Contract Duration	Short-term	Long-term (10–30+ years)
Evaluation	Lowest responsive bid	Value for money, lifecycle cost
Complexity	Standard procurement process	Complex due diligence and structuring
Contract Type	Separate (design, build, operate)	Integrated (DBFOM or similar)
Maintenance	Often separate/underfunded	Integrated and performance-based

Advantages of PPP over Traditional project implementation



Public Private Partnership in Bangladesh: Opportunities and Challenges

Dr. Md. Mushfiqur Rahman
Secretary (PIC)

OUTLINE

PRESENTATION OUTLINE

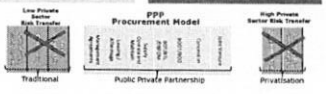
- 01 PPP Concept & Application
- 02 PPP in Bangladesh
- 03 PPP and its importance for the development of Bangladesh
- 04 Opportunities for PPP in Bangladesh
- 05 Challenges for PPP in Bangladesh
- 06 Question Answer

PPP Model is Not Privatization

PRIVATIZATION

1. The Private Sector Owns The Full Property Of The Asset
2. Time to operate the asset is unlimited.
3. The private providers that set the quality and quantity of the goods delivered, while they also specify the design and set the price
4. The privatized entity will have much more liberty to set the price to be charged to users.

PPP



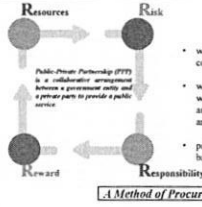
LIMITATIONS FOR PPPS

- Not all projects are suitable to be prepared as a PPP
- Complexity in risk allocation
- Relatively more time require for feasibility study
- Long-Term Commitments and political challenges
- Poor governance affects outcomes
- PPP project may not financially viable without government support

CONCEPT, DEFINITION & APPLICATION OF PPP

CONCEPT AND DEFINITION OF PPP

No universal definition



PPP is a

- written long-term contact between contracting authority and private party;
- where private parties provides public works or services on behalf of contracting authority taking appropriate risk allocation; and
- private party receives payment for services based on performance.

A Method of Procurement

Common misconception about PPP

01	Privatizations and PPPs are the same	04	PPP procurement takes longer time than traditional procurement
02	Land is sold to the private sector under PPPs	05	Cost of PPP project is higher than traditional
03	Govt. lose total control over the asset under PPPs	06	Government has no fiscal risks on PPPs

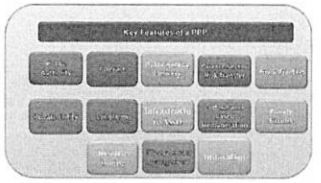
TYPES AND VARIATIONS OF PPPS

TYPES AND VARIATIONS OF PPPS (BASED ON SECTOR)

Infrastructure PPP	• Development and manage new infrastructure • Significant upgrade to existing infrastructure
Service PPP	• Managing existing infrastructure • Only provides or operate public service

Features of Public-Private Partnerships

UNDERSTANDING PUBLIC-PRIVATE PARTNERSHIPS



BENEFITS OF PPPS

- Value For money
- Risk allocation to private sector
- Skill, Innovation, Technology and resources
- Off-balance-sheet account and access to private sector finance

PPP

IN BANGLADESH

(OVERVIEW OF PPP AUTHORITY)

Evolution of

PPP Authority

Of Bangladesh

PPP Authority 2015

PPP Office 2011

PPP Policy 2010

PPP Authority (Prime Minister's Office)

- Vision
  - Development of sustainable public service infrastructure
- Mission
  - Creating an enabling environment for government instruments through public private partnerships in the delivery of sustainable public service infrastructure
- Strategic Objectives
  - Facilitating development of sustainable public service infrastructure project under PPP policy
  - Raising profile of the PPP programs and promoting increased flow of private investment in public service delivery
  - Creating a legal and regulatory framework for building confidence among private investors

TYPES AND VARIATIONS OF PPPS

TYPES AND VARIATIONS OF PPPS

PPP Spectrum Model

Gov't Pays Model	User Pays Model	Shared Pays Model
• PFI • Annuity • Availability	• Tolls, charges • Service fees, rentals • Sale proceeds	• Min Rev Guarantee • Viability Gap Financing • Govt. + User Pay Mix

PPP Procurement Model

Low Private Sector Risk Transfer — High Private Sector Risk Transfer

Traditional — Public Private Partnership — Privatisation

Models and Variations of PPP

(Based on project delivery)

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

Board of Governors

Hon'ble Chief Adviser

Chairperson

Finance Adviser Vice Chairman | Adviser (Nominated by HCA) Member | Planning Adviser Member | Principal Secretary to HCA Member Secretary

Secretary to Implement PPP Office and Delivering Act 2015

Secretary and CEO PPPA Member-secretary

Regulatory Framework of PPP in Bangladesh

Procurement Guidelines for PPP Projects, 2018

Rules for privately proposed projects 2009

Rules for Viability Gap Financing for Public-Private Partnership Projects, 2014

Standard PPP Forms for Project Support & Development

Bangladesh Public Private Partnership Act, 2015

Guidelines for Unsolicited Proposals, 2018

Rules for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017

Rules for PPP Technical Assistance Financing, 2018

PPP IS A PRACTICED & PROVEN CONCEPT

PPPs

are not a new concept. In many countries, PPPs in infrastructure development were common as long as 150 years ago

Canal and road concessions in Europe and the United States of America - seventeenth century .

Railways in the Indian subcontinent were first introduced in 1853 through private initiatives.

American railways - nineteenth century.

The Great Indian Peninsula Railway Company (founded,1849) introduced the first railways in India over Mumbai.

Subsequently, other companies-built railways in other parts mainly radiating inward from the three major port cities of Mumbai (Bombay), Chennai (Madras) and Kolkata (Calcutta).

Exemplary Statistics

Over 700 operational PFI contracts in place in the UK with a capital value of £57 billion

Over 291 P3 projects are active in Canada worth $139+ billion since the early 1990's

There have been 32 Partnerships Victoria projects contracted worth around $30.1 billion in capital investment

Institutional framework

Role of PPP Authority

1 Screening & Approving Projects
2 Policy Development & Enforcement
3 Appointing Transaction Advisors
4 Expert Project Facilitation
5 Promotion & Marketing
6 Stakeholder Engagement
7 Donor Agency Engagement
8 Capacity Building
9 Monitoring & Reporting

Role of PPP Authority

PPP authority is facilitating line ministries and contracting authorities to develop and implement PPP projects

Exemplary Statistics

There are 1,014 active PPP projects in Brazil with active investment of more than $419 billion

Private infrastructure investment is made yearly in PPP projects at a rate of USD 956.2 million to fill the gap in Korea

There are total 123 PPP projects in South Africa with investment of more than $27 billion

Exemplary Statistics

As on March 2024, a total number of 1,825 PPP projects worth USD 327 Billion are on different stages of implementation in India.

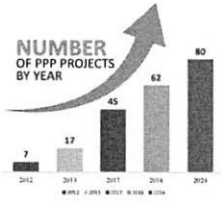
57% of the PPP Projects in India fall under Transport Sector comprising of Airports, Inland Waterways, Railways & Roads

GLIMPSE OF

PPP PROJECTS

IN BANGLADESH

NUMBER OF PPP PROJECTS BY YEAR



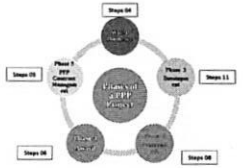
PROJECTS STATUS IN PPP PIPELINE

USD 46.40 Billion Estimated Total Investment

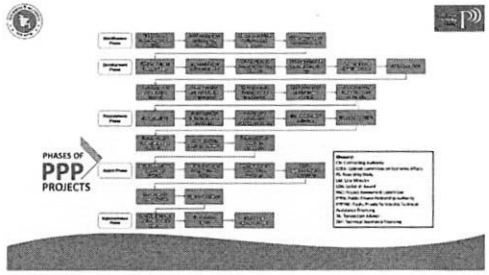
total 80 Units of Completed & On going Projects

Working With 27 Agencies Of 18 Ministries

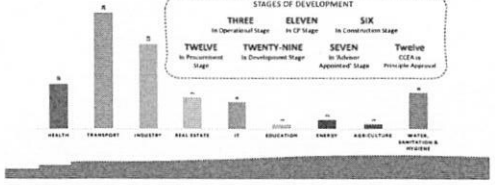
PHASES OF A PPP PROJECT



TOTAL STEPS 32



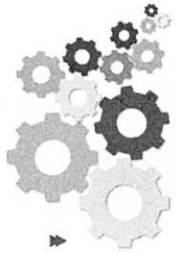
PROJECTS STATUS IN PPP PIPELINE



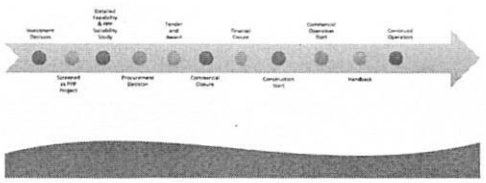
ONGOING AND UPCOMING

PPP

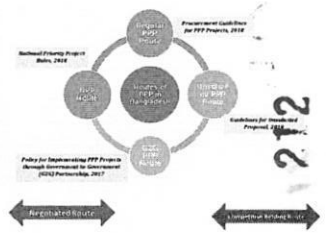
PROJECTS IN BANGLADESH

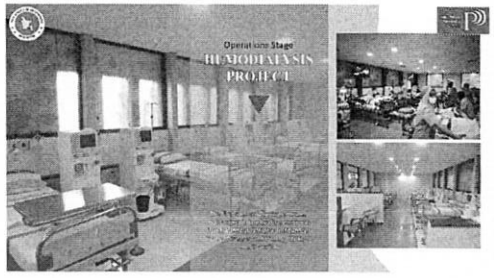


PPP Project Milestones

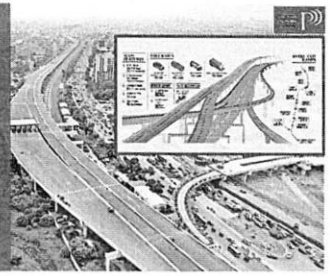


Routes of PPP Project implementation in Bangladesh





DHAKA ELEVATED EXPRESSWAY



G2G PARTNER COUNTRIES

Special incentives for Private investor of PPP projects in Bangladesh

FISCAL INCENTIVES

Income Tax Exemption:
Providing tax benefits to investors to make PPP projects financially attractive.

Expatriate Tax Exemption:
Encouraging expatriate investment in PPP projects by exempting them from certain taxes.

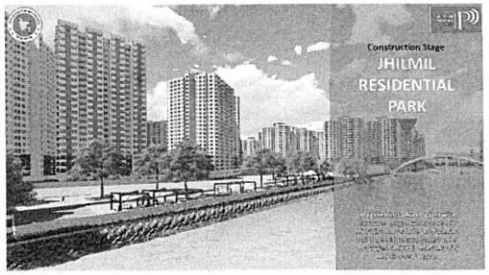
VAT Exemption:
Exempting Value Added Tax (VAT) on various aspects of PPP projects to reduce the financial burden on investors.

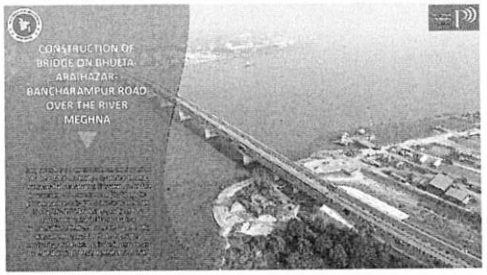
SEC Exemption:
Facilitating investment in PPP projects by exempting investors from certain securities regulations.

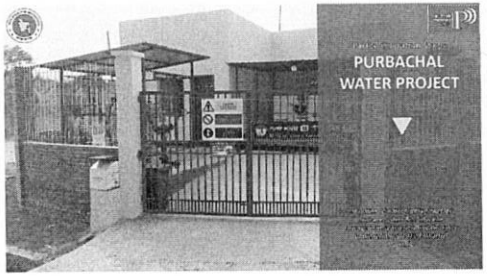
Viability Gap Financing:
Offering financial support to bridge the viability gap in PPP projects, making them more financially sustainable.

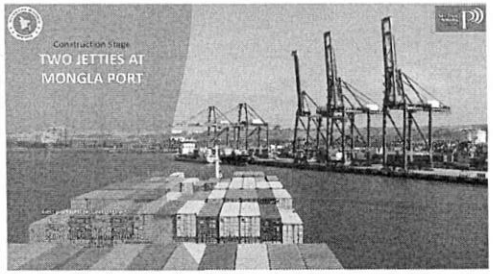
NON-FISCAL INCENTIVES

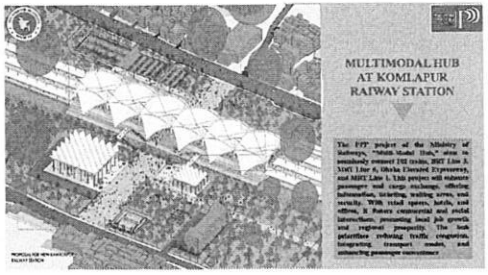
- 100% Foreign Ownership or Joint Venture Allowed
- No Maximum or Minimum limit on Investment
- Bonded Warehouse Licence
- Full Repatriation of Capital, Profit/ Dividend
- Virtual Approval of Visa and Work Permits

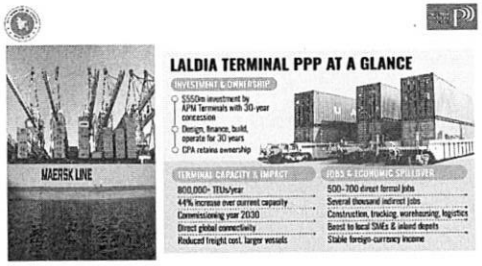


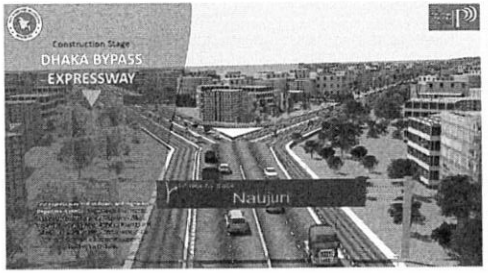


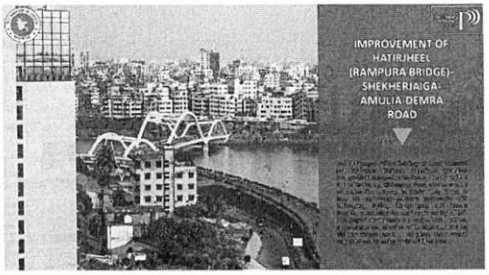






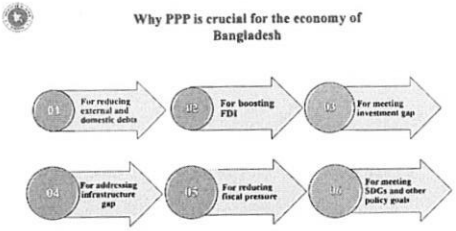


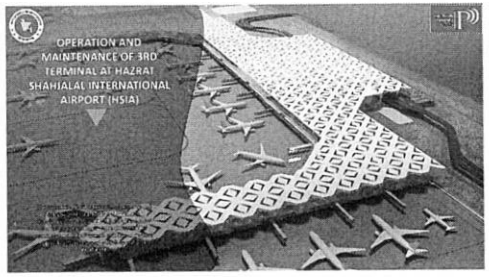




PPP AND ITS IMPORTANCE FOR THE DEVELOPMENT OF BANGLADESH

People's Republic of Bangladesh





Opportunities for Public Private Partnership in Bangladesh

Opportunities for Public Private Partnership in Bangladesh

- Transport (Roads, Highways, Bridges)
- Major expressways, flyovers, and bridges
- Ports and Shipping and development of inland container depots
- Railways: Upgrading railway lines, stations, and rolling stock
- ICT Infrastructure: Fiber optics expansion, data centers, and smart utility systems

- Renewable energy (solar, wind) power plants
- Transmission and Distribution: Modernization of electricity grids and smart metering
- Oil and Gas: LNG terminal development, gas distribution, and exploration services

- Affordable Housing and satellite towns
- Smart Cities and
- Urban Transport: Metro rail systems, bus rapid transit (BRT), and transport hubs

- Upgrading government health facilities and building new hospitals, especially in underserved areas
- Medical Equipment and Services: Diagnostic centers, telemedicine, and ambulance services
- Education Infrastructure: Technical colleges, universities, and vocational training institutes

External and domestic debt of the Government

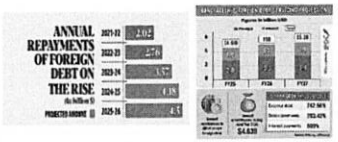
- Bangladesh's external debt stock reached $112.16 billion at the end of June 2025, rising 7% from $104.8 billion from the same period last year
- The domestic debt for 2024-25 is projected at Tk 13,071 billion.
- External debt to GDP ratio **24.3 %** by FY 2024-25
- Bangladesh Debt-to-GDP Ratio: 39.2%(Percentage) -World Bank

Source: Bangladesh Bank

Currency Risk | Debt Servicing Pressure | Short-term debt risks | Sustainability

For reducing debts

Can Bangladesh afford servicing its debts?



Debt service-to-revenue ratio : Below 15% ideal ,> 25%: signals fiscal stress

Opportunities for Public Private Partnership in Bangladesh

- Urban and industrial water supply through treatment and desalination plants
- Sewerage and Solid Waste Management: Waste-to-energy projects, recycling, and landfill management systems
- CETP

- Resorts and Eco-tourism: Development in areas like Cox's Bazar, Sundarbans, and Chittagong Hill Tracts
- Cultural Sites and Heritage Management: Upgrading facilities and services for heritage tourism

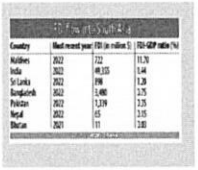
- Agro-Processing Zones: Cold storage, food parks, and logistics infrastructure.
- Irrigation and Mechanization: Infrastructure for modernizing agriculture.
- Livestock: Vaccine production and distribution, Processing, preservation and marketing of livestock products, slaughter house management

- Development and management of SEZs with full infrastructure (power, water, transport).Cluster development for garments, pharmaceuticals, IT, etc.

CHALLENGES & WAY FORWARD

For Boosting Foreign Direct Investment

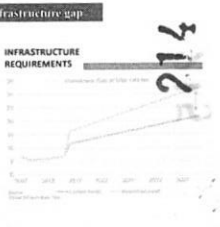
- From 2017 to 2022, Bangladesh received an annual average of $2.92 billion in FDI.
- Bangladesh's FDI inflow amounted to only 0.75 percent of its GDP.
- As per government's plan to turn the nation into an advanced economy, Bangladesh needs to get FDI equivalent to 1.66 percent of its GDP annually.



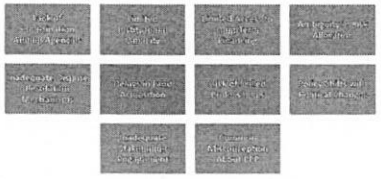
For meeting infrastructure gap

Infrastructure Gap: There's an estimated shortfall of 1.9% of GDP, equating to about $6 billion annually. (Global infrastructure-GI Hub)

Global Competitiveness Index: Bangladesh ranks 114th out of 141 countries, indicating a need for significant improvements in infrastructure to enhance competitiveness.

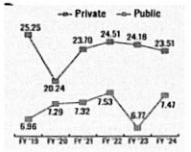


Challenges For PPP Program In Bangladesh



Strategic Policy Support from Leadership

For meeting the investment gap



INVESTMENT NEED & DEFICIT

Asia 2016-30, Bangladesh 2015-30

SPHERE	ASIA	BANGLADESH
Total Infra Investment Required	26 trillion	384 billion
Avg Requirement/Year	1.7 trillion	20 billion (2019)
Current Trend	880 billion/ Year	14 Billion (2019)
Gap	820 billion/ Year	As of 2019: 6 billion
Source:	ADB	ADB/ GIH-b

Ideal: 25–30% of GDP ***Consequence of too low prices are an estimate Private Investment/GDP needs to increase a Massive study (70% From current 25% to 36%.

Slower GDP growth | High unemployment | Limit financial growth | Weak innovation and export performance

For meeting SDGs and other policy goals

US$ 928.48 Billion additional funding would be required from 2017 to 2030 for Bangladesh.

SDG FINANCING STRATEGY

Way Forward

Leadership, coordination, and policy reforms are the keys to success

You are the drivers of change!

1. Ensure legal protection for investors
2. Strengthen capacity in line ministries
3. Enhance access to finance
4. Awareness build up
5. Empower the PPP Authority
6. Promote PPPs at the municipal level
7. Provide training for public officials on PPP
8. Build political consensus across parties for PPP reforms
9. Creating an investment enabling environment

Logical framework

Md Shamimul Haque
Additional Secretary
Ministry of Industries

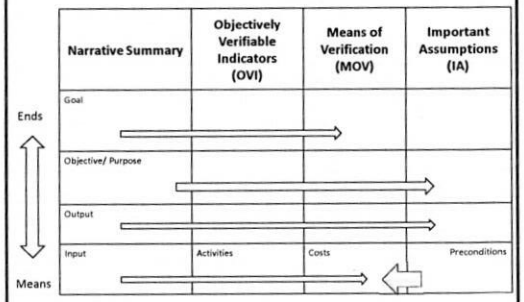
National Trainer (Public Procurement, CBA and LFA)
Masters in Statistics, Dhaka University
Masters in Development Studies, GRIPS University (Japan)
Masters in Public Procurement Mgt., Turin University (Italy)

1

Understanding the structure of Log Frame

LFA is a tool for clarifying and presenting a project's essence in one matrix

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 quantified? ➢ 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?

Indicators – What are they?

- ▶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!*

5

Describing Indicators

- **Indicators help to define:**
  - **Q** **Quality**
  - **Q** **Quantity**
  - **T** **Time**
  - **P** **Place**

6

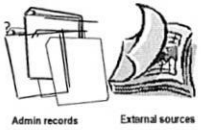
Characteristics of a good indicator

- 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.

7

Sources of Verification (I)

- The logical framework requires that one spells out how the indicators will be collected :
  - How/through which methods ?
  - By whom?
  - When/how often?



- Activities, resources and costs required to collect this information must be included in the project design
- Project managers should focus on verifying the delivery of results and their contribution to the purpose

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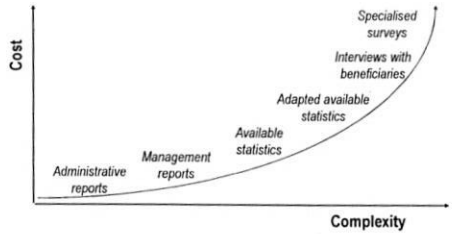
Sources of Verification (II)



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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?

10

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 2007
- Specify **Place:** Number of graduates from Dhaka Technical College completing degree courses increased from 500 to 1000 per year by the year 2007

11

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.

12

Vertical Relations of the Log Frame (for appraisal)

Topics	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?

Inputs, Activities and Costs (at formulation)

Topics	Definitions	Checkpoints
Inputs	Resources required to materialise the activities of the project	➢ Manpower formulation ➢ Adequate material, equipment, machinery ➢ Technical expertise
Activities	Interventions aimed to produce the Outputs of the project.	➢ Alignment of activities and work ➢ Technical aspects to conduct activities ➢ Timing of inputs required
Costs	Estimation of costs by input and/or activity	➢ Consistency with the various cost estimations attached in the DPP

Inputs, Activities and Costs (for appraisal)

Topics	Appraisal Checkpoints
Inputs	➢ *Cost comparison* of Manpower with other projects of similar nature ➢ *Quantity/volume* for material, equipment, machinery ➢ Link to activities ⇨ link to *Outputs*
Activities	➢ *Input-Activity-outputs* alignment ➢ Technical aspects to conduct activities ➢ *Plan of Operation* (activity schedule)
Costs	➢ *Comparison of cost estimations* with *standard pricing* (if available) and other projects of similar nature

Important Assumptions & Preconditions

Topics	Definitions	Checkpoints
Important Assumptions	Critical factors uncontrollable by the project, that could affect the achievement of the planned results and have implications for the project's hypothesis	➢ In positive form (ie...will not occur) ➢ As specific as possible ➢ To what extent the project will be affected? ➢ Specific borderline between controllable and uncontrollable factor. ➢ Is it critical? How will it affect the project, to what extent?
Pre-conditions	Important assumptions that has to be considered before the project starts its implementation	

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).

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.

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).

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.

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).

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 assump-tions 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.

Important Assumptions & Preconditions (for appraisal)

Topics	Appraisal Checkpoints
Important Assumptions	➢ Are they really important? ➢ Are they really uncontrollable? If partially controllable, must be segregated. ➢ Are they specific enough to monitor its affect? ➢ Is the assumption in the correct logic level? Does the scale of the assumption match to those of both upper and lower logic levels?
Pre-conditions	➢ Are they really important and uncontrollable? ➢ Are they really preconditions or upper level important assumptions? ➢ Do they really have possibility of affecting the project before it is implemented?

Problem analysis

- **Why?** The problem tree establishes ***cause and effect*** to ensure that ***root*** problems are identified and then addressed.
- Main steps are:
- Identify one or two (initial) major problem(s) affecting the target group(s)
- Identify related problems/constraints
- Analyse and identify cause and effect relationships
- Check the logic
- Draft the problem tree diagram

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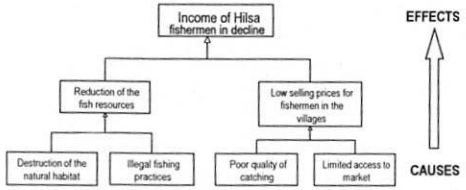
Problem Analysis

Problem tree helps to establish the cause/effect relation



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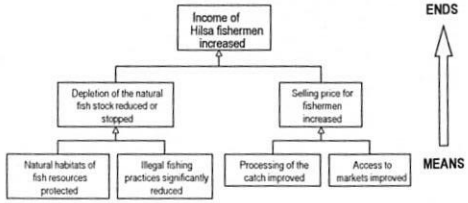
Analysis of Objectives

To convert the problems into positive achievements through means/ends relationships



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The Logframe matrix

	Narrative Summary	Objectively Verifiable indicators	Sources of verification	Important Assumptions
Goal				
purpose				
Output				
Input		means	costs	
				Pre-conditions

Note: As each part of the matrix is formulated, the logic of other parts should be tested and refined/revised, as required. An 'iterative' process.

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Logical Framework- Soup

- **Inputs**
  ingredients used for the soup (carrots, broth, celery, spices)
- **Process**
  the act of making the soup
- **Outputs**
  the finished soup
- **Outcome**
  the satisfaction (physical and mental) of eating a good soup
- **Impact**
  improved nutritional status

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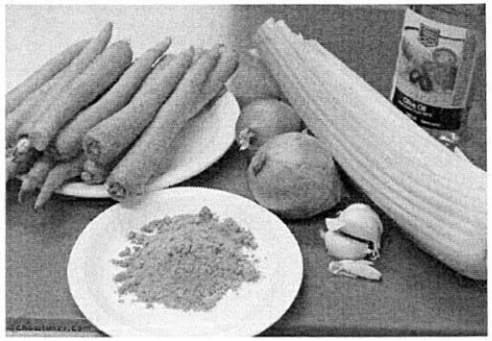

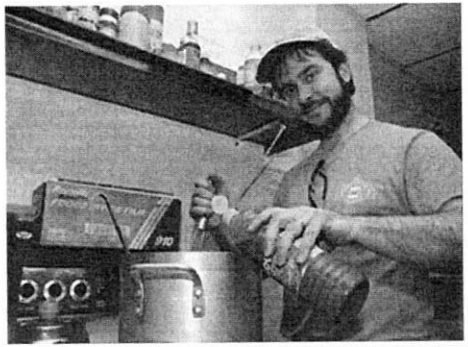

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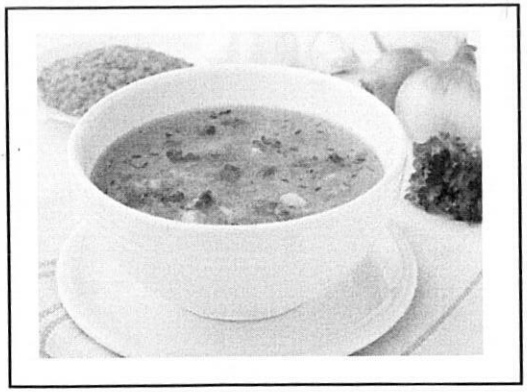
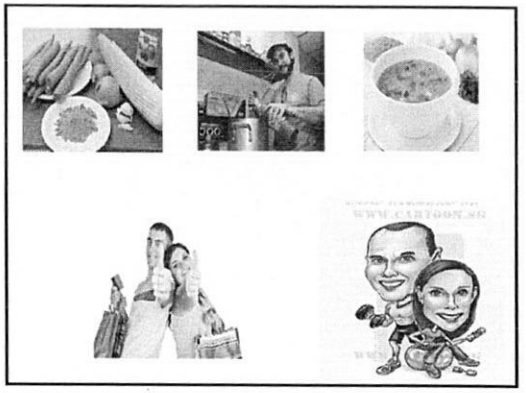




LFA Example (Soup)				
	NS	**OVI**	**MOV**	**IA**
Goal	improved nutritional status	energy per person 300 k cal	Survey Report	
Purpose	enjoy soup	24 person eat soup on 15-1-26 at NAPD	Participants attandence	
Output	finished soup	8 bowl soup prepared on 15-1-26 at NAPD	Kitchen records	
Input	ingredients used for the soup (carrots, chicken, egg, corn, water, spices)	Carrots-1kg, chicken-3 kg, egg-6, corn-1 kg, spices-200 gm Water 10 liter	Buying Receipts, Kitchen records	

THANKS

DEVELOPMENT PROJECT PROPOSAL (DPP)

PART-A

Project Summary

1.	**Project Title**	:
2.1	Sponsoring Ministry/Division	:
2.2	Implementing Agency (ies)	:
2.3	**Concerned Division of Planning Commission**	:
3.	**Objectives and Targets (of Beneficiaries) of the Project** *(Please specify in quantity and/or in percentage and write in bullet form)*	:
4.	**Project Implementation Period**	
	(i) Date of Commencement	:
	(ii) Date of Completion	:
5.1	Estimated Cost of the Project *(Taka in lac)*	
	Total	:
	GOB	:
	(JDCF/DRGA-CF or any other Debt Cancellation)	
	Project Aid (PA)	:
	Own Fund	: -
	Others	: -
5.2	Exchange Rate(s) with Date	:

(Source: Bangladesh Bank)

6. Mode of Financing

6.1 Mode of Financing with Source

(Taka in Lac)

Source / Mode	GOB (FE)	PA (RPA)	Own Fund (FE)	Others (Specify)	PA Source
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*
Investment					
Loan/Credit					
Equity					
Grant					
Others (Specify)					
Total					

6.2 Year wise Estimated Cost:

(Taka in Lac)

Financial Year	GOB (FE)	Poroject Aid (PA)		Own Fund (FE)	Others (Specify)	Total
		Reimbursable PA(RPA)	Direct PA (DPA)			
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*	*(7)=(2)+(3)+(4)+(5)+(6)*
Total						

6.3 **Financing Plan of the proposed project considering MTBF ceiling and allocation required for ongoing projects in ADP**: Anexure VII

7.1 Location of the Project:

Sl. No.	Division	District	City Corporation/ Pouroshova/ Upazila
(1)	*(2)*	*(3)*	*(4)*

(Attach map, where necessary)

7.2 Justification of selecting the project area:

8. Location wise Cost Breakdown: Annexure I

9. Estimated Cost Summary (Taka in Lac):

Economic Code	Economic code wise Item Description	Unit	Quantity	Total Cost*	GOB (FE)	Project Aid				Own Fund (FE)	Others	% of Total Project Cost
						RPA		DPA				
						Through GOB	Special Account **	Through PD	Through DP			
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*	*(7)*	*(8)*	*(9)*	*(10)*	*(11)*	*(12)*	*(13)*
(a) Revenue:												
Sub Total (Revenue):												
(b) Capital :												
Sub Total (Capital):												
Total Cost (Revenue & Capital)												
(c) Physical Contingency:												
(d) Price Contingency:												
Grand Total (a + b + c + d)												

* Column 6=(7+8+9+10+11+12+13)

** DOSA, CONTASA, SAFE, Imprest, etc.

10. Logical Frame:

(i) Planned date of project commencement :

(ii) Planned date of project completion :

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verifications (MOV)	Important Assumptions (IA)
Goal			
Objective/ Purpose			
Output			
Input			

11. Project Management:

11.1 Proposed Project Management Setup *(As per Annexure-II)*

11.2 Implementation Arrangement

12. Financial and Procurement Plan:

12.1 Procurement Plan *[As per Annexure -III(a), III(b) & III(c)]*

12.2 Year wise Financial and Physical Target Plan (*As per Annexure-IV)*

13. After completion, whether the output of the project needs to be transferred to the revenue budget:

13.1 If yes, briefly narrate the institutional arrangement and technical & financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

13.2 If not, briefly narrate the institutional arrangement and financial requirement for operation and maintenance.

(To continue the benefits of the projects required yearly costs and personnel should be mentioned)

Signature of the Officer(s) Responsible for the Preparation of the DPP with Seal and Date

PART B
Project Details

14. Background Information:

14.1 Background with Problem Statement

14.2 Linkages (to Other Projects & Institutions)

14.3 Poverty Situation

15. Project Description:

15.1 Objectives

15.2 Outcomes

15.3 Outputs

15.4 Activities

16. Population Statistics

16.1 Population Coverage

16.2 Population disaggregated data by women, senior citizens, children, physically & mentally challenged etc.

17. **Whether any pre-appraisal/feasibility study/pre-investment study was done before formulation of this project? If so, attach summary of findings & recommendations.** (If not, mention the causes)

18. Financial & Economic Analysis, *(Attach Calculation Sheet):*

18.1 Net Present Value (NPV), *considering 12% discount rate*

(i) Financial

(ii) Economic

18.2 Benefit-Cost Ratio (BCR), *considering 12% discount rate*

(i) Financial

(ii)Economic

18.3 Internal Rate of Return (IRR)

(i) Financial

(ii) Economic

19. Lessons Learnt from Similar Nature of Project(s):

19.1 Indicate which issues lead to make project successful

19.2 Indicate which issues did not work well.

20. Basis of Item wise Cost Estimate and Date:

Sl. No.	Major Items	Unit	Unit Cost	Basis	Source	Date
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*	*(7)*

21. Comparative Cost of Major Items of Similar Other Projects:

Sl. No.	Major Items	Unit	Unit Cost of the Item *(Taka in Lac)*			Remarks
			Proposed Project	Similar Ongoing Project (*)	Similar Completed Project (**)	
(1)	*(2)*	*(3)*	*(4)*	*(5)*	*(6)*	*(7)*

* *Name of the similar ongoing projects*

** *Name of the similar completed projects*

22. Detailed Annual Phasing of Cost *(As per Annexure –V(a) & V(b)*

23. Technical Specification/Design of Major Items (To be attached)

24. Amortization Schedule for repayment of loan taken from Government *(As per Annexure -VI)*

25. The effect/impact, adaptation and specific mitigation measures thereof, if any, on:

25.1 other projects/existing installations

25.2 environmental sustainability like land, water, air, bio-diversity, ecosystem services (If the project is 'Red Category' attach the EIA document)

25.3 disaster management, climate change

25.4 gender, women, children, person with special needs, excluded groups etc.

25.5 employments

25.6 poverty situation

25.7 organizational arrangement/setup

25.8 institutional productivity

25.9 regional disparities

25.10 populations

26. Environmental Clearance:

26.1 Environmental impact wise project category (Red/Orange/Green)

26.2 Whether environmental clearance under the Environmental Conservation Act, 1995 (Revised 2010) has been obtained? *(If yes, attach the certificate. If not, mention the cause)*

27. **Specific linkage with (i) Bangladesh Delta Plan 2100, (ii) Perspective Plan 2021-2041, (iii) Five Year Plan, (iv) SDG targets and (v) Ministry/Sector Priority** *(Mention the pages with clauses of respective document/ attach the relevant pages of those document)*

28.1 **Contribution of the Project in achieving the Vision, Mission of the Ministry/Division and Implementing Agency**

28.2 **Alignment with the *Allocation of Business* of the Sponsoring Ministry/Division.**

29. **Whether private sector/local government or NGO's participation is considered**? *(If yes, describe how they will be involved)*

30. **Major Terms and Conditions of Foreign Financing:**

31. Involvement of Compensation, Rehabilitation/Resettlement issues *(Indicate the magnitude and cost, if applicable:)*

32. **Risk Analysis and Mitigation Measures *(Identify risks during implementation & operation):***

33. **Other Important Issues *(Technical or others)*:**

33.1 Sustainability of the Project Benefits with Exit Plan

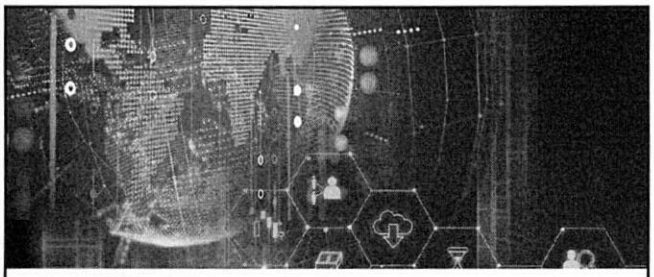
34. Others, If any.

_____

Signature of the Head of the Executing Agency with Seal and Date

_____

Signature of the Sr. Secretary/Secretary of the Sponsoring Ministry/Division with Seal and Date



PROJECT MANAGEMENT AND PUBLIC PROCUREMENT: AN OVERVIEW

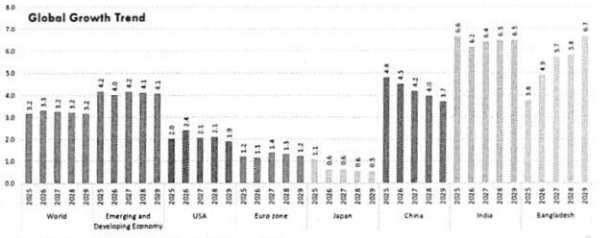
Shirajun Noor Chowdhury
Secretary, IMED
Ministry of Planning
21 January 2021

WHAT WE WILL DISCUSS...

- **Global Economy in Flux: Navigating Uncertainty and Prospects Remain Dim**
- **Brief Snapshot of Macroeconomic Situation of Bangladesh**
- **Bangladesh: Development Philosophy and Project Management & Implementation**
  - *Development Philosophy and Key Macroeconomic Indicators of PP2041and 8th FYP*
  - *Project Management, Its Objectives and Types of Projects and Project Cycle*
  - *Implementation Progress of the ADP (FY2024-25 & FY2025-26 Up to July-December)*
- **Project Management VS Procurement**
  - *Global Scenario of Public Procurement*
  - *Public Procurement: Bangladesh Perspective*
  - *Stages of Procurement Management*
  - *Impacts of Procurement in Project Management*
- **Case Studies of South Asia including Bangladesh**
- **Conclusion and Way Forward**

GLOBAL ECONOMY IN FLUX: NAVIGATING UNCERTAINTY AND PROSPECTS REMAIN DIM

WORLD GROWTH OUTLOOK



Source: World Economic Outlook Update of IMF, October 2025 & January 2026

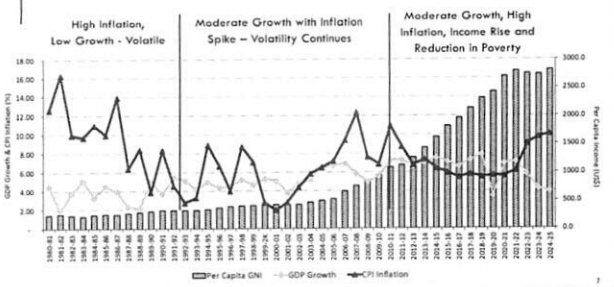
WORLD ECONOMY: INFLATION SCENARIO

Country	Real		Projection	
	2023	2024	2025	2026
USA	4.1	3.0	2.7	2.4
UK	7.3	2.5	3.4	2.5
Germany	6.0	2.5	2.1	1.8
France	5.7	2.3	1.1	1.5
China	0.2	0.2	0.0	0.7
India	5.4	4.7	2.8	4.0
Pakistan	29.2	23.4	4.5	6.0
Sri Lanka	17.4	1.2	-	-

Sources: World Economic Outlook (WEO), IMF (Annual Average), October 2025

BRIEF SNAPSHOT OF MACROECONOMIC SITUATION IN BANGLADESH

BANGLADESH'S ECONOMIC PROGRESS IN THE LAST 40 YEARS



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MACROECONOMIC SITUATION OF BANGLADESH (2)

Sectoral Contribution of GDP: Economy's transformation continues, as contribution of agriculture declining and industry rising.

	2022-23 (Actual)		2023-24 (Actual)		2024-25 (Provisional)	
Nominal GDP (Lakh Crore BDT)	44.90		50.02		55.52	
Nominal GDP (Billion USD)	451.5		450.4		461.6	
Real GDP Growth	5.78		4.22		3.97	
	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)
Real GDP	32.10	100	33.46	100	33.97	100
Agriculture	3.50	11.3	3.62	11.19	3.68	10.94
Industry	11.68	37.65	12.09	37.37	12.61	37.44
Service	15.84	51.05	16.65	51.44	17.4	51.62

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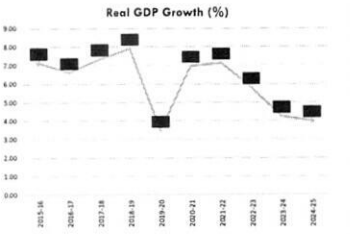
MACROECONOMIC SITUATION OF BANGLADESH (3)

- A strong rebound in exports—particularly in the RMG sector—alongside higher domestic consumption supported by remittance inflows and easing inflationary pressures, lifted GDP growth to 4.5 per cent in the first quarter of FY2025–26.
- The recovery of the agriculture and construction sectors, combined with a sharp acceleration in manufacturing, significantly contributed to the improved growth performance. The service sector also gained momentum during the quarter.
- In Q1 of FY2025–26, growth in agriculture, industry, and services stood at 2.3 per cent, 6.97 per cent, and 3.67 per cent, respectively.



Source: Bangladesh Bureau of Statistics (BBS)

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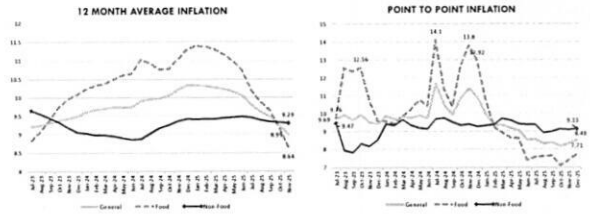
MACROECONOMIC SITUATION OF BANGLADESH (4)



Source: Bangladesh Bureau of Statistics (BBS)

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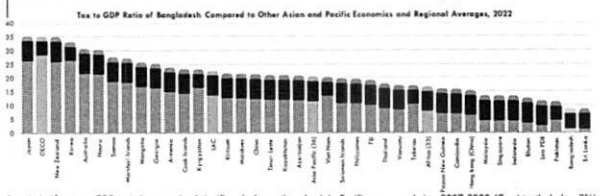
MACROECONOMIC SITUATION OF BANGLADESH (5)



- Bangladesh's tax-to-GDP ratio has remained significantly lower than the Asia-Pacific average during 2007-2022 (Consistently below 8%)
- One of the most significant challenges faced by Bangladesh is the inability to generate sufficient domestic resources to meet the financing needs for growth and poverty alleviation. The resultant shortfall has forced Bangladesh to rely on borrowing from internal and external sources to fund development projects and social programs
- Tax revenue as a percentage of GDP has seen a downward trend in recent years, with direct taxes constituting just one-third of the total revenue. This is markedly lower compared to peer nations and the average of lower-middle-income countries

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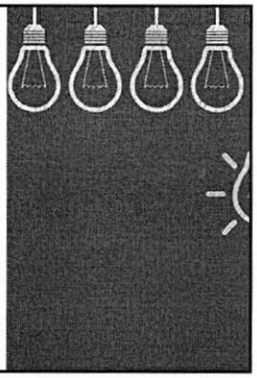
BANGLADESH: DEVELOPMENT PHILOSOPHY AND PROJECT MANAGEMENT

12

BANGLADESH: DEVELOPMENT PHILOSOPHY



- Mere Growth vs. Inclusive Growth
- **Inclusive growth with equity and social justice remains the overarching goal of our development strategy.**
  - *Inclusive growth addresses poverty in all its dimensions—not only income or consumption, but also access to health and education, the vulnerability to shocks, and control over one's own life;*
  - *Reducing regional imbalance in development;*
  - *Raising economic participation of Women.*

KEY MACROECONOMIC INDICATORS FOR PP2041

Description	Benchmark FY20 (As % of GDP)	Target FY31	Target FY41
Real GDP (%)	8.19	9.0	9.9
CPI Inflation (%)	5.5	4.7	4.5
As Per Cent of GDP			
Gross Investment (%)	32.76	41.15	46.9
Gross National Savings (%)	31.31	37.18	43.95
Total Govt. Revenue (%)	10.47	19.55	24.15
Total Govt. Expenditure (%)	15.52	24.55	29.15
Growth Rate			
Export (Growth Rate)	5.00	11.65	11.00
Import (Growth Rate)	5.00	12.05	10.00
Remittances	9.00	4.50	2.00
Poverty (Headcount %)			
Extreme Poverty (%)	9.38	2.25	0.68
Poverty (%)	18.82	7.02	2.59

PIVOTAL THEMES OF 8TH FIVE YEAR PLAN

- **The inclusive growth strategy of the 8th FYP includes following pivotal themes:**
  - Promote labor-intensive, export-oriented manufacturing-led growth
  - Promote agricultural diversification
  - Infuse dynamism in SME enterprises
  - Strengthen modern services sector
  - Push exports of non-factor services
  - Promote ICT-based entrepreneurship
  - Strengthen overseas employment

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MAJOR PHYSICAL TARGETS DURING THE EIGHTH FYP

SL No.	Indicators	Baseline	Targets (2025)
1	Per Capita GDP Growth (%)	3.85 (2020)	7.33
2	Gross Investment (As % of GDP)	31.75 (2019)	36.59
3	Gross National Income Per Capita (In US$)	2064 (2020)	3059
4	Total Revenue (As % of GDP) Tax Revenue (As % of GDP)	9.4 7.89 (2020)	14.06 12.26
5	Total Expenditure (AS % of GDP)	14.86 (2020)	19.10
6	Export (As % of GDP)	12.25 (2020)	12.64
7	Import (AS % of GDP)	18.31 (2020)	18.74
8	Remittance (As % of GDP)	5.46	4.84
9	Private Sector Credit Growth (% Change)	13.14 (2020)	14.18
10	CPI Inflation Rate (Annual Average)	5.65 (2020)	4.60

Source: Eight Five Year Plan (2020-2025), GED, Planning Commission

16

WHY PROJECT MANAGEMENT?

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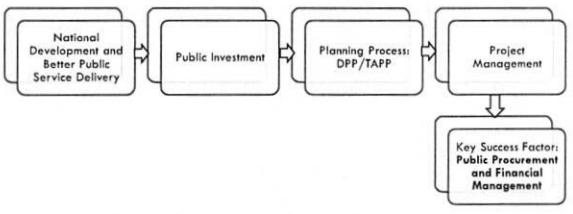
WHY PROJECT MANAGEMENT?



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DEFINITION OF PROJECT

- It's a temporary group activity designed to produce **a unique product, service or result**
- A project is **temporary** as it has a defined beginning and end in time, and therefore defined **scope and resources**
- A project is **unique** as it is ***not a routine*** operation, but a specific set of operations designed to accomplish a singular goal. So, a project team often includes people who do not usually work together (from **different organizations** and across multiple areas)
- Projects must be expertly managed **to deliver on-time, on-budget results,** learning and integration that organizations need
- **Project management** is the application of knowledge, skills and techniques to execute projects effectively and efficiently

The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market — all are projects.

THE OBJECTIVES OF A PROJECT MANAGEMENT

- **To contribute to nation building and the economy,** and **in the process,** assist in providing shelters to house the various residential, commercial, industrial and recreational activities of its people.
- The objectives of project management include **enhancement** of the built environment, preservation of the natural eco-system and habitat, end users' comfort and satisfaction
- Another subsidiary set of project objectives include **technical excellence** in other aspects of project management such as infrastructural planning and various other essentials aspects of professional expertise.

Source: Alias Z. et al. (2014), *Determining Critical Success Factors of Project Management Practice: A Conceptual Framework*

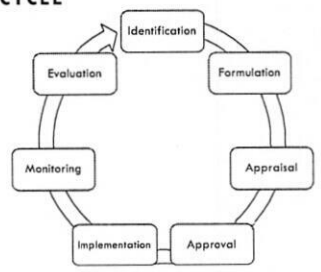
TYPES OF PROJECT

Investment Project (IP)
- Projects having mainly investment components such as the construction of…
  - *Power stations, buildings, roads, highways, culverts, bridges, telecommunication…which usually have physical existence*

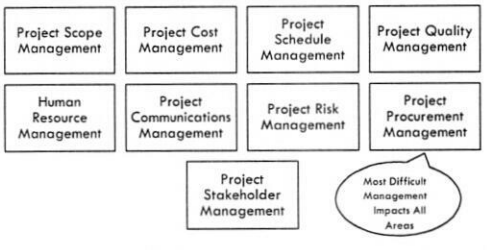
Technical Assistance Project (TAP)
- Improvement of institutional capacity
- Development of human resources and
- Transfer of technology. It includes – *consultancies, training/fellowship, supply of equipment and services*

Feasibility Study Project
- Feasibility Study

PROJECT CYCLE



AREAS FOR PROJECT MANAGEMENT



IMPLEMENTATION PROGRESS OF THE ADP FOR THE FY2024-25

OBJECTIVES OF ANNUAL DEVELOPMENT PROGRAM (ADP)

- **Inclusive and Sustainable Economic Growth**
  - *Achieving GDP growth, poverty reduction, and increased per capita income through employment-generating and sustainable development*
- **Integrated Infrastructure Development**
  - *Advancing physical, social, energy, and digital infrastructure to support productivity, service delivery, and competitiveness*
- **Human Capital and Social Development**
  - *Building a healthy, skilled, and productive population through education reform, science and technology advancement, and strengthened health systems*
- **Food Security, Energy Security, and Climate Resilience**
  - *Ensuring sustainable food reserves, reliable energy supply, and climate-resilient development aligned with NAP, GCRD, and the Delta Appraisal Framework*
- **Sustainable and SDG-Aligned Development Governance**
  - *Promoting research, innovation, and evidence-based planning to achieve the Sustainable Development Goals (SDGs)*

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NO. OF PROJECT & ALLOCATION OF ADP & RADP (FY2024-25)

ADP FY2024-25

Sector	No. of Project	Allocation		
		Total	GoB	Project Loan/ Grant
(1)	(2)	(3)	(4)	(5)
Main/Investment Project	1,156	2,33,806.44	1,49,644.94	86,161.50
Technical Assistance Project	87	2,083.89	651.80	1,432.09
Own Fund Projects	80	13,288.90	11,985.05	1,303.85
Feasibility Study Projects	21	289.20	289.20	0
Ministry/Division Block	-	16,861.79	9,784.06	7,077.73
9 Development Assistance	-	3,630.00	3,630.00	0
Development Assistance for Special Needs	-	6,328.68	1,000.00	5,328.68
Grand Total	**1,344**	**2,78,288.90**	**1,76,985.05**	**1,01,303.85**

Revised ADP FY2024-25

Sector	No. of Project	Allocation			
		Total	GoB	Project Loan/ Grant	Self Finance
(1)	(2)	(3)	(4)	(5)	(6)
Main/Investment Project	1,235	1,87,521.51	1,14,999.90	68,356.51	4,165.10
Technical Assistance Project	111	1,849.63	357.41	1,288.36	3.86
Own Fund Projects	85	5,997.43	-	-	5,997.43
Feasibility Study Projects	26	225.01	207.39	17.13	0.49
9 Development Assistance	-	4,180.00	4,180.00	-	-
Development Assistance for Special Needs	-	26,393.30	15,055.30	11,338.00	-
Grand Total	**1,459**	**2,26,166.88**	**1,35,000.00**	**81,000.00**	**10,166.88**

Source: Planning Division and IMED, Ministry of Planning

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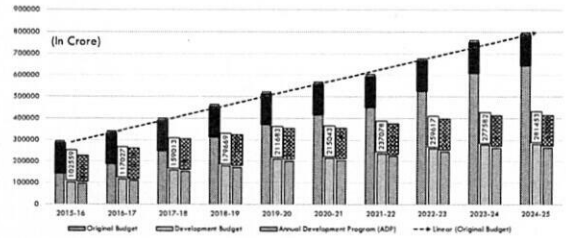
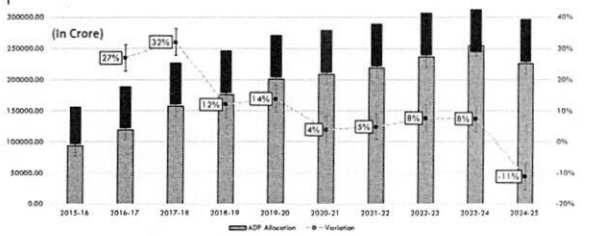
TOTAL BUDGET, DEVELOPMENT BUDGET AND ANNUAL DEVELOPMENT PROGRAM (ADP) (2015-16 TO 2024-25)



Source: Finance Division, Ministry of Finance

27

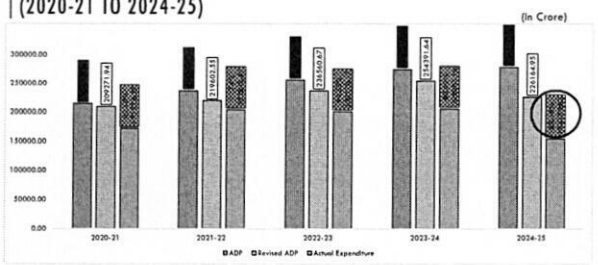
ADP ALLOCATION (FISCAL YEAR 2015-16 TO 2024-25)



Source: Planning Division and IMED, Ministry of Planning

28

DEVELOPMENT ALLOCATION & EXPENDITURE IN THE LAST FIVE FY (2020-21 TO 2024-25)



Source: Planning Division and IMED, Ministry of Planning

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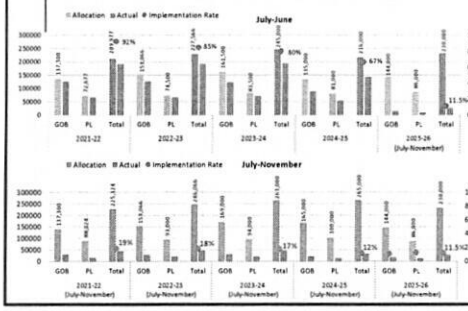
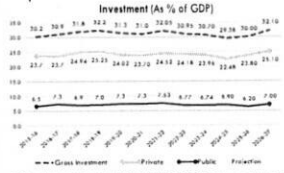
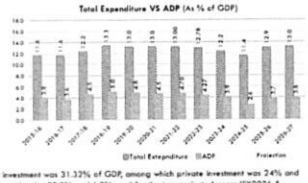
IMPLEMENTATION PROGRESS OF ADP



- The ADP implementation rate has exhibited a sustained downward trend, declining from 92% in FY2021–22 to 67% in FY2024–25.
- The quarterly ADP implementation rate remains significantly below the average target of 18% observed over the last three fiscal years (FY2022–24), standing at 11.5%; although the current rate is broadly aligned with the performance recorded in FY2024–25.
- The dismal utilization of ADP stems from structural and administrative weaknesses rather than lack of funds

STRATEGIC ALLOCATION OF RESOURCES (INVESTMENT & DEVELOPMENT)





- Over the last ten years (FY2015-16 to FY2024-25), on an average gross investment was 31.32% of GDP, among which private investment was 24% and public 7%. For the FY2026, private and public investment have been estimated to be 23.8% and 6.2%, and for the two projected years (FY2026 & FY2027), average gross investment would be 31.5%, of which private and public investments, 24.5% and 6.8% respectively
- As a share of GDP, ADP exhibited an upward trajectory during FY2016–20, indicating an expansionary development stance. This trend reversed in FY2021–25, with the ADP-to-GDP ratio declining gradually, suggesting a relative compression of development spending amid fiscal pressures. However, the share recovered modestly in the outer years, rising to 3.7% in FY2026 and 3.8% in FY2027. In contrast, ADP's share of the total budget shows a marginal but persistent decline, falling from 30% in FY2016 to 29% in FY2027, reflecting a gradual reallocation of fiscal resources away from development expenditures.

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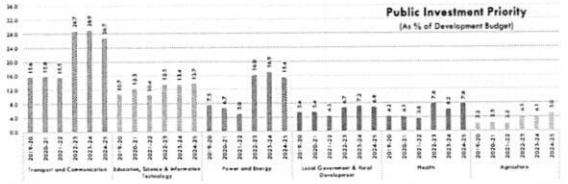
ALLOCATION OF RESOURCES ON PRIORITY SECTORS (DEVELOPMENT)



- The ADP primarily focused on completing large-scale transformational projects in the power, energy, transportation, and communication sectors. While significant emphasis was placed on rural infrastructure, sectors such as education, science, information technology, and healthcare were neglected
- Moving forward, the focus should shift towards investing more in human capital through substantial investments in healthcare, education, training, and social security, while also increasing the resilience of the rural economy

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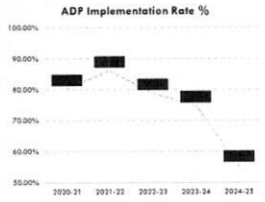
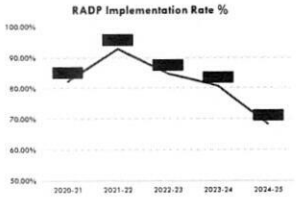
COMPARISON OF ADP AND RADP IMPLEMENTATION (2020-21 TO 2024-25)





Source: Planning Division and IMEQ, Ministry of Planning

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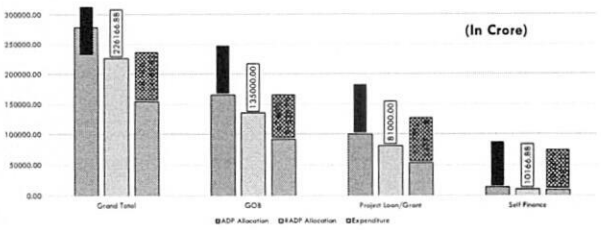
ADP IMPLEMENTATION STATUS (FY2024–25)

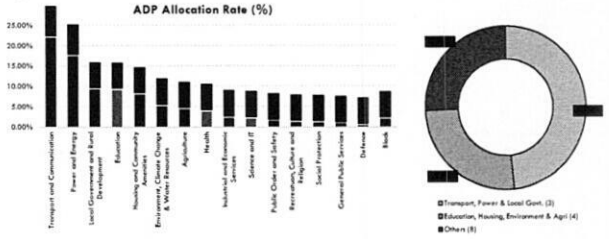
IMPLEMENTATION OF ADP FOR THE FY2024-25



Source: Planning Division and IMEQ, Ministry of Planning

35

SECTOR WISE (15 SECTORS) ADP ALLOCATION (FY2024-25)

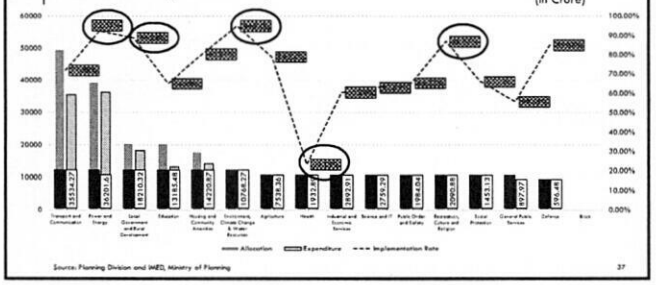


Source: Planning Division and IMEQ, Ministry of Planning

36

SECTOR-WISE (15 SECTORS) ADP ALLOCATION AND ACTUAL EXPENDITURE (FY2024-25)

(In Crore)



Source: Planning Division and IMED, Ministry of Planning

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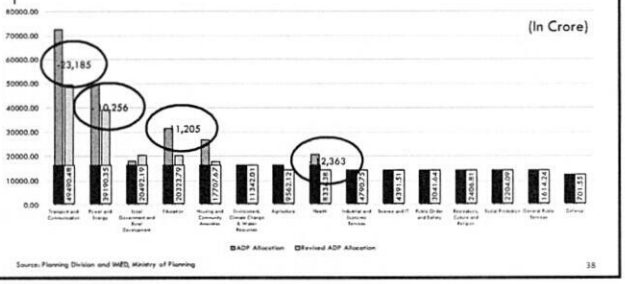
COMPARATIVE ANALYSIS OF 15 SECTORS ADP AND RADP (FY2024-25)

(In Crore)



Source: Planning Division and IMED, Ministry of Planning

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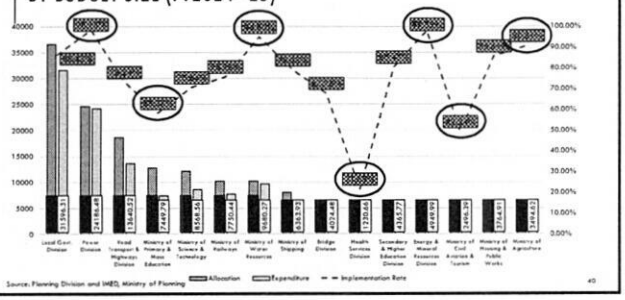
MINISTRY/DIVISION-WISE ADP IMPLEMENTATION (FY2024—25)

ALLOCATION AND EXPENDITURE OF THE TOP 15 MINISTRIES/DIVISIONS BY BUDGET SIZE (FY2024—25)



Source: Planning Division and IMED, Ministry of Planning

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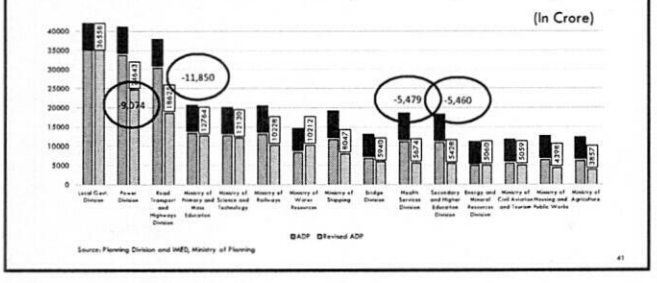
COMPARATIVE ANALYSIS OF ADP AND RADP ALLOCATIONS FOR THE 15 HIGHEST-ALLOCATED MINISTRIES/DIVISIONS (FY2024—25)

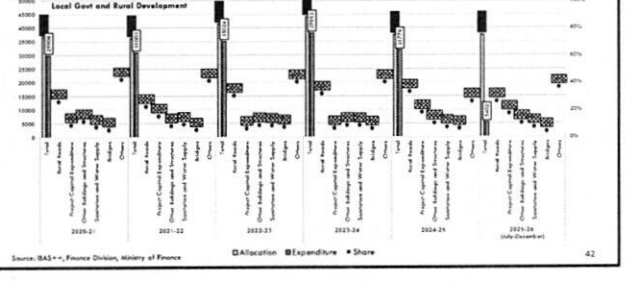
(In Crore)



Source: Planning Division and IMED, Ministry of Planning

41

COMPARATIVE ANALYSIS OF MAJOR SECTOR-WISE ADP ALLOCATIONS CLASSIFIED BY ECONOMIC CODES IN FY2024—25



Source: IBAS++, Finance Division, Ministry of Finance

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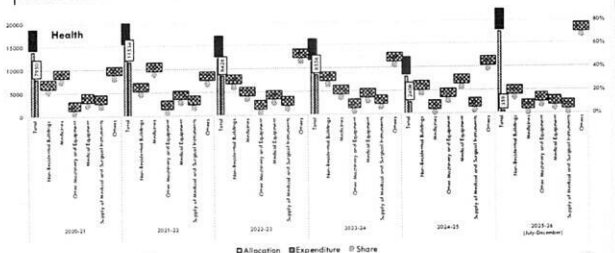
COMPARATIVE ANALYSIS OF MAJOR SECTOR-WISE ADP ALLOCATIONS CLASSIFIED BY ECONOMIC CODES IN FY 2024–25 (2)



Source: iBAS++, Finance Division, Ministry of Finance

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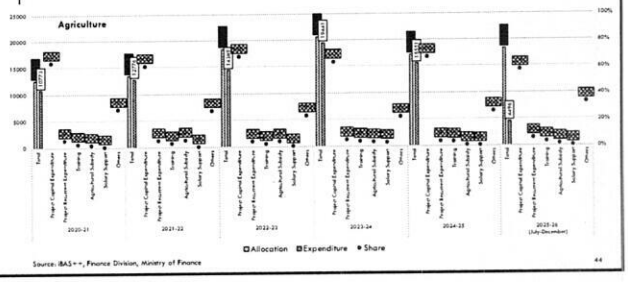
COMPARATIVE ANALYSIS OF MAJOR SECTOR-WISE ADP ALLOCATIONS CLASSIFIED BY ECONOMIC CODES IN FY 2024–25 (3)



Source: iBAS++, Finance Division, Ministry of Finance

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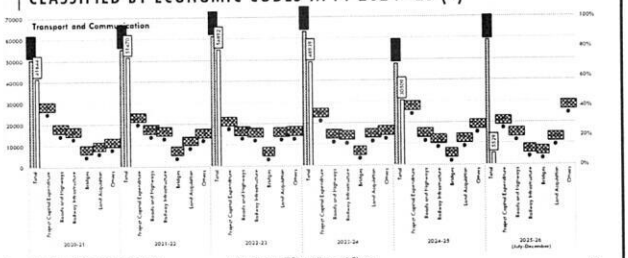
COMPARATIVE ANALYSIS OF MAJOR SECTOR-WISE ADP ALLOCATIONS CLASSIFIED BY ECONOMIC CODES IN FY 2024–25 (4)



Source: iBAS++, Finance Division, Ministry of Finance

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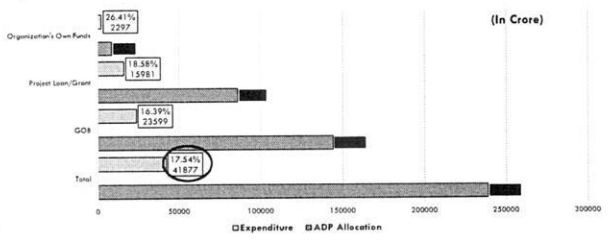
COMPARATIVE REVIEW OF ADP IMPLEMENTATION: PAST 4 FY VS. CURRENT FY (JULY–DECEMBER)

ADP IMPLEMENTATION PROGRESS OF FIRST SIX-MONTH: JULY–DECEMBER (FY2025–26)



Source: Planning Division and IMED, Ministry of Planning

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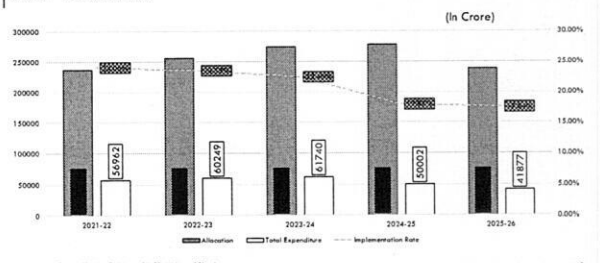
EXPENDITURE COMPARISON: PAST 4 FISCAL YEARS VS. CURRENT JULY–DECEMBER



Source: Planning Division and IMED, Ministry of Planning

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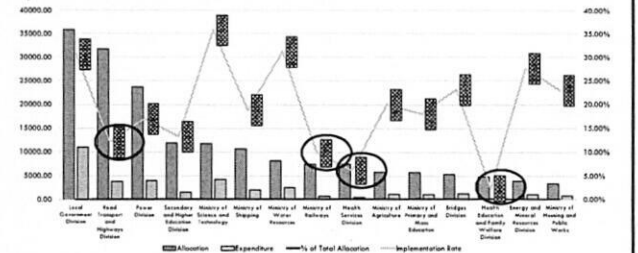
FINANCIAL PERFORMANCE OF THE 15 HIGHEST-ALLOCATED MINISTRIES/DIVISIONS (FY2025–26)



Source: Planning Division and IMED, Ministry of Planning

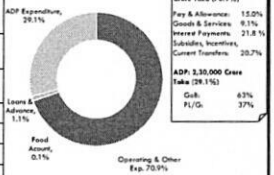
PROJECT MANAGEMENT VS PUBLIC PROCUREMENT

ESTIMATED GOVERNMENT SPENDING

(In Crore Taka)

Particulars	Budget 2024-25 (% of GDP)	Revised Budget 2024-25 (% of GDP)	Budget 2025-26 (% of GDP)
Total Government Spending	**7,97,000 (14.2)**	**7,44,000 (13.4)**	**7,90,000 (12.7)**
Operating and Other Expenditure	5,32,000 (9.5)	5,28,000 (9.5)	5,60,000 (9.0)
Pay and Allowance	81,580	79,247	84,114
Goods and Services	45,585	45,868	51,203
Interest Payments	1,13,500	1,21,500	1,22,000
Subsidies, Incentives and Current Transfers	1,14,999	1,33,034	1,15,904
ADP	**2,65,000 (4.7)**	**2,16,000 (3.9)**	**2,30,000 (3.7)**

Share of Total Expenditure For FY2025-26



Operating & Others Expenditure: 5,60,000 Crore Taka (70.9%)

Pay & Allowance: 15.0%
Goods & Services: 9.1%
Interest Payments: 21.8 %
Subsidies, Incentives, Current Transfers: 20.7%

ADP: 2,30,000 Crore Taka (29.1%)

GoB: 63%
PI/Gr: 37%

AGGREGATE FISCAL DISCIPLINE: IMPACT ON GOVERNMENT BUDGET (FY2025-26)

(In Crore Taka)

FISCAL ACCOUNTS: GOVERNMENT BUDGET	
1. REVENUE AND GRANTS	**5,64,000**
Tax Revenues (NBR & Non-NBR)	5,18,000
Non-Tax Revenues	46,000
Grants	5,000
2. EXPENDITURE AND NET LENDING	**7,90,000**
Recurrent or Revenue Expenditure	5,35,317
Capital/Investment Expenditure (Including ADP)	**2,46,292**
Net Lending	8,391
3. OVERALL BALANCE (Surplus/Deficit)	**2,26,000** (3.6%)
4. FINANCING	**2,26,000**
Foreign (Net)	1,01,000
Domestic (Net)	1,25,000
Borrowing from Financial Institutions	1,04,000
Borrowing from Other Sources	21,000
5. DEBT – Budget Deficit & Outstanding Loan	**21,62,442 (38.6%)**

GLOBAL SCENARIO OF PUBLIC PROCUREMENT

Public Procurement Accounts For...

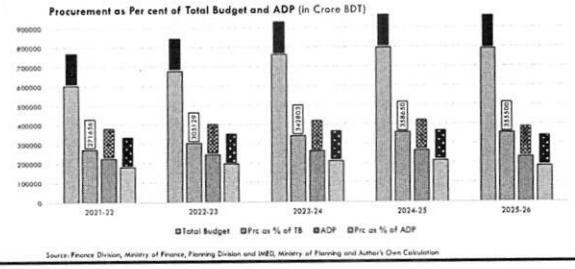
- In Asia 20% of GDP
- In Africa 15% of GDP
- In MENA Region 18% of GDP
- In Latin America & the Caribbean 7% of GDP
- In OECD Countries 13% of GDP
- In the European Union 15% of GDP

...and public procurement affects the implementation of almost all policy objectives, from education and health to energy and infrastructure. Thus, a better functioning procurement system will facilitate advancing towards the Sustainable Development Goals (SDGs)

BANGLADESH SCENARIO OF PUBLIC PROCUREMENT

- Around 80% of ADP is Spent for Procurement
- Around 45% of Budget is Spent for Procurement
- Almost 80% - 85% of Total Procurement Expenditure is used for Works Procurement
- Rest 15% - 20% of is Spent on Goods, Physical Services and Consulting Services

TOTAL BUDGET, ADP, & PUBLIC PROCUREMENT



Source: Finance Division, Ministry of Finance, Planning Division and IMED, Ministry of Planning and Author's Own Calculation

STAGES OF PROCUREMENT MANAGEMENT

- Planning Stage
- Tendering Stage
- Contract Management Stage
- Oversight Function

e-GP: OVERALL STATUS

IMPACT OF REFORM

Publication of 100% of procurement notices and contract award information
Average procurement lead time (invitation to contract signing) decreased from 86.7 days (FY12) to 53 days (FY25)
Percentage share of awarded tenders within original bid validity period increased from 10% (FY07) to 99% (FY25)
Estimated US$ 1.1 billion savings per year (World Bank Study)
Improved market access and tendering environment compared to manual tendering
Estimated 497 million km. of travel distance reduction
Decrease 153,559 tons of CO_2 emission
1,053 million pages of papers savings

IMPACTS OF PROCUREMENT ON PROJECT MANAGEMENT

- ENSURE PROJECT GETS RIGHT RESOURCE
- CONTROL COST AND STAYS WITH BUDGET
- REDUCE RISK
- IMPROVES PROJECT SCHEDULES
- ENHANCE QUALITY ASSURANCE
- STRENGTHENS VENDOR RELATIONSHIPS
- SUPPORTS COMPLIANCE AND LEGAL PROTECTION

CASE STUDIES OF SOUTH ASIA INCLUDING BANGLADESH

CASE STUDY: EFFICACY OF PUBLIC PROCUREMENT IN PROJECT MANAGEMENT IN SOUTH ASIA

DELHI METRO RAIL PROJECT – INDIA

Context
- *A mega urban transport project executed in multiple phases*

Procurement Strengths
- *Adopted international competitive bidding and FIDIC-based contract documents*
- *Used a two-envelope system to reduce interference and bias*
- *Implemented strict performance-based evaluation of contractors*

Impact on Project Management
- *Phases were completed on or ahead of schedule*
- *Cost escalation remained relatively low compared to similar projects*
- *Demonstrated how professional procurement planning + contract management can ensure speed and quality*

NEELUM–JHELUM HYDROPOWER PROJECT – PAKISTAN

Context
- *A 969 MW hydropower project funded by domestic and foreign financing*

Procurement Weaknesses
- *Frequent changes in design and contractor claims*
- *Limited competition in some procurement packages*
- *Weak supervision in contract variation management*

Impact on Project Management
- *Project delayed by over 10 years*
- *Cost increased from USD 1.8 billion → USD 4.5+ billion*
- *Shows how poor procurement planning leads directly to cost/time overruns*

CASE STUDY: EFFICACY OF PUBLIC PROCUREMENT IN PROJECT MANAGEMENT IN SOUTH ASIA (2)

UPPER KOTMALE HYDROPOWER PROJECT – SRI LANKA

Context
- *Funded by the Japan International Cooperation Agency (JICA) to meet growing electricity demand*

Procurement Highlights
- *Followed strict JICA procurement guidelines*
- *Comprehensive environmental and social safeguards embedded in bid documents*
- *Transparent bid evaluation monitored by the donor*

Impact on Project Management
- *Completed within a reasonable time and cost framework*
- *Strong procurement governance minimized disputes*
- *Demonstrates the value of strict compliance with standardized procurement rules*

MELAMCHI WATER SUPPLY PROJECT – NEPAL

Context
- *Designed to supply drinking water to Kathmandu; financed by ADB and others*

Procurement Challenges
- *Contractor bankruptcy during implementation*
- *Weak procurement oversight at early stages*
- *Incomplete risk allocation in contract documents*

Impact on Project Management
- *Severe delay: started in 2001, water supplied only by 2021*
- *Multiple rebidding caused administrative and financial burden*
- *Shows how weak contractor selection + contract mismanagement directly affects public service delivery*

LESSONED LEARNED FROM SOUTH ASIA…

- **Good procurement speeds up project delivery -** Delhi Metro shows how competitive and transparent procurement avoids delays
- **Weak procurement leads to cost overruns -** Neelum–Jhelum and Melamchi illustrate how poor planning and weak contractor oversight balloon project costs
- **Standardized procurement frameworks improve outcomes -** Sri Lanka's JICA-funded projects show the advantage of adhering to strong guidelines
- **Procurement is not just purchasing—it is risk management -** Proper selection of contractors, clear specifications, good contract clauses, and robust monitoring determine project success

CASE STUDY: EFFICACY OF PUBLIC PROCUREMENT IN PROJECT MANAGEMENT IN BANGLADESH

SASEC ROAD CONNECTIVITY PROJECT (RCCIDP) – BENAPOLE–JESSORE HIGHWAY

Procurement Issues
- *Lowest-evaluated contractor lacked capacity*
- *Delayed mobilization & major quality issues*
- *Contract eventually terminated and re-tendered*

Impact
- *Project delayed by 3+ years*
- *Cost increase and donor dissatisfaction (ADB)*
- *Roads remained in poor condition longer than planned*

Lesson Learned
- *Selecting the "cheapest" bidder without capacity assessment leads to project failure*

ASHRAYAN-2 HOUSING PROJECT (SOME DISTRICT PACKAGES)

Procurement Failures
- *Small works distributed across many Upazilas → inconsistent procurement quality*
- *Several contractors selected despite weak past performance*
- *Use of low-grade materials due to poor supervision*

Impact
- *Houses in some districts collapsed or became unlivable*
- *Required emergency rebuilding and public criticism*
- *Administrative actions taken against field-level officers*

Lesson Learned
- *Decentralized procurement without strong oversight causes quality failure*

CASE STUDY: EFFICACY OF PUBLIC PROCUREMENT IN PROJECT MANAGEMENT IN BANGLADESH (2)

560 MODEL MOSQUE CONSTRUCTION PROJECT

Context
The project has been taken to construct Model Mosques in every District and Upazila Headquarters of the country with a cost of BDT 9,435 Crores

Project Planning Issues:
- Lands for around 100 centers had been available when the Project kicked off back in 2017
- The initial DPP was formulated by the owner agency Islamic Foundation, which needed to be revised significantly as per suggestions of PWD - the executing agency

Procurement and Contract Management Issues:
- PEs had to invite tenders and eventually go for contracting for more than 200 centers even though they had not finalized acquiring respective lands for the centers.
- More than 80 contracts were terminated by both parties, even after three years of contract signing, for not assigning any specific land by the PE
- The project has been running for the consecutive 9th year, minimum two more years may be required to accomplish the project scopes

Lesson Learned:
- The lack of effective project planning and failure to secure required land at the outset critically undermined project efficiency and led to an extended and ineffective closing phase

DEVELOPMENT OF SEWERAGE SYSTEM IN CHATTOGRAM CITY (PH-I)

Context
The project has been taken in 2018 to improve the socio-economic condition of city dwellers through establishing proper sewerage system in Chattogram City with a cost of BDT 3,809 Crores

Project Planning Issues:
- The project amendment process experienced an abnormally prolonged delay
- Actual year-wise fund disbursement significantly lagged behind the projections outlined in the DPP
- Inadequate analysis of potential project interventions resulted in an unrealistic project timeline

Procurement and Contract Management Issues:
- Actual physical works commenced in the fourth year of the project following the selection of consultants and contractors, consequently, procurement lead time was considerably high
- Weak contract management, largely reliant on consultants, poses a risk to the achievement of the project objectives
- The project is currently in its seventh consecutive year of implementation, and at least two additional years may be required to complete the approved scope

Lesson Learned:
- The project failed to ensure rational and pragmatic fund flow projections, effective activity planning, stringent contract management, and efficient procurement processing

OBSERVATIONS AND RECOMMENDATIONS TO ACCELERATE PROJECT IMPLEMENTATION

Observations	Recommendations
Alignment between sector strategies and the medium-term plan	Sector strategies need to be aligned with the medium-term plan
Delays in land acquisition and utility shifting, and complexities in resettlement and eviction of unauthorized structures	A time-bound action plan for land acquisition, including a flowchart approved by the District Administration, should be incorporated into the DPP
Repeated design modifications in civil works specifically across road, rail, bridge and irrigation infrastructure.	Designs developed by consultants must be reviewed by experts or specialized third-party institutions. Furthermore, engineering agencies must prioritize strengthening their internal design capabilities.
Projects are initiated without conducting feasibility studies or analyzing stakeholders' opinions	Projects should be undertaken based on quality feasibility studies and thorough analysis of stakeholders' opinions
Weak integration between Project Management & Procurement	Set the procurement strategy while preparing the DPP in accordance with PPR 2025.
Undertaking projects without following the resource ceiling of MTBF	Undertake projects in strict adherence to MTBF ceilings

OBSERVATIONS AND RECOMMENDATIONS TO ACCELERATE PROJECT IMPLEMENTATION (2)

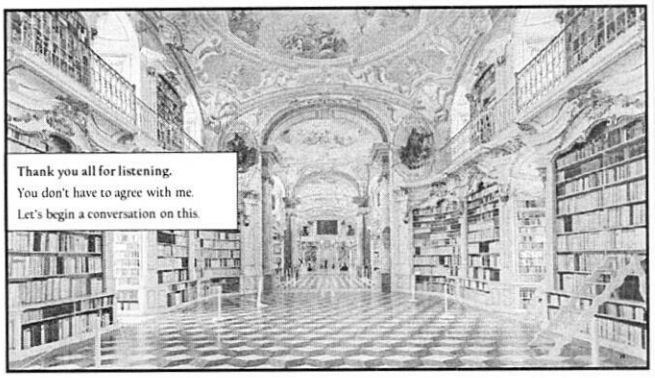
Observations	Recommendations
Delays in the appointment of PD hinders project to kick-off, PDs often hold responsibility of multiple projects and sometime frequent transfers or changes	Planning Commission's circulars for PD appointments must be followed. 'Project Director Pool' should be created.
Lack of linkage between Budget Implementation Plan (BIP) and Annual Procurement Plan (APP)	Establish a strong linkage between Budget Implementation Plan (BIP) and Annual Procurement Plan (APP)
Failure to adopt an integrated approach in DPP/TAPP formulation for climate-sensitive projects	An integrated approach in DPP/TAPP formulation integrating social safety nets, financial inclusion and climate-resilient parameters are essential for fostering long-term community resilience and sustainable development
Inconsistent and unrealistic work/procurement plans within the DPP/TAPP framework. Absence of standardized project tracking tools, specifically Work Breakdown Structures (WBS) and Gantt Charts	Mandate data-driven work and procurement plans at the DPP/TAPP stage. Implement a master Gantt Chart to track the critical path of all project deliverables
Delays in Procurement Processing	Ensure that all packages are completed within the original contract timeline along with quality assurance

OBSERVATIONS AND RECOMMENDATIONS TO ACCELERATE PROJECT IMPLEMENTATION (3)

Observations	Recommendations
Incorporating operational tasks and long-term Human Resource support into the development budget (ADP) results in projects' cost and time over run	These activities should be shifted to the operating budget instead of providing support from the development projects
Absence of Exit Plan in the project leads to proper maintenance, preservation and handover of equipment and other materials	A comprehensive Exit Plan must be developed, providing a detailed roadmap so as to smooth transition to the operational phase
58 projects with minimum allocation, e.g., 1.00 lakh	Projects with negligeable allocations that are running year after year should be dropped
Lack of coordination between the agencies responsible to project formulation and implementation	Strengthen cooperation between formulating and implementing agencies to reduce procedural delays
Deficiencies in data accuracy and the lack of real-time updates impede the preparation of project implementation and evaluation reports	National Portal for Electronic Project Management Information System (e-PMIS) mandatorily be used to provide all project-related data and information

CONCLUSION AND WAY FORWARD

- **Ensure strong linkage** between the Five-Year Plan (FYP)/Strategic Plan and projects included in the ADP/RADP
- **Strengthen alignment** between the ADP and the MTBF, including integration with PIM and MYPIP frameworks
- **Improve institutional arrangements** within line ministries by aligning the Annual Procurement Plan (APP) with the Budget Implementation Plan (BIP)
- **Introduce Sector Action Plans (SAPs)** to ensure effective alignment of the FYP with the ADP
- **Mandate the use of standardized appraisal tools,** including:
  - *Ministry Assessment Format (MAF) for line ministry project screening*
  - *Sector Appraisal Format (SAF) for Planning Commission review*
- **Establish a fast-track mechanism** to resolve land acquisition issues that delay project implementation
- **Enhance technical capacity and skills** for development project design, appraisal, and economic justification, with a focus on Value for Money (VFM) and create Financial Manager posts in the LMs
- **Strengthen capacity of Project Directors (PDs)** in procurement and contract management, and expand the use of e-GP and e-PMIS to accelerate ADP execution
- **Improve project selection and prioritization mechanisms** to ensure strategic and fiscal discipline
- **Ensure efficient procurement practices** to achieve timely delivery and value for money
- **Enhance procurement capacity** at the Ministry/Division level through targeted training and systems support
- **Enforce timely approvals and milestone-based monitoring** to strengthen implementation accountability



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PATC, 155 ACAD

How the following evaluation criteria are substantiated and verified?

Points: 5X10

	Criteria	Document to be submitted	Verification process
1	The Tenderer shall have minimum of [05] years of overall experience in the supply of goods and related services.		
2	The Tenderer shall have successfully completed minimum *[02]* numbers supply contract of similar goods and related services each with a value of Tk.[4.00 crore] within last *[03]* years.		
3	The minimum production/supply capacity of Goods is/are: *[25 units per year]*		
4	The minimum amount of liquid asset or working capital or credit facility is Tk. [4 *crore*]		
5	Tenderer enrolled in relevant professional or trade organization		
6	Legal capacity to sign the contract		
7	Fulfillment of tax obligations		
8	Not insolvent, bankrupt or in process of bankruptcy		
9	Not Debarred		
10	Tender Security		

Module:8
Procurement Management

Overview on PPA 2006 & PPR 2025

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343

Objectives of the Session

- To give a basic knowledge regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006 (Amended 2025)
- To know about the Public Procurement Rules, 2025
- To Enhance the **skill and capacity** to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

Outline of the Session

- Different Aspects of Public Procurement
- Legal Documents for Public Procurement
- Important Features/Issues of Public Procurement
- Chapters, Schedules, Sections/Rules of PPA, 2006 (Amended 2025) and PPR, 2025

Different Aspects of Public Procurement

- What is Public Procurement?
- Various Terms & Abbreviations used in Public Procurement
- Principles of Public Procurement
- Types of Public Procurement
- Procurement Cycle/Steps of Public Procurement
- Different Procurement Methods for Goods, Works and Services
- **Thresholds** of different procurement methods
- **Time limit** for Tender Submission
- Tender Security/Performance Security/Tender Validity
- Different Committees for Tender/Proposal
- e-GP (e-government Procurement)

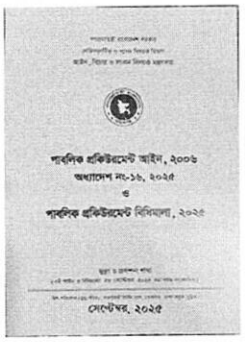
Abbreviations related to PPA & PPR

- PPA= Public Procurement Act
- PPR= Public Procurement Rules
- CPTU= Central Procurement Technical Unit
- BPPA= Bangladesh Public Procurement Authority
- CCGP= Cabinet Committee on Government Purchase
- CCEA= Cabinet Committee on Economic Affairs
- PE= Procuring Entity
- HOPE= Head of Procuring Entity
- AA= Approving Authority
- GFR= General Financial Rules
- DoFP= Delegation of Financial Power
- TS= Tender Security
- PS= Performance Security

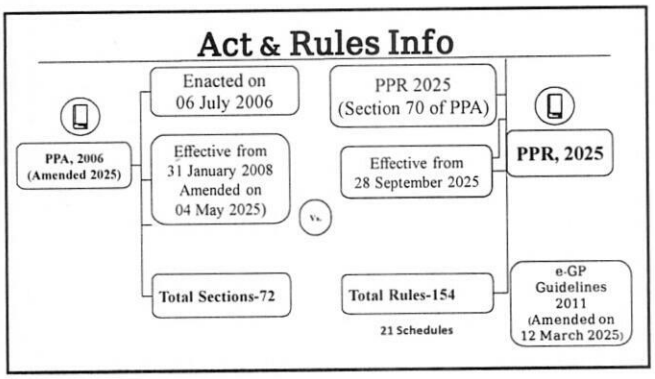
Abbreviations related to PPA & PPR

STD= Standard Tender Document

- REOI= Request for Expression of Interest
- RFP= Request for Proposal
- SLT= Significantly Low-priced Tender
- TOC= Tender Opening Committee
- TEC= Tender Evaluation Committee
- TSC= Technical Sub-Committee
- TEAC= Technical Examination and Acceptance Committee
- NCT= National Competitive Tender
- ICT= International Competitive Tender



Act & Rules Info



Legal Documents for Public Procurement

- **Public Procurement Act, 2006 (PPA, 2006 Amended 2025)**
- **Public Procurement Rules, 2025 (PPR, 2025)**
- **Bangladesh e-GP Guidelines, 2011 (Amended 2025)**
- **Delegation of Financial Powers-2015 (DoFP, 2015)**
- **Standard Tender Documents (STDs)**

  [Total number of STDs/SRFP: 52]
  (PG-14, PW-13, PPS-06, PS-14, Others -5)]
- **Bangladesh Public Procurement Authority Act, 2023**

Standard Tender Documents (STDs)
আদর্শ দরপত্র দলিলসমূহ Total-52

- For Goods- 14
- For Works-13
- For Physical Services-6
- For Intellectual & Professional Services -14
- For Evaluation and Others-5

https://www.bppa.gov.bd/standard-documents/standard-tender-document.html

Schedule I PPR, 2025

Public Procurement of 4 types
সরকারি ক্রয় ০৪ ধরনের

১. পণ্য (Goods)

২. কার্য (Works)

৩. ভৌত সেবা (Physical Services)

৪. বুদ্ধিবৃত্তিক ও পেশাগত সেবা
(Intellectual & Professional Services)

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Principles of Public Procurement

- Transparency
- Accountability
- Value for Money 7R (at right quantity/right quality/right price/right place/right time/right source/right process)

- Efficiency
- Morality/Ethics
- Standard of quality
- Sustainability
- Free and Fair Competition
- Equal Treatment

Promote Sustainable Public Procurement Practices-

SDG Target 12.7 : Aims to Promote Public Procurement practices that are sustainable, in accordance with national policies and priorities.

Definitions used in Public Procurement
সরকারি ক্রয়ের ক্ষেত্রে বিভিন্ন সংগা

Public Procurement

- Public Procurement means Procurement using Public Funds.
- Procurement of goods, works or services by Public Entities/Public Authorities using public money
- Around 75% of ADP allocation spent on public procurement (approx. Tk 2 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 3.5 lakh crore)
- Major economic activities of the public sector

Public Fund

- Any funds allocated to a procuring entity under government budget (Revenue & Development),
- Grants or loan, placed at the disposal of a procuring entity through the government by the development partners (WB, ADB, JICA, USAID, CIDA etc.)

Procuring Entity-PE

- An Official who invites tender having administrative and financial powers to undertake procurement of goods, works or services using public funds.

Head of the Procuring entity-HOPE

- **Agency Head** of PE's Organization; Secretary of a Ministry or a Division,
- DG/Chief Engineer/Div Com/DIG/Dist Judge/DC
- Head of a Government Department or Directorate, or the Chief Executive of a local government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Company Act.

Approving Authority-AA

- Who **Approves** Tender/Proposal as per **Delegation Of Financial Powers**
- approves the award of contract for the procurement of goods, works or services.

Tender Document

Document Prepared by PE

Tender/Proposal

Document Submitted by Tenderer/Applicant

Tenderer

Who **competes** in the Tendering Process

Supplier/Contractor/Service Provider/Consultant

Who is **awarded** with the Contract/Service/Proposal

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	

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

Persons in Procurement

Tenderer	Who submits Tender/ Who competes in the Tendering Process
Applicant	In LTM, who applies for enlistment
	who applies for Pre-qualification tendering process
	who applies for EOI in case of IP service procurement
Consultant	For IP service procurement, who is awarded with the contract/proposal
	To Whom RFP is issued among the short-listed applicants through EOI
Supplier	Who is awarded with the Contract/Agreement for Goods
Contractor	Who is awarded with the Contract/ Agreement for works

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 specificic powers to an AO such as Director (Admin)/Director (Finance)/DD (Finance)

Sustainable Public Procurement
টেকসই সরকারি ক্রয়

Maintaining a balance among ***3Ps***

❖Planet (Environmental Element)

❖People (Social Element সামাজিক ক্রয়)

❖Profit (Economic Element)

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 প্র্যাকটিসের সাথে যথাসম্ভব সমন্বয় সাধন।

What's New in PPR 2025

- Removal of the 10% (+/-) price cap for national works procurement under the Open Tendering Method (OTM);
- Mandatory use of the electronic government procurement (e-GP) system;
- Inclusion of **Physical Services** as a separate procurement category;
- Clarification for Contract Termination
- Wide Opportunities for Negotiation in procurement

এক নজরে পিপিআর ২০২৫ এবং পিপিআর ২০০৮

পিপিআর, ২০২৫-এ বিধির সংখ্যা	১৫৪ টি
বিলুপ্ত পিপিআর, ২০০৮-এ বিধির সংখ্যা ছিল	১৩০টি
বিলুপ্ত পিপিআর, ২০০৮-এর বিধিসমূহের মধ্যে সংশোধিত হয়	৯৮ টি
পিপিআর, ২০২৫-এ সম্পূর্ণ নতুন বিধি সংযোজন	১৪ টি
পিপিআর, ২০০৮-এর বিলুপ্ত বিধির সংখ্যা	০৭ টি
পিপিআর, ২০২৫-এ মোট তফসিলের সংখ্যা (নতুন তফসিল -০৬ টি, সংশোধন-১০ টি)	২১ টি

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

অভ্যন্তরীণ ক্রয় কার্যে (+/-)১০% মূল্যসীমা বিলোপ করে আন্তর্জাতিক রীতিনীতির সাথে সামঞ্জস্যপূর্ণ বিধান প্রবর্তন করা হয়েছে;
সরকারি সকল ক্রয়কার্যে e-GP ব্যবহারের বাধ্যবাধকতার বিধান সংযোজন করা হয়েছে;
Physical Service বা ভৌতসেবা কে পৃথক ক্রয় ক্যাটাগরি হিসেবে প্রতিষ্ঠা করা হয়েছে;
Reverse Auction Method বা বিপরীত নিলাম পদ্ধতি কে নতুন একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে
Framework Agreement এবং Negotiation-এর ক্ষেত্র সম্প্রসারণ করা হয়েছে;
বিভিন্ন ক্রয় পদ্ধতিতে মূল্যসীমা বাড়ানো হয়েছে এবং কোথাও কোথাও দরপত্র দাখিলের সময়সীমা কমানো হয়েছে;
Debarment Review Board প্রতিষ্ঠা করা হয়েছে;

পিপিআর ২০২৫ এর নতুন বিষয়সমূহ

মন্ত্রণালয়/বিভাগে পৃথক Procurement Unit প্রতিষ্ঠা করার বিধান প্রবর্তন করা হয়েছে;
চুক্তি বাতিল প্রক্রিয়া সুস্পষ্টীকরণ করা হয়েছে;
বিধির সংখ্যা বেড়ে ১৫৪টি হয়েছে, তফসিলের সংখ্যা বাড়িয়ে ২১টি করা হয়েছে;
ক্ষুদ্র ও নারী উদ্যোক্তাদের জন্য বিশেষ বিধান (২৫% বাজেট সংরক্ষিত) রাখা হয়েছে;
কমিটির সংখ্যা বেড়ে হয়েছে ৯টি এবং ০৩ টি কমিটির সদস্যদের সম্মানীর ব্যবস্থা করাসহ অন্যান্য কমিটির সদস্যদের সম্মানীর হার বৃদ্ধি পেয়েছে;
Sustainable Public Procurement (SPP) প্রচলন করা হয়েছে 3Ps- Planet, People and Profit;
Advance Procurement এর বিধান রাখা হয়েছে;

পিপিআর-২০২৫ : ৯টি অধ্যায় ১৫৪ টি বিধি

PPA, 2006
Section 2. Definitions

(1)	Approving Authority (AA)	(11)	Tender or Proposal
(2)	Delegation Of Financial Power (DOFP)	(12)	Tender Document
(3)	Applicant	(13)	Tenderer
(4)	Opening Committee	(14)	Prescribed
(5)	Quotation	(15)	Moral Rule
(6)	Works	(16)	Goods
(7)	Procurement	(17)	Consultant
(8)	Procuring Entity (PE)	(18)	Public Procurement
(9)	Head of the Procuring Entity (HOPE)	(19)	Administrative Authority
(10)	Contractor	(20)	Pre-qualification

PPA, 2006
Section 2. Definitions

(21)	Framework Agreement	(30)	Review Panel
(22)	Advertisement	(31)	In written
(23)	Person	(32)	Public Procurement
(24)	Professional & Intellectual Services	(33)	Public fund
(25)	Rule	(34)	Supplier
(26)	Physical Services	(35)	Short List
(27)	Standard	(36)	Related Services
(28)	Evaluation Committee	(37)	Services
(29)	Responsive		

PPR-2025 (Rule 2) : Total Definitions- 64

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
কার্যকরের তারিখ	৩১ জানুয়ারি ২০০৮	২৮ সেপ্টেম্বর ২০২৫
বিধির সংখ্যা	১৩০ টি	১৫৪ টি
তফসিল (Schedule)	১৪ টি	২১ টি
STD	৩৭ টি	৪৭ টি
ক্রয়কার্যে e-GP ব্যবহার	ক্রয়কার্যে e-GP ব্যবহারের বিষয়ে বিশেষ জোর দেওয়া হয়েছিল;	সরকারি সকল ক্রয়কার্যে e-GP ব্যবহারের বাধ্যবাধকতার বিধান সংযোজন করা হয়েছে;
ক্রয় কার্যে (+/-) ১০% মূল্যসীমা	অভ্যন্তরীণ ক্রয় কার্যে (+/-) ১০% মূল্যসীমার বিধান ছিল;	অভ্যন্তরীণ ক্রয় কার্যে (+/-) ১০% মূল্যসীমা বিলোপ করে আন্তর্জাতিক রীতিনীতির সাথে সামঞ্জস্যপূর্ণ বিধান প্রবর্তন করা হয়েছে;
Physical Service বা ভৌতসেবা	কার্য ও সেবার সাথে সংশ্লিষ্ট ছিল;	Physical Service বা ভৌতসেবা কে পৃথক ক্রয় ক্যাটাগরি হিসেবে প্রতিষ্ঠা করা হয়েছে;
টেন্ডার জমা দেওয়ার স্থান	একাধিক স্থানে	একটি স্থানে (একাধিক স্থানে দরপত্র দাখিলের বিধান বাতিল করা হয়েছে)

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
ক্রয় সম্পর্কিত কমিটির সংখ্যা	৬ টি	৯টি
কমিটির সম্মানী	৩টি কমিটির সদস্যদের জন্য সম্মানীর ব্যবস্থা ছিল (TOC/TEC/TSC)	৬টি কমিটির সদস্যদের জন্য সম্মানীর ব্যবস্থা রাখা হয়েছে (TOC/TEC/TSC/EC/OCE/TEAC)
ফ্রেমওয়ার্ক এগ্রিমেন্ট	কেবলমাত্র পণ্য ও ভৌত সেবার ক্ষেত্রে প্রয়োগযোগ্য (OTM & LTM এর মাধ্যমে)	পণ্য, কার্য, ভৌত সেবা এবং বুদ্ধিবৃত্তিক ও পেশাগত সেবা- সকল ক্ষেত্রেই প্রয়োগযোগ্য হবে।
Sustainable Public Procurement (SPP)	Sustainable Public Procurement বিষয়টি ছিল না	টেকসই সরকারি ক্রয় বা SPP (3Ps) প্রচলন করা হয়েছে (Planet, People and Profit)
টেন্ডার বৈধতার মেয়াদ	Tender Validity Period ৬০ থেকে ১২০ দিন	টেন্ডার বৈধতার মেয়াদ ৬০ থেকে ১৫০ দিন
বৈধতার মেয়াদ বৃদ্ধি	পূর্বের বৈধতার মেয়াদ শেষ হওয়ার কমপক্ষে ১০ দিন আগে দরদাতাকে অনুরোধপত্র প্রেরণ করতে হতো	পূর্বের বৈধতার মেয়াদ শেষ হওয়ার কমপক্ষে ০৭ দিন আগে দরদাতাকে অনুরোধপত্র প্রেরণ করতে হবে
ভেরিয়েশন	১৫% থেকে সর্বোর্চ্চ ৫০%	১৫% থেকে সর্বোর্চ্চ ৩০%
অপরাধমূলক কার্য	৪টি (CFCC)	৩টি (CFCCO)
স্থানীয় পত্রিকায় বিজ্ঞাপন	দাপ্তরিক প্রাক্কলন যখন ৫০ লক্ষ টাকার উর্ধ্বে	দাপ্তরিক প্রাক্কলন যখন ১ কোটি টাকার উর্ধ্বে

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
Advance Procurement (অগ্রিম ক্রয়)	ছিল না	Advance Procurement এর বিধান রাখা হয়েছে
পৃথক Procurement Unit	এ ধরনের বিধান ছিল না	মন্ত্রণালয়/বিভাগে পৃথক Strategic Procurement Unit প্রতিষ্ঠা করার বিধান প্রবর্তন করা হয়েছে;
ক্ষুদ্র ও নারী উদ্যোক্তাদের জন্য বিশেষ বিধান	এ ধরনের বিধান ছিল না	ক্ষুদ্র ও নারী উদ্যোক্তাদের জন্য বিশেষ বিধান (১৫% বাজেট সংরক্ষিত) রাখা হয়েছে;
Reverse Auction Method (বিপরীত নিলাম পদ্ধতি)	এ ধরনের পদ্ধতি ছিল না	Reverse Auction Method বা বিপরীত নিলাম পদ্ধতি কে নতুন একটি ক্রয় পদ্ধতি হিসেবে সংযোজন করা হয়েছে
Debarment Review Board	Debarment Review Board ছিল না;	Debarment Review Board প্রতিষ্ঠা করা হয়েছে;

পিপিআর-২০০৮ এবং পিপিআর-২০২৫ এর তুলনামূলক চিত্র

বিষয়	পিপিআর-২০০৮	পিপিআর-২০২৫
পণ্য ক্রয়ের ক্ষেত্রে Retention Money	এ ধরনের বিধান ছিল না	পণ্য ক্রয়ের ক্ষেত্রে অনুমিত রক্ষণযোগ্য অর্থ বা Retention Money হবে ১০%
Institute of Public Procurement গঠন	এ ধরনের বিধান ছিল না	সক্ষমতা বৃদ্ধি তথা পেশাগত উন্নয়নের জন্য বিপিপিএ 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 = $(\bar{x} - S_d)$

১০% মূল্যসীমা তুলে দেওয়ার পর সর্বনিম্ন দরদাতা নির্বাচনের জন্য যে নতুন ফর্মুলা প্রস্তাব করা হয়েছে, তার ৩ টি চলক (Variable)

- রেসপন্সিভ টেন্ডারারদের গড় দর
- দাপ্তরিক প্রাক্কলিত মূল্য বা Official Cost Estimate
- টেন্ডার খোলার পূর্ববর্তী ২৮ দিনের গড় মূল্য NPPPI

Variables for SLT

- রেসপন্সিভ টেন্ডারারদের গড় দর (ভার বা ওয়েটেজ ৫০% বা ০.৫)/সকল গ্রহণযোগ্য দরদাতাদের প্রস্তাবিত গড় মূল্য
- দাপ্তরিক প্রাক্কলিত মূল্য বা Official Cost Estimate (ওয়েটেজ ২০% বা ০.২);
- টেন্ডার খোলার পূর্ববর্তী ২৮ দিনের গড় মূল্য NPPPI (Nat'l Public Procurement Price Index) (ওয়েটেজ ৩০% বা ০.৩)/ই-জিপি পোর্টালে সরকারি ক্রয় প্রক্রিয়ায় নিকট-সাম্প্রতিক মূল্যসূচকের ভিত্তিতে প্রাপ্ত দর

- ***তিনটি Variables এর ওয়েটেড এভারেজ থেকে স্ট্যান্ডার্ড ডেভিয়েশন বাদ দিয়ে যে ফিগার পাওয়া যাবে, সেটিই হবে সর্বনিম্ন টেন্ডারের বেঞ্চমার্ক।***

Weighted Average (ভারযুক্ত গড়

$$\bar{x} = 0.5 * \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 * x_{OCE} + 0.3 * x_{NPPI}$$

উপরের সমীকরণে $\bar{x}$ = ভারযুক্ত গড়, x_i = গ্রহণযোগ্য দরদাতাদের প্রস্তাবিত মূল্য, n = গ্রহণযোগ্য দরপত্রের সংখ্যা, x_{OCE} = দাপ্তরিক প্রাক্কলিত মূল্য এবং x_{NPPI} = ইজিপি পোর্টালে সরকারি ক্রয় প্রক্রিয়ায় সাম্প্রতিক (দরপত্র উন্মুক্তকরণ দিবস ও পূর্বেকার ২৭ দিনের গড়) মূল্যসূচকের ভিত্তিতে প্রাপ্ত দর।

গ্রহণযোগ্য মূল্যের নিম্নসীমা নির্ণয়

- **Weighted Average (ভারযুক্ত গড়)**

$$\bar{x} = 0.5 * \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 * x_{OCE} + 0.3 * x_{NPPI}$$

Weighted Standard Deviation

Weighted Standard Deviation, $s_d = \text{sqrt}\{(x_i - \bar{x})^2/n\}$

উপরের সমীকরণে, x_i = দরদাতাদের প্রস্তাবিত মূল্য, $\bar{x}$ = ভারযুক্ত গড়, n = গ্রহণযোগ্য দরদাতাদের সংখ্যা।

গ্রহণযোগ্য মূল্যের নিম্নসীমা $\bar{x}$ - Sd (Weighted Avg– Std Deviation)

এক নজরে পিপিআর, ২০২৫

অধ্যায়	শিরোনাম	বিধি
১ম অধ্যায়	প্রারম্ভিক : শিরোনাম, সংজ্ঞা	বিধি ১-৩
২য় অধ্যায়	দরপত্র বা প্রস্তাব দলিল প্রস্তুতকরণ, কমিটি ইত্যাদি	বিধি ৪-২১
৩য় অধ্যায়	ক্রয় সংক্রান্ত নীতিসমূহ	বিধি ২২-৭৭
৪র্থ অধ্যায়	পণ্য, কার্য ও ভৌতসেবার ক্রয় পদ্ধতি এবং উহার প্রয়োগ	বিধি ৭৮-১০৯
৫ম অধ্যায়	ক্রয় প্রক্রিয়াকরণ	বিধি ১১০-১২৩
৬ষ্ঠ অধ্যায়	বুদ্ধিবৃত্তিক এবং পেশাগত সেবা ক্রয়	বিধি ১২৪-১৪৮
৭ম অধ্যায়	পেশাগত অসদাচরণ	বিধি ১৪৯
৮ম অধ্যায়	সরকারী ক্রয়ে ইলেকট্রনিক পরিচালন পদ্ধতির ব্যবহার	বিধি ১৫০
৯ম অধ্যায়	বিবিধ	বিধি ১৫১-১৫৪

পিপিআর, ২০২৫ এর তফসিল

তফসিল নম্বর	শিরোনাম/বিষয়
তফসিল-১	আদর্শ দলিলসমূহের তালিকা
তফসিল-২	সময়, মূল্য, ইত্যাদি
তফসিল-৩	Procurement Processing and Approval Procedure
তফসিল-৪	Procurement Strategy Development Format
তফসিল-৫	Procurement Plan
তফসিল-৬	Procurement Processing and Approval Timetable
তফসিল-৭	CCGPতে ক্রয় প্রস্তাব প্রেরণের নমুনা ছক
তফসিল-৮	NOA (Notification of Award)
তফসিল-৯	Format for Reporting Contract Award
তফসিল-১০	Format for Public Reporting on Contract Signing

পিপিআর, ২০২৫ এর তফসিল

তফসিল-১১	Procurement Records and Documents to be Maintained by PE
তফসিল-১২	Joint Venture (JV) Sample Agreement
তফসিল-১৩	Consultant Conflicts of Interest
তফসিল-১৪	Flow Chart/Diagram of Different Methods
তফসিল-১৫	Tender Advertisement Format
তফসিল-১৬	REOI
তফসিল-১৭	Tender Submission Forms
তফসিল-১৮	দরপত্র মূল্যায়ন কমিটি কর্তৃক উল্লেখযোগ্যরূপে নিম্নমূল্যের দরপত্রসমূহকে (Significantly low-priced tender) চিহ্নিতকরণ ও মূল্যায়ন প্রক্রিয়া
তফসিল-১৯	General Considerations for Consultants
তফসিল-২০	The Code of Ethics for Public Procurement
তফসিল-২১	ডিবারমেন্ট রিভিউ বোর্ড (Debarment Review Board)

Important Sections of PPA, 2006

- Section 11 – APP (Annual Procurement Plan)
- Section 19 (1)- LTM Works 5% (+/-)
- Section 31 (3)- OTM Works 10% (+/-) – Rejection of Tender **Amended in 2025**
- Section 36 – Framework Agreement
- Section 40 – Advertisement
- Section 65 – e-GP/E-Tendering
- Section 68 – Procurement in case of Emergency Situation/Disaster (By CCEA)

Public Procurement (Amendment) Ordinance, 2025

(4 May 2025)

Major Changes :

- Removal of the 10% price cap for national works procurement under the Open Tendering Method (OTM);
- Mandatory use of the electronic government procurement (e-GP) system;
- Disclosure of ownership information of awarded contractors or suppliers;
- Inclusion of physical services as a separate procurement category;
- Bringing general work and consulting services under framework agreements;
- Development of comprehensive procurement plans for development projects in light of procurement strategies.

Bangladesh e-Government Procurement (e-GP) Guidelines (Revised), 2025

(12 March 2025)

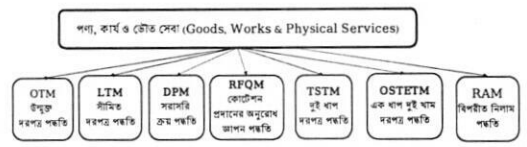
Automatic Tender Opening:

- The e-GP system will now automatically open tenders and proposals after the designated deadline, eliminating the need for a separate TOC or POC

Different Procurement Methods
বিভিন্ন দরপত্র পদ্ধতি

দরপত্র পদ্ধতি: পণ্য, কার্য ও ভৌত সেবা
Procurement Method: Goods, Works and Physical Services

Rule: 78, 79



Preferred Method : উন্মুক্ত দরপত্র পদ্ধতি (OTM)
Competition under transparent and equal terms

Procurement Methods for Goods, Works and Physical Services

(Rule 78 to 101)

Sl	Procurement Method	Short Form	PPR Rule
1.	উন্মুক্ত দরপত্র পদ্ধতি Open Tendering Method	OTM	বিধি ৭৮
2.	সীমিত দরপত্র পদ্ধতি Limited Tendering Method	LTM	বিধি ৮০-৮১
3.	দুই ধাপ দরপত্র পদ্ধতি Two Stage Tendering Method	TSTM	বিধি ৮২-৮৫
4.	এক ধাপ দুই খাম দরপত্র পদ্ধতি One Stage Two Envelops Method	OSTEM	বিধি ৮৬--৮৯
5.	কোটেশন প্রদানের অনুরোধ জ্ঞাপন পদ্ধতি Request for Quotation Method	RFQM	বিধি ৯০--৯৪
6.	বিপরীত নিলাম পদ্ধতি Reverse Auction Method	RAM	বিধি ৯৫-৯৬
7.	সরাসরি ক্রয় পদ্ধতি Direct Procurement Method	DPM	বিধি ৯৭-১০১

বিপরীত নিলামের কার্যপদ্ধতি

সরাসরি ক্রয় পদ্ধতি (Direct Procurement Method)

Rule-98 (1)

সরাসরি ক্রয় পদ্ধতির ধরন
Forms of DPM

- সরাসরি চুক্তি Direct Contracting
- নগদ ক্রয় Cash Purchase
- ফোর্স একাউন্ট Force Account

Limited Tendering with Threshold

Enlistment– [Rule 68 (3)]

This method presupposes list of approved, qualified suppliers/contractors

Enlistment means engaging or securing a Person/Undertaking for his/her service or support for a possible future contract in the procurement proceedings

Enlistment Fee- Tk 5000/= and Renewal Fee Tk 2000/=

For Women Enterprise Enlistment Fee- Tk 3000/= and Renewal Fee Tk 1500/=

Lists

Type - examples

- **Civil (Construction, Maintenance, Physical services etc.)**
- **Mechanical**
- **Electrical**
- **Others/Miscellaneous according to PE use**

LTM: without Threshold

Rule- 80, 81

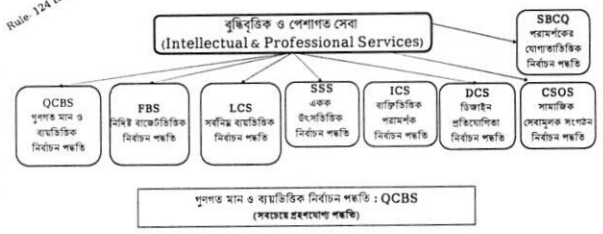
1	➢ G&W of specialized nature ➢ Available only from a limited number	Aircraft, locomotives, specialized medical equipment, telecommunication equipments, silos, ports, harbours
2	➢ An urgent need for Procurement ➢ Competitive tendering impractical	Not foreseeable and because of delay
3	➢ Policy of standardization	Computers, laboratory equipment, research equipment

Request For Quotation (RFQ) Method

- At least 3 responsive quotations (min^{m} 5 quotations to be issued)
- Receiving priced offer in writing from potential Tenderers/Suppliers
- procurement of readily available low value standardised Goods, Works or physical Services
- No Tender Security
- No Performance Security/Prior experience is not mandatory
- RM (Retention Money) to be kept
- No TOC, only TEC
- No Public Advertisement, only Circular by PE's Website, Notice Board, Issuing Letter by post, E-mail/Fax
- No Contract signing for Goods, only Purchase Order
- Contract for Works and Physical Services
- Valid and Updated Trade License, Latest TIN Certificate, Vat Registration Certificate, Bank Solvency Certificate

Intellectual & Professional Services

Rule: 124 to 125



Intellectual & Professional Services

Sl	Procurement Method	Short Form	PPR Rule
1.	Quality and Cost Based Selection গুণগত মান ও ব্যয়ভিত্তিক নির্বাচন পদ্ধতি	QCBS	বিধি ১২৬
2.	Fixed Budget Selection নির্দিষ্ট বাজেটভিত্তিক নির্বাচন পদ্ধতি	FBS	বিধি ১২৭
3.	Least Cost Selection (Max^{m} Tk 1 Crore) সর্বনিম্ন ব্যয়ভিত্তিক নির্বাচন পদ্ধতি	LCS	বিধি ১২৮
4.	Selection Based on Consultants Qualifications পরামর্শকের যোগ্যতাভিত্তিক নির্বাচন পদ্ধতি (Max^{m} Tk 1.5 Crore)	SBCQ	বিধি ১২৯
5.	Community Service Organization Selection সামাজিক সেবামূলক সংগঠন নির্বাচন পদ্ধতি	CSOS	বিধি ১৩০
6.	Single Source Selection একক উৎসভিত্তিক নির্বাচন পদ্ধতি (For Firm 30 lacs, For Individual Consultant 20 lacs)	SSS	বিধি ১৩১
7.	Design Contest Selection ডিজাইন প্রতিযোগিতা নির্বাচন পদ্ধতি	DCS	বিধি ১৩২
8.	Individual Consultant Selection ব্যক্তিভিত্তিক পরামর্শক নির্বাচন পদ্ধতি	ICS	বিধি ১৩৩

Use of Consultants

Key areas

Preparation Services
Sector studies, Master plans, Feasibility studies, Design studies etc.

Implementation Services
Tender Document, Procurement assistances, Construction supervision, Project management, Quality management

Advisory services
Policy and strategy, Institution building, Training, Technical/Operation advice

May also be unique and complex

Evalution of REOI

Excellent (সর্বোৎকৃষ্ট)

Very Good (অতিউত্তম)

Good (উত্তম)

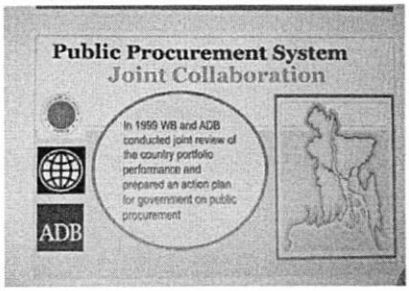
Poor (অনুত্তম)

Evalution of RFP

বিষয়	Weightage
Quality/Technical	80%
Cost/Financial	20%

Qualifying marks for Technical Proposal is Minimum 70%

Public Procurement Reforms



Background of Public Procurement in Bangladesh

- CGFR (Compilation of General Financial Rules) issued in 1930 under British rule followed in public expenditure and procurement;
- In GFR, PWD Code i.e. Form No 2908 for Goods and Form No 2911 for Works Procurement;
- Since independence in 1971, the public procurement practices have been influenced by WB, ADB and other donors since the bulk of public procurement is externally funded.

CPAR-2002 identified several deficiencies in public procurement system of Bangladesh
(Country Procurement Assessment Report)

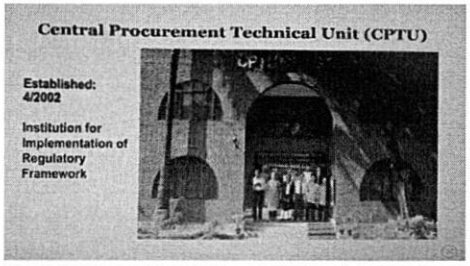
- Absence of sound legal framework governing public sector procurement
- Complex bureaucratic procedure causing delay
- Lack of adequate professional and competent staff to manage public procurement
- Generally poor-quality bidding documents and bid evaluation
- Ineffective contract administration
- Absence of adequate mechanism for ensuring transparency and accountability

Main Elements of Procurement Reforms
1999-2002 World Bank (WB) and ADB
Key Recommendations

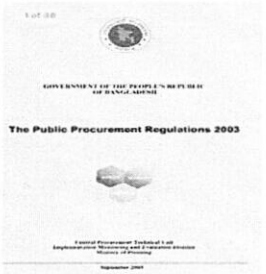
Establishing a Public Procurement Policy Unit (i.e., CPTU)

- Creating Legal Framework (Procurement related Act, Rules etc.)
- Improving Procurement Management Capacity
- Streamlining Procurement Process & Financial Delegation
- Publishing Contract Awards
- Introducing Appeal Procedures

CPTU renamed as Bangladesh Public Procurement Authority (BPPA) on 18 Sep 2023

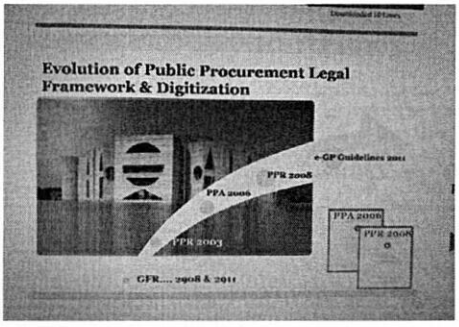


Renamed through Bangladesh Public Procurement Authority Act, 2023



Total Regulations- 59
13 Chapters

PPA, 2006: Section 73 (3) The Public Procurement Regulations, 2003 shall remain in force until the rules under this Act are made.



Steps in Public Procurement Cycle

Preparation Phase

Need Assessment → Procurement Plan → Specification/ BOQ/TOR → Market Analysis/Official Cost Estimate → Tender Docs Preparation → Tender Invitation/ Advertisement, Committee Formation

Tender Submission → Tender Opening → Tender Evaluation → Tender Approval → NOA & Contract Signing and Work Order → Contract Mgt. (Payment, Warranty, Dispute Settlement)

Processing Phase

Annual Procurement Plan (APP)

- ***ICT Division***

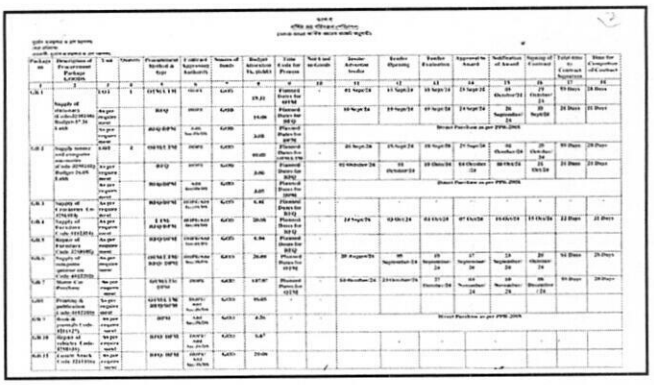
- https://ictd.portal.gov.bd/sites/default/files/files/ictd.portal.gov.bd/page/b4c6db70_8251_4c41_a289_76f7992856f3/ICTD%20Project%20Procurement%20Plan%202024-25.pdf
- https://ictd.gov.bd/sites/default/files/files/ictd.portal.gov.bd/reports/a9f65ddb_7b19_4245_bcaf_cfe609346c36/APP%202024-25%20(01-07-2024)%20(1).pdf

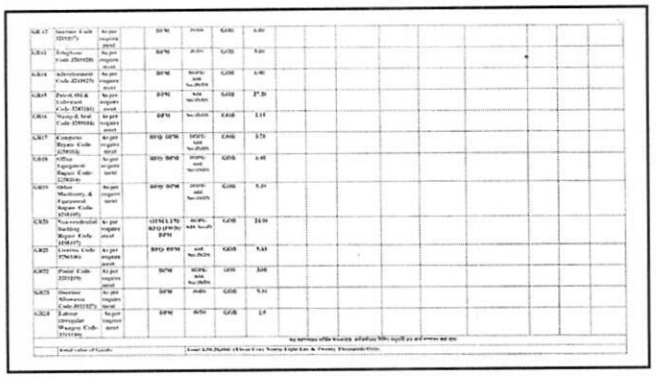
- **DC Office**

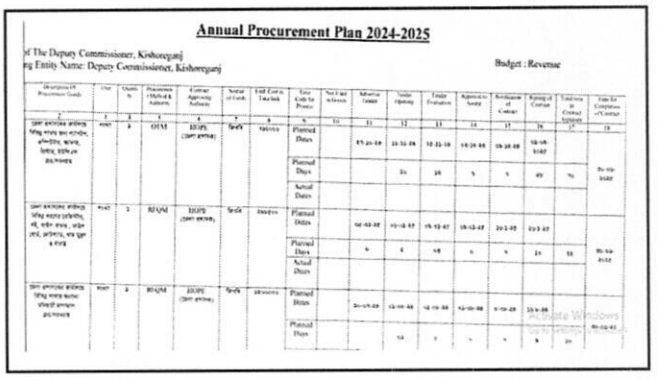
- https://file-dhaka.portal.gov.bd/uploads/a8d7fcaa-57f1-4154-850f-73f13def9055//67a/ae2/c98/67aae2c9816d3227458792.pdf

- **Public Works Department**

- ***https://pwd.portal.gov.bd/sites/default/files/files/pwd.portal.gov.bd/page/67052043_5708_4a29_839d_785681cf945a/2022-12-29-11-30-0610b302c6208e5dd562c2c522e41fab.pdf***

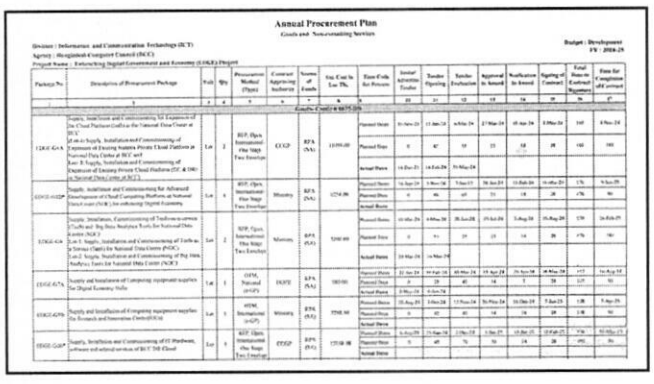






Annual Procurement Plan 2024-2025

Budget : Revenue



Annual Procurement Plan

Goods and Non-consulting Services

Cabinet Committees

- **CCGP**
- **(Cabinet Committee on Government Purchase)**
- Microsoft Word - 2803-????? ???

- **CCEA**
- **(Cabinet Committee on Economic Affair)**
- Microsoft Word - 2802-????? ???

Thresholds for Different Procurement Methods
বিভিন্ন দরপত্র পদ্ধতির মূল্যসীমা

সরাসরি নগদ ক্রয় (Direct Cash Purchase)
পণ্য, কার্য ও ভৌত সেবা ক্রয় [বিধি ১০০ (১)]

পরিচালন/রাজস্ব বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বছরে সর্বোচ্চ
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	৭৫ হাজার টাকা	২৫ লক্ষ টাকা
বিভাগীয়/আঞ্চলিক/জেলা পর্যায়	৬০ হাজার টাকা	২০ লক্ষ টাকা
উপজেলা পর্যায়	৪০ হাজার টাকা	১৫ লক্ষ টাকা

উন্নয়ন বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বছরে সর্বোচ্চ
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	৭৫ হাজার টাকা	২৫ লক্ষ টাকা
ক শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	৫০ হাজার টাকা	২০ লক্ষ টাকা
খ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	৪০ হাজার টাকা	১৫ লক্ষ টাকা
গ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	৩০ হাজার টাকা	১০ লক্ষ টাকা

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.

কোটেশন প্রদানের অনুরোধ জ্ঞাপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

পরিচালন/রাজস্ব বাজেট

পর্যায়	পণ্য ক্রয়	কার্য বা ভৌত সেবা ক্রয়
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১০ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা
বিভাগীয়/আঞ্চলিক/জেলা পর্যায়	প্রতি ক্ষেত্রে ৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২৫ লক্ষ টাকা	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা
উপজেলা পর্যায়	প্রতি ক্ষেত্রে ৩ লক্ষ টাকা এবং বছরে সর্বোচ্চ ২০ লক্ষ টাকা	প্রতি ক্ষেত্রে ৬ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৩০ লক্ষ টাকা

কোটেশন প্রদানের অনুরোধ জ্ঞাপন পদ্ধতি (Request for Quotation) RFQ
[বিধি ৯০ (১) এবং ৯০ (৬)]

উন্নয়ন বাজেট

পর্যায়	পণ্য ক্রয়	কার্য বা ভৌত সেবা ক্রয়
মন্ত্রণালয়/বিভাগ/অধিদপ্তর/সংস্থা	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
ক শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৬০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১৫ লক্ষ টাকা এবং বছরে সর্বোচ্চ ১ কোটি টাকা
খ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৫০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৮৫ লক্ষ টাকা
গ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	প্রতি ক্ষেত্রে ৮ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৪০ লক্ষ টাকা	প্রতি ক্ষেত্রে ১২ লক্ষ টাকা এবং বছরে সর্বোচ্চ ৭৫ লক্ষ টাকা

সরাসরি চুক্তি (Direct Contracting)-এর মাধ্যমে
পণ্য, কার্য ও ভৌত সেবা ক্রয় [বিধি ৯৯ (১)ড]

পরিচালন/রাজস্ব বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বিশেষ ক্ষেত্রে মন্ত্রণালয়/HOPE এর অনুমোদনক্রমে
মন্ত্রণালয়/বিভাগ	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
অধিদপ্তর/সংস্থা	৫ লক্ষ টাকা	২০ লক্ষ টাকা
বিভাগীয়/আঞ্চলিক/জেলা পর্যায়	২ লক্ষ টাকা	৭ লক্ষ টাকা
উপজেলা পর্যায়	৫০ হাজার টাকা	২ লক্ষ টাকা

উন্নয়ন বাজেট

পর্যায়	প্রতি ক্ষেত্রে	বিশেষ ক্ষেত্রে মন্ত্রণালয়/HOPE এর অনুমোদনক্রমে
মন্ত্রণালয়/বিভাগ	৭ লক্ষ টাকা	২৫ লক্ষ টাকা
অধিদপ্তর/সংস্থা	৫ লক্ষ টাকা	২০ লক্ষ টাকা
ক শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	৩ লক্ষ টাকা	১০ লক্ষ টাকা
খ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	২ লক্ষ টাকা	৭ লক্ষ টাকা
গ শ্রেণির প্রকল্প পরিচালকের ক্ষেত্রে	১ লক্ষ টাকা	৩ লক্ষ টাকা

Force Account

Rule- 101 (1)

FA

May be used for hiring of direct Labour for departmental needs → Each case Max. Tk 4 lakh

Purchase of Materials, tools and rental of additional equipment required to perform departmental work: Use other methods (RFQ, Direct Contracting etc.)

Threshold for LTM [Rule-80 (1)]

- **Goods & Physical Services**

  Upto 50 lakh (each case)

- **Works**

  Upto 5 crore (each case)

Threshold for Reverse Auction Method
বিপরীত নিলাম পদ্ধতির ক্ষেত্রে মূল্যসীমা
[Rule-95 (1)]

- Each case Tk 3 lakh and
- Max^{m} Tk 20 lakh per year

Social Procurement
সামাজিক ক্রয় (সীমিত দরপত্র পদ্ধতিতে বার্ষিক পরিচালন বাজেটের ২৫%)
পিপিআর বিধি ৮০(১)ঘ

❖ Micro and Small Enterprise (অতি ক্ষুদ্র ও ক্ষুদ্র প্রতিষ্ঠান)
(দরপত্র আহবানের তারিখ হতে পূর্বেকার ৩ বছরের মোট ক্রয়চুক্তির পরিমাণ ১ কোটি টাকা পর্যন্ত)

❖ Women-owned Enterprise (নারী-মালিকানাধীন প্রতিষ্ঠান)
(যে সকল একক প্রতিষ্ঠানের স্বত্বাধিকারী একজন নারী)

❖ New Enterprise (নতুন প্রতিষ্ঠান)
(দরপত্র আহবানের তারিখ হতে যে সকল ব্যবসা প্রতিষ্ঠানের নিবন্ধনের সময়কাল ২ বছর)

অন্যান্য মূল্যসীমা (Other Threshold)

বিদেশে বাংলাদেশ মিশন- RFQ ৪০ লাখ টাকা প্রতি ক্ষেত্রে- বিধি ১০৮ (১)

জাতীয় পতাকাবাহী বাহন-
RFQ- ২৫ লাখ টাকা প্রতি ক্ষেত্রে - বিধি ৯০ (৬) (খ)
Direct Contracting- ৭৫ লাখ টাকা প্রতি ক্ষেত্রে (জ্বালানী, যন্ত্রাংশ ও জরুরী মেরামত) বিধি ১০৮ (৩)

- QCBS or Quality & Cost Based Selection - Unlimited
- LCS Least Cost Selection- Max^{m} Tk 1.5 Crore
- SSS or Single Source Selection –
  - For Firm Tk 30 lacs
  - For Individual Consultant Tk 20 lacs

দরপত্র দাখিলের সময়সীমা
Tender Submission Timeline

Tender Submission Timeline

Request for Quotation method (RFQM) ⇨ 3 to 7 days
Rule 92 (4)

Reverse Auction Method (RAM) ⇨ At least 24 hrs
Rule 96 (3)

Tender Submission Timeline

OTM
Rule- 78 (4)

Upto Tk 1 crore	≥ 10 Days
Above Tk 1 crore up to 5	≥ 14 days
Above Tk 5 crore up to 30	≥ 21 days
Above Tk 30 crore	≥ 28 days
disaster emergency	≥ 7 days

OTM (Int'l) Irrespective of Value≥42 days

OSTETM: same as OTM

Re tender

Up to 1 crore	≥ 7 days
Above Tk 1 crore up to 5	≥ 10 Days
disaster emergency	≥ 5 days
Others cases	≥ 14 days

OTM (Int'l) ≥28 days

Tender Submission Timeline

LTM Rule 81 (5)

All cases	≥ 14 days
Emergency purchase	= 7 days
National emergency	< 5 days
LTM With Enlistment	≥ 10 days
Retender	≥ 7 days

Rule 83, 84, 85
TSTM

1st stage Technical proposal	≥ 42 days
2nd stage Final tendering	≥21 days

(7 days for 1st stage Tender Evaluation Report)

For Intellectual & Professional Services
বুদ্ধিবৃত্তিক ও পেশাগত সেবা ক্রয়

EOI/ RFP Submission	অভ্যন্তরীণ ক্রয়ের ক্ষেত্রে	আন্তর্জাতিক ক্রয়ের ক্ষেত্রে
EOI Submission (আগ্রহ ব্যক্তকরণ পত্র প্রণয়ন ও দাখিল)	কমপক্ষে ১৪ দিন	কমপক্ষে ২১ দিন
RFP Submission (প্রস্তাব প্রণয়ন ও দাখিল)	ন্যূনতম ২৮ দিন	ন্যূনতম ৪২ দিন

Rule 135 (2) & 139 (19)

Public Procurement Committees (Rule 9 to 18)

Sl	Name of the Committees	No of Members	PPR Rule
1.	Specification and Estimate Committee **বিনির্দেশ ও 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 **তালিকাভুক্তিকরণ কমিটি**	At least 3	Rule 14

Public Procurement Committees (Rule 9 to 18)

Sl	Name of the Committees	No of Members	PPR Rule
6.	Variation Assessment Committee **ভেরিয়েশন প্রতিপাদন কমিটি**	3	Rule 15
7.	Technical Examination and Acceptance Committee (TEAC) **কারিগরি পরীক্ষণ ও গ্রহণ কমিটি**	3	Rule 16
8.	Contract Termination Review Committee (CTRC) **চুক্তি বাতিল প্রস্তাব পর্যালোচনা কমিটি**	3	Rule 17
9.	Debarment Review Committee **বারিতকরণ প্রস্তাব পর্যালোচনা কমিটি**	3	Rule 18

Honorarium for Procurement Committee Members
(Rule 19)

Specification and Estimate Committee (বিনির্দেশ ও প্রাক্কলন কমিটি)

Technical Examination and Acceptance Committee (TEAC) কারিগরি পরীক্ষণ ও গ্রহণ কমিটি

Procurement Threshold	Honorarium (Every Member/meeting)	Comments
Up to Tk 10 lakh	Tk 1000/=	For SEC: Each case for max^{m} 2 meetings; Above Tk 10 Crore max^{m} 3 meetings For TEAC: Each case for Once
Above Tk 10 lakh up to 1 Crore	Tk 1500/=	
Above Tk 1 Crore up to 10 Crore	Tk 3000/=	
Above Tk 10 Crore	Tk 5000/=	

Honorarium for Procurement Committee Members
(Rule 19)

Tender/Proposal Evaluation Committee (TEC/PEC) দরপত্র/প্রস্তাব মূল্যায়ন কমিটি

Technical Sub-Committee (TSC) কারিগরি উপ-কমিটি

Procurement Threshold	Honorarium (Every Member/meeting)	Comments
Up to Tk 10 lakh	Tk 1000/=	For TEC: Each case for max^{m} 3 meetings For TSC: Each case for max^{m} 2 meetings
Above Tk 10 lakh up to 1 Crore	Tk 2000/=	
Above Tk 1 Crore up to 10 Crore	Tk 3000/=	
Above Tk 10 Crore	Tk 5000/=	

Honorarium for Procurement Committee Members
(Rule 19)

- Tender/Proposal Opening Committee (TOC/POC) দরপত্র/প্রস্তাব উন্মুক্তকরণ কমিটি

  Every Member Tk 1000/=

- Enlistment Committee (তালিকাভুক্তিকরণ কমিটি)

  For LTM **Every Member Tk 1500/= per meeting for max^{m} 2 meetings**

- For International Quotation

  Every Member Tk 2500/= per meeting for max^{m} 2 meetings

- **For Evaluation of Pre-qualification Application and of EOI**

  Every Member Tk 1500/= per meeting for max^{m} 2 meetings

Tender Validity, Tender Security & Performance Security

Tender Validity (Rule 28 to 30)	Tender Security (Rule 31 to 35)	Performance Security (Rule 36)
60 to 150 days (validity period starts from tender opening up to Contract Signing)	(2% to 3% of Official Cost Estimate Rounded Fixed Amount	5% to 10% of Contract Price for Goods & Works (Maximum 25%) 3% to 5% for IP Services

(If Official Cost Estimate is 5 lacs, 3% is 15,000/=, 2% is 10,000/=;
So **Tender Security can be fixed as 9,000/= Or 14,000/=)**

২৮(১) ও ১৩২(১০)	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।

Rule 31 to 35

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

Performance Security

Performance Security

PS for OTM, LTM and Direct Contracting

No PS for RFQ and Govt Owned Enterprise

Security Deposit for Govt Owned Enterprise (10%)

Choice of Tenderer

Bank draft | Pay order | Bank guarantee

Rule 36

Performance Security

Divisible Commodities	5% of contract value
Goods	10% of contract value
Works	5-10% of contract value
Physical Services	5% of contract value
Goods transportation	5% of contract value 5% of goods value
As Security Deposit	10% of Payable Bill
Front loading	25% maxm of contract value
Intellectual services	3-5% of contract value

Sell of Tender Documents

Cost estimation	Documents fee
Upto 50 lakh	1 000 tk
Upto 2 crore	2 000 tk
Above 2 crore	4 000 tk

- No tender documents fee for RFQM

For e-GP System, Fees for downloading Tender Schedule Generally BDT 2000/=

Performance Security and Retention Money

ক্রয়ের ধরণ	পারফরম্যান্স সিকিউরিটি	রিটেনশন মানি
পূর্তকাজ	৫%	৫%
পণ্য	১০%	১০% (নতুন)
পরামর্শ সেবা	৩-৫% (ঐচ্ছিক)	নেই
ভৌত সেবা	৫%	৫%
ভারসাম্যহীন দর	৫%	২০%

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)

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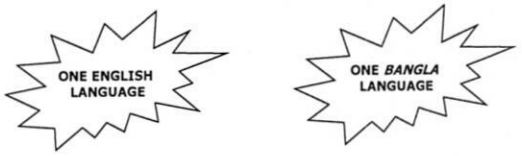
Rule- 110(2) Advertisement

Choosing News Paper

Choosing National Level Newspapers of wide daily circulation commonly known and ubiquitously accepted; carefully applying sound judgment



Avoid controversy in choice

104/10

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

105/10

ওয়েবসাইটে বিজ্ঞাপন প্রচার

Rule 110 (2)

BPPA (CPTU) website

- পণ্য (GOODS) ১ কোটি বা তদূর্ধ্ব
- বুদ্ধিবৃত্তিক ও পেশাগত সেবা (IP SERVICES) ৫০ লক্ষ বা তদূর্ধ্ব
- কার্য (WORKS) ও ভৌত সেবা ১ কোটি বা তদূর্ধ্ব

Default may lead to rejection of Tenders

Tender Approval

According to DoFP

• Ministry • Division • Department • Directorate	• Corporation • Autonomous/semi-autonomous Body	• Company
⇩	⇩	⇩
• HOPE (CEO, SECY) • PD • PM • AO • MINISTER • CCGP	• HOPE (CEO, SECY) • PD • PM • AO • BOARD OF DIRECTORS • MINISTER • CCGP	• Under company's own administrative & financial rules

DoFP: Ministry/Division/Department/Directorate/Autonomous Body

In Crore Tk

Revenue	Adviser/ Minister	CCGP	HOPE	Board of Directors	CEO
Goods	50	>50	2	30	8
Works	100	>100	5	30	16
Services	20	>20	1	8	2

Development Budget	Adviser/ Minister	CCGP	HOPE	Board of Directors	CEO
Goods	100	>100	20	30	20
Works	100	>100	30	30	25
Services	30	>30	7	8	7

DoFP: Ministry/Division/Directorate/Company/Autonomous Body/

In Crore Tk

Revenue Budget	Adviser/ Minister	CCGP	HOPE	Board of Directors	CEO	Divisional/ Regional	District	Upazila
Goods	50	>50	2	30	8	0.50	0.30	0.15
Works	100	>100	5	30	16	1	0.50	0.20
Services	20	>20	1	8	2	0	0	0

Development Budget	Adviser/ Minister	CCGP	HOPE	Board of Directors	CEO	Project Director (PD)		
						A	B	C
Goods	100	>100	20	30	20	10	5	3
Works	100	>100	30	30	25	20	15	10
Services	30	>30	7	8	7	5	3	1

Splitting Procurement Object (Item, Lot & Package)

Item

- A single article or unit in a list
- With an identified quantity 1.2.3.....etc.

Lot

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

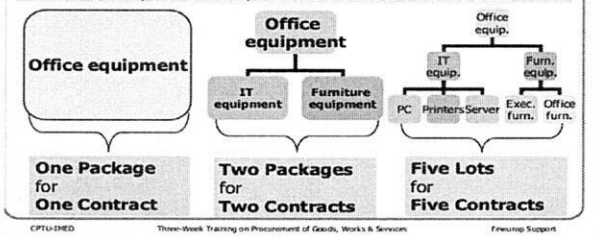
Package

- A multiple number of lots grouped together.
- No package can have more than 5 lots.

Package/lot options

Slide No.15/59

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



Forfeiture of Tender Security (PPR Rule 34)

A Tender Security shall be forfeited if the tenderer

(a) withdraws his Tender after the opening of Tenders but within the validity of the Tender security ; or

(b) refuses to accept a Notification of Award ; or

(c) fails to furnish performance security, if so required; or

(d) refuses to sign the Contract; or

(e) does not accept the correction of the Tender amount following the correction of arithmetic errors pursuant to Rule 98 (11).

Return of Tender Security (PPR Rule 35)

Return of Tender Securities |– (1) No Tender securities shall be returned to the Tenderers by the Tender Opening Committees (TEC) after the opening of Tenders.

(2) No Tender security shall be returned to the Tenderers before contract signing, except to those who are considered non-responsive.

(3) Tender securities of non-responsive Tenders shall be returned immediately after the Evaluation Report has been approved by the Procuring Entity.

(4) Tender securities of the responsive Tenderers shall be returned only after the the owest evaluated responsive Tenderer has signed the contract and submitted the performance security, even before the expiration of the validity period.

Professional Misconduct, Offences (Rule 149/Section 64)

- **Corrupt practice**
- means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly, to any officer or employee of a Procuring Entity or other public or private authority or individual;
- **Fraudulent practice**
- Misrepresentation or omission of facts in order to influence a decision in a Procurement Process;
- **Collusive practice** arrangement between two or more Persons, designed to arbitrarily reduce the number of Tenders submitted or fix Tender prices at artificial, noncompetitive levels, thereby denying thereby the benefits of competitive price;
- **Coercive practice** means harming or threatening to harm; creating obstructions in normal submission of Tenders

Professional Misconduct, Offences (Rule 149/Section 64)

- **Corrupt practice (দুর্নীতিমূলক কর্ম)**
- means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly, to any officer or employee of a Procuring Entity or other public or private authority or individual;
- **Fraudulent practice (প্রতারণামূলক কর্ম)**
- Misrepresentation or misintermretation or Wrong Information or hiding information
- Omission of facts in order to influence a decision in a Procurement Process;
- **Collusive practice (চক্রান্তমূলক বা যোগসাজশমূলক কর্ম)**
- arrangement between two or more Persons, designed to arbitrarily reduce the number of Tenders submitted or fix Tender prices at artificial, noncompetitive levels, thereby denying thereby the benefits of competitive price;
- **Coercive practice (জবরদস্তিমূলক কর্ম)**
- means harming or threatening to harm;
- creating obstructions in normal submission of Tenders

Professional Misconduct/Offences CFCCO

পেশাগত অসদাচরণ/অপরাধসমূহ (Rule 149/Section 64)

Sl	Type of Offences	Examples
১	Corrupt practice (দুর্নীতিমূলক কর্ম)	means offering, giving or promising to give a gratuity in any form, receiving, or soliciting, either directly or indirectly;
২	Fraudulent practice (প্রতারণামূলক কর্ম)	Misrepresentation or misintermretation or Wrong Information or hiding information; Omission of facts in order to influence a decision in a Procurement Process;
৩	Collusive practice (চক্রান্তমূলক বা যোগসাজশমূলক কর্ম)	
৪	Coercive practice (জবরদস্তিমূলক কর্ম)	means harming or threatening to harm; creating obstructions in normal submission of Tenders
৫	Obstructive practice প্রতিবন্ধকতামূলক কর্ম	

Punishment for Professional Misconduct & Offences

- Govt Servants (Discipline & Appeal) Rules, 2018
- Penal Code, 1860
- Prevention of Corruption Act, 1947
- Anti-corruption Commission Act, 2004

SESSION M4_2

Three-weeks Basic Training

on

Public Procurement Management

Expression of Interest and Shortlisting

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

Presentation Outline

01 Request for Expression of Interest (REOI)

02 Applicability of EOI

03 Short-listing

PPA2006 Section 54-56, PPR2025 Rule 135-137

Request for Expression of Interest (REOI)

Basic Consideration

➢ **Why Request for Expression of Interest (REOI)?**

For background information about the interested Applicants (parallel to pre-qualification)

REOI

EOI will lead to short-listing

Short-listing

Basic Consideration

SHORT-LISTING

➢ **Why Short-listing?**

- Time saving and less-expensive for PE to invite and evaluate
- Limited competition among qualified consultants that are capable & can be trusted to deliver the required services at the desired level of quality
- It increases the chance of selecting the best consultant

Applicability of EOI

Methods to follow EOI

- Quality and Cost Based Selection
- Fixed Budget Selection
- Least Cost Selection
- Community Service Organization Selection
- Individual Consultant Selection; **not necessarily always EOI required Rule- 133(10)**
- Selection Based on Consultant Qualifications; **EOI from Database Rule-129(3)**
- Design Contest Selection; normally no EOI**, in case of difficulty** invite EOI by wide advertisement **Rule- 132(3)**

Exception: Single Source Selection

Advertisement & Submission

PPR2025 Rule-110(2)(a)

PROCUREMENT OPPORTUNITIES

IFPQ | IFE | REOI | IFT | Any Other

Request for EOI

Submission Time limit Schedule II, Rule 135(2)
Minimum 14 days for National Procurement
Minimum 21 days for International Procurement

Format of REOI advertisement is in Schedule 11 (Part-A & B)

Advertisement: Choosing Newspaper

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PPR2025 Rule-110

- National Level Newspapers of wide daily circulation commonly known & ubiquitously accepted; at least **one Bangla** & **one English** newspapers
- Ensure publication in each copy of every edition of the day if more than ONE edition on that particular day
- All invitations must be posted in the PE's website, if any
- Subsequent changes or amendments relating to Request for EOI must be re-advertised preferably in the same newspapers & websites
- For International Procurement-English Newspapers or Publications of Wide International Circulation, or in www.dgmarket.com or www.devbusiness.com

Posting in BPPA's website: for Services of Tk. 50 Lacs and above

Contents of REOI

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PPR2025 Rule-135(3)

Main Features

- Name & address of PE
- Scope of work
- Requirements concerning experience, resources, professional staff & delivery capacity that indicate Applicants' qualifications for the assignment
- Place & deadline for submission of EOI
- Any other details concerning the assignment

Submission of EOI

Session: M4-2 Slide No.9/14

PPR2025 Rule-135(4)(5)(6)

- EOI shall be submitted by the due date & time & to the place specified in the advertisement
- Multiple Dropping **is not permissible**
- JVCA:

  The request for EOI may mention that the formation of **JVCA** is encouraged, but cannot make it **mandatory**

Different Categories of Services

Session: M4-2 Slide No.10/14

PPR2025 Rule-136

- May be submitted by courier, mail, fax or e-mail
- **No public opening**
- Immediately after the deadline of submission
- PE invites a meeting of the POC
- POC opens EOIs
- POC sends EOIs to PE

Opening followed by Short-listing

POC's task: to open & record the name of Applicants & any other pertinent details

Short Listing Process

Session: M4-2 Slide No.11/14

PPR2025 Rule-137

Evaluation

- PEC reviews and assesses the EOIs received to prepare **a short-list**
- **Qualification scale (not marking) of Excellent, Very Good, Good & Poor** based on:
  - brochures summarizing Applicants' facilities & areas of expertise
  - descriptions of similar assignments
  - experience in similar operating environments & conditions
  - Appropriate experience, professional qualifications, adequate resources, managerial strength & financial capacity

PEC prepares a short-list of not <4 and>7, preferably 6

Short Listing Process

Session: M4-2 Slide No.12/14

PPR2025 Rule-137

- If short-list is **< 4**, the PEC shall review and verify:
  - The format of REOI
  - The requirements of PE
  - Properly advertised

  ⇒ If OK, then PEC can recommend for approval of the **HOPE**
- For greater competition, with the direction of HOPE, the assignment may be amended appropriately and re-advertised for wider publicity as per **Rule 137(8)**

PE shall not practice this re-advertisement as a routine matter

Short Listing Process

Session: M4-2
Slide No.13/14

PPR2025 Rule-138

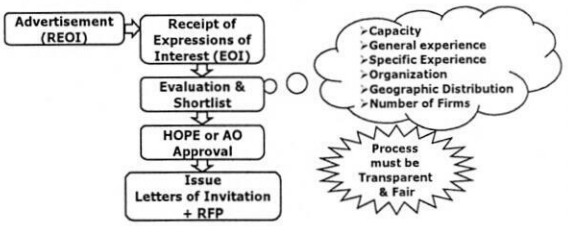
Approval of Short-listing & debriefing

- After approval of the EOI by the HOPE or AO, all Applicants shall be informed whether or not they have been short-listed

(4) not include more than 2 firms from the same country & at least 1 firm from a developing country (International)

Short Listing Process

Session: M4-2
Slide No.14/14



Use format for LOI in SRFP

Steps in Procurement: Goods & Works (National & International)

S. M. Moin Uddin Ahmed
CEO (Secretary), BPPA

Steps in Procurement Cycle

Steps:

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

Steps in Procurement Cycle

Steps:

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

Step 1: Procurement Needs Assessment

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

Need Assessment (Goods):

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

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

Step 2: Annual Procurement plan (APP)

Preparation of PP shall be mandatory for all PE's

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

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

Refer to TPP for Development projects

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

Step 2: Annual Procurement plan (APP)

Session: M1-3
Slide No.7/31

KEY ISSUES

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

ELEMENTS OF PROCUREMENT REPARATION

Session: M1-3
Slide No.8/31

Strategic Procurement Planning considers:

- Market Research and Analysis
- Capacity Assessment of PE
- Risks Assessment and Mitigation

Decide about Contract Packages

- What (like items, lots, values, capacity)
- How (ICT, NCT)
- When (Each Step, Each Package)
- Who (to do, to review)

ANNUAL PROCUREMENT PLAN

Session: M1-3
Slide No.9/31

Step 2: Procurement Planning

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

Steps in Procurement Cycle

Session: M1-3
Slide No.10/31

Main Purpose: Rule 38

Step 3: Specifications/ToR/BoQ

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

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

Steps in Procurement Cycle

Session: M1-3
Slide No.11/31

Step 4: Official Cost Estimate

- Present Market related information like Transport cost, Overhead, Profit, Insurance cost, VAT, TDS are important for rate fixup

- A 3 to 5-member committee will prepare the specifications and the OCE
- If the OCE is higher than the estimated cost, the HOPE will approve, if not higher, officer authorized by HOPE or AA (if AA below HOPE) will approve
- Opening committee will open OCE (Other than LTM, National, Works) and make a note in the Tender Opening Sheet

Steps in Procurement Cycle

Session: M1-3
Slide No.12/31

Step 4: Sample of rate analysis of official cost estimate

First class brick work (1:4) in foundation and plinth							
Considering, unit of work	100 Cft						
a). Bricks	1100 nos	@	Tk	4000.00 per % 0 nos	=	Tk	4400.00
b). Sand (F.M. 1.5) inVc. wastage	32.00 Cft	@	Tk	990.00 per % Cft	=	Tk	316.80
c). Cement	6.50 bag	@	Tk	365.00 per bag	=	Tk	2372.50
d). Head Mason	0.10 nos	@	Tk	180.00 each	=	Tk	18.00
e). Mason	1.00 nos	@	Tk	150.00 each	=	Tk	150.00
f). Skilled labour	1.00 nos	@	Tk	120.00 each	=	Tk	120.00
g). Ordinary labour	1.50 nos	@	Tk	100.00 each	=	Tk	150.00
h). Curing (7 days)	1.75 nos	@	Tk	100.00 each	=	Tk	175.00
i). Local carriage, storage & sundries				L.S	=	Tk	30.00
				Total	=	Tk	**7732.30**
	Contractor's profit	=		10.00 %	=	Tk	773.23
	Overhead Expense	=		3.50 %	=	Tk	270.63
	VAT	=		4.50 %	=	Tk	347.95
				Grand total	=	Tk	**9124.11**
				So, Rate per Cft	=	Tk	**91.24**
				So, Rate per Cum	=	Tk	**3222.18**
				Say, Rate per cubic metre	=	***Tk***	***3222.00***

271

Steps in Procurement Cycle

Session: M1-3
Slide No.13/31

Step 5: Tender/Proposal Document Preparation

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

STANDARD DOCUMENTS

Session: M1-3
Slide No.14/31

PE follows STD/SRFP Rule 4

Encourage eligible, qualified Tenderers/ Applicants to participate

Provide equal opportunities and clear evaluation criteria

S. TENDER DOCUMENT TO TENDER DOCUMENT

Session: M3-1
Slide No.15/66

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Standard Tender Document (National)
For Procurement of Works
[Open Tendering Method]
(for values above BDT 3 Crore)
(without pre-qualification)

Bangladesh Public Procurement Authority
Implementation Monitoring and Evaluation Division
Ministry of Planning

September 2022 PW3

⇨

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Tender Document (National)
For Construction of staff quarter
[Open Tendering Method]
(without pre-qualification)

Public Works Department
Ministry of Works

Dec. 2022 PW3

Standard Tender Document

Session: M3-1
Slide No.16/66

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

CONTENTS

Session: M3-1
Slide No.17/66

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

Session: M1-3
Slide No.18/31

Step 6: Committee formation & IFT

Public Procurement Committees

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

Steps in Procurement Cycle

Session: M1-3
Slide No.19/31

Step 6: Committee formation & IFT

PUBLIC PROCUREMENT COMMITTEE

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

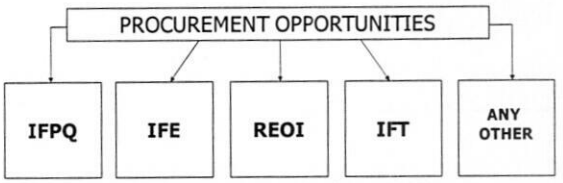
Steps in Procurement Cycle

Session: M1-3
Slide No.20/31

Step 6: Committee formation & IFT

ADVERTISEMENT OF INVITATIONS Rule - 110

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



Follow FORMATS in Schedule X, XI

Steps in Procurement Cycle

Session: M1-3
Slide No.21/31

STEP 7: TENDER PREPARATION/SUBMISSION

Tenderers' activities:

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

STEP 8: TENDER OPENING (Rule 117)

Session: M1-3
Slide No.22/31

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

STEP 9: TENDER EVALUATION (Rule 118)

Session: M1-3
Slide No.23/31

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

PROCUREMENT CYCLE

Session: M1-3
Slide No.24/31

Step 10: Approval (Rule 122)

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

Step 11: Issue NoA (Rule 123)

PE/Successful-Tenderer activities:

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

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

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

RISK IN PROCUREMENT

Session: M1-3
Slide No.25/31

Each Procurement Step might be connected with risk

Identification of risk factors → Analysis of probability of risk occurring and likely consequences

Action Plan for Allocation & Mitigation of risk:
- Avoiding, eliminating, reducing
- Accepting the risk
- Transfer (insurance, security)

RISK ANALYSIS

Session: M1-3
Slide No.26/31

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

IDENTIFICATION OF RISKS

Session: M1-3
Slide No.27/31

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.)

Session: M1-3
Slide No.28/31

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.)

Session: M1-3
Slide No.29/31

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.)

Session: M1-3
Slide No.30/31

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

IDENTIFICATION OF RISKS (CONT.)

Session: M1-3
Slide No.31/31

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

IDENTIFICATION OF RISKS (CONT.)

Session: M1-3
Slide No.32/31

Steps	Risks
Payment	➢ Delayed ➢ Non-cooperation ➢ Cooperation motivated
Warranty, Dispute Settlement	➢ Not followed ➢ Collusion ➢ Willingly defeated

OTHER RISKS

Session: M1-3
Slide No.33/31

Other important risks to be considered are technical, financial, social and environmental risks to be discussed in the coming modules

Session: M2-7
Slide No.34/31

International goods procurement and Domestic Preference

PROCUREMENT PROCESS

Session: M2-7
Slide No.35/31

International goods procurement is characterized by the standards, currencies, evaluation criteria, delivery, payment modes etc.

OTM: International

Session: M2-7
Slide No.36/31

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

OTM: International (contd.)

Session: M2-7
Slide No.37/31

Rule - 102

Conditions and Procedures:

- Time for submission shall be sufficient to allow the invitation to reach all potential Tenderers and to enable them to prepare and submit Tenders;
- Technical specifications shall be based upon international standards;
- Where the Bangladesh standard is thought to be unique, the words "or equivalent" shall be added to allow wider competition;
- The currency/currencies allowed to quote Tender Price, TS or PS shall be mentioned in TD and accordingly the contract and payment shall be made in the in the quoted currency/ currencies;
- INCOTERMs shall be used, where applicable

OTM (International): Domestic Preference

Session: M2-7
Slide No.38/31

Rule - 102

Conditions and Procedures:

TD **must** include **Domestic Preference** to provide local manufacturers, suppliers and contractors with a price advantage over their international competitors for the purpose of promoting domestic products or industries. :

- Max 15% of **Delivered Price** for Goods
- Max 7.5% of **Contract Price** for Works

For relaxation of Domestic Preference, recommendation from Cabinet Committee of Economic Affairs (CCEA) is required [Section 33(c)(vii)]

Domestic Preference (contd.)

Session: M2-7
Slide No.39/31

Domestic preference shall be a factor in Tender Evaluation, unless otherwise specified in the TDS. Tenders will be classified in one of two groups.

B	A	B
Tenders offering Goods manufactured outside Bangladesh that have been already imported	Goods manufactured in Bangladesh, Labour, raw materials, and components from within the Bangladesh account for more than thirty (30) percent of the EXW price	Tenders offering Goods manufactured outside Bangladesh that will be imported
	Will get domestic preference	

ITT 51, 54 PG4, Act 33, Rule 102 (1)(e), (2)

Tender Opening and Evaluation

Presentation Outline

01 Tender Opening

02 Tender Evaluation

- Preliminary examination
- Technical Evaluation
- Financial Comparison (Evaluation)
- Post-Qualification

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

Public Procurement

Steps

T E C Formation

8. Submission
9. Opening
10. Evaluation
11. Approval
12. Notification of Award
13. Contract Signing

PROCESS

Public Procurement

Steps

8. Contract Management.
9. Received delivery
10. Making Payment
11. Warranty period

Implementation

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.

Section 47(1) of PPA

Tender Opening Cont'd

Session: M2-9 Slide No.7/46

Rule- 117 and ITT Clauses

TOC (constituted under Rule-10) shall open, all Tenders received on or before the submission deadline, in public and in only one place

- Steps to be followed in Schedule IV, D, of the PPR, 2008
- Immediately after submission deadline at the primary place but no later than ONE HOUR after expiry of the deadline
- Late tenders, "Withdrawn" and "Substituted" Tenders shall not be opened, but returned unopened

Tender Opening Cont'd

Session: M2-9 Slide No.8/46

TOC shall ensure:

- **Examination and verification** of authenticity of **'W', 'S', 'M' or 'O'**, if any
- Chairperson of **TOC** will read aloud each Tender and record in the **TOS**
- Only those Modification, Discounts **read aloud** at the Tender opening will be considered in the evaluation
- All pages of the original will be 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

Tender Opening Cont'd

Session: M2-9 Slide No.9/46

Upon completion of Opening
Tender Opening Sheet (TOS) to be prepared

TOS signed by:

All TOC Members

- Attending Tenderers/Authorised Representatives

TOS issued to:

- **HOPE or AO**
- Members of TOC
- Project Director
- Tenderers having submitted timely

Omission of a Tenderer's signature to TOS does not invalidate the Tender

Tender Opening Cont'd

Session: M2-9 Slide No.10/46

Upon completion of Opening

Obligations :

Member Secretary (Rule-117)

- Ensures opening **procedure** is followed
- Certifies that TDs are sent to **PE**

PE (Rule-60)

- Ensures safe custody of Tender Documents
- Hands over to EC Chairperson within max^{m} 1 Working Days

Prepare Tender Opening Sheet

Mission Statement

Session: M2-9 Slide No.11/46

Evaluation

Regardless of how well the other steps in the procurement process are conducted, if Tenders are not evaluated correctly and fairly, the process has Failed

It is the responsibility of TEC who will make the evaluation correct and fair.

Underlying Principles: Tender Evaluation

Session: M2-9 Slide No.12/46

- **Criteria**
  - Application of criteria from **TENDER DOCUMENT (TD)** only,
  - Procedures specified in **TD**
- **Times (Schedule VI : flow chart)**
  - Complete evaluation and **NOA** within Tender Validity
  - Be mindful of other functions of TEC
- **Responsiveness**
  Determination based only on contents of Tender **[Rule 118 (1, 18)]**
- **Confidentiality [Rule 118 (10)]**
  All clarification remind Tenderers for confidentiality
  Any breach of that may result Tender being disqualified

Main Stages

Session: M2-9 Slide No.13/46

Tender Evaluation Rule 118 (2) ITT- 46

- **Preliminary Examination**
- **Technical Evaluation & Responsiveness**
- **Financial Evaluation & Price Comparison**
- **Post-qualification**

Preliminary Examination

Session: M2-9 Slide No.14/46

Purpose

- To eliminate Tenders from consideration if they are **incomplete, invalid and ineligible.**

Preliminary Examination Steps

Session: M2-9 Slide No.15/46

- **Step 1:** Completeness of Tender
- **Step 2:** Verification of eligibility of Tenderer
- **Step 3:** Tender Validity – as specified in TDS
- **Step 4:** Tender Security – amount, validity, format as specified in TDS
- **Step 5:** Notices for **W (withdrawal), S (substitution), M (modification)**

Preliminary Examination Steps

Session: M2-9 Slide No.16/46

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

Session: M2-9 Slide No.17/46

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**

Preliminary Examination Steps

Session: M2-9 Slide No.18/46

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

Preliminary Examination Steps

Session: M2-9 Slide No.19/46

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 debarred
- No COI
- 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

Session: M2-9 Slide No.20/46

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**

Preliminary Examination Steps

Session: M2-9 Slide No.21/46

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**

Preliminary Examination Steps

Session: M2-9 Slide No.22/46

STEP 5

ITT- 40 Verification of Written Notice for:

- **Withdrawal (W)**
- **Substitution (S)**
- **Modification (M)**

Technical Evaluation

Session: M2-9 Slide No.23/46

Purpose

- Only those Tenders "surviving" the preliminary examination need to be examined under Technical Evaluation
- To examine and verify **compliance, adequacy and authenticity** of the documentary evidence for meeting **Qualification** Criteria in Tender Documents
- To identify and reject Tenders that are non-compliant with the mandatory technical requirements

Technical Examination & Responsiveness

Session: M2-9 Slide No.24/46

ITT- 48 : Procedure

- **Step 6: Country of Origin Declaration ITT- 48.6a**
- **Step 7: Technical Specifications and documentary evidence ITT- 48.6b**
- **Step 8: Tenderer's Qualifications ITT- 48.6c**

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

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- 21e & PG3-5

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 j & 28

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

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

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

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

Rule- 118 (8) & 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

ITT- 51-53 Procedure

- **Step 9:** **Conform to requirements ITT- 52.1**
- **Step 10:** **Check of tax, VAT etc. ITT- 24.13**
- **Step 11:** **Correction of Arithmetic Errors ITT-52.2b**
- **Step 12:** **Price modifications, discounts ITT- 52.2e**
- **Step 13:** **Factors affecting economic value ITT- 52.2d**
- **Step 14:** **Unpriced items Rule 118 (20 & 21)**
- **Step 15:** **Significantly Low-priced Tender (SLT) Rule 118 (25 & 26)**

STEP 10

Rule- 118 (19) Check of Tax, VAT etc.

- **Tender prices inclusive of taxes, customs duties and VAT for national procurement of Goods**

STEP 11

Rule- 118 (12) ITT 52.2

- A TEC shall **correct** any arithmetical **errors** that are discovered during the **financial** examination of tenders and shall promptly **notify** the concerned Tenderer of any such **correction**.

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**

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

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.

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

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

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)**.

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).

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.

STEP 15 *cont'd*

Schedule XVIII **Significantly Low-priced Tender (SLT)**

SLT Identification & Evaluation Process

1. Weighted Average Calculation ($\bar{x}$)

$$\bar{x} = 0.5 * \frac{1}{n}\sum_{i=1}^{n} x_i + 0.2 * x_{OCE} + 0.3 * x_{NPPI}$$

Where, x_i = *Quoted Price of Responsive Tenderers*
n = *Number of Responsive Tenderers*
x_{OCE} = *Official Cost Estimate*
x_{NPPI} = *Rate according to Recent Price index (Data from e-GP System)*

2. Standard Deviation Calculation (s_d)

s_d= sqrt $((x_i - \bar{x})^2/n)$

3. The lower limit of the acceptable price Calculation

Lower Limit $= \bar{x} - s_d$

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]

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 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

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)].**

Public Procurement

Public Procurement (PPA/PPR) Overview
Bangladesh Bank Officials

MD. FARUQUE HOSSAIN
Former Executive Chairman (Secretary)
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

1

Public Procurement Management

Tender document for Goods NCC-(ITT)

Presentation Outline

Session: M2-1
Slide No.2/41

01 Goods Procurement for national competitive tendering

02 Sections in Tender Document

03 Instruction to Tenderer (ITT)

Goods Procurement Process for NCT

Session: M2-1
Slide No.4/41

Goods Procurement Process for National Competitive Tendering (NCT)

STD–PG3
[Instructions to Tenderer]
Threshold: Above BDT 50 lacs

Sections in Tender Documents

Session: M2-1
Slide No.5/41

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*

Section 1: Instruction to Tenderers (ITT)

Session: M2-1
Slide No.6/41

ITT - Subsections

A: ***General***
B: ***Tender Document***
C: ***Qualification Criteria***
D: ***Tender Preparation***
E: ***Tender Submission***
F: ***Tender Opening and Evaluation***
G: ***Contract Award***

Section 1: Instruction to Tenderers (ITT)

Session: M2-1 Slide No.7/41

ITT – 2.1

INTERPRETATION

➢ Day	Calendar days unless otherwise specified
➢ Standard Tender Document (STD)	STD provided by BPPA
➢ Tender Document	Document provided by a Procuring Entity to a Tenderer
➢ Tender	Submitted by a Tenderer

CFCCO Practices

Session: M2-1 Slide No.8/41

CORRUPT, FRAUDULENT, COLLUSIVE, COERCIVE OR OBSTRUCTIVE PRACTICES

ITT – 4

Compliance: The Provisions of **Section 64** of the ACT

Abiding: Code of ethics (Rule - 149)

Not engages: Corrupt, Fraudulent, Collusive, Coercive or Obstructive Practices

PPR2025-R149, ITT-4

CFCCO Practices

Session: M2-1 Slide No.9/41

CORRUPT, FRAUDULENT, COLLUSIVE, COERCIVE OR OBSTRUCTIVE PRACTICES

Rule-149

If CFCCO practices of any kind come to the knowledge of the Procuring Entity

PE shall call for a written explanation ⇒ **Explanation found unsatisfactory ?**

⇓

PE Present a Report to the HOPE ⇐ **HOPE may appoint a committee**

PPR2025-R149, ITT-4

CFCCO Practices

Session: M2-1 Slide No.10/41

CORRUPT, FRAUDULENT, COLLUSIVE, COERCIVE OR OBSTRUCTIVE PRACTICES

Rule-149

Review and make Recommendation to HOPE ⇒ **Appropriate Decision by HOPE**

⇓

If debar? Rule-149(3 & 7) ⇐ **Issue a Letter**

Copy to the BPPA for inclusion in the Website, list of debarred persons

PPR2025-R149, ITT-4

ITT-5: Eligible Tenderer

Session: M2-1 Slide No.11/41

- ✓ Legal capacity to enter into the Contract
- ✓ No Conflict of interest pursuant to Rule 71
- ✓ Not ineligible for CFCC
- ✓ Not barred on grounds of defective supply
- ✓ Not be insolvent, be in receivership, be bankrupt
- ✓ Fulfilled its obligations to pay taxes and social security
- ✓ Continued eligibility satisfactory to PE
- ✓ Eligibility requirements extend to Sub-Contractor
- ✓ Government-owned enterprises being legally and financially autonomous, operating under commercial law, not being a dependent agency of the PE

PPR2025-R71, ITT-5

ITT-6: Eligible Goods

Session: M2-1 Slide No.12/41

- ➢ Goods & Related Services to be Supplied from Eligible Country
- ➢ Country of Origin considered for Eligibility
- ➢ "Origin" means the country where the Goods have been mined, grown, produced...
- ➢ Origin of goods and related services is distinct from the nationality of the Tender

ITT-6

ITT-9: Clarification of Tender Document

Session: M2-1
Slide No.13/41

- A Tenderer may ask clarification of TD in writing to PE, before Two-Third of time elapses
- PE is not obliged to answer any clarification, if not within time
- Respond in writing within five (5) working days
- Forward copies of its response to all who have purchased TD
- Clarification may lead to amend the TD
- Procedure for issuing addendum to be followed under ITT 11

ITT-9

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

ITT-10: Pretender Meeting

Session: M2-1
Slide No.14/41

- Minutes of the pre-Tender meeting
- Must include text of the questions raised and responses
- Transmitted within 05 working days after meeting
- All those who purchased the TD
- Even those who were not in meeting
- Amendment through addendum not minutes of pre-tender meeting
- Attending the meeting is not mandatory

ITT-10

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

ITT-11: Why Addendum?

Session: M2-1
Slide No.15/41

..... Own initiatives
..... Response to a clarification request
..... Result of Pre-Tender Meeting

- Circulated within 5 working days R-115
- Acknowledge within 3 working days R-115
- Extension of deadline is optional if addendum within time
- Extension of deadline is mandatory if 2/3rd time has elapsed
- Not less than 3 days when PE extend the date R-115

PPR2025-R115, ITT-11

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

Qualification of Tenderer

Session: M2-1
Slide No.16/41

- Documentary evidence:
  - ✓ Professional & ethical standards
  - ✓ Able to implement the contracts
- Setting Qualification criteria for wide Participation

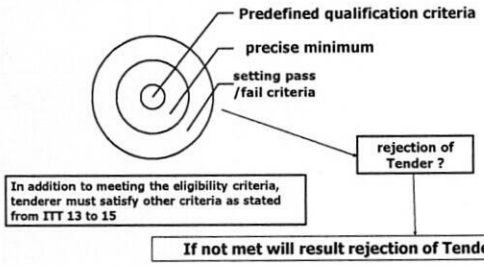
Mandatory qualification in the Tender Documents

PPR2025-R65

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

C. Qualification Criteria

Session: M2-1
Slide No.17/41



ITT 12

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

C. Qualification Criteria

Session: M2-1
Slide No.18/41

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.]

ITT 14.1(a)

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

C. Qualification Criteria

Session: M2-1 Slide No.19/41

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) contract of supplying Power tillers within last Three (3) years, minimum value recommended between 70%-100% of the estimated cost of the proposed supply

ITT 14.1(b)

C. Qualification Criteria

Session: M2-1 Slide No.20/41

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 Power tillers is 100 (one hundred) per year

ITT 14.1(c)

C. Qualification Criteria

Session: M2-1 Slide No.21/41

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.

ITT 15.1

C. Qualification Criteria

Session: M2-1 Slide No.22/41

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.

ITT 15.1(a)

Qualify for a Multiple Number of Lots

Session: M2-1 Slide No.23/41

Lot 1
Lot 2
Lot 3

→ resources sufficient to meet the aggregate of the qualifying criteria for the individual lot

experience not separately applicable for individual lot.

Applicable for Lot by Lot Tender

ITT 12.3

Subcontractor/ Subconsultant

Session: M2-1 Slide No.24/41

Appointment of Subcontractor/Sub-consultant is allowed

- Subcontractors allowed as per qualification specified in TD
- The general experience and financial resources of Subcontractors shall not be added to those of the Tenderer
- In case a Subcontractor is appointed, the prime Contractor shall still retain full responsibility for the contract
- Qualifications of Subcontractors may be considered only for works assigned for that Subcontractor in the evaluation of Qualification of a Tenderer

PPR2025-R69

288

Contents of Tender

Session: M2-1
Slide No.25/41

Tender Forms to be Submitted

- Tender Submission Letter (PG3 – 1)
- Tenderer Information Sheet (PG3-2)
- Price Schedule for Goods (PG3-4A)
- Price Schedule for Related Services (PG3-4B)
- Specifications Submission and Compliance Sheet (PG3-5)
- Manufacturer's Authorization Letter (PG3-6)
- **Tender Security (TS). If Bank Guarantee is chosen as TS, use Form PG3–7**

ITT-21

Contents of Tender

Session: M2-1
Slide No.26/41

Tender Forms to be Submitted

- The Valid Trade License
- TIN and VAT as a proof of fulfilment of taxation obligations
- Documents required for eligibility of Tenderer
- Documents establishing legal and financial autonomy
- Any other document as specified in the TDS

ITT-21

To Qualify Goods

Session: M2-1
Slide No.27/41

Documentary evidence that the Goods and related services conform to the technical specifications and standards.

Detailed Description

Item-by-item commentary

ITT-27

To Qualify Tenderer

Session: M2-1
Slide No.28/41

Documentary evidence of the Tenderer's Qualifications to perform the Contract

- **General Experience**
- **Litigation History**
- **Specific Experience**
- **Financial Standing**

ITT-28

Tender Prices and Discounnt

Session: M2-1
Slide No.29/41

Total price to be quoted in Tender submission as in Price Schedule

↓

Total price of the Tender inclusive of all Taxes, Customs and VAT (National)

↓

Unconditional discounts in Tender submission letter

Rate quoted in Price Schedule Form PG3-4A & 4B without discount.

↓

Discount inserted in Percentage (%) either in the single or multiple lot(s) in the Tender submission letter and considered after arithmetical correction by TEC.
Discount equally applicable for all items of tender.

PPR2025 R-116(2), ITT-24

Determination of Tender Validity

Session: M2-1
Slide No.30/41

To determine validity period:

- ❑ Complexity of Tender
- ❑ Time for evaluation
- ❑ Time for approval

Schedule II [Rule-28(1)]
Between sixty (60) and one hundred Fifty (150) days

shorter or longer periods authorised by HOPE

PPR2025 R-28(1), ITT-29

Determination of Tender Validity

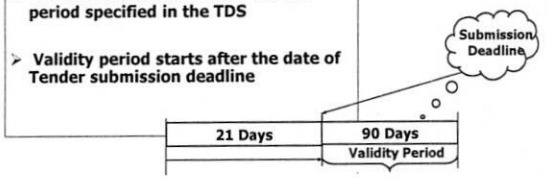
Session: M2-1 Slide No.31/41

- NOA within Validity Period (PE's obligation)
- Tenders shall remain valid (Tenderer's Obligation)

Determination of Tender Validity

Session: M2-1 Slide No.32/41

- Tenders shall remain valid for the period specified in the TDS
- Validity period starts after the date of Tender submission deadline



ITT-29

Extension of Tender Validity

Session: M2-1 Slide No.33/41

ITT - 30 Request to tenderer

- ✓ Not later than 7 (Seven) days before the expiry
- ✓ Correspondingly extend the validity of its Tender Security for twenty-eight (28) days beyond the new date for the expiry of Tender validity
- ✓ No modifications in Tender
- ✓ Not to be considered for subsequent evaluation and no forfeiture of tender security if a tenderer does not respond or refuses to extend+

Schedule II Rule - 30(2)

PPR2025 R-30(2), ITT-30

Tender Security (TS)

Session: M2-1 Slide No.34/41

- TS to discourage the submission of frivolous & irresponsible tenders
- In favour of the Procuring Entity or as otherwise directed on an amount as specified in TDS
- Remain valid for at least twenty eight (28) days beyond the expiry date of the Tender Validity

ITT-31

Amount of Tender Security

Session: M2-1 Slide No.35/41

Fixed amount Not > (3%) for each lot

Example: Estimated value. 500,000

@ of 3%

Calculative TS = 15,000

↓

Say: TS- 14,000

The amount of Tender security should be set slightly lower than that derived from the above percentage so that the tenderer unable to determine reliably the actual estimated value of the tender.

ITT-31

Amount of Tender Security (Item By Item Basis)

Session: M2-1 Slide No.36/41

ITT – 31(2) Exception

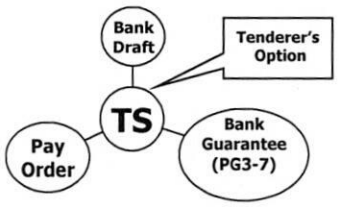
- One Tender security, amounting to minimum 2% of the total value of the items offered by the Tenderer
- Tender security in a separate envelope

PPR2025 R31(5), ITT-31(2)

Form of Tender Security (National)

Session: M2-1 Slide No.37/41

ITT – 32 PE shall keep all the options



ITT-32

Form of Tender Security (International)

Session: M2-1 Slide No.38/41

ITT – 32 PE shall keep all the options

- Only in the form of Bank Guarantee
- Issued by an internationally reputable bank
- Endorsed by correspondent bank located in Bangladesh
- A local tenderer can submit BG issued by a scheduled bank of Bangladesh

PPR2025 R31(2)

Authenticity of Tender Security

Session: M2-1 Slide No.39/41

Authenticity

- Verified by the TEC Prior finalization of ER
- Not authentic, no subsequent evaluation
- Action in accordance with 64(5) of ACT

Tender with Invalid TS is non-responsive

PPR2025 R33

Return of Tender Security

Session: M2-1 Slide No.40/41

- No TS returned by the TOC
- TS returned for Non-responsive tender immediately after the approval of TER
- TS returned for Responsive tender as per their application except 1st, 2nd and 3rd lowest after the approval of TER
- Rest ones after contract signing

In every case before the expiration of validity period

PPR2025 R35

Forfeiture of Tender Security

Session: M2-1 Slide No.41/41

- Withdraws its Tender after opening but within the validity
- Does not accept arithmetic correction
- Refuses to accept a Notification of Award
- Fails to furnish performance security
- Refuses to sign the Contract
- Engaged in Professional Misconduct as per Rule 149

PPR2025 R149, ITT 35

Tender Preparation and Submission

Session: M2-1 Slide No.42/41

- Tenders shall be prepared following Section 46 of the Act, these Rules and the instructions given in TD as per the sample of Schedule XI
- Tenders shall be delivered by hand or by mail, including courier services
- On the basis of the Tender Document issued by the PE
- PE provides **receipt**, on request, mentioning date and time
- In case of e-GP, Electronic tender submission procedures shall be followed
- PE may, at its discretion on justifiably acceptable grounds, extend the deadline for submission of Tender

PPA2006 S46, PPR2025 R116

M 2-4 e-2

COMMENTS ON TECHNICAL SPECIFICATION

1 Objective

To determine compliance for responsiveness.

2 Individual and/or Group Work

Participants will go through an Evaluation Sheet (findings for two tenderers) for determining the compliance for technical responsiveness. Each participant will act as member of the Evaluation Committee and judge individually.

3 Plenary Discussion

Each participant will present the outcome of his own findings for further discussion with the main forum and the learning facilitator.

ATTACHMENT
Findings for two tenderers

Timing:

Analysis and Review:	15 minutes
Presentation/ Plenary discussion	15 minutes per group

Exercise M 2- 4 e-2

FINDINGS OF TECHNICAL SPECIFICATIONS FOR TWO TENDERERS

RESPONSIVENESS OF TENDERS (MAJOR TECHNICAL REQUIREMENTS)

Serial	Requirements of Tender Documents		Tenderer No.	
No.	Work Item and requirements	Ref: Section	1	2
1.	**8 Nos.** 4-wheel drive (4WD) long wheel base diesel operated cross-country vehicle	Section-6: Schedule of Supply	R	R
2.	**General Requirement:** 4-wheel drive (4WD) diesel operated cross-country vehicle .The offer should contain original brochure (***no photo copy***) indicating all functional data.	Section-7: Technical Specifications: Item-1	R	R
3.	**Windows, Locking, Cabin and Sitting Capacity:** Minimum seven (7) seated (Excluding driver), the seats of front and middle row shall be front facing type and the 3rd row may be front facing or face-to-face type.	Section-7: Technical Specifications : Item-2	R	Partial[2(1)]
4.	**Engine:** the bidder will specify the following in its offer supported by original brochure: a) **Model:** Not earlier than 2020 b) **Power:** 65 kw (minimum) at 4000 rpm c) **Displacement:** 2950 cc minimum d) **Number of Cylinder:** 4 (four) Cylinders e) **Torque:** 200 N-m minimum at 2000 rpm f) **Cooling System:** Cooling media shall be antifreeze, anticorrosion oil, flowing through radiator, water pump via engine jacket and heat radiation by cooling fan. g) **Weight:** the minimum requirement of gross vehicles weight (GVW) and kerb weight shall be designed to suit to carry minimum seven (7) passengers of 70 kg weight each on average plus 100 kg additional cargo h) **Dimension:** the dimension of overall Length: 4700 mm (minimum) Width: 1750 mm (minimum) Height: 1800 mm (minimum) Wheel Base: 2750 (minimum) Ground clearance: 215 mm (minimum) Gross Vehicle weight: 2800 kg (minimum) Kerb Weight: 1900 kg(minimum) i) **Fuel Tank Capacity:** 85 litre (minimum) j) **Equipped with:** Air cleaner suitable for dusty condition	Section-7: Technical Specifications : Item-3	 R R R R R R R R R R R R R R R R	 R R R R R R R R R R R R R R R R
5.	**Fuel supply system:** Electric Fuel Injection (EFI)	Section-7: Technical Specifications : Item-4	R	R
6.	**Transmission:** Suitably located floor mounted gear lever easy operable with 5 speed manual Constant-mesh synchromesh gearbox on all (five) forward gears plus one reverse gear. Operator should be able to easily set at 4WD and release 4WD by sitting at his seat even at running condition.	Section-7: Technical Specifications : Item-5	R	R

Serial	Requirements of Tender Documents		Tenderer No.	
7.	**Chassis:** Rigid frame of robust construction, with inside flange welded section or reinforced full box section longitudinal and cross members designed to resist twisting.	Section-7: Technical Specifications : Item-6	R	R
8.	**Steering:** Power assisted steering system with ***Right Hand Drive.***	Section-7: Technical Specifications : Item-7	R	R
9.	**Brakes:** **a) Front &Rear:** Dual circuit vacuum assisted hydraulic ventilated disc. **b)** Independent Mechanical Hand Brake	Section-7: Technical Specifications : Item-8	R R	R R
10.	**Clutch:** Hydraulically operated, single dry plate efficient operating system.	Section-7: Technical Specifications : Item-9	R	R
11.	Suspension: **Front:** Double wishbone independent suspension, **Rear:** Multi-link suspension, coil springs with lateral stabilizer bar.	Section-7: Technical Specifications : Item-10	R R	R R
12.	**Electrical System:** 12 volts heavy duty battery, alternator, direct electric starting system.	Section-7: Technical Specifications : Item-11	R	R
13.	**Wheels and Tyres:** Aluminum rim; heavy duty tubeless radial tyres suitable for on-road and off-road drivers (Size: 215/80R17).	Section-7: Technical Specifications : Item-12	Partial [1(1)]	R
14.	Warning System, Facilities and Essential Accessories: This cross country vehicle shall be equipped with the following: a) Factory in-built Dual Air-conditioner. b) 4 band (AM/ FM) Radio with cassette and MP-3 CD player with 4 speakers. c) Tilt steering and anti-theft steering lock d) SRS Air Bag for driver and Passengers e) Inertia seat belts for front seats, Static seat belts for other seats f) Front Heater g) Rear Window Wiper h) Fabric Seat i) Accessory Meter j) Spare wheel with rubber cover and wheel cap k) Digital clock l) Door mirror, external rear view mirror m) Mud Guard (Front & Rear) n) Seating Distribution: 8 (Eight) persons including driver: Rear (2nd): Transverse: 3 and (3rd): Transverse/face to face: 3 o) Room mirror (day & night) p) Side step (foot rest) on both sides q) Hear rest on front and middle seats r) Front and rear light net guard s) High mount stop lamp t) Lighter u) Console box v) Horn w) Jack and wheel wrench x) Mudguard flap y) Halogen fog lamp z) Pintail hook and	Section-7: Technical Specifications : Item-13	 R R R R R R R R R R R R R NC R R R R R R R R	 R R R R R R R R R R R R R R R R R R R R R R

15.	**Signals and Sensor device:** a) Speedometer b) Engine oil pressure gauge or warning light c) Fuel level gauge d) Water temperature gauge, and e) Ammeter or warning light	Section-7: Technical Specifications : Item-14	R R R R R	R R R R R
16.	**Tools:** Manufacture's standard tools, in a toolbox must be provided with each vehicle.	Section-7: Technical Specifications : Item-15	R	R
17.	**Painting:** The vehicle shall be primed and painted in the Manufacture's standard color as per client's preference.	Section-7: Technical Specifications : Item-16	R	R
18.	**Catalogue/ Brochure: To be supplied with each vehicle:** Original Operator/ Owner's manual (not photocopy); **To be supply with whole lot:** i) One set original parts catalogue, ii) One Copy Drivers Manual iii) One copy workshop Manual iv) Manufacturers standard tools for maintenance v) Repair manual, electrical diagram, and body repair manual both in original hard copy and in CD Rom. In additional, Supplier shall submit original Brochure (not photocopy) along with the bid. Language should be English or English translation must accompany.	Section-7: Technical Specifications : Item-17	R R R R Partial[1(2)] R	R R R R R R
19.	**Spare Parts:** **a)** Suppliers are to provide a list of fast moving spare parts with unit price other than those listed under Annex-A with parts number and original parts catalogue likely to be required during the first 5 years of operation. The purchaser will finalize spare parts list. **b)** Suppliers are to provide unit costs of **mandatory** spare parts listed in **Annex-A** attached to technical specifications with parts number.	Section-7: Technical Specifications : Item-18	R R	R R
	Conclusion			
FINDINGS:				

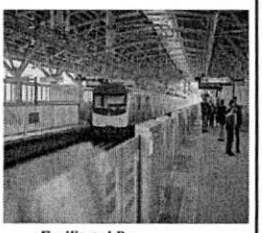
R = Responsive NC = Not Complied, Partial = Not fully responsive

Partial [1(1)]: Bidder No.1 (NAVANA Limited) mentioned ***Tyre Size:*** *215/70R17) against Specified* 215/80R17.

Partial [1(2)]: Bidder No.1 does not mentioned about ***CD ROM*** *against Specified operating manuals etc. both hard and soft copy*

Partial [2(1)]: Bidder No.2 mentioned ***originally 7 Seats*** with alternate arrangement for extra one *against Specified 8 (Eight) seats.*

Welcome to the Electronic Government Procurement (e-GP) System



Facilitated By
Md. Masud Ahmed
Deputy Director, BPATC
Email: mahmedbpatc@gmail.com

Presentation Outline

- ❑Basics, Goals, and Principles Pubic Procurement
- ❑About the e-GP System
- ❑e-GP at a Glance
- ❑Terms of e-GP
- ❑Base of e-GP Guideline
- ❑e-GP Requirements
- ❑TEC Formation in e-GP
- ❑Security System of e-GP
- ❑Present Statistics of the e-GP System
- ❑Advantages of e-GP
- ❑Limitations of the Present e-GP System

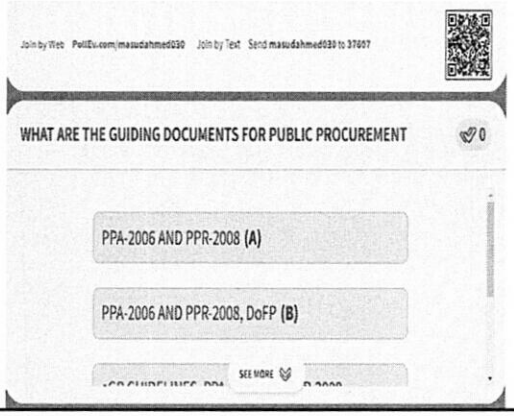
What Does Procurement Mean?

Procurement means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means

Public Procurement is Procurement using Public Funds

What Does we Procure?

1. **Goods**
2. **Works**
3. **Services**

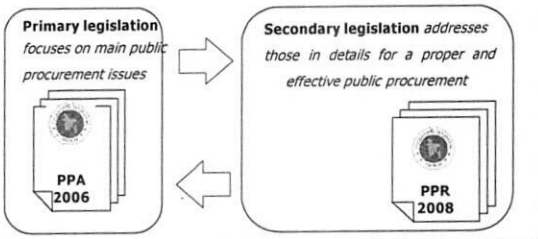


Guiding Documents PPA & PPR

PPA 2006 and PPR 2025

PPA 2006 & PPR 2025

Guiding principle in designing PPA & PPR



Main Goals & Principles of Procurement

(1) Competition (Section 13)

How to ensure competition?

- **Access to information for all**
- **Objective terms**
- **Clear criteria for qualification and evaluation**
- **Minimum time limits for submission of tenders**
- **Non-discrimination**

Goals & Principles elaborated in Rules (PPR 2008)

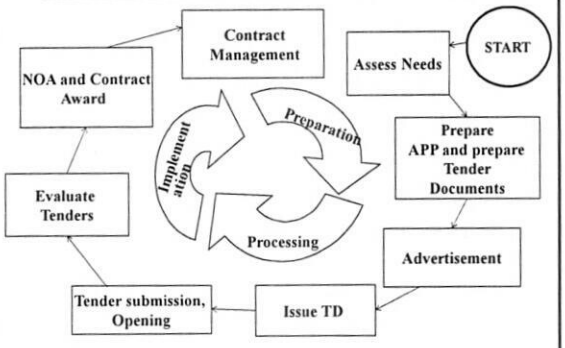
Main Goals & Principles of Procurement

2. Most Preferred Methods
3. Maintain standard of documents
4. Precise specification or TOR
5. Maintain integrity
6. Transparency
7. Accountability
8. Evaluation of tenders in compliance with pre-disclosed criteria (Section 48)
9. No negotiations in open tendering procedures as the main rule (Section 49)

Main Goals & Principles of Procurement

11. Mandatory negotiations in case of consultancy services (Section 60)
12. Contract award (Section 21-23 & 51-53)
    - Approval of successful tenderer
    - Notification of award to successful tenderer - NOA
    - NOA shall be published
    - Signing of contract
    - Notifying un-successful tenderers
13. Contracts shall be administered and managed according to PPR
14. Records of procurement shall be maintained

Procurement Cycle



e-GP System & Its Vision

- **Web based system** which encompasses the total procurement cycle and records the all-procurement activities & provide tender opportunities to all potential tenderers from Bangladesh and abroad.
- The **vision** is to enhance the ***efficiency, Accountability*** and ***transparency*** in public procurement through the implementation of a comprehensive e-GP solution to be used by all government organisations in the country.

About e-GP System

Developed by	:	
Owned and Operated by	:	e-GP
Provides on-line platform	:	
Supported by	:	THE WORLD BANK
Ensures	:	Efficiency > Transparency > Accountability

Terms of e-GP

- PE-Procuring Entity
- HOPE-Head of Procuring Entity
- AU-Authorized User
- AO-Authorized Officer
- TEC-Tender Evaluation Committee
- TOC-Tender Opening Committee
- NOA-Notification of Award
- PA-Procuring Agency
- APP-Annual Procurement Plan

Basis of e-GP

- According to section 65(2) of Public Procurement Act, 2006 the Govt. of Bangladesh introduced a guideline named "Bangladesh e-Government Procurement Guidelines-2025 **(Revised)**".
- In the section 128 of Public Procurement Rules, 2025 also suggested to use e-GP System.
- "Bangladesh e-Government Procurement Guidelines" published in the Bangladesh Gazette on 1st February, 2011.

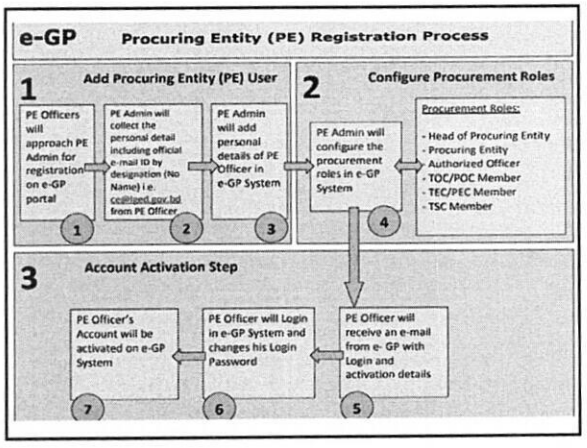
e- GP Requirements

- Users Registration
- Should have email address, which will be used for login to e-GP Portal
- Need to be sincere about giving password, when login; **if user gives 3 times wrong password then that user id will be blocked.**
- PC with Internet Connection
- **Need certified browsers of Mozilla Firefox, Google Chrome and Internet explorer**

e-GP Admin

Three types of Admin in e-GP System

1. System Admin:
CPTU, IMED control every things of e-GP System
2. Organization Admin:
Computer Section of BPATC, Creation of PE Offices and Designations
3.PE Admin:
Every PE Office has PE Admin for user creation and user activities selection



Steeps in e-GP

1 2
- Office Registration and Organization Admin Creation by CPTU
- PE Office, Designation and User Creation

3 4
- APP Creation and Approval by HOPE
- APP Publishing and Tender Creation

5 6
- TEC Formation and Approval by HOPE
- TOC Formation and Approval by HOPE

Steeps in e-GP……

7 8
- **Documents Creation (TDS, Technical Specification, Required Papers, etc)**
- **Notice Preparation and HOPE Approval for publishing the Tender**

9 10
- **Notice, Tender will live in e-GP**
- **Bidder will see notice, buy documents and submit Tender through online**

11 12
- **Due time opened by TOC**
- **Evaluation by TEC**

Steeps in e-GP……

13 14
- **Evaluation approval by HOPE**
- **NOA Issuing by PE**

15 16
- **Bidder will accept NOA**
- **Contract Award to Bidder**

17 18
- **Releasing Tender Security**
- **Releasing Performance Security after warranty period**

TEC Formation in e-GP

training.eprocure.gov.bd
pe1@egp.gov.bd
➢bppa4321

TEC Formation in e-GP

➢TEC is consisted with maximum three members.
➢Two members must be selected from PE Office.
➢Another member from other PE Office.
➢Even TEC may be consisted with only two members from PE Office.

TEC & TOC Formation in e-GP

	TEC	
	Manual Tender	E-GP System
Member Required	5-7	3
	At least 2 member from outside the Org./PE	2 members from PE office, 1 Other PE

299

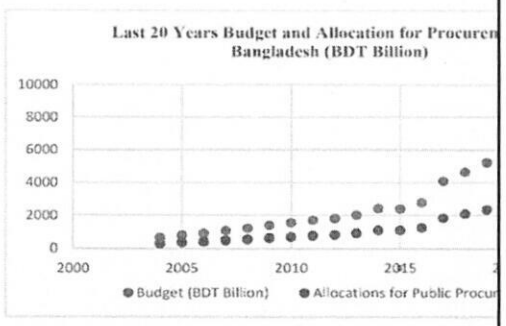


Figure 1: Yearly Budget and Approximate Allocation for Pub
Source: Author's Compilation using Bangladesh Budget

Table 1: Number of Tenders Invited by Using e-GP System
of Last 10 Years; Source: Author's Compilation using

FY	No. of Tender Invited	No. of bidders Registered
FY 12-13	295	14
FY 13-14	1067	498
FY 14-15	9238	8436
FY 15-16	15559	26102
FY 16-17	22186	57935
FY 17-18	33792	102958
FY 18-19	46144	190131
FY 19-20	55648	247779
FY 20-21	74516	400106
FY 21-22	99109	600892

Present Statistics of e-GP System

e-Tender/e-Proposals	**: 7,77,059**
Amount	: Tk 610,000 crore
Registered govt. Agencies)	**1478**
Registered Banks & Branches	54 & 8K+
Registered Development Partners	16

"Bangladesh spends approximately over $10 billion annually on public procurement, comprising about 80% of its annual development program and 45% of total budget. Therefore, only about 1% savings of waste in procurement can build over 2000 more primary schools or 1500 km additional rural roads." CPTU

e GP Status of BPATC FY-17-18

S.L	Item Name	Status
01	No. of PE Office	1
02	Tender Invited	12
03	Contract Awarded	11
04	Under Preparation and Live Tender	00 & 00
05	Estimated Budget of contract awarded tender	5.01 Crore
06	Real Cost of contract awarded tender	4.29 Crore
07	**Wastage minimized/Savings from Estimated Budget(5-6)**	72.00 Lac
08	Savings in %	14.37%

Impacts of e GP

Item Name	2011-12	2018-19
Publication of procurement notices	-	100 %
Publication of information of contract award	-	100 %
Procurement lead time	95 days	43
Timely Tender Awarded	10%	90%
Share of rejected bids decreased	8%	3%
Average number of Bidders	4	22
Procurement Accomplished Electronically	-	65%
Improved market access and bidding environment compared to manual bidding		

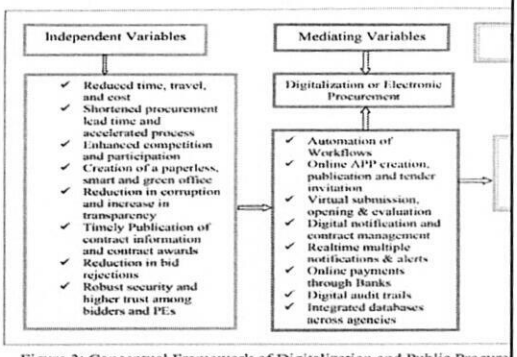
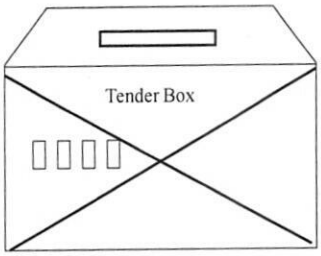


Figure 3: Conceptual Framework of Digitalization and Public Procure
Source: Author's Compilation using Study Data

Advantages of e-GP



Advantages of e-GP…..

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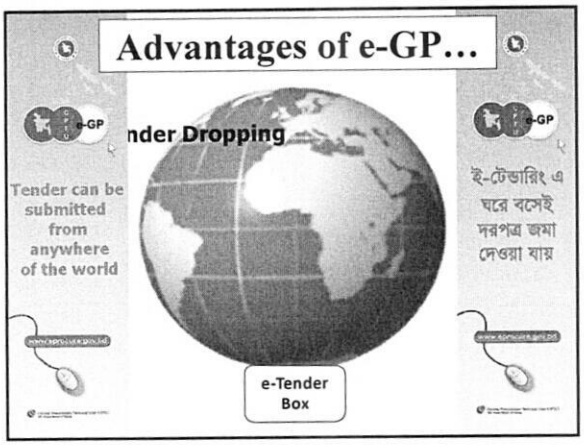
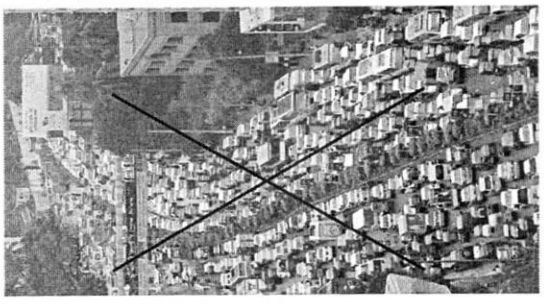
Advantages of e-GP…



User Alert System in e-GP

WWW.eprocure.gov.bd

Advantages of e-GP…



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Advantages of e-GP…

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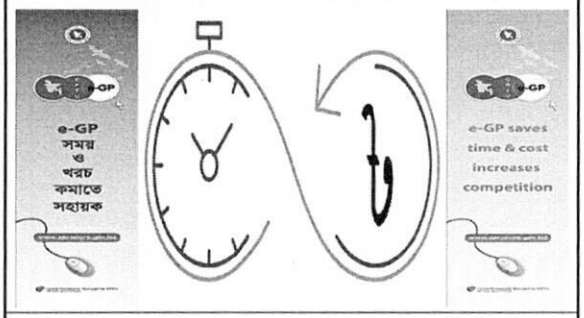
Advantages of e-GP…



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Advantages of e-GP…

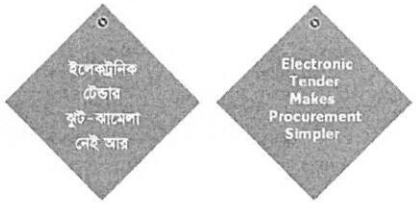

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Table 2: Number of Visits Requires at Different Stages of Procurement by the Bidders to PE's Offices/Banks

	Purpose of Visits						
Procurement Systems	To Purchase Documents	To Issue Tender Security (Bank)	To Submit Documents or Attend Tender Opening	To Accept Notification of Award (NoA)	To Issue Performance Security (Bank)	To Sign Contract	Total Visits
Manual	I	I	I/II	I	I	I	6-7
e-GP	All these stages can be performed electronically						0

Limitations

- Language
- Training
- Repetitive
- Lack of technical Know how
- Staff dependence (PEs)
- Post Procurement Review

Thank You

অর্থনৈতিক বিষয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি (এসিসিইএ) এবং সরকারি ক্রয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি (এসিসিজিপিতে) প্রস্তাব প্রেরণ: কতিপয় জ্ঞাতব্য

মো. হুমায়ুন কবির
অতিরিক্ত সচিব
মন্ত্রিপরিষদ বিভাগ

Session Outline:

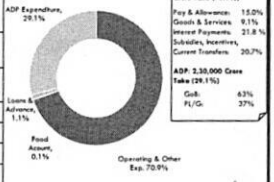
1. Importance of procurement for the nation
2. Introduction to Cabinet Committees
3. Introduction to ACCEA and ACCGP
4. Instructions to be followed while writing summary for ACCEA/ACCGP:
   a. PPR 2005 Schedule 7
   b. Cabinet Division's instruction of 2019
   c. Cabinet Division's checklist of 2019
5. An example of a summary
6. Common omissions/mistakes found in Summaries
7. Open discussion

ESTIMATED GOVERNMENT SPENDING

(In Crore Taka)

Particulars	Budget 2024-25 (% of GDP)	Revised Budget 2024-25 (% of GDP)	Budget 2025-26 (% of GDP)
Total Government Spending	**7,97,000 (14.2)**	**7,44,000 (13.4)**	**7,90,000 (12.7)**
Operating and Other Expenditure	5,32,000 (9.5)	5,28,000 (9.5)	5,60,000 (9.0)
Pay and Allowance	81,580	79,247	84,114
Goods and Services	45,585	45,868	51,203
Interest Payments	1,13,500	1,21,500	1,22,000
Subsidies, Incentives and Current Transfers	1,14,999	1,33,034	1,15,904
ADP	**2,65,000 (4.7)**	**2,16,000 (3.9)**	**2,30,000 (3.7)**

Share of Total Expenditure For FY 2025-26



Operating & Others Expenditure: 5,60,000 Crore Taka (70.9%)
Pay & Allowance: 15.0%
Goods & Services: 9.1%
Interest Payments: 21.8 %
Subsidies, Incentives, Current Transfers: 20.7%

ADP: 2,30,000 Crore Taka (29.1%)
GoB: 63%
FI/Gr: 37%

Global Scenario of Public Procurement

Bangladesh Scenario of Public Procurement

- Around 80% of ADP is Spent for Procurement
- Around 45% of Budget is Spent for Procurement
- Almost 80% - 85% of Total Procurement Expenditure is used for Works Procurement
- Rest 15% - 20% of is Spent on Goods, Physical Services and Consulting Services

২০২৫ সালে এসিসিজিপি কর্তৃক মোট ২ লক্ষ ১৩ হাজার ২২০ কোটি ৩৫ লক্ষ টাকার ক্রয় প্রস্তাব অনুমোদনের সুপারিশ করা হয়েছে

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%**

উপদেষ্টা পরিষদ ও উপদেষ্টা পরিষদ কমিটি পরিচিতি

- উপদেষ্টা পরিষদ এবং উপদেষ্টা পরিষদ কমিটি
- উপদেষ্টা পরিষদের সিদ্ধান্ত গ্রহণ পদ্ধতিসমূহ
- অর্থনৈতিক বিষয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি (এসিসিইএ)
- সরকারি ক্রয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি(এসিসিজিপি)

মন্ত্রিপরিষদ বিভাগ

অর্থনৈতিক বিষয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি

কমিটির গঠন

ক্রমিক	নাম ও পদবি	দায়িত্ব
১	উপদেষ্টা, অর্থ মন্ত্রণালয়	আহ্বায়ক
২	উপদেষ্টা, পরিকল্পনা মন্ত্রণালয়	সদস্য
৩	উপদেষ্টা, আইন, বিচার ও সংসদ বিষয়ক মন্ত্রণালয়	সদস্য
৪	উপদেষ্টা, পররাষ্ট্র মন্ত্রণালয়	সদস্য
৫	উপদেষ্টা, স্বরাষ্ট্র মন্ত্রণালয়এবং কৃষি মন্ত্রণালয়	সদস্য
৬	উপদেষ্টা, শিল্প মন্ত্রণালয়এবং গৃহায়ন ও গণপূর্ত মন্ত্রণালয়	সদস্য
৭	উপদেষ্টা, খাদ্য ও ভূমি মন্ত্রণালয়	সদস্য
৮	উপদেষ্টা, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়	সদস্য
৯	উপদেষ্টা, পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয়	সদস্য
১০	উপদেষ্টা, বাণিজ্য মন্ত্রণালয়	সদস্য
১১	উপদেষ্টা, তথ্য ও সম্প্রচার মন্ত্রণালয়	সদস্য
১২	সংশ্লিষ্ট মন্ত্রণালয়ের উপদেষ্টা	সদস্য

সহায়তাদানকারী কর্মকর্তাগণ

(১) মন্ত্রিপরিষদ সচিব
(২) মুখ্য সচিব/সচিব, প্রধান উপদেষ্টার কার্যালয়
(৩) গভর্নর, বাংলাদেশ ব্যাংক
(৪) সচিব, অভ্যন্তরীণ সম্পদ বিভাগ
(৫) সচিব, পররাষ্ট্র মন্ত্রণালয়
(৬) সচিব, শিল্প মন্ত্রণালয়
(৭) সচিব, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ
(৮) সচিব, অর্থ বিভাগ
(৯) সচিব, অর্থনৈতিক সম্পর্ক বিভাগ
(১০) সচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান
(১১) সচিব, বাণিজ্য মন্ত্রণালয়
(১২) সচিব, আর্থিক প্রতিষ্ঠান বিভাগ
(১৩) পরিকল্পনা কমিশনের সংশ্লিষ্ট সদস্য
(১৪) সচিব, সংশ্লিষ্ট মন্ত্রণালয়/বিভাগ
(১৫) প্রধান নির্বাহী কর্মকর্তা (সিইও), বাংলাদেশ পাবলিক প্রকিউরমেন্ট অথরিটি (বিপিপিএ), বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ।

মন্ত্রিপরিষদ বিভাগ

অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির কার্যপরিধি

(১) দেশের সার্বিক আর্থিক ও অর্থনৈতিক বিষয়াদি পর্যালোচনা ও মূল্যায়ন ;
(২) মন্ত্রিসভায় উপস্থাপনের পূর্বে নিম্নলিখিত বিষয়/নীতিসমূহ বিবেচনা ও সুপারিশ প্রণয়ন ঃ
ক. বাণিজ্য নীতি (আমদানি নীতি, রপ্তানি নীতিসহ) ;
খ. শিল্পনীতি;
গ. বাজেট ও কর সংক্রান্ত প্রস্তাবাবলি;
(৩) ব্যাংক , বিমা ও আর্থিক প্রতিষ্ঠানসমূহ কর্তৃক অনুসৃত নীতি পর্যালোচনা ও মূল্যায়ন এবং এ সকল বিষয়ে প্রয়োজনীয় সুপারিশ প্রণয়ন;
(৪) বিভিন্ন সরকারি ও স্বায়ত্তশাসিত প্রতিষ্ঠানের অনুকূলে তর্তৃকি প্রদান সংক্রান্ত বিষয়াদি;
(৫) বিধিবদ্ধ সংস্থাসমূহের সম্পাদিত কার্যাবলি, বিশেষতঃ এদের আর্থিক কৃতি ও ফলাফল বিবেচনা;
(৬) বাণিজ্য বৃদ্ধি, বৈদেশিক শ্রম বাজার সম্প্রসারণ, বৈদেশিক শ্রম বাজারের চাহিদা নিরুপণ, রেমিট্যান্স সংক্রান্ত কার্যাবলি পরিবীক্ষণ, বিদেশে জনশক্তি প্রেরণের বার্ষিক লক্ষ্যমাত্রা বিবেচনা ও অনুমোদন এবং এ সকল লক্ষ্যমাত্রা অর্জনের অগ্রগতি পর্যালোচনা;
(৭)সরকারি মালিকানাধীন প্রতিষ্ঠানসমূহের উৎপাদিত দ্রব্যের মূল্য অন্য কোন প্রক্রিয়ায় নির্ধারিত হয়ে না থাকলে তা নির্ধারণ এবং সরকারি প্রতিষ্ঠানসমূহের ৫০ (পঞ্চাশ) কোটি টাকার উর্ধ্ব মূল্য মানের উৎপাদিত দ্রব্য/শিল্প কারখানার উপজাত বিক্রয়ের প্রস্তাব বিবেচনা ও সুপারিশ।
(৮) কোনো আইন, বিধি বা নীতিমালায় এ কমিটি কর্তৃক বিবেচনার জন্য কোনো বিষয় নির্ধারণ করা থাকলে তা বিবেচনা।

এসিসিইএতে যে সমস্ত বিষয় উপস্থাপিত হয়ঃ

- রাষ্ট্রীয় জরুরি প্রয়োজনে পিপিএ, ২০০৬ এর ধারা ৬৮ এবং (পিপিআর, ২০২৫ এর বিধি ৯৯/ পিপিআর, ২০০৮ এর বিধি ৭৬) এর আলোকে খাদ্যপণ্য, সার, জ্বালানি, কেমিক্যাল, মেশিনারিজ, বুদ্ধিবৃত্তিক ও পেশাগত সেবা প্রভৃতি ক্রয়ের নীতিগত অনুমোদন;
- জরুরি পণ্য/কার্য ও সেবা ক্রয়ে ক্রয় প্রক্রিয়ার সময়সীমা হ্রাস;
- সামাজিক নিরাপত্তা কর্মসূচীর আওতায় বাণিজ্য মন্ত্রণালয়, দুর্যোগ ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়ের আওতাধীন বিভিন্ন খাদ্যপণ্য ও পণ্য ক্রয়ের নীতিগত অনুমোদন

মন্ত্রিপরিষদ বিভাগ

সরকারি ক্রয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি

কমিটির গঠন

ক্রমিক	নাম ও পদবি	দায়িত্ব
১	উপদেষ্টা, অর্থ মন্ত্রণালয়	আহ্বায়ক
২	উপদেষ্টা, পরিকল্পনা মন্ত্রণালয়	সদস্য
৩	উপদেষ্টা, আইন, বিচার ও সংসদ বিষয়ক মন্ত্রণালয়, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়	সদস্য
৪	উপদেষ্টা, খাদ্য ও ভূমি মন্ত্রণালয়	সদস্য
৫	উপদেষ্টা, স্বরাষ্ট্র মন্ত্রণালয়এবং কৃষি মন্ত্রণালয়	সদস্য
৬	উপদেষ্টা, শিল্প মন্ত্রণালয়এবং গৃহায়ন ও গণপূর্ত মন্ত্রণালয়	সদস্য
৭	উপদেষ্টা, স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়	সদস্য
৮	উপদেষ্টা, বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়, সড়ক পরিবহন ও সেতু মন্ত্রণালয়এবং রেলপথ মন্ত্রণালয়	সদস্য
৯	উপদেষ্টা, পরিবেশ, বন ও জলবায়ু পরিবর্তন মন্ত্রণালয়	সদস্য
১০	উপদেষ্টা, যুব ও ক্রীড়া মন্ত্রণালয়এবং শ্রম ও কর্মসংস্থান মন্ত্রণালয়	সদস্য
১১	উপদেষ্টা, স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়	সদস্য
১২	উপদেষ্টা, বাণিজ্য মন্ত্রণালয়	
১৩	উপদেষ্টা, তথ্য ও সম্প্রচার মন্ত্রণালয়	
	সংশ্লিষ্ট মন্ত্রণালয়ের উপদেষ্টা	সদস্য

সহায়তাদানকারী কর্মকর্তাগণ

(১) মন্ত্রিপরিষদ সচিব
(২) মুখ্য সচিব/সচিব, প্রধান উপদেষ্টার কার্যালয়
(৩)সচিব, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ
(৪) সচিব, অর্থ বিভাগ
(৫) সচিব, অর্থনৈতিক সম্পর্ক বিভাগ
(৬) পরিকল্পনা কমিশনের সংশ্লিষ্ট সদস্য
(৭) সচিব, সংশ্লিষ্ট মন্ত্রণালয়/বিভাগ
(৮) প্রধান নির্বাহী কর্মকর্তা (সিইও), বাংলাদেশ পাবলিক প্রকিউরমেন্ট অথরিটি (বিপিপিএ),বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ

সরকারি ক্রয় সংক্রন্ত উপদেষ্টা পরিষদ কমিটির কার্যপরিধি

(১) ক. উন্নয়ন প্রকল্পের ক্ষেত্রে সকল মন্ত্রণালয়/বিভাগ, অধিদপ্তর/পরিদপ্তর, অধস্তন দপ্তর, আধা-সরকারি, স্বায়ত্তশাসিত সংস্থা ও রাষ্ট্রীয় মালিকানাধীন শিল্প প্রতিষ্ঠান কর্তৃক প্রেরিত এককভাবে ১০০(একশত) কোটি টাকার উর্ধ্বের পূর্ত কাজ ও ভৌত সেবা এবং পণ্য/যন্ত্রপাতি/সরঞ্জামাদি ও সংশ্লিষ্ট সেবা ক্রয় ও চুক্তি সম্পাদনের প্রস্তাব বিবেচনা।

খ.অনুন্নয়ন বাজেটের ক্ষেত্রে সকল মন্ত্রণালয়/বিভাগ, অধিদপ্তর/পরিদপ্তর, অধস্তন দপ্তর, আধা-সরকারি, স্বায়ত্তশাসিত সংস্থা ও রাষ্ট্রীয় মালিকানাধীন শিল্প প্রতিষ্ঠান কর্তৃক প্রেরিত এককভাবে পূর্ত কাজের ক্ষেত্রে ১০০(একশত) কোটি টাকার এবং পণ্য/যন্ত্রপাতি/সরঞ্জামাদি ও সংশ্লিষ্ট সেবার ক্ষেত্রে ৫০(পঞ্চাশ) কোটি টাকার উর্ধ্বের ক্রয় ও চুক্তি সম্পাদনের প্রস্তাব বিবেচনা।

(২) ক. উন্নয়ন প্রকল্পের ক্ষেত্রে পরামর্শক সার্ভিস (কনসালটেন্সি সার্ভিসেস) সংক্রান্ত ৩০(ত্রিশ) কোটি টাকার উর্ধ্বের চুক্তি সম্পাদনের প্রস্তাব বিবেচনা।

খ. অনুন্নয়ন বাজেটের ক্ষেত্রে পরামর্শক সার্ভিস (কনসালটেন্সি সার্ভিসেস) সংক্রান্ত ২০(বিশ) কোটি টাকার উর্ধ্বের চুক্তি সম্পাদনের প্রস্তাব বিবেচনা।

মন্ত্রিপরিষদ বিভাগ

সরকারি ক্রয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটির কার্যপরিধি
(চলমান..)

(৩)উপরের (১) ক, খ এবং (২) ক, খ উপ-অনুচ্ছেদে উল্লিখিত অংকের পুন:দরপত্র সংক্রান্ত সকল প্রস্তাব বিবেচনা।

(৪) সরকারের বিভিন্ন প্রতিষ্ঠানের অনুসৃত দরপত্র পদ্ধতির পরিবীক্ষণ ও পর্যালোচনা।

(৫) কোনো আইন, বিধি বা নীতিমালায় এই কমিটি কর্তৃক বিবেচনার জন্য কোনো বিষয় নির্ধারণ করা থাকিলে উহা বিবেচনা।

ব্যতিক্রম: বিদ্যুৎ ও জ্বালানির দ্রুত সরবরাহ বৃদ্ধি (বিশেষ বিধান) আইন, ২০১০-এর আওতায় সকল ক্রয় প্রস্তাব (বর্তমানে আইনটি বাতিল, কাজেই প্রয়োগ নেই)।

মন্ত্রিপরিষদ বিভাগ

Development Budget
Procurement of Works and Physical Services (In Crores)

Ministry/ Division	Attached Dept (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 100 Crores	Upto 30 Crores	Upto 20 Crores	Upto 15 Crores	Upto 10 Crores

ACCGP's Approval is needed if the amount is more than BDT 100 crores

মন্ত্রিপরিষদ বিভাগ

Revenue Budget
Procurement of Works and Physical Services (In Crores)

Ministry/ Division	Attached Dept (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 100 Crores	Upto 30 Crores	Upto 20 Crores	Upto 15 Crores	Upto 10 Crores

ACCGP's Approval is needed if the amount is more than BDT 100 crores

মন্ত্রিপরিষদ বিভাগ

Development Budget
Procurement of Goods and Related Services (In Crores)

Ministry/ Division	Attached Dept (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 100 Crores	Upto 20 Crores	Upto 10 Crores	Upto 5 Crores	Upto 3 Crores

ACCGP's Approval is needed if the amount is more than BDT 100 crores

মন্ত্রিপরিষদ বিভাগ

Revenue Budget
Procurement of Goods and Related Services (In Crores)

Ministry/ Division	Attached Dept. (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 50 Crores	Upto 20 Crores	Upto 10 Crores	Upto 5 Crores	Upto 3 Crores

ACCGP's Approval is needed if the amount is more than BDT 50 crores

মন্ত্রিপরিষদ বিভাগ

Development Budget
Procurement of Intellectual and Professional Services (In Crores)

Ministry/ Division	Attached Dept (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 30 Crores	Upto 7 Crores	Upto 5 Crores	Upto 3 Crores	Upto 1 Crore

ACCGP's Approval is needed if the amount is more than BDT 30 crores

মন্ত্রিপরিষদ বিভাগ

Revenue Budget
Procurement of Intellectual and Professional Services (In Crores)

Ministry/ Division	Attached Dept. (Head of Dept/Scheme Director)	Head of Field Office /Scheme Director		
		Class A	Class B	Class C
Upto 20 Crores	Upto 7 Crores	Upto 5 Crores	Upto 3 Crores	Upto 1 Crore

ACCGP's Approval is needed if the amount is more than BDT 20 crores

মন্ত্রিপরিষদ বিভাগ

এসিসিজিপি'র অনুমোদন লাগবে যদি দরপত্র মূল্য———

ক্রয়ের ধরন	উন্নয়ন বাজেট	রাজস্ব বাজেট
ওয়ার্কস এন্ড সার্ভিসেস	১০০ কোটি টাকার উপরে	১০০ কোটি টাকার উপরে
গুডস এন্ড রিলেটেড সার্ভিসেস	১০০ কোটি টাকার উপরে	৫০ কোটি টাকার উপরে
ইন্টেলেকচুয়াল এন্ড প্রফেসনাল সার্ভিসেস	৩০ কোটি টাকার উপরে	২০ কোটি টাকার উপরে

আলোচনার জন্য প্রশ্ন:
ধরা যাক কোনো একটি অধিদপ্তরের একটি একটি অনুমোদিত টেন্ডার মূল্য ৯৫ কোটি টাকা। আর্থিক ক্ষমতা থাকায় ঐ মন্ত্রণালয়ের মাননীয় উপদেষ্টা(মন্ত্রী) তা অনুমোদন করেছেন। পরবর্তীতে দেখা গেল ৬ কোটি টাকা অতিরিক্ত ব্যয় করতে হবে। এই ভেরিয়েশন কে অনুমোদন করবেন?

ক্রয় অনুমোদন প্রক্রিয়া: বিধি ৩৬ (৩)(ক)(৩)

আলোচনার জন্য প্রশ্ন

দরপত্র উন্মুক্তকরণের কত দিনের/সপ্তাহের মধ্যে সিসিজিপিতে প্রেরণ করা বাধ্যতামূলক?
এ সময়সীমার মধ্যে প্রেরণ করতে না পারলে করণীয় কী?

মন্ত্রিপরিষদ বিভাগ

প্রকল্প ব্যবস্থাপনা এবং সরকারি অর্থের সদ্ব্যবহার: ক্রয় প্রক্রিয়ায় ধীর গতির আলোকে

সভার তারিখ ও প্রস্তাব নং	সময়	দরপত্র/প্রস্তাব গ্রহণ ও উন্মুক্তকরণ	মূল্যায়ন চূড়ান্তকরণ	সংস্থা কর্তৃক মন্ত্রণালয়/ বিভাগে অগ্রায়ন	মন্ত্রণালয় কর্তৃক এসিসিজিপিতে অগ্রায়ণ
৭.৫.২৫ তারিখ প্রস্তাব নং- ০৬	প্রকৃত তারিখ	১৮.৯.২৩	৯.১১.২৩	১৮.২.২৫	৭.৪.২৫
	অতিবাহিত দিন সংখ্যা	০	৫২ (৩৬)	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)
২৭.৫.২৫ প্রস্তাব নং- ১৩	প্রকৃত তারিখ	২৪.৬.২৪	২৭.২.২৫	২৩.৩.২৫	২১.৫.২৫
	অতিবাহিত দিন সংখ্যা	০	২৪৮ (২৮)	২৪ (১৪)	৫৯ (২৮)
২৭.৫.২৫ প্রস্তাব নং- ১৪	প্রকৃত তারিখ	২৪.৬.২৪	৩০.১.২৫	২৩.২.২৫	২১.৫.২৫
	অতিবাহিত দিন সংখ্যা	০	২২০ (২৮)	২৪ (১৪)	৮৭ (২৮)

সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপ

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
৫. মন্ত্রিসভা কমিটির সভা সংক্রান্ত
৬. চেকলিস্ট

মন্ত্রিপরিষদ বিভাগ

পিপিআর ২০২৫ এর তফসিল ৭

মন্ত্রিপরিষদ বিভাগের পরিপত্র

সিসিজিপি'র সারসংক্ষেপের নমুনা

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 বিবেচ্য বিষয়টি সুস্পষ্টভাবে ও যথাসম্ভব স্বয়ংসম্পূর্ণ একটি স্মারকলিপি (সারসংক্ষেপ) আকারে মন্ত্রিসভা কমিটির সভায় উপস্থাপন করতে হবে। সারসংক্ষেপের দৈর্ঘ্য সাধারণভাবে তিন পৃষ্ঠার বেশি হওয়া বাঞ্ছনীয় নয়। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১) ও ২২(৪) এবং সচিবালয় নির্দেশমালা, ২০১৪-এর নির্দেশ ১০৬]*

১.২ বিবেচ্য প্রস্তাব সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি-এর কার্যপরিধির আলোকে উপস্থাপনের শর্ত পূরণ করতে হবে।

১.৩ বিবেচ্য প্রস্তাব কমপক্ষে সভার ৪ কার্যদিবস পূর্বে মন্ত্রিপরিষদ বিভাগে পাঠাতে হবে *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(৪)]*।

১.৪ সারসংক্ষেপে বিবরণ অনুচ্ছেদ আকারে হবে; কোনো শিরোনাম বা উপ-শিরোনাম এতে ব্যবহার করা যাবেনা। প্রকল্পের আওতায় প্রকল্পের আওতায় ক্রয়ের ক্ষেত্রে প্রকল্প প্রস্তাব (ডিপিপি) অনুমোদিত হতে হবে।

১.৫ ইতঃপূর্বে এ কমিটির (সিসিজিপি/সিসিইএ) সভায় উপস্থাপন হয়ে থাকলে সভার তারিখসহ সিদ্ধান্ত উল্লেখ করতে হবে।

১.৬ আলোচ্য ক্রয়ের বিষয়ে কোনো অভিযোগ ও আপিল অথবা মামলা চলমান থাকলে তা উল্লেখ করতে হবে এবং অভিযোগ/মামলার গৃহীত ব্যবস্থা সম্পর্কে বিস্তারিত উল্লেখ থাকতে হবে।

১.৭ পরস্পর সংশ্লিষ্ট না হলে একটি সারসংক্ষেপে একাধিক বিষয়ে প্রস্তাব উপস্থাপন করা যাবে না।

১.৮ বিবেচ্য বিষয়ের প্রেক্ষাপট, প্রাসঙ্গিক তথ্য, যৌক্তিকতা ও সিদ্ধান্তের বিষয়সমূহ (points for decision) সারসংক্ষেপে সুস্পষ্টভাবে উল্লেখ করতে হবে। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১)]*

১.৯ বিবেচ্য বিষয়ের সঙ্গে সংশ্লিষ্ট সকল মন্ত্রণালয়/বিভাগের পরামর্শ করে নিতে হবে। প্রাপ্ত পরামর্শ সংক্ষিপ্ত আকারে সারসংক্ষেপে উল্লেখ এবং পরামর্শ-সংবলিত পত্র/নোটশিটের অনুলিপি সংলাগ হিসাবে সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে। প্রাপ্ত পরামর্শের সঙ্গে একমত হয়ে ব্যবস্থা গ্রহণ করা হয়ে থাকলে তার উল্লেখ এবং একমত না হয়ে থাকলে তার যুক্তি সারসংক্ষেপে উল্লেখ করতে হবে। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১০, ১১, ১২, ১৩, ১৪, ১৪এ, ১৯(২) ও ১৯(৩) এবং সচিবালয় নির্দেশমালা, ২০১৪-এর নির্দেশ ১৫১-১৬০]*

১.১০ মন্ত্রিসভা কমিটির নিকট কী সিদ্ধান্ত চাওয়া হচ্ছে তা সারসংক্ষেপের শেষ অনুচ্ছেদের অব্যবহিত পূর্বের অনুচ্ছেদে সুস্পষ্টভাবে লিখতে হবে। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১)]*

১.১১ সংলাগসমূহের প্রতি পাতায় সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের দায়িত্বপ্রাপ্ত কর্মকর্তা কর্তৃক সত্যায়ন ও অনুস্বাক্ষর করতে হবে; ছাপা স্পষ্ট হতে হবে এবং বাংলা ও ইংরেজি ফন্টের আকার যথাক্রমে ১৪ ও ১২ হতে হবে। বাংলা ফন্ট নিকশ ও ইংরেজি Times New Roman হতে হবে।

১.১২ প্রযোজ্য ক্ষেত্রে বিবেচ্য বিষয়টি সঠিকভাবে অনুধাবনের জন্য প্রয়োজনীয় সকল প্রাসঙ্গিক কাগজপত্রের সত্যায়িত অনুলিপি 'সংলাগ' হিসাবে সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১)]*

১.১৩ সকল সংলাগ সংখ্যা বা বর্ণ সংবলিত ও ক্রমানুসারে সম্বিত পতাকা দ্বারা চিহ্নিত এবং সারসংক্ষেপের যথাস্থানে সংলাগের উল্লেখ করতে হবে। সংলাগের ভেতর পরিশিষ্ট থাকলে তা এমনভাবে চিহ্নিত করতে হবে যাতে কোনোরূপ সংশয়ের সৃষ্টি না হয়।

১.১৪ সারসংক্ষেপের সঙ্গে একাধিক সংলাগ থাকলে মন্ত্রিসভা কমিটি কর্তৃক বিবেচ্য মুখ্য সংলাগটি সারসংক্ষেপের অব্যবহিত পরে সংযুক্ত করতে হবে।

১.১৫ ডিপিপি সংশোধনের পূর্বে কোনো ক্রয় প্রস্তাব/ভেরিয়েশন প্রস্তাব কমিটির বিবেচনার জন্য উপস্থাপন করা যাবে না।

১.১৬ সারসংক্ষেপ উপদেষ্টা পরিষদ কমিটিতে উপস্থাপনের লক্ষ্যে মন্ত্রিপরিষদ বিভাগে প্রেরণের জন্য উদ্যোক্তা মন্ত্রণালয়/বিভাগের দায়িত্বপ্রাপ্ত মন্ত্রী/প্রতিমন্ত্রীর অনুমোদন গ্রহণ করতে হবে এবং সারসংক্ষেপের শেষ অনুচ্ছেদে তাঁর সম্মতির বিষয়টি উল্লেখ করতে হবে { *মন্ত্রণালয়ের দায়িত্বপ্রাপ্ত মাননীয় উপদেষ্টা সারসংক্ষেপটি দেখেছেন, অনুমোদন করেছেন এবং ...(উপদেষ্টা পরিষদ কমিটির নাম)... কমিটিতে উপস্থাপনের লক্ষ্যে মন্ত্রিপরিষদ বিভাগে প্রেরণের জন্য সদয় সম্মতি জ্ঞাপন করেছেন মর্মে সারসংক্ষেপের শেষ অনুচ্ছেদে উল্লেখ থাকতে হবে)*। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১)]*

১.১৭ উদ্যোক্তা মন্ত্রণালয়/বিভাগের সচিব সারসংক্ষেপের শেষে স্বাক্ষর এবং অন্যান্য পৃষ্ঠায় অনুস্বাক্ষর করবেন। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(১) এবং সচিবালয় নির্দেশমালা, ২০১৪-এর নির্দেশ ২(৩০)]*

১.১৮ সারসংক্ষেপের নির্দিষ্ট স্থানে যথাযথভাবে 'গোপনীয়', কপির ক্রমিক সংখ্যা, উদ্যোক্তা মন্ত্রণালয়/বিভাগের নাম, (মন্ত্রিসভা কমিটির নাম) মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপ', নথি নম্বর, তারিখ, বিষয় ইত্যাদি লিখতে হবে।

১.১৯ সংলাগসহ স্বয়ংসম্পূর্ণ সারসংক্ষেপটি ডি-নথিতে একটি অগ্রায়নপত্র ১০সেট হার্ডকপি ৩০ কপি সারসংক্ষেপ গোপনীয়তা রক্ষার নিয়মাবলি অনুসরণপূর্বক মন্ত্রিপরিষদ বিভাগের ক্রয় ও অর্থনৈতিক অধিশাখার/শাখার উপসচিব/সিনিয়র সহকারী সচিব/সহকারী সচিব-এর নিকট (কক্ষ-৭২১, ভবন-১, বাংলাদেশ সচিবালয়) প্রেরণ করতে হবে। একই সঙ্গে ক্রয় ও অর্থনৈতিক অধিশাখা/শাখায় সারসংক্ষেপের ১টি সফ্‌ট কপি (ইউনিকোড-নিকস ফন্টে) ও পিডিএফ কপি পেন ড্রাইভে করে হাতে হাতে অথবা pe_sec@cabinet.gov.bd ঠিকানায় প্রেরণ করতে হবে।

১.২০ বাংলাদেশ পাবলিক প্রকিউরমেন্ট অথরিটি (বিপিপিএ) কর্তৃক সময়ে সময়ে জারিকৃত এতদসংক্রান্ত পরিপত্র/প্রজ্ঞাপন/নির্দেশনা অনুসরণ করতে হবে।

২. **সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপে :**

২.১ ক্রয়কারী সংস্থার নাম, অর্থের উৎস ও অর্থায়নের খাত (উন্নয়ন/অনুন্নয়ন), ক্রয় পদ্ধতি ইত্যাদি উল্লেখ করতে হবে। সুপারিশকৃত দরদাতা/প্রস্তাবকারীর পূর্ণ ঠিকানা ও দেশের নাম উল্লেখ করতে হবে।

২.২ প্রস্তাবিত ক্রয়ের উন্নয়ন প্রকল্প প্রস্তাব (ডিপিপি) একনেক কর্তৃক অনুমোদিত কিনা, অনুমোদিত হলে অনুমোদনের তারিখ ও প্রকল্পের মেয়াদ উল্লেখ করতে হবে।

২.৩ দরপত্র/প্রস্তাব আহ্বানের সংক্ষিপ্ত বিবরণ দরপত্র মূল্যায়নে প্রাপ্ত নন-রেসপন্সিভ দরদাতাদের নাম এবং নন-রেসপন্সিভ হওয়ার কারণ সারসংক্ষেপে সংক্ষিপ্ত আকারে উল্লেখ করতে হবে।

২.৪ দরপত্র/প্রস্তাব বৈধতার মেয়াদ উল্লেখ করতে হবে এবং দরপত্র/প্রস্তাবের বৈধতার মেয়াদ বৃদ্ধি করা হয়ে থাকলে দরদাতা প্রতিষ্ঠানের নিকট থেকে মেয়াদ বৃদ্ধির সম্মতিপত্র সংযুক্ত করতে হবে। কমিটিতে প্রস্তাব প্রেরণকালে জরুরি ক্রয় ব্যতীত দরপত্র/প্রস্তাব বৈধতার মেয়াদ কমপক্ষে ১ মাস থাকতে হবে।

২.৫ বিবেচ্য প্রস্তাবটি 'অর্পিত ক্রয়কার্য' হলে তা উল্লেখ করতে হবে।

২.৬ বৈদেশিক অর্থায়ন সংশ্লিষ্ট হলে উন্নয়ন সহযোগী সংস্থার সম্মতি আছে কিনা তা উল্লেখ করতে হবে।

২.৭ মূল্যায়ন কমিটির অনুমোদন, গঠন ও মূল্যায়ন সুপারিশ সুস্পষ্টভাবে উল্লেখ করতে হবে এবং মূল্যায়ন কমিটির সদস্যদের পক্ষপাতহীনতার যৌথ ও একক ঘোষণা সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে।

২.৮ মূল্য সমন্বয়ের ক্ষেত্রে মূল্য সমন্বয়ের কারণ ও যৌক্তিকতা পিএসি/steering কমিটির সুপারিশ উন্নয়ন সহযোগী হলে তাদের অনাপত্তি।

২.৯ সর্বনিম্ন দরদাতার অনুকূলে ক্রয়ের সুপারিশ করা না হয়ে থাকলে তার কারণ উল্লেখ করতে হবে।

২.১০ পিপিআর, ২০২৫ অনুযায়ী দাপ্তরিক প্রাক্কলিত ব্যয় তৈরি করা হয়েছে কিনা সে সম্পর্কে ঘোষণা থাকতে হবে এবং দাপ্তরিক প্রাক্কলিত ব্যয়ের সঙ্গে সর্বনিম্ন মূল্যায়িত দর সামঞ্জস্যপূর্ণ কিনা, সামঞ্জস্যপূর্ণ হলে তার যৌক্তিকতা উল্লেখ করতে হবে।

২.১১ ফ্লট লোডিং-এর কোনো বিষয় থাকলে কার্যসম্পাদন জামানতের পরিমাণ বৃদ্ধি করা হয়েছে কিনা তা তা উল্লেখ করতে হবে।

২.১২দরপত্র/প্রস্তাব মূল্যায়নের সময় দরদাতা প্রতিষ্ঠানের আইনি ভিত্তি (legal entity), পূর্বকাজের গুণগতমান (previous performence) এবং উক্ত প্রতিষ্ঠান কর্তৃক সরকারকে আয়কর (income tax) প্রদান সংক্রান্ত প্রমাণাদি গুরুত্বের সাথে বিবেচনা করা হয়েছে কিনা তা উল্লেখ করতে হবে।

২.১৩ Quality and Cost Based Selection (QCBS) বা Quality Based Selection (QBS) পদ্ধতিতে মূল্যায়নের ক্ষেত্রে কারিগরি, আর্থিক এবং যৌথ মূল্যায়ন প্রত্যেক ক্ষেত্রে পাশ নম্বর (প্রযোজ্য ক্ষেত্রে) এবং প্রাপ্ত স্কোর সারসংক্ষেপের মধ্যে সুস্পষ্টভাবে উল্লেখ করতে হবে।

২.১৪ প্রস্তাবিত মূল্য একাধিক মুদ্রায় হলে মুদ্রা বিনিময় হার (রেফারেন্স ও তারিখসহ) উল্লেখ করতে হবে।

২.১৫ একাধিক লটের/প্যাকেজের/সাব-প্যাকেজের ক্রয় প্রস্তাব একত্রে উপস্থাপন করা হলে সর্বমোট (Total) ক্রয় মূল্য অবশ্যই উল্লেখ করতে হবে।

২.১৬ ট্যাক্স/ভ্যাট/আইটি-এর পরিমাণ প্রযোজ্য ক্ষেত্রে আলাদাভাবে উল্লেখ করতে হবে।

২.১৭ প্রস্তাব/চুক্তির বাস্তবায়নকালীন মেয়াদকাল

২.১৮ মামলা সংক্রান্ত তথ্য।

২.১৯ দরপত্র মূল্যায়ন কমিটি কর্তৃক সুপারিশকৃত দরদাতা প্রতিষ্ঠানের পূর্বকাজের অভিজ্ঞতা, turn over, liquid assets, tender capacity, joint venture সম্পর্কিত তথ্য, তার বিরুদ্ধে অভিযোগ (যদি থাকে), বর্তমানে তার নিকট চলমান কাজ/সরবরাহের সংখ্যা, সুপারিশকৃত প্রতিষ্ঠানের পূর্ণ ঠিকানা ইত্যাদি বিষয়সমূহ সম্পর্কে বিবরণ এ কমিটির সভার জন্য প্রস্তুতকৃত সারসংক্ষেপে অন্তর্ভুক্ত থাকতে হবে।

২.২০ ভবিষ্যতে প্রস্তাবক মন্ত্রণালয়/বিভাগ কর্তৃক এ কমিটির সভায় উপস্থাপনের নিমিত্ত ক্রয়প্রস্তাব প্রেরণের সময় দরপত্র/প্রস্তাব প্রক্রিয়াকরণের সময়কাল (কোন স্তরে কত সময় ব্যয় হয়েছে) তার তথ্য নিম্নোক্ত ছক মোতাবেক প্রেরণ করতে হবে এবং পিপিআর, ২০২৫ এর তফসিল ৩ (অংশ ক, খ ও গ) সংলাগ হিসাবে অন্তর্ভুক্ত করতে হবে।

২.২১ মন্ত্রিপরিষদ বিভাগের স্মারক নং-মপবি/শাঃক্রয়/বিবিধ/৩(৪)/২০০২/১২২; তারিখ ২১/০৭/০৪ খ্রিঃ অনুসরণে সারসংক্ষেপের শেষে প্রস্তাবের পূর্বের অনুচ্ছেদে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগের সচিব কর্তৃক নিম্নরূপ প্রত্যয়ন প্রদান করতে হবে:

"বিবেচ্য ক্রয়/সংগ্রহ/নির্মাণ চুক্তির প্রস্তাব প্রক্রিয়াকরণে ক্রয়/সংগ্রহ/চুক্তি সংক্রান্ত প্রচলিত আইন ও বিধি-বিধান পুরোপুরি অনুসরণ করা হয়েছে এবং বিবেচ্য প্রস্তাবটি সংশ্লিষ্ট আইন ও বিধি-বিধানের পরিপন্থি নয়। এ ক্ষেত্রে প্রচলিত নিয়ম-নীতির কোনো ব্যত্যয় ঘটেনি। সুপারিশকৃত দরদাতার/দাতাদের প্রস্তাবের সঙ্গে Tender/Request for Proposal (RFP) ডকুমেন্ট-এর সম্পূর্ণ সামঞ্জস্য রয়েছে। উপস্থাপিত কাগজপত্রের সঙ্গে Tender/Request for Proposal (RFP) ডকুমেন্ট-এর সম্পূর্ণ সামঞ্জস্য রয়েছে। সংশ্লিষ্ট কাগজপত্রে বর্ণিত তথ্য সারসংক্ষেপে সুস্পষ্টভাবে প্রতিফলিত হয়েছে। কোনো বস্তুনিষ্ঠ/উল্লেখযোগ্য তথ্য সারসংক্ষেপে অনুল্লিখিত নেই।"

২.২২ ভেরিয়েশন প্রস্তাবের ক্ষেত্রে মূল চুক্তিমূল্য, ভেরিয়েশনের কারণ ও যৌক্তিকতা, প্রস্তাবিত ভেরিয়েশনের পরিমাণ (ভ্যাট-ট্যাক্সসহ/ছাড়া) এবং সংশোধিত চুক্তিমূল্য সুস্পষ্টভাবে উল্লেখ করতে হবে।

২.২৩ ভেরিয়েশন প্রস্তাবের ক্ষেত্রে ভেরিয়েশনের কারণ, হ্রাস-বৃদ্ধি প্রাক্ত টেন্ডারড্ ও নন-টেন্ডারড্ আইটেমের নামসহ মূল্য কিভাবে নির্ধারণ করা হয়েছে তা সুস্পষ্টভাবে উল্লেখ করতে হবে।

২.২৪ নন-টেন্ডারড্ আইটেমসমূহ (যদি থাকে) নতুনভাবে দরপত্র আহ্বানের মাধ্যমে ক্রয়কার্য সম্পন্ন করা সম্ভব না হয়ে থাকলে তার কারণ উল্লেখ করতে হবে।

৩. ক্রয় প্রস্তাব সংবলিত সারসংক্ষেপ প্রণয়নের ক্ষেত্রে সরকারি ক্রয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটি কর্তৃক বিভিন্ন সময়ে জারিকৃত সংশ্লিষ্ট অনুশাসন (যদি থাকে) এবং মন্ত্রিপরিষদ বিভাগ থেকে জারিকৃত পদ্ধতি আবশ্যিকভাবে অনুসরণ করতে হবে এবং এ সংক্রান্ত তথ্য সারসংক্ষেপে উল্লেখ করতে হবে।

৪. পাবলিক ওয়ার্কস বিশেষত রাস্তা, ব্রিজ, স্থাপনা ইত্যাদির লোকেশন ম্যাপ প্রদান করতে হবে এবং নির্মাণের স্থান সুনির্দিষ্টভাবে উল্লেখ করতে হবে।

৫. অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির জন্য সারসংক্ষেপ:

৫.১ উন্মুক্ত দরপত্র পদ্ধতি বা অন্য কোনো ক্রয় পদ্ধতির পরিবর্তে সরাসরি ক্রয় পদ্ধতিতে ক্রয়ের ক্ষেত্রে:

৫.১.১ বিবেচ্য প্রস্তাবের পটভূমি/ প্রেক্ষাপট বর্ণনা করতে হবে।

৫.১.২ ডিপিপি'র ক্রয় পরিকল্পনায় বা বার্ষিক ক্রয় পরিকল্পনায় কোন পদ্ধতিতে ক্রয়ের বিষয়ে সিদ্ধান্ত গ্রহণ করা হয়েছিল তা উল্লেখ করতে হবে।

৫.১.৩ অন্য ক্রয় পদ্ধতির পরিবর্তে সরাসরি ক্রয় পদ্ধতি নির্বাচনের যৌক্তিক ব্যাখ্যা উল্লেখ করতে হবে।

৫.১.৪ জরুরি প্রয়োজনে পিপিআর, ২০০৮-এর বিধি ৯৯(২)-এ উল্লিখিত মূল্যসীমার উর্ধ্বে ক্রয়ের ক্ষেত্রে অর্থের পরিমান আবশ্যিকভাবে উল্লেখ করতে হবে।

৫.১.৫ বিবেচ্য প্রস্তাবের মাধ্যমে চাহিত সিদ্ধান্ত পিপিএ, ২০০৬-এর ধারা ৬৮(১) সম্পর্কিত হলে তা প্রস্তাবনায় উল্লেখ করতে হবে এবং একই সঙ্গে পিপিআর, ২০২৫-এর বিধি ৯৯(২)-এ উল্লিখিত মূল্যসীমার উর্ধ্বে ক্রয়ের ক্ষেত্রেও অনুমোদন গ্রহণের প্রস্তাব থাকতে হবে।

৫.৩ পাবলিক প্রাইভেট পার্টনারশিপ (পিপিপি) প্রকল্পের ক্ষেত্রে অর্থনৈতিক বিষয় সংক্রান্ত উপদেষ্টা পরিষদ কমিটির নীতিগত অনুমোদন (In Principle Approval)-এর জন্য:

৫.৩.১ প্রকল্প বাস্তবায়নকারী সংস্থার নাম, প্রকল্পের প্রেক্ষাপট, গুরুত্বপূর্ণ সম্ভাবনা (potential scope), পিপিপি পদ্ধতি অবলম্বনে বাস্তবায়নের কারণ ইত্যাদি উল্লেখ করতে হবে।

৫.৩.২ প্রকল্পের সংক্ষিপ্ত বিবরণ।

৫.৩.৩ প্রকল্প বাস্তবায়নের ফলে ধারণাগত সুফল এবং ঝুঁকি (যদি থাকে)-এর বর্ণনা।

৫.৩.৪ পিপিপি প্রকল্পের ক্ষেত্রে পিপিপি কর্তৃপক্ষের মতামত (PPP Authority IPA Concurrence) তারিখসহ উল্লেখ করতে হবে।

৫.৩.৫ PPP প্রকল্প প্রস্তাব, পিপিপি কর্তৃপক্ষের মতামত (PPP Authority IPA Concurrence) এবং প্রকল্প সংশ্লিষ্ট অন্যান্য ডকুমেন্ট সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে।

৫.৩.৬ মন্ত্রিসভা কমিটির নিকট কী সিদ্ধান্ত চাওয়া হচ্ছে তা সারসংক্ষেপের শেষ অনুচ্ছেদের অব্যবহিত পূর্বের অনুচ্ছেদে সুস্পষ্টভাবে লিখতে হবে।

৫.৩.৭ পাবলিক প্রাইভেট পার্টনারশিপ কর্তৃপক্ষ কর্তৃক সময়ে সময়ে জারিকৃত এতদসংক্রান্ত পরিপত্র/প্রজ্ঞাপন/নির্দেশনা অনুসরণ করতে হবে।

৫.৪ পাবলিক প্রাইভেট পার্টনারশিপ (পিপিপি) প্রকল্পের ক্ষেত্রে অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটির চূড়ান্ত অনুমোদন (Final Approval)-এর জন্য:

৫.৪.১ প্রকল্প বাস্তবায়নকারী সংস্থার নাম, প্রকল্পের প্রেক্ষাপট, পিপিপি পদ্ধতিতে বাস্তবায়নের কারণ ইত্যাদি উল্লেখ করতে হবে।

৫.৪.২ প্রকল্পের বিবরণ।

৫.৪.৩ ফিজিবিলিটি স্ট্যাডি অনুযায়ী প্রকল্পের কারিগরি, বাণিজ্যিক, আর্থিক, সামাজিক ইত্যাদি সম্পর্কে মতামত উল্লেখ করতে হবে।

৫.৪.৪ বেসরকারি অংশিদার (প্রাইভেট পার্টনার) নির্বাচনের বর্ণনা (বিজ্ঞাপন, Bidding Process, মূল্যায়ন প্রক্রিয়া, আবেদন disqualification/ rejection-এর কারণ, মূল্যায়ন কমিটির সুপারিশ, মূল্যায়ন কমিটির সুপারিশের উপর Head of the Contracting Authority ও Line ministry-এর মতামত ইত্যাদি)।

৫.৪.৫ প্রয়োজনীয় ডকুমেন্টস (ফিজিবিলিটি স্ট্যাডির মতামত, মূল্যায়ন কমিটির মতামত, মূল্যায়ন প্রতিবেদনের উপর Line Ministry-এর মতামত, Negotiation রিপোর্ট, লেজিসলেটিভ ও সংসদ বিষয়ক বিভাগের ভেটিং ইত্যাদি) সংলাগ হিসাবে সারসংক্ষেপের সঙ্গে সংযুক্ত করতে হবে।

৫.৪.৬ কোনো অভিযোগ থাকলে তার বর্ণনা এবং সে সম্পর্কে রিভিউ প্যানেলের মতামত উল্লেখ করতে হবে।

৫.৪.৭ PPP contract Document-এর উপর লেজিসলেটিভ ও সংসদ বিষয়ক বিভাগের মতামত (ভেটিং) সারসংক্ষেপে উল্লেখ করতে হবে।

৫.৪.৮ মন্ত্রিসভা কমিটির নিকট কী সিদ্ধান্ত চাওয়া হচ্ছে তা সারসংক্ষেপের শেষ অনুচ্ছেদের অব্যবহিত পূর্বের অনুচ্ছেদে সুস্পষ্টভাবে উল্লেখ করতে হবে।

৫.৪.৯ পাবলিক প্রাইভেট পার্টনারশিপ কর্তৃপক্ষ কর্তৃক সময়ে সময়ে জারিকৃত এতদসংক্রান্ত পরিপত্র/প্রজ্ঞাপন/নির্দেশনা অনুসরণ করতে হবে।

৬. **মন্ত্রিসভা-কমিটির সিদ্ধান্ত সংক্রান্ত:**

৬.১ মন্ত্রিসভা কমিটির সিদ্ধান্ত সংবলিত পত্রটি সিনিয়র সচিব/সচিব নিজ হেফাজতে সংরক্ষণ করবেন। এ সকল পত্রের তালিকা একটি রেজিস্টারে সংরক্ষণ করতে হবে। সচিব কার্যভার হস্তান্তরকালে এ সকল পত্র উত্তরসূরির নিকট হস্তান্তর করবেন। হস্তান্তরকরণ সার্টিফিকেটের কপি মন্ত্রিপরিষদ বিভাগে প্রেরণ করতে হবে। *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৪(৩) এবং সরকারি দপ্তরসমূহে ক্লাসিফাইড বিষয়সমূহের নিরাপত্তা শীর্ষক পুস্তিকা]*

৬.২ মন্ত্রিসভা কমিটির সিদ্ধান্তকে সরকারের সিদ্ধান্ত হিসাবে উল্লেখ করে তা পৃথক পত্র দ্বারা বাস্তবায়ন-সংশ্লিষ্ট কর্মকর্তাকে অবহিত করতে হবে। মন্ত্রিসভা কমিটির সিদ্ধান্ত সংবলিত মন্ত্রিপরিষদ বিভাগের পত্রটি বা তার ফটোকপি কারও নিকট প্রেরণ করা যাবে না। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৩(২)]

৬.৩ মন্ত্রিসভা কমিটির সিদ্ধান্ত দ্রুত বাস্তবায়নের পদক্ষেপ গ্রহণ করতে হবে। প্রয়োজনে সংশ্লিষ্ট অন্যান্য মন্ত্রণালয়/বিভাগের সঙ্গে পরামর্শ/সমন্বয় করতে হবে। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৩(১) ও ২৩(৩)]

৬.৪ কোনো সিদ্ধান্তের বাস্তবায়ন সম্পন্ন না হওয়া পর্যন্ত বাস্তবায়নের দায়িত্বপ্রাপ্ত মন্ত্রণালয়/বিভাগ সিদ্ধান্তটি বাস্তবায়নের লক্ষ্যে গৃহীত কার্যক্রমের বিবরণসহ বাস্তবায়নের অগ্রগতি সম্পর্কে সুস্পষ্ট ও বিস্তারিত তথ্য সংবলিত প্রতিবেদন প্রতি মাসের সাত তারিখের মধ্যে মন্ত্রিপরিষদ বিভাগে (ক্রয় ও অর্থনৈতিক শাখায়) প্রেরণ করবে। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৩(৪)]

৭. **মন্ত্রিসভা কমিটির সভা সংক্রান্ত:**

৭.১ মন্ত্রিসভা কমিটির নোটস, সারসংক্ষেপ ও সংশ্লিষ্ট অন্যান্য কাগজপত্র 'অতি গোপনীয়' শ্রেণিভুক্ত বিধায় এগুলির গোপনীয়তা রক্ষার বিষয়ে যথাযথ সতর্কতা অবলম্বন করতে হবে। মন্ত্রিপরিষদ বিভাগ হতে প্রেরিত এ সকল কাগজপত্র সংবলিত খাম প্রাপক নিজে খুলবেন বা তাঁর সম্মুখে খুলতে হবে। প্রাপক এ সকল কাগজপত্রের গোপনীয়তা ও নিরাপদ হেফাজত নিশ্চিত করবেন। এ সকল কাগজপত্র ফটোকপি বা অন্য কারও নিকট হস্তান্তর করা যাবে না। [কার্যবিধিমালা, ১৯৯৬-এর বিধি ২৪(১) এবং সরকারি দপ্তরসমূহে ক্লাসিফাইড বিষয়সমূহের নিরাপত্তা শীর্ষক পুস্তিকার পরিচ্ছেদ-২১-এর অনুচ্ছেদ ৩৮]

৭.২ আমন্ত্রণ ব্যতিরেকে কেউ মন্ত্রিসভা কমিটির সভায় উপস্থিত হবেন না এবং যে বিষয় বিবেচনাকালে সভায় উপস্থিত থাকার জন্য আমন্ত্রণ জানানো হয়েছে সে বিষয় ব্যতীত অন্য কোনো বিষয় বিবেচনাকালে সভা-কক্ষে অবস্থান করবেন না।

৭.৩ মন্ত্রিসভা কমিটি কর্তৃক কোনো বিষয় বিবেচনাকালে বিষয়টির উদ্যোক্তা মন্ত্রণালয়/বিভাগের সচিব ব্যতীত অন্য কোনো কর্মকর্তার উপস্থিতি আবশ্যক হলে সভার পূর্বেই মন্ত্রিপরিষদ সচিবকে অবহিত করতে হবে।

৭.৪ কোনো বিষয় মন্ত্রিসভা কমিটিতে বিবেচিত হওয়ার পর সংশ্লিষ্ট সারসংক্ষেপ সভা কক্ষে রেখে যেতে হবে। কোনো কারণে তা সম্ভব না হলে গোপনীয়তা রক্ষা করে যথাশীঘ্র সম্ভব সারসংক্ষেপটি মন্ত্রিপরিষদ বিভাগে ফেরত পাঠাতে হবে।

সরকারি ক্রয় সংক্রান্ত মন্ত্রিসভা কমিটি ও অর্থনৈতিক বিষয় সংক্রান্ত মন্ত্রিসভা কমিটি-এর জন্য সারসংক্ষেপ প্রণয়ন ও প্রেরণকালে উদ্যোক্তা মন্ত্রণালয়/বিভাগ কর্তৃক ব্যবহারের জন্য চেকলিস্ট

(অনুসরণীয় বিধি-বিধান, রীতি ও পদ্ধতির তালিকার সঙ্গে মিলিয়ে ব্যবহারের জন্য)

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
১.	বিষয়টি মন্ত্রিসভা-কমিটিতে উপস্থাপনযোগ্য কিনা?		
২.	বিষয়টি উদ্যোক্তা মন্ত্রণালয়/বিভাগের কার্যপরিধিভুক্ত কিনা?		
৩.	সার-সংক্ষেপের দৈর্ঘ্য অনধিক তিন পৃষ্ঠা কিনা?		
৪.	সার-সংক্ষেপের বক্তব্য সুস্পষ্ট কিনা?		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
৫.	সারসংক্ষেপটি যথাসম্ভব স্বয়ংসম্পূর্ণ কিনা?		
৬.	সার-সংক্ষেপে বিবেচ্য বিষয়ের প্রেক্ষাপট উল্লেখ করা হয়েছে কিনা?		
৭.	সার-সংক্ষেপে বিবেচ্য 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.	মন্ত্রিসভা কমিটির নিকট কী সিদ্ধান্ত চাওয়া হচ্ছে তা সার-সংক্ষেপের শেষ অনুচ্ছেদের অব্যবহিত পূর্বের অনুচ্ছেদে (কাজের নাম, ঠিকাদারের নাম, ঠিকানা, টাকার পরিমান) সুস্পষ্টভাবে বলা হয়েছে কিনা?		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
১১.	সকল প্রাসঙ্গিক কাগজপত্রের অনুলিপি সংলাগ হিসাবে সংযুক্ত করা হয়েছে কিনা?		
১২.	ডিপিপি/টিপিপি অনুমোদনের তারিখ		
১৩.	দরপত্র/ EoI আহ্বানের তারিখ		
১৪.	দরপত্র/ EoI দাখিলের সর্বশেষ তারিখ		
১৫.	দরপত্র খোলার সর্বশেষ তারিখ		
১৬.	দরপত্র মূল্যায়ন প্রতিবেদন দাখিলের তারিখ, মূল্যায়ন কমিটির সুপারিশ		
১৭.	ক্রয়কারী কর্তৃক প্রশাসনিক মন্ত্রণালয়ের ক্রয় প্রস্তাব প্রেরণের তারিখ		
১৮.	প্রশাসনিক মন্ত্রণালয় কর্তৃক মন্ত্রিপরিষদ বিভাগে ক্রয় প্রস্তাব প্রেরণের তারিখ		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
১৯.	সংলাগ হিসাবে প্রদত্ত সকল কাগজপত্র সত্যায়িত করা হয়েছে কিনা?		
২০.	কোনো কমিটির সুপারিশ/মতামত গ্রহণ করা হয়ে থাকলে তা সংক্ষিপ্ত আকারে সার-সংক্ষেপে উল্লেখ করা হয়েছে কিনা?		
২১.	কোনো কমিটির সুপারিশ/মতামত গ্রহণ করা হয়ে থাকলে সংশ্লিষ্ট কাগজপত্রের অনুলিপি সংলাগ হিসাবে সংযুক্ত করা হয়েছে কিনা?		
২২.	সংলাগসমূহ সংখ্যা বা বর্ণ সংবলিত পতাকা দ্বারা চিহ্নিত করা হয়েছে কিনা?		
২৩.	মন্ত্রিপরিষদ বিভাগ কর্তৃক জারিকৃত স্মারকের নির্দেশনা অনুযায়ী প্রত্যয়ন আছে কিনা		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
২৪.	দরপত্রের বৈধতার মেয়াদ উল্লেখ করা হয়েছে কিনা? জরুরি ও জনগুরুত্বপূর্ণ ক্রয় ব্যতীত বৈধতার মেয়াদ কমপক্ষে ১ মাস থাকতে হবে। দরপত্রের বাস্তবায়ন মেয়াদকাল।		
২৫.	সংলাগসমূহ ক্রমানুসারে সংযোজন করা হয়েছে কিনা?		
২৬.	সার-সংক্ষেপের যথাস্থানে সংলাগের উল্লেখ করা হয়েছে কিনা?		
২৭.	সংলাগের ভেতর পরিশিষ্ট থাকলে যাতে সংশয় সৃষ্টি না হয় তা নিশ্চিত করে পতাকা-চিহ্নিত করা হয়েছে কিনা?		
২৮.	সার-সংক্ষেপের শেষ অনুচ্ছেদে মন্ত্রণালয়ের দায়িত্বপ্রাপ্ত মন্ত্রী/প্রতিমন্ত্রী/উপদেষ্টার সম্মতি গ্রহণের বিষয়টি উল্লেখ করা হয়েছে কিনা?		
২৯.	উদ্যোক্তা মন্ত্রণালয়/বিভাগের সচিব সার-সংক্ষেপের শেষে স্বাক্ষর করেছেন কিনা?		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
৩০.	উদ্যোক্তা মন্ত্রণালয়/বিভাগের সচিব সার-সংক্ষেপের অন্যান্য পৃষ্ঠায় অনুস্বাক্ষর করেছেন কিনা?		
৩১.	সারসংক্ষেপ A4 আকারের সাদা কাগজে প্রস্তুত করা হয়েছে কিনা?		
৩২.	সার-সংক্ষেপে যথাযথ মার্জিন রাখা হয়েছে কিনা?		
৩৩.	সংলাগসমূহের আকারের ও মার্জিনের ক্ষেত্রেও যথাসম্ভব একই নিয়ম অনুসরণ করা হয়েছে কিনা?		
৩৪.	সারসংক্ষেপ ও এর সংলাগগুলির ছাপা স্পষ্ট কিনা?		
৩৫.	সারসংক্ষেপ ও এর সংলাগগুলির ফন্টের আকার বাংলা ও ইংরেজি যথাক্রমে ১৪ ও ১২ আছে কিনা?		
৩৬.	সারসংক্ষেপ ও এর সংলাগগুলি বুক বাইন্ডিং/স্পাইরাল বাইন্ডিং আকারে আছে কিনা?		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
৩৭.	নির্ধারিত সংখ্যক (বর্তমানে বই আকারে কমপক্ষে ১০ কপি, শুধু সচিবের স্বাক্ষরকৃত সারসংক্ষেপ ৩৫ কপি) সারসংক্ষেপ প্রেরণ করা হয়েছে কিনা?		
৩৮.	সার-সংক্ষেপের শীর্ষ ডান কোণে 'অতি গোপনীয়' লেখা হয়েছে কিনা?		
৩৯.	সার-সংক্ষেপের কপির ক্রমিক সংখ্যা লেখা হয়েছে কিনা?		
৪০.	সার-সংক্ষেপের শীর্ষে যথাযথ স্থানে উদ্যোক্তা মন্ত্রণালয়/বিভাগের নাম লেখা হয়েছে কিনা?		
৪১.	সার-সংক্ষেপের শীর্ষে যথাযথ স্থানে নথি নম্বর ও তারিখ লেখা হয়েছে কিনা?		

ক্র.নং	বিষয়	হাঁ	প্রযোজ্য নয়
৪২.	সারসংক্ষেপটি অগ্রায়ণপত্রসহ মন্ত্রিপরিষদ বিভাগে ডি-নথিতে প্রেরণ করা হয়েছে কিনা? সফট কপি (ইউনিকোড-নিকষ ফন্ট) ও পিডিএফ কপি পেনড্রাইভে প্রেরণ করা হয়েছে কিনা?		
৪৩.	সারসংক্ষেপটি গোপনীয়তা রক্ষা সংক্রান্ত বিধি-বিধান অনুসরণ করে মন্ত্রিপরিষদ বিভাগে পাঠানো হচ্ছে কিনা?		

➢ চেকলিস্টের প্রতিটি প্রশ্নের উত্তর 'হাঁ' অথবা 'প্রযোজ্য নয়' হতে হবে।

কিছু গুরুত্বপূর্ণ বিষয় পুনরায় আলোচনা....

এসিসিজিপিতে উত্থাপন বিষয়ে কতিপয় জ্ঞাতব্য:

ক্রয়পদ্ধতি বিষয়ক

- পিপিআর ২০২৩ অনুসারে এবং ডিপিপি'তে উল্লেখকৃত পদ্ধতি অনুসারে ক্রয়কার্য করা হচ্ছে কি?
- ক্রয়পদ্ধতির পরিবর্তন হলে তার যৌক্তিক কারণ ও অনুমোদনের পর্যায় সারসংক্ষেপে উল্লেখ করা হয়েছে কি?
- উন্মুক্ত দরপত্রের ক্ষেত্রে প্রক্রিয়াটি যথেষ্ট প্রতিযোগিতামূলক হয়েছিল কি?
- সরাসরি ক্রয় পদ্ধতির ক্ষেত্রে পিপিএ ২০০৬ এর ধারা ৬৮ এবং পিপিআর ২০০৮ এর বিধি ৯৯ যথাযথভাবে প্রতিপালিত হচ্ছে কি?
- সরকারি প্রতিষ্ঠান থেকে সরাসরি ক্রয়ের বিধির ভুল ব্যাখ্যা করে বিভিন্ন কল্যাণসংস্থার মালিকানাধীন প্রতিষ্ঠানের বেলায়ও সরাসরি ক্রয় পদ্ধতি আরোপ করা হচ্ছে কি?
- সুপারিশকৃত দরদাতা প্রতিষ্ঠানের জেনারেল এবং সুনির্দিষ্ট অভিজ্ঞতা, টার্ন ওভার, লিকুইড অ্যাসেট, টেন্ডার ক্যাপাসিটি, জয়েন্ট ভেঞ্চার সম্পর্কিত তথ্য, তার বিরুদ্ধে অভিযোগ(যদি থাকে), বর্তমানে তার চলমান কাজ/সরবরাহ সংখ্যা ও অর্থমূল্য, পূর্ণ ঠিকানা ইত্যাদি সারসংক্ষেপে উল্লেখ করা হয়েছে কি?
- একই প্যাকেজে একাধিক লট থাকলে সবগুলো একইসঙ্গে প্রক্রিয়া করা হচ্ছে কি?

ক্রয়মূল্য বিষয়ক

- পিপিআর ২০২৫ এর ৭/পিপিআর ২০০৮ এর ৫বিধি অনুসরণপূর্বক যথাযথভাবে দাপ্তরিক প্রাক্কলিত মূল্য নির্ধারণ করা হয়েছে কি?
- দাপ্তরিক প্রাক্কলিত মূল্য একটি গোপনীয় বিষয়। তা গোপন ছিল কি?
- টেন্ডার মূল্য প্রাক্কলিত মূল্য অপেক্ষা অস্বাভাবিক কম বা বেশি কি?
- বৈদেশিক মুদ্রায় মূল্য পরিশোধের ক্ষেত্রে বিনিময় হার পরিবর্তিত হয়ে থাকলে, মূল হিসেবে টাকার অঙ্ক এবং পরিবর্তিত হারে টাকার অঙ্ক সারসংক্ষেপে যথাযথভাবে উল্লেখ করেছেন কি?
- বিনিময় হার পরিবর্তনজনিত বর্ধিত টাকার সংস্থান সংশ্লিষ্ট প্যাকেজে আছে কি না? এ ক্ষেত্রে ডিপিপি সংশোধনের প্রয়োজন আছে কি?
- একই দরদাতা কর্তৃক একাধিক প্যাকেজ/লটের জন্য সুপারিশের ক্ষেত্রে শতকরা হারে মূল্যছাড় (ডিসকাউন্ট) বিবেচনা করা হয়েছে কি?
- সর্বনিম্ন মূল্যায়িত দর ডিপিপি অনুমোদিত বরাদ্দ হতে বেশি হলে স্কোপ অব ওয়ার্ক হ্রাস/সমন্বয় করা হয়েছে কি? সেক্ষেত্রে কোন পর্যায়ে অনুমোদন নেয়া হয়েছে? এতে প্রকল্পের লক্ষ্য অর্জনে ব্যত্যয় ঘটবে কি?

ভেরিয়েশন বিষয়ক:

- ভেরিয়েশনের ক্ষেত্রে কাজ সমাপ্তির পর ভেরিয়েশন অনুমোদন চাওয়া যাবে না [পিপিআর ৮০(৩)]
- পিপিএ ২০০৬/পিপিআর ২০২৫ অনুসারে সর্বোচ্চ ৩০% পর্যন্ত ভ্যারিয়েশন করা যায়। কিন্তু অনেক ক্ষেত্রেই ভ্যারিয়েশনের প্রস্তাব আসে ২৯% বা তার বেশি। আইন যদি ৮০% বা ৯০% ভ্যারিয়েশনের সুযোগ দিত তাহলে তারা কত হারে ভ্যারিয়েশনের প্রস্তাব করতেন বলে প্রতীয়মান?
- ভেরিয়েশন প্রস্তাবের ক্ষেত্রে ডিপিপিতে ও সংশ্লিষ্ট প্যাকেজে অতিরিক্ত অর্থ বরাদ্দ আছে কি?

অন্যান্য:

- সভার অন্তত ৪ কার্যদিবস আগে প্রস্তাব প্রেরণ *[কার্যবিধিমালা, ১৯৯৬-এর বিধি ১৯(৪)];*
- সিইএ বা সিসিজিপির কাছে কী সিদ্ধান্ত চাওয়া হচ্ছে সারসংক্ষেপে তার সুস্পষ্ট উল্লেখ;

অন্যান্য

- সারসংক্ষেপটি সেক্ট এক্সপ্ল্যানেটরি এবং এনাফ টু ডিফেন্ড দ্য প্রপোজাল হয়েছে কি? ক্রয় প্রক্রিয়ার সঙ্গে জড়িত নয় এমন কেউ সারসংক্ষেপটি দেখলে ক্রয় প্রক্রিয়া এবং ক্রয় প্রস্তাব যে সঠিক ছিল তা বুঝতে পারবে কি?
- দরপত্র/প্রস্তাব প্রক্রিয়াকরণের সময় এবং প্রস্তাবিত চুক্তির বাস্তবায়ন মেয়াদকাল সারসংক্ষেপে উল্লেখ থাকতে হবে এবং পিপিআর ২০০৮ এর তফসিল ৪(ক), (খ), (গ) [প্রযোজ্যতা অনুসারে] সংলাগ হিসেবে সংযুক্ত করতে হবে।
- মন্ত্রণালয়/বিভাগ যা অনুমোদন করতে পারত তা এসিসিইএ বা এসিসিজিপিতে প্রেরণ করা হচ্ছে কি?
- ক্রয় প্রক্রিয়াটি আইনানুগ পদ্ধতিতে, স্বচ্ছভাবে সরল বিশ্বাসে করা হয়েছে কি?
- সরকারি অর্থের সম্ভাব্য সর্বোত্তম ব্যবহার হচ্ছে কি?

ধন্যবাদ

Contract Administration & Management

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JS, LGD

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Outline

- Contract Administration and Management
- Objectives of Contract Management
- Benefits of Contract Management
- Stages of Contract Management Process
- Role of Contract Manager
- Required Hard & Soft Skills for Contract Management
- Regulations

2

Contract Administration and Management

Activities related to administration, finance, management and technical performed by PE for effective implementation or termination and payment or disposal of complaints under the contract after the contract signing.

Procurement process= Need assessment → Last day of warranty/ DLP/indemnity bond.

Contract Administration and Management= Contract Award/Contract signing → Last day of warranty/DLP/indemnity bond

Contract Management

(a) The process that ensures that both parties to a contract are aware of their respective obligations under the contract and that these are fulfilled as efficiently and effectively as possible.

(b) Contract Management is the process of actively managing contract implementation to ensure the efficient and effective delivery of the contracted out puts and /or out comes.

Procurement Contract Management

Procurement contract management is the process of managing contracts related to procurement and purchases as a part of legal documentation of forging work relationship with Customers, Vendors or even Partners.

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Objectives of Contract Management

1. To ensure the product/services is sold at an agreed upon price
2. To assess whether the product/service confirms to specified quality standards
3. To ensure the product/service delivered timely, at the right place and correct quantity
4. To ensure that Vender Management is cost effective
5. To streamline procurement

5

Benefits of Contract Management

1. Improving Compliance
2. Minimizing Risks
3. Avoiding Complicated Contract Management Issues
4. Helping Manage & Update Renewal Dates
5. Improving Procurement Contract Audit Execution
6. Over all ensuring 6R (Reduce, Reuse, Recycle, Refuse, Rethink and Repair)

Stages of Contract Management Process

1. Creation
2. Negotiation
3. Execution
4. Tracking
5. Renewal

Role of Contract Manager

Required Hard & Soft Skills for Contract Management

(i) Hard Skills- Technical Skills

1. Procurement;
2. Project Management;
3. Legal Knowledge;
4. Financial Management;
5. Analytics and Reporting;
6. Administrative and Record Keeping;
7. In special cases-Civil Engineering, Water Engineering;
8. Environmental and Social Knowledge;
9. Safety Expertise;
10. IT Skills;
11. Medical Expertise.

(ii) Soft skills- Relationship Skills

1. Leadership, Motivation and Team Building;
2. Decision Making;
3. Inter-Personal, Communication and Relationship Management;
4. Negotiation and Conflict Resolution;
5. Time Management;
6. Goal Oriented, Outcome Focused.

Regulations

Contract Administration & Management is regulated under:

PPA 2006

Section 22 refers to Rules regulating CA&M

PPR 2008

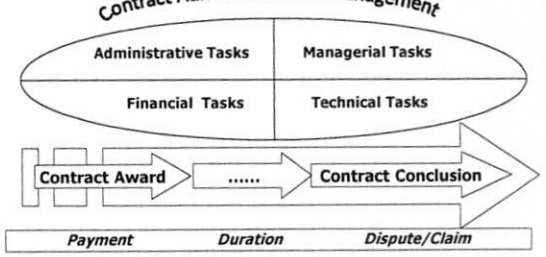
Rules relate to:

- *General provisions (50)*
- *Works (51)*
- *Goods (55-56)*
- *Consultancy Services (57)*
- *Termination and Disputes (59)*
- *Physical Services (58)*
- *Variation Order (52-54)*

Scope

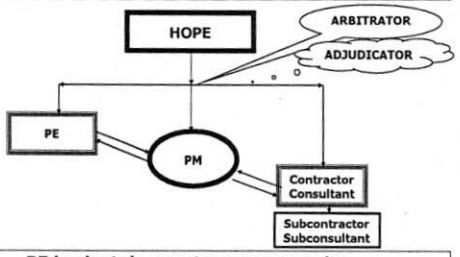
Rule- 50(1)

Contract Administration & Management



Implementation Arrangement

Key Actors in Contract A & M (Specifically for Works)



PE is pivotal – must ensure capacity

Rule- 50(2) & 50(3)

PE to apply Ethics & Good Management in implementation of contracts with regard to :

- delivery,
- payments,
- quality control,
- implementation,
- liquidated damages and other related conditions.

Inspections & Testing

- setup inspection and testing teams,
- use of laboratories,
- inspection and testing facilities,
- engage others for inspection/ testing agents

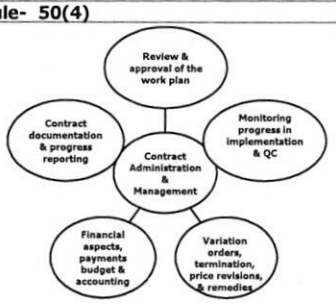
Preliminary Steps
Get a Good Start

Starting steps for effective contract performance by the designated Project Manager (PM):

- Reading the Contract thoroughly from the perspective of managing it
- Reviewing the tender documents, tender and the records of pre-award activities
- Investigate previous problems with similar procurement contracts and, if available, records of previous performance of the Supplier/Contractor/Consultant
- Study carefully the reporting and disbursement requirements of funding agency(s)

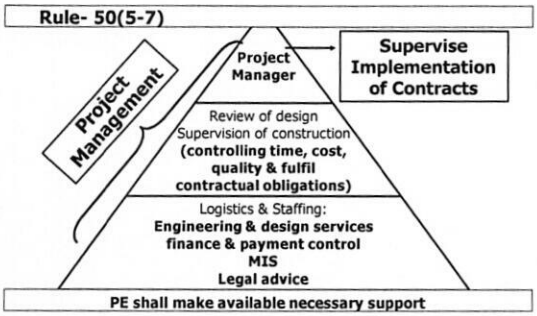
Specific Points of Attention

Rule- 50(4)



Typical Project Management

Rule- 50(5-7)



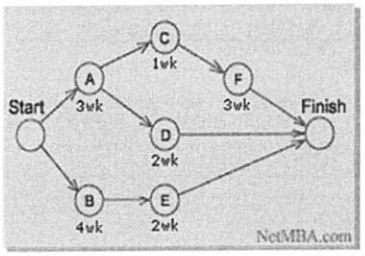
PE shall make available necessary support

Progress Control for major contracts may include

- A formal plan, and/or a construction schedule
- Clearly established deliverables
- "Milestones" at which progress payments become due
- Co-ordination and administration procedures
- Rights of access to and audit of the Contractor's data and records
- Resource schedules for manpower, equipment and services
- Information data requirements
- The format and frequency of progress reports
- Reports on similar control procedures imposed on subcontractors/suppliers
-

Critical Path Method

Activities (A-F) and Events (arrows) of a project



EXAMPLE of a Management Tool

Steps in CPM Project Planning

- Specify the individual activities
- Determine the sequence of those activities
- Draw a network diagram
- Estimate the completion time for each activity
- Identify the critical path (longest path through the network)
- Update the CPM diagram as the project progresses

Characteristics of CPM

- Some activities can be in parallel, allowing jobs to be carried out simultaneously
- Delay of activities on the Critical Path will delay the project
- Some other paths may have built-in "slack-time"
- Where there are delays, additional ressources may be needed to stay on schedule
- Update with actual task completion times as the project progresses may change the critical path and changes may be required

Software packages are developed for such tools

Limitations of CPM

- CPM builds on minimal uncertainty in project task completion times
- Other network models allow a range of durations to be specified for each activity (example: PERT-Chart)

Program Evaluation and Review Technique (PERT)

Contract Amendment

Typically covers

- Time Extension
- Increase or Decrease in OCP
- Price Adjustment
- Changes in Technical Specification/ToR
- Changes in Scope of Contract
- Administrative Changes like change of name, legal status, address of the Supplier/Contractor/Consultant

Price calculation, changes & adjustments

Rule- 50(8 -10)

Contract price calculated on the basis of ITT which may be either **unit price** on actual basis or **lump-sum price**

Price of a contract shall usually be **fixed**

If a works contract has provision for **price adjustment**, it shall stipulate:

- Conditions
- Formulas and Indices
- Amount of increase, Frequency and Procedures

Increases and Amendments

Rule- 50(11-13) Remember

- An **increase** in the Schedule of Requirement/BoQ/Scope of service beyond permissible percentage over initial contract price **shall require either a new Procurement proceeding or justification** for Direct or Single Source Procurement
- PE, as per DoFP, **shall amend** the contract to reflect **changes** made to the original terms & conditions in line with Rules- 78, 79 & 80
- An **amendment** to contract may generally include **time extension** for the Intended Completion Date & other acceptable changes as mentioned in Rule-39(3) & (4)

Follow-up Steps

Rule- 50(14 & 15)

PEs to take **follow-up steps** as specified in PCC, for delay in the performance, such as:

- **Recovery of agreed sum payable per time-unit of delay**
- **Recovery of the amount due under liquidated damages**
- **Supplier/contractor not relieved of his contractual obligations as a result of payment of liquidated damages**

PEs shall **provide** documents for **monitoring** CA&M

Special Consideration in Works and Plant Contracts Management (Rule-51)

(1) Project manager will take necessary action to ensure timely action of contractor in respect of-

- Work schedule
- Updated workplan
- Forecast of cashflow

(2) Project Manager can defer payment if contractor does not submit updated workplan.

(3) Time extension for compensation events or variation (PE 20% and above HoPE/AO)

(4) PE must take decision within 21 days of submission of application

(5) Testing accomplished works and notifying defects to contractor if any.

(6) Project manager can ask contractor for verifying defects raised by PM.

(7) observation of defects up to DLP and extension of DLP up to defect correction.

(8) Compensation in case of failure of contractor to correct defects.

(9) Provision for advance payment

(10) Proofs of expenses for advance payment

(11) adjustment of advance payment from bills

(12) Validity of Bank guaranty

(13) Consideration of BOQ as basis of payment

(14) Deduction of cumulative payment from monthly report

(15) Checking monthly statement and certifying payment certificate

(16) Price of items will be same as specified in priced BOQ

(17) Modification in payment certificate

(18) Issuance of variation order as per rule-78,79 and 80

(19) Inclusion of price of variation and compensation events in total price of completed work

(20) Unit price adjustment (incase of 25% increase of any item and more than 1% of total contract price)

(21) Adjustment of payment with advance payment and retention money

(22) Making payment within 28 days after issuing payment certificate

(23) Payments and deductions will be made in specified currency as per contract

(24) Provision regarding missing price of any item included in BoQ

(25) No consideration of advance payment in pricing, variation, price adjustment , bonus or compensation.

(26) Following GCC and PCC in case of compensation events

(27) Liquidated Damage shall-

a) Not be higher than specified amount of contract

b) Be deducted from payments of Contractor and

c) Not be imposed if time extension is approved

(28) LD payment does not give relief from responsibility

(29) Issuance of payment certificate within 56 days of completion of work.

a)If bill is incorrect, it will be sent for correction within 56 days

b) Issuing Defect Correction Certificate

c) PM will take decision if account is not satisfactory

(30) Submission of Construction Design, operation and maintenance manual

(31) No payment in case of failure of submission as per rule 30

(32) Issuance of completion certificate

(33) Acceptance of work site and work by PE within 7 days after issuing completion certificate

(34) Submission of final bill by contractor

(35) Record keeping.

Special Considerations in Goods Contract Management (R-55-56)

1. PM will verify technical specification, quality and quantity of delivered goods
2. PE can employ external agent for PSI
3. PM will check delivery schedule and terms
4. Time extension for compensation events or variation
5. PE must take decision within 21 days of submission of application
6. PM will consider contract term and LC terms in respect to payments
7. PM will ensure maintenance, guaranty, warranty and after sale service
8. PM will ensure that terms of GCC and PCC have been complied.

Special Conditions: Consulting Services Contracts (Rule 57)

(1) Considering following things for controlling time, cost and quality

a) Testing quality of designs and surveys

b) Service progress of lump sump contract and performance progress of time based contract in June

c) Monitoring consultant's report and availability of key consultant

d) Providing comments and feedback on consultant's report

e) Compliance of work plan and schedule

f) Providing facilities as per contract

Special Conditions: Consulting Services Contracts (Rule 57) contd....

g) Making payments according to contract

h) Verifying scope changes

i) Monitoring delay, increase in scope and time

j) Indemnification related issues

k) Compliance of terms of GCC and PCC

(2) Time extension for compensation events or variation

(3) PE must take decision within 21 days of submission of application

(4) Change of human resources will be dealt as per contract terms

(5) Record keeping

Managing Contract Change

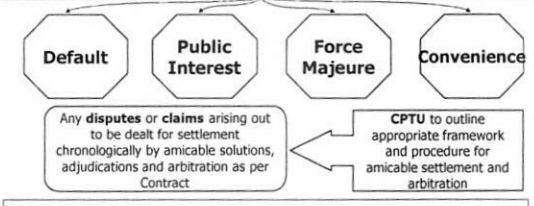
Reasons of Contract Change

1. Unintentional mistakes in tender document
2. Emergence of unexpected risks
3. Variation for force majeure
4. Change in PE's Demand
5. Time extension
6. Price adjustment
7. Administrative changes- like change of name, legal status, address of the contractor/consultant etc.
8. Changing Tech-spec/ToR
9. Changes in scope of contract

Termination and Disputes

Rule-59

PE or the Contractor/Consultant may terminate the Contract, in accordance with the GCC. Possible ground may include:



Contract Termination

Default

Terminated in whole or part, if the other party is in fundamental breach of Contract

All Materials, Plants, Equipment shall be the property of the PE

Insolvency

Terminated if either of the party becomes bankrupt or otherwise insolvent at any stage without compensation to any party

Contract Termination

Convenience

Terminated at PE's convenience in whole or part but PE cannot engage another contractor or execute the cancelled works by itself

Event or circumstance

- war, hostilities (whether war be declared or not), invasion, act of foreign enemies;
- rebellion, terrorism, sabotage, revolution, or civil war
- riot, commotion, disorder, strike or lockout by persons other than the Contractor's personnel;
- munitions of war, explosive materials, or such other events
- acts of the Government in its sovereign capacity and
- natural catastrophes such as fires, floods, epidemics, quarantine restrictions, freight embargoes, cyclone, hurricane, etc.

Not insufficiency of funds & failure to make payment

Force Majeure Consequences

- **Extension of time**
- **Cost of rectifying or replacing the Goods and related services and, Works and physical services damaged or destroyed, if not indemnified by the Insurance Policy**

Force Majeure exempts encashment of Performance Security, application of Discounts, imposition of Liquidated Damages, or Termination for Default.

Settlement of Disputes

Three Common Stages

1. AMICABLE SETTLEMENT

PE and Contractor shall use their best efforts to settle disputes amicably

Settlement of Disputes

Three Common Stages

2. ADJUDICATION

- Within specified days of PM's decision, Contractor notifies PM for adjudication
- In case of disagreement between parties, Appointing Authority named in PCC appoints Adjudicator within specified days of such request
- Adjudicator gives its decision within specified days of being it referred

Settlement of Disputes

Three Common Stages

3. ARBITRATION

Within specified days of first written correspondence on the matter of disagreement, either party may give notice to the other of its intention to commence arbitration in accordance with Arbitration Act (Act No. 1 of 2001) or any other

In case of international procurement, at the place designated in the PCC

Thank You

Issues in International Relations
Global Diplomacy and Negotiations

M. Humayun Kabir
Former Ambassador/Secretary
BPATC, ACAD 155
18 December 2025

1

Preview

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

2

Backdrop

- Diplomacy is the primary means by which countries interact in its international relations, resolve conflicts, and establish mutually beneficial relationships.
- It is essential to remember that the unlike the implementation of domestic policy and practices, the practice of diplomacy is far from straightforward. It is filled with challenges and obstacles that diplomats and statesmen must navigate skillfully to achieve their goals. Reason: We control our domestic space, while we have no control over the external domain and yet must protect and promote our interest!
- We shall try to study the multifaceted challenges of international relations which diplomacy seeks to address, categorizing them into several key areas and uncovering potential solutions.

3

Current challenges

- **Political:** Political challenges encompass issues such as political transition and uncertainty, leadership changes, change in direction of relationship can significantly impact the challenges of diplomacy. Sovereignty disputes, territorial conflicts, ideological differences can also complicate the situation.
- Leadership changes can lead to shifts in foreign policy priorities, influencing bilateral and multilateral engagements. Current Bangladesh situation exemplifies it and the role of partners are important areas to focus on.
- Diplomats must navigate the delicate balance between national interests and global cooperation, trying to resolve conflicts while promoting stability.

4

Security

- Security challenges in diplomacy cover a wide range of issues, from military conflicts and terrorism to weapons proliferation and cybersecurity threats.
- In this digital era, cybersecurity challenges further highlight the need for diplomacy to address evolving security threats.
- Diplomats often struggle with the sensitive task of finding peaceful solutions to ongoing conflicts and the proliferation of weapons of mass destruction poses a serious concern to the nation's development and harmony.

5

Economic Challenges

- Economic challenges in diplomacy often revolve around the complex interactions of people interests, trade imbalances, investment, technology transfer and economic disparities and debt, among nations.
- Negotiating trade agreements, tariff adjustment, and managing the impact of economic sanctions require diplomats to balance domestic economic priorities with the cooperation of the international community. Tariff deal with US and EPA negotiation with Japan, for example.
- Economic crises and disparities can lead to tensions, affecting diplomatic relations. Addressing these economic concerns through fair trade agreements, currency stability measures, and economic aid programs is crucial for fostering international collaboration and ensuring that economic considerations do not delay the activity of diplomatic solutions to global challenges.

6

1/28/2026

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..

Human Rights

- **Human Rights:** Intervention debates, refugee crises, minority rights. This issue has gained salience in the context of massive violations of human rights in Bangladesh and in other parts of the world, such as Gaza. Resolution of the Rohingya issue through the repatriation only necessitates the finest diplomatic efforts.
- **Environmental Concerns**: Climate change, pollution, sustainable development are some of the concerns dominating the global discussions. Even, the trade and investment decisions would be closely linked with these issues. The graduation of Bangladesh in 2026 will draw a sharp focus on these issues.

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 recorded in the evaluation report and that it is essential for important information has been omitted." **[Rule 11 (14)]**

Migration

- Migration is a serious issue for many countries in the world. For the West migration is a necessary evil while for many countries in the developing world migration is a lifeline for the economy and livelihoods of many millions.
- Supporting the balance of payment to large extent depends on the safe and steady flow of remittance in many developing countries and LDCs.
- Migration is also linked with transfer of knowledge and technology in a globalized economy. Many developing countries from access to education, knowledge and finance to support their economic progress and prosperity.

Culture

- **Culture:** Cultural and ideological challenges in diplomacy arise from differences in values, beliefs, and perspectives between nations. These differences can lead to misunderstandings, miscommunications or even deep-seated conflicts in diplomatic negotiations.
- Diplomats must navigate cultural sensitivities and religious divides, finding common ground and diversity. Ideological clashes, whether political, religious, or philosophical, can create diplomatic obstacles.
- **Ideological issues**: Ideological clashes pose significant challenges to diplomacy, as contradicting political, economic, and social ideologies can create deep-seated divisions among nations. These clashes often lead to conflicts over values, governance systems, and foreign policy approaches. Iran and US relations is a relevant example in this case.

Diplomacy and Negotiation

Why diplomacy?

- Advancing the **national interests vs. global good**, complicated by bureaucracy, violence, and differing national goals, require skilled diplomacy to build trust, overcome barriers, and find peaceful resolutions.
- Key challenges include ensuring tangible outcomes from talks (Gaza ceasefire), managing complex multi-party talks(Ukraine-Russia war), overcoming negotiator biases, and adapting to rapid political shifts.

Strategic value of diplomacy in international relations

- Crisis Management and Humanitarian Assistance: In times of crises, such as natural disasters or humanitarian emergencies, diplomacy enables the swift coordination of aid and assistance from the international community. Diplomats work collaboratively to address urgent needs and provide relief to affected populations.
- Conflict Resolution and Peacekeeping: Diplomacy serves as a crucial instrument in resolving conflicts and preventing escalation into armed confrontations. Through dialogue and negotiations, diplomats seek common ground and work towards peaceful solutions, averting the potential catastrophic consequences of war.
- Negotiating International Treaties and Agreements: Diplomacy plays a pivotal role in crafting international treaties and agreements that address pressing global issues. These legal instruments establish norms and regulations, laying the groundwork for cooperation and coordinated actions.

Strategic value of diplomacy in international relations-II

- Promoting Cooperation and Collaboration: Diplomacy facilitates international cooperation and collaboration on a myriad of issues, including trade, security, environmental protection, and public health. Diplomatic efforts result in the formation of treaties, agreements, and alliances that promote mutual interests and shared goals among nations.
- Cultural Understanding and Soft Power: Diplomacy involves cultural exchanges, educational programs, and public diplomacy initiatives that foster cross cultural understanding. By embracing cultural diversity, diplomats wield soft power, influencing global perceptions and strengthening relationships between countries.
- Maintaining Peace and Stability: Through diplomatic channels, countries build relationships based on trust and cooperation, contributing to global peace and stability. Diplomatic efforts aim to prevent conflicts and build frameworks for resolving disputes through peaceful means.

13

Challenges in Diplomacy and Negotiations

- **Power equation:** Balancing powerful states with smaller nations, managing hegemony.
- **Cultural Barriers:** Misunderstandings, varying communication styles, etiquette differences.
- **Bureaucracy and Timing:** Slowing down processes, conflicting domestic priorities.
- **Information Gaps:** Lack of transparency, differing intelligence, propaganda.
- **Violence as Alternative:** Threat of conflict overshadowing peaceful talks.
- **Negotiator Factors:** Personalities, biases, lack of trust, differing objectives (national interest vs. global good).

14

Negotiation

- Negotiation has emerged as the foreign policy tool of choice within the broader context of "complex interdependence," whether the issue is about human rights, economic development, and scientific, cultural, and educational exchanges, or organized crime, migration, disease, and pollution.
- The expanding role of international negotiation has been magnified by changes in the international system, including the emergence of issue-specific negotiation "subsystems," regionalism, and international regimes.
- In addition to sovereign states, other actors involved in international negotiation and diplomacy include international governmental organizations/regional governmental organizations, nongovernmental organizations, multinational corporations, regional and substate actors, and even private individuals.

15

Three pillars for success in negotiation

- A successful negotiation process stands on three main pillars: trust, respect, and willingness to cooperate.
- Firstly, trust-building is a crucial procedure in international relations discipline, because, without confidence in a mutually positive relationship, states cannot be open to negotiations.
- Secondly, a respectful attitude in an international environment entails true consideration towards the other country's interests, culture, and aspirations.
- Thirdly, and most importantly in a political context, the parties' willingness to cooperate and achieve common goals determines the subsequent outcome of the relationship.

16

Drivers

- The recipe of an efficacious dialogue between nations consists in discovering their interests (reasons behind their positions), because only in this way can they create common value between themselves and agree on something advantageous for both.
- Search for a common ground remains as one of the main drivers of any negotiation, and a creative sense of mutuality of interest is the key to success.
- The negotiation process is all about strategic thinking and deliberation, as it allows parties to become fully aware of their respective wishes, but also points on which they would be ready to step back when it is required.
- Appropriate level of skills can make a significant difference in the outcome of a negotiation. Critical realism can be helpful.

17

Challenges and Way forward

18

Challenges

- Limited awareness: One of the challenges is limited awareness about the diplomatic domain, which is complex and multilayered, and hence needs sophisticated approach and action to deal with.
- No strategic perspective: We are more transactional, and less strategic in outlook. One example: No FTA so far as we stand of the eve of graduation. is our
- Modest skills: Our skills level on negotiation is very limited. Our best familiarity is with negotiating with Donors, which is practically no negotiation in that sense.
- Little coordination: Any negotiation has to be covered under two layers- national interests and diplomatic awareness. A whole of government approach is a must, which is simply absent.

19

Way forward

- Critical Thinking: Developing critical thinking to view life from multiple dimensions and perspectives and develop solutions would be helpful.
- Conflict resolution skills: Learning conflict management/resolution and peace building skills, including use of technology suitably to is a must to build peaceful society domestically and pursue national objectives outside.
- Coordination: National coordination from the policy making level to all layers of governance would be required to articulate, present and negotiate to advance national objectives.

20

- Any question, or comment?

Thank you!

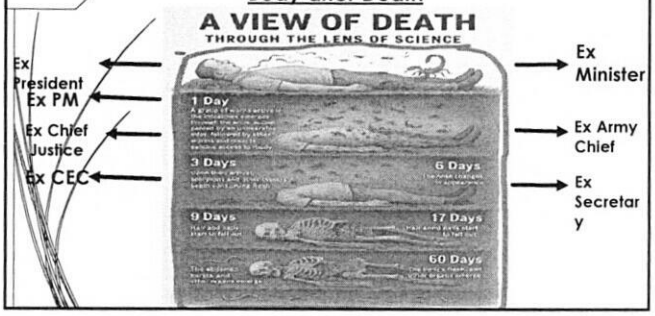
21

Module:9
Development Partnerships and Negotiations

God is the Best Guardian
&
Prayer is the Best Medicine

Against Corruption and Morality

Decay and Decomposition Phase of Human Body after Death



How to make your Life Ethical ?

জীবনের অপর নাম সময়,

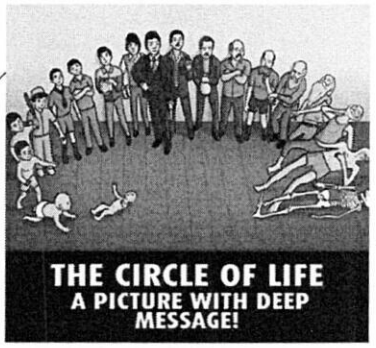
মানুষের জীবন কালঃ বাল্যকাল, যৌবনকাল, বৃদ্ধকাল(ইহকাল),

এ জীবন শেষে অনন্তকাল (পরকাল)।

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

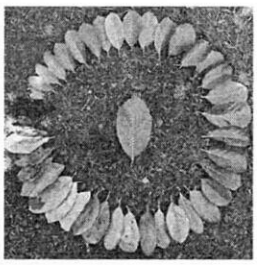
যে তার জীবনকে মূল্য দিতে পারে, সেই তাঁর জীবনকে মূল্যবান করে।

জীবন



চক্র

জীবনপাতা এভাবেই ক্ষয়ে যায়

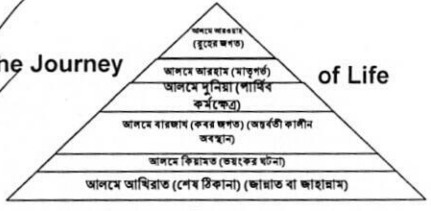


Our Beginning and Ending of life

আমরা আল্লাহর কাছ থেকে এসেছি

৬ স্তরের মানব জীবন

The Journey of Life



আমরা আল্লাহর কাছে ফিরে যাব

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

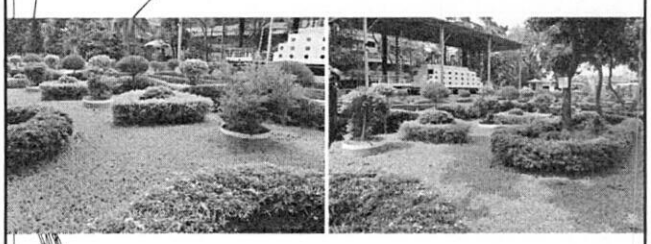
The result of Material comfort is zero,
Body will be decomposed in grave

জাতীয় বিজ্ঞান ও প্রযুক্তি জাদুঘর

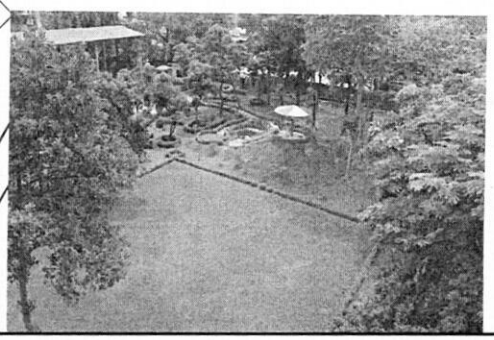
নবনির্মিত গ্যালারি গেইট

নবনির্মিত প্রশাসনিক গেইট

প্রতিষ্ঠানজুড়ে পরিবেশ সুরক্ষা কার্যক্রম

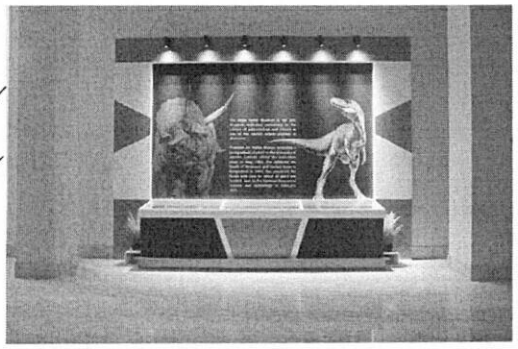


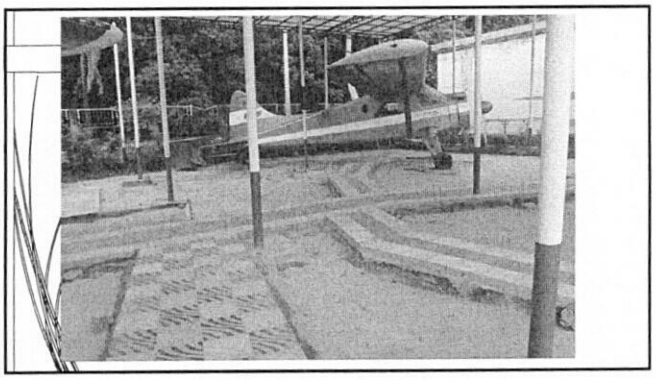
প্রতিষ্ঠানজুড়ে পরিবেশ সুরক্ষা কার্যক্রম: বিজ্ঞান ও নিস্বর্ণ প্রেমীদের প্রিয় স্থান বিজ্ঞান জাদুঘর

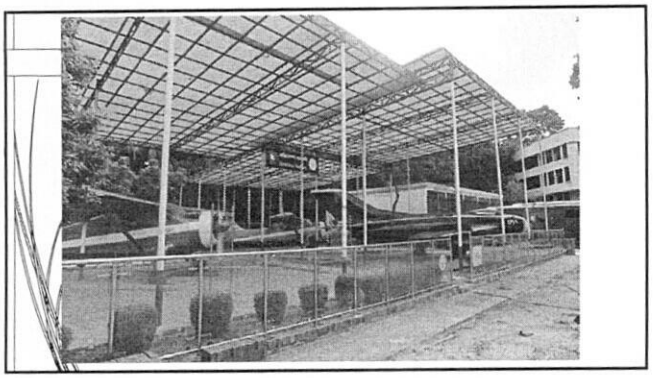


কৃত্রিম ঝর্ণা ও টিলা সৃজন (পরিবেশ বান্ধব কার্যক্রম)

প্রাগৈতিহাসিক যুগের ডাইনোসরের হাড় এর প্রদর্শনী: ফসিল কর্নার



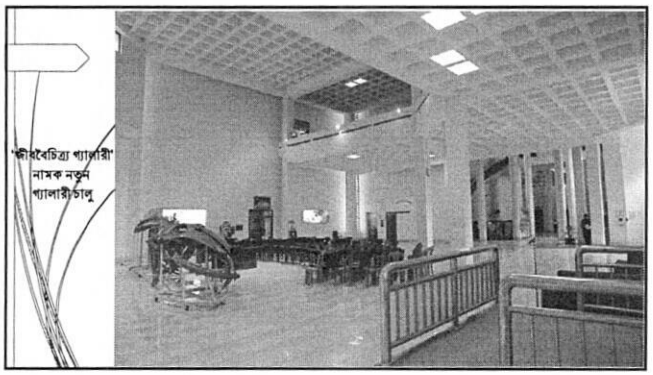




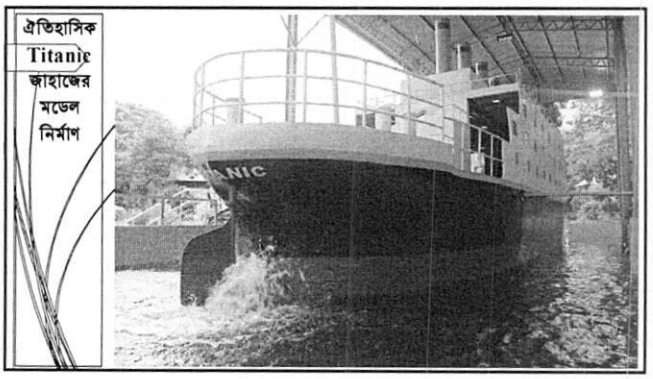
২নং গ্যালারী গেটের অদূরে স্থাপিত এবং Aeronautical Engr. এর শিক্ষার্থীদের নিয়ে প্রোগ্রাম আয়োজন

প্রতিষ্ঠানের পূর্ব কর্ণারে নতুন বিমান স্থাপন

ভবন, গ্যালারী ও সভাকক্ষের আধুনিকায়ন



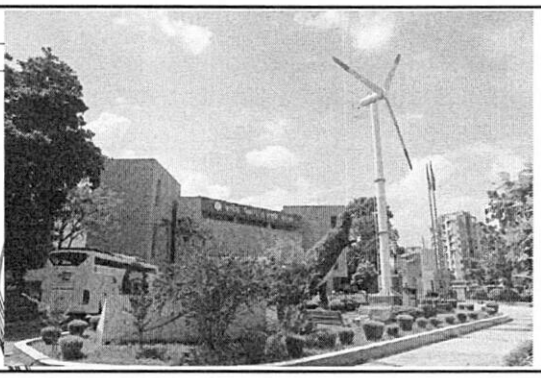
'জীববৈচিত্র্য গ্যালারী' নামক নতুন গ্যালারী চালু

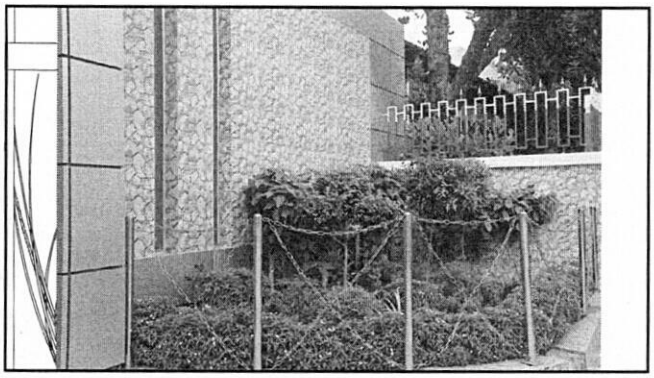


ঐতিহাসিক Titanic জাহাজের মডেল নির্মাণ

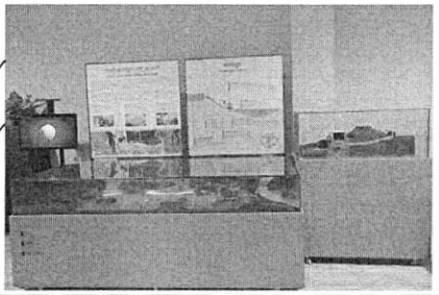
VR কর্ণার স্থাপন

জাতীয় বিজ্ঞান ও প্রযুক্তি জাদুঘরে স্থাপিত ভার্চুয়াল রিয়েলিটি কর্ণার দর্শনার্থী প্রায় ১০ হাজার (২০২২খ্রিঃ)





কাপ্তাই জলবিদ্যুৎ কেন্দ্রের মডেল



বাংলাদেশের Solar System এর একমাত্র প্রাকৃতিক রেপ্লিকা

সাফল্যের শিখরে জাতীয় বিজ্ঞান ও প্রযুক্তি জাদুঘর

ISO সনদ প্রাপ্তি

তারিখ: ২০ এপ্রিল ২০২২ইং

ঢাকার বাইরে বিভিন্ন জেলায় এবং প্রতিষ্ঠানে মুভি বাস ও মিউজিয়াম বাস প্রেরণ করা হয়

Thanks. Hoping for a Professional Civil Service with Integrity, Neutrality and Courage.

Muhammad Munir Chowdhury
E-mail : mmunirc@gmail.com
Face book ID:
www.facebook.com/muhammadmunir.chowdhury
01817-211446.

5. Simulation Flow

8:40-9:30 am

Session 1: Policy Briefing (10 min)
Session 2: Internal Coordination Meeting (30 min)
Session 3: Opening Plenary (10 min)

9:40-10:40 am

Session 4: Parallel Negotiations (30 min)
Session 5: Crisis Injection (10 min)
Session 6: Drafting & Decision (10 min)
Session 7: Debrief & Policy Translation (10 min)

— 7

6. Key question

1. Where did Bangladesh gain/ lose policy space?
2. Did internal coordination help or hinder?
3. What briefing would you send to the Adviser?
4. Lessons for real WTO/ COP/ bilateral talks

— 8

Thank you ☺

Simulation on International Negotiation

Bangladesh's Strategic Transition: Trade, Climate & Talent

Dr Nazneen Kawshar Chowdhury
Executive Chairman (Secretary), NSDA, CAO

155th ACAD Course, BPATC, Savar, Dhaka
21 December, 2025

Outline

1. Introduction

High-Level Special Ministerial Meeting on LDC Transition & Global Public Goods

Convened by: World Trade Organization (WTO)– United Nations Framework Convention on Climate Change (UNFCCC)– International Labor Organization (ILO) Joint Secretariat

2. Strategic Context

- Bangladesh is less than 1 year from LDC graduation
- External shocks: climate events, global slowdown, labor market tightening
- Domestic pressure for growth, employment, and fiscal stability

3. Negotiation Pillar

Pillar 1: Trade & Industrial Transition

Pillar 2: Climate Finance & Resilience

Pillar 3: Skills, Migration & Remittances

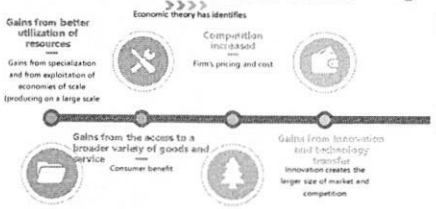
— 5

4. Delegation

- Bangladesh Delegation (Multiple Ministries)
- Developed Partner Bloc
- LDC/ Climate-Vulnerable Alliance
- International Organizations (Chair)

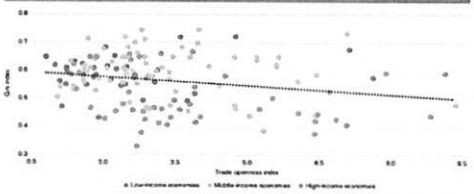
9, 03

WHAT ARE THE GAINS FROM TRADE?



TRADE AND INCLUSIVENESS: TRADE AND GROWTH NEXUS

Figure 4: Weak correlation between trade openness and income inequality, 2021



Source: WTO World Trade Report, 2024

International and Regional Trade Negotiations: Legal Frameworks, WTO and other Protocols

Dr. Farhana Iris
Director (Joint Secretary), JMS
Former MDS, BPATC
Former Director WTO Cell.

OUTLINE

THE FIELD OF INTERNATIONAL TRADE

2. BIRTH OF MULTILATERAL TRADING SYSTEM

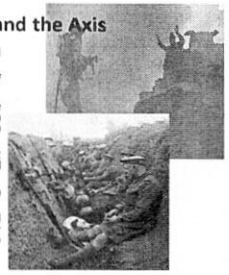
1. INTRODUCTION

WHAT IS TRADE AND INTERNATIONAL TRADE?

- **Trade** is the exchange of goods or services between two or more parties, often for money. It can happen between individuals, businesses, or nations.
- **International trade** is the exchange of goods and services between countries, which can take place through any mode of transportation.
- It includes the **movement of commodities**, such as natural resources and manufactured goods, and the transfer of services, such as banking and financial transactions.
- **The World Trade Organization (WTO)** defines international trade as the exchange of goods, services, and intellectual property across borders:

WORLD WAR 2: the Allies and the Axis

- Began as a result of international disturbance,
- following the Great Depression, the Treaty of Versailles, etc.
- The **effects of World War 2** included the militarization of approximately 100 million individuals and the death of 50 million people in a span of six years.
- The major economic effects of World War 2 included extreme poverty in war-affected areas.
- Shortage of gold and US dollars, which resulted in inflation.
- As the US emerged to become a global superpower, the designation of the US dollar as a global reserve currency was also announced.



Churchill and Roosevelt aboard HMS Prince of Wales during the 1941 Atlantic Meeting

WHAT IS NEGOTIATION?

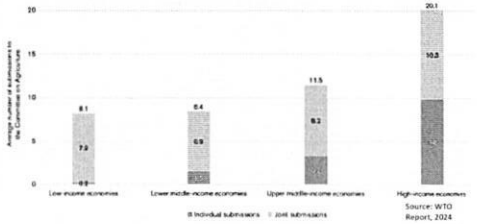
A Negotiation is a field of knowledge and endeavor that focuses on **gaining the favor of people** from whom **we want things**

It is the use of Information and power to affect behavior within a "web of tension."

Science of negotiation: systematic analysis for problem solving

Art of negotiation: includes **interpersonal skills**, the **ability to convince** and be convinced, the ability to employ an array of **bargaining ploys**, and the wisdom to know when and how to use them

Figure D.6: Greater participation of lower-middle income members in negotiations through joint proposals, 1995-2023



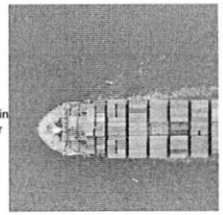
Source: WTO Report, 2024

WHAT IS WTO?

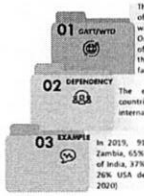
- WTO is the only international organization dealing with the global rules of trade.
- The WTO is an inter-governmental organization
- Main approach is trade liberalization to promote economic growth and development
- Who are the members?
- 166 members(Developed, Developing and also recognize the LDCs, 2/3 are developing)
- It operate a systems of trade rules

OBJECTIVE OF THE WTO

- ❖Raise living standard;
- ❖Ensure full employment
- ❖Ensure a large and steadily growing volume of real income and effective demand; and
- ❖Expand the production of and trade in , goods and service, while allowing for the optimal use of the world's resources in accordance with the objective of sustainable development



From GATT to WTO: the building of an Institution



The history of WTO begins with the signing of the GATT in 1947. The initial objective was to create an International Trade Organization (ITO) to handle the trade side of international economic cooperation with the two Bretton Woods Institution. But failed

The economic prosperity of many countries largely depends on international trade.

In 2019, 91% of the GDP of the European, 70% Zambia, 65% of Canada, 59% of South Africa, 40 % of India, 37% of Indonesia and Japan, 36% of China, 26% USA dependent on international trade (INR, 2020)

GATT CAME AS A SAVIOR

Trade liberalization can be linked to the draining of a swamp: as the water level (average tariff levels) falls due to successful pumping efforts, rocks, stumps and all manner of other obstacles (NTBs) become visible (Baldwin, 1970).

GATT served as an organization

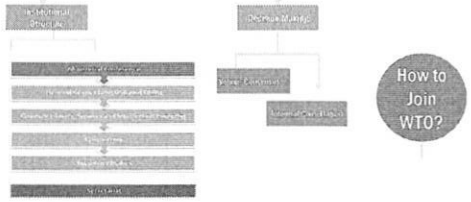
THE BIRTH OF LDCS

Member states at UNCTAD II (1968) agreed that special measure were needed to enable the least developed of the developing countries to benefit from policy measures negotiated at UNCTAD forum.

the UNCTAD secretaries responded taking research on the characteristic of the developing countries

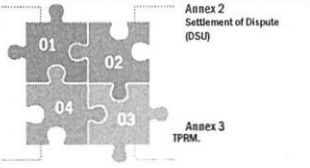
The Result
In 1971, the UNCTAD General Assembly approved the first list of least developed countries

HOW DOES THE WTO WORKS?



THE BASIC STRUCTURE OF THE WTO AGREEMENT

The Marrakesh Agreement Establishing the WTO Includes 4 Annexes(Called Multilateral Agreement from Uruguay package, single undertaking)



THE URUGUAY ROUND (1986-93)

- The Uruguay Round was a landmark in the history of the trading system. Agriculture and textile and clothing were brought back into the fold in GATT.

Between the strong and the week, between the rich and the poor...it is freedom which oppresses and the law which sets free. (Abbe Jean-Baptiste Lacordaire 1802-1861).

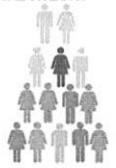
GET YOUR ECONOMIC RIGHTS--
THE BASIC INTERNATIONAL THEORY

The economic case for an **open trading system based on globally agreed rules** is simply enough and rest largely to **commercial common sense.**

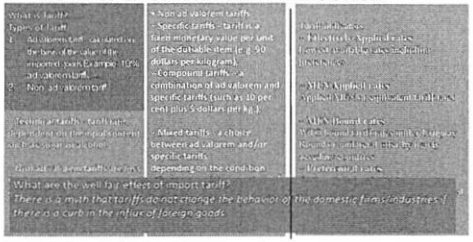
Supportive evidence: After 25 years after 2nd world war world economic growth averaged about 5% per year, the outcome of lower trade barriers. Economic theory points a strong reasons for the link.

Countries can **use their assests and produce goods and services** which they can employ for **domestic or International market to compete.**

And it results countries benefit.



MORE OPEN TRADE: TARIFF REDUCTION



WHAT IS TARIFF BINDING?

- Bound tariff is a tariff for which a WTO Member accepts a legal commitment not to raise it above a certain level.
- Bound rate represent the maximum level of import duty that can be levied on a product imported into that Member.

Share of tariff line bound (%)	No. of Members	Developed countries	Developing countries	LDCs
100%	54	2	43	9
+95<100%	28	7	17	4
+35<95%	14	0	12	2
+15<35%	12	0	5	7
<15%	17	0	7	10
Total	125	9	84	32

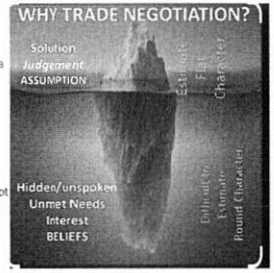
The number of bindings after Uruguay Round

THE ASPIRATION OF TRADE NEGOTIATION

We should aspire to create a "winning culture" in which people

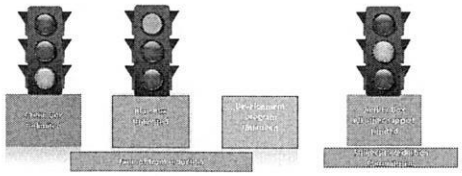
Not only know ***what*** to do,
but ***why*** they should do it.

Develop a Story and set a plot

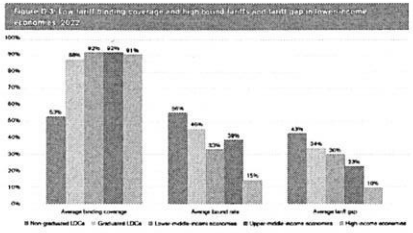


3. FRAMEWORK OF THE WTO

DOMESTIC SUPPORT: Classification of Box



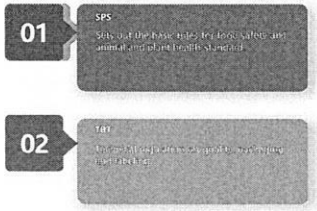
Agreement on Agriculture and Decisions:	LDCs are exempt from undertaking commitments on the reduction of agricultural support (Art. 15.2). LDCs and net food importing countries (NFIDCs) have special flexibilities under the Decision on Measures Concerning the Possible Negative Effects of the Reform Programme on LDCs and NFIDCs (Art. 16; Decision adopted by the Trade Negotiations Committee at the Uruguay Round; list of beneficiaries is contained in G/AG/5/Rev.12, March 2023).



GENERAL EXCEPTION

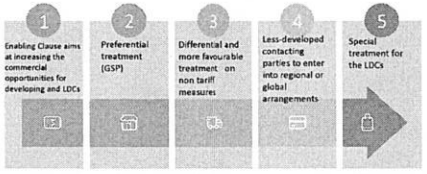
- WTO Members have the right to take **measures** which may restrict trade if, for example, **such measures are necessary to protect human, animal or plant health** or relating to the conversation of exhaustible natural resources.
- General exception allow all members to derogate from the WTO basic principles.
- Main condition is that it should not **apply arbitrary or unjustifiable manner.**

Food Safety and Product Technical Regulation

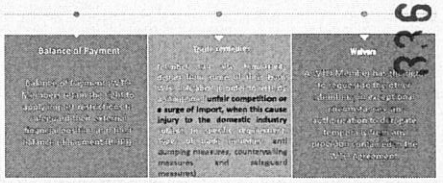


Sanitary and Phytosanitary (SPS) Measures	WTO Members are to provide particular attention to the special circumstances of LDCs in preparing and applying SPS measures (Art. 10).
Technical Barriers to Trade (TBT)	WTO members are to give priority to the needs of LDCs when providing advice and technical assistance to other Members (Art.11.8). The TBT Committee is required to take into account special problems of LDCs in granting time-limited exceptions under the TBT Agreement (Art. 12.8)

THE ENABLING CLAUSE: Differential and More Favourable Treatment



OTHER EXEPTIONS



Food Safety and Product Technical Regulation

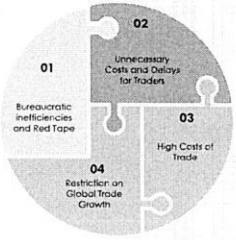
	SPS Measures	TBT Measure
Fruits	Regulation on treatment of imported fruit to prevent the spread of pest	Regulation on quality, grading, packaging and labelling of imported fruit
Food (Labelling)	Regulation directly related to food safety	Regulation on nutrition facts
Bottled Water	Materials that can be used for human health safety reasons Requirement: no residues of disinfectant, so water is not contaminated	Permitted sizes to ensure standard volume Permitted shapes to allow stacking and displaying

TRADE FACILITATION AGREEMENT

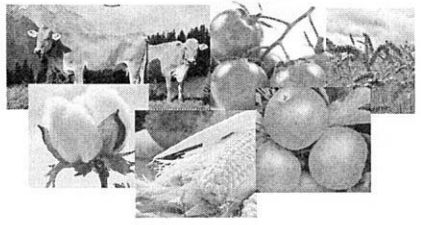
Countries have increasingly recognized that even with low levels of tariffs and the continual advances in transportation and communication,

trade barriers caused by inefficient and overly burdensome regulatory administrative procedures referred to as red tape - continue to remain high.

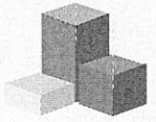
Publication, consultation, harmonization, testing facility, boarder timing, Risk management, transparency, advance ruling, custom cooperation, release of goods etc



Anex1A : Agreement on Agriculture



Three Pillars of Agreement on Agriculture

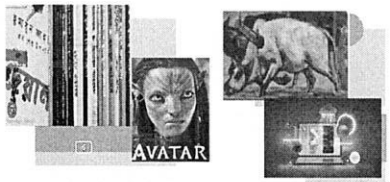


Market Access
Tariff.

Domestic Support
Domestic support and other programme.

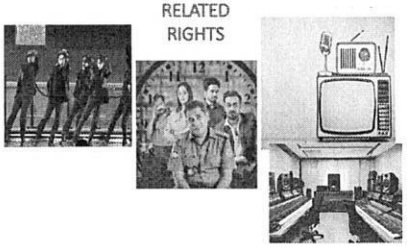
Export Competition
Export subsidy and method.

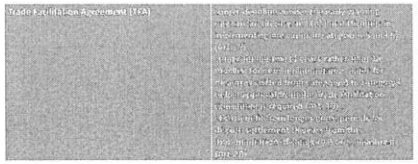
RIGHTS OF AUTHORS of LITERARY and ARTISTIC WORKS



Authors or those who derive the right from author have the right to determine how their works are used for a minimum period of time after the death of the author

RELATED RIGHTS





Annex 1B: GENERAL AGRIMENT ON TRADE AND SERVICE (GATS)

MEASURES BY MEMBERS AFFECTING TRADE IN SERVICE	MEASURE INCLUDE	SERVICE	TYPES/SECTOR	TYPES/SECTOR
	"laws, regulations, rules, procedures, decisions, administrative actions, etc. at all government levels (central, regional or local, including non-governmental bodies with delegated powers).	Term "services" is not defined in the Agreement, but "trade in services" is defined by reference to four modes of supply	Business and professional Communication s, all types Construction Distribution Education Environment	Financial Health and social Tourism Recreational and cultural Transports, all types Others

TRADE MARK

Art. 15.1 - What can be a trademark?

Any sign, or any combination of signs, capable of distinguishing the goods or services of one undertaking from those of other undertakings, shall be capable of constituting a trademark.

Such signs, in particular words including personal names, letters, numerals, figurative elements and combinations of colors as well as any combination of such signs, shall be eligible for registration as trademarks

Three-dimensional?

What is a "patent"?

- A bundle of rights given to the holder to protect new inventions, which prevents others from exploiting the invention

What is an "invention"?

- A new solution to a technical problem
- Often excludes discoveries, scientific theories, mathematical methods

How is a patent obtained?

- By application to the jurisdiction(s) where protection is sought

Objectives of patent protection

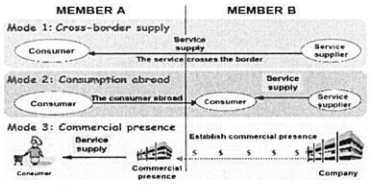
Promote innovation

- Allow innovators to recoup costs
- Encourage investment and competition

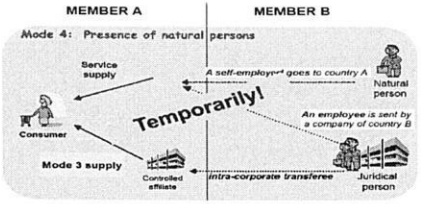
Transfer technology

- Provide information on latest technology
- Promote trade, FDI, licensing

FOUR MODES OF SUPPLY in GATS



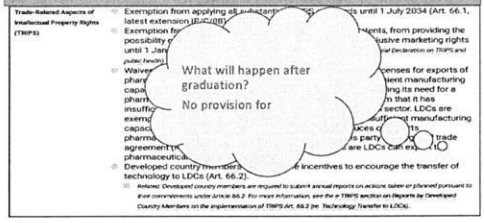
Four Modes of Supply in GATS



Legal and universal access to medicines

- TRIPS
- Doha 2001
- Protocol 2005

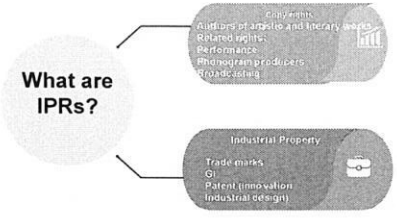
Special treatment regarding obligations and flexibilities under TRIPS



Annex 1C: Agreement of Trade Related Aspects of Intellectual Property Rights (TRIPS)

IP rights???	Based on	Basic Principle
Exclusive rights Territorial rights	WIPO convention Rome Convention	MFN
Main Area	**Inforce**	**Aim**
It sets minimum standards of protection	1 January 1995	Reducing distortions and impediments to international trade, promoting effective and adequate protection of IP rights.

What are IPRs?



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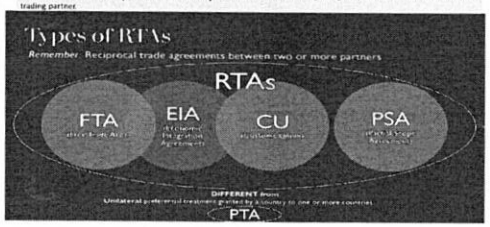
4. DEVIATION FROM WTO (RTA, FTA...)

Regional Trade Agreements: Customs Unions and Free Trade Areas (Article XIV)

WTO Members have the right to grant preferential treatment to their trading partner



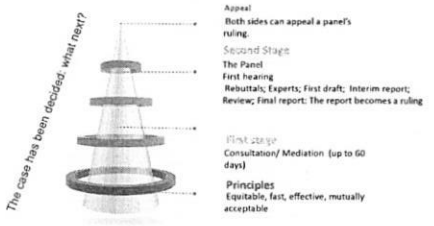
What are geographical indications (GIs)?

Geographical Indication- 2.9

An **indication** which identifies a **good** as originating in a **specific geographical area** and whose quality, reputation or characteristics are **essentially** attributable to that geographical origin

For manufactured good- production or processing or preparation

Annex 2: Dispute Settlement (A unique contribution)



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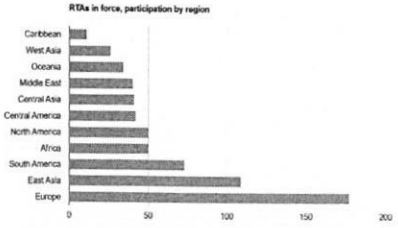
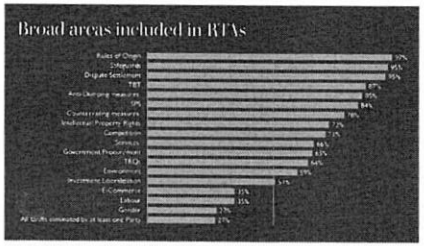
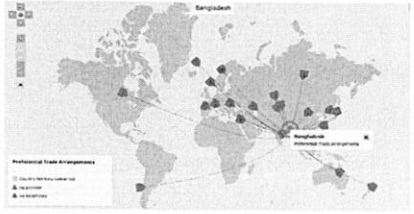




Protectionism
The Trade WAR

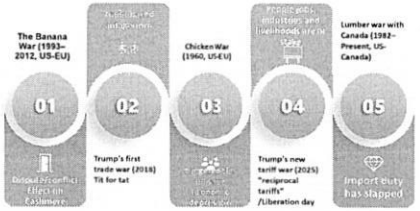
WHAT ABOUT BANGLADESH?



WHY NO BILATERAL RTA FOR BANGLADESH?

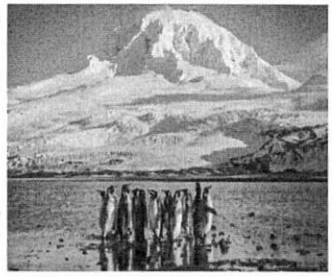
- **Being an LDC, Bangladesh is enjoying GSP facilities in 38 countries including all EU countries (under EBA initiatives)**
- **DFQF benefits under WTO declaration [duty free quota free access to 97% of tariff lines for the LDCs]**
- **Preferences under Regional Trade Agreement (RTA) such as SAPTA, SAFTA, APTA, TPS-OIC, D-8 PTA, BIMSTEC**
- **Large dependent on import based duties**
- **Protection to domestic industries**

Protectionism could spiral



Trump slaps tariffs on Antarctic islands with little to no humans, full of penguins.

Residents of Norfolk Island, off the coast of Australia, are in for a surprise: Donald Trump has imposed a 29% duty on their exports as part of his "Liberation Day" tariff.



EXPECTATION

We value WTO's contribution in advancing the transparent and rule- based multilateral trading system.

The commitments made by Ministers at previous WTO Ministerial Conferences since Marrakech in 1994.

- Policy Space
- Food security for LDCs and NFIDCs
- A well function WTO
- Favourable decisions on LDC Graduation (Annex-2)
- OCOF disciples in Fisheries Subsidies with adequate policy space and S&DTs
- WTO Reform and immediate appointment of Appellate Body
- Effective technology transfer to LDCs
- Extension of paragraph 8 of MC12 decision on TRIPS Waiver to cover therapeutics and diagnostics

Thank you

Open discussion

SMALL DIFFERENCE AND CRITICAL JUNCTURE

The great inequality of the modern world emerged in the 19th century and was caused by the uneven dissemination of technology and manufacturing production

Tuning point in between Neolithic and Industrial revolution

Poor countries remain poor because they are poor……..

Poverty, Hunger and Inclusive Growth

- Trade and Poverty Reduction
- Agricultural Trade and Hunger
- Trade and Women
- Can Trade Benefit Employment?
- Trade and Inequality

Trade and Poverty Reduction

"end poverty in all its forms everywhere."

- trade affects economic growth, which, in turn, can benefit the poor (Increase income).
- trade affects poverty through impacts on household behavior.
- Trade and Complementary Policies
- Trade liberalization and poverty (safety net programme)

The Commission on Growth and Development (2008) summarized, "It is hard to know how the economy will respond to a policy, and the right answer in the present moment may not apply in the future."

Trade and Environment

Plastics pollution and environmentally sustainable plastics trade

WTO MC13 outcome was concrete, pragmatic, and effective

carry out the technical work: cross-cutting issues (e.g. transparency, technical assistance);

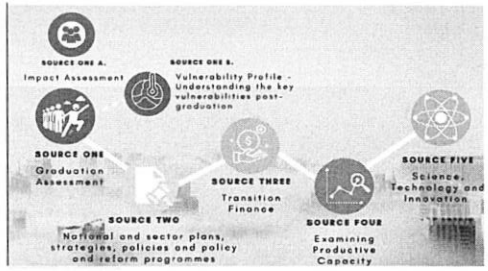
Increase transparency (e.g. of single-use plastics, plastic films and hard-to-recycle plastics) eco-design and labelling requirements, recycling targets and/or recyclability requirements
• bans on single-use plastics and other goods
• import and export licences on plastic wastes
Non-plastic substitutes (e.g. seaweed, bamboo), alternative plastics (e.g. bio-polypropylene, corn-based resins) and services (e.g. re-use/re-fill systems, environmental impact assessments)

promoting trade to tackle plastic pollution (e.g. waste management technologies, plastic substitutes);
and reduction to tackle plastic pollution and circular economy for plastics.

iGRAD (Sustainable Graduation Support Facility)

Six main service offering lines (SOLs) are provided under iGRAD:

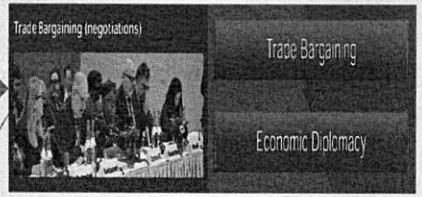
- **Service Offering Line 1 (SOL1):** Addressing the loss of existing LDC-specific international support measures (ISMs).
- **Service Offering Line 2 (SOL2):** Improving the ability of graduating and graduated LDCs to access non-LDC-specific support.
- **Service Offering Line 3 (SOL3):** Preparing and implementing smooth transition strategy.
- **Service Offering Line 4 (SOL4):** Assistance in Accessing Financing Transition and Beyond.
- **Service Offering Line 5 (SOL5):** Facilitating South-South Cooperation, dialogue and sharing country as well as region-specific knowledge and experience.
- **Service Offering 6 (SOL6):** Ensuring effective participation in the monitoring process of the CDP.



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



Trade Negotiation and Simulation

Dr Nazneen Kawshar Chowdhury, Secretary
Executive Chairman
National Skills Development Authority (NSDA)
Chief Advisor's Office

13 January, 2026
BPATC, Dhaka

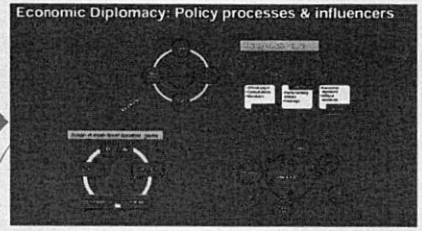
Outline

- Negotiation and WTO
- Market Access
- Issues of Market Access
- Market Access: WTO Principles
- Market Access and Negotiation
- Trade Bargaining and Economic Diplomacy
- Trade Negotiation Simulation

Economic Diplomacy

Powerful tool	Key points
use to strengthen their global relations	Focus on promoting exports, attracting investment and securing markets
provide access to new markets and investment opportunities	Combines political, economic, and commercial diplomacy
open up new markets for products and services	Pursued by Ministry of Commerce, Foreign Affairs and Trade Missions in abroad
integrate trade, investment, finance and development cooperation	Contributed by all ministries and agencies by the Government

Economic Diplomacy: Policy processes & influencers



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)

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)

Example: Bangladesh-US Reciprocal Tariff Negotiation

Trade Negotiation Simulation

Negotiation between two countries

- Name of the Country: A & B
- One Developed Country
- One Least Developed Country

Nominate a Minister/Adviser from each country

Nominate a Chief Negotiator from each country

Nominate a Negotiator for Goods, Service, Non-tariff Barriers, Investment and Intellectual Property (IP)

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)

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9.4

Simulation Flow

- Country Strategy set-up: 9:00-9:30am
- Negotiation between working groups (technical committees): 9:40-10:00am
- Final round negotiation: 10:00-10:30am
- Feedback: 10:30-10:40am

From Aid to Investment: The Evolving Architecture of International Development, Assistance and Institutions

Building Resilience in a Transactional Multipolar World Order

155th ACAD
Bangladesh Public Administration Training Center
Savar, Bangladesh
January 08, 2025

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

OVERVIEW

The End of Business as Usual

- The architecture of international development is undergoing its most profound transformation since the Bretton Woods system in 1944.
- Traditional models built on stable Western donor leadership and predictable aid flows are rapidly giving way to transactional multipolarity—where development finance becomes a strategic instrument of national interest.
- For Bangladesh, standing at the threshold of LDC graduation in November 2026, these shifts carry existential significance.
- The convergence of declining Western aid commitments, rising geoeconomic competition, and supply chain weaponization creates unprecedented challenges but also new opportunities for strategic adaptation.

CRITICAL CONTEXT

The Central Message

The Era of Passive Aid Reception is Over
Survival in the transactional domain requires new skills, new institutions, and a fundamentally new mindset among civil servants.

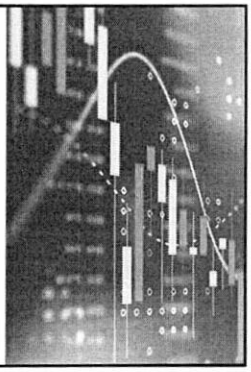
Navigate Unprecedented Complexity
Multiple competing institutional frameworks offer alternative pathways requiring sophisticated strategic analysis and negotiation capacity.

Strategic Adaptation is Essential
States capable of understanding and leveraging new dynamics will thrive; those clinging to old models will be left behind.

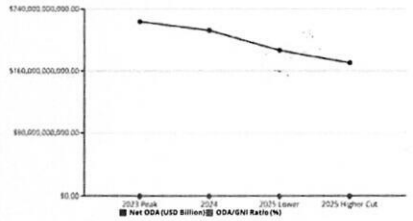
CHANGES

The Decline of Traditional Assistance: A Historic Reversal

The OECD has documented a historic reversal in Official Development Assistance that should alarm every developing nation. After reaching a peak of USD 223 billion in 2023, net ODA from Development Assistance Committee (DAC) countries fell by 7.1 percent in real terms in 2024, with projections showing an additional 9 to 17 percent decline in 2025.



Official Development Assistance: Unprecedented Decline



The first decline after five consecutive years of growth, with continued decreases projected through 2027.

Geographic Distribution of ODA Cuts

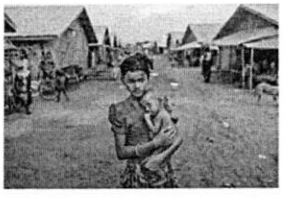
Most Vulnerable Regions

Least Developed Countries: Bilateral ODA could fall by 13-25% in 2025

Sub-Saharan Africa: Facing projected 16-28% decline in development assistance

Health Sector: Up to 60% drop from 2022 peak—devastating post-pandemic

Migration: The 2025–26 Joint Response Plan (JRP) for the Rohingya crisis required roughly US$934.5 million, as of April 2025, there was a gap of over US$176 million just for priority lifesaving needs. The World Food Programme (WFP) warned that, without new funding, monthly food rations per refugee would be halved (from around US$12.50 to US$6)



These cuts disproportionately impact the most vulnerable populations, reversing decades of progress in health, education, and poverty reduction.

Major Donor ODA Reductions (2024-2027)

Country	2024 ODA (USD Billion)	Announced Cuts by 2027
United States	63.3	~85% (USAID dismantled)
Germany	32.4	-9.2 billion vs 2023
United Kingdom	18.0	-2.2 billion planned
France	15.4	-2.6 billion planned
Japan	16.8	Stable (modest increase)

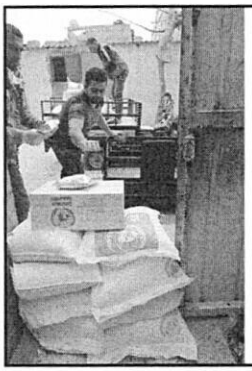
Source: OECD DAC, National Budget Documents, 2024-2025

The US Case: Dismantling of USAID

Paradigm Shift
Trump administration's 2025 National Security Strategy fundamentally reoriented American foreign assistance from development cooperation to transactional leverage.

Institutional Dismantling
Over 5,000 contracts terminated, remaining functions transferred to State Department—ending USAID's independent mandate for development work.

Human Cost
Studies in *The Lancet* project roughly 14 million additional deaths by 2030, including 4.5 million children under five.



SHIFTS

The Paradigm Shift: From Aid to Investment

The decline in traditional aid occurs alongside a fundamental reconceptualization of development finance. The emerging paradigm emphasizes investment over grants, commercial terms over concessionary finance, and bilateral deals over multilateral frameworks.

The New Architecture of Development Finance

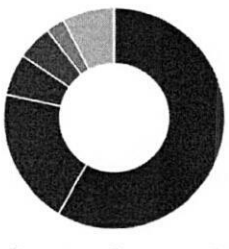
Dimension	Traditional Model (1990s-2020s)	Emerging Model (2020s onwards)
Primary Instrument	Concessional grants and soft loans	Investment finance, PPPs, sovereign loans
Conditionality	Governance reform, human rights, democracy	Economic terms, resource access, strategic alignment
Primary Actors	World Bank, IMF, bilateral donors	AIIB, NDB, sovereign wealth funds, private capital
Focus Sectors	Social services, poverty reduction, governance	Infrastructure, technology, supply chain integration
Decision Speed	Slow (18-24 months typical)	Fast (months for major projects)
Risk Allocation	Donor bears significant risk	Recipient bears more risk; debt accumulation

Global FDI Patterns: Mixed Performance

Global Foreign Direct Investment reached USD 1.4 trillion in 2024, representing an 11% increase. However, this masks significant disparities:

- FDI to developing countries declined for the second consecutive year (down 2%)
- Greenfield project announcements fell 7% to USD 1.3 trillion
- International project finance collapsed by 31% due to high interest rates
- De-dollarization is another challenge

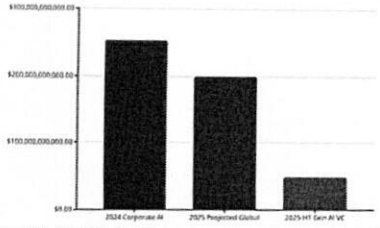
De-Dollarization Reality Check



The US Dollar still dominates global reserves at 59%. RMB at only 2.5%. However, NDB and AIIB increasingly lend in local currencies, reducing exchange rate risk—a slow but significant long-term trend.

Global AI Investment: Unprecedented Growth

Global investment in Artificial Intelligence is on a robust upward trajectory, driven overwhelmingly by private capital and venture capital activity. The scale and velocity of this growth is reshaping the global economy.



Corporate AI investment in 2024 grew by 26% from the previous year, while private AIinvestment surged by 44.5%. First-half 2025 generative AI VC funding alone surpassed the total for all of 2024.

Record Military Spending vs. Declining Aid

A severe crisis in humanitarian funding exists alongside unprecedented military expenditure, representing one of the starkest trade-offs facing global development today.

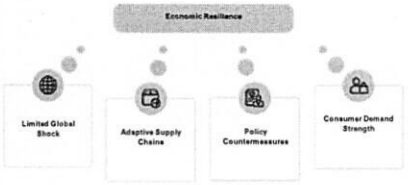
$2.7T
Global Military Spending 2024
Highest level ever recorded, steepest annual rise in three decades

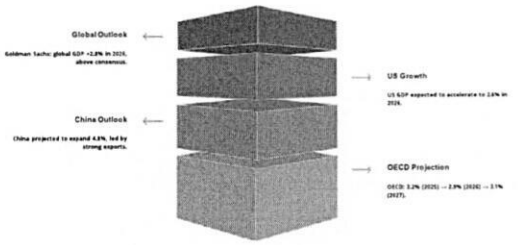
34-45%
Aid Funding Cuts
Projected public funding contraction by end of 2025

311M
People in Need
Estimated humanitarian need as of August 2024

13X
Military vs. Development
Military budget equals 13 times OECD development assistance

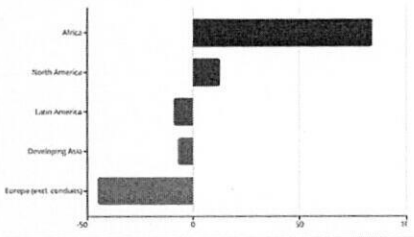
Paradox: Despite widespread predictions of economic disruption from the Trump Administration's tariff wars, the global economy has demonstrated remarkable resilience.





This resilience, however, masks significant structural shifts. Major economies are rewriting their playbooks, and alliances are being redrawn. The average effective tariff rate in the United States now stands at approximately 17 percent—five times higher than before the current administration took office

Regional FDI Performance 2024



Africa's 84% surge driven largely by Egypt mega-project; Europe faces significant capital flight.

ALTERNATIVES

The Rise of Alternative Institutions

The BRICS+ grouping—now comprising 10 members including Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Iran, UAE, and Indonesia—represents a formidable challenge to Western-dominated financial architecture with 46% of the world's population and 27% of global GDP.

RCEP - ASEAN 10 + China, Japan, South Korea, Australia, New Zealand
Notably absent: India withdrew in 2019.

Alternative Development Finance Institutions

Asian Infrastructure Investment Bank (AIIB)

Faster approval processes, infrastructure focus, local currency lending reducing exchange rate risk for borrowers.

New Development Bank (NDB)

Less prescriptive conditionality, greater focus on infrastructure, viable alternative to World Bank financing.

Islamic Development Bank

Islamic-compliant financing, a growing portfolio in infrastructure and social development across member states.

Bretton Woods vs New Institutions

Dimension	Bretton Woods (IMF/WB)	New Institutions (AIIB/NDB/etc.)
Origin	1944 US-led	2010s Emerging economies-led
Core Role	Stability & development finance	Infrastructure & growth financing
Governance	Western dominance	Shared emerging-economy leadership
Conditionality	High	Low/negotiated
Orientation	Social + macroeconomic	Infrastructure + trade
Political Logic	Liberal internationalism	Transactional multipolarity
Speed	Slow	Faster
Risk	Austerity backlash	Debt-geopolitics linkage

BRICS+ vs G7: Comparative Power Analysis

Indicator	BRICS+ (10 members)	G7
Share of World Population	46%	10%
Share of Global GDP (PPP)	35.6%	30.7%
Share of Global Trade	~25%	~35%
Intra-bloc Trade (2022)	USD 614.8 billion	~USD 4.5 trillion
Average Tariff (intra-bloc)	8.4%	1.1% (OECD ex-US)

Source: IMF WEO, BRICS Joint Statistical Publication 2025

Regional Trading Blocs: Stark Performance Gaps

Bloc	Members	Combined GDP	Intra-Regional Trade (%)	Trade Volume (est.)
RCEP	15	~30% of world	~50%	USD 3.37 trillion
ASEAN	10	USD 3.9 trillion	21-25%	USD 3.6 trillion (total)
BRICS+	10	27% of world	~7-10%	USD 614.8 billion
BIMSTEC (BD)	7	USD 5.2 trillion	6-7%	USD 53.5 billion
SAARC (BD)	8	USD 4.47 trillion	5%	USD 23 billion

The message is unambiguous: SAARC's intra-regional trade of just 5% reflects decades of political dysfunction. Bangladesh cannot rely on regional proximity alone.

Strategic Implications for Bangladesh

Multi-Framework Engagement Essential

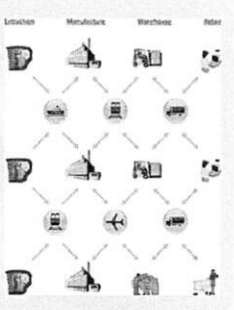
Cannot depend on SAARC or BIMSTEC alone—must develop capacity to engage across RCEP, BRICS institutions, and bilateral arrangements.

Diversify Beyond South Asia

Pursue FTA negotiations with Japan, China, South Korea; explore RCEP engagement opportunities despite current non-membership.

Build Institutional Capacity

Strengthen negotiating capabilities to engage effectively with diverse institutional frameworks and financing mechanisms.



GEO-GEO

Geoeconomics and Supply Chain Weaponization

We are witnessing the emergence of geoeconomics as the dominant logic of international relations—the use of economic instruments to achieve geopolitical objectives. This represents a fundamental departure from assumptions that economic integration would depoliticize global affairs.

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Case Study 1: Ukraine and Energy Weaponization

Weaponized Economic Instruments

- Energy supplies cut off to pressure European nations
- Financial systems weaponized through SWIFT exclusions
- Grain exports blocked, creating global food crisis
- Mineral wealth including rare earths now factor in negotiations

European nations accelerated energy diversification, defence spending, and supply chain reconfiguration in response.

Case Study 2: Venezuela—The Multilateral Crisis

January 2026

US military operation captures President Maduro, framed as law enforcement against "narco-terrorists"

1

Security Council Divided

Russia, China, and Latin America condemn as sovereignty violation; UN unable to respond effectively

2

Watershed Moment

Raises profound questions about international law and UN's future relevance for developing nations

3

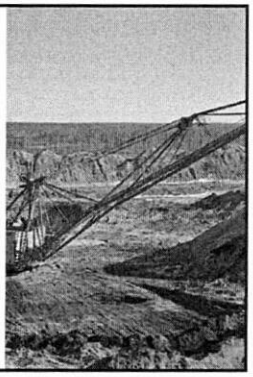
The UN's inability to respond effectively signals that developing nations cannot rely on traditional multilateral protection.

Case Study 3: Rare Earth Dominance

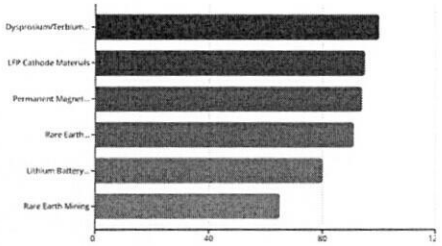
China's dominance over rare earth supply chains—controlling 60% of mining and over 90% of global refining capacity—represents the clearest example of weaponized interdependence.

Following Trump administration's "Liberation Day" tariffs, China restricted exports of critical minerals, demonstrating strategic leverage embedded in seemingly technical supply chains.

India is communicating with Afghanistan and Myanmar for rare earth materials denoting new geopolitical realities



China's Rare Earth Supply Chain Dominance



Source: IEA Critical Minerals Report 2025, US Geological Survey

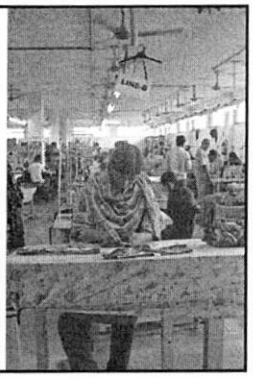
Strategic Leverage Through Export Controls

1	2	3
2024 Baseline	**October 2025 Escalation**	**Global Impact**
China exports 58,000 tonnes of rare earth magnets—sufficient for millions of EVs, wind turbines, advanced military systems	Expansion of export controls to additional rare earth elements and processing equipment	Affects defence, semiconductor, and energy technology supply chains worldwide

BANGLADESH

Implications for Bangladesh: LDC Graduation

Bangladesh's scheduled graduation from Least Developed Country status in November 2026 arrives at arguably the worst possible moment in the global development landscape. The convergence of declining ODA, rising protectionism, and weaponized trade preferences creates unprecedented challenges.



LDC Graduation Impact Assessment

Market	Current Preference	Post-Graduation Tariff	Transition Period
European Union	0% (EBA)	9.6-12%	Until Nov 2029
United Kingdom	0%	Enhanced Preferences	Maintained
Canada	0%	16-18%	Limited
Japan	0%	7.4-12.8%	EPA post-graduation only

Share of Exports Affected: 73%

Economists estimate annual export losses of up to USD 8 billion—approximately 14% of total exports.

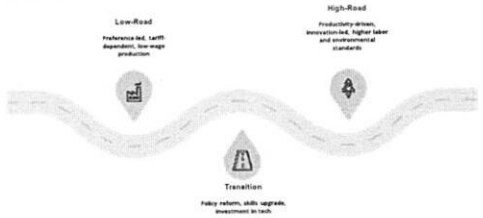
Sectoral Vulnerabilities

Ready-Made Garments
Constitutes over 80% of exports—faces severe tariff increases in EU and Canadian markets without new trade agreements

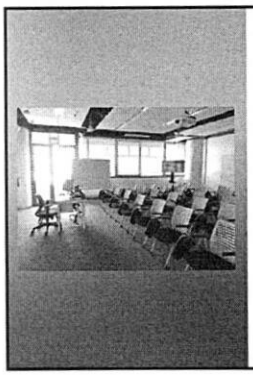
Pharmaceuticals
Immediate challenge as TRIPS flexibilities for generic drug production phase out upon graduation

Emerging Sectors
Shipbuilding, leather goods, IT services must rapidly scale to compensate for RMG vulnerabilities

The Strategic Imperative: Low-Road to High-Road



Bangladesh's Smooth Transition Strategy (STS), adopted in February 2025, identifies this need. However, implementation requires unprecedented coordination across government, transformation in civil service capabilities, and sustained political commitment.



RESILIENCE

Skills and Institutional Capacities for the Transactional Domain

The transition from aid-based to investment-based development finance requires a fundamental transformation in the capabilities of Bangladesh's civil service. This section identifies critical competencies and institutional reforms needed for effective navigation of the emerging global order.

Essential Civil Service Capabilities

Capability Domain	Required Skills and Knowledge
Trade Negotiation	Rules of origin analysis, non-tariff barrier identification, WTO dispute settlement, FTA negotiation protocols, economic modelling
Investment Finance	PPP structuring, project finance evaluation, debt sustainability analysis, risk allocation, blended finance instruments
Geoeconomic Analysis	Supply chain mapping, strategic dependency assessment, sanctions navigation, great power competition dynamics
Regulatory Compliance	ESG standards, labour conventions, environmental protocols, international certification requirements
Digital Governance	Data sovereignty frameworks, AI policy and transition, digital infrastructure planning, cybersecurity regulation
Strategic Communication	Diplomatic protocol, stakeholder management, crisis communication, narrative positioning

Critical Institutional Reforms

01
ERD and Finance Ministry Upgrade
Strengthen capacity to evaluate complex financing instruments, manage multiple donor relationships, negotiate from informed strength

02
Debt Management Office Enhancement
Develop sophisticated debt sustainability analysis, early warning systems for debt distress, frameworks for PPP contingent liabilities

03
Trade Negotiation Capacity
Establish dedicated teams for FTA negotiations with India, China, Japan, South Korea; whole-of-government coordination mechanisms
Defense Pact as needed
Join RCEP, ASEAN SDP, GDI

04
Geoeconomic Intelligence Unit
Create analytical capacity for monitoring global supply chain shifts, assessing strategic dependencies, early warning of trade policy changes

05
Digital and AI Strategy Implementation
Develop national AI governance framework, data protection regulations, digital infrastructure investment plans

Strategic Priorities and Timeline (2025-2030)

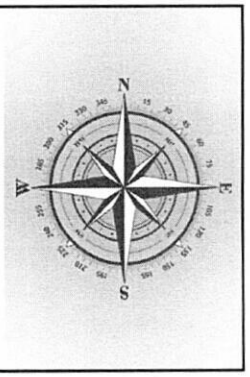
Priority	Key Actions	Timeline
GSP+ Compliance	Ratify remaining ILO conventions; demonstrate effective implementation of 32 international agreements	Before Nov 2026
Partner Diversification	Advance FTA negotiations with China, Japan, South Korea; engage with the RCEP framework and ASEAN SDP	2026-2028
Export Diversification	Reduce RMG concentration; develop IT services, pharmaceuticals, shipbuilding, leather goods	2026-2030
Trade Liberalization	Reduce anti-export bias; reform tariff structure; streamline customs procedures	2025-2027
Digital/AI Strategy	National AI policy; data governance framework; digital public infrastructure investment	2025-2028
Climate Diplomacy	Position for concessional climate finance; leverage vulnerability for blended finance access	Ongoing

§ CONCLUSION

Navigating the New World Order

The international development landscape of 2026 bears little resemblance to the system that prevailed even a decade ago.

The decline of traditional ODA, the rise of alternative institutions, weaponization of supply chains, and emergence of transactional multipolarity demand fundamental reorientation of how developing nations engage with the global economy.



Key Lessons from This Analysis

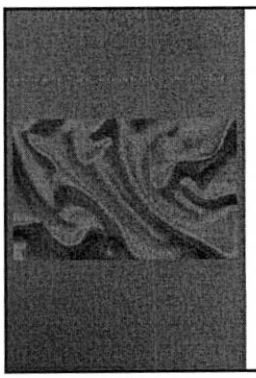
1. **Business as Usual is Over**
   The era of passive aid reception must give way to active strategic engagement across multiple institutional frameworks.

2. **Regional Proximity is Insufficient**
   SAARC and BIMSTEC cannot meet Bangladesh's development needs; engagement with RCEP, BRICS institutions, and bilateral arrangements beyond South Asia is essential.

3. **Geoeconomics Replaces Geopolitics**
   Trade, investment, and supply chain integration are the new currency of international influence. Ukraine, Venezuela, and rare earth competition demonstrate this transformation.

4. **Multilateral Institutions Face Crisis**
   The UN's inability to respond effectively to Venezuela signals that developing nations cannot rely on traditional multilateral protection.

5. **Institutional Capacity Determines Outcomes**
   Success in the transactional domain requires sophisticated negotiating capacity, financial management expertise, and whole-of-government coordination.



The Time for Adaptation is Now

For Civil Servants
Develop new competencies in trade negotiation, investment finance, geoeconomic analysis, and digital governance.

For Institutions
Undertake fundamental reforms in ERD, Finance Ministry, debt management, and create new geoeconomic intelligence capacity.

For Bangladesh
Leverage competition among major powers and alternative institutions—or risk debt traps and strategic dependencies.

The transactional domain rewards those who are prepared. The next decade will determine whether Bangladesh can successfully navigate this transformation from aid recipient to strategic investor—from passive acceptance to active engagement.

Regional Trade Scenario in South Asia and Lessons for Bangladesh

155th Advanced Course for Administration and Development

11 January 2026
BPTAC, Savar

MD. HAFIZUR RAHMAN
Former Director General, WTO Cell
Ministry of Commerce
hafiz_maisoon@yahoo.com

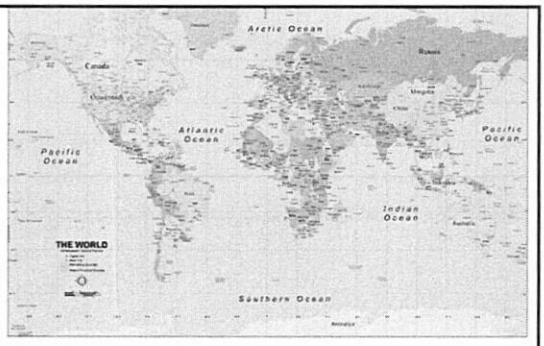
Agenda Setting

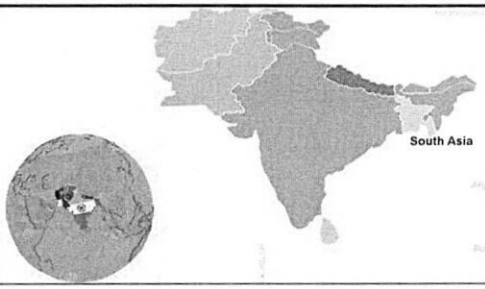
- Conceptual Framework: South Asian Countries
- Partnering in the Region
- Geo-political Dimension in the Region

Lessons for Bangladesh:

- Possibilities of Partnering in the Region
- Benefits and challenges of partnering

Where do we trade?





Conceptual Framework about South Asian Nations

1. Afghanistan
2. Bangladesh
3. Bhutan
4. India
5. Maldives
6. Nepal
7. Pakistan
8. Sri Lanka

South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions:

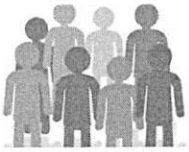
Commonalities

- **Large population (2 billion)**
- **Cultural diversity**
- **Agriculture-based economies**
- **Rapid urbanization**
- **Socioeconomic challenges**
- **Political instability**
- **High vulnerability to natural disasters**
- **Strategic location**

GDP Sizes

GDP Trend

Population Sizes

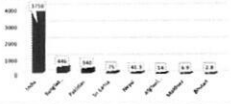


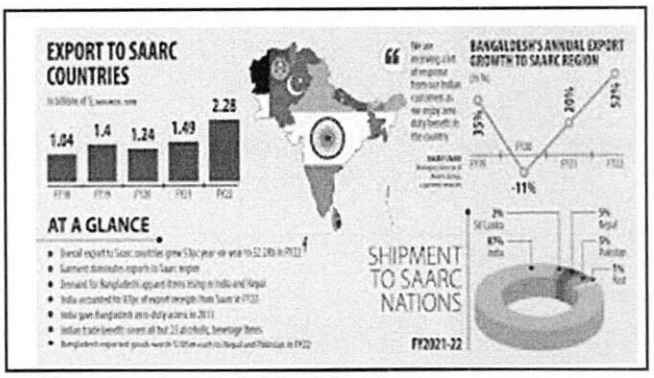
Country	Estimated Population (2024)
India	1,450,935,791
Pakistan	216,565,318
Bangladesh	173,562,364
Afghanistan	38,041,754
Nepal	28,608,710
Sri Lanka	21,323,733
Bhutan	791,524
Maldives	527,799

GDP of South Asian Countries

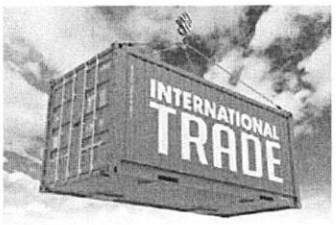
GDP in 2024 (US$ Billion)

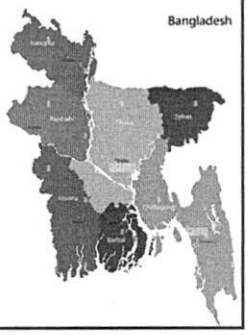
Countries	Nominal GDP	PPP GDP
India	3750	13120
Bangladesh	446	1400
Pakistan	340	1500
Sri Lanka	75	320
Nepal	41.3	150
Afghanistan	14	67
Maldives	6.9	14.7
Bhutan	2.8	11



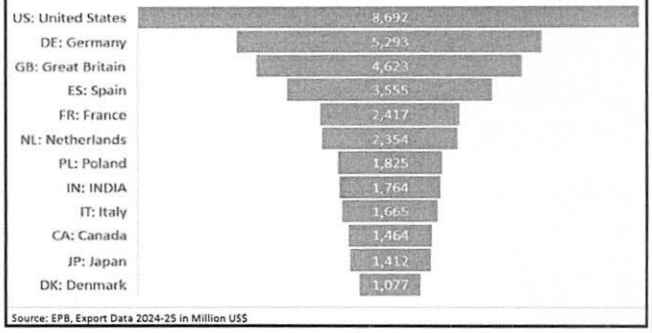


Bangladesh in International Trade





Export to the World



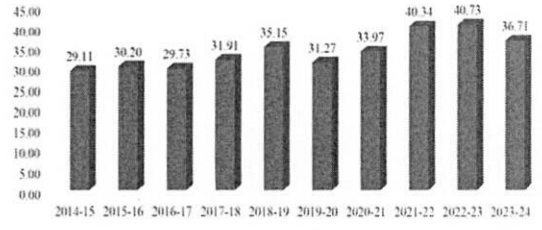
Source: EPB, Export Data 2024-25 in Million US$

350

Export and Import of Bangladesh

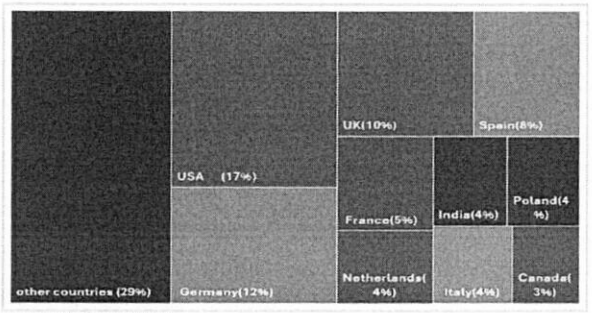
Source: EPB & Bangladesh Bank

Export of Bangladesh in USD billion



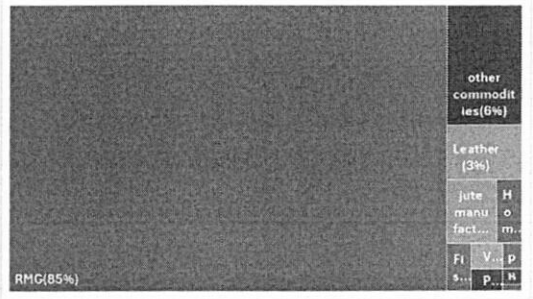
Source: Export Promotion Burau

Major Export Destinations

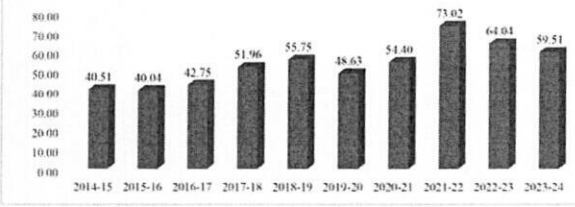


Source: Bangladesh Bank

Commodity wise Exports

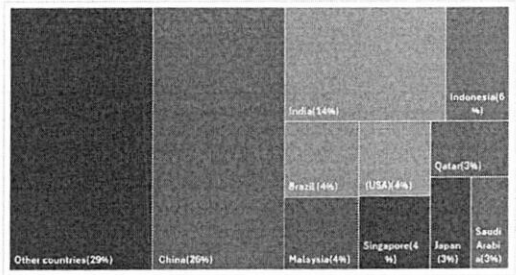


Import of Bangladesh in USD billion



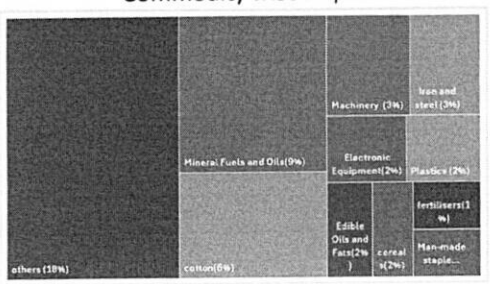
Source: Bangladesh Bank

Import Sources



Source: Bangladesh Bank

Commodity wise Import



Source: Bangladesh Bank

LDC-Specific Preference Schemes (GSP and DFQF)

Preference granting Member	Duty-free tariff line coverage (and major exclusions)	Export in 2024
Australia	100%	0.784 Billion
Canada	98.5% (dairy and other animal products, meat, meat preparations, cereal products)	1.5 Billion
European Union	99.8% (arms and ammunition)	21.54 Billion
Iceland (2018)	91.8% (meat, food preparations, vegetables, dairy and other animal products, plants and trees)	0.012 Billion

LDC-Specific Preference Schemes (GSP and DFQF)

Preference granting Member	Duty-free tariff line coverage (and major exclusions)	Export in 2019
Japan (2018)	97.8% (fish and crustaceans, footwear, milling products, cereal products, sugar)	1.5 Billion
New Zealand	100%	0.112 Billion
Norway	100%	
Russian Federation	61.4% (transport vehicles, machinery and mechanical appliances, beverages, iron and steel products, electrical machinery, meat products, articles of wood)	0.983 Billion
Switzerland	100%	0.616 Billion
United States of America (2018)	82.4% (apparel and clothing, cotton, fibres, footwear, dairy and other animal products)	6.9 Billion

Source: Based on WTO Secretariat Note WT/COMTD/LDC/W/67.

LDC-specific Preference Schemes

Preference granting Member	Duty-free tariff line coverage (and major exclusions)[b]	Export in 2024
Armenia (2016)	43.9% (electrical machinery, chemicals, iron and steel products, alcoholic beverages)	16.2 Million
Chile (2018)	99.5% (cereals, sugar, milling products)	143 Million
China (2017)	96.6% (chemicals, transport vehicles, machinery and mechanical appliances, electrical machinery, paper)	1.03 Billion
India (2016)	94.1% (plastics, coffee and tea, alcoholic beverages, tobacco, food residues)	1.2 Billion
Kazakhstan	62.9% (vehicles, machinery, beverages, articles of iron and steel)	34.6 Million
Korea, Republic of	89.9% (fish and crustaceans, mineral fuels, oil seeds and oleaginous fruits, wood products, vegetables)	370 Million

Source: Based on WTO Secretariat Note WT/COMTD/LDC/W/67.

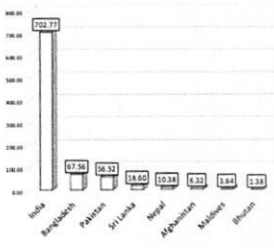
LDC-specific Preference Schemes

Preference granting Member	Duty-free tariff line coverage (and major exclusions)[b]	
Montenegro	93.9% (fish and crustaceans, alcoholic beverages, meat and dairy products)	
Chinese Taipei	30.8% (machinery and mechanical appliances, chemicals, electrical machinery, fish and crustaceans, plastics)	
Tajikistan (2017)	3.7% (Duty-free access includes machinery, glass products, petroleum products)	
Thailand (2017)	71.0% (transport vehicles, electrical machinery, machinery and mechanical appliances, iron and steel products, apparel and clothing)	
Turkey (2016)	80.5% (iron and steel products, fish and crustaceans, food preparations, meat, oil seeds and oleaginous fruits)	

Source: Based on WTO Secretariat Note WT/COMTD/LDC/W/67.

SAARC Countries Imports (US$ Billion)

World	24116.68	%
SAARC Aggregation	867.18	3.60
India	702.77	2.91
Bangladesh	67.56	0.28
Pakistan	56.52	0.23
Sri Lanka	18.60	0.08
Nepal	10.38	0.04
Afghanistan	6.32	0.03
Maldives	3.64	0.02
Bhutan	1.38	0.01



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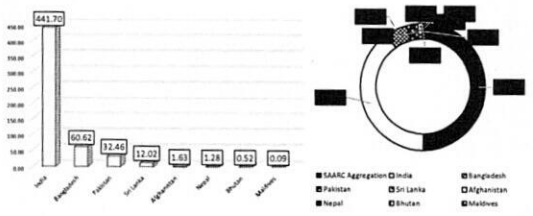
SAARC Countries' Export (US$ Billion)

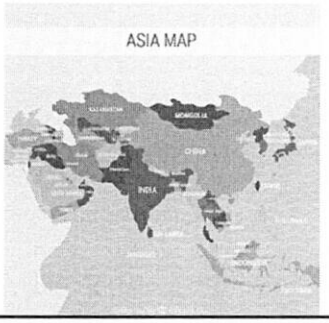


Intra-Regional Trade

EU	: ~45%
ASEAN	: ~22%
USMCA	: ~25%
SAARC	: ~5%

The UNESCAP South Asia Gravity Model highlights huge Untapped Trade Potentials

Bangladesh	: 93%
Maldives	: 88%
Pakistan	: 86%
Afghanistan	: 83%
Nepal	: 76%



Why such low trade?

1. High Intra-Regional Trade Costs

- Intra-SAARC trade costs: 114% of the value of goods
- Trade with the U.S. costs only 109%, despite the geographic distance
- It is cheaper to trade with Brazil (22 times farther) than with Pakistan

In contrast, intra-ASEAN trade costs are around 76%, offering better economic integration through lower logistical costs and higher trust.

Why such low trade?

2. Geopolitical Rivalries and Trust Deficit

- India-Pakistan hostilities are the biggest roadblock, with unresolved issues like Kashmir and terrorism derailing SAARC cooperation.
- Frequent diplomatic boycotts have paralysed SAARC summits (none held since 2014)
- Recent development between Bangladesh-India trade tensions

Why such low trade?

3. Non-Tariff Barriers (NTBs) and Red Tape

1. Customs inefficiencies, lack of standard harmonization, and non-transparent regulations increase costs and delays.
2. NTBs are used as geopolitical tools to stifle trade, especially in agriculture, pharmaceuticals, and consumer goods.

Why such low trade?

4. Inadequate Physical and Digital Infrastructure

- Border infrastructure remains poor, especially for landlocked countries like Nepal, Bhutan, and Afghanistan.
- Regional railways, roads, and electronic data interchange (EDI) systems are underdeveloped or poorly coordinated.

Why such low trade?

5. Weak Institutional Mechanisms

SAFTA has no binding enforcement or dispute resolution mechanisms

The SAARC Development Fund is underfunded and underutilized

SARSO Lacks Harmonization

Why such low trade?

6. Absence of Regional Value Chains

Unlike ASEAN or East Asia, South Asia lacks industrial or service-oriented cross-border supply chains.

Most countries export to Western markets instead of building regional interdependence.

Why such low trade?

7. Protectionist Mindsets and Political Populism

a. Nationalistic policies, import bans, and 'self-reliance' narratives hinder regional trade.

b. Political leaders often use anti-neighbour rhetoric for domestic electoral gain.

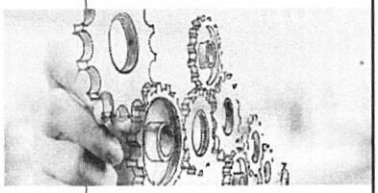
c. Comparison with Other Regional Blocs South Asia lags due to a lack of political consensus, infrastructure, and enforceable frameworks.

Geopolitical Situation of the Region

Geo-political Situation: The Aftermath of WWII

Major Issues Shaping the Geo-political Dynamics

1. Globalization
2. 9/11
3. China's Joining in the WTO
4. Global Financial Crisis 2007-08
5. The Rise of Social Media
6. The Arab Spring
7. Falling Birth Rates
8. Climate Change Awareness
9. Migration Crisis
10. Brexit
11. COVID-19 Pandemic
12. Rise of Right Wings
13. Ukraine War, Palastain-Israel war



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. Slowbalization…

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 Beijing following the remarkable activities in the South China Sea.

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

- Australia
- Brunei
- Fiji[1]
- India (partly opted out on the trade pillar)
- Indonesia
- Japan
- South Korea
- Malaysia
- New Zealand
- Philippines
- Singapore
- Thailand
- United States
- Vietnam

"writing the new rules for the 21st century economy"- Joe Biden

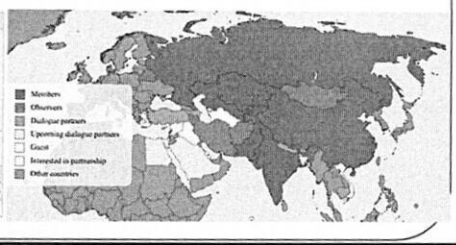
Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Shanghai Cooperation Organization (SCO), 2001:

Eurasian political, economic and security organization

Country	Accession started	Member since
China		15 June 2001[a]
Kazakhstan		
Kyrgyzstan		
Russia		
Tajikistan		
Uzbekistan		
India	12 June 2015	9 June 2017
Pakistan		
Acceding members		
Iran	17 September 2021	Not earlier than April 2023
Belarus	15 September 2023	TBA



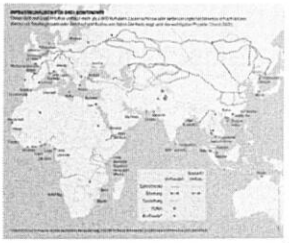
Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Belt and Road Initiative (BRI)

Silk Road Economic Belt
21st Century Maritime Silk Road
Infrastructure building initiative
US$ 150 Billion

Funded by-
Asian Infrastructure Investment Bank



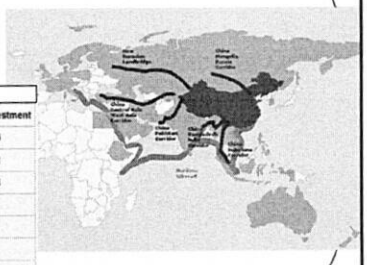
Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Belt and Road Initiative (BRI)

BRI investment by country in billion $

Construction	Investment	Construction	Investment
Pakistan	31.9	Singapore	24.3
Nigeria	23.2	Malaysia	14.1
Bangladesh	17.5	Russian Federation	10.4
Indonesia	16.8	Indonesia	9.4
Malaysia	15.8	South Korea	8.1
Egypt	15.3	Israel	7.9
UAE	14.7	Pakistan	7.6



Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

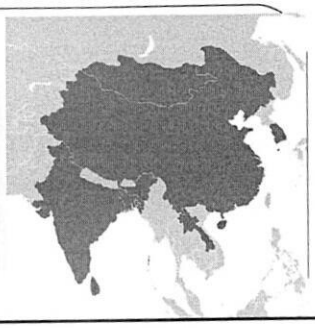
Trade Blocs:

SAFTA

- Afghanistan
- Bangladesh
- Bhutan
- India
- Maldives
- Nepal
- Pakistan
- Sri Lanka

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:



Trade Blocs:

APTA

- Bangladesh
- China
- India
- Laos
- Mongolia
- South Korea
- Sri Lanka

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Trade Blocs:

BIMSTEC

- বাংলাদেশ
- ভুটান
- মিয়ানমার
- ভারত
- নেপাল
- শ্রীলঙ্কা
- থাইল্যান্ড

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Trade Blocs:

ASEAN

State
Brunei
Cambodia
Indonesia
Laos
Malaysia
Myanmar
Philippines
Singapore
Thailand
Vietnam

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

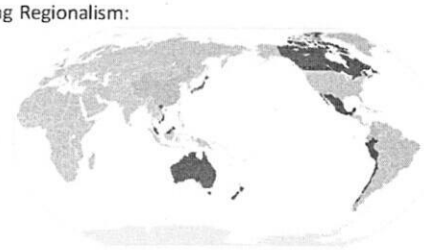
Trade Blocs:

RCEP

- Brunei
- Cambodia
- Indonesia
- Laos
- Malaysia
- Myanmar
- Philippines
- Singapore
- Thailand
- Vietnam
- China
- Japan
- South Korea
- Australia
- New Zealand

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:



Trade Blocs:

CPTPP

- Mexico
- Japan
- Singapore
- New Zealand
- Canada
- Australia
- Vietnam
- Peru
- Malaysia
- Chile

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

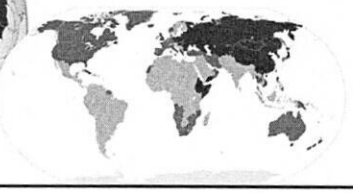
Trade Blocs:

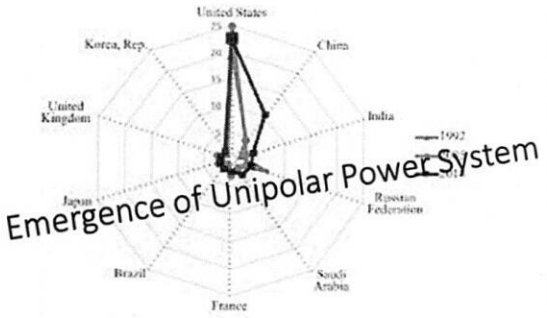
APEC

- Australia
- Brunei
- Canada
- Indonesia
- Japan
- South Korea
- Malaysia
- New Zealand
- Philippines
- Singapore
- Thailand
- United States
- Taiwan
- Hong Kong
- China
- Mexico
- Papua New Guinea
- Chile
- Peru
- Russia
- Vietnam

Cold War

Announcement of Truman Doctrine on 12 March 1947 to the dissolution of the Soviet Union on 26 December 1991



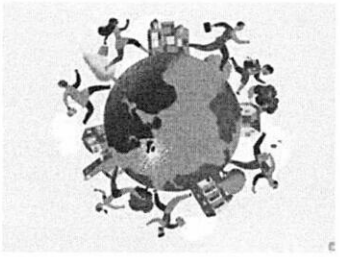


Emergence of Unipolar Power System

Globalization

Led to a Non-polar International System

numerous centers with meaningful power



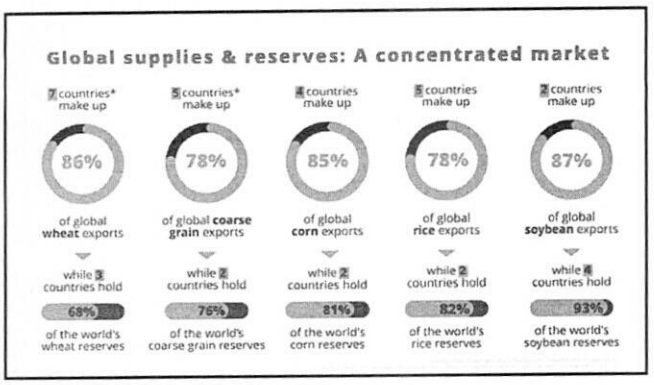
US-China Trade War
US Reciprocal Tariffs
Ukraine War
Middle East War

COVID -19 Pandemic
and
Slowbalization

Middle East War

Ukraine War

- Significant changes have occurred in the global political and economic structure under the COVID-19 pandemic and geopolitical tensions.
- Countries have imposed sanctions on each other in the name of political and economic security.
- The global supply chain, industrial chain, and value chain system built up in the past decades has been dealt a heavy blow.



Non-Alignments are in Extreme Pressure

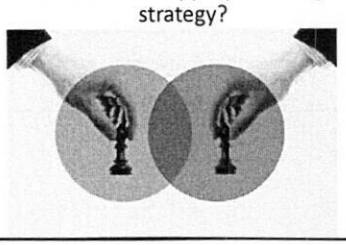
Big powers are in a competition to attract countries to be their allies

Rise of Right Wings

Nationalist movement are in the upfront in many countries

At this moment …

What should be the appropriate negotiating strategy?



What to do?

Revive or Reform SAARC

Re-energise SAARC with new institutional mechanisms for trade dispute resolution, investment promotion, and logistics support

Explore alternative forums like BIMSTEC, BBIN, and India-Bangladesh bilateral corridors if SAARC remains gridlocked.

What to do?

Build Conflict-Neutral Trade Corridors

Keep trade and humanitarian exchanges insulated from geopolitical tensions

Expand border haats, integrated check-posts (ICPs), and multimodal logistics parks

What to do?

Reduce Non-Tariff Barriers

Harmonise sanitary and phytosanitary (SPS) standards

Establish mutual recognition agreements (MRAs) on conformity assessments, licensing, and e-documentation

What to do?

Invest in Cross-Border Infrastructure

Develop rail-road links, coastal shipping networks, and inland waterways (e.g., India-Bangladesh protocol route)

Expand digital connectivity to enable smoother e-commerce and fintech transactions

What to do?

Promote Regional Value Chains

Focus on labour-intensive industries:

- Textiles (India-Bangladesh)
- Agro-products (India-Nepal)
- Tourism circuits (India-Bhutan-Sri Lanka)

Enable investment pooling and joint R&D

What to do?

Liberalize Service Trade

Open markets for education, medical tourism, IT, and BPO services

Create regional visa schemes for students, researchers, and professionals

What to do?

Involve the Private Sector and Civil Society

Set up the South Asian Business Council with cross-border chambers of commerce.

Promote academic exchanges, cultural festivals, and youth summits to build soft power and trust.

What to do?

From Mutual Suspicion to Mutual Prosperity

- South Asia's persistent economic under-integration is a classic case of geopolitics defeating geo-economics.
- Despite clear economic incentives, regional trade remains hostage to mistrust, unresolved conflicts, and institutional weakness.
- While other regions have used economic integration as a pathway to peace and prosperity, South Asia continues to squander its potential through political inertia.
- The solution lies not in more declarations, but in smaller, trust-building economic actions: harmonizing rules, investing in infrastructure, and building people-to-people trust. Trade must no longer be viewed as a political tool, but as a stabilizing force that builds long-term peace and prosperity.

Negotiation Strategy for Regional Alignment

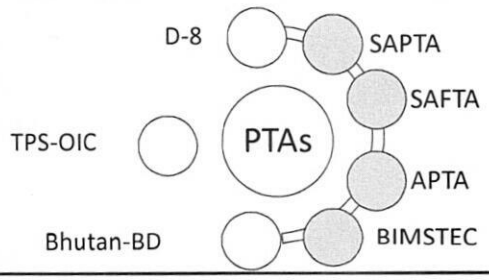
Our constitutions gives the right answer-

" Friendship to all, malice to none"

- Pressure shold be absorbed patiently and tactfully though diffcicult
- Better not to show any inclination

Within the odds, Bangladesh has been progressing ahead...

RTA Regime of Bangladesh



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

Bangladesh: Challenges of RTA Negotiation

Asymmetry
Limited export diversification
Weak negotiating capacity
Sensitive sectors
Political economy considerations
Competition from other countries
Complex Tax and Tariff Regimes
Private sector pressure
Anti Export Bias in the Trade Regime

Way forward

Developed a RTA policy guidelines
Identified potential countries and blocks
Develop negotiation capacity
Develop research capacity
Conduct research extensively
Attempt to diversify products
Sensitize private sector
Enhance coordination among the agencies
Reduce Anti-export bias
Rationalize Tariff Structure

"Shared Prosperity Reduces Rivalry"

Thank You

Bangladesh's LDC Graduation : Process and Implications on the Economy

155th ACAD Training Session

Organised by Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

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Section 1: Bangladesh's Development Track Record

Table: Evolution of the Global Exposure of the Bangladesh Economy

Table: Evolution of the Global Exposure of the Bangladesh Economy												
Indicators	FY1973	FY1981	FY1991	FY2001	FY2011	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GDP (in billion USD)	8.1	20.3	31.0	54.0	128.6	300.0	323.11	355.04	460	452	410	462*
GDP growth (in percentage over preceding year)	3.3	7.2	3.5	5.1	6.5	8.2	3.51	6.9	7.1	5.78	4.22	3.97*
Per capita GNI per annum (in nominal USD)	120.0	260.0	320.0	427.9	927.9	1909.0	2024	2227	2793	2749	2738	2820*
Export earnings (in billion USD)	0.4	0.71	1.72	6.5	22.9	39.6	33.67	38.76	52.08	46.43	44.46	44.94**
Remittance earnings (in billion USD)	0.01	0.38	0.76	1.9	11.7	16.4	18.21	24.78	21.03	21.61	23.91	27.51**
Import (in billion USD)	0.8	1.9	3.5	9.3	33.7	55.0	54.78	65.59	103.59	92.45	84.25	54.8***
Degree of Openness [(x+m)/GDP]	14.8	12.9	16.8	29.3	44.0	31.5	27.38	29.39	33.84	30.73	28.60	-
Export earnings (as percentage of import payments)	50.0	37.4	49.5	69.3	68.1	72.0	61.5	59.1	50.28	50.22	52.77	71.37***
Export and Remittance earnings (as percentage of import payments)	50.0	57.3	70.6	90.3	102.7	101.2	94.70	96.06	70.58	73.60	81.15	118.15** *
External debt servicing (as percentage of export and remittance earnings)	13.7a	7.8	23.6	10.7	5.3	2.9	3.3	3.0	2.8	3.9	4.9	-

Note: a. Data for FY1976
*GDP, GDP growth rate and per capita GNI per annum are provisional figures based on base year 2015-16
**(July-May)
***(July-April)

Bangladesh's Development Track Record *(contd.)*

Positive milestones and Drivers of Growth

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

Section 2: Bangladesh's LDC Graduation Journey

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

    LIC: USD 1135 or below — UMIC: USD 4496-13935
    LMIC: USD 1136-4495 — HIC: above USD 13935

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

LDC graduation criteria

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

LDC Graduation Criteria

GNI Per Capita = 1220 USD and above

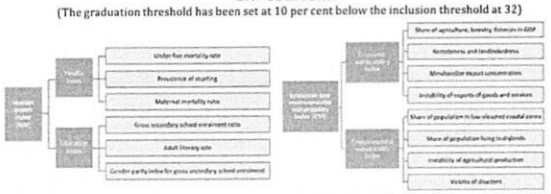
(The graduation threshold is set at 20 per cent above the inclusion threshold. At present this is USD 1306)

HAI = 66 and above

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

EVI = 32 and below

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



LDC Graduation Process

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

Bangladesh's Inclusion in the LDC Group and its Graduation

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

Bangladesh's Graduation the LDC Group

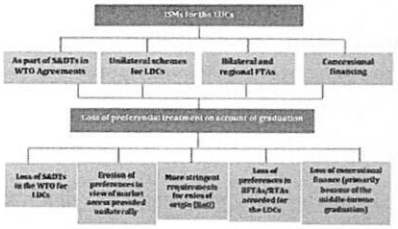
- ❑ LDC graduation recognises Bangladesh's socio-economic progress in terms of per capita income (as indicated by the GNI per capita), enhancement of Human Resources (as indicated by the HAI) and capacity to deal with economic vulnerabilities (as indicated by the EVI).
- ❑ Bangladesh is one of six LDCs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

Section 3: Challenges of LDC Graduation

The Benefits Originating from Being an LDC

- ❑ **As an LDC Bangladesh enjoys preferential market access** under autonomous initiatives operated by preference-providing WTO member countries. For example, as part of LDC-specific preferential market access schemes.
  - ➢ These preferences are allowed and codified under the **WTO Enabling Clause** of 1979.
  - ➢ These are offered: **Multilaterally** as part of various WTO Agreements (e.g. NAMA, AOA, TRIPS, SPS-TBT, TFA; GATS; 183 S&DTs in 16 Agreements, 25 exclusively for the LDCs). **Bilaterally** (e.g. EU-EBA, LDC- specific GSP Schemes). And also as part **of RTAs** (e.g. in SAFTA, India offers DF-QF marker 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.

Graduation and Loss of International Support Measures (ISMs)



Source: Rahman, M. (2021)

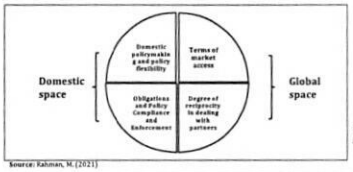
Benefits of LDC Graduation

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

Implications of LDC Graduation

Four Areas of Impacts: Four Elements of Strategies

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



Source: Rahman, M. (2021)

Figure 2: Impact of LDC graduation on policy space

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

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

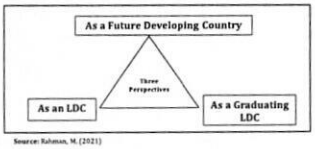
❑ *Implications of LDC Graduation*

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

Section 4: Strategies Towards Smooth and Sustainable Graduation

Bangladesh's Triple Identity

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



Source: Rahman, M. (2021)

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

Realising the Strategies Towards Sustainable Graduation

Proposed Action Agendas in Going Forward

Learning From Republic of Korea: Lessons For Bangladesh

Foundations of Korea's Long Run Growth

Source: Innovative Korea. Learning Innovation and Technology for Development, 2023. World Bank Group. Edited by Hoon Sahib Suh, Youngsun Koh, and Anwar Aridi.

Smooth Transition Strategy (STS)

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

Addressing the Challenges of LDC Graduation

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

Addressing the Challenges of LDC Graduation

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

Strategies in View of WTO: MC13 Decision and Graduating LDCs

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

Strategies to take advantage of built-in measures

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

❑ **Support for Graduating LDCs in Various Trade-related Areas**

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

Source: UNOHRLS, (n.d.)

Key Building Blocs of Graduation Strategy

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

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

Renewed emphasis on regional cooperation

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

Build the Required Negotiating Capacity

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

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

- ❑ 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 ISMS and PoAs for the LDCs have not been very effective is borne out by the fact that only 8 LDCs have graduated since 1971. 27 developing countries joined the original list of 25 LDCs. Today the number of LDCs stands at 44.
- Two LDC Graduation Criteria were fixed at constant scores in 2012 (HAI at 66 and EVI at 32). This resulted in many LDCs being eligible for graduation at one go.
- Not that graduation has not been postponed in the past in case of a number of LDCs:
  - For example, graduation of pacific islands such as Vanuatu and Kiribati were postponed several times (climate vulnerability).
  - Maldives' graduation was deferred for six years (graduated in 2011, instead of 2005).
  - Nepal was supposed to graduate in 2001 but will be graduating in 2026 along with Bangladesh (deferred by 3 years because of earthquake in 2017).
  - Angola was slated to graduate in 2021 (however, its graduation has been postponed indefinitely) because of economic deterioration particularly because of falling oil prices).
  - Solomon Island was slated to graduate in 2023 (it was allowed additional three years in August 2023; graduation is to be effective in 2027).
  - Graduation of Timur Leste and Myanmar (although these countries were slated for LDC graduation) has been postponed indefinitely for various reasons.
- However, any such application will need to be justified to be considered seriously and favourably. It will be tough call since Bangladesh currently remains in comfortable zone in terms of all three graduation criteria (possible reasons for deferment of graduation: challenges of political transition; vulnerability to shocks; lack of preparedness and concerns as regards sustainability of the graduation).
- Bangladesh needs to take adequate preparation keeping the timeline of November 2026 in the perspective. It can decide as to whether to request CDP for deferment as the deadline approaches.

Is Deferment of LDC Graduation an option for Bangladesh?

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

Final Words

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

Thank You

Module:10
Communication Competency

TECHNIQUES FOR ENHANCING PROFESSIONAL ENGLISH

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.

THE ART OF
SPEAKING

Dr. A.F.M. Amir Hussain, JS

Learning Outcome

At the end of the session, the participants will be able to-

1. **Identify the basic qualities of a good speaker;**
2. **Identify how we can speak artistically and**
3. **Practise speaking publicly**

5

The Importance of Pause

Can we speak?

Let's eat, Harry.

Let's eat Harry.

CAN WE SPEAK?

John, the milkman is standing at the door.

John, the milkman, is standing at the door.

CAN WE SPEAK?

Everyone, I know, has a problem.

Everyone I know has a problem.

CAN WE SPEAK?

■ She ate a half-fried chicken.

❑ She ate a half fried chicken.

CAN WE SPEAK?

- I left him convinced he was a fool.
- I left him, convinced he was a fool.

CAN WE SPEAK?

- The play ended, happily.
- The play ended happily.

CAN WE SPEAK?

- ■A clever dog knows it's master.
- ❑ A clever dog knows its master.

The Importance of Stress

STRESS

John hasn't come.

John hasn't come.

John hasn't come.

STRESS

Two types of stress

Primary stress
E.g.-Co,mmunication
Secondary stress
E.g.-Communi'cation

STRESS

Content words are usually stressed and the structure words are not usually stressed.

Some words are strongly stressed and some are weekly stressed.

Words like conduct, present, import, convert

'Present=Noun,

Pre'sent=Verb

STRESS

Loudness
Length
Pitch
Quality

The Importance of Intonation

INTONATION

Express speaker's feeling, e.g.-
Feeling of certainty
Hesitance,
Anger,
Happiness
Gratefulness
Kindness,
Firmness &
Directness etc.

PRONUNCIATION

Do we mispronounce words?

If so, then why?

Phonetic symbol

ENGLISH PURE VOWELS

1. /iː/ as in bee /biː/
2. /ɪ/ as in sit /sɪt/
3. /e/ as in hen /hen/
4. /æ/ as in fan /fæn/
5. /ɑː/ as in cart /kɑːt/
6. /ɒ/ as in hot /hɒt/
7. /ɔː/ as in ball /bɔːl/
8. /ʊ/ as in book /bʊk/
9. /uː/ as in soon /suːn/
10. /ʌ/ as in but /bʌt/
11. /ɜː/ as in girl /gɜːl/
12. /ə/ as in ago /əgəʊ/

ENGLISH DIPHTHONGS

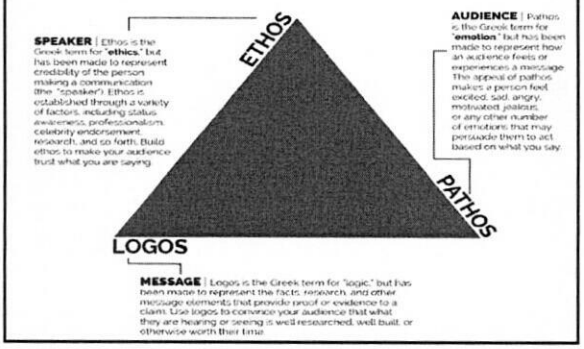
13. /eɪ/ as in day /deɪ/
14. /əʊ/ as in nose /nəʊz/
15. /aɪ/ as in ɹine /naɪn/
16. /aʊ/ as in cow /kaʊ/
17. /ɒɪ/ as in boy /bɒɪ/
18. /ɪə/ as in here /hɪə(r)/
19. /eə/ as in there /ðeə(r)/
20. /ʊə/ as in poor /pʊə(r)/

ENGLISH CONSONANTS

/p/ as in pen /pen/
/b/ as in bat /bæt/
/t/ as in ten /ten/
/d/ as in desk /desk/
/k/ as in cat /kæt/
/g/ as in go /gəʊ/
/f/ as in fan /fæn/
/v/ as in van /væn/
/θ/ as in thin /θɪn/
/ð/ as in then /ðen/
/s/ as in so /səʊ/
/z/ as in zoo /zuː/
/ʃ/ as in she /ʃiː/
/ʒ/ as in pleasure /pleʒə(r)/
/h/ as in hate /heɪt/
/tʃ/ as in chain /tʃeɪn/
/dʒ/ as in judge /dʒʌdʒ/
/m/ as in may /meɪ/
/n/ as in no /nəʊ/
/ŋ/ as in sing /sɪŋ/
/l/ as in lake /leɪk/
/r/ as in red /red/
/w/ as in we /wiː/
/j/ as in yes /jes/

THE RHETORICAL TRIANGLE

AN OVERVIEW OF THE THREE RHETORICAL APPEALS



PAUL GRICE'S CP AND MAXIMS

Key Takeaways

Grice expanded his cooperative principle with the four following maxims, which he believed anyone wishing to engage in meaningful, powerful presentation must follow:

Maxim of Quantity
Maxim of Quality
Maxim of Manner
Maxim of Relation

The Art of Writing

WRITING THEORY

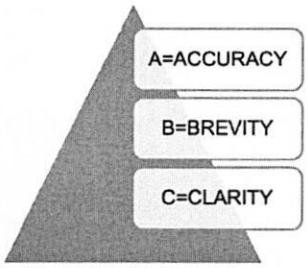
A

B

C

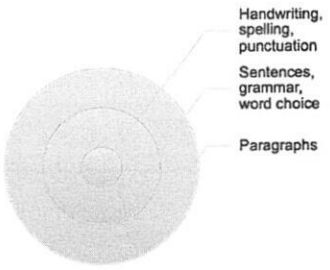
THEORY OF WRITING

ABC THEORY OF WRITING

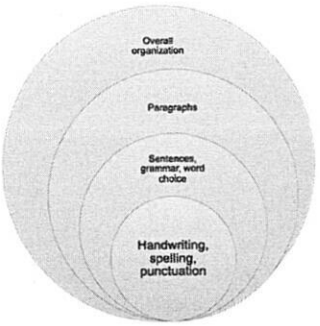


ACCURACY

LEVELS OF ACCURACY



LEVELS OF ACCURACY



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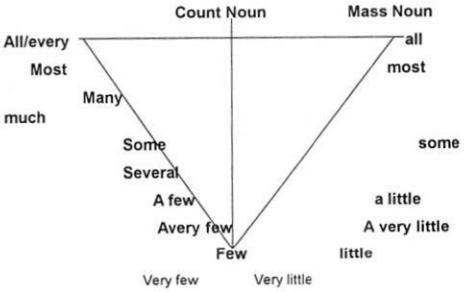

THE USE OF MNEMONICS(MEMORY AID)

Every name is called a noun,
As field and fountain, street and town;
In place of noun the pronoun stands,
As he and she can clap their hands;
The adjective describes a thing,
As magic wand or bridal ring;
The verb means action something done,
To read and write to jump and run;

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MNEMONICS (CONT)

How things are done adverbs tell
As quickly, slowly, badly, well
The Preposition shows relation
As in the street or at the station
Conjunctions join in many ways,
Sentences, words or phrase and phrase
The interjection cries out, hark!
I need an exclamation mark.

28 January 2026 *Children's Rhyme*

Mnemonics (Memory Aid)

A rat in the house might eat Tom's ice cream.

[Take the first letter of all the words]

Mat he mat ICS

[Just combine the words]

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Mnemonics

- Psychology
  [p c cholo jai]
- Lie u ten ant
- Devastate
  [Interchange the letters d & v]

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

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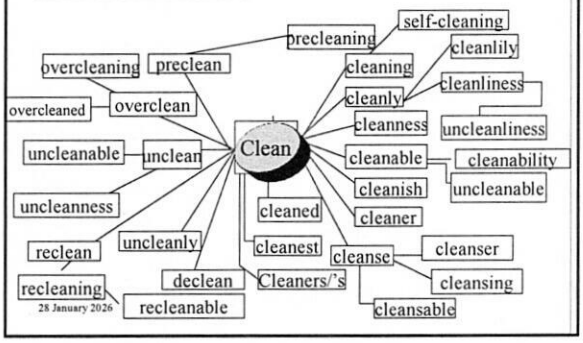
DERIVATIVES



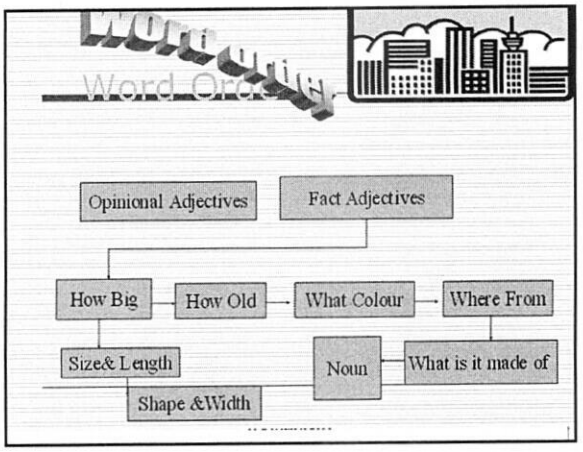
Accuracy: Word

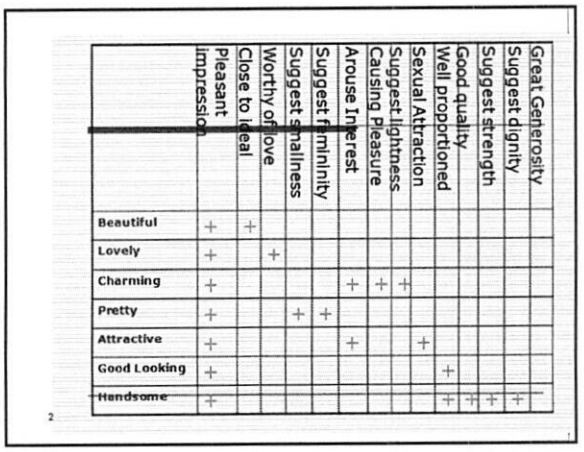
- Only he promised to read the first chapter o the book.
- He only promised to read the first chapter o the book.
- He promised only to read the first chapter o the book.
- He promised to read only the first chapter o the book.
- He promised to read the first chapter of the book only.

RULE OF PROXIMITY

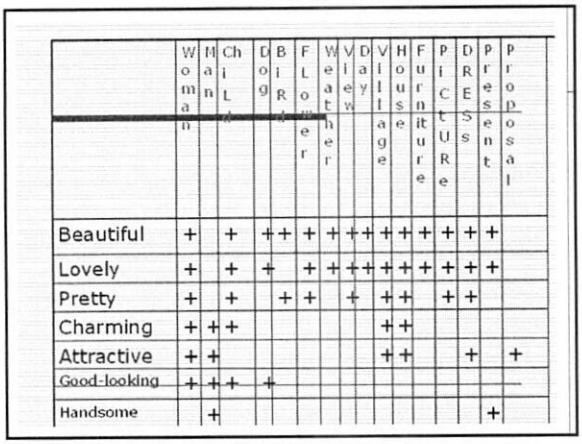
Look at the sentence below. What does it mean?

I went to my village home to sell a piece of land along with my wife .

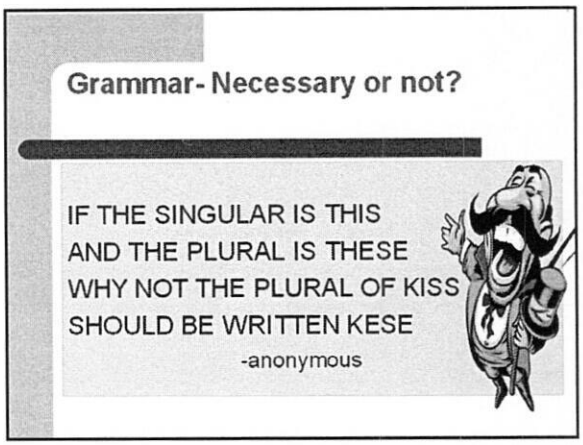


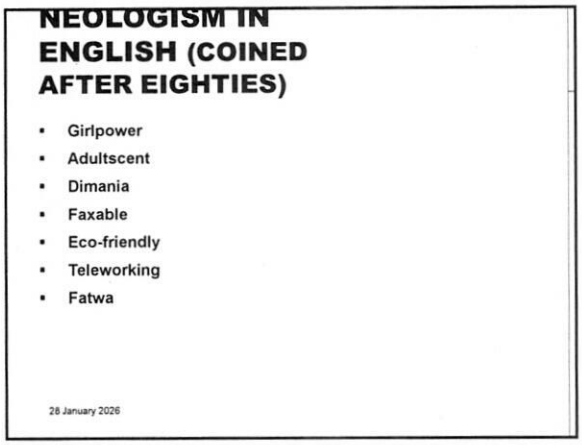


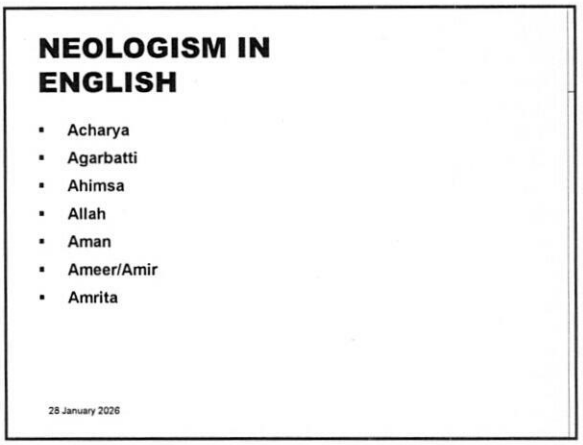
	Pleasant impression	Close to ideal	Worthy of love	Suggest smallness	Suggest Femininity	Arouse Interest	Causing Pleasure	Suggest lightness	Sexual Attraction	Well proportioned	Good quality	Suggest strength	Suggest dignity	Great Generosity
Beautiful	+	+												
Lovely	+		+											
Charming	+					+	+	+						
Pretty	+			+	+									
Attractive	+					+			+					
Good Looking	+									+				
Handsome	+									+	+	+	+	



	Woman	Man	Child	Dog	Bird	Flower	Weather	View	Day	Village	House	Furniture	PiCTURE	DRESS	present	proposal
Beautiful	+		+	+	+	+	+	+	+	+	+	+	+	+	+	
Lovely	+		+	+		+	+	+	+	+	+	+	+	+	+	
Pretty	+		+		+	+		+		+	+		+	+		
Charming	+	+	+							+	+					
Attractive	+	+								+	+			+		+
Good-looking	+	+	+	+												
Handsome		+													+	







NEOLOGISM (CONT.)

- Asana
- As(h)ram
- Atma
- Atta
- Ascha
- Aus
- Avatar
- Ayah
- Ayueveda
- Baboo

NEOLOGISM (CONT.)

- Baba
- Backsheesh/ backshish/ baksheesh, buckshish/ backshish
- Badmash/budmash/ budmush
- Bael
- Bahadur
- Bandor
- Bandh

NEOLOGISM (CONT.)

- Bigha
- Bismillah
- Brahman
- Bundook
- Bustee
- Cabobs
- Cha-cha
- Chador
- Calpa

NEOLOGISM (CONT.)

- Chamcha
- Chamar
- Chapati
- Charka
- Chatta
- Chitty
- Chittack
- Chokidar

NEOLOGISM (CONT.)

- Chutney
- Cutcha
- Cutcher®y
- Dak
- Dak-bungalow
- Dakoit/Dacoit
- Dakoiti/Dacoiti

NEOLOGISM (CONT.)

- Dalal
- Dekko
- Dervish
- Dewani
- Dhal
- Dharma
- Dobhash

- Dharna
- Dhania
- Eblish
- Eka
- Ekka
- Ganja

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NEOLOGISM (CONT.)

- Ghee
- Gherao
- Goonda
- Gooroo/Guru
- House Husband
- Haj

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NEOLOGISM (CONT.)

- Hat
- Hookum
- Isabgul
- Izzat
- Jheel
- Karkhana
- Kaji, Kazi
- Kanungo

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NEOLOGISM (CONT.)

- Inam
- Darshan
- Kurta
- Lota
- Malik
- Maidan

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NEOLOGISM (CONT.)

- Mahatma
- Maharaja
- Maharani
- Ma
- Namaskar
- Nazzar
- Paramatma
- Pucca
- Romal

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NEOLOGISM (CONT.)

- Rooty
- Sadhu
- Sahib
- Sakti
- Shaitan
- Shamiana
- Shola

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NEOLOGISM (CONT.)

- Soojee
- Sraddha
- Sultan
- Sultana
- Sundari
- Sunni
- Sura

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NEOLOGISM (CONT.)

- Swami
- Sircar/sirkar
- Sirdar
- Sufi
- Tabla
- Tahsil/Tehsil

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NEOLOGISM (CONT.)

- Tantra
- Tasar
- Tat
- Thana
- Ticca
- Tola
- Tulwar

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NEOLOGISM (CONT.)

- Taj
- Taka
- Taluk
- Yug(a)
- Zamindar/Zemindar/Zemindari
- Zillah
- Zoolum

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BLENDED WORDS

- Compfusion-computer induced confusion
- Edutainment
- Infotainment
- Hi-tech
- Banjolina
- Sleepaholic
- Workaholic
- Chocaholic-

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BLENDED WORDS (CONT.)

- Bombay+Hollywood=
- Ben Affleck +Jennifer Lopez=
- Stalker+Paparazzi=
- Spontaneous+safe=
- Simple+technology=
- Compact+spacious=
- Joseph Luft +Harry Ingham=

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BLENDED WORDS (CONT.)

- Brunch- Breakfast+ Lunch
- Camcorder- Camera+ Recorder
- Eurocrat- European +Bureaucrat
- Eurovision- European +Television
- Motel- Motor + Hotel
- Oxbridge- Oxford +Cambridge

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BLENDED WORDS (CONT.)

- Smog- Smoke +Fog
- Telecast- Television +Broadcast
- Tunch- Tea+Lunch
- Blot- Black +Spot
- Bit- Binary+ Digit

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BLENDED WORDS (CONT.)

- Slender- Slight +Tender
- Comtech-Computer +Technology
- Cotea- Coffee + Tea
- Pixel-Picture+ element
- Digicam-Digital+Camera

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SMS TEXTRY

" 'M (T-T) if pos snd 500/9. jorury.TTYL":the impact of txtspeak on communication, language, and mode of expression

!SHUNLAMURLOOKIN4NAKIVERYULTAPALTAODDODVUTMESSAGESOAMIDECISIONTAKEKORLAMJEIWILLSENDUEKTAMESSAGEKINTUCHINTAKOREFOUNDOUTJEODVUTKICHUWRITEKORTEDISABLEHOCHHI!

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SMS TEXTRY

Length:

Abbreviation: Title

a) Shortenings: Mon, uni, bro, lec, poss
b) Contractions: abt, gd, thx, wknd, yr,
c) Acronyms: asap
d) Initialisms: OMG, BNDT,GNSD, TTFN,KISS,ADKSO
e) The slash: "/" "s/t" for something

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SMS TEXTRY

Phonic: AD c u l8r. I'l b @hol.

a) Phonological approximation-b(be), c (see), u(you) sum(some), cum(come), wana(wanna)
b) "galz" for girls, plz for please
c) Onomatopoeic: Mmm for Let me think
d) Letter/number homophones-i12, conCs10c, cm4tbl

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SMS TEXTRY

Non-standard Orthograpghy-night (nyt), phone (fone), phobia (fobia)

Syntactic appropriation: Hi m8 wht u doin 2nite

Code switching: joruri

The minimizing of space between words

...I hv2go2ju2mrw.c me der

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SMS TEXTRY

Punctuation: Tomrw I hav exm on d whole corse of anthro I did neva obsev d day bt I cn mek it if u insist im avlebl

Capitalization: I WANT U C ME NOW. IS DAT CLEAR?

All credit goes to YOU who gev birth 2 a new man in me.

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SMS TEXTRY

Emotive approximation: Soooooooo exciting.

Hiiiiii, cya afta looooooong tym.

Emoticon:

The face- {^ _ ^}

Graphics:

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INITIALISMS

ASAP	
BTW	
FAQ	
FYI	
IMHO	

INITIALISMS

LOL	
TIA	
TTFN	
KISS	
ADKSO	

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INITIALISMS

2 Day -----today

2 Moro-----tomorrow

2 Nite------tonight

ATB-------all the best

B4--------before

BBL-----be back later

CUL8R—see you later

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INITIALISMS

F2F-------face to face
FWIF----for what it's worth
GR8-----great
HAND—have a nice day
ILU------I love you
KIT------keep in touch
MSG----message

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INITIALISMS

MYOB—mind your own business
NO1----- no one
PCM---- please call me
PLS=== please
SOM1--- someone
SPK=== speak
THX===thanks

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INITIALISMS

WAN2=== want to
WKND===weekend
X======= kiss
XLNT====excellent
XOXO=== hugs and kisses
YR======your/you're

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Lotta-lot of/ lots of
Also lotsa
Gonna-going to
Gotta-got to
Wanna-want to
Howdy

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EMOTICONS

☺ ----happy (a 'smiley')
☹-----unhappy
;-)----winking
:-D---laughing
:-Q---I don't understand
:'-(---Crying

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EMOTICONS

:-1 -------bored
:-*-------kiss
:-o-------surprised
:-x------my leaps are sealed
(I won't tell anyone)

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Gender Specific	Gender-Neutral
Chairwoman, chairman	*Chairperson, Chair*
Man-made	*Synthetic, Artificial*
Manpower	*Personnel*
Man, Mankind	*People*
Postman	*Mail-carrier*
Salesman	*Sales executive*
Waiter, Waitress	*Server*

Poor	Better
A civil servant uses his good judgement.	
The ladies enjoyed the shopping trip.	
Bob took his wife and children to a movie.	
A principal and his staff need to establish good communication.	

PARALLELISM

I went to new market to buy a shirt, to visit my friends and for gossiping.

Professor William enjoys teaching and to write.

I came, saw, and I had conquered.

PARALLELISM

Johnny is young, enthusiastic and she has talent.

Mr. Nabi contributed a great deal to Bangladeshi art: painting, teaching and as a lecturer.

My roommate is miserly, sloppy and a bore.

NOUN PLAGUE/NOUN ADDICTION

The committee made a decision to hold a meeting in March.

We should make selection of speakers appropriately.

Let me give a brief introduction of Dr. Kadir.

He gave me a comprehensive briefing.

USE FORMAL ENGLISH

Academic English is formal. It avoids slang and colloquialisms, such as these:

The writer is out of order when he suggests…'

The new plans were just the stuff.'

'These findings need to be taken with a pinch of salt.'

The argument was a bit over the top.

Use concrete language

Creature-animal-mammal-cat-persian cat-grey persian cat

Abstract---------- concret

Most abstract	My pet My dog My puppy My eight-week old puppy My eight-week-old black puppy
Most concrete	My eight-week-old black labrador puppy

BREVITY

MAINTAINING BREVITY

- Better avoid long sentences if possible.
- Sentences of more than two typewritten line is too long.
- Better use simple and complex structure simultaneously.

COMMUNICATION IN BRIEF

When an ordinary person wants to 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,

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,

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.

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 form 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

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

CONTINUED

objects, among other things, improvements in the condition of labor of its members, including hours of labor and compensation therefore and leave of absence, by any person or groups of persons in said postal service, or the presenting by any such person or groups of persons of any grievance of grievances to the Congress or any Member thereof shall not constitute or be cause for reduction in rank or compensation or removal of such person or groups of persons from said service.

SENTENCE LENGTH

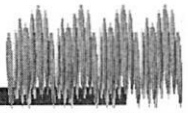
Sentence Length	Comprehension Rate
•8 words	100%
•15 words	90%
•19 words	80%
•28 words	50%

CLARITY

Fog Index= (ASL+NLW) X 0.4

- = (20+ 1) X0.4
- =21X 0.4
- 8.4

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.

Simplicity of the language

Less familiar	Simple alternatives
Ascertain	Find out
Conceptualize	See
Encompass	Include
Hypothesize	Guess
Monitor	Check
Operational	Working
Option	Choice

Cont.

Less Familiar	Simple Alternatives
• Perpetuate	• Continue
• Perplexing	• Troubling
• Reciprocate	• Return
• Stipulate	• Require
• Terminate	• End
• Utilize	• Use

রাজনীতিবিদদের বক্তৃতা ভেগোলজির প্রকৃষ্ট উদাহরণ হতে পারে। এ ধরনের বক্তৃতার একটি সুন্দর উদাহরণ দিয়েছেন পরিমল রায়। বক্তৃতাটি নিম্নরূপ:

> মানে আপনারা এদিক থেকে এই করতে থাকুন। আর আমরা এদিক থেকে এই করতে থাকি। আপনারা যদি এটুকু করেন, তাহলে আপনাদের কাছ থেকে আমাদের এতে একটি সত্যিকারের সাহায্য হবে। মানে, বাংলাদেশের যে অবস্থা, বুঝতে পেরেছেন। এখন যদি আমরা এটা না করি তাহলে— মানে, এদের ব্যাপারটি তো বুঝতে পারছেন? এরা দেবে না। কিন্তু দেবে না বললেই তো আমরা এ করতে পারি না। আমাদের কেড়ে নিতে হবে।

এখানে বাক্য অনেক আছে, কিন্তু অর্থ কিছু নেই। দুষ্ট লোকেরা বলে যে এ ধরনের বক্তৃতা শুনেই রবীন্দ্রনাথ গান লিখেছেন:

> অনেক কথা যাও যে বলে কোনো কথা না বলি।
> তোমার ভাষা বোঝার আশা নিয়েছি জলাঞ্জলি।

শুধু শাব্দিক কারণে নয়, বাঙালি চরিত্রেই অস্পষ্টতার দিকে ঝোঁক রয়েছে: মধ্যযুগের পুঁথিকাররা লিখেছেন, 'লাখে লাখে সৈন্য মরে কাতারে কাতার, একুনে তাহার হইল চল্লিশ হাজার'। এখানে কবি লাখ আর হাজারের তফাতই বোঝেন না। তাই বক্তব্যের অসাধুতা নিয়ে তাঁর মাথাব্যথা নেই।

ওপরের আলোচনা থেকে প্রতীয়মান হয় যে অজ্ঞানতা হচ্ছে ভেগোলজির একটি বড় কারণ। কোথাও কোথাও এই অজ্ঞানতা স্পষ্ট (যেমন পুঁথিতে লাখের সঙ্গে হাজার গুলিয়ে ফেলা)। আবার কোথাও কোথাও ভেগোলজি অজ্ঞতাকে ঢেকে দেয়। এ ধরনের ভেগোলজির একটি প্রকৃষ্ট উদাহরণ রয়েছে রবীন্দ্রনাথ ঠাকুরের 'হিং টিং ছট্' কবিতায়: গৌড়ীয় পণ্ডিত হিং টিং ছট্ শব্দগুলির নিম্নরূপ ব্যাখ্যা দেন:

> ...নিতান্ত সরল অর্থ, অতি পরিষ্কার—
> বহু পুরাতন ভাব, নব আবিষ্কার:
> ত্র্যম্বকের ত্রিনয়ন ত্রিকাল ত্রিগুণ
> শক্তিভেদে ব্যক্তিভেদে দ্বিগুণ বিগুণ।
> বিবর্তন আবর্তন সম্বর্তন আদি
> জীবশক্তি শিবশক্তি করে বিসম্বাদী।
> আকর্ষণ বিকর্ষণ পুরুষ প্রকৃতি

> আণব চৌম্বক বলে আকৃতি বিকৃতি।
> কুশাগ্রে প্রবহমান জীবাত্মবিদ্যুৎ
> ধারণা পরমা শক্তি সেথায় উদ্ভূত।
> ত্রয়ী শক্তি ত্রিস্বরূপে প্রপঞ্চে প্রকট,
> সংক্ষেপে বলিতে গেলে— হিং টিং ছট্।

বুদ্ধিজীবীর মর্যাদা অর্জনের জন্য কোন ধরনের গুণাবলির প্রয়োজন, সে সম্পর্কে নানা মত রয়েছে। পল জনসন (১৯৮৮) ১৩ জন বুদ্ধিজীবী নিয়ে Intellectuals নামে একটি বই লিখেছেন। এই বইয়ের নির্যাসে বুদ্ধিজীবীদের নিম্নোক্ত গুণাবলি বিশেষ দৃষ্টি আকর্ষণ করে : মাদকাসক্তি, পরিবারের প্রতি ঔদাসীন্য, সমকাম, মুনাফেকি, প্রতারণা, কৃতঘ্নতা, নিষ্ঠুরতা ও অসহিষ্ণুতা। তবে বাংলাদেশে বুদ্ধিজীবী হওয়ার জন্য এত সব বদ খাসিয়তের প্রয়োজন নেই। বাংলাদেশে বুদ্ধিজীবী হওয়ার জন্য দুটি গুণই যথেষ্ট। প্রথমত, বাংলাদেশে বুদ্ধিজীবী হতে হলে আড্ডাবাজ হতে হবে। ডেনমার্কের রাজপুত্র ছাড়া যেমন *হ্যামলেট* নাটক সম্ভব নয়, তেমনি আড্ডাবাজ না হয়ে বাংলাদেশে বুদ্ধিজীবীর শিরোপা অর্জন অকল্পনীয়। দ্বিতীয়ত, বাংলাদেশে বুদ্ধিজীবী হতে হলে 'ভেগোলজি'তে পারদর্শিতা অর্জন করতে হবে। ভেগোলজির অস্পষ্টতাতেই বাঙালি মনীষার নীতি স্ফূর্তি লাভ করে।

ঠাট্টা করে বলা হয়, 'Economics is the painful elaborations of the obvious' (অর্থনীতি হচ্ছে সোজা বিষয়ের বেদনাদায়ক সম্প্রসারণ)। অনেক অর্থনীতিবিদের নিজেদের মনেই প্রশ্ন আছে, অর্থনীতিবিদেরা যেভাবে সব বিষয়ের বিশ্লেষণ করতে চান তার আদৌ প্রয়োজন আছে কি না। এ সম্পর্কে অর্থনীতিবিদ কেনেথ বোল্ডিং একটি সুন্দর ছড়া লিখেছেন যা নিচে উদ্ধৃত হলো :

If you do some acrobatics
With a little mathematics
It will take you far along
If your idea's not defensible
do not make it comprehensible
your folks will find you out,
and your work will draw attention
if you fail to mention
what the whole thing is about.

You must talk of GNP'
And of elasticity
Of rates of substitution
And undeterminate solution
And oligonopopsony

ইংরেজি ননসেন্স কবিতা উদ্ধৃত হলো। প্রথম উদ্ধৃতিটি নেওয়া হয়েছে লুই ক্যারলের একটি কবিতা থেকে :

Twas brilling and slithy toves
Did gyre and gimble in the wabe
All mimsy 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 অধিকাংশ শব্দ অর্থহীন। তাই এসব কবিতাকে আপাতদৃষ্টিতে অর্থপূর্ণ মনে হলেও আসলে এরা অর্থহীন। নেহাত ধ্বনি সৃষ্টির জন্য কিছু অর্থহীন শব্দ একত্র করা হয়েছে।

আবার কোনো কোনো কবিতায় সব শব্দের অর্থ আছে, কিন্তু সামগ্রিকভাবে কবিতাটির কোনো অর্থ নেই। সুকুমার রায় বাংলায় এ ধরনের কবিতা লিখেছেন। যেমন ধরুন, নিচের কবিতাটি :

শুনেছো কি ব'লে গেলো সীতানাথ বন্দ্যো?
আকাশের গায়ে নাকি টক টক গন্ধ?
টক টক থাকে নাকো হ'লে পরে বৃষ্টি—
তখন দেখেছি চেটে একেবারে মিষ্টি।

এখানে প্রত্যেকটি শব্দের অর্থ আছে। কিন্তু পুরো কবিতাটি ব্রেক ডল। আকাশের কি গন্ধ আছে? কারও পক্ষে সে গন্ধ চাটা কি সম্ভব? কবিতাটি যে অর্থহীন তা কাউকে বলে দেওয়ার প্রয়োজন পড়ে না। অথবা নিচের কবিতাটি উপভোগ করলেও কেউ এর অর্থ খুঁজতে যাবে না :

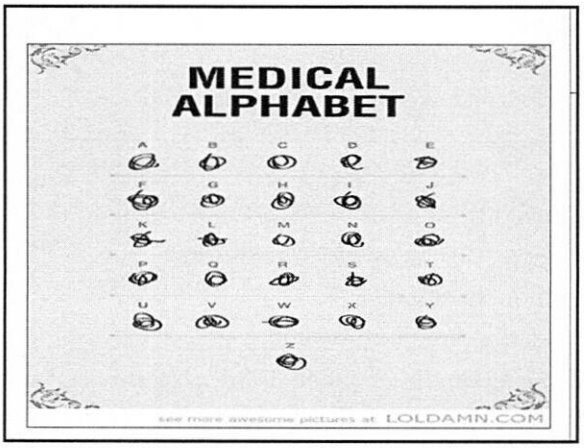
মাসি-পো মাসি পাচ্ছে হাসি
দিন গণেছেন হচ্ছে শিম
হাতির মাথায় বাঘের ছাতা
কাপের বাসায় বপের ডিম।

সুকুমার রায়ের কবিতায় কোনো অস্পষ্টতা নেই। রায়ের পাঠককে কখনো বলে দিতে হবে না যে তাঁর বক্তব্য স্ট্রেট। বরং স্ট্রেট বলেই আমাদের তা আওড়াতে ইচ্ছে করে :

যে সব লোকে পদ্য লেখে
তাদের ধ'রে বাঁচায় রেখে

কানের কাছে নানান সুরে
নামতা শোনায় একশো উড়ে
সামনে রেখে মুদির খাতা—
হিসাব কষায় একুশ পাতা।

'আবোলতাবোল' কবিতায় অর্থ না থাকলেও শব্দের ফুলঝুরি রয়েছে। বক্তব্য না থাকলেও শব্দের মূর্ছনা আমাদের মোহিত এবং আনন্দিত করে। 'ননসেন্স' রচনা হচ্ছে নির্মল ভেগোলজি। এখানে বক্তব্যে আলো-আঁধারের অস্পষ্টতা আছে, তবে কোনো ফেরেববাজি নেই।



WHAT DOES IT MEAN?

Hello Dr. how are you?

Dr.-

SPEAKING ARTISTICALLY

ALLITERATION

Definition

It is a figure in which the same sound, letter or syllable is repeated in a sequence of nearby words.

FEATURES

1. **There is a repetition.**
2. **It is either about a sound, or a letter, or a syllable used in words.**
3. **This recurrence takes place in a sequence of nearby words.**

EXAMPLES
দি ক ইফেক্ট

কলিকাতার কালীঘাটের কালীচরন কর্মকারের কনিষ্ঠ কন্যা কাকলি কর্মকার কপাল কুন্চিত করিয়া কহিল, 'কালু কাকা, কালু কাকা, কাক কেন কা কা করে?'

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

- 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.

OXYMORON

Definition

It is a figure in which contradictory words are set side by side for raising a striking effect in the language.

EXAMPLES

- He is regularly irregular.
- They have a plentiful lack of wit.
- Hasten slowly.

PUN

This is a figure which 'rests on a duplicity of sense under unity of sound.'

EXAMPLES

✓Singapore is a fine city.

✓If a woman loses her husband, she pines for a second.

✓Although he is a scientist, his knowledge on sound is not sound.

✓In a game of cards a good deal depends on good playing, and good playing depends on a good deal.

CHIASMUS

✓*Definition*

- It is a figure in which generally a contrast between ideas is expressed through the inversion of the order of words or phrases when they are repeated or subsequently referred to in a sentence.

ILLUSTRATIONS

- Fair is foul and foul is fair.
- Beauty is truth, truth beauty.

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

Module:11
Fitness and Well-being

Effects of Sedentary Lifestyle And Its Management

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Session Plan

- What is Sedentary lifestyle?
- Effects of sedentary lifestyle
- Brief discussion on noncommunicable diseases.
- Preventive management of NCD
- Definition of nutrition and measurement of nutritional status.
- How to maintain body weight
- Daily calorie management.

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.

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)

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.

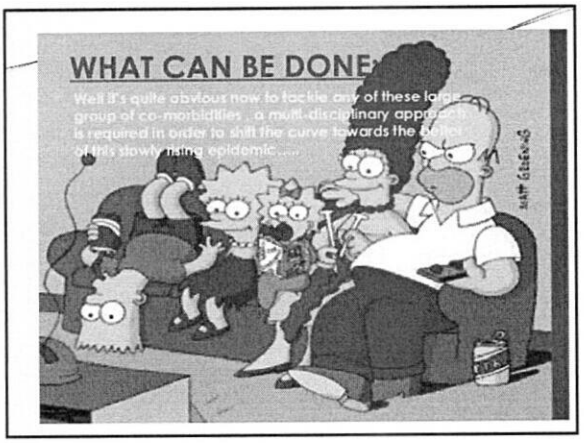
- **Major Non Communicable diseases (NCD) :**

- Cardiovascular diseases (CVD)
- Diabetes Mellitus
- Hypertension
- Obesity1
- Cancer
- Osteoarthritis
- Mental health problem

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.



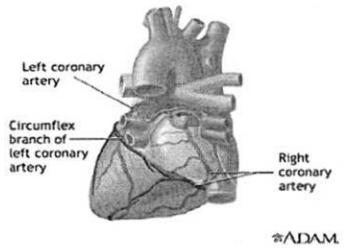
Prevention of heart diseases

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.



Today's Lifestyles are tomorrows risk factors

Today's risk factors are tomorrows diseases

Risky behaviors ⟶ Risk factors ⟶ NCDs

Healthy Lifestyle

⇩

A way to prevent NCD

What is Healthy Lifestyle ?

A healthy lifestyle is defined by four basic criteria:

- Not smoking
- Holding weight down
- Eating right
- Exercising

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

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

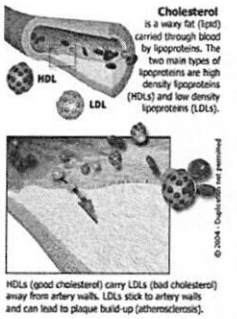
Lipoproteins:

Chylomicrons

LDL (low density lipoprotein)

HDL (high density lipoprotein)

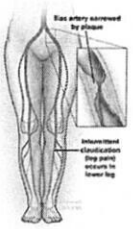
VLDL

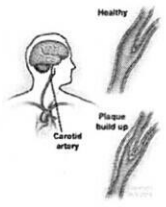


Cholesterol is a waxy fat (lipid) carried through blood by lipoproteins. The two main types of lipoproteins are high density lipoproteins (HDLs) and low density lipoproteins (LDLs).

HDLs (good cholesterol) carry LDLs (bad cholesterol) away from artery walls. LDLs stick to artery walls and can lead to plaque build-up (atherosclerosis).

Hyperlipidaemia



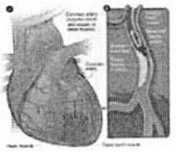


What **is HDL Cholesterol?**

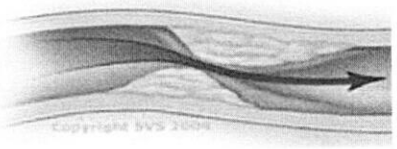
- High-density lipoprotien (HDL)
  - "Good" cholesterol
  - Carries cholesterol away from the arteries and back to the liver
  - High levels of HDL appear to protect against heart attack
  - Low HDL indicates a greater risk for heart attack

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



Why it becomes a Silent Killer ?

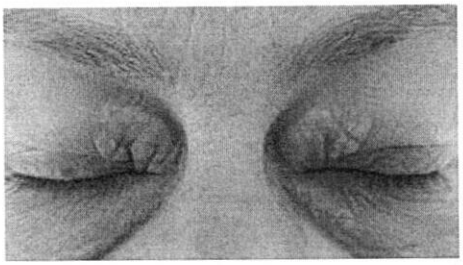


- Coronary Artery Block.

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.

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.
-

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 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

Diabetes Mellitus

How to prevent Diabetes?

- **Diet control**
- **Prevention of over weight/ obesity**
- **Discipline**
- **Regular exercise**

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

How to prevent Diabetes?

Discipline:

Take a balanced diet

- **Take medicines timely**
- **Keep yourself neat & clean**
- **Monitor weight and blood glucose level**

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

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

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

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

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.

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.

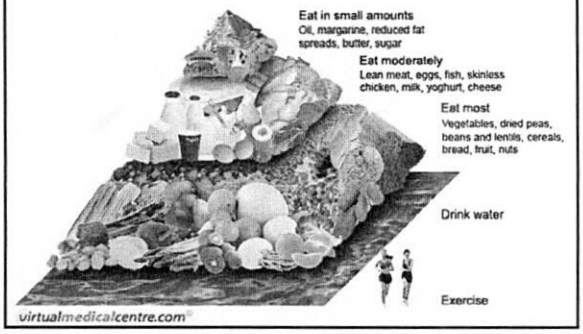
There are six nutrients:

- Protein
- Fat
- Carbohydrates
- Vitamin
- Minerals
- Water

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.

Food Pyramid



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.

Nutrition and Nutrients

Nutrition is the biochemical and physiological process by which an organism uses food to support its life.

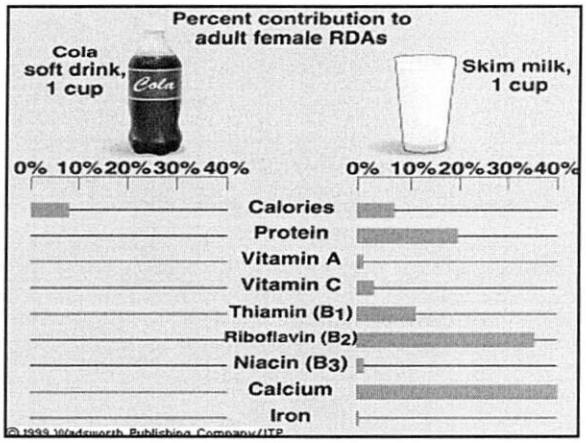
Nutrients are chemical compounds in food that are used by the body to function properly and maintain health.

Macronutrients: Protein, Fat, Carbohydrate.
Micronutrient : Vitamin, Minerals and Water

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.



Benefits of good nutrition:

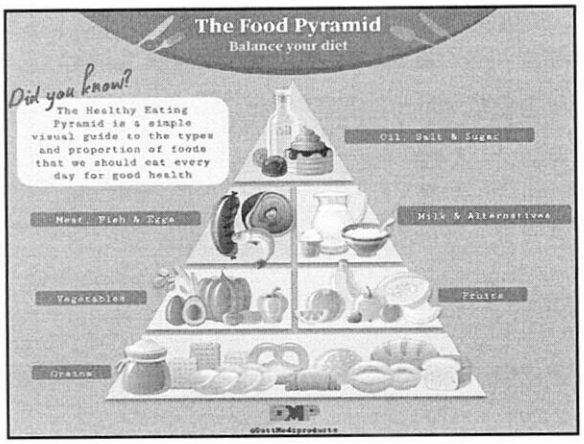
Benefits of good nutrition or eating healthy are

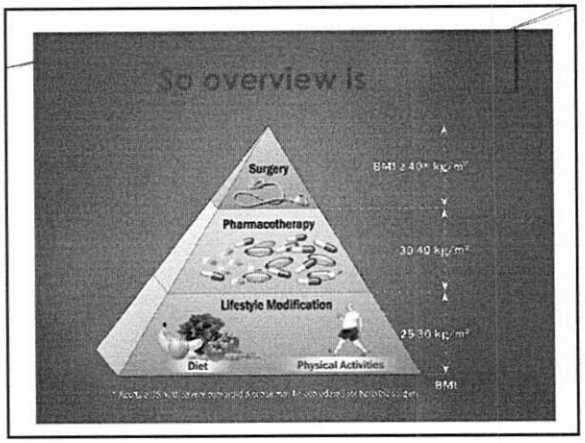
- Heart health
- Weight loss
- Diabetes
- Hypertension
- Immunity
- Reduced cancer risk
- Gut health
- Memory

Diet and nutrition

Diet refers to all the food that we consume through the day on a regular basis.

On the other hand, nutrition refers to the fuel that our body requires to function optimally and maintain good health. It refers to the right mix of nutrients.





How to prevent Over-weight and Obesity?

- **Diet:**
  - Low intake of rice and wheat products
  - Restriction of high calorie diet
  - Increase intake of low calorie diet
  - Increase fiber containing diet intake
  - Prepare foods with little or no oil.
  - Avoid sugary foods : Candy, Jelly, Jam etc.
  - Limit beverage drinks.

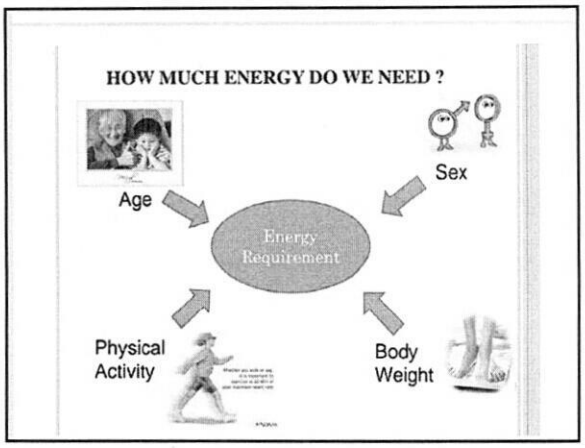
How to prevent Over-weight and Obesity?

- 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.

400

•Prevention of obesity:

Keep your BMI under 25



How to calculate BMI ?

Body Mass Index (BMI) = Wt. in Kg/Ht. in meter²

Ideal Body Wt. (kg) = Ht. in cm – 100 (Roughly)

Losing even 10% of your total body weight can significantly lower your risk.

Interpretation of BMI According to WHO:

Classification	BMI Principle cut-off points
Overweight	**≥ 25.00**
Pre-obese	**25.00-29.99**
Obese	**≥ 30.00**

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.

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

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

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

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

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

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

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

Nutrition Facts

Serving Size 1 oz (28g/about 15 chips)
Servings Per Container 1

Amount Per Serving	
Calories 160	Calories from Fat 90
	% Daily Value*
Total Fat 10g	16%
Saturated Fat 1g	5%
Trans Fat 0g	0%
Cholesterol 0mg	0%
Sodium 170mg	7%
Total Carbohydrate 15g	5%
Fiber 1g	5%
Sugars less than 1g	
Protein 2g	

Vitamin A	0%	Vitamin C	10%
Calcium	0%	Iron	2%
Potassium	10%	Vitamin E	6%
Thiamin	4%	Niacin	8%
Vitamin B_6	10%	Magnesium	4%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

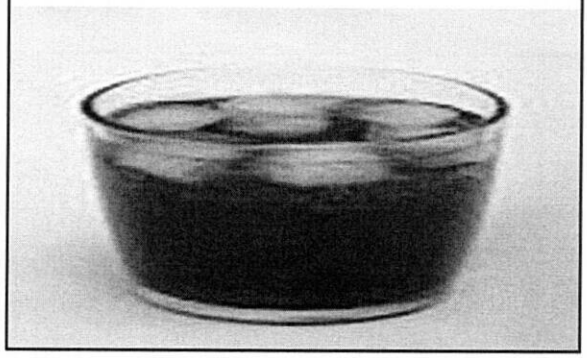
	Calories	2,000	2,500
Total Fat	Less Than	65g	80g
Sat Fat	Less Than	20g	25g
Cholesterol	Less Than	300mg	300mg
Sodium	Less Than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

Lay's Classic Potato Chips (1 oz)

INGREDIENTS: POTATOES, VEGETABLE OIL, (SUNFLOWER, CORN, AND/OR CANOLA OIL), AND SALT

NO PRESERVATIVES

250 ml of Coca cola contain about 100 calorie



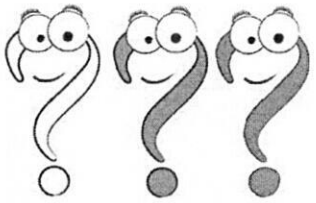
Population advice to prevent NCD

- 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.

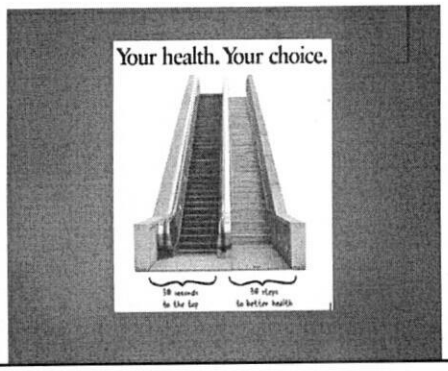
How to cut down fat in food

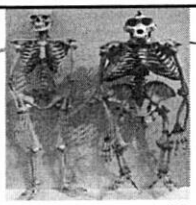
- Adopt cooking methods other than frying.
- Trim any visible fat from meat.
- Choose poultry and fish
- Avoid high fat containing foods.

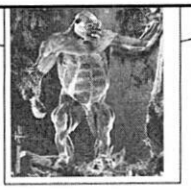
Query ?



THANK YOU







You probably noticed that many animals have considerably more muscle mass than humans. This is not only limited to gorillas, but you can also see it in bears, cows, bulls, horses, big cats, boars, just to list some you may know. This is mainly due to genetics.

Every animal is built for a different purpose. A human is built for endurance and fine movements, a gorilla is built for using its power. It must be strong enough to climb trees easily, despite its weight. An average sized male gorilla who has the same height as a man, can easily outweigh the man three times. Remember, both being average and not extraordinary.

A 500 pound gorilla has enough strength to climb a tree with the ease of a ballet dancer. Just as you have enough strength to carry bags home from the grocery store. Or enough stamina to walk 30 miles without training.

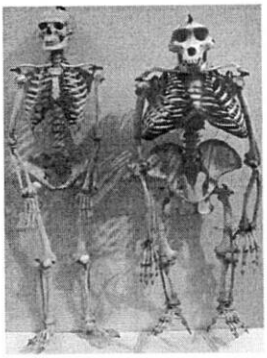
The gorilla doesn't need to work out to get strong. It must be strong, therefore it is strong. It does calisthenics on a daily basis. It has more fast twitch muscle fibers and they are stronger than yours. The gorillas bone density is much higher, the bones are thicker, the heart and lungs bigger.

You (a human) don't need to be physically strong to survive. You need to be smart. Excess muscle is a waste of resources, especially if you don't need it. If you stop working out, you will lose most of your hard earned muscle. The gorilla will not.

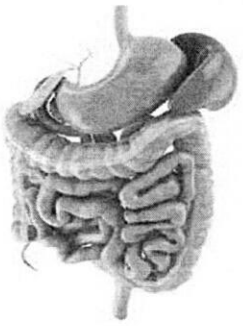
To put things better in perspective compare the frames of a man and a gorilla.

By the way, powerlifters also spend a lot of time sleeping and eating. They don't work out 24/7.

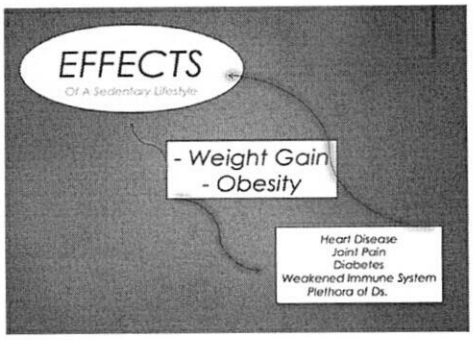
Skeleton of Human And Gorila



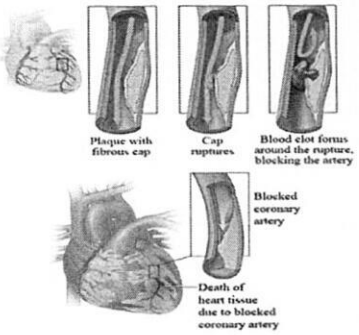
Digestive System



Effects of Sedentary Lifestyles



Heart Attack



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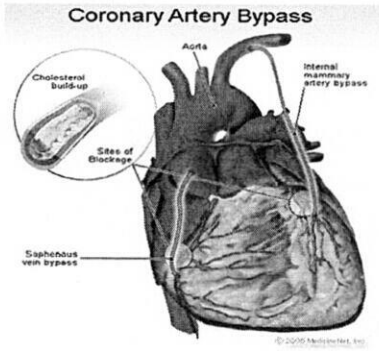
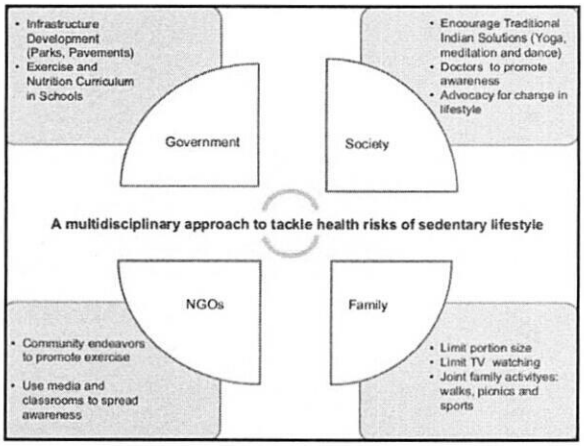
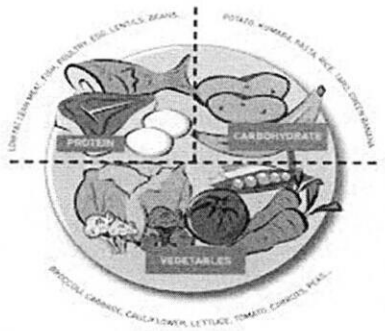
Bypass Surgery

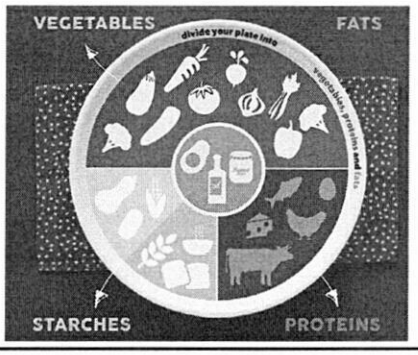


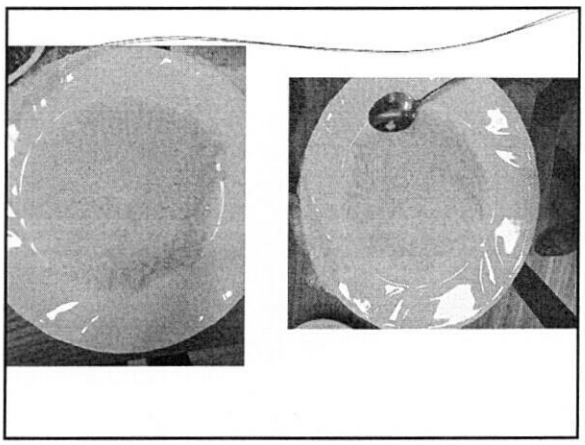


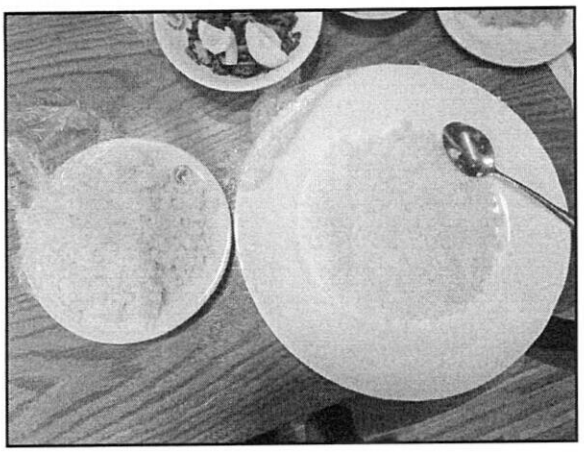
Healthy Plate Model

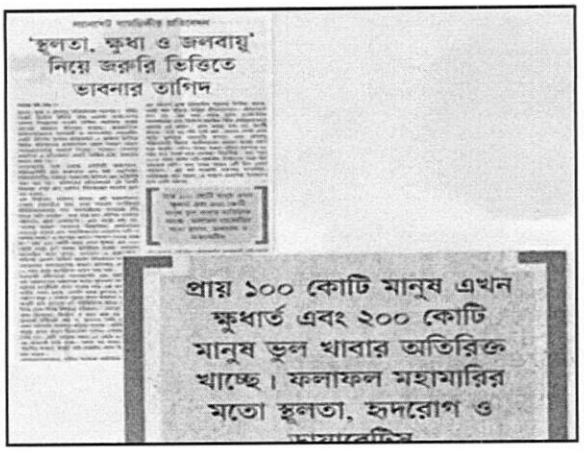


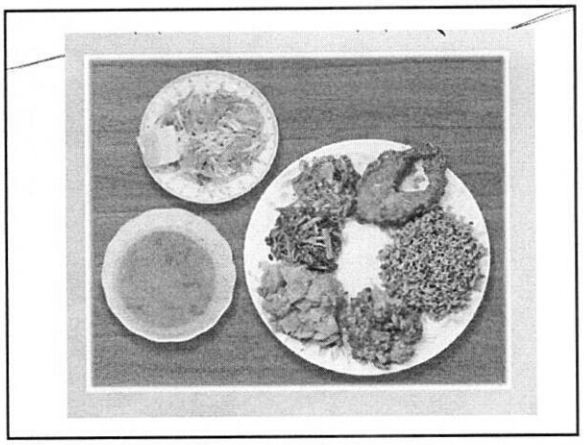
Healthy Plate Model

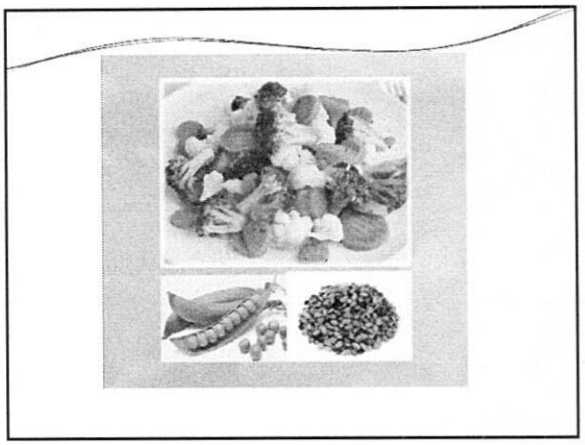


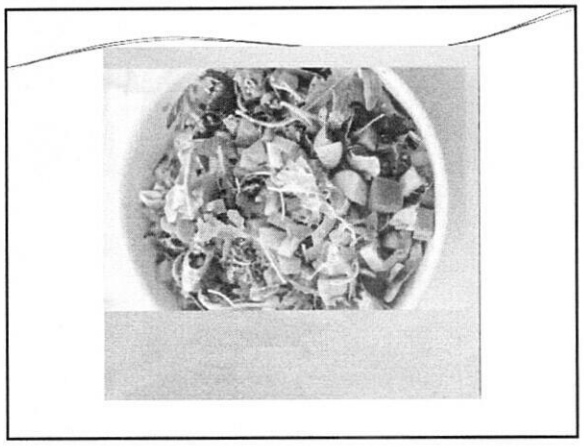





'স্থূলতা, ক্ষুধা ও জলবায়ু' নিয়ে জরুরি ভিত্তিতে ভাবনার তাগিদ
প্রায় ১০০ কোটি মানুষ এখন ক্ষুধার্ত এবং ২০০ কোটি মানুষ ভুল খাবার অতিরিক্ত খাচ্ছে। ফলাফল মহামারির মতো স্থূলতা, হৃদরোগ ও





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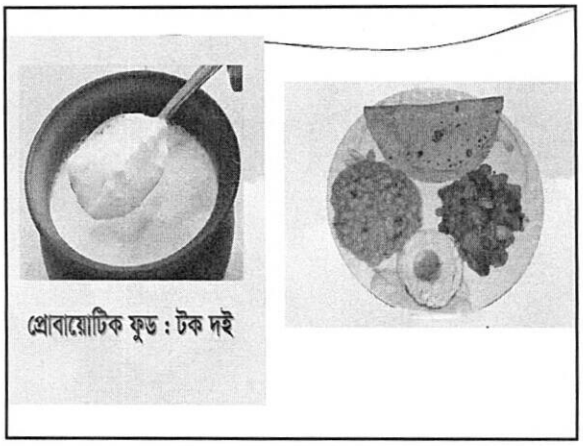
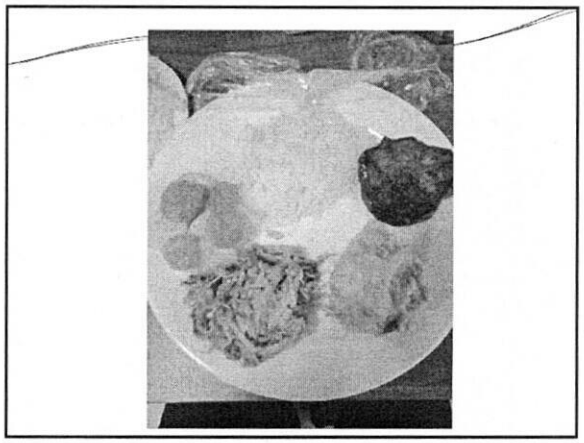
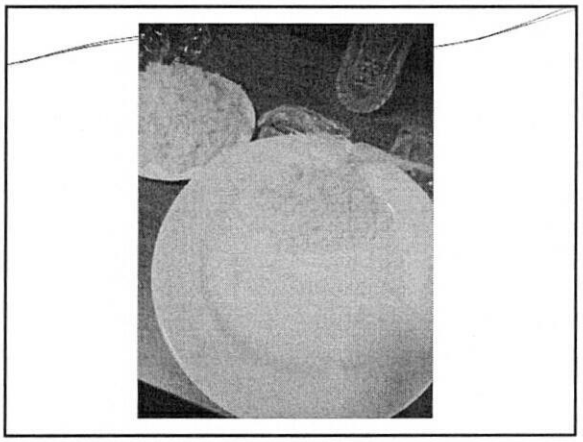


এক টেবল চামচ তেলে প্রায় ১৪ গ্রাম ফ্যাট থাকে

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





Topic
Stress Management and Strategies for Ensuring Work-Life Balance

Guest Speaker

- Md. Abu Bakar Siddique, Grade- I (retd)
- Vice Chairman
- Bangladesh Telecommunication Regulatory Commission

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.

While short-term stress can be beneficial by sharpening focus and boosting energy, chronic or excessive stress can negatively impact mental and physical health. It can manifest as emotional symptoms (such as irritability or anxiety), cognitive symptoms (such as trouble concentrating), and physical symptoms (such as headaches, muscle tension, or fatigue). Managing stress often involves strategies like relaxation techniques, physical activity, adequate sleep, social support, and sometimes professional help.

Stress is a response to various demands or challenges in life.

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.

- **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.

- **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.

➢ **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

➢ **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.

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.

➢ 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 inescapable, 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.

➢ 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.

➢ 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.

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➢ 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.

❖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.

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.

❖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.

❖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.

➢ 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.

➢ **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.

➢ **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.

➢ **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.

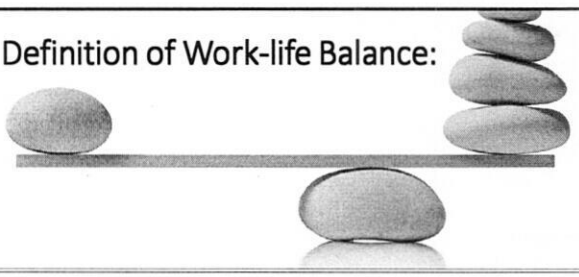
Using a combination of these techniques can create a well-rounded approach to managing stress and fostering a more resilient mindset.

❖ **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.**

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).

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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.

- **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.

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.

- **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.

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 workweeks 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.

- **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.

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.

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.

- **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:

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.

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.

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.

TOP TEN STRESSFUL LIFE-EVENTS:

1. Spouse's Death
2. Divorce
3. Marriage Separation
4. Jail Term
5. Death of close Relative
6. Injury or Illness
7. Marriage
8. Fired from Job
9. Marriage Reconciliation
10. Retirement

MECHANISMS / STRATEGIES FOR ACHIEVING WORK-LIFE BALANCE:

Set clear boundaries	Prioritize and plan	Learn to say no	Take regular breaks	Use time management techniques
• Separate work and personal time. • Avoid checking work emails or calls after office hours.	• Create a daily or weekly schedule. • Focus on high-priority tasks and avoid multitasking.	• Don't take on more work than you can handle. • Politely decline tasks that don't align with your goals.	• Short breaks improve focus and reduce burnout. • Use breaks for stretching, walking, or relaxation.	• Apply tools like the Pomodoro Technique or time blocking. • Plan tasks in advance to avoid last-minute stress.

MECHANISMS / STRATEGIES FOR ACHIEVING WORK-LIFE BALANCE:

Delegate tasks	Practice self-care	Create a supportive environment	Disconnect from technology	Reflect and adjust
• Share workload when possible. • Trust team members to handle their responsibilities.	• Get enough sleep, exercise regularly, and eat healthy. • Engage in hobbies or activities you enjoy.	• Communicate openly with supervisors and colleagues. • Seek flexible work arrangements if needed.	• Set limits on screen time. • Avoid bringing work devices to personal or family spaces.	• Regularly review your work-life balance. • Make changes when your priorities or circumstances shift.

Occupational Health Hazard and Its Management

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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

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.

Modern Health Care System

Low Back Pain

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)

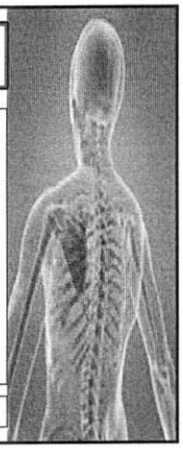
About Our Back

Spine

Intervertebral disc

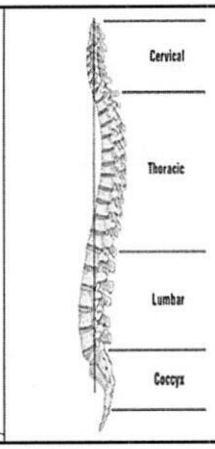
Core muscles

Larger muscles- Gluteus and hamstrings



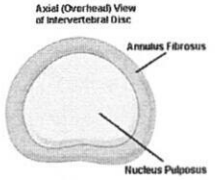
It Consists of three curves

- Cervical
- Thoracic
- Lumbar



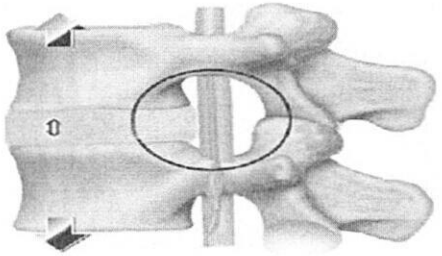
IV Discs

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.

Mechanism



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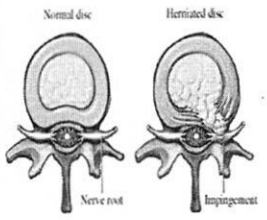
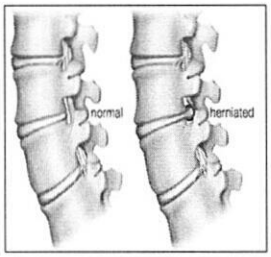
Disc herniated cont…

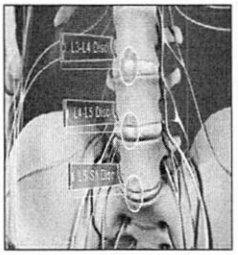


Disc herniated

MRI

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%) (Pouriesa et al. 2013).

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Module: 12
Contemporary Issues

Demographic Transformation: Growth and Development of Bangladesh

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Discussion Outlines

- Demography and Population Dynamics
- Global Population and aging
- Demographic Dividend and Situation of Bangladesh
- Strategies, Opportunities and Challenges of transformation
- Policy actions to realize demographic dividend and Opportunities

Demography and Population Dynamics

Demography: Demography is the statistical study of populations, especially human beings. Demography encompasses the study of the size, structure, and distribution of these populations, and spatial or temporal changes in them in response to birth, migration, aging, and death

Population: Population is the totality of persons inhabiting to a giving location. The estimated population of Bangladesh is 176,842,793 as on January 14, 2026 (Worldometer) with the density of 1333 persons per sq km with a growth rate of 1.22./ As per census 2022, 16,98,28,911/1.22/1119

World population (826,9798,857 as on January 14, 2026) crosses 8 billion Milestone on 15 November 2022 (UN)

Population Dynamics: Population dynamics can be defined as the analysis of the factors that affect the increase, stability, and decrease of populations over time. On the other hand, it means the total situation of the components which are responsible for the changes of population size.

Determinants of Population Dynamics

Fertility: Fertility helps to increase the population size. Fertility rate can be represent in many ways, such as Crude Birth Rate (CBR), Total Fertility Rate (TFR), Net Reproduction Rate (NRR), Age Specific Fertility Rate (ASFR) etc. In Bangladesh most usual way is TFR.

Mortality: Mortality helps to decrease the population size. Mortality rate is factored by the IMR (infant mortality rate), MMR (maternal mortality rate) NMR (neonatal mortality rate) and life expectancy rate.

What other determinants transforms the population for any country?

Determinants of Population Dynamics

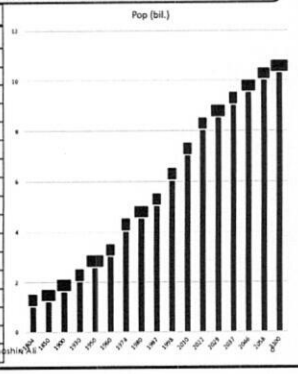
- Population distribution
- Industrialization and economic growth
- Food and nutrition
- Urbanization
- Education
- Family formation
- Women's empowerment
- Labor force and occupation
- Family structure, role and functions
- Sex and age structure

Determinants of Population Dynamics

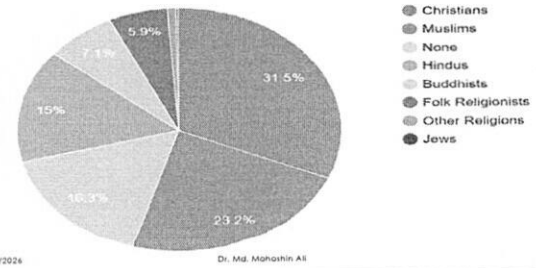
- Resources and environment
- Contraceptive revolution
- Religion, ethnicity, culture, beliefs, practices
- Policy/Politics, political ideologies and social and political reforms
- Rising levels of living and aspiration
- Cost, Benefit and tastes for children
- Improvements in housing, working Conditions and sanitation
- Discovery of preventive medicine
- Development of hospitals and diagnostic and treatment facilities

1 - 1804 (1803 years): 0.2 to 1 bil.
1804 - 2022 (218 years): from 1 billion to 8 billion

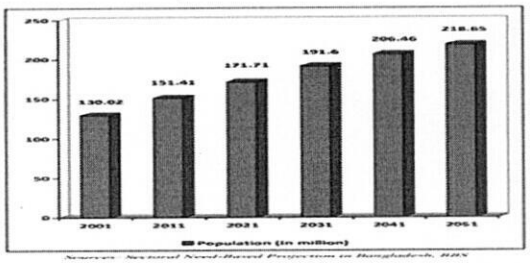
Time	Pop (bil.)
1-1804	1
1850	1.2
1900	1.6
1930-127	2
1950	2.55
1960	3
1975-45	4
1980	4.5
1987-13	5
1998-12	6
2011-13	7
2022-11	8
2029	8.5
2037-15	9
2046	9.5
2058-21	10
2100	10.3



World Population by Religion (Worldometer-2022)



Projected Population in Bangladesh

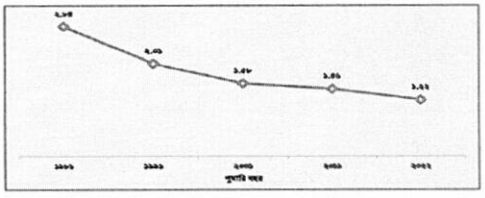


Total Population Census wise

Census Year	Total Population
1974	71.48
1981	87.12
1991	106.31
2001	124.36
2011	144.04
2022	169.98

Population Growth Rate Census wise

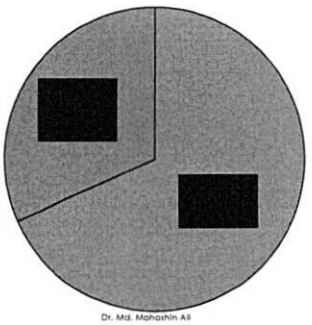
1981	1991	2001	2011	2022
2.84	2.01	1.58	1.46	1.22



Division wise Pop Growth rate 2022

বিভাগ	শুমারি বছর		
	২০০১	২০১১	২০২২
১	২	৩	৪
জাতীয়	**১.৫৮**	**১.৩৭**	**১.২২**
বরিশাল	০.৯১	০.১৮	০.৭২
চট্টগ্রাম	১.৬৯	১.৫৭	১.৩৯
ঢাকা	১.৭৮	১.৯৪	১.৭৪
খুলনা	১.৪৮	০.৬৫	০.৯৩
ময়মনসিংহ*	-	-	-
রাজশাহী	১.৮৭	০.৭৬	০.৮৬
রংপুর	১.৮৮	০.৮৬	০.৯৮
সিলেট	১.৬০	২.২২	০.৯৬

Rural Urban Population 2022



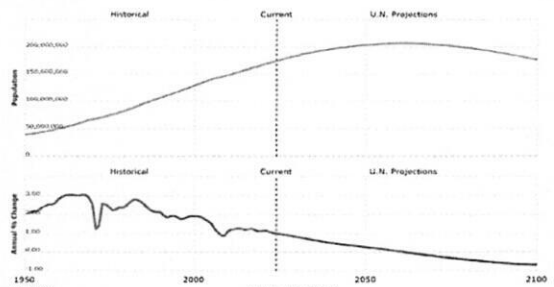
Density of Population 2022

বিভাগ	শুমারি বছর					
	১৯৭৪	১৯৮১	১৯৯১	২০০১	২০১১	২০২২
১	২	৩	৪	৫	৬	৭
জাতীয়	**৪৮৪**	**৫৯০**	**৭২০**	**৮৪৩**	**৯৭৬**	**১,১১৯**
বরিশাল	৪০৮	৪৯০	৫৬১	৬১৫	৬৩০	৬৮৮
চট্টগ্রাম	৪০২	৪৮৭	৫৮৯	৭১৯	৮৩৮	৯৭৯
ঢাকা	৬৮৫	৮৪৩	১,০৫০	১,২৫৫	১,৫২১	২,১৫৬
খুলনা	৩৯৪	৪৭৮	৫৭০	৬৬০	৭০৪	৭৮২
ময়মনসিংহ*	-	-	-	-	-	১,১৪৬
রাজশাহী	৫০২	৬১২	৭৫৯	৮৭৫	১,০১৮	১,১২১
রংপুর**	-	-	-	-	৭৮৪	১,০৮৮
সিলেট***	-	৪৪৫	৫৩৭	৬৩০	৯৭৫	৮৭৩

Division Wise Population

বিভাগ	জনসংখ্যা	শতাংশ (%)
বরিশাল	৯৩,২৫,৮১৮	৫.৪৯
চট্টগ্রাম	৩,৪১,৭৮,৫৮১	২০.১৩
ঢাকা	**৪,৫৬,৪৩,৯১৫**	**২৬.৮৮**
খুলনা	১,৭৮,১৩,৯৫৭	১০.৪৯
ময়মনসিংহ	১,২৬,৩৭,৫২৪	৭.৪৪
রাজশাহী	২,০৭,৯৪,০২৩	১২.২৪
রংপুর	১,৮০,২০,০৭৩	১০.৬১
সিলেট	১,১৪,১৫,০২১	৬.৭২
মোট	**১৬,৯৮,২৮,৯১২**	**১০০**

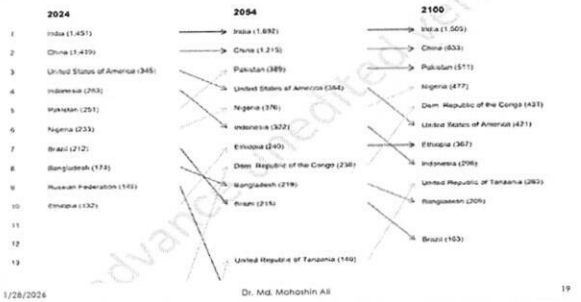
Projected Population Growth rate Bangladesh (Macrotrends – Source UN-2024)



Projected Population Growth rate Bangladesh (Macrotrends – Source UN-2024)

Year	Population Growth Rate
2061	+0.01%
2062	-0.02%
2065	-0.10%
2070	-0.21%
2075	-0.32%
2080	-0.42%
2085	-0.51%
2090	-0.59%
2100	-0.67

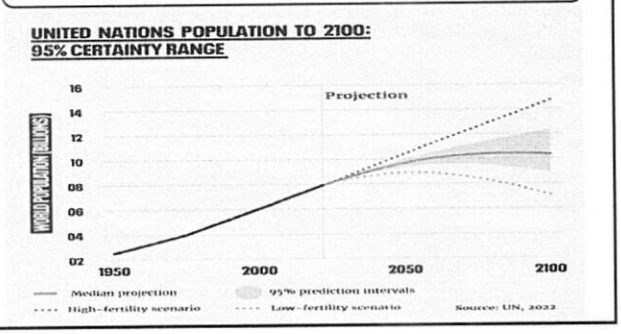
Selected Countries Projected Population 2054 and 2100
World Population prospects 2024 (UN)

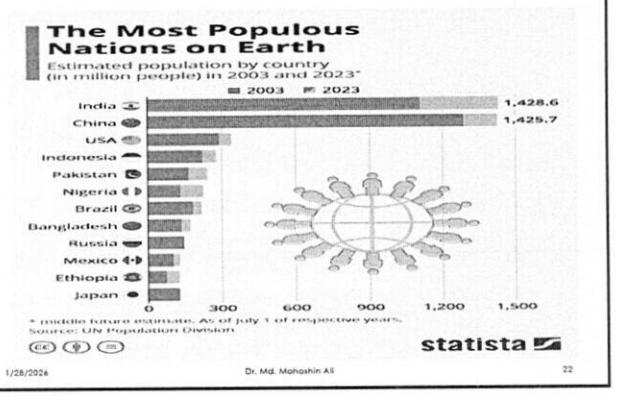


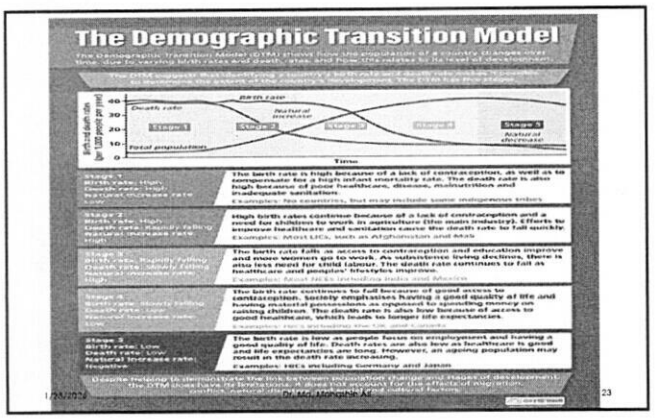
Selected Countries Projected Population 2100
INED 2022 (France) Medium projection

Rank	Country	2050	2075	2100
1	India	1 639 176	1 609 041	1 450 421
2	China	1 402 405	1 221 580	1 064 993
3	Nigeria	401 315	586 203	732 942
4	United States of America	379 419	409 993	433 854
5	Pakistan	338 013	394 265	403 103
6	Indonesia	330 905	336 349	320 782
7	Brazil	228 980	210 433	180 683
8	Ethiopia	205 411	266 190	294 393
9	Democratic Republic of the Congo	194 489	291 256	362 031
10	Bangladesh	192 568	181 282	151 393

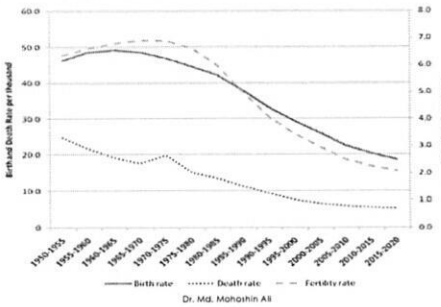
Projected World Population (UN Population prospects 2022)



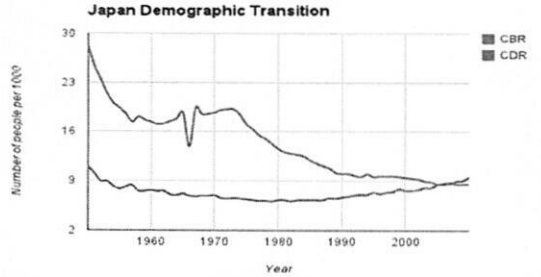




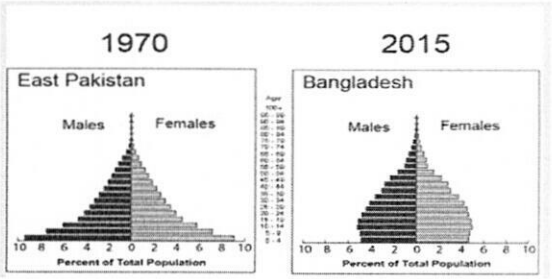
Demographic Transition in Bangladesh



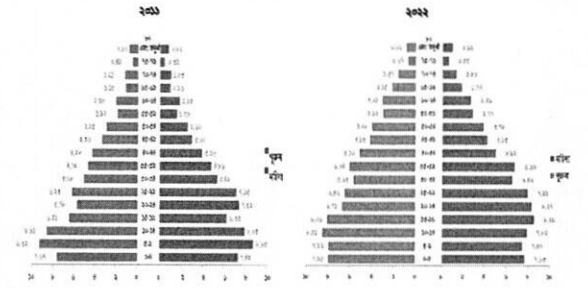
Demographic Transition in Japan



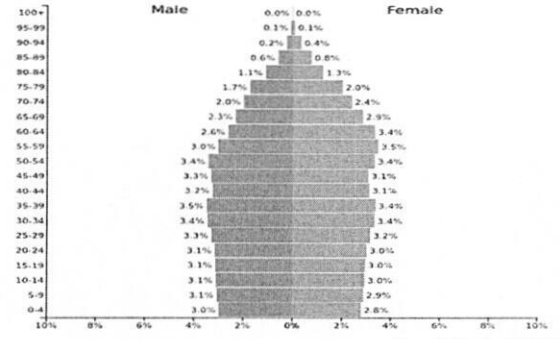
Population Age Structure in Bangladesh



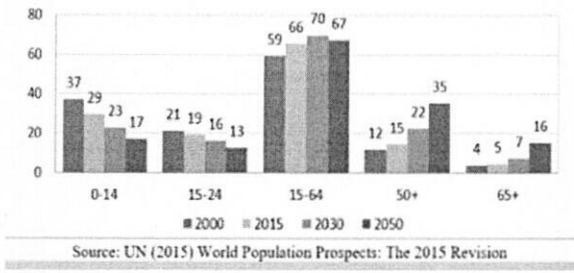
Age-Sex Pyramid (Million) in Bangladesh 2022



Male Female



Population Age Structure in Bangladesh



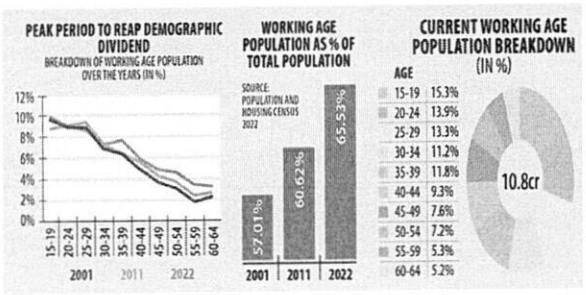
Source: UN (2015) World Population Prospects: The 2015 Revision

বয়স		জনসংখ্যা	শতাংশে (%)
০-৪		১,৯৪,৬৫,৫৫০	৯.৫৮
৫-৯		১,৫৮,০৫,৪৯৯	৯.৩১
১০-১৪		১,৬৮,৪২,৬৮২	৯.১২
১৫-১৯		১,৭১,৬০,১৭৫	১০.১০
২০-২৪		১,৫৫,৭৫,১৫১	৯.১৭
২৫-২৯		১,৪৭,৫০,৭৯২	৮.৬১
৩০-৩৪		১,২৫,৪৪,১৬৯	৭.৯৭
৩৫-৩৯		১,১৯,২৬,৮৪৪	৭.৬১
৪০-৪৪		১,০৩,৫৪,৯৭৯	৬.৩৮
৪৫-৪৯		৮৩৮,৮৩৬	৪.৯৪
৫০-৫৪		৭৯,৯৮,৭৮৯	৪.৪৪
৫৫-৫৯		৫৭,৩৩,৯৪৪	৩.৩৭
৬০-৬৪		৪৩,১৫,০০৫	২.৫৭
৬৫-৬৯		২৯,১০,৪৯০	১.৭২
৭০-৭৪		৩১,৩৭,৬৬১	১.৮৩
৭৫+		৬৩,০৭,৬৬১	৩.৮৩
বাংলাদেশ পপুলেশন		৮৫,৩৫৭	০.০৫
মোট		১৬,৯৮,৯১,৯৯১	১০০

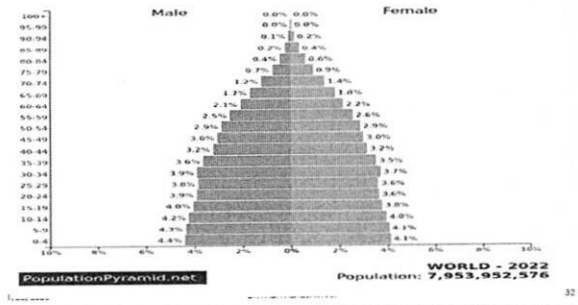
27.96

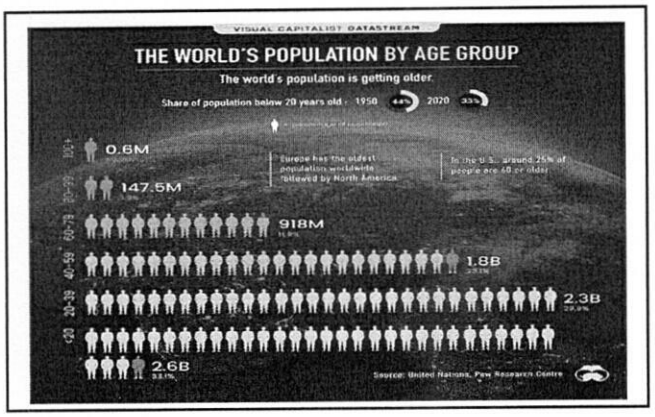
422

Working age Population (BBS 2022)

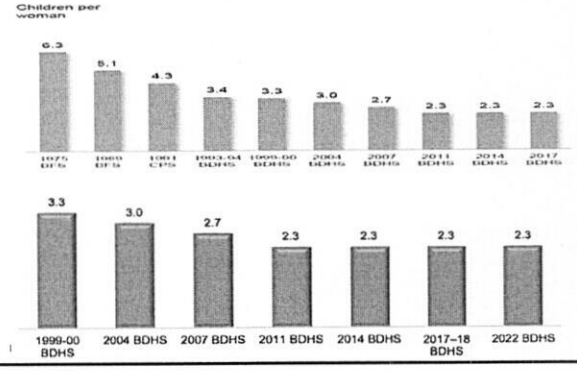


Population Age Structure in the World

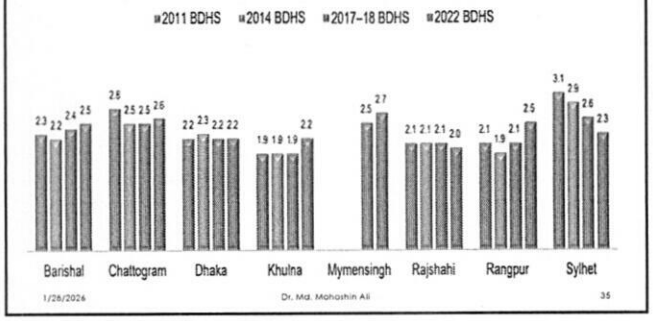




Total Fertility Rate in Bangladesh



Total Fertility Rate by Division



Current fertility by division and wealth quintile

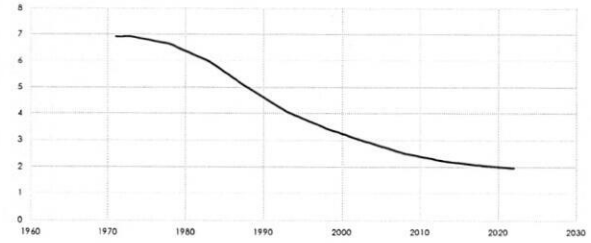
Total fertility rates for the 3 years preceding the survey, by division and wealth quintile, Bangladesh DHS 2022

Indicator	TFR (15–49)
Division	
Barishal	2.5
Chattogram	2.6
Dhaka	2.2
Khulna	2.2
Mymensingh	2.7
Rajshahi	2.0
Rangpur	2.5
Sylhet	2.3
Wealth quintile	
Lowest	2.8
Second	2.4
Middle	2.3
Fourth	2.1
Highest	2.0
Total	2.3

TFR: Total fertility rate, expressed per woman

423

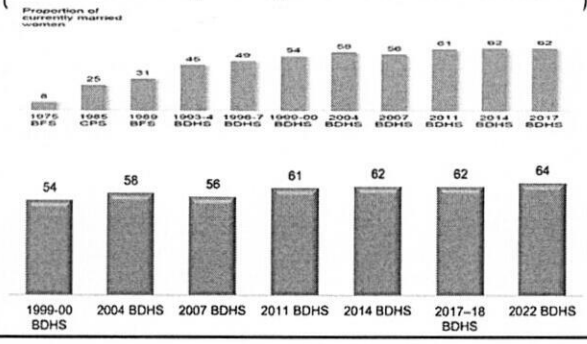
Total Fertility Rate in Bangladesh (Macrotrends- Source UN)



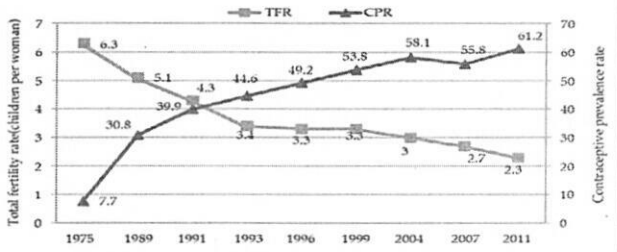
TFR of Selected Countries –UN-2022

South Korea		0.81
USA		1.78
Japan		1.36
Spain		1.2
Italy		1.3
India		2.0
Norway		1.5
China		1.3/1.15
Switzerland		1.51
Sweden		1.57
Niger		6.68
Global Average		2.3
OECD Average		1.61

Contraceptive prevalence rates



Trends in total fertility and contraceptive prevalence rates, 1975-2011



Source: Bangladesh Demographic and Health Survey, 2011 and 2013.

Dependency Ratio

- The dependency ratio is an age-population ratio of those typically not in the labour force (the dependent part ages 0 to 14 and 65+) and those typically in the labor force (the productive part ages 15 to 64).
- It is used to measure the pressure on productive population and is shown as a percentage %.
- The old-age dependency ratio (OADR) is defined as the number of old-age dependents (persons aged 65 years or over) per 100 persons of working age (aged 15 to 64 years)

Formula for Dependency Ratio

$$\text{Total (Age) Dependency Ratio} = \frac{(\text{Population 0-14} + \text{Population 64>})}{\text{Working age population 15-64}} \times 100$$

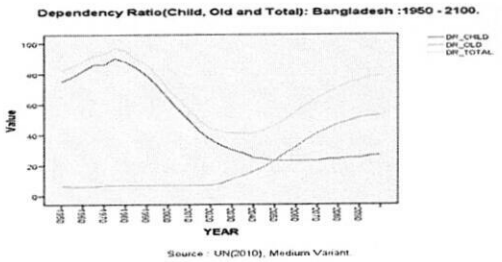
$$\text{Child Dependency Ratio} = \frac{\text{Population 0-14}}{\text{Working age population 15-64}} \times 100$$

$$\text{Old-Age Dependency Ratio} = \frac{\text{Population 64>}}{\text{Working age population 15-64}} \times 100$$

424

Why Bangladesh set to attain developed country status?

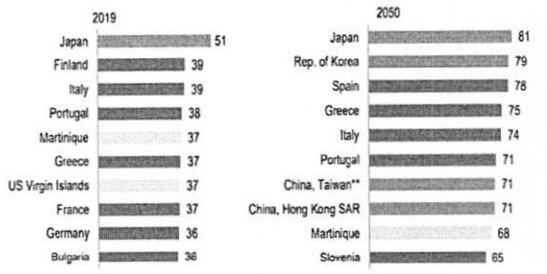
Dependency ratio in Bangladesh



Dependency Ratio (census 2022)

2022	2011
52.64	73

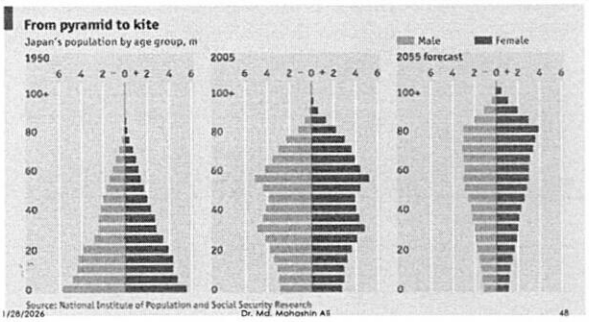
Ten countries or areas with the highest old-age dependency ratio (65+/15-64), 2019 and 2050



EFFECTS OF A HIGH OLD-AGE DEPENDENCY RATIO

- Lower Tax Revenues
- Higher Government Spending
- Higher tax rates
- Lower pension funds
- Pressure to raise retirement age
- Inequality
- Social and Economic Development
- Changes in ratio hits in development

JAPAN'S AGEING, DEPENDENT POPULATION

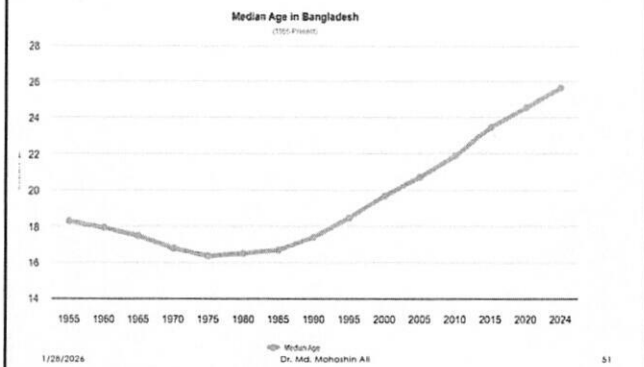


Ageing in Bangladesh

Indicators	2022	2050
Population age 60 and above (%)	9.29	21.9
Population age 60 and above (Total)	1,57,79,159	36,871,000
Life Expectancy Bangladesh Sample Vital Statistics 2021 (BBS 2023)	Male 70.6, female 74.1 72.30 years	78.11

Aging situation in Bangladesh

Percentage of women out of the population aged 60+	52.6
Percentage of women out of the population aged 80+	56.1



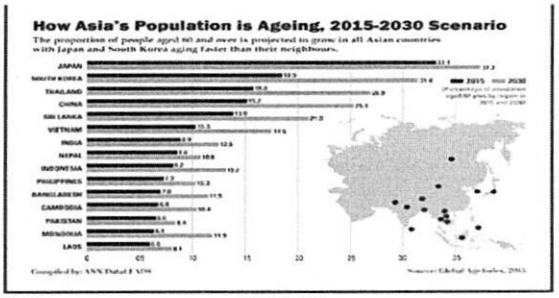
Median Age of Selected Countries

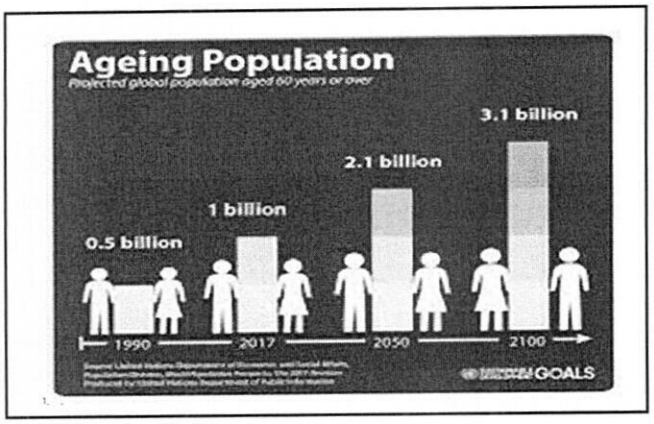
Bangladesh	25.7 years in 2024---40.0 years in 2050
China	37.4 years in 2023---47.6 years in 2050
Japan	47.3 years in 2023---54.7 years in 2050
Korea, South	41.8 years in 2023---56.5 years in 2050
India	27.9 years in 2023---38.1 years in 2050
Thailand	37.7 years in 2023---49.7 years in 2050
Vietnam	30.5 years in 2023---41.2 years in 2050
Pakistan	23.8 years in 2023---30.0 years in 2050
Indonesia	30.2 years in 2023---37.4 years in 2050
Germany	47.1 years in 2023---49.2 years in 2050
United States	38.1 years in 2023---42.7 years in 2050

Median Age World Average

- **Median Age World Average 30.63**

How Asia's Population is ageing





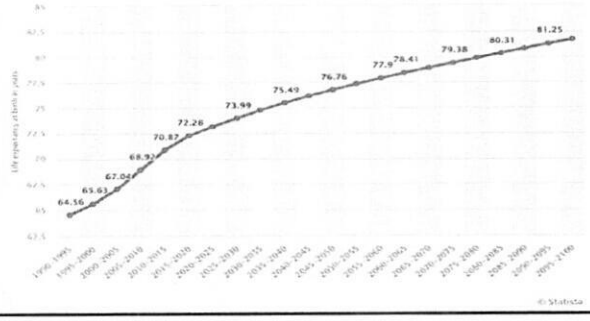
International Day of Older Persons

- In a landmark decision in December 1990, the United Nations declared October 1 as the International Day of Older Persons, and later in 2002, adopted the Madrid International Plan of Action on Ageing (MIPAA).

Japan's older population hits record high

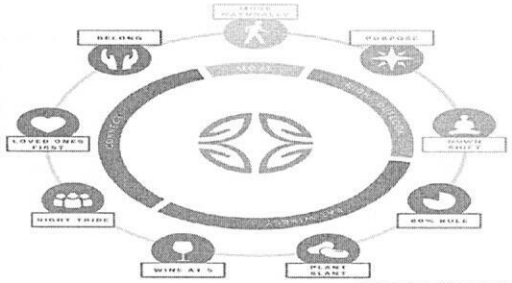
- The estimated number of people aged 65 or older in Japan stood at a record high of 36.4 million
- The share of those aged adults in the nation's total population rose to a record 29.1%, the highest among 201 countries and regions across the world.

Global life expectancy 1990 to 2100



Blue Zones

Power 9
Reverse Engineering Longevity
By Dan Buettner



Demographic Dividend

- First Demographic Dividend
- Second Demographic Dividend
- Third Demographic Dividend

First Demographic Dividend

- Potential **economic benefit** offered by changes in the **age structure of the population**, during the demographic transition, when there is an increase in **working age population** of 15 to 64 and an associated decline in the **dependent age population** of 14 and younger and 65 and older.
- The demographic dividend arises when **society is at a middle phase** (**dominating working age population**) and **dependency ratio are low.**

Demographic Dividend

- For economic benefits to materialize there is need for **policies** dealing with **education, public health** and those that promote **labor market flexibility,** and provide incentives for **investment and savings.**
- Bangladesh is now going through the demographic transition with declining fertility rates and experiencing a, **once in a lifetime, demographic dividend** as the working age population increases and the dependency ratio declines.

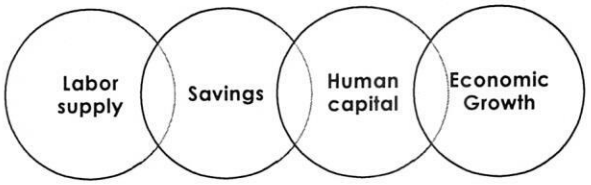
Demographic Dividend

- **The term "demographic dividend" has its origin in a study of the East Asian growth and role of changing age structure in economic take-off and it account for between one-fourth and two-fifths of East Asia's "economic miracle" (Bloom and Williamson)**

Two principal ways of Demographic Dividend that leads to opportunities for growth

- There is **age structure impact on total GDP** due to increasing proportion of working age group in total population, **increasing the ratio of producers to consumers (Economic Support ratio)**.
- "**behavioral effects**" of changing age structure. An increasing proportion of working age individuals in a population **enhance overall productivity** with improved skill level of the workers.
- Another "**behavioral effects**" can arise from the changing attitude to the status of females with education and consequently more educated females in the labor force.

Four main areas where a country can find demographic dividend



TVET in China

1978	1985	2022	2030	Institutions	Enrolled (Million)	Graduates (Million per year)
5%	36%	42%	50%	11700	30.88	10.00

The proportion enrolled in vocational high schools dropped to 35% in 2020 from 60% in 1998.

TVET in BD and other Countries

Bangladesh		
2018	2031	2041
16.05%	30%	41%

Selected Countries	
Country	2018
South Korea	27%
OECD average	32%
Turkey	38%

TVET Institution in China

Demographic dividend

- window of opportunity for rapid economic growth
- One time opportunity for about two to five decades to boost living standards of the population.

Window of opportunity can be characterized

- ❑ More workers producing more total output if they are productively employed
- ❑ Greater accumulation of wealth, if savings occur and are more productively invested
- ❑ A large supply of quality human capital, if appropriate investments are made into its formation

(Birdsall and Sinding,1998)

Window of opportunity can be characterized

Per capita income and GDP growth will increase when the growth rate of workers exceeds the growth rate of the total population, even if the output per worker does not change

(Bloom and Williamson 1998; Navaneetham and Dharmalingam 2012).

Demographic Dividends of Bangladesh

- **The young population is a blessing in the sense that it implies strength, energy, vigor, pool of work force and a full potential for future leadership.**
- **This is a demographic bonus and we should materialize it.**

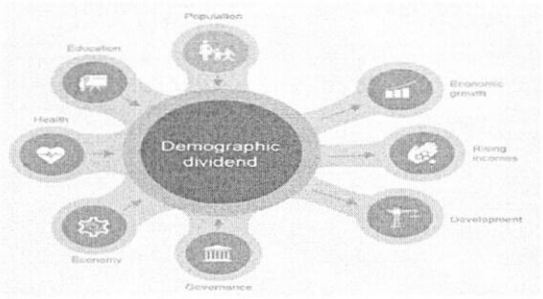
Demographic Dividends of Bangladesh

- **The demographic structure of population suggests that it will continue to grow for decades due to the population momentum inherent in the young age structure, even if replacement level of fertility is achieved today.**

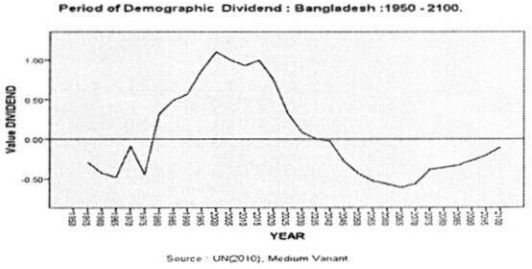
Demographic Dividends of Bangladesh

- **This demographic bonus could bring a huge dividend, if this raw capital is converted into circulatory capital.**
- **If we fail to take hold of this opportunity immediately, this young population could create a devastating hazard for the nation.**

How does Demographic Dividend impact on the Bangladesh's economic growth?

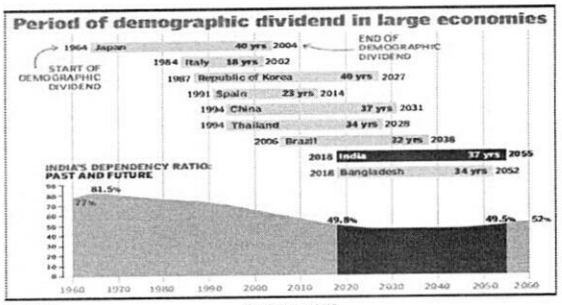


Demographic Dividend Period in Bangladesh: 1950-2100



Source : UN(2010), Medium Variant

Demographic Dividend Period



Second demographic dividend

- Ageing population may create a *second demographic dividend* by increasing wealth accumulation and investment (Mason and Kinugasa 2008; Mason and Lee 2006).
- The second demographic dividend is expected to occur in Bangladesh after 2030.
- The second demographic dividend is expected to be larger than the first demographic dividend arising from the increase in labour supply only.

Third demographic dividend

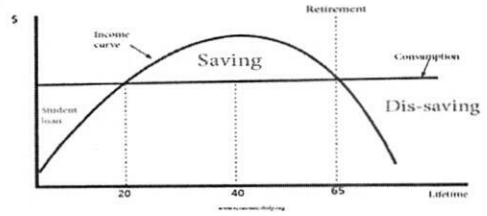
- If we invest in health through longer lives, then people will be better able to engage in these roles that matter and we can unleash the opportunities and benefits of older age.
- By investing in these opportunities, we could build a new stage of human development, a "third demographic dividend";
- One in which the roles and responsibilities of older adults in the last third of life bring new kinds of sustained social capital to solve major unmet societal needs and create increased societal well-being beyond that of the second demographic dividend (Fried, 2016).

Health Expenditure of Selected Countries

	Per Capita Health Expenditure (US $)
USA	12530/19.7% GDP
Japan	4360 /10.7% of GDP
Bangladesh	46/2.5 % of GDP
China	535/5.35% of GDP
India	63.75/3.01% of GDP
Thailand	296/3.79 % of GDP
Singapore	2,632.71/4.08 % of GDP
Pakistan	39.50/3.38% of GDP

Theory Behind DD

- Life-Cycle Hypothesis



Demographic Dividend: Policy Alignment

- **Bangladesh Population Policy 2012**
- **The latest National Youth Policy 2017**, the GoB emphasizes that empowerment and development of youth are necessary steps for achieving equality, human dignity and social justice (Ministry of Youth and Sports, 2017).
- **Making Vision 2041 a Reality**

  Chapter 5:
  Human Development: Harnessing the Demographic Dividend: The PP2041 puts a strong emphasis on improving human development both as means to supporting GDP growth through a healthy and skilled labour force as well as to reduce poverty through productive employment.

- **Bangladesh Delta Plan 2100**
- **Health and Education Policies ?**

What are the challenges of demographic transformation in Bangladesh?

Challenges of Transformation

- Quality education and Poor human Capital
- Employment Generation
- Providing technical education including (STEM)
- Poor productivity
- Required Infrastructure
- Lack of venture capital
- Inequality and Inclusive Growth
- Population and poverty in Bangladesh
- Population and Ageing in Bangladesh

Challenges of Transformation

- Population and food security in Bangladesh
- Providing quality technical education
- Providing Housing facilities
- Growing density of population,1265 per square km
- Rapid and Unplanned Urbanization

Challenges of Transformation

- Average age at marriage 50% before 18 years (2022 BDHS)
- Health care and nutrition services
- STI and HIV/AIDS
- Family planning
- Gender Issues and Development
- Pressure on land and Climate Change

Challenges of Transformation

- Rapid and Unplanned urbanization
- Migration -National population growth rate is 1.01 percent per annum, while the national internal migration rate is 4.5 percent. For Dhaka, the in-migration rate is about 6.0 percent
- The urban population is projected to grow from 39 to 60 percent by 2050

Strategies: Turning Demographic Advantages in Sustainable Growth

- Education and Skills in line with the market demand specially technical and Vocational education and training
- Increase opportunities for decent employment (Boast up private sectors)
- Leveraging technology, Innovation and connectivity in demographic strategy and development
- Skill development
- Improving public health system and health expenditure
- Increase investment in young people's to turn into human capital
- Activate female workforce participation
- Social protection

Strategies: Turning Demographic Advantages in Sustainable Growth

- Planned urbanization
- Inclusive growth and reducing inequality
- Rural urban migration and international migration
- Enhancing urban infrastructure
- Meeting up growing needs of elderly citizens- health care infrastructure/ community based health care

Strategies: Turning Demographic Advantages in Sustainable Growth

- Address gender disparities
- Stable economic climate for savings and investment
- Trade openness
- Governance, Capacity Building and strong Institutions
- Infrastructure development
- Integrated demographic, economic and social policies
- SMEs and entrepreneurship
- Attain a net reproduction rate (NRR) equal to one right now in order to stabilize population around 2060
- Housing facilities for the growing population

Strategies: Turning Demographic Advantages in Sustainable Growth

- Refugees and displaced person
- Climate change and disaster management
- Rural-Urban poverty reduction
- Urban planning and management
- Community planning and management

Smooth Transition

- Transition smoothly into a middle-income status while preparing to ride a second demographic dividend, driven by **'productivity and innovation'**

Opportunities for Growth and Development

- Higher productivity and growth
- Developed nation using the advantages of age structure
- Large domestic market
- Increased literacy rate
- Improved female labour force participation rate
- Labor intensive industrial growth
- Improved savings and investment

Opportunities for Growth and Development

- Transformation of huge young age group population to technical work force.
- Overseas employment and remittances
- Human Capital Development
- Digital economy and innovation
- Urbanization and infrastructure growth
- Social innovation and inclusive growth

Opportunities for Growth and Development

- Human resource Development
- Attraction of foreign investment as the availability of cheap labour
- Overseas Migration and foreign currency earnings
- Rural Non-farm Sector development

What are the key takeaways from this session?

Heartiest thanks!

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Md. Golam Mostofa

Former Member
National Pension Authority
Finance Division, Ministry of Finance

Pension System of Bangladesh

Constitutional provision

Pension means a pension, whether contributory or not, of any kind whatsoever payable to or in respect of any pension, and includes retired pay or gratuity so payable by way of the return or any addition thereto subscriptions to a provident fund (**Article 152**)

Pension and CPF

- In Bangladesh officials of the republic entitled to get life long pension which is now unfunded DB
- In the coverage of pension Govt. officials entitled to get General Provident Fund, Monthly pension and one time gratuity
- General Provident Fund is not Co-Contributory
- Officials of Autonomous body/SOE entitled to get CPF and one time gratuity
- CPF is Co-contributory but gratuity is unfunded paid by the employer

Act, Rules, Regulations, Orders and Circulars regarding Pensions

- Pension Simplification Order,2020
- Service(Pay&Allowance)Order,2015(Civil)
- Service(Pay&Allowance)Order,2015(AB&SOE)
- Universal Pension Management Act,2023
- The Provident Fund Act,1925
- The Contributory Provident Fund Rules, 1979
- The General Provident Fund Rules, 1979
- Rules Under Universal Pension Management Act,2023
- Circulars from Finance Division

Pension Table

Pensionable Service Period	Replacement Rate
5 years	21%
6 years	24%
7 years	27%
8 years	30%
9 years	33%
10 years	36%
11 years	39%
12 years	43%
13 years	47%
14 years	51%

Pension Table continue..

15 years	54%
16 years	57%
17 years	63%
18 years	65%
19 years	69%
20 years	72%
21 years	75%
22 years	79%
23 years	83%
24 years	87%
25 years and above	90%

Gratuity table

SL. No.	Pensionable Service Period	Revised Gratuity Rate (Per Taka)
1	2	3
1	5 years or more but less than 10 years	265/-
2	10 years or more but less than 15 years	260/-
3	15 years or more but less than 20 years	245/-
4	20 years or more	230/-

Pension & Gratuity Calculation

Incase of 25 years service and basic pay TK. 78,000

- 78,000 X 90% = TK. 70,200
- Per Month Pension = 70,200/2
  = 35,100
- Gratuity = 35,100 X 230
  = TK. 80,73,000
- Medical allowance, festival allowance, new year allowance and 5% increment per year are also entitled.

Entitlement of Family Pension

- Spouse- lifelong;
- Physically Challenged Children-lifelong;
- Son or Daughter-remaining period of 15 years;
- Conditions for family pension:
  a) For spouse non marriage certificate needed;
  b) Incase of 50 years or more aged widow no need of non marriage certificate;
  c) For physically challenged children declaration needed at service or pension period;
  d) No family pension for those spouse who are married by the pensioner after retirement, in this case children of those spouse will also be prohibited from getting pension;
  e) Son up to 25 years age limit and unmarried daughter are entitled to get family pension;

Different modes of pension

- **Un-Funded System:** In this system, the employee does not have to pay any contribution for the pension and hence no fund is created. Pension is paid from the allocated budget. It is also known as the pay-as-you-go method.
- **Funded System:** In this system, a fund is created for pension and pension expenditure is met from this fund. Such funds are constituted under the law and overall activities are managed by separate institutions.
- **Defined Benefit (DB) System:** A pension scheme with promised retirement benefits is called the Defined Benefits Scheme. Government employees of Bangladesh and about 90 autonomous institutions are covered by this system.

Different modes of pension continue..

- **Defined Contributions (DC) System:** Defined Contribution scheme involves the participation (contribution) of employees or organizations or both at a fixed rate for pension ;
- **Social Pension:** This pension facility is available in almost all countries known as old age allowance/disability allowance/widow allowance etc.

Existing pension system in Bangladesh

- Currently,approximately1.498(Civil-1.214, Rail-0.0252,CGDF-0.259)million working employees are under un funded pension schemes, while around 0.881(Civil-0.640,Rail-0.043,CGDF-0.196) million individuals are availing pension benefits.;
- For Pension &Gratuity 35,657 (Thirty five thousand six hundred fifty seven) crore Taka has been allocated in the current financial year(2025-26) .
- Currently 0.277 million employees in Autonomous Institutions are mainly covered under Gratuity Benefits and Contributory Provident Fund (CPF).
- About 7.5 million people work in the formal private sector. About 1 million people in the workforce are covered under a visible CPF scheme, while no information is available about the remaining institutions;
- The majority of the country's population remains outside a well-organized social security framework.

Background of Introducing UPS

- Article 15 (d) of the Constitution of the People's Republic of Bangladesh mentions about ensuring the right of the citizens to social security;
- Government proposed to develop a comprehensive integrated participatory social security system through National Social Security Strategy ,2015 (NSSS);
- To introduce a comprehensive and inclusive structured social security system Finance Division has reviewed the existing pension systems of various countries worldwide;
- Finance Division initiated to implement the Universal Pension Scheme;
- After enactment of National Pension Management Act,2023 four pension Scheme has been declared;

Universal Pension Scheme

- It is funded defined contribution (DC) scheme;
- Government official and SOE/ Autonomous body officials are not yet included;
- It is optional not mandatory;

Why it is Universal ?

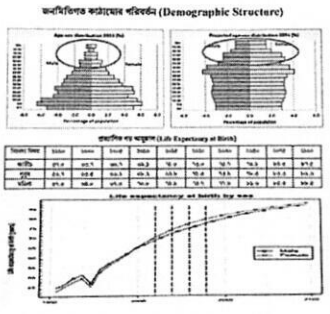
- Nobody excluded this is why it is universal

Objectives of introducing the universal pension system

- Ensuring the future financial security of all the people of the country
- Increasing the saving propensity of the working population and ensuring their welfare by bringing them under a sustainable and well-organized social safety net;
- Encouraging Capital Accumulation by aggregating small savings and contributing to the economic development of the country by converting it into investment;
- Bringing the entire population of the country under the universal pension system gradually which will help in reducing the cost of conventional social security programs.
- Ensuring Financial Inclusion and Inclusive Development.

According to a report by UNFPA Current average life expectancy is 73 years which will increase to 79.9 years in 2050 and 84.3 years in 2075 and in the next three decades, on an average people will have a lifespan of 20 years post retirement;

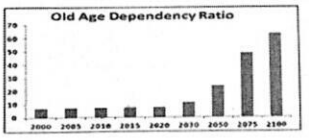
According to the latest BBS survey, if the Demographic Dividend continues, it will decrease significantly between 2033 and 2040.
In 2025, one in 10 people and in 2050, one in 5 people will be above the age of 60 in Bangladesh



In 2022, dependency ratio was 8.6; In 2023, the rate was 9.4 percent; Which will increase to 24.0 percent in 2050 and 48 percent in 2075

নির্ভরশীলতার হার (Dependency Ratio)

Year	Old - age Dependency Ratio
1950	7.10
1970	6.70
1990	6.90
2000	6.90
2005	7.00
2010	7.20
2015	7.30
2020	7.70
2030	10.90
2050	24.40



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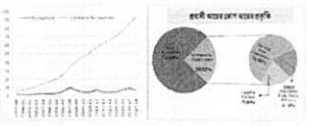
Rationale for introducing the universal pension system

The total population on 1 January 2024 is 17 crore 15 lakh 90 thousand; the working population was 66.58% in 2021 and 65.08% in 2023.

About 90% of the income of national workers is spent on daily consumption. On the otherhand 75% of expatriate income is invested in daily consumption and 25% in various fixed assets;

As a result of such consumption expenditure without savings, there is no opportunity for regular income flow in old age. This results in other risks, including poverty in advanced age.

শ্রমশক্তির সম্প্রসারণ (Expansion of Labor Force)



In 1972, the urban population was only 8.2 percent of the total population of the country, in 2016 it will be 35 percent and in 2050 it will stand at 58.4 percent.

Rural-to-urban and small-town-to-big-city migration is increasing due to employment and higher education opportunities and disasters;

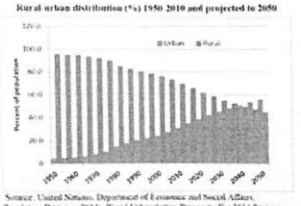
In villages, joint families provided a safety net and social security for elders, which is now gradually disappearing;

Due to the increase in single-family living, the responsibility for the safety of the elderly is currently at risk.

পারিবারিক কাঠামোর পরিবর্তন

গ্রাম হতে শহরে অভিগমন *(Migration)*

Rural-urban distribution (%) 1950-2050 and projected to 2050



Source: United Nations, Department of Economic and Social Affairs, Population Division (2014). *World Urbanization Prospects: The 2014 Revision*. New York: United Nations.

85 percent of Bangladesh's labor force is employed in the informal sector;

There is no provision of pension, gratuity or provident fund for the informal sector workforce.

Bangladesh currently has a much larger working population than its elderly population, so it is high time to start a universal pension system.

Formal vs. Informal Employment

Year	Formal	Informal	Total	Formal: Informal
1999-00	9.6	29.3	38.9	25:75
2002-03	9.2	35.1	44.3	21:79
2005-06	10.2	37.2	47.4	22:78
2010	6.8	47.3	54.1	13:87
2013	7.3	50.8	58.1	13:87
2015-16	8.2	51.3	59.5	14;86
2016-17	9.09	51.7	60.8	15:85

Public vs Private Employment

Year	Public	Private	Total	Public: Private
1999-00	2.33	36.57	38.9	6:94
2002-03	1.90	42.40	44.3	4:96
2005-06	2.13	45.27	47.4	4:96
2010	2.77	51.40	54.1	5:95
2013	-	-	58.1	-
2015-16	1.90	57.6	59.5	3:97
2016-17	2.30	58.5	60.8	4:96

Completed activities of Universal Pension Scheme at a glance

- **On 31 January 2023** the "Universal Pension Management Act, 2023 was passed by the Honorable National Assembly;
- **On 02 April 2023** the notification regarding "Establishment of National Pension Authority" was issued;
- **On 18 May 2023** the Notification for constituting the Pension Board of Directors was issued;
- **On 18 May 2023** the Regulations relating to the tenure and conditions of service of the Executive Chairman and members of the National Pension Authority, 2023 were promulgated;

Completed activities of Universal Pension Scheme at a glance continue..

- **On 13 August 2023** the Universal Pension Scheme Rules, 2023 were promulgated;
- **On 13 March 2024** amendments to the Universal Pension Scheme Rules were promulgated;
- **On 3 July 2024** Pension Fund Investment & Retention Rules issued;
- **On 4 August 2024** another amendment of Universal Pension Scheme Rules issued;

Features of the Universal Pension Scheme

- **All Bangladeshis aged 18 years or above and within 50 years**, however, with special consideration, citizens above 50 will also be eligible for joining having a valid NID.
- Lifetime pension at the pensionable age , at least 10 years continuous contributions needed for pension. **Expatriate Bangladeshi citizens** who do not have a national identity card can join the pension scheme by paying contributions in foreign currency through debit or credit card or from the bank account in which the remittance is sent in Bangladesh.
- Only online registration from upension.gov.bd, there is a scope to get unique pension ID. and auto generated Id. card.

Features of the Universal Pension Scheme continue..

- Contributors need not apply to any office to receive a pension. Upon reaching pensionable age, the monthly pension will be deposited automatically through EFT (Electronic Fund Transfer) into his bank account or through MFS.
- The contributor can withdraw only 50% of his/her deposit from the Pension Fund as a loan for meeting medical expenses of himself/herself and family members, construction of house, repair of house, and marriage of children, which shall be paid in maximum 24 installments along with the fee charged by the authority and the entire amount shall be deposited in the contributor's account.
- All schemes will have the option of paying installments of subscription on a monthly, quarterly, or annual basis as per the choice of the contributor. If they wish, they can deposit the subscription amount in the pension fund in an advance.

Features of the Universal Pension Scheme Features of the Universal Pension Scheme continue..

- Contributors to the Universal Pension Scheme will be entitled to a fixed monthly pension for life after attaining pensionable age, subject to continuous contributions.
- The contributor of the scheme can nominate one or more nominees for receiving or withdrawing the pension amount deposited in the scheme or payable against the deposit after their death. However, if the contributor dies before reaching the pensionable age, the deposited amount will be returned to the nominee along with the profit.
- If the contributor dies while on pension before reaching the age of 75 years, the nominee or nominees or legal heirs of the pensioner will be entitled to the pension for the remaining period (i.e. till the age of 75 years).
- 50% of the monthly contribution of contributors living below the poverty line will be paid by the government as a grant.

Features of the Universal Pension Scheme continue..

- Contributors will receive tax rebates on their contributions when calculating income tax, and the monthly pension amounts will be exempted from income tax.
- There is scope to change the contribution rate and scheme at any time.
- Pension ID will remain unchanged even if the scheme is changed
- Using pension id. and password subscriber can know the updated deposit amount any time from anywhere.

New feature of UPS

- If desire at maturity 30% one-time withdrawal (Non-Refundable); In that case pension will be calculated on the rest of the amount of his/her corpus

Recruited Under Outsourcing Guidelines,2025

- Workers recruited under outsourcing guidelines will join 'Progoti' scheme, It will not be co-contributory
- Minimum threshold for subscriber is Tk.500

Scope to enroll

- Temporary Staff
- Work chart Staff
- Master Roll Staff
- Contractual Officials
- Labor engaged in the Agri. or fishery farms
- NGO Officials
- RMG and other industrial sector workers

Scope to enroll continue...

- Peoples working in Informal Sector
- Peoples working in Formal Sector but not under any Social Security System
- Students
- Housewife
- MPO & NON –MPO teachers and officials(Govt. decision needed)
- Embodied Ansar &VDP

Recent Development

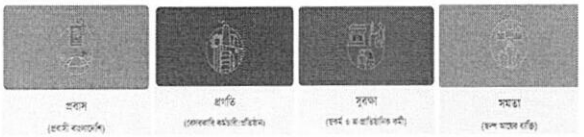
- Amendment of Section 264 of Labor Law 2006
  a) Compulsory Contributory provident fund or UPS
  b) Create provision to choose anyone(CPF or UPS) for the workers & employee
  c) Formal Private Sectors workers & employees social security will be ensured

Investment and Retention rules, 2024

- Treasury bond
- Treasury bill
- Other Government Securities (e.g.SUKUK)
- FDR (Credit rating minimum "AA" in the long run and "ST-1" in the short run)
- Mutual Fund Approved by BSEC
- "A" Category Bond approved by BSEC
- Government or Government Authority approved project or project securities
- Investment will not be more than 20% in a specific sector (Government Securities will be treated as exception)

Schemes under Universal Pension:

Currently 04 schemes are running



Progoti

- This scheme is for the owners and employees of private companies. The scheme can be joined institutionally or individually. If joined from an organization, 50 percent of the scheme contribution will be paid by the employee and the rest by the organization.
- Monthly deposit amounts are BDT 1,000, 2,000, 3,000, 5,000, 10,000 & 15,000

Monthly Contribution Rate	BDT 1,000	BDT 2000	BDT 3,000	BDT 5,000	BDT 10,000	BDT 15,000
Total period of paying contribution (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	34,465	68,931	1,03,396	1,72,327	3,44,655	5,16,982
40	29,200	58,400	87,601	1,46,001	2,92,002	4,22,156
35	19,187	38,374	57,561	95,935	1,91,870	2,59,534
30	12,466	24,932	37,398	62,330	1,24,660	1,61,638
25	7,955	15,910	23,864	39,774	79,548	1,00,354
20	4,927	9,854	14,780	24,634	49,268	61,046
15	2,894	5,789	8,683	14,472	28,944	35,439
10	1,530	3,060	4,591	7,651	15,302	18,589

Shurakkha

- This scheme is for self-employed persons. People engaged in all informal sectors including farmers, rickshaw pullers, laborers, blacksmiths, potters, fishermen, weavers, traders, and housewives may join these schemes by depositing their contribution at the prescribed rate. Monthly deposit amounts are BDT 1,000, 2,000, 3,000, and 5,000.

Monthly Contribution Rate	BDT 1,000	BDT 2000	BDT 3,000	BDT 5,000	BDT 10,000	BDT 15,000
Total period of paying contribution (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	34,465	68,931	1,03,396	1,72,327	3,44,655	5,16,982
40	29,200	58,400	87,601	1,46,001	2,92,002	4,22,156
35	19,187	38,374	57,561	95,935	1,91,870	2,59,534
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25	7,955	15,910	23,864	39,774	79,548	1,00,354
20	4,927	9,854	14,780	24,634	49,268	61,046
15	2,894	5,789	8,683	14,472	28,944	35,439
10	1,530	3,060	4,591	7,651	15,302	18,589

Samata

This scheme is for low-income citizens living below the poverty line (whose income limit is less than BDT 60,000 per annum). The monthly contribution rate under the Samata Scheme is BDT 1,000 of which the deposit amount for the contributor is BDT 500 and the remaining BDT 500 will be paid by the government.

Monthly Contribution Rate	BDT 1,000 (contributor BDT 500 + Government share BDT 500)
Total period of paying subscription (in years)	Monthly Pension (BDT)
42	34,465
40	29,200
35	19,187
30	12,466
25	7,955
20	4,927
15	2,894
10	1,530

Probash

- **Probash Scheme (for expatriate Bangladeshi citizens):** Bangladeshi citizens working or staying abroad can participate in this scheme by depositing the contribution in foreign currency or from the bank account to which they transfer remittances in Bangladesh. Pension will be paid in local currency upon the pension scheme tenure is over. If you do not have a national identity card, you may register with your passport information.
- Monthly deposit amounts are BDT 1,000, 2,000, 5,000, 7,500 and 10,000.

Monthly Contribution Rate	BDT 1,000	BDT 2,000	BDT 5,000	BDT 7,500	BDT 10,000
Total period of paying subscription (in years)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)	Monthly Pension (BDT)
42	34,465	68,931	1,72,327	2,58,491	3,44,655
40	29,200	58,400	1,46,001	2,19,001	2,92,002
35	19,187	38,374	95,935	1,43,902	1,91,870
30	12,466	24,932	62,330	93,495	1,24,660
25	7,955	15,910	39,774	59,661	79,548
20	4,927	9,854	24,634	36,951	49,268
15	2,894	5,789	14,472	21,708	28,944
10	1,530	3,060	7,651	11,477	15,302

Why one should join the schemes?

- State guaranteed;
- Social Protection
- Fully automated IT Infrastructure
- No scope to disburse the subscribed amount other than investment and annuity payment;
- There is no operating cost of the fund as all the expenses of the authority are borne by the government;

Why one should join the schemes? Continues..

- Tax rebate on monthly contribution, tax exemption on all investment income and pension is tax free
- Country Specific Features;
- Contributors has 24 x 7 Access to the Online System;
- Calculation of monthly pension taking into account the present value and future value of money;
- Chances of increased monthly pension if investment returns are high;

Subscriber Benefit

- Per month subscription TK. 10,000 duration 42 years;
  Total deposit from the subscriber Tk. 50 lakh 40 thousand;
  Pension per month Tk. 3,45,000
  Pension up to 75 years age limit Tk. 6,20,38,000 (12.3 times of subscriber's deposit);
  Pension up to 90 years age limit Tk. 12,40,76,000 (24.6 times of subscriber's deposit);

- Per month subscription TK. 1,000 duration 10 years;
  Total deposit from the subscriber Tk.1 lakh 20 thousand;
  Pension per month Tk. 1,600
  Pension up to 75 years age limit Tk. 2,76,000 (2.3 times of subscriber's deposit);
  Pension up to 90 years age limit Tk. 5,52,000 (4.6 times of subscriber's deposit);

Expected role of Field Administration

- Awareness building amongst the citizen;
- Facilitate to increase enrollment;
- Encourage the subscriber to deposit regularly;
- Assure the subscriber about the continuity of the scheme;
- Inform the subscriber about the scope of getting interest free loan;
- Aware the citizen that it is State Guaranteed Scheme;
- Say few words about UPS on important and relevant occasion;
- Disseminate the idea about the role of UPS for future betterment of the citizen;

Expected role of Field Administration continue..

- Encourage Union Digital Center entrepreneur regarding enrollment;
- An agenda could be included in the monthly coordination meeting;
- Inform the subscriber about declaration of yearly profit;
- No operating cost, high profit;
- Scope to pay monthly subscription through schedule bank or Mobile Financial Service;
- Inform the citizen about uPension App;

Thank you

Challenges of Climate Change:
Paris Agreement (2015), progress in COP 30, and Beyond

Ainun Nishat Ph.D.
Professor Emeritus,
Centre for Climate Change and Environmental Research,
BRAC University, Dhaka, Bangladesh

Is there any doubt that Climate Change real ?

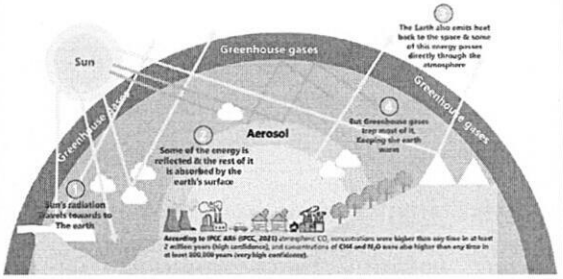
- Climate change and climate variability are now real.
- A stable situation is not likely to be achieved, even with maximum efforts.
- The IPCC-FAR(2007) concluded, and IPCC-V (2014) reconfirmed that global warming is unequivocally the result of human activities. Next IPCC Report is due in 2023.
- Scientific 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 international policy agenda. Major decisions are expected by December 2019.
- Future of stability of the world as projected for 2050 or 2100 should not be a "Tragedy of Commons" (despite role of Trump)!

What is Climate Change?

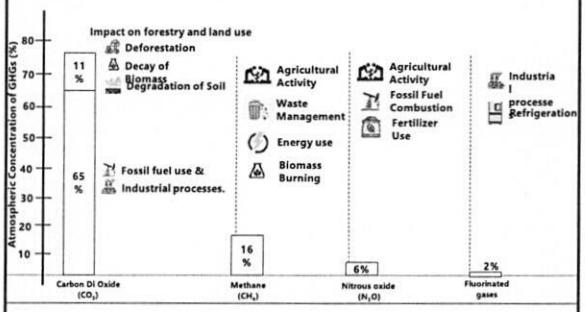
According to IPCC Climate Change refers to

- Change in the state of the climate that can be identified (e.g. using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer.
- It refers to any change in climate over time, whether due to natural variability or as a result of human activity.
- **Climate Normal period usually is considered for last completed 3 decades e.g. 30 years, as 1981-2010 referred by WMO and endorsed by IPCC.**

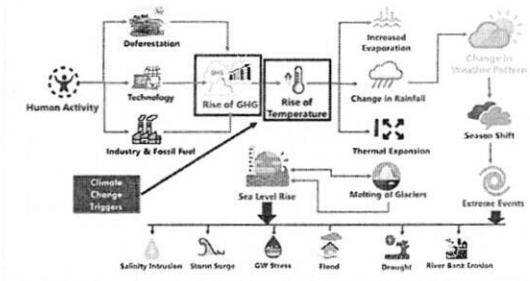
Greenhouse Effect and Global Warming



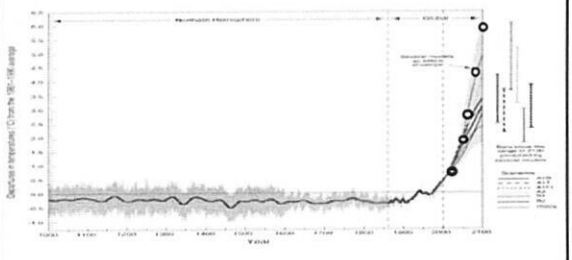
Atmospheric Concentration of GHGs



Overall Climate Change Process and Impacts



Past is not the Future!!!!



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Global Concern and Response

8

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Concerns at Global Level

Major Global concerns

- Threat of Food shortage
- Threat of migration; Livelihood security
- Increase in intensity and frequency of natural disasters. Erratic behavior and associated uncertainities.
- Loss of biodiversity and ecosystem
- Health security threatened
- Process of sustainable development affected
- Coping capacity of LDCs, SIDS and countries in Africa is not adequate

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Global Responses.....

- **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**

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Goals set out through UNFCCC (1992) and Paris agreement (2015)

- Objective of the UNFCCC (1992) is stabilization of the GHG concentrations at a level that would prevent dangerous anthropogenic interference with the climatic system. Such a level should be achieved within a time frame sufficient to:
  - allow ecosystems to adapt naturally to climate change.
  - ensure that food production is not threatened, and
  - enable economic development to proceed in a sustainable manner.
- Kyoto Protocol (KP, signed in 1997 valid till 2012) focuses on Mitigation; a legally binding ambition of limiting and reducing the greenhouse gas emissions. KP-2 was agreed in 2012 (valid for 2013-2020).
- Objective of the Paris Agreement (2015) is to ensure Food Security at global level,

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Global Processes for climate change

- Scientific process
  - Inter-governmental Panel for climate change (IPCC)
    - Assessment Reports
    - 4th Assessment report , 2007
    - 5th Assessment Report , 2014
    - 6Th assessment report 2023
- Political process
  - UN Framework Convention on Climate Change (UNFCCC) (1992)
  - Kyoto protocol (KP) (1997), Paris agreement, PA, (2015)
  - Conference of parties (COP) : Cop-1 Berlin (1996), CoP 13 Bali (2007), COP 15 Copenhagen (2009), COP 16 Cancun (2010), COP 17 Durban (2011), COP 18 Doha (2012), COP 19 Warsaw (2013), COP 20 Lima (2014), CoP 21 (2015) Paris, COP 22 Marrakesh (2016), COP 23 in Fiji (Bonn) (2018) and COP 24 in (2019) Warsaw, Cop 25 in Chile, CoP 26 in Glasgow, COP 27 in Egypt; COP in (29) in Baku. COP 30 in Belem, Brazil, COP 31 will be held in Turkey, COP 32 will be held in Ethiopia

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What is likely to happen

- ✘ Frequency of extreme climatic events will increase e.g. same 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.

Probable adverse impacts

Hydro-meteorological events
- Increase in annual rainfall
- Increase in droughts
- Occurrence of short duration heavy rainfall
- Rainfall at unexpected time
- Rise in temperature
- Increase in tornados, cyclones and storm surge events
- Increase in Lightening

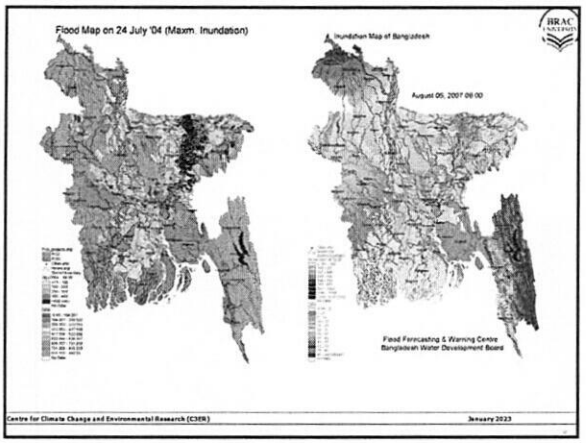
Other Impacts
- Sea level rise
  - Increase in salinity in coastal belt
  - Inundation of coastal plains
- Snow melting and GLOFs
- Increase in river and coastal erosion
- Increase in vector borne disease

Situation in Bangladesh on Climate Change

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
- Riverbank erosion
- Coastal erosion
- Lightening
- Health hazards
- Large hails
- Impact on ecosystem and flowering pattern

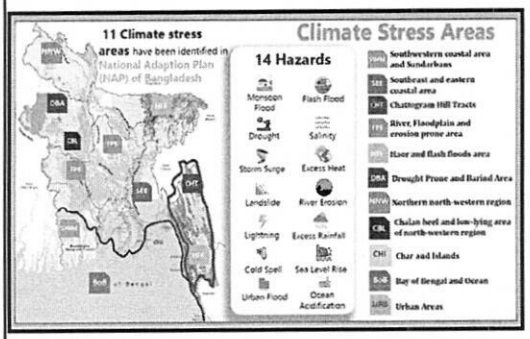


Vulnerability to Climate related hazards

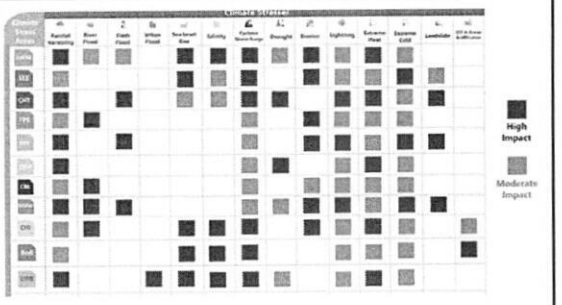
What happened in 2017.....

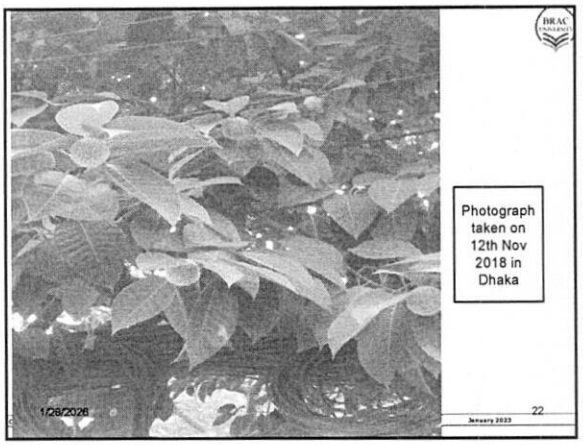
- All adverse climatic events were recorded.
- Heavy rain in north-eastern Bangladesh and adjoining areas in Meghalaya caused flood in first week of April damaging the *Boro (rabi)* crop just before it was to be harvested. Late flood in November reduced production of *Aman (kharif-2).*
- From a food-grain exporting country, the country is now importing food-grain.
- Price of rice is almost double compared to price two/three years back.

Climate Stress Areas according to NAP

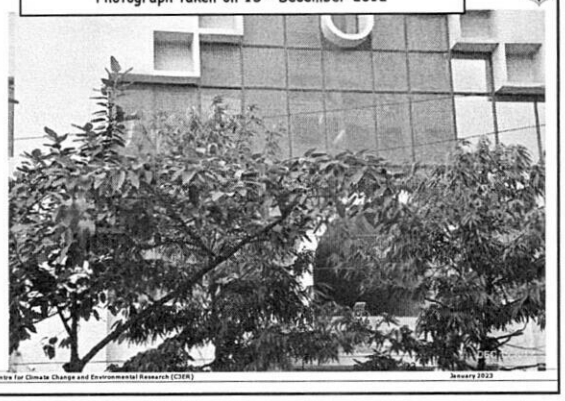


Climate Stress Areas according to NAP



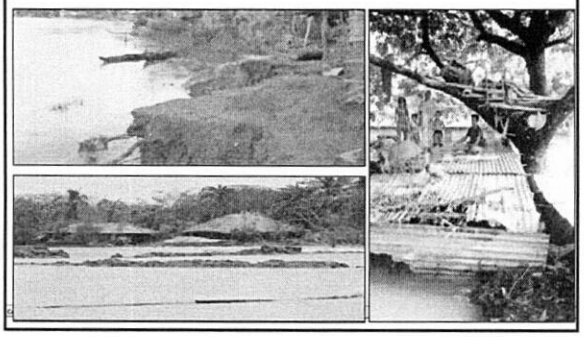


" Kadam" in bloom in front of BRAC University; Photograph taken on 15th December 2012

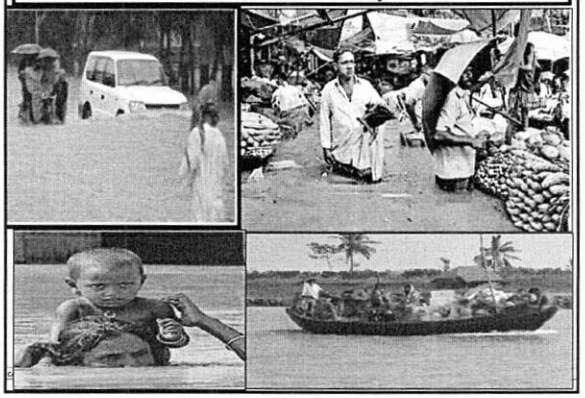


Shefali in bloom in Summer

Physical Vulnerability



Social Vulnerability



Environmental Vulnerability

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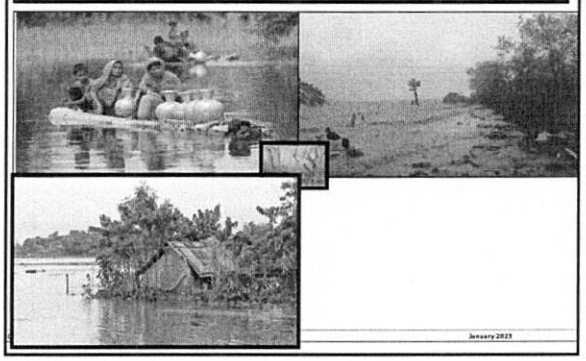
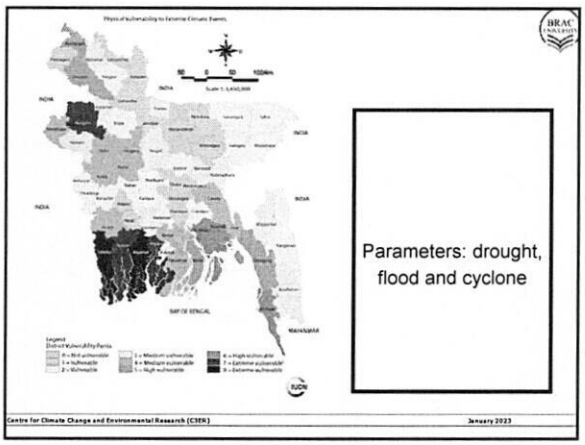
Environmental Vulnerability



January 2023



Parameters: drought, flood and cyclone

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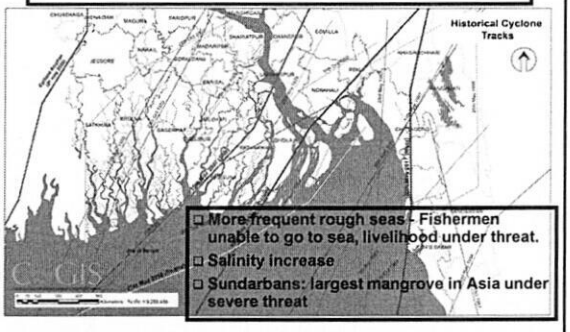
Coastal zone vulnerability



- More frequent rough seas - Fishermen unable to go to sea, livelihood under threat.
- Salinity increase
- Sundarbans: largest mangrove in Asia under severe threat

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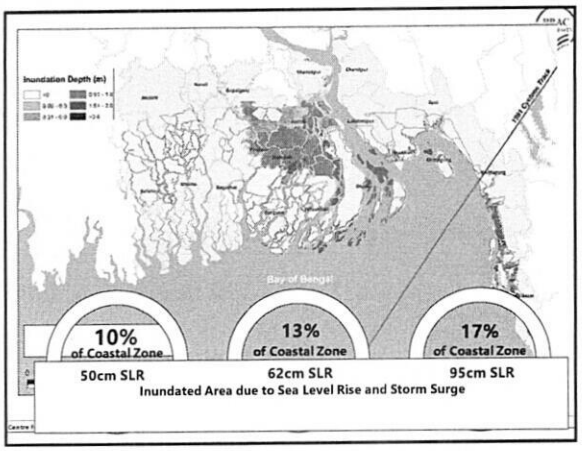
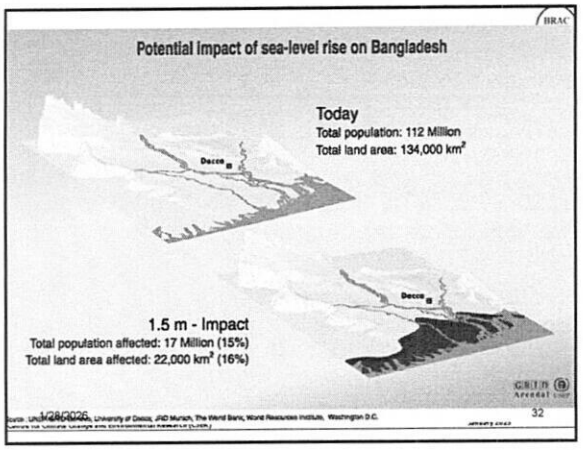
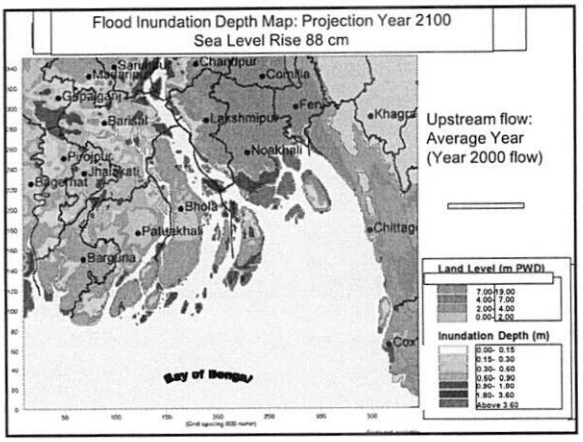
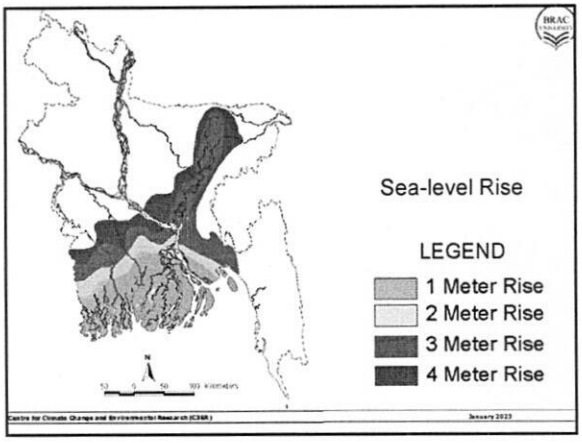
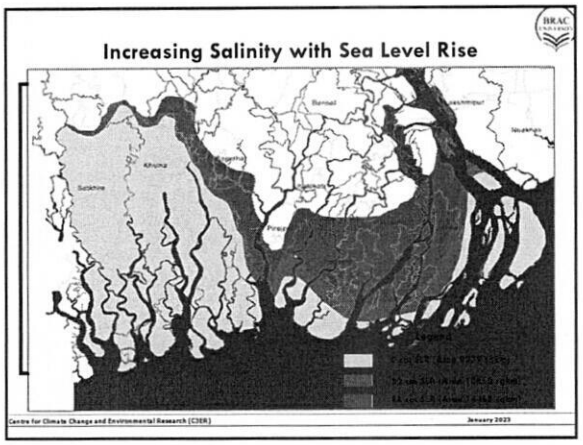
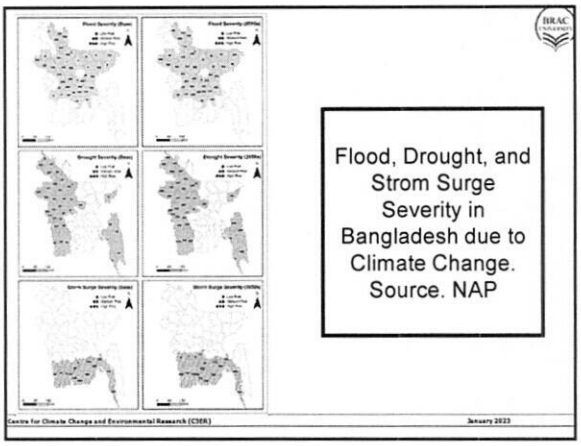

Inundation Depth (m)
Bay of Bengal
10%
of Coastal Zone
50cm SLR
13%
of Coastal Zone
62cm SLR
17%
of Coastal Zone
95cm SLR
Inundated Area due to Sea Level Rise and Storm Surge

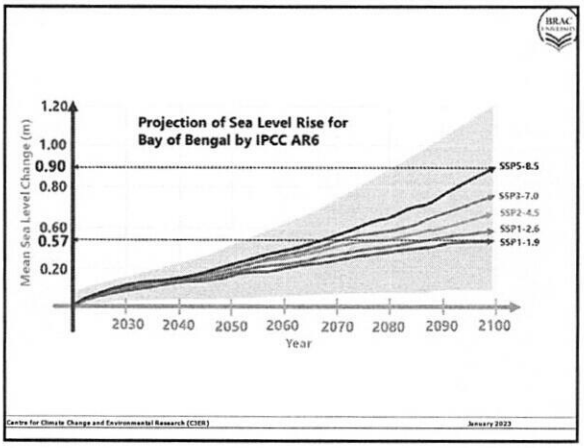

Potential impact of sea-level rise on Bangladesh
Today
Total population: 112 Million
Total land area: 134,000 km²
Dacca
1.5 m - Impact
Total population affected: 17 Million (15%)
Total land area affected: 22,000 km² (16%)
1/28/2026
32


Flood Inundation Depth Map: Projection Year 2100
Sea Level Rise 88 cm
Upstream flow:
Average Year
(Year 2000 flow)
Land Level (m PWD)
Inundation Depth (m)
Bay of Bengal


Sea-level Rise
LEGEND
1 Meter Rise
2 Meter Rise
3 Meter Rise
4 Meter Rise


Increasing Salinity with Sea Level Rise


Flood, Drought, and Strom Surge Severity in Bangladesh due to Climate Change. Source. NAP


Projection of Sea Level Rise for Bay of Bengal by IPCC AR6
Mean Sea Level Change (m)
1.20
1.00
0.90
0.80
0.60
0.57
0.20
SSP5-8.5
SSP3-7.0
SSP2-4.5
SSP1-2.6
SSP1-1.9
2030 2040 2050 2060 2070 2080 2090 2100
Year
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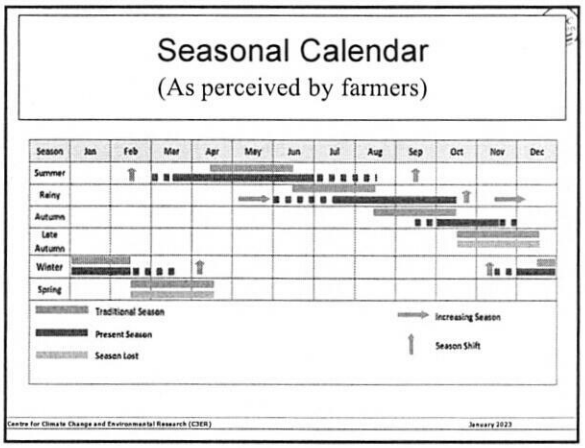
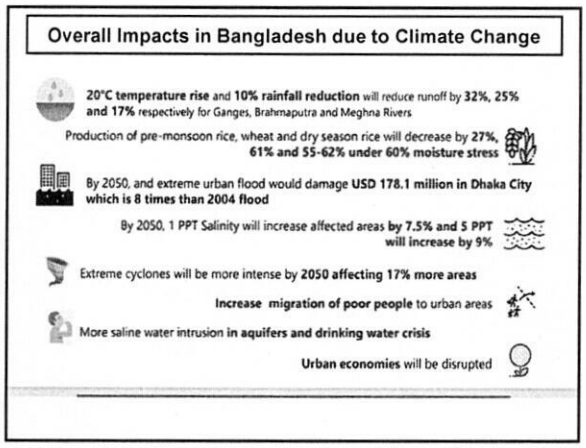
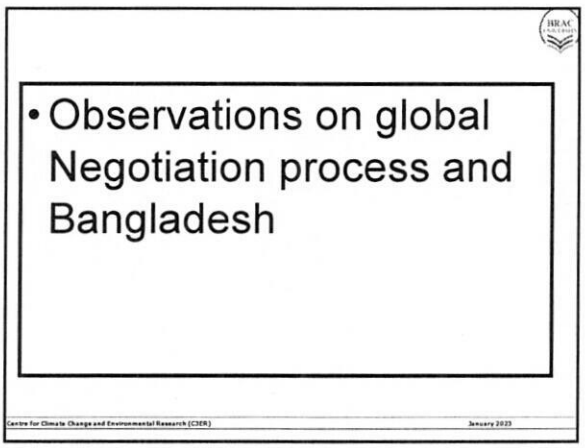
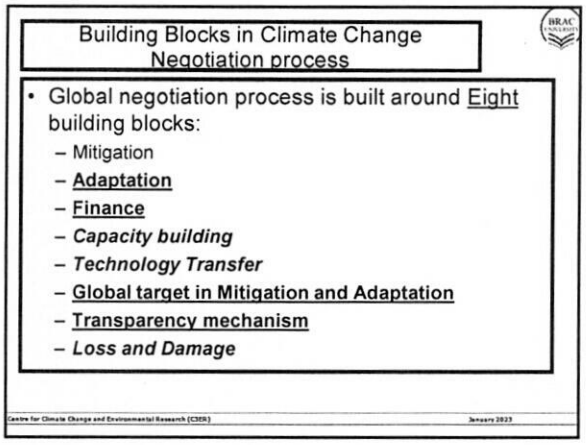
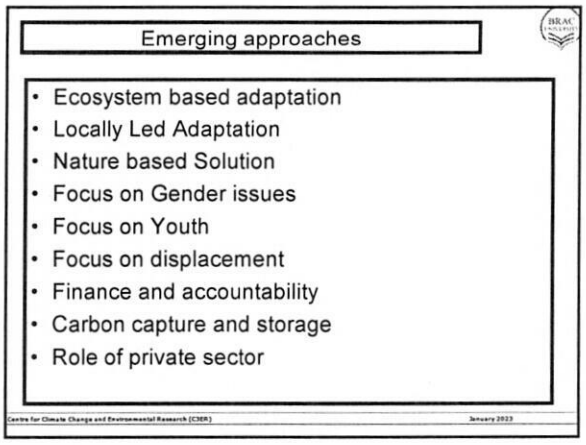
January 2023


Seasonal Calendar
(As perceived by farmers)
Season
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Summer
Rainy
Autumn
Late Autumn
Winter
Spring
Traditional Season
Present Season
Season Lost
Increasing Season
Season Shift
Centre for Climate Change and Environmental Research (C3ER)
January 2023


Overall Impacts in Bangladesh due to Climate Change
20°C temperature rise and 10% rainfall reduction will reduce runoff by 32%, 25% and 17% respectively for Ganges, Brahmaputra and Meghna Rivers
Production of pre-monsoon rice, wheat and dry season rice will decrease by 27%, 61% and 55-62% under 60% moisture stress
By 2050, and extreme urban flood would damage USD 178.1 million in Dhaka City which is 8 times than 2004 flood
By 2050, 1 PPT Salinity will increase affected areas by 7.5% and 5 PPT will increase by 9%
Extreme cyclones will be more intense by 2050 affecting 17% more areas
Increase migration of poor people to urban areas
More saline water intrusion in aquifers and drinking water crisis
Urban economies will be disrupted


• Observations on global Negotiation process and Bangladesh
Centre for Climate Change and Environmental Research (C3ER)
January 2023


Building Blocks in Climate Change Negotiation process
• Global negotiation process is built around Eight building blocks:
– Mitigation
– Adaptation
– Finance
– Capacity building
– Technology Transfer
– Global target in Mitigation and Adaptation
– Transparency mechanism
– Loss and Damage
Centre for Climate Change and Environmental Research (C3ER)
January 2023


Emerging approaches
• Ecosystem based adaptation
• Locally Led Adaptation
• Nature based Solution
• Focus on Gender issues
• Focus on Youth
• Focus on displacement
• Finance and accountability
• Carbon capture and storage
• Role of private sector
Centre for Climate Change and Environmental Research (C3ER)
January 2023

- Post Cop 30 situation and position leading to COP 31

Leading to COP 31

- Negotiations will be held on all 8 building blocks: Bangladesh must cover all aspects and pay special attention on Adaptation Target setting, Disbursement of funds and Financial management, and details of Transparency Mechanism,
- Work on Loss and Damage
  - Defining Loss and Damage (L&D)
  - Special fund for L&D and Scope of payment under L&D
    - Compensation, Insurance mechanism, displacement, and Reparation
    - Will Annex-1 countries agree with demand of non-Annex-1 countries;
  - Will it have conflict with funds for Adaptation.
- Work of SBI and SBSTA are important; negotiations both in the Intersessional meetings held in June in Bonn and the Conference of Parties (COP) held in a selected country on November/ December must be closely monitored and participated.

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.

Bangladesh must focus on ----

- Implementation of NAP
- Implementation of NDC
- Accessing funds from GCF, GEF and other bilateral agencies
- Building capacity on transparency mechanism.

Thank You

Media Relations & Effective Public Relations Management

Functions of Media: Critical Reflections

Dr Shameem Reza
University of Dhaka

155th Advanced Course on Administration & Development
Bangladesh Public Administration Training Centre
27 January 2026

Critical Functions of Media

- Initiate political debates
- Influence public opinion
- Help propagate ideology
- Work as vital 'soft power'
- Transmit social & cultural values

How China censors the internet
https://www.youtube.com/watch?v=ajR9J9eoq34&ab_channel=SouthChinaMorningPost

Noam Chomsky: The five filters of the mass media machine
https://www.youtube.com/watch?v=34LGPIXvU5M

Outstanding Issues in BD Media Sector

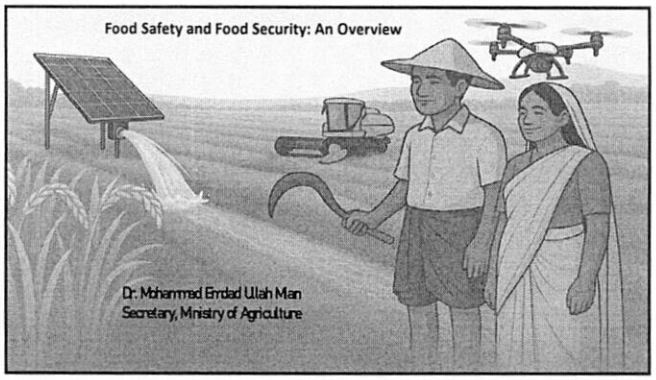
- Media ownership and investment
- Licensing in broadcast media
- Media laws and regulations
- Professionalism in the media
- Safety and security of the journalist

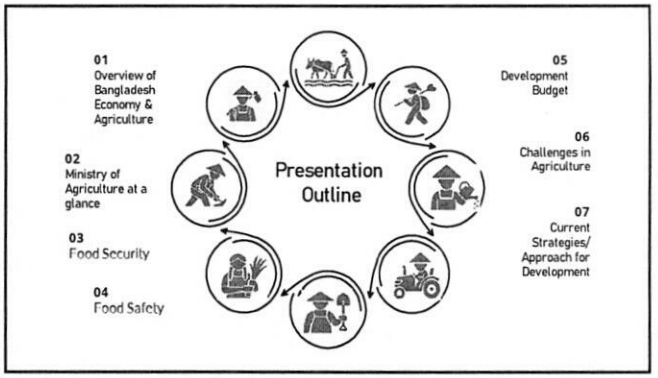
An Assessment of Bangladesh's Media Landscape: Free, Independent and Pluralistic Media
https://www.undp.org/bangladesh/publications/assessment-bangladeshs-media-landscape-free-independent-and-pluralistic-media

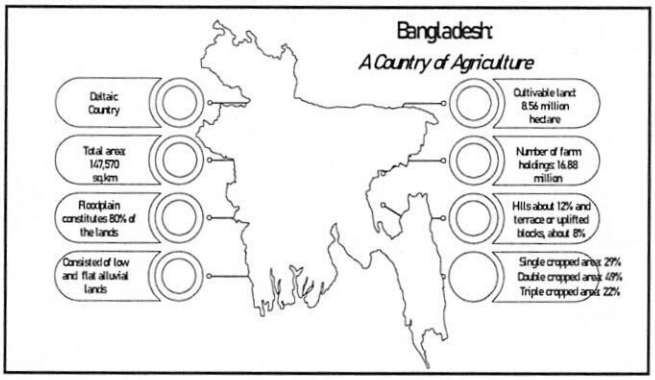
Media Governance in Bangladesh: Rhetoric and Reality of Broadcasting Policy
https://archive.thedailystar.net/forum/2012/May/media.htm

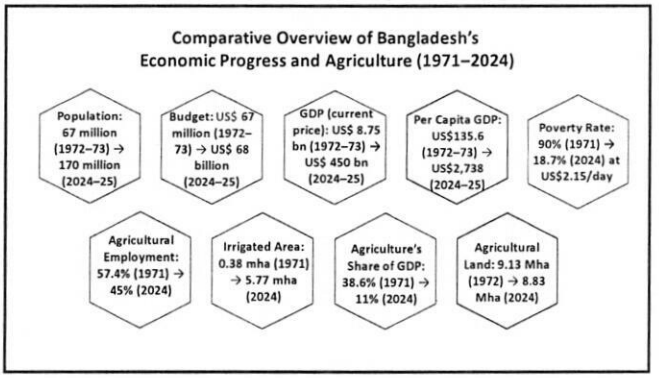
Key Contributions

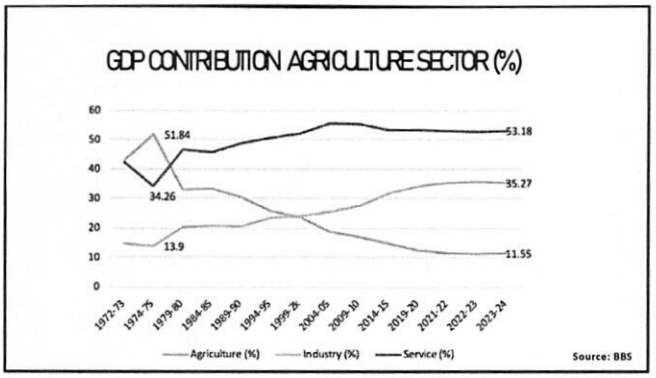
- Encourage critical debates
- Help secure public consent
- Shape national security issues
- Set development agendas

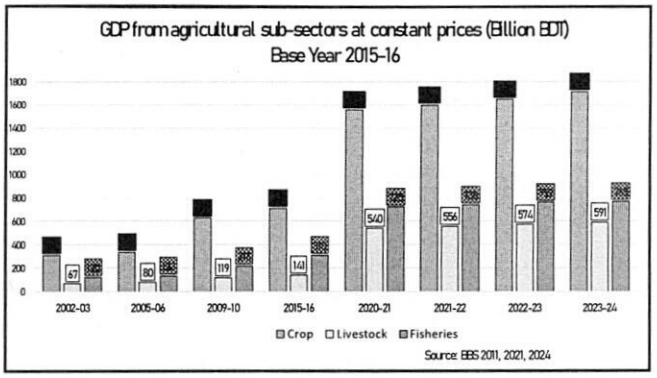

Food Safety and Food Security: An Overview
Dr. Mohammad Emdad Ullah Mian
Secretary, Ministry of Agriculture


Presentation Outline
01 Overview of Bangladesh Economy & Agriculture
02 Ministry of Agriculture at a glance
03 Food Security
04 Food Safety
05 Development Budget
06 Challenges in Agriculture
07 Current Strategies/ Approach for Development


Bangladesh:
A Country of Agriculture
Deltaic Country
Total area: 147,570 sq.km
Floodplain constitutes 80% of the lands
Consisted of low and flat alluvial lands
Cultivable land: 8.56 million hectare
Number of farm holdings: 16.88 million
Hills about 12% and terrace or uplifted blocks, about 8%
Single cropped area: 29%
Double cropped area: 49%
Triple cropped area: 22%


Comparative Overview of Bangladesh's Economic Progress and Agriculture (1971–2024)
Population: 67 million (1972–73) → 170 million (2024–25)
Budget: US$ 67 million (1972–73) → US$ 68 billion (2024–25)
GDP (current price): US$ 8.75 bn (1972–73) → US$ 450 bn (2024–25)
Per Capita GDP: US$135.6 (1972–73) → US$2,738 (2024–25)
Poverty Rate: 90% (1971) → 18.7% (2024) at US$2.15/day
Agricultural Employment: 57.4% (1971) → 45% (2024)
Irrigated Area: 0.38 mha (1971) → 5.77 mha (2024)
Agriculture's Share of GDP: 38.6% (1971) → 11% (2024)
Agricultural Land: 9.13 Mha (1972) → 8.83 Mha (2024)


GDP CONTRIBUTION AGRICULTURE SECTOR (%)
60
50
40
30
20
10
0
51.84
34.26
53.18
35.27
13.9
11.55
1972-73
1974-75
1979-80
1984-85
1989-90
1994-95
1999-2k
2004-05
2009-10
2014-15
2019-20
2021-22
2022-23
2023-24
Agriculture (%)
Industry (%)
Service (%)
Source: BBS


GDP from agricultural sub-sectors at constant prices (Billion BDT)
Base Year 2015-16
1800
1600
1400
1200
1000
800
600
400
200
0
67
80
119
141
540
556
574
591
2002-03
2005-06
2009-10
2015-16
2020-21
2021-22
2022-23
2023-24
Crop
Livestock
Fisheries
Source: BBS 2011, 2021, 2024

MINISTRY OF AGRICULTURE: AT A GLANCE

MoA

Vision:
Sustainable, safe and profitable Agriculture

Mission
- Enhance crop production and productivity
- Diversify cropping patterns
- Making agriculture profitable and ensure nutrition and food security through production of nutritious and safe crops and modernizing marketing systems.

Key functions of the ministry
- Implementation of agricultural policies and programs
- Development of agricultural research and education
- Subsidies and incentives distribution to farmers
- Development of irrigation infrastructure and promotion of mechanization
- Promotion of agro-processing and marketing

Three Pillars of Agriculture Ministry: Research/Extension/Inputs
17 Departments and 03 Subsidiary Organizations

Research
1. Bangladesh Agricultural Research Council (BARC)
2. Bangladesh Agricultural Research Institute (BARI)
3. Bangladesh Rice Research Institute (BRRI)
4. Bangladesh Jute Research Institute (BJRI)
5. Bangladesh Sugar crop Research Institute (BSRI)
6. Bangladesh Institute of Nuclear Agriculture (BINA)
7. Bangladesh Wheat and Maize Research Institute (BWMRI)

Extension, Marketing & Training
1. Department of Agricultural Extension (DAE)
2. Department of Agricultural Marketing (DAM)
3. Agricultural Information Service (AIS)
4. National Agricultural Training Academy (NATA)

Research and Extension
1. Cotton Development Board (CDB)
2. Bangladesh Institute of Research and Training on Applied Nutrition (BIRTAN)
3. Soil Resource Development Institute (SRDI)

Inputs (Seeds, Fertilizers & Irrigation))
1. Agricultural Development Corporation (BADC)
2. Barind Multipurpose Development Authority (BMDA)
3. Seed Certification Agency (SCA)

Subsidiary Organization
1. Hortex Foundation
2. Krishi Gobeshana Foundation (KGF)
3. Bangladesh Krishi Gobeshana Endowment Trust (BKGET)

REGULATORY FRAMEWORK FOR AGRICULTURE

Act
- Fertilizer Control Order 1999
- Plant Quarantine Act 2011
- Pesticides Act 2018
- Ground Water Usage For Agriculture Act 2018
- Seed Act 2028
- The Plant Variety Protection Act 2019
- The Bangladesh Pure Food (Amendments) Act 2005
- National Food Safety Act 2013
- Consumer's Rights Protection Act, 2009
- Vitamin-a Enriched Edible Oil Act, 2013
- The Bangladesh Water Act, 2013

Rules/ Regulations
- Ground Water Usage for Agriculture Rules 2019
- Seed Rules 2020
- Plant Quarantine Rules 2018

Policies
- National Agriculture Policy 2018
- National Agricultural Marketing Policy 2023
- National Agricultural Extension Policy 2020
- National Agricultural Mechanization Policy 2020
- Bangladesh Good Agriculture Practices Policy 2020
- Integrated Minor Irrigation Policy 2017
- National Organic Agriculture Policy 2016
- National Seed Policy 1993
- National Integrated Pest Management Policy

Food Security: Key Dimensions

Food Affordability
Making food economically accessible to all- influenced by income levels, prices, and market stability

Food Availability
Ensuring sufficient food supply through domestic production, imports, and effective distribution systems.

02 03 01 04

Food Safety
Guaranteeing that food is free from contamination and produced, stored, and handled under hygienic conditions

Nutrition & Utilization
Promoting consumption of balanced, nutritious diets that meet dietary needs for a healthy and active

Food Availability Scenario in Bangladesh

1. **Near self-sufficiency in staples**
- **Rice, maize, and potato production have risen sharply**
- **Improved seed replacement rates**

2. **Input availability**
- ***Seeds:*** **BADC & private firms now meet 47% of total demand (was 30% two decades ago).**
- ***Fertilizers:*** **Tk 27,684 crore in FY 2024-25 subsidies to sustain supply despite import reliance.**
- ***Irrigation:*** **5.77 M ha covered**

Increase in production of Major food crops during 1970-2024

S/N	Food Crop	Production (Million MT)	
		1970	2024
1	Rice	11.80	40.70
2	Wheat	0.10	1.17
3	Pulses	0.29	0.85
4	Oilseeds	0.30	2.08
5	Spices	0.39	5.40
6	Potato	0.90	10.60
7	Vegetables	0.90	24.18
8	Fruits	1.70	14.81

Source: BBS, DAE

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SEED INFORMATION

- Total national seed demand (FY 2024–25): 13.14 lakh tons
- Major local production: Paddy (3.35 lakh t) & Potato (8.65 lakh t)
- Imported seeds Jute (75–80%), Maize (99%), Vegetables (60%)
- Suppliers Formal Seed Sector (30%), Semi-Formal (40%), Informal (30%)

Research and Development Outputs (Variety and Technology)

Rice Variety
- BRRI: 115
- BINA: 26

(including salt-tolerant varieties, drought-tolerant varieties, cold-tolerant varieties, submergence-tolerant varieties, zinc-rich varieties, high-protein varieties, antioxidant-rich varieties, iron-rich variety)

Non-rice Variety
- BARI: 676

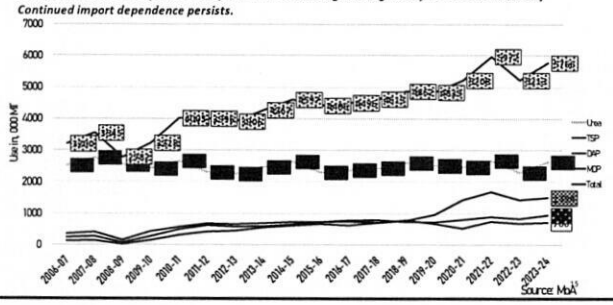
(includes variety of crops such as pulses, oilseeds, tubers, vegetables, fruits, flowers, spices, minor cereals, etc)

Technology
- BARI: 672
- BRRI: 300
- BINA: 57

(includes crop, soil, water, and pest management, farm machinery, irrigation and water management, post-harvest technology, farming systems research, biotechnology, safe food)

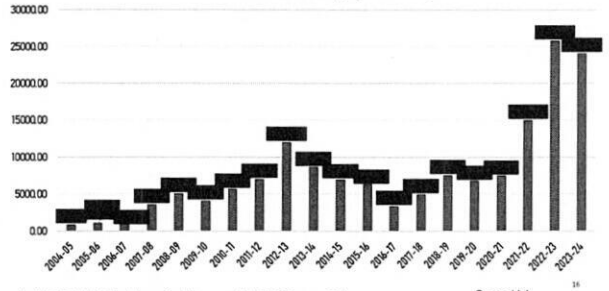
Fertilizer Usage Trend (in Thousand MT)

- *Urea dominates overall fertilizer use, DAP and TSP show gradual growth, MOP remains stable, Continued import dependence persists.*



Source: MoA

Fertilizer Subsidy (Crore TK)



In FY 2024-25, Subsidy on fertilizer was Tk 27,684 crore Taka

Source: MoA

Agricultural Credit Program

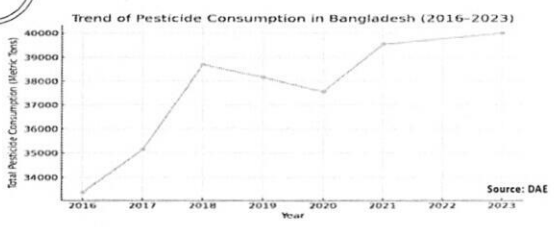
All scheduled, private, and foreign banks in Bangladesh are included in the agricultural credit program

Agricultural and Rural Credit Disbursement

- FY 2024-25: tk. 37,326.52 crore disbursed against a target of tk. 38,000 crore, achieving 98.23% of the target.

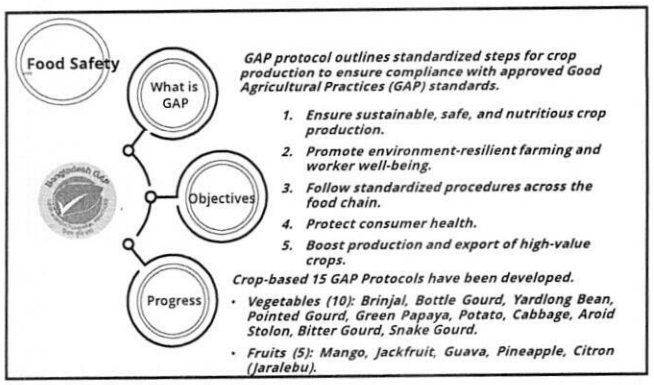
FY 2025-26: tk. 39,000 crore is allocated for Agricultural and Rural Credit Program

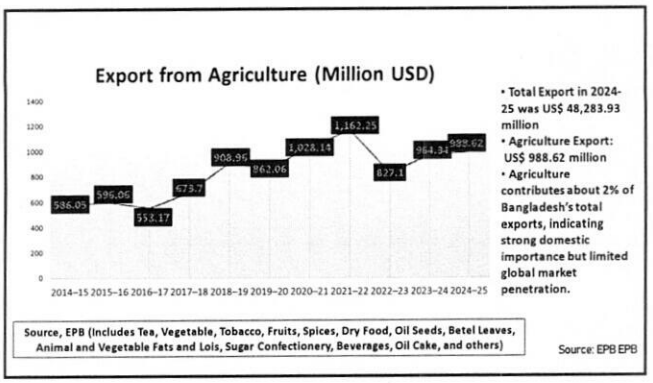
Food Safety — Pesticide Consumption Trend

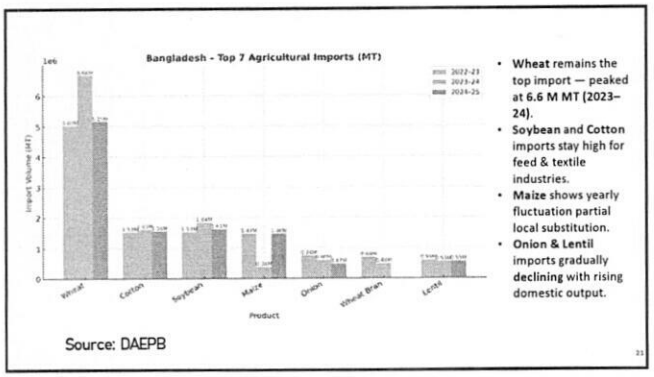


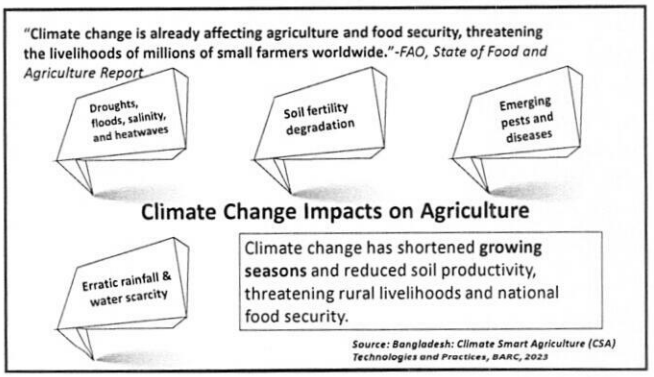
Trend of pesticide consumption in Bangladesh (2016–2023) showing a steady rise toward nearly **40,000 metric tons in 2023**

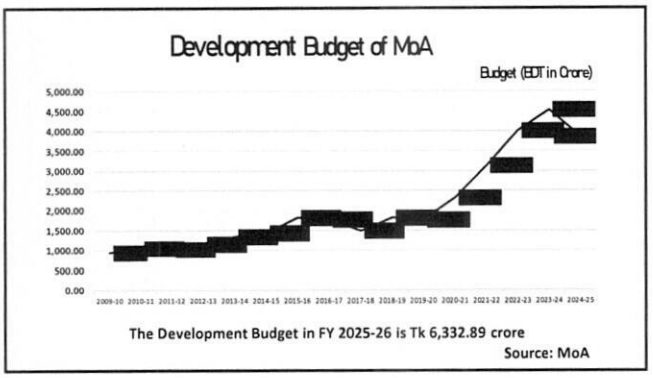
Market size: **BDT 5,200 crore;** Over **6,789 registered pesticide products** and **335 generic types** in use.

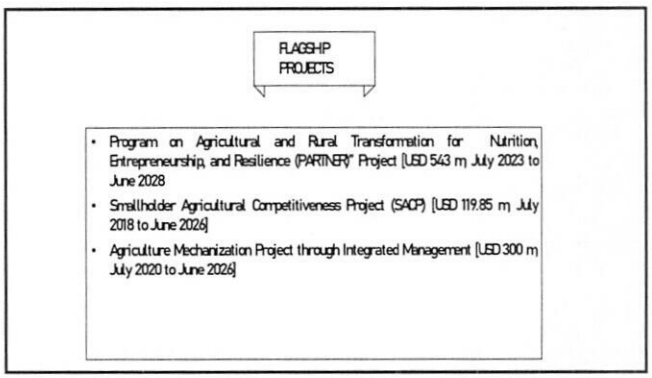

Food Safety
What is GAP
Objectives
Progress
GAP protocol outlines standardized steps for crop production to ensure compliance with approved Good Agricultural Practices (GAP) standards.
1. Ensure sustainable, safe, and nutritious crop production.
2. Promote environment-resilient farming and worker well-being.
3. Follow standardized procedures across the food chain.
4. Protect consumer health.
5. Boost production and export of high-value crops.
Crop-based 15 GAP Protocols have been developed.
• Vegetables (10): Brinjal, Bottle Gourd, Yardlong Bean, Pointed Gourd, Green Papaya, Potato, Cabbage, Aroid Stolon, Bitter Gourd, Snake Gourd.
• Fruits (5): Mango, Jackfruit, Guava, Pineapple, Citron (Jaralebu).


Export from Agriculture (Million USD)
1400
1200
1000
800
600
400
200
0
586.05
596.06
553.17
673.7
908.96
862.06
1,028.14
1,162.25
827.1
964.34
988.62
2014–15 2015–16 2016–17 2017–18 2018–19 2019–20 2020–21 2021–22 2022–23 2023–24 2024–25
• Total Export in 2024-25 was US$ 48,283.93 million
• Agriculture Export: US$ 988.62 million
• Agriculture contributes about 2% of Bangladesh's total exports, indicating strong domestic importance but limited global market penetration.
Source, EPB (Includes Tea, Vegetable, Tobacco, Fruits, Spices, Dry Food, Oil Seeds, Betel Leaves, Animal and Vegetable Fats and Lois, Sugar Confectionery, Beverages, Oil Cake, and others)
Source: EPB EPB


Bangladesh - Top 7 Agricultural Imports (MT)
1e6
Import Volume (MT)
Wheat
Cotton
Soybean
Maize
Onion
Wheat Bran
Lentil
Product
2022-23
2023-24
2024-25
• Wheat remains the top import — peaked at 6.6 M MT (2023–24).
• Soybean and Cotton imports stay high for feed & textile industries.
• Maize shows yearly fluctuation partial local substitution.
• Onion & Lentil imports gradually declining with rising domestic output.
Source: DAEPB


"Climate change is already affecting agriculture and food security, threatening the livelihoods of millions of small farmers worldwide."-FAO, State of Food and Agriculture Report
Droughts, floods, salinity, and heatwaves
Soil fertility degradation
Emerging pests and diseases
Climate Change Impacts on Agriculture
Erratic rainfall & water scarcity
Climate change has shortened growing seasons and reduced soil productivity, threatening rural livelihoods and national food security.
Source: Bangladesh: Climate Smart Agriculture (CSA) Technologies and Practices, BARC, 2023


Development Budget of MoA
Budget (EDT in Crore)
5,000.00
4,500.00
4,000.00
3,500.00
3,000.00
2,500.00
2,000.00
1,500.00
1,000.00
500.00
0.00
2009-10 2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25
The Development Budget in FY 2025-26 is Tk 6,332.89 crore
Source: MoA


FLAGSHIP PROJECTS
• Program on Agricultural and Rural Transformation for Nutrition, Entrepreneurship, and Resilience (PARTNER) Project [USD 543 m July 2023 to June 2028
• Smallholder Agricultural Competitiveness Project (SACP) [USD 119.85 m July 2018 to June 2026]
• Agriculture Mechanization Project through Integrated Management [USD 300 m July 2020 to June 2026]

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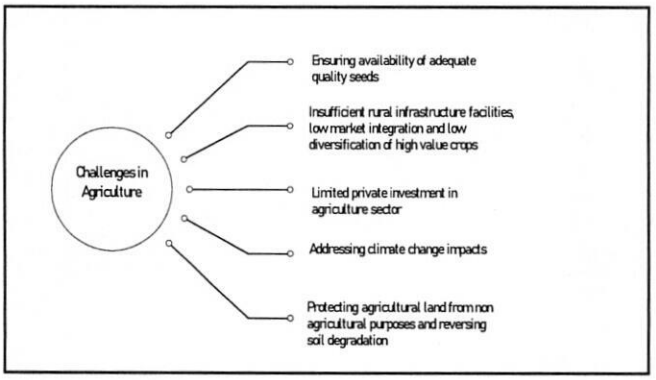
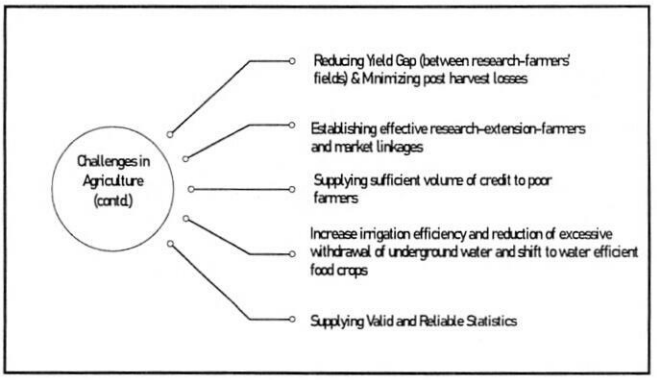
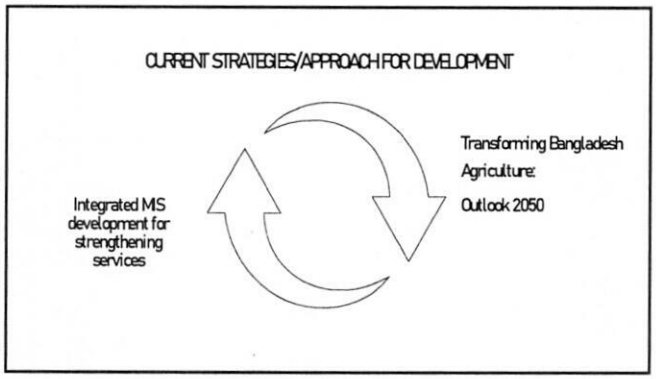
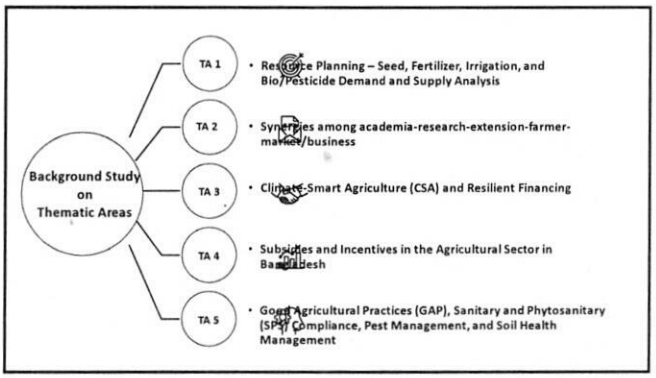
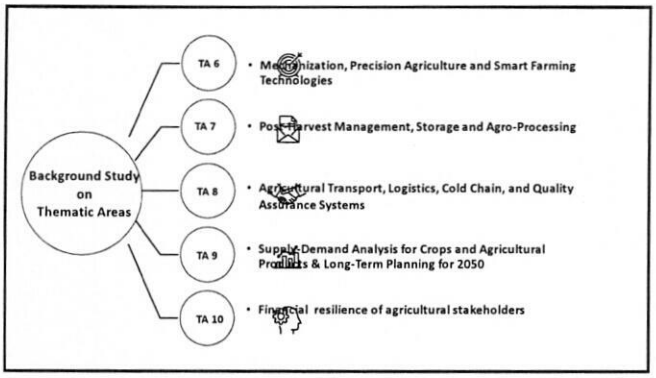
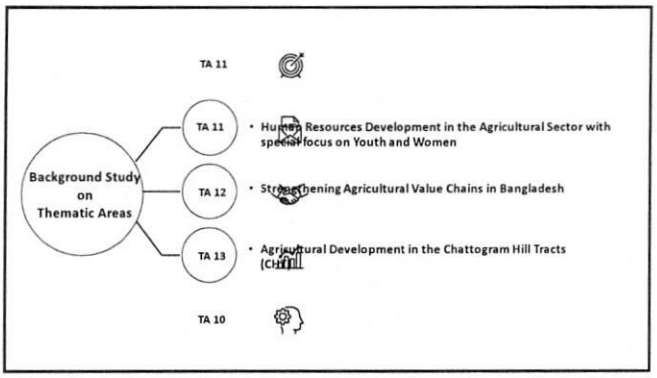

Challenges in Agriculture
Ensuring availability of adequate quality seeds
Insufficient rural infrastructure facilities, low market integration and low diversification of high value crops
Limited private investment in agriculture sector
Addressing climate change impacts
Protecting agricultural land from non agricultural purposes and reversing soil degradation


Challenges in Agriculture (contd.)
Reducing Yield Gap (between research-farmers' fields) & Minimizing post harvest losses
Establishing effective research-extension-farmers and market linkages
Supplying sufficient volume of credit to poor farmers
Increase irrigation efficiency and reduction of excessive withdrawal of underground water and shift to water efficient food crops
Supplying Valid and Reliable Statistics


CURRENT STRATEGIES/APPROACH FOR DEVELOPMENT
Integrated MIS development for strengthening services
Transforming Bangladesh Agriculture: Outlook 2050


Background Study on Thematic Areas
TA 1
Resource Planning – Seed, Fertilizer, Irrigation, and Bio/Pesticide Demand and Supply Analysis
TA 2
Synergies among academia-research-extension-farmer-market/business
TA 3
Climate-Smart Agriculture (CSA) and Resilient Financing
TA 4
Subsidies and Incentives in the Agricultural Sector in Bangladesh
TA 5
Good Agricultural Practices (GAP), Sanitary and Phytosanitary (SPS) Compliance, Pest Management, and Soil Health Management


Background Study on Thematic Areas
TA 6
Mechanization, Precision Agriculture and Smart Farming Technologies
TA 7
Post-Harvest Management, Storage and Agro-Processing
TA 8
Agricultural Transport, Logistics, Cold Chain, and Quality Assurance Systems
TA 9
Supply-Demand Analysis for Crops and Agricultural Products & Long-Term Planning for 2050
TA 10
Financial resilience of agricultural stakeholders


TA 11
Background Study on Thematic Areas
TA 11
Human Resources Development in the Agricultural Sector with special focus on Youth and Women
TA 12
Strengthening Agricultural Value Chains in Bangladesh
TA 13
Agricultural Development in the Chattogram Hill Tracts (CHT)
TA 10

Transforming the 'Khamari' App into a Comprehensive One-Stop Agricultural Services Platform

- Integrate all agri-services (advisory, inputs, market data) on one digital platform.
- Provide data analytics to inform and strengthen policy planning.
- Deliver real-time, geo-specific, crop-based recommendations via ICT tools.
- Empower farmers for improved productivity, profitability, and sustainability.

খামারি

CURRENT STRATEGIES/APPROACH (Cont.)

Research/Linkage

- Strengthening need-based and location specific advanced research and academia-research-extension-farmer-market linkage

CHF Development

- Integration of sustainable agricultural development in CHF areas with interventions of other sectors

Mechanization

- Sustainable mechanization at pre and post production level

Qualitative change

- Qualitative changes in agricultural vocational education and developing skilled agricultural labor force

CURRENT STRATEGIES/APPROACH (Cont.)

Agricultural entrepreneurship development, especially for youth and women

Integration of agricultural credit with input management process and private sector participation

Strengthening agricultural value chain including post-harvest management, processing, cold chain, transport logistics and storage. Strengthening public-private partnership in these sectors

Conclusion

- *Agriculture is the runway for our economic development.*
- *It provides food security and livelihoods and drives industrial growth, innovation, and trade.*

The government is trying to address the challenges and convert them to opportunities for ensuring a sustainable safe food production system for farmers friendly agro-based economic development.

THANK YOU!

Compliance with Court orders: Administrative and legal responsibilities of the Public offices

Tanvir Ahmed
Joint Secretary
Cabinet Division

Constitutional Provisions regarding compliance of Supreme Court orders

Binding effect of Supreme Court judgments:
The law declared by the Appellate Division shall be binding on the High Court Division and the law declared by either division of the Supreme Court shall be binding on all courts subordinate to it.
[Art. 111 of the Constitution]

❑Action in aid of Supreme Court:
All authorities, executive and judicial, in the Republic shall act in aid of the Supreme Court.
[Art. 112 of the Constitution]

❑Supreme Court as court of record:-
The Supreme Court shall be a court of record and shall have all the powers of such a court including the power subject to law to make an order for the investigation of or punishment for any contempt of itself.
[Art. 108 of the Constitution]

Constitutional Provisions regarding Writ jurisdiction & Judicial Review of Supreme Court

❑সংবিধানের প্রাধান্য।–

৭। (১) প্রজাতন্ত্রের সকল ক্ষমতার মালিক জনগণ; এবং জনগণের পক্ষে সেই ক্ষমতার প্রয়োগ কেবল এই সংবিধানের অধীন ও কর্তৃত্বে কার্যকর হইবে।

(২) জনগণের অভিপ্রায়ের পরম অভিব্যক্তিরূপে এই সংবিধান প্রজাতন্ত্রের সর্বোচ্চ আইন এবং অন্য কোন আইন যদি এই সংবিধানের সহিত অসমঞ্জস হয়, তাহা হইলে সেই আইনের যতখানি অসামঞ্জস্যপূর্ণ, ততখানি বাতিল হইবে।

❑মৌলিক অধিকারের সহিত অসমঞ্জস আইন বাতিল।–

২৬। (১) এই ভাগের বিধানাবলীর সহিত অসমঞ্জস সকল প্রচলিত আইন যতখানি অসামঞ্জস্যপূর্ণ, এই সংবিধান-প্রবর্তন হইতে সেই সকল আইনের ততখানি বাতিল হইয়া যাইবে।

(২) রাষ্ট্র এই ভাগের কোন বিধানের সহিত অসমঞ্জস কোন আইন প্রণয়ন করিবেন না এবং অনুরূপ কোন আইন প্রণীত হইলে তাহা এই ভাগের কোন বিধানের সহিত যতখানি অসামঞ্জস্যপূর্ণ, ততখানি বাতিল হইয়া যাইবে।

❑মৌলিক অধিকার বলবৎকরণ।–

৪৪। (১) এই ভাগে প্রদত্ত অধিকারসমূহ বলবৎ করিবার জন্য এই সংবিধানের ১০২ অনুচ্ছেদের (১) দফা অনুযায়ী হাইকোর্ট বিভাগের নিকট মামলা রুজু 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 বিষয়াবলীর সহিত সম্পর্কিত কোন দায়িত্ব পালনকারী ব্যক্তিসহ যে কোন ব্যক্তি বা কর্তৃপক্ষকে হাইকোর্ট বিভাগ উপযুক্ত নির্দেশাবলী বা আদেশাবলী দান করিতে পারিবেন।

(২) হাইকোর্ট বিভাগের নিকট যদি সন্তোষজনকভাবে প্রতীয়মান হয় যে, আইনের দ্বারা অন্য কোন সমফলপ্রদ বিধান করা হয় নাই, তাহা হইলে, (ক) যে কোন সংক্ষুব্ধ ব্যক্তির আবেদনক্রমে-

(অ) প্রজাতন্ত্র বা কোন স্থানীয় কর্তৃপক্ষের বিষয়াবলীর সহিত সংশ্লিষ্ট যে কোন দায়িত্ব পালনে রত ব্যক্তিকে আইনের দ্বারা অনুমোদিত নয়, এমন কোন কার্য করা হইতে বিরত রাখিবার জন্য কিংবা আইনের দ্বারা তাঁহার করণীয় কার্য করিবার জন্য নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। [Writ of Prohibition or Mandamus]

(আ) প্রজাতন্ত্র বা কোন স্থানীয় কর্তৃপক্ষের বিষয়াবলীর সহিত সংশ্লিষ্ট যে কোন দায়িত্ব পালনে রত ব্যক্তির কৃত কোন কার্য বা গৃহীত কোন কার্যধারা আইনসংগত কর্তৃত্ব ব্যতিরেকে করা হইয়াছে বা গৃহীত হইয়াছে ও তাঁহার কোন আইনগত কার্যকরতা নাই বলিয়া ঘোষণা করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। [Writ of Certiorari]

(২) হাইকোর্ট বিভাগের নিকট যদি সন্তোষজনকভাবে প্রতীয়মান হয় যে, আইনের দ্বারা অন্য কোন সমফলপ্রদ বিধান করা হয় নাই, তাহা হইলে, (খ) যে কোন ব্যক্তির আবেদনক্রমে-

(অ) আইনসংগত কর্তৃত্ব ব্যতিরেকে বা বেআইনী উপায়ে কোন ব্যক্তিকে প্রহরায় আটক রাখা হয় নাই বলিয়া যাহাতে উক্ত বিভাগের নিকট সন্তোষজনকভাবে প্রতীয়মান হইতে পারে, সেইজন্য প্রহরায় আটক উক্ত ব্যক্তিকে উক্ত বিভাগের সম্মুখে আনয়নের নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। [Habeas corpus Writ]

(আ) কোন সরকারি পদে আসীন বা আসীন বলিয়া বিবেচিত কোন ব্যক্তিকে তিনি কোন্ কর্তৃত্ববলে অনুরূপ পদমর্যাদায় অধিষ্ঠানের দাবী করিতেছেন, তাহা প্রদর্শনের নির্দেশ প্রদান করিয়া উক্ত বিভাগ আদেশদান করিতে পারিবেন। [Writ of Quo Warranto]

[অনুচ্ছেদ ১০২(২)(খ)]

Stages of Writ Cases

1 Preparation of Writ Petition:-
- Petition (মার্কিং)
- Affidavit
- necessary Annexures

2 Filing:-
- Filing of Writ Petition to Writ Section
- Given a Writ Petition Number (e.g 10005 of 2026).

3 Admission Stage:-
- Placing before a Division Bench of High Court.
- The Court may issue Rule Nisi
- May issue Interim Order (stay, injunction, status quo)
- May reject the petition summarily

4 Rule Nisi:-
- The respondents are directed to show cause why the memo/order/certain action, etc should not be declared illegal or done without lawful authority.

5 Service of Rule & Notices:-
- The petitioner serves notice & copies of the petition to Attorney General's Office & concerned Offices/Authorities.

6 Respondents' Affidavit-in-Opposition:-
- Government/respondents file Affidavit-in-Opposition
- Explaining or defending their actions.

7 Petitioner's Affidavit-in-Reply (Optional):-

- Petitioner may file Affidavit-in-Reply
- To counter new facts or arguments submitted by the respondents.

8 Hearing of the Rule:-

- Petitioner and Respondents' Arguments
- On behalf of Govt AG/Adl AG/DAG/AG argues
- Court examines Constitution, Laws, Facts & documents & arguments
- Several dates may be fixed

9 Judgment / Order

- The Court may order the Rule Absolute (grant relief)
- May discharge the Rule (dismiss the writ)
- May passes other direction or guidelines
- Judgment/Order copy is prepared.

10 Execution/Compliance

- Respondents cConcerned authorities shall implement the judgment.
- If not complied Contempt Petition may be filed by the Petitioner.

1 1 Appeal/Review (if NOT complied)

- Aggrieved party may file Civil Petition for Leave to Appeal (CPLA) Before the Appellate Division of the Supreme Court.

Summary Flowchart:

Preparation → Filing → Admission → Rule Nisi → Service of Notice → Affidavits → Hearing → Judgment → Compliance or Appeal.

7

Writ Petition

We have to examine ....

- The name of HCD Bench and name of Ld. Judges
- Concerned Law Officers
- The Writ Petitioner
- Main Respondent
- Proforma Respondents
- Impugned matter/memo/order
- the Rule-Nisi
- Ad-interim Order, if any:-
  - Stay
  - Status-Quo
  - Injunction
  - others, such as direction for disposal, etc.

8

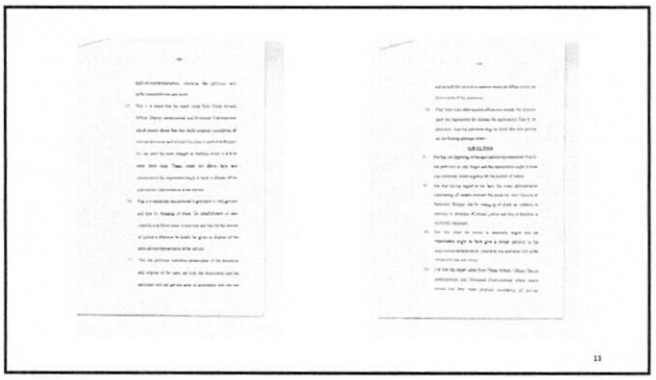
Sample of Petition (Arjee)

9

10

11

12



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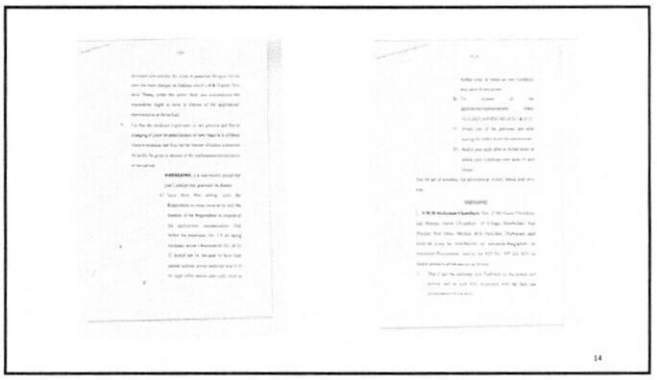

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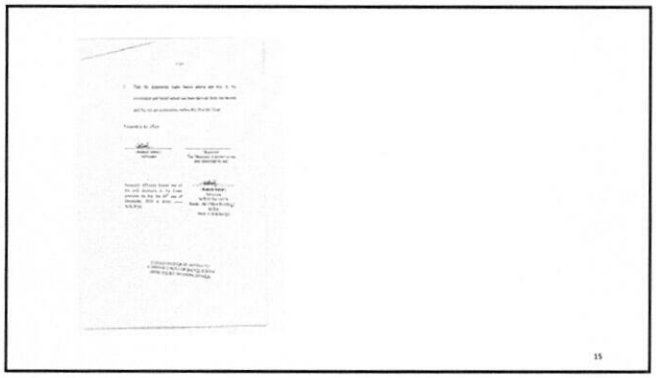

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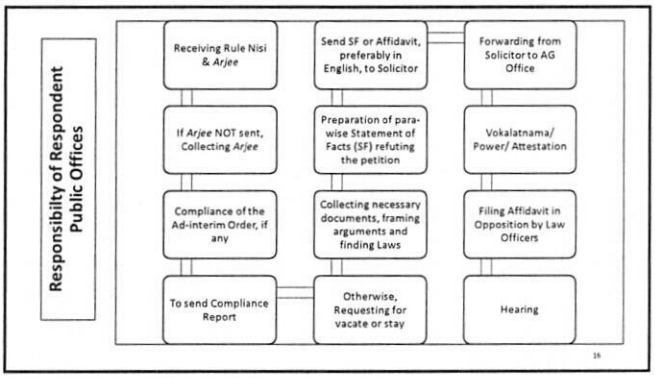

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Writ to Review: At a glance

Judgement or Order in a Writ Petition by the HCD

Civil Petition for Leave to Appeal (CPLA) before AD against the Judgement of HCD or Civil Petition (CP) against any Ad-interim Order of the HCD

Civil Appeal (CA) starts in the AD, if leave granted

Review Petition against the Civil Appeal Judgement (it is the last resort)

Application under Art.104 for Complete Justice (it is a specialstep, NOT a regular stage)

Art.104. The Appellate Division shall have power to issue such directions, orders, decrees or writs as may be necessary for doing complete justice in any cause or matter pending before it, including orders for the purpose of securing the attendance of any person or the discovery or production of any document.

17

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**
- Computing limitation starts from the date of judgement pronounced, subject to related laws.

❑ Extension of period in certain cases (s.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.

❑ 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.

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সরকারি স্বার্থ সংশ্লিষ্ট মামলায় স্বয়ংসম্পূর্ণ প্রস্তাব/জবাব প্রেরণের জন্য প্রয়োজনীয় কাগজপত্রের তালিকা
(সলিসিটর অনুবিভাগের ০৮/০৩/২০২২ তারিখের ১২ নম্বর পরিপত্র দ্রষ্টব্য)

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দেওয়ানী মামলা সংক্রান্ত সিভিল রিভিশন/আপিল/রিভিউ দায়ের

বিজ্ঞ বিচারিক আদালতের রায়/আদেশের বিরুদ্ধে মাননীয় হাইকোর্ট বিভাগে সিভিল রিভিশন/প্রথম আপিল/প্রথম বিবিধ আপিল দায়েরের জন্য

- বিজ্ঞ বিচারিক এবং অধস্তন আপিল আদালতের তর্কিত সকল রায় ডিক্রি/আদেশের জাবেদা নকল (কম্পিউটার কম্পোজড)
- সাক্ষির জবানবন্দির জাবেদা নকল (কম্পিউটার কম্পোজড)
- বিলম্বের ব্যাখ্যা/গ্রাউন্ডস (প্রযোজ্য ক্ষেত্রে)
- সরকারি কৌশুলী (জিপি) এর মতামত
- ওকালতনামা।

হাইকোর্ট বিভাগের রায়/আদেশের বিরুদ্ধে মাননীয় আপিল বিভাগে লিভ-টু-আপিল দায়েরের জন্য

- হাইকোর্ট বিভাগের সিভিল রিভিশন/১ম আপিল/১ম বিবিধ আপিল এর আর্জির ফটোকপি
- হাইকোর্ট বিভাগের রায়/আদেশের জাবেদা নকল
- অধস্তন সকল আদালতের রায় ডিক্রি/আদেশের এবং সাক্ষির জবানবন্দি/জেরার জাবেদা নকলের ফটোকপি
- ওকালতনামা
- বিলম্বের ব্যাখ্যা ও গ্রাউন্ডস।

আপিল বিভাগের লিভ-টু-আপিলের রায়/আদেশের বিরুদ্ধে মাননীয় আপিল বিভাগে রিভিউ দায়েরের জন্য

- লিভ-টু-আপিল এর রায় / আদেশ এর জাবেদা নকল
- লিভ-টু-আপিলের পেপার বুক
- ওকালতনামা
- বিলম্বের ব্যাখ্যা ও গ্রাউন্ডস।

20

দেওয়ানি মোকদ্দমায় প্রতিদ্বন্দ্বিতার ক্ষেত্রে

মাননীয় হাইকোর্ট বিভাগে সিভিল রিভিশন/প্রথম আপিল/প্রথম বিবিধ আপিল-এ প্রতিদ্বন্দ্বিতার জন্য

(১) বিজ্ঞ বিচারিক এবং অধস্তন আপিল আদালতের তর্কিত সকল রায় ডিক্রি/আদেশের জাবেদা নকলের ফটোকপি

(২) সাক্ষির জবানবন্দির জাবেদা নকলের ফটোকপি

(৩) দফাওয়ারি জবাব

(৪) ওকালতনামা

(৫) মোকদ্দমা সংশ্লিষ্ট অন্যান্য প্রয়োজনীয় কাগজপত্র (যদি থাকে)

মাননীয় আপিল বিভাগে লিভ-টু-আপিলে প্রতিদ্বন্দ্বিতার জন্য

১)লিভ-টু-আপিলের পেপার বুক

২) দফাওয়ারি জবাব

৩) ওকালতনামা

৪) মোকদ্দমা সংশ্লিষ্ট অন্যান্য প্রয়োজনীয় কাগজপত্র (যদি থাকে)

মাননীয় আপিল বিভাগে সিভিল রিভিউ এ প্রতিদ্বন্দ্বিতার জন্য

১) লিভ-টু-আপিলের পেপার বুক

২)লিভ-টু-আপিলের রায় / আদেশের ফটোকপি

৩) দফাওয়ারি জবাব

৪) ওকালতনামা

(৫) মোকদ্দমা সংশ্লিষ্ট অন্যান্য প্রয়োজনীয় কাগজাদি।

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রিট মামলায় প্রতিদ্বন্দ্বিতা/আপিল দায়ের/ রিভিউ দায়েরের ক্ষেত্রে

ক) হাইকোর্ট বিভাগে দায়েরকৃত মামলায় প্রতিদ্বন্দ্বিতার জন্য

- রিট মামলার আরজির পূর্ণাঙ্গ কপি (সকল এনেক্সারসহ)
- রুলের কপি
- দফাওয়ারি জবাব
- ওকালতনামা
- ক্ষমতাপত্র
- মামলা সংশ্লিষ্ট অন্যান্য কাগজপত্রাদি (যদি থাকে)

খ) রিট মামলায় হাইকোর্ট বিভাগের রায়ের বিরুদ্ধে মাননীয় সুপ্রিম কোর্টের আপিল বিভাগে আপিল দায়েরের জন্য

- রিট মামলার আর্জির 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)

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বিজ্ঞ প্রশাসনিক ট্রাইব্যুনাল মামলার ক্ষেত্রে

(ক) প্রশাসনিক ট্রাইব্যুনালে মামলা পরিচালনা/প্রতিদ্বন্দ্বিতা করার জন্য

(i) আর্জির কপি

(ii) দফাওয়ারি জবাব

(iii) ওকালতনামা

(খ) প্রশাসনিক আপিল ট্রাইব্যুনালে মামলা দায়ের/পরিচালনা/ প্রতিদ্বন্দ্বিতা করার জন্য

(i)তর্কিত রায়ের জাবেদা নকল

(ii) ওকালতনামা

(iii) আর্জির 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 আর্জির কপি

(ii) দফাওয়ারি জবাব

(iii) তর্কিত রায়/আদেশের জাবেদা নকল

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অন্যান্য নির্দেশনা (সলিসিটর অনুবিভাগের ০৮/০৩/২০২২ তারিখের ১২ নম্বর পরিপত্র দ্রষ্টব্য)

❑সংশ্লিষ্ট সকল মন্ত্রণালয়/বিভাগ/দপ্তর/অধিদপ্তর/পরিদপ্তর এবং জেলা প্রশাসকগণকে দেওয়ানি, ফৌজদারি, রিট, প্রশাসনিক ট্রাইব্যুনাল ও প্রশাসনিক আপিল ট্রাইব্যুনাল মামলা সংক্রান্তে বিজ্ঞ আদালতের রায় ও ডিক্রি/আদেশের বিরুদ্ধে আপিল/রিভিশন দায়ের করার স্বয়ংসম্পূর্ণ প্রস্তাব চূড়ান্ত সময়সীমার অন্যূন ৩০ (ত্রিশ) দিন পূর্বে সলিসিটর উইং-এ প্রেরণ করতে হবে।

❑যে সমস্ত মামলার রায়ের বিরুদ্ধে আপিল দায়েরের সময়সীমা ৩০ (ত্রিশ) দিনের মধ্যে সীমাবদ্ধ, সে সমস্ত মামলার আপিলের প্রস্তাব নির্ধারিত সময়সীমার অন্যূন ১৫ (পনের) দিন পূর্বে প্রেরণ করতে হবে।

❑উচ্চতর আদালতে আপিল/রিভিশন দায়েরের প্রস্তাবের সাথে প্রয়োজনীয় কাগজপত্র প্রেরণ না করার কারণে যদি সরকারি স্বার্থ ক্ষুন্ন হয় এবং সরকারি স্বার্থ সুরক্ষার ক্ষেত্রে প্রতিবন্ধকতা ও আইনি জটিলতার সৃষ্টি হয়, তাহলে সংশ্লিষ্ট মন্ত্রণালয়/বিভাগ/দপ্তর/অধিদপ্তর/পরিদপ্তর এবং জেলা প্রশাসক এর সংশ্লিষ্ট কর্মকর্তা এর জন্য দায়ী হবেন। এক্ষেত্রে দায়ী ব্যক্তিকে চিহ্নিত করে তাঁর নাম, পদবী উল্লেখপূর্বক তাঁর বিরুদ্ধে কোন আইনানুগ ব্যবস্থা নেয়া হয়েছে কিনা, তা জানাতে হবে।

❑আপিল/রিভিশন মামলার একটি বড় অংশ বিলম্ব/তামাদিজনিত কারণে বিজ্ঞ আদালত কর্তৃক না-মঞ্জুর হয়। ফলে সরকারি স্বার্থ বিঘ্নিত হওয়াসহ অপূরণীয় আর্থিক ক্ষতি হচ্ছে। সরকারি স্বার্থ ও আর্থিক ক্ষতি রক্ষার্থে সংশ্লিষ্ট সকলকে পরিপত্রটি যথাযথভাবে অনুসরণের জন্য নির্দেশক্রমে পুনরায় অনুরোধ করা হলো।

❑বিলম্ব/তামাদি (Limitation) দোষে মামলা যাতে ক্ষতিগ্রস্ত না হয়, সে লক্ষ্যে রায় ঘোষণা/পুনামীর অব্যবহিত পরেই সার্টিফাইড কপি/নকল এর জন্য দরখাস্ত করতে হবে।

❑তামাদির মেয়াদ খন্ডনের (Condonation of delay) চিঠি আলাদাভাবে সংশ্লিষ্ট অপরাপর কাগজাদির সাথে প্রেরণ করতে হবে। অন্যথায় আপীল বা রিভিউ এর প্রস্তাব বিবেচনাযোগ্য হবে না।

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❑ 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

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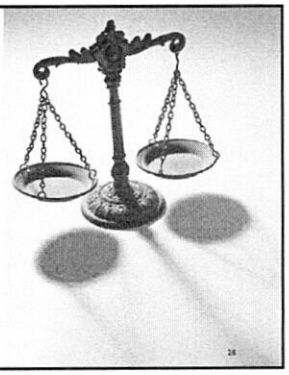
Contempt of Court

❑**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.



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❑**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.

❑ *Note: By the judgment of Writ Petition No. 2964/2013 of the High Court Division, the* [illegible] *was declared as illegal.*

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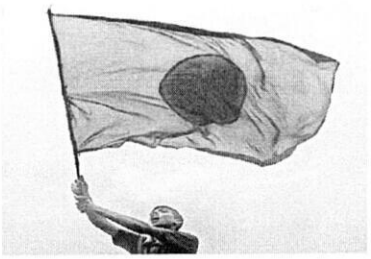
ধন্যবাদ



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➢ Five Behavioral Sciences:

⇨ Psychology
⇨ Sociology
⇨ Anthropology
⇨ Management and
⇨ Medicine

➢ Importance of Behavioral Sciences:

⇨ Affect human behavior
⇨ Psychological influences
⇨ Behavioral influences
⇨ Biological influences
⇨ Societal influences
⇨ Understanding behavioral science and recruitment

Training Session on
'Behavioral Science, Ethical Standard and Virtue'

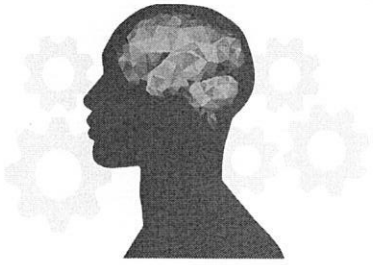
Dr. Md. Mokhles ur Rahman
MPA, Harvard University, USA
Senior Secretary & Member Planning Commission

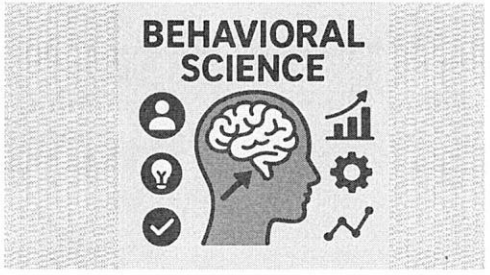
➢ **Behavioral Science in the Workplace:**

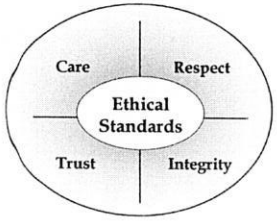
⇨ **Effective performance management**
⇨ **Promoting or stifling creativity and innovation**
⇨ **Encourage healthy behaviors**
⇨ **Fostering the well-being of employees**
⇨ **Better interpersonal relations in the workplace**

Behavioral Sciences Supports:

✓ Increase impact
✓ Simplify administration
✓ Enhance efficiency
✓ Design evidence-based policies
✓ Save costs and time

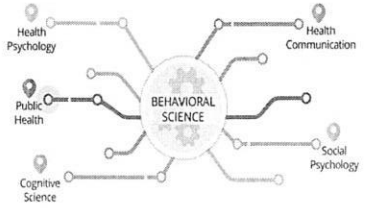






Behavioral Science

❖ Definition
❖ Purpose
❖ Key areas
❖ Applications
❖ Important principles
❖ Benefits



Examples of Virtue:

- **Helping others without expecting reward**
- **Admitting mistakes honesty**
- **Treating everyone with respect**
- **Talking responsibility for your actions**

Ethical Standard:

- **Integrity**
- **Objectivity**
- **Professional competence and due care**
- **Confidentiality**
- **Professional behavior**
- **Accountability**

Examples of Ethical Standard:

- **Honesty and truthfulness**
- Confidentiality and privacy
- Respect for diversity and equality
- Fair treatment and non-discrimination
- Accountability for one's actions

Q&A

Ethical Standard in the Workplace:

- **Follow company policies and laws**
- **Avoid conflicts of interest**
- **Report unethical behavior**
- **Treat everyone with respect and fairness**

Importance of Virtue:

- **Helps people make ethical decisions**
- **Builds trust and respect in society**
- **Creates a strong moral character**
- **Promotes peace and cooperation among individual**

Types of Virtue:

- **Moral virtues: Honesty, Courage & Compassion**
- **Intellectual virtues: Wisdom, Curiosity & Critical Thinking**
- **Civic virtues: Justice, Responsibility, Patriotism**
- **Spiritual virtues: Faith, Humility & Forgiveness**

Presentation On

"Organogram Development and Post Creation Procedure Based on Establishment and O&M Manuals"

Presented By

Mst. Farhana Rahman
Joint Secretary
Ministry of Public Administration

সংগঠন ও ব্যবস্থাপনা অনুবিভাগের পটভূমি

- ১৯৭১ সালে Establishment Division হিসাবে জনপ্রশাসন মন্ত্রণালয়ের যাত্রা শুরু হয়
- ১৯৭৫ সালে Establishment Division থেকে Organization and Management (O&M) Division নামে পৃথক একটি বিভাগ সৃষ্টি করা হয়
- সৃজিত O&M Division স্বতন্ত্র বিভাগের মর্যাদা লাভ করার এক বছরের মধ্যেই পুনরায় Establishment Division এ O&M অনুবিভাগ হিসাবে অঙ্গীভূত হয়

সংগঠন ও ব্যবস্থাপনা অনুবিভাগের পটভূমি

- ১৯৮২ সালে গঠিত Martial Law Committee on Reorganizational Set-up (এনাম কমিটি) Establishment Division-কে Ministry of Establishment & Reorganization নামকরণের সুপারিশ করে।
- পরবর্তীতে Ministry of Establishment & Reorganization এর নাম পরিবর্তন করে Ministry of Establishment করা হয়
- ২৮ এপ্রিল ২০১১ তারিখে Ministry of Establishment (সংস্থাপন মন্ত্রণালয়) এর নাম পরিবর্তন করে Ministry of Public Administration (জনপ্রশাসন মন্ত্রণালয়) নামকরণ করা হয়
- বর্তমানে Organization & Management Wing (সংগঠন ও ব্যবস্থাপনা অনুবিভাগ) জনপ্রশাসন মন্ত্রণালয়ের অন্যতম গুরুত্বপূর্ণ অনুবিভাগ হিসাবে দায়িত্ব পালন করে যাচ্ছে

সংগঠন ও ব্যবস্থাপনা অনুবিভাগের কাজের ভিত্তি

- গণপ্রজাতন্ত্রী বাংলাদেশের সংবিধানের ১৩৬ নং অনুচ্ছেদ
- Rules of Business, 1996 (Revised up to April 2017) এর Rule 12
- Allocation of Business Among the Different Ministries and Divisions (Revised up to April 2017) এর Schedule 1

প্রাসঙ্গিক অন্যান্য ম্যানুয়াল, পরিপত্র ও আদেশ:

- ওএন্ডএম ম্যানুয়াল (Organization & Management Manual) ২০২০
- ওএন্ডএম নির্দেশিকা - ২০২২
- মন্ত্রিপরিষদ বিভাগ কর্তৃক জারিকৃত পরিপত্রসমূহ
- জনপ্রশাসন মন্ত্রণালয় কর্তৃক জারিকৃত পরিপত্রসমূহ
- অর্থ বিভাগ কর্তৃক জারিকৃত পরিপত্রসমূহ
- বিভিন্ন সময়ে মহামান্য আদালত কর্তৃক প্রদত্ত আদেশ

অনুচ্ছেদঃ ১৩৬ কর্মবিভাগ পুনর্গঠন

আইনের দ্বারা প্রজাতন্ত্রের কর্মবিভাগসমূহের সৃষ্টি,সংযুক্তকরণ ও একত্রিকরণসহ পুনর্গঠনের বিধান করা যাইবে এবং অনুরূপ আইন প্রজাতন্ত্রের কর্মে নিযুক্ত কোন ব্যক্তির কর্মের শর্তাবলির তারতম্য করিতে ও তাহা রদ করিতে পারিবে।

রুলস অব বিজনেস অনুসারে

- রুলস অব বিজনেস, ১৯৯৬ (অক্টোবর, ২০০০ পর্যন্ত সংশোধিত) এর ১২ ধারায় সংস্থাপন মন্ত্রণালয়ের উপর কতিপয় বিশেষ ক্ষমতা অর্পিত হয়েছে
- উক্ত ধারায় সংযোজিত ১০টি দফা এর মধ্যে ৪টি দফা সংগঠন ও ব্যবস্থাপনা অনুবিভাগের সাথে সংশ্লিষ্ট
- উক্ত ৪টি দফায় বর্ণিত বিষয়ে কোন আদেশ/নির্দেশ জারি বা কোন ব্যবস্থা গ্রহণের পূর্বে সংগঠন ও ব্যবস্থাপনা অনুবিভাগের পরামর্শ/সম্মতি গ্রহণ আবশ্যক।

রুলস অব বিজনেসের বর্ণিত ৪টি দফা নিম্নরূপঃ

12. Consultation with the Ministry of Establishment: No Ministry shall issue or authorize any orders, other than orders, in pursuance of any general or special delegation made by the Ministry of Establishment, 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 section;
iii. Creation and reorganization of an Attached Department;
iv. Transfer of personnel of development project to revenue setup after the project is completed.

এলোকেশন অব বিজনেস অনুসারেঃ

এলোকেশন অব বিজনেস এ সংস্থাপন মন্ত্রণালয়ের অনুকূলে বন্টিত কার্যক্রমের মধ্যে ১৭ থেকে ২২ ও ৪৭ নং ক্রমিকে বর্ণিত দফাগুলি সংগঠন ও ব্যবস্থাপনা অনুবিভাগের এখতিয়ারভূক্ত। বর্ণিত দফাসমূহের উদ্ধৃতাংশ নিম্নরূপ:

17. Administrative Research, management and reforms for better and economic execution of Government business.

18. Review and revision of organogram and equipment of the public offices;

19. Review of organization, functions, methods and procedures of Ministries, Divisions, Departments Attached and Subordinate offices;

এলোকেশন অব বিজনেস অনুসারেঃ

20. Simplification of systems, procedures and forms.

21. Secretariat instructions.

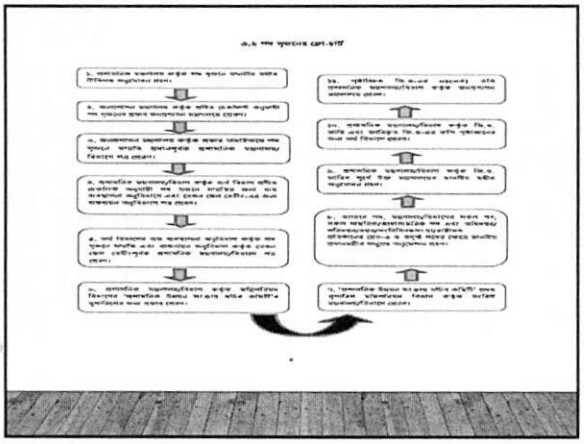
22. Periodical inspection and review of staff position in Ministries, Divisions, Attached and Subordinate offices for optimum utilization of manpower.

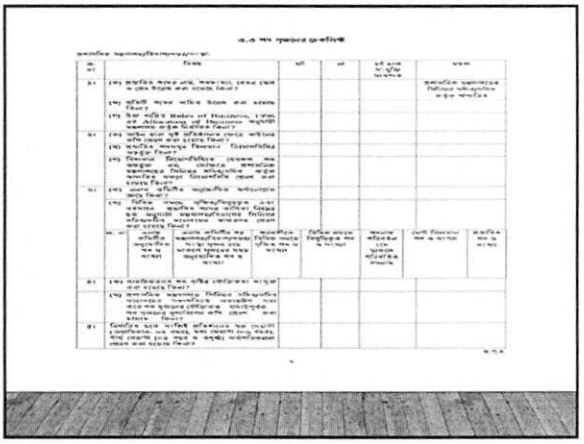
47. Compilation of data/statistics relating to civil employees for use by the government for manpower planning.

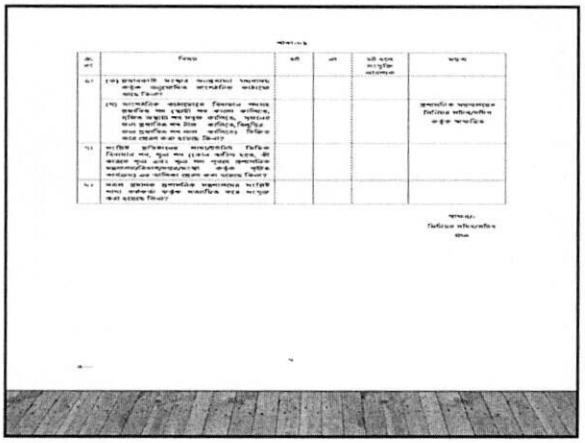
সংগঠন ও ব্যবস্থাপনা অনুবিভাগ এর কার্যাবলি

- পদ সৃজন
- পদের মেয়াদ সংরক্ষণ
- পদ স্থায়ীকরণ
- যানবাহন ও অফিস সরঞ্জাম টিওএন্ডই-তে অন্তর্ভুক্তি
- সাংগঠনিক কাঠামো অনুমোদন
- পদবি পরিবর্তন
- পদ বিলুপ্তি
- পদ উন্নীতকরণ
- শূন্যপদে ছাড়পত্র
- উদ্বৃত্ত কর্মচারী আত্তীকরণ

পদ সৃজন







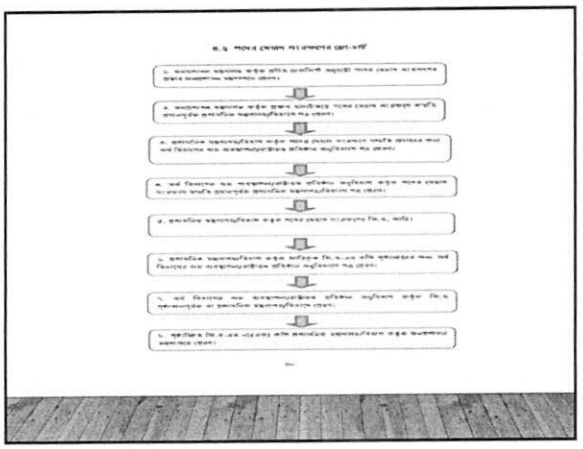
পদ সৃজন

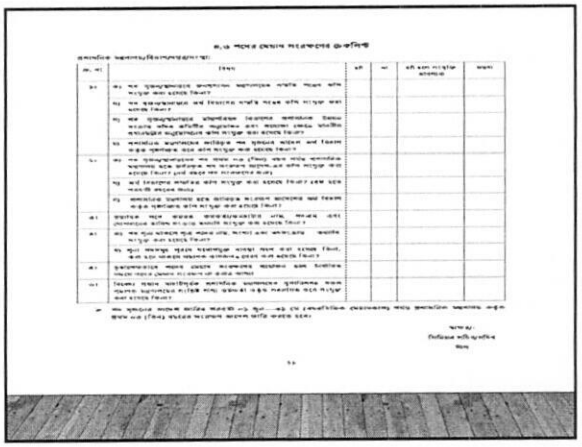
- ক্যাডার পদ স্থায়ীভাবে সৃজিত হয়
- নন-ক্যাডার পদ অস্থায়ীভাবে সৃজিত হয়
- ক্যাডার পদ,মন্ত্রণালয়/বিভাগের সকল পদ এবং সকল সামরিক/আধাসামরিক পদ সৃজনে মাননীয় প্রধান উপদেষ্টা/মাননীয় প্রধানমন্ত্রীর অনুমোদন প্রয়োজন হয়

পদ সৃজন

- নন-ক্যাডার পদের ক্ষেত্রে গ্রেড-৩ বা তদুর্ধ গ্রেডের পদ সৃজনে মাননীয় প্রধান উপদেষ্টা/ মাননীয় প্রধানমন্ত্রীর অনুমোদন প্রয়োজন হয়
- অস্থায়ীভাবে সৃজিত পদের মেয়াদ প্রশাসনিক মন্ত্রণালয় কর্তৃক পদ সৃজনের জি.ও. জারির পর হতে পরবর্তী মে মাসের ৩১ তারিখ পর্যন্ত

পদের মেয়াদ সংরক্ষণ





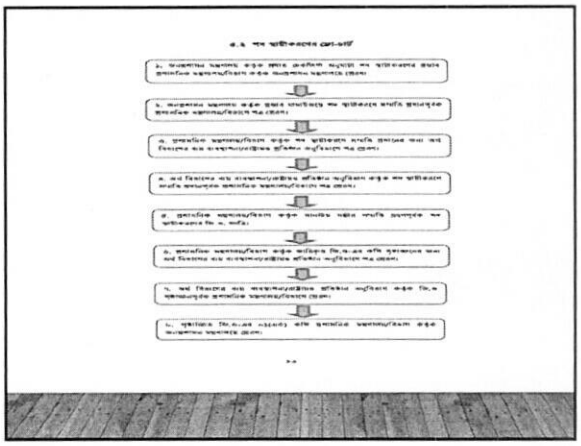
পদের মেয়াদ সংরক্ষণ

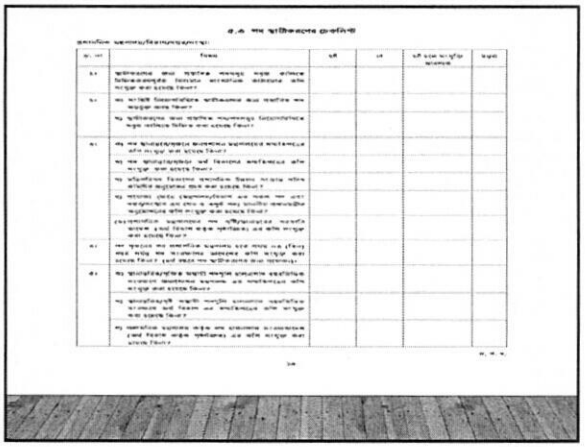
- অস্থায়ীভাবে সৃজিত পদের মেয়াদ প্রশাসনিক মন্ত্রণালয় কর্তৃক পদ সৃজনের জি.ও. জারির পর হতে পরবর্তী মে মাসের ৩১ তারিখ পর্যন্ত
- পদ সৃজনের পরবর্তী ০৩ (তিন) বছর প্রশাসনিক মন্ত্রণালয় নিজেই সংরক্ষণ আদেশ জারি করবে
- প্রশাসনিক মন্ত্রণালয় বছর বছর সংরক্ষণ আদেশ জারি না করে একবারেই ০৩ (তিন) বছরের সংরক্ষণ আদেশ জারি করতে পারবে

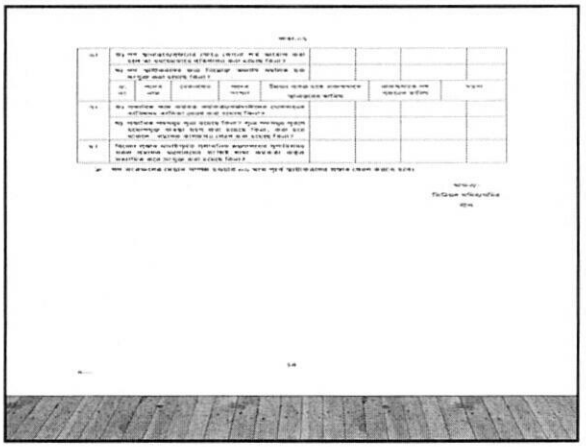
পদের মেয়াদ সংরক্ষণ

- তৃতীয় বছর অতিক্রান্তের পর উক্ত পদসমূহ স্থায়ীকরণের প্রস্তাব অথবা সংরক্ষণের প্রস্তাব জনপ্রশাসন মন্ত্রণালয়ে প্রেরণ করতে হবে
- জনপ্রশাসন মন্ত্রণালয়ের সম্মতি গ্রহণের পর পদের মেয়াদ সংরক্ষণে অর্থ বিভাগের সম্মতি গ্রহণ করতে হবে
- স্থায়ীকরণের পূর্ব পর্যন্ত পদসমূহ বছর বছর সংরক্ষণ করতে হবে

পদ স্থায়ীকরণ







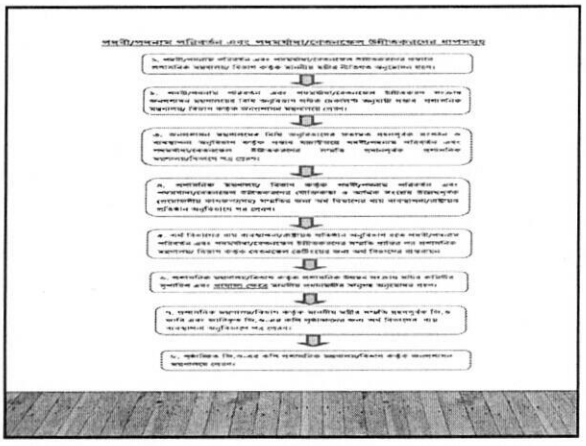
পদ স্থায়ীকরণ

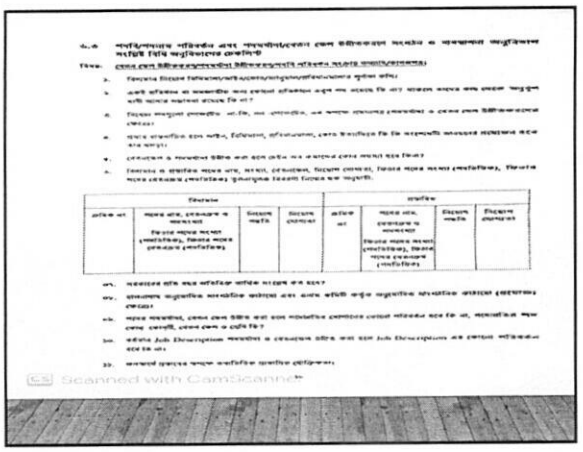
- পদ স্থায়ী না হলে পদে নিয়োজিত জনবল স্থায়ী হবেনা
- পদ ও চাকুরি স্থায়ী না হলে প্রবিধিনমালা অনুযায়ী পেনশন, গ্রাচুইটি এবং অন্যান্য সুবিধা প্রদান করা যায় না
- পদ স্থায়ীকরণের জন্য মন্ত্রিপরিষদ বিভাগের ০৩.০৫.২০০৩ তারিখের মপবি/ক:বি:শা/কপগ-১১/২০০১-১১১ সংখ্যক স্মারক অনুসরণ করতে হবে

পদ স্থায়ীকরণ

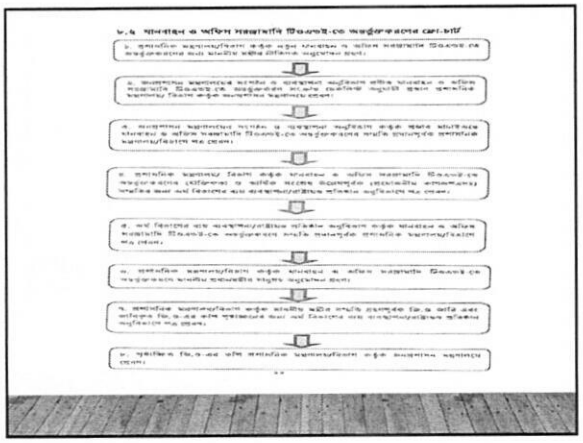
- তৃতীয় বছর সংরক্ষণের পর পদ স্থায়ী করার প্রয়োজন হলে যৌক্তিকতাসহ পদ সংরক্ষণের মেয়াদ উত্তীর্ণের কমপক্ষে ০৬ (ছয়) মাস পূর্বে জনপ্রশাসন মন্ত্রণালয়ে প্রস্তাব প্রেরণ করবে

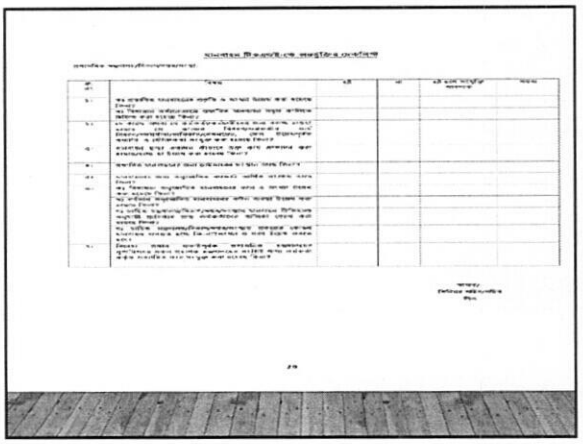
পদবী/পদনাম পরিবর্তন এবং পদমর্যাদা/বেতনস্কেল উন্নীতকরণ



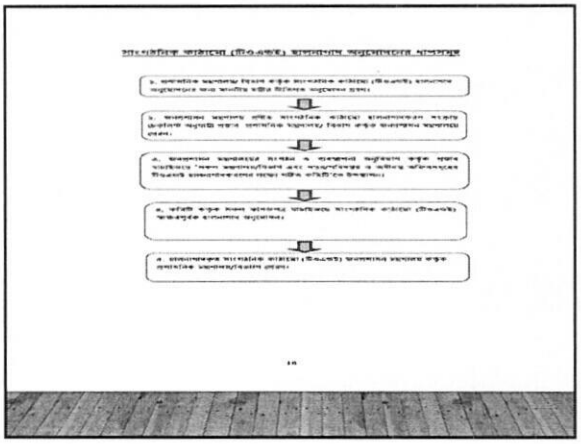


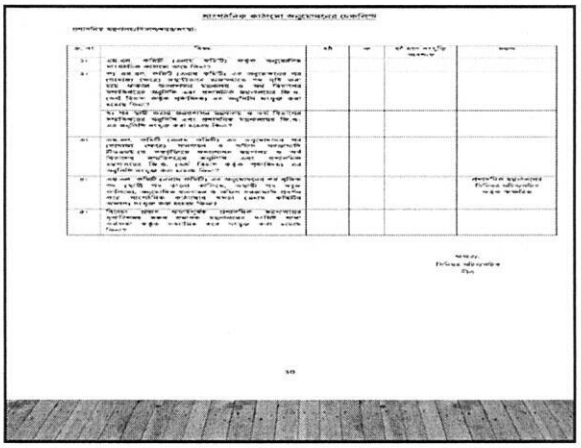
যানবাহন টিওএন্ডইভুক্তকরণ





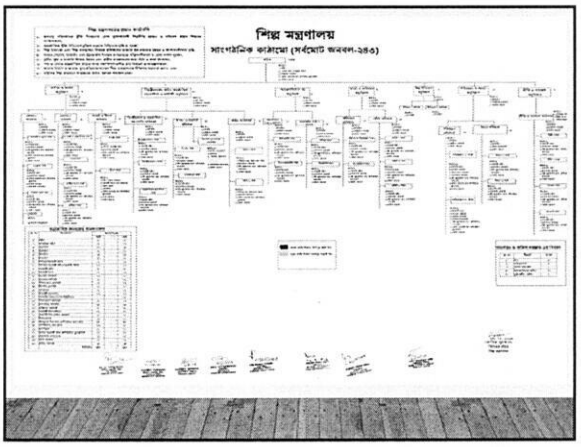
সাংগঠনিক কাঠামো
অনুমোদন/ হালনাগাদকরণ

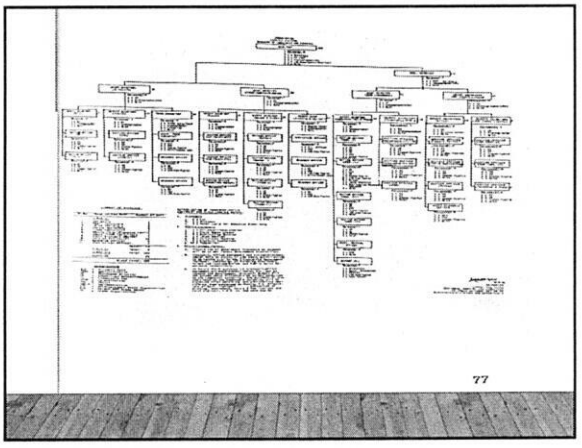


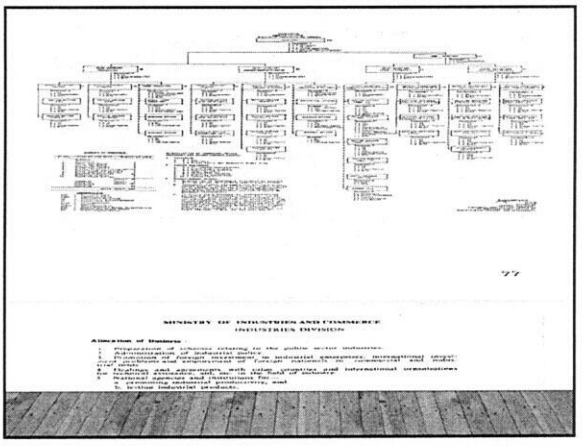


সাংগঠনিক কাঠামো অনুমোদন

- অস্থায়ীভাবে সৃষ্ট পদ টিওএন্ডই-তে অন্তর্ভূক্ত করে তার হার্ডকপিতে টিওএন্ডই হালনাগাদকরণ কমিটির অনুমোদন নিতে হবে।
- পদ স্থায়ী হওয়ার পর চূড়ান্ত অর্গানোগ্রামে টিওএন্ডই হালনাগাদকরণ কমিটির অনুমোদন নিতে হবে।
- প্রতি ০৩ বছর পর অর্গানোগ্রাম হালনাগাদ করতে হবে।







Public Service Ethics & Values: International Best Practices for Integrity and Accountability in Public Sector

Muhammad Munir Chowdhury
20 January, 2026
ACAD Course, PATC

Decaying Values in Public Service

Morality and ethical values are found to be decayed in public service, corrupt officials are enjoying by making fortunes through accumulating illegal wealth. They do not remember the old lesson of the famous story how much land does a man require. They do not even feel and realize what harm they are inflicting on the country and the people.

We are losing

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

Everywhere Governance Crisis

- Institutional decay and erosion in most public offices.
- Example: Customs, Tax, Port, Land, Law enforcement, Passport, BRTA.
- Light punishment/relaxed rules for proven corruption.

Everywhere Governance Crisis

- Multi-dimensional Corruption Scenario:
- Petty corruption to moderate corruption to grand corruption.
- Alleged lavish entertainment by officials during subordinate office inspection.
- Gift culture during visits
- Private tours – shown as official tours.
- Misuse of vehicles during tours.
- Office decoration by fake vouchers without purchasing commodities.
- Contaminate the junior officials.
- Adaptation with corruption by slow poisoning.

How Integrity and Professionalism are damaged?

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

Cronyism- Corruption Nexus

- Crony capital - Cronyism - across the world

Investors ⇨ Entrepreneurs ⇨ Public Officials

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

Corruption- Manipulation – Exploitation

Present Context

- Takes serious turn
- Disastrous shape

⇩

- It's beyond salvation
- As we have adapted with corruption
- বিবেকের দংশন নেই

Corruption Control-Faulty way

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

Civil Service
What is Mechanism for developing integrity and ethics?

- Punishment for the corrupt officials
- Reward for the best performers
- Exemplary punishment by arresting directly from public offices and prosecute before court.

Only Policy Reform can bring Sustained Result?

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

Seizure of Assets - Faulty Process

- Courts only pass orders of seizing illegal assets
- Assets freezing order – sent to abroad

  ⟹ No progress
- Seizure order – only publicity

  ⟹ Solution is zero

Corruption Control and Integrity Development in Singapore

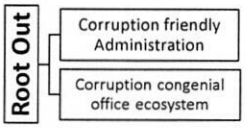
- Honest and Couragous leadership of Lee
- Lee Kuan Yew – Transformed the corruption - prone country into a corruption free country.
- Built strong institutions – Military (2.5 lac)
  Economy (rich)
  Civil Service (strong & standard)
  Airport & Seaport – (Best in the world)
  University (Best ranked)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

Fate of Bangladesh

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

No morality, No Sustainability

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



Impact of Corruption

- Faulty Mindset, weak spiritual and psychological development lead to corruption
- A bribe taker is similar to
  A Robber
  A Killer

A corrupt officer is robbing the economy
Robbing the development
Robbing the environment
Robbing the education
Robbing the health

How disaster begins in life?

- A civil servant's disaster in life occurs when he/she becomes desperate in doing unethical practices/corruption.

- Categories of Thief
  - Ordinary Thief: steals money, mobile, car, gold etc.
  - Political-Bureaucratic Thief: steals national economy, education, health, business, environment

Unethical Practices
Entertainment culture in Public office

Source:
- Rent seeking
- Fund Collection
- Donation

Impact:
- Widespread contamination of corruption
- Moral erosion
- Ethical loss

Unethical Practices
Donation culture

- Arrangement of annual picnic
- Enjoyment tour

> By corporate donation

- Donation for army amusement / sports program

Impact:

- Corporate domination

Unethical Practices
Honorarium Culture – Promoting Greed

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

Unethical Practices
Official Hajj Tours: Is it Ethical?

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

Corruption in official tour

- Personal tour
- Family tour – Shown as official tours

"ইহা সরকারি সফর"

Unethical Practices
Illegal use of Govt. vehicle

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

Why rising of unethical practices?

- No exemplary punishment
- Political connectivity
- Rewarding the corrupt officials
- The consequence of corruption is Terrible
- কোনো জাতি ধ্বংসের পূর্বে তাদের মধ্যে দূর্নীতি মহামারীর মত বিস্তার লাভ করে।

Stem cell Machine Scandal
Govt. Employees Hospital

- Machine purchased partially But Bill Paid fully
- Overpriced--Estimation not done
- Purchased from local suppliers
- Purchase done by intermediary

Stem cell Machine Scandal

Govt. Employees Hospital

- Package price shown in Tender
- No pricing on item wise
- Receiving the Materials-No mention of Brand/Country of origin.
- Bill paid before Machine Installation & functioning
- Tender documents – Tampered

Examples and Case Studies

How Ethical Power with Courageous Role can be instrumental to ensure best governance
Drives of Muhammad Munir Chowdhury

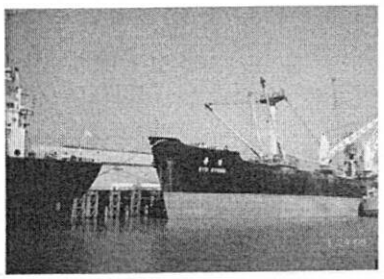
চট্টগ্রামে আড়াই কোটি টাকার গ্যাস চুরি রি-রোলিং মিল সিল

চট্টগ্রাম অফিস

মহানগরীর বায়েজিদ থানা এলাকায় সৌদাগপুর ষ্টিল এন্ড রি-রোলিং নামের একটি মিলে বাণিজ্যিক ভবনের অবৈধ গ্যাস সংযোগ নিয়ে গত পাঁচ বছরে চুরি করা হয়েছে প্রায় আড়াই কোটি টাকার গ্যাস। সোমবার বায়েজিদ থানাধীন নাসিরাবাদ শিল্প এলাকায় চট্টগ্রাম বন্দর কর্তৃপক্ষের আমদানি আদালতের ম্যাজিস্ট্রেট মুনীর চৌধুরীর নেতৃত্ব পরিচালিত অভিযানে ওই মিলে গ্যাস চুরির এ ঘটনা উদঘাটন হয়। অভিযানের সময় আদালত রি-রোলিং মিলটি সিল করে দেন এবং মিলের সুপারভাইজার শাহ কামালকে গ্রেফতার করেন। রি-রোলিং মিলের মালিক এনায়েত হোসেনের বিরুদ্ধে মামলা করা হয় গ্রেফতারি পরোয়ানা।

জানা যায়, সৌদাগপুর ষ্টিল এন্ড রি-রোলিং মিল নামে অবৈধ ওই মিলে গত পাঁচ বছর ধরে অবৈধ সংযোগ নিয়ে গ্যাস চুরি করে আসছিলেন মিল মালিক। প্রায় দুই একর জায়গার ওপর স্থাপিত ওই মিলে প্রতিদিন

শিফ : পৃষ্ঠা ৭ : কলাম ৬



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

নগরীতে ভেজাল ঔষধের কারখানা

২ জন গ্রেপ্তার, কারখানা সীল
২৩ ডাক্তারসহ ২৪ পরিচালককে গ্রেপ্তারের নির্দেশ

চট্টগ্রাম বন্দরে জমি উদ্ধার : ৪শ' ঘরবাড়ি উচ্ছেদ

পতেঙ্গায় সংঘর্ষ আগুন গুলি : আহত ৫০

বন্দরে জামায়াতের অবৈধ দখল থেকে ১০০ কাঠা জমি উদ্ধার

ভেজাল রোধে ৩ ফুয়েল স্টেশনকে ১ লক্ষ টাকা জরিমানা : ৫ ইউনিট সীল

বন্দর ম্যাজিস্ট্রেটের নেতৃত্বে ভেজাল বিরোধী অভিযান

আবুল খায়ের গ্রুপের কারখানা হতে খাবার অনুপযোগী দুধের বিশাল চালান আটক

চাক্তাইয়ে সাম্প্রতিককালের সর্ববৃহৎ অভিযান

২০ টন নষ্ট ভেজাল খাদ্য জব্দ

Ctg Wasa land worth Tk 50cr recovered

CU CORRESPONDENT

A mobile court yesterday recovered 19.6 acres of occupied Wasa land worth around Tk 50 crore at Middle Halishahar near the bank of the Bay of Bengal.

Sources said the land was acquired by the erstwhile Pakistan Government in 1963 for a sewerage project of Chittagong Wasa.

Later the land was sold and handed over to different persons and business firms with false deeds.

The illegal occupants built a 3500-foot boundary wall in a bid to construct some structures on the land.

The court during its four-hour-long drive from 9.00am bulldozed 2000 feet of the wall and deployed armed Ansars after setting up Wasa nameplate over there.

Chittagong Port Authority (CPA) Magistrate Muhammad Munir Chowdhury led the drive assisted by two platoons of police and a 30-member Wasa team.

On August 8, the same court in a drive demolished 200 illegal structures built on the land and recovered 144 acres of land worth around Tk 450 crore.

A master plan for Chittagong Wasa Sewerage Project is now under preparation.

চট্টগ্রাম বন্দরে মোবাইল কোর্ট অভিযানে ক্ষুব্ধ জাহাজ মালিকদের ধর্মঘটের হুমকি

কাল বন্দর কর্তৃপক্ষের সাথে বৈঠক

চট্টগ্রাম বন্দরে ১৪ হাজার টন স্ক্র্যাপ খালাস

পরিবেশ দূষণ রক্ষায় নীরব বিপ্লব

Gas theft in Chittagong

Mobile court raids five factories

দৈনিক জনকণ্ঠ

The Daily Janakantha

চট্টগ্রামের বৃহত্তম ক্রাইম জোন গুঁড়িয়ে দেয়া হয়েছে ॥ ১শ' কোটি টাকার জমি উদ্ধার

Police-squatter clash over CPA land leaves 60 injured

The Independent

Wednesday 13 July 2005

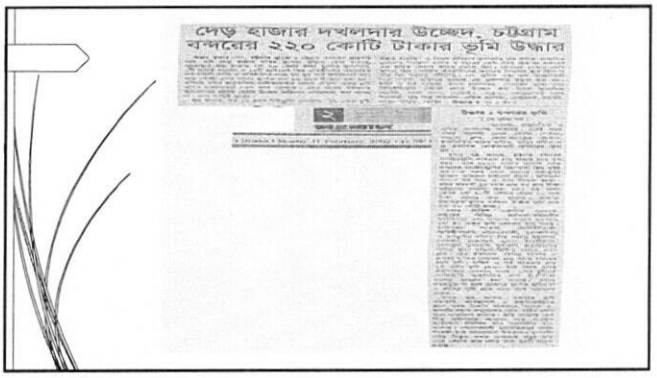
Plot recovered after 35 years

দৈনিক জনকণ্ঠ

The Daily Janakantha

চট্টগ্রামে ব্যাপক সংঘর্ষ গুলি

চট্টগ্রাম বন্দরের ২৫ একর জমি উদ্ধার ধ্বংস হলো একটি ক্রাইম জোন

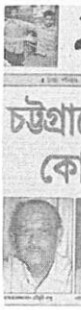


দেড় হাজার দখলদার উচ্ছেদ, চট্টগ্রাম বন্দরের ২২০ কোটি টাকার জমি উদ্ধার

যুগান্তর

চট্টগ্রামে বাবুর প্রতিষ্ঠানে ১০ কোটি লিটার পানি চুরি

১৮ লাখ টাকা জরিমানা



দৈনিক যুগান্তর

ভেজালবিরোধী অভিযান

চট্টগ্রাম বন্দরে মোবাইল কোর্ট

পরিবেশ দূষণের দায়ে পরিবেশ প্রতিমন্ত্রীর জাহাজকে জরিমানা

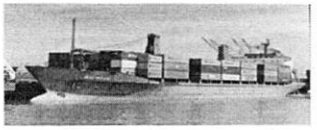
চট্টগ্রাম বন্দরে কিছু বিদেশী জাহাজকে জরিমানা

যুগান্তর

THE DAILY JUGANTOR

দু'শতাধিক নৌযানের ১০ লাখ টাকা জরিমানা : অর্ধশতাধিক আটক

মন্ত্রী সাকা চৌধুরীর আটককৃত জাহাজ



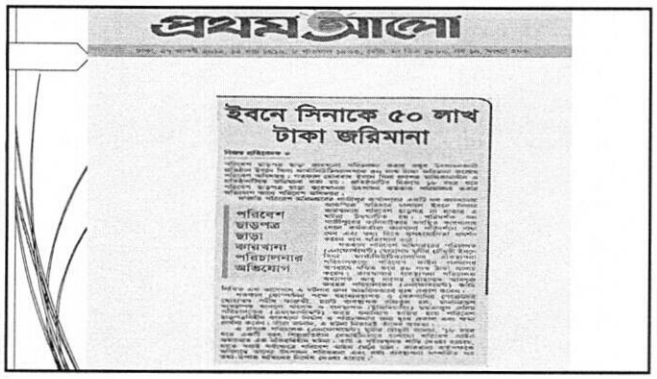
পরিবেশ দূষণের দায়ে আটককৃত সন্মুদ্রগামী জাহাজ QC Star (মালিক, সাকাচৌ)

পরিবেশ দূষণের দায়ে আটককৃত সন্মুদ্রগামী জাহাজ Mengan (মালিক, সাবেক পরিবেশ মন্ত্রিপত্নী আফরোজ চৌধুরী)

Environmental Governance by Ethical Power


প্রথম আলো

মামুনের দুই কারখানার গ্যাস-বিদ্যুৎ বিচ্ছিন্ন


প্রথম আলো

ইবনে সিনাকে ৫০ লাখ টাকা জরিমানা

পরিবেশ
ডাক্তার
ভাতা
কারখানা
পরিচালনার
অভিযোগ

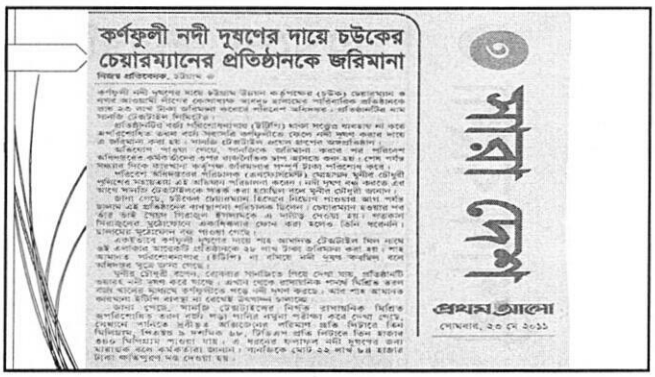

প্রথম আলো

আশিয়ানকে ৫০ লাখ টাকা জরিমানা

আশিয়ানকে ৫০ লাখ টাকা জরিমানা প্রকল্প বন্ধ


নয়া দিগন্ত

বসুন্ধরার অবৈধ প্রকল্পের কাজ বন্ধের নির্দেশ : চেয়ারম্যান ও এমডিকে তলব


কর্ণফুলী নদী দূষণের দায়ে চউকের চেয়ারম্যানের প্রতিষ্ঠানকে জরিমানা

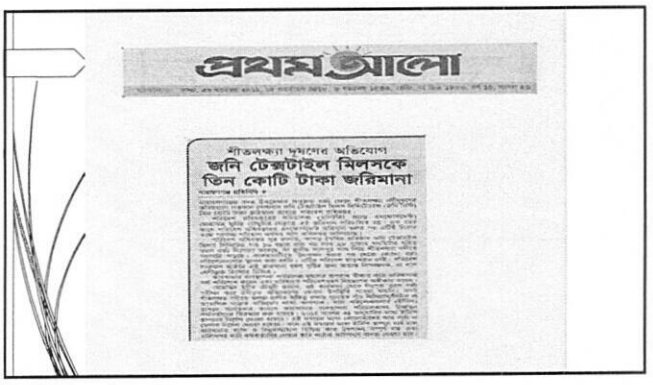
প্রথম আলো

কালের কণ্ঠ

২৯ সেপ্টেম্বর ২০১০, সোমবার

আকিজ গ্রুপের কারখানাকে ৭০ লাখ টাকা জরিমানা

নিজস্ব প্রতিবেদক, ঢাকা ও মংলার প্র



প্রথম আলো

শীতলক্ষ্যা দূষণের অভিযোগে

জনি টেক্সটাইল মিলসকে তিন কোটি টাকা জরিমানা

যুগান্তর

THE DAILY JUGANTOR

গুলশান লেক দূষণের দায়ে নাসা গ্রুপের ১৬ লাখ টাকা জরিমানা

প্রথম আলো

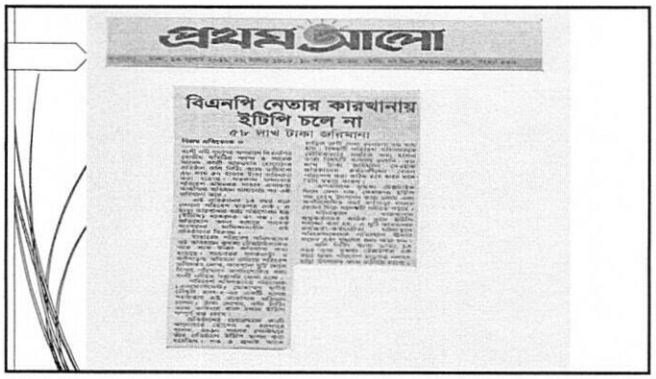
নারায়ণগঞ্জে চৈতি কম্পোজিটকে ৬৬ লাখ টাকা জরিমানা

কালের কণ্ঠ

সিলেটে তিন প্রকল্পের কার্যক্রম বন্ধ সাড়ে ৩৪ লাখ টাকা জরিমানা

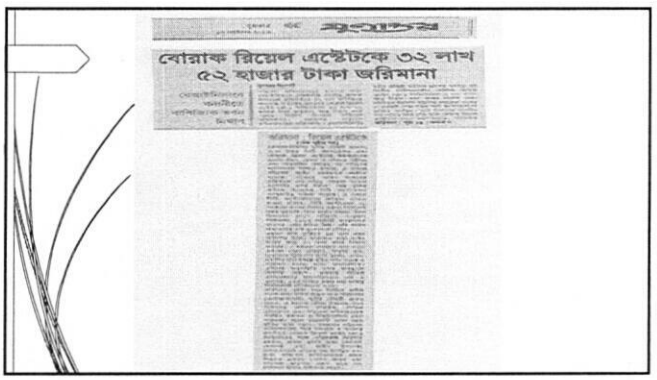
প্রথম আলো

মিরসরাইয়ে পাহাড় কাটার দায়ে চীনা প্রতিষ্ঠানকে ১০ লাখ টাকা জরিমানা

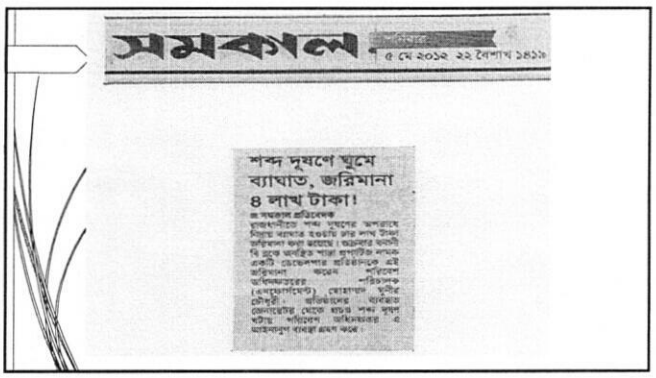

প্রথম আলো
বিএনপি নেতার কারখানায় ইটিপি চলে না
৫৮ লাখ টাকা জরিমানা


প্রথম আলো
রূপায়ণকে ৪০ লাখ টাকা জরিমানা


সুপ্রভাত বাংলাদেশ
CAT
পাহাড়কাটা ও লেক ভরাট
কেইপিজেডের ১০ বুলডোজার জব্দ


বোরাক রিয়েল এস্টেটকে ৩২ লাখ ৫২ হাজার টাকা জরিমানা


প্রথম আলো
তুরাগের সোয়া চার একর জায়গা উদ্ধার হচ্ছে


সমকাল
শব্দ দূষণে ঘুমে ব্যাঘাত, জরিমানা ৪ লাখ টাকা!


প্রথম আলো
রাজধানী
নগরে দুষ্ট প্রতিষ্ঠানের সাড়ে সাত লাখ টাকা জরিমানা
শব্দদূষণের বিরুদ্ধে
অভিযান শুরু


প্রথম আলো
জানুয়ারি মাসে আড়াই কোটি টাকা
জরিমানা করেছে পরিবেশ অধিদপ্তর


সোনাদিয়ায় বনের ৩১০
একর জমি ফের উদ্ধার

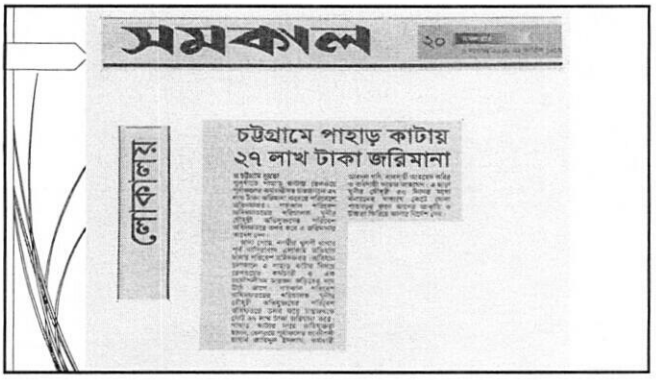

প্রথম আলো
পরিবেশ অধিদপ্তরের অভিযান
চার নদী দূষণ করায় সাড়ে ১০
কোটি টাকা জরিমানা আদায়


প্রথম আলো
৫০ লাখ টাকা জরিমানা


প্রথম আলো
ইটিপি বন্ধ রেখে ভূরাগ নদ দূষণ
গাজীপুরে ডাইং কারখানাকে
৩৯ লাখ টাকা জরিমানা


প্রথম আলো

হলমার্ক গ্রুপকে ৪০ লাখ টাকা জরিমানা


সমকাল

লোকালয়

চট্টগ্রামে পাহাড় কাটায় ২৭ লাখ টাকা জরিমানা

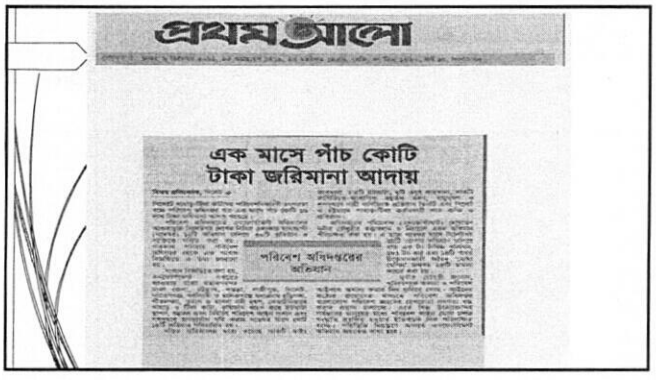

প্রথম আলো

বসুন্ধরা পেপার মিলসকে ৪৩ লাখ টাকা জরিমানা

বসুন্ধরা পেপার


কালের কণ্ঠ

মার্চে আড়াই কোটি টাকা জরিমানা আট কোটি টাকার সামগ্রী জব্দ


প্রথম আলো

এক মাসে পাঁচ কোটি টাকা জরিমানা আদায়

পরিবেশ অধিদপ্তরের অভিযান


প্রথম আলো

জলাশয় ভরাটের দায়ে সাভারের দুটি আবাসন প্রকল্পের কাজ বন্ধ

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The Daily Star

DHAKA WEDNESDAY JULY 20, 2011

POLLUTION

Four factories fined Tk 1cr

Four factories

The Daily Star

DHAKA THURSDAY DECEMBER 30, 2010

Textile mill sealed, fined Tk 2.24cr for pollution

Factory keeps ETP shut, discharges waste into vast wetland, farmland in Mymensingh

Textile mill

The Independent

DHAKA TUESDAY AUGUST 2, 2011

www.theindependentbd.com

Dyeing factory fined Tk 1.44 crore

STAFF REPORTER

DHAKA, AUG 1: An Department of Environment (DoE) team in a drive on Sunday fined a dyeing factory Tk1.44 crore for destroying the environment and ecology of Pakuria Beel (water body) and Bangshai river in Dhamrai and Ashulia.

The team also directed the authorities of the Biswas Group owned unit to set up an effluent treatment plant (ETP) by Tuesday.

The drive, conducted by DoE director Mohammad Munir Chowdhury with assistance of BAB-2, also discovered forgery and fraudulence on part of the factory authorities. The team detected that ETP of the factory remained inoperative for several months and the factory was running without water. Sound waste is very untreated, that through a secret channel.

It found that the dissolved oxygen in water was only 0.70 mg per litre, whereas the standard level of oxygen per litre is minimum 4.5 mg. Besides, the dissolved oxygen in delivery reserve tank of the ETP was only 0.50 mg per litre.

It found that the factory had released 4.5 lakh cubic metres of untreated liquid waste into Pakuria Beel and Bangshai river in the last three and a half years.

The factory authority failed to show the DoE its permission to set up a synthetic factory.

Munsuddin Biswas, owner of Biswas Group, took permission from the DoE in 2009 to set up a synthetic factory.

But he set up a dyeing unit under the name of Biswas Synthetic Ltd illegally in 2007 which performs dyeing work of 15 tonnes of synthetic fabric everyday without environment clearance certificate.

The Daily Star

Late N. M. Ali

DHAKA TUESDAY JUNE 7, 2011

OIL SPILL FROM SUNKEN TANKER

Tk 10 lakh fined

STAFF CORRESPONDENT, Cox

Department of Environment (DoE) here yesterday realised Tk 10 lakh in fine from Eastern Bunker Services, the owning firm of oil tanker OT Mouri, which sank into Karnaphuli River on Saturday, for spilling oil and polluting the river.

DoE also confiscated the tanker, which could not be salvaged till filing of this report around 6:00pm yesterday.

A DoE team led by its Director (Enforcement) Munir Chowdhury during one and a half hour visit on the river till 9.30am yesterday found oil floating on an area around 50,000 square metres, said the team sources.

Munir said the water samples they collected had an oxygen count of 3.4 milligram per litre, 15 percent less than normal level, while oil and grease were found in excessive amounts of 205 milligram per litre.

The owners paid the full amount of fine after appearing before the court in the afternoon.

However, Eastern Bunker Services failed to show any document regarding the destination of the 170 tonnes of furnace oil it loaded on Saturday, Munir added.

The 80-feet oil tanker, built in 1988, was illegally plying as its survey certificate expired on May 11, said Munir, adding that most of the inland vessels plying in the Jetty area are unfit and have no valid survey certificates.

He also held the system of providing survey certificates to vessels as faulty.

The Daily Star

DHAKA SUNDAY JULY 10, 2011

RIVER POLLUTION IN TANGAIL

3 industries fined Tk 60 lakh

কালের কণ্ঠ

কক্সবাজারে পাহাড় কাটায় ৩ কোটি টাকা জরিমানা

Success Story in Milk Vita

সমকাল

সোমবার, ১৩ মে ২০১৩

২৮ কর্মকর্তা-কর্মচারী বদলি ঃ ২ বছরের ১ অনিয়মের কাগজপত্র মুছতে

মিল্ক ভিটায় এপ্রিলে টার্নওভার ৭৫ কোটি টাকা

সমকাল

কালের কণ্ঠ

ঢাকা, বৃহস্পতিবার ২ জানুয়ারি ২০১৪, ১৯ পৌষ ১৪২০, ২৯ সফর ১৪৩৫

মানের স্বীকৃতি পেল মিল্ক ভিটা

বাণিজ্য ডেস্ক

বাজারের সেরা দুধ হিসেবে স্বীকৃতি পেয়েছে মিল্ক ভিটা। সম্প্রতি হোক্কাইদোর মান ও জনপ্রিয়তার ওপর জরিপ চালিয়ে মিল্ক ভিটাকে বাজারের সেরা দুধ হিসেবে ঘোষণা করা হয়। এতে দ্বিতীয় ও তৃতীয় স্থানে রয়েছে যথাক্রমে 'তাজা' ও 'আড়ং'। বিশ্ববিখ্যাত প্রতিষ্ঠান নিলসহার্ড গ্রোব ও বাংলাদেশ ব্রান্ড ফোরামের যৌথ উদ্যোগে সারা দেশে চার হাজার ভোক্তার ওপর এ জরিপ চালানো হয়। সাম্প্রতের স্বীকৃতি হিসেবে শুক্রবার বাংলাদেশ ব্রান্ড ফোরামের ব্যবস্থাপনা পরিচালক শরিফুল ইসলাম খোন্দকারের হাতে মিল্ক ভিটার ব্যবস্থাপনা পরিচালক মোহাম্মদ মুর্শীদ চৌধুরীর ভাবে একটি ক্রেস্ট হস্তান্তর করেন। মিল্ক ভিটার এমডি বলেন, 'মিল্ক ভিটার জন্য এটি গর্বের বিষয়। মিল্ক ভিটাকে বিশ্ববাজারে প্রতিযোগিতা সক্ষম করার অনুকূল সম্ভাবনা রয়েছে।'

প্রথম আলো

গত অর্থবছরে মিল্ক ভিটার মুনাফা ১৭ কোটি টাকা

নিজস্ব প্রতিবেদক

সমকাল

১২:৪৯ (বুধু), বুধবার, ২২ মে ২০১৩

মিল্কভিটায় দুই কর্মকর্তাকে ৩ লাখ টাকা জরিমানা

সমকাল প্রতিবেদক

DPDC

Impact of Taskforce Drive on Revenue Collection

Surplus collection 1200.33 crore (taka)
By 2 Financial Years


দৈনিক ইত্তেফাক

৩ রাজধানী

বিলখেলাপি বিরোধী অভিযান
আয় বাড়ছে ডিপিডিসি'র


দৈনিক ইত্তেফাক

রাজধানী

অবৈধ সংযোগ ও মিটার পুড়িয়ে বিদ্যুৎ চুরি


বণিক বার্তা

ঢাকায় ডিপিডিসির অভিযানে ৪৯ শেণাটি টাকা সনেলয়া আদায়

কালের কণ্ঠ

মিটার টেম্পারিং করে বিদ্যুৎ চুরি ২২ লাখ টাকা জরিমানা

সমকাল

খবর

৭ দিনে ৪৫ কোটি টাকা আদায় ডিপিডিসির


theindependent

Factory fined Tk10 lakh for power pilferage

STAFF REPORTER

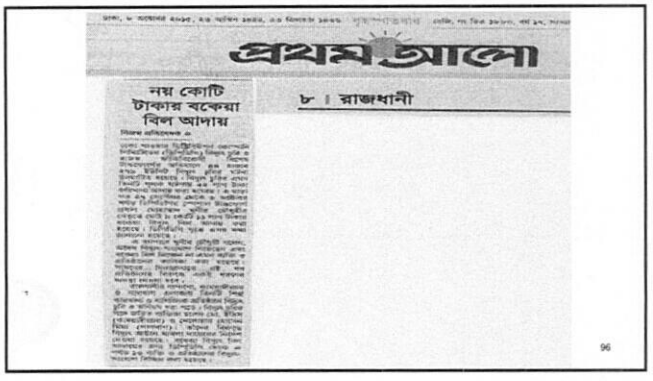
A taskforce of Dhaka Power Distribution Company (DPDC) yesterday fined Islamia Metal Industries Tk 10 lakh for pilfering electricity during iftar time at Kamrangirchar area in the capital.

A team conducted a raid at the factory on Saturday following instruction of Muhammad Munir Chowdhury, chief of the taskforce.

The DPDC taskforce during a sudden visit found that Mrs Islamia Metal Industries at Kamrangirchar was pilfering electricity from the service line bypassing metre.

The team seized the electric wire of the factory at that time while the owner of the factory Haji Mohammad Tamiz Uddin went into hiding.

DPDC filed a case against the factory owner and fined him Tk10 lakh. The taskforce disconnected the power connection of the factory. "The taskforce is working to save power; the culprits will face dire consequences," said DPDC secretary. DPDC is one of the largest power distri-


প্রথম আলো

নয় কোটি টাকার বকেয়া বিল আদায়

৮ । রাজধানী

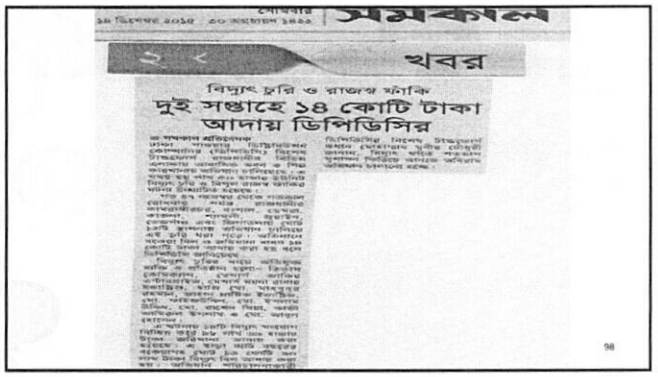
487

আমাদেরসময়

ডিপিডিসির বিদ্যুৎ চুরি

অভিযানে ৯৮ লাখ টাকা জরিমানা

97



সমকাল

খবর

বিদ্যুৎ চুরি ও রাজস্ব ফাঁকি

দুই সপ্তাহে ১৪ কোটি টাকা আদায় ডিপিডিসির

98

আমাদেরসময়

www.dainikamadershomoy.com

১২

বিদ্যুৎচুরি রোধে ডিপিডিসির নজির

বহুদ্রব্যাপী টানা অভিযান, আদায় ৬০৩ কোটি টাকা

বিদ্যুৎ চুরি প্রতিরোধে অনন্য নজির

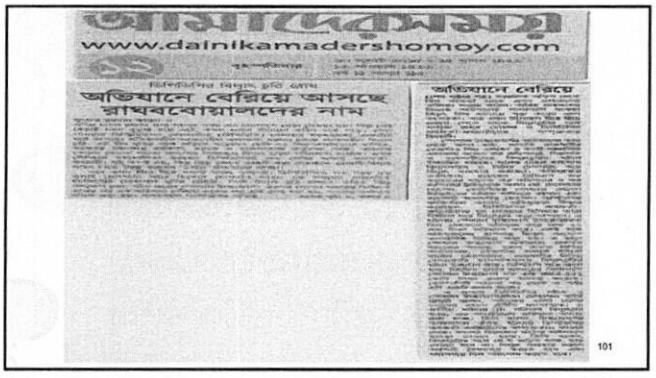
99

কালের কণ্ঠ

পাকে ৭ লাখ গ্রাহকের বিদ্যুৎ চুরি

১১ অভিযানে সোয়া কোটি টাকা জরিমানা

100



আমাদেরসময়

www.dainikamadershomoy.com

১২

অভিযানে বেরিয়ে আসছে রাঘববোয়ালদের নাম

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সমকাল

বিদ্যুৎ চুরি

সাবেক সচিব কমিশনারকে ৫ লাখ টাকা জরিমানা

প্রথম আলো

বিদ্যুৎ চুরির অপরাধে পদস্থ কর্মকর্তার জরিমানা

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আমাদেরসময়

ডিপিডিসির অভিযান

১ কোটি ১৩ লাখ টাকা জরিমানা

সময় | ১১ জানুয়ারি ২০২৯, ০০:০০

নিজস্ব প্রতিবেদক

রাজধানীর পৃথক ৪টি বাজারে বিদ্যুৎ খাতের অনিয়ম ও চুরির অভিযোগে বিভিন্ন প্রতিষ্ঠানকে ১ কোটি ১৩ লাখ টাকা জরিমানা করেছে ডিপিডিসির স্পেশাল টাস্কফোর্স। এ সময় ৭ লাখ ৬৩ হাজার ইউনিট বিদ্যুৎ চুরি এবং বকেয়া সূত্রে প্রায় তিন কোটি টাকার বকেয়া আদায়ে অভিযান করেছে স্পেশাল টাস্কফোর্স টিম। এসব অভিযান ১৪টি মধ্যে পাওয়ারসহ ৯৭টি শিল্প, বাণিজ্যিক ও আবাসিক গ্রাহকদের ১ কোটি ১৩ লাখ টাকা জরিমানা করা হয়।

৫ মাস ১৪টি বিদ্যুৎচোরের বিরুদ্ধে করে ডক করা হয় লক্ষ্যমাত্রা রাজধানীর ৫৩৩ মিটার অপিক্ষ মাস, ১৬৩টি মার্কেট, ২৩টি এশটি মিটার, একটি হোসিয়ারি এবং মাধবন আবাস করা হয় এটি। অভিযানকালে পাওয়ারসহ, মিরপুরসহ, মালুয়াবাগ, মতুয়া এবং রাজধানীর ব্যবসায়ী কমপ্লেক্সসহ, হোমস, বংশাল, নলাই, বাংলাবাজার এবং আশপাশে এসব অভিযান চালান। ডিপিডিসির স্পেশাল টাস্কফোর্সের প্রধান মোহাম্মদ মুনির চৌধুরীর মতুয়াবাগান সুপারশপী এবং মিরাইট কর্মকর্তাদের মতামিত এজাসিত টিম এসব অভিযান চালান। এসব ঘটনা ও প্রতিষ্ঠানের অনিয়মের ছবি ভোলেশপায়, ডাকাতিক লেস, ভাসাতিক, ব্যবসায়ী ও শিক্ষক।

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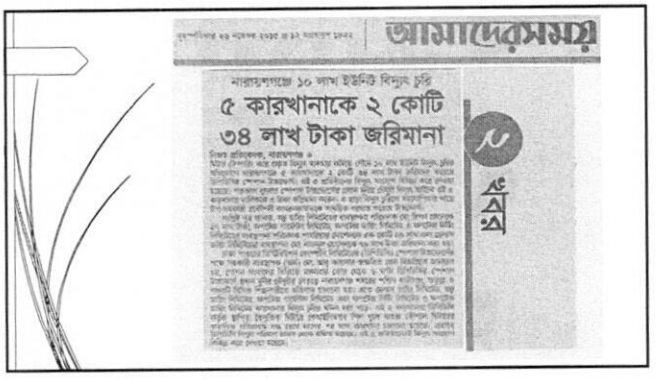
প্রথম আলো

কামরাঙ্গীরচরে রনি মার্কেটের ৩৫ লাখ টাকা জরিমানা

বিদ্যুৎ চুরি

রাজধানী

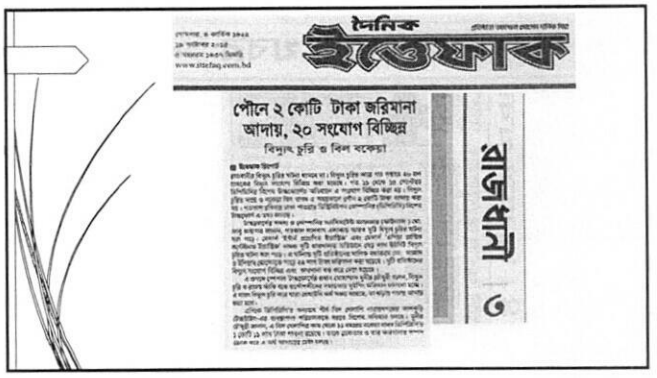


আমাদেরসময়

নারায়ণগঞ্জে ১০ লাখ ইউনিট বিদ্যুৎ চুরি

৫ কারখানাকে ২ কোটি ৩৪ লাখ টাকা জরিমানা

৯ নগর

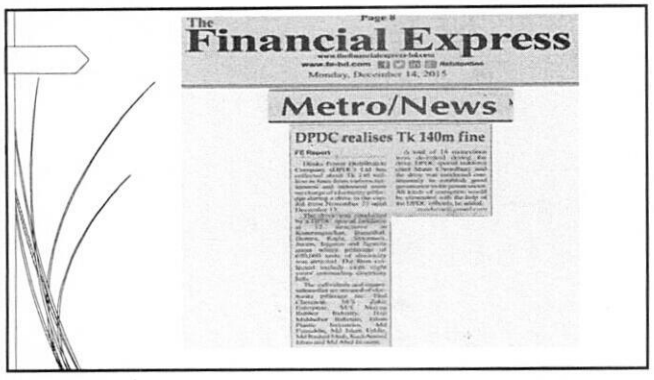


দৈনিক ইত্তেফাক

পৌনে ২ কোটি টাকা জরিমানা আদায়, ২০ সংযোগ বিচ্ছিন্ন

বিদ্যুৎ চুরি ও বিল বকেয়া

রাজধানী ৩



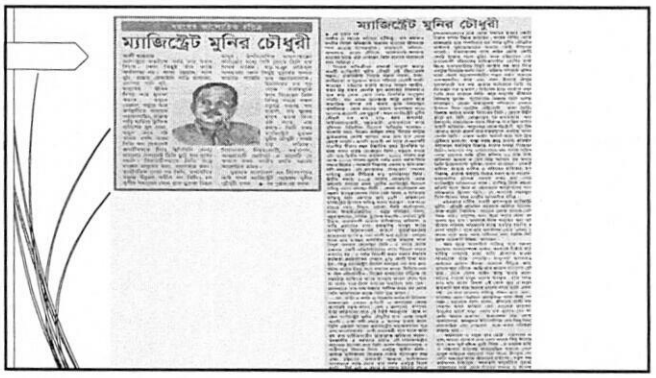
The Financial Express

Monday, December 14, 2015

Metro/News

DPDC realises Tk 140m fine

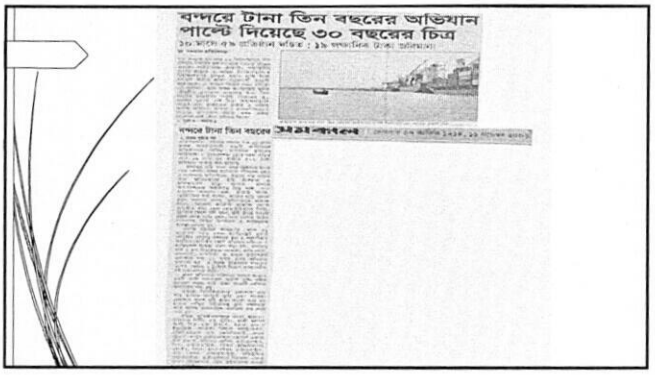
Be a Role model in Civil Service for Strengthening Governance


ম্যাজিস্ট্রেট মুনির চৌধুরী
ম্যাজিস্ট্রেট মুনির চৌধুরী


১৫০০ কোটি টাকা রাজস্ব আদায়


কোকো লঞ্চ আটক করায় ম্যাজিস্ট্রেট বিদায়!


ভূমি ব্যবস্থাপনায় আমূল পরিবর্তন
বন্দরের বেহাত হয়ে যাওয়া হাজার কোটি টাকার ভূমি উদ্ধার


বন্দরে টানা তিন বছরের অভিযান
পাল্টে দিয়েছে ৩০ বছরের চিত্র


জরিমানা আদায়ে ম্যাজিস্ট্রেট মুনীর চৌধুরীর রেকর্ড!

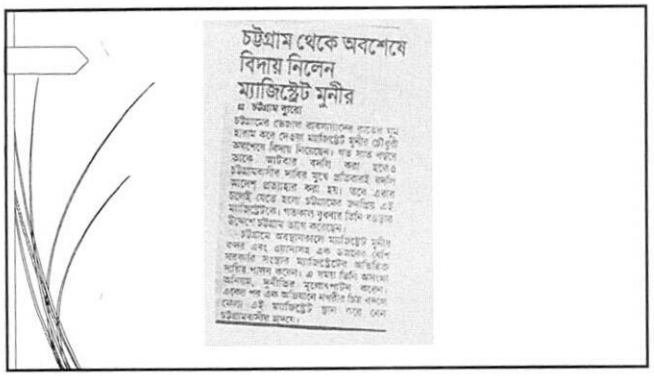
দেশের খবর

৫০ কোটি টাকার জমি উদ্ধার

নগর-মহানগর

৩ বছরে চট্টগ্রাম বন্দরের ৭০ একর জমি দখলমুক্ত

Land worth Tk 10.15 cr recovered from illegal occupation of Sramik League



চট্টগ্রাম থেকে অবশেষে বিদায় নিলেন ম্যাজিস্ট্রেট মুনীর

The Daily Star

Munir finally leaves DoE

The Daily Star

Anti-graft crusader in a Milk Vita stew

দৈনিক করতোয়া

বগুড়ার রাজস্ব শাখার পুঞ্জিভূত দুর্নীতির পাহাড় ভাঙতে চান নবাগত এডিসি মুনীর চৌধুরী


কালের কণ্ঠ
মন্ত্রণালয় ভূমি হুকুমদখলের টাকা নিতে এখন ঘুষও লাগে না হয়রানিও হতে হয় না


ম্যাজিস্ট্রেসির সাঁড়াশি অভিযান ও কঠোর মনিটরিং ঃ চট্টগ্রাম বন্দর পরিস্থিতির উন্নতি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NEWS
মন্ত্রণালয়
মন্ত্রী মুঈন চৌধুরী


কালের কণ্ঠ
আমাদের মুনির চৌধুরী


প্রথম আলো
পরিবেশ অধিদপ্তরের আলোচিত পরিচালক মুনীর চৌধুরী বদলি


প্রথম আলো
মুনীর চৌধুরী

নীরবেই চট্টগ্রাম ছাড়লেন মুনীর চৌধুরী

বগুড়ার এডিসি হিসেবে যোগ দেবেন আজ

নীরবেই চট্টগ্রাম ছাড়লেন মুনীর চৌধুরী

Joint Secretary Munir made DG of ACC

Staff Correspondent

The government has appointed Joint Secretary Md Munir Chowdhury, who was much acclaimed for his bold role in preventing corruption, as director

সমকাল

অপ্রতিরোধ্য এক যোদ্ধার নাম মুনীর চৌধুরী

The Daily Star

Dhaka Sunday March 7, 2004

A conscientious functionary

We need more like him

MOHAMMAD Munir Chowdhury, a first class magistrate, sharply between us on tonight's July Urbanite Station, is a death-threatening note, for three months! The highly edifying story began in August last year. It was on the 15th of July 8 hours to descent on the Sheikhs that killed 600 people hogging to our international headlines.

The hard-driving magistrate with his credentials for good work in the past, was then posted as the Chittagong Port Authority (CPA) as deputy conservator of shipping in Dhaka as minister-safety officer. At the Sheikhs to descent, he found 600 boats live steel cargo vessels, but, after seeing Tk 20 lakh to the government exchequer. In other pictures, he booked wealth from influential people. Ministers, political high-ups and leaders of boards, senators, some bailouts, were arrested. Munir was subsequently transferred to Chittagong. He was then posted as the "shipping industry" before being sent back to Chittagong port, but a week after his new assignment as special magistrate in the past year, he received an advisor, here from the "organized gangs of Chittagong port" as from the phone as a month or two before consumption.

Early yesterday, he had an encounter in Chittagong. In his previous visit, he was threatened by removing about 300 unauthorized boats from owners of illegally occupied port land, and he had to take action against 1,500 unregistered vessels plying the ports channel.

Magistrate Munir has given us an opportunity to retrieve our old demand we have cried our hearts out on: "we need good work and punish wrong doing". Let's begin with Munir before some dons threaten a reward for his highly executive moves per functions of his duties. Our likes of him are a rarity in this country. Let's not allow him to be a rarity. Let's be convinced, what he needs most is ensure improved which can be best ensured by providing protection for his physical safety and towards performance of his duties. It is for us to know that a chairman of the Chittagong Port Authority Jahidunul Hussain has teamed with the militant elite to have political personnel deployed at the magistrate's office and residence. It is for us to know, also, why the police have been involved in harassing Munir's, as for how? The Daily Star with a Character in his favourite

The Daily Star

Dhaka Saturday March 6, 2004

Magistrate lives out death threat

Because he detected and fined 650 launches and cargo vessels for foul play in 4 months

কঠোর দুদক, আতঙ্কে দুর্নীতিবাজরা

হার্ডলাইনে মুনীর চৌধুরী

দুদকের মামলায় বিমানের চার কর্মকর্তাসহ পাঁচজন কারাগারে

Developing Neutrality and Integrity is crucial now

- ❑ Reclaim your bureaucratic role as a professional Civil Servant.
- ❑ It is the best time to rise from the ashes.
- ❑ To rebuild - the society with morality + moral values.
- ❑ Reshape the Administration with justice & fairness.

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

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

- When technology becomes non-functional
  -manipulation grips technology.
- Morality is questioned.
- Ethics is broken → erupts failure of governance.
- শুধু ডিজিটালাইজেশন সমাধান নয়;

Sensitizing Spirit by Religious Values

- Attending funeral (Janaza)

Visiting graveyards - sensitizes us about our eternal journey

- Our Ultimate Destination

We are guests here,

No scope of overstay

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

Mental and Spiritual Reforms

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

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

Advice for you

- Change in the system of Governance by Good Practices
  - From Secrecy to Access
  - From Rule Adjudication to service delivery
  - From Bureaucratic lordship to public sphere
  - From Gap expansion to Gap bridging
  - From Conflict to conciliation
  - From Individualistic to collective
  - From Alienation to Belongingness
  - From Imposition to Participation
  - From Seclusion to inclusion
- Be change makers
- Don't allow the bad practice of controlling your office from drawing room, Kitchen or Black Box.

- ❑ পোষাক পরা মানুষ, ভেতরে মানুষ নেই – জালালুদ্দীন রুমি
- ❑ আত্মিক অনুসন্ধান, আত্মিক বিশ্লেষন, আত্মিক উন্নয়ন --- মানবজীবনের লক্ষ্য

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Egoism Creates Vanity in Civil Service

আমিত্ববাদ বিসর্জন দিতে হবে।

Ego
Power
Supremacy
Greed
Think yourself as a servant, not as Lord
Supreme Authority lies before Almighty Allah.

Moral development is as important as economic development.

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

শুধু ভোগবাদিতাই জীবনের লক্ষ্য নয়

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

Life is an Electricity Meter —
- All units of good deeds and bad deeds are being recorded by Almighty Allah.
- No scope to delete the units
- No opportunity to bypass the meter

100 Years Back

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

After 100 Years

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

We are guests here, No scope of over stay

Connectivity with Almighty Allah

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

BPATC

"Building Capacity for **Effective, Inclusive** and **Accountable** Public **Administration** System"

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE