

**148th Advanced Course on
Administration and Development
(ACAD)**

(07 July 2024 – 04 September 2024)

**Omnibus
(Volume-2)**



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

148th Advanced Course on Administration and Development (ACAD) (07 July 2024 – 04 September 2024)

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Bangladesh Public Administration Training Centre
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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 07/07/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:00 am	A	--	Committee Formation	CMT	207, ITC
10:00 am -10:25 am	A	--	Health Break	AD (Dormitory)	Cafeteria, Shimul
10:30 am -11:30 am	A	--	Inaugural Ceremony	Participants/CMT/ Faculties/Invited Guests	ITC-Mini Auditorium
12:00 pm -1:00 pm	A	--	Evaluation Briefing	Evaluation Department	207, ITC
1:15 pm -2:15 pm	A	--	Lunch and Prayer	Participants/CMT/ Faculties	Cafeteria Shimul
2:15 pm -2:45 pm	A	--	Laptop Distribution and Briefing ERP	Computer Section	207, ITC
2:45 pm -3:15 pm	A	--	Service Briefing	DD Service; Librarian	207, ITC
3:15 pm -4:15 pm	A	--	Paying Tribute to the National Martyrs Monument	Participants/CMT	Nabinagar, Savar

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 08/07/2024

Time	Section	Code	Event	Speaker & Institution	Day : Monday Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	2.03	Inter-Ministerial Meeting/ Consultation: Necessity, Procedure, and Effectiveness	M. Musharraf Hossain Bhuiyan (Guest Speaker) & Senior Advisor, BIGD and former Cabinet Secretary	Class Room ITC-207
10:40 am -11:00 am	A	--	Health Break	AD (Dormitory)	Cafeteria Shimul
11:05 am -1:15 pm	A	10.04	International Development: Institutional Architecture, Foreign Aid and Development Paradigm	M. Musharraf Hossain Bhuiyan (Guest Speaker) & Senior Advisor, BIGD and former Cabinet Secretary	Class Room ITC-207
1:15 pm -2:00 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -2:30 pm	A	--	Medical Briefing	Medical Officer	207, ITC
2:45 pm -3:45 pm	A	--	Medical Check-up	Medical Officer	Medical Centre, BPATC
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 09/07/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	3.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Professor Niaz Ahmed Khan, Ph.D. (Guest Speaker) & Development Studies Dhaka University	Class Room ITC-207
10:40 am -11:00 am	A	--	Health Break	AD (Dormitory)	Cafeteria Shimul
11:05 am -1:15 pm	A	1.01	Realizing the Spirit of Liberation War	Mofidul Hoque (Guest Speaker) & Bangladesh Liberation War Museum.	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:15 pm	A	3.03	Policy Argument, Formulation and Implementation Challenges in Bangladesh	Dr. Md Sanwar Jahan Bhuiyan (Guest Speaker) & National Institute of Local Government (NILG)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

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Date: 10/07/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A		Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	2.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	Mehedi Masud, PhD (Director)	Class Room ITC-207
10:40 am -11:00 am	A	--	Health Break	AD (Dormitory)	Cafeteria Shimul
11:05 am -1:15 pm	A	3.04	Policy Implementation Models and Evaluation Theories & Techniques	Dr. Md Mohoshin Ali (MDS)	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	6.01.01	Research for Governance and Policy Analysis: Need for Research in Public Service	Dr. Md Mohoshin Ali (MDS)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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(07/07/2024 - 04/09/2024)

Date: 11/07/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
6:00 am -6:30 am	A	--	Departure for Tungipara, Gopalganj	Participants/CMT	In front of ITC
9:00 am -9:30 am	A	--	Arrival at the Mausoleum of Father of the Nation Bangabandhu Sheikh Mujibur Rahman	Participants/CMT	Tungipara, Gopalganj
9:30 am -10:00 am	A	--	Paying Tribute to Mausoleum of Father of the Nation Bangabandhu Sheikh Mujibur Rahman	Participants/CMT	Tungipara, Gopalganj
10:00 am -10:30 am	A	--	Traveling from Tungipara, Gopalganj to Bhanga Upazila, Faridpur	Participants/CMT	Bhanga Upazila, Faridpur
12:30 pm -1:30 pm	A	--	Lunch and Prayer	Participants/CMT	Bhanga Upazila, Faridpur
1:30 pm -4:30 pm	A	--	Traveling from Bhanga Upazila to BPATC, Savar, Dhaka	Participants/CMT	Faridpur to Dhaka

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 14/07/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	1.02	Life Sketch of Bangabandhu and his Philosophy	Dr. Mohammad Farashuddin (Guest Speaker) & Former Governor, Bangladesh Bank	Class Room ITC-207
10:40 am -11:05 am	A	—	Health Break	AD (Dormitory)	Cafeteria Shimul
11:30 am -1:30 pm	A	EL	Open Discussion	Mohammed Mezbah Uddin Chowdhury, Senior Secretary, MoPA	207, ITC
1:30 pm -2:30 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:30 pm -4:30 pm	A	6.01.02	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	Dr. Md. Zohurul Islam (Director)	Class Room ITC-207
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 15/07/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	11.02	Art of Public Speaking	Md. Aminul Islam Khan (Guest Speaker) & Former Senior Secretary to the Government	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	1st Floor, ITC
11:05 am -1:15 pm	A	2.01	Public Service Management: Reform Initiatives & Best Practices	Md. Sharif Hasan (Director)	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	6.01.03	Session with Consultants/ Mentors to share topic/title & writing Research Proposal	Mohammad Mamun (Senior Research Officer), Dr. Md. Zohurul Islam (Director), Mostak Ahmed (Director), Rokeya Fahmida PhD (Director), Md. Morshed Alom, PhD (Deputy Director), Afia Rahman Mukta (Senior Research Officer)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 16/07/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -9:30 am	A	-	Presentation on Learning Points	Md. Abul Basher (Director)	Class Room ITC-207
9:40 am -10:40 am	A	-	Presentation on Learning Points	Md. Atikuzzaman (Director)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	12.02	Occupational Health Hazard and its Management	Ratan kumar Das (Guest Speaker) & BPATC	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	12.01	Sedentary Life Style and Effects	Dr. Md. Arafat Zawad (Guest Speaker) & BPATC/ Department of physical education and sports science, Daffodil Intl. University International University, Birulia, Savar	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 18/07/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:00 am	A	--	Breakfast	Participants	Own Arrangement
9:00 am -11:00 am	A	8.07	PPP in Bangladesh: Status, Opportunities, and Challenges	Dr. Najmus Sayadat (Guest Speaker) & PPP, Finance Division	Online
11:00 am -11:15 am	A	--	Health Break	Participants/CMT	Own Arrangement
11:15 am -1:15 pm	A	--	Seminar Proposal Preparation	Mentors	Online
1:15 pm -2:15 pm	A	--	Lunch and Prayer	Participants	Own Arrangement

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 24/07/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 25/07/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	3.05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Abdul Baki, Member (Secretary) (Guest Speaker) & Socio- economic Infrastructure Division, Planning Commission	Class Room ITC-207
10:40 am -11:05 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	13.06	Demographic Transformation: Dividend, Opportunities, and Challenges for Bangladesh	Dr. Md Mohoshin Ali (MDS)	Class Room ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 27/07/2024

Day : Saturday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
9:00 am -11:00 am	A	13.1	Autism and Neuro-development Disorder	Professor Dr. Pran Gopal Datta, MP (Guest Speaker) & Former Vice Chancellor, BSSMU	Class Room ITC-207
11:00 am -11:25 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:30 am -1:30 pm	A	3.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Dr. Rizwan Khair (Guest Speaker) & BPATC, Mohammad Rezaul Karim PhD (Deputy Director)	Class Room ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	3.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Mohammad Rezaul Karim PhD (Deputy Director), Dr. Rizwan Khair (Guest Speaker) & BPATC	Class Room ITC-207

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 28/07/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	4.07	Monetary Policy of Bangladesh	Dr. Md Khairuzzaman Mozumder (Guest Speaker) & Finance Division	ITC Mini Auditorium
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -12:05 pm	A	--	Research Proposal Preparation	Participants/CMT	207, ITC
12:15 pm -1:15 pm	A	6.01.06	Submission of Research Proposal to Email of respective Consultants/ Mentors & Session with Research Consultants/ Mentors to develop data collection tools	Rokeya Fahmida PhD (Director), Mostak Ahmed (Director), Dr. Md. Zohurul Islam (Director), Afia Rahman Mukta (Senior Research Officer), Md. Morshed Alom, PhD (Deputy Director)	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:25 pm	A	5.02	Fourth Industrial Revolution and Emergence of Artificial Intelligence	Md. Mamunur Rashid Bhuiyan (Guest Speaker) & Aspire to Innovate (a2i) Programme	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports		Indoor Games Hall

Distribution

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 29/07/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	1.03	Smart Bangladesh: where Development Shines Accelerating Employment (Election Manifesto 2024)	G S M Jafarullah, ndc (Guest Speaker) & Bangladesh Hi-Tech Park Authority	ITC-206
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	11.02	Techniques for Enhancing Professional English	Mohammed Jamil Ahmed (Guest Speaker) & Eastern zone, Bangladesh Railway	Class Room ITC-207
12:15 pm -1:15 pm	A	--	Seminar Proposal Preparation	Participants	207, ITC
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:15 pm	A	11.03	Professional English Writing & Presentation Skills: Exercise	Mohammed Jamil Ahmed (Guest Speaker) & Eastern zone, Bangladesh Railway	Class Room ITC-207
6:30 pm -6:45 pm	A	--	Sports (Optional)	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 30/07/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A		Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	2.04	Law making process and relation between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions	K. M. Abdus Salam (Guest Speaker) & Bangladesh Parliament Secretariat	ITC Mini Auditorium
10:40 am -11:00 am	A	—	Health Break	AD (Dormitory)	Cafeteria Shimul
11:05 am -1:15 pm	A	1.04	Tourism sector in Bangladesh: Prospects and Challenges	Abu Tahir Muhammad Zaber, Chief Executive Officer (Guest Speaker) & Bangladesh Tourism Board	ITC-206
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:25 pm	A	EL	Open Discussion	Dr. Nasiruddin Ahmed, Ex-Commissioner, ACC	207, ITC
4:25 pm -4:30 pm	A	6.01.08	Submission of Hard copy of Proposal to the CMT and softcopy to BPATC ERP	CMT (Guest Speaker)	Class Room ITC-207
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 31/07/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Cafeteria Shimul
8:30 am -10:40 am	A	8.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker) & National Cyber Security Agency, ICT Division	Class Room ITC-207
10:40 am -11:00 am	A	--	Health Break	AD (Dormitory)	Cafeteria Shimul
11:05 am -1:15 pm	A	8.02	Project Planning, Project Need and Stakeholder Analysis	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker) & National Cyber Security Agency, ICT Division	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:25 pm	A	8.03	Log Frame and Project Risk Analysis	Md. Shaheenur Rahman (MDS)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 01/08/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	4.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Md Monzorul Haque (Guest Speaker) & National Pension Authority (Attached)	Class Room ITC-207
11:00 am -11:25 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -12:05 pm	A	4.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Md Monzorul Haque (Guest Speaker) & National Pension Authority (Attached)	Class Room ITC-207
12:15 pm -1:15 pm	A	-	Presentation on Learning Points	Md. Sharif Hasan (Director)	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	-	Presentation on Learning Points	Md. Sharif Hasan (Director)	Class Room ITC-207
3:50 pm -4:00 pm	A	--	Departure for the Weekend and Data Collection	Participants	In front of ITC

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 04/08/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A	6.02.01	Literature Review/Data Collection	CMT (Guest Speaker)	Data Collection Field

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 05/08/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A	6.02.01	Literature Review/Data Collection	CMT (Guest Speaker)	Data Collection Field

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 06/08/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A	6.02.01	Literature Review/Data Collection	CMT (Guest Speaker)	Data Collection Field

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 07/08/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
11:05 am -12:05 pm	A	6.02.02	Data Interpretation in Groups with Research Consultants/ Mentors	Md. Morshed Alom, PhD (Deputy Director), Afia Rahman Mukta (Senior Research Officer), Rokeya Fahmida PhD (Director), Mostak Ahmed (Director), Dr. Md. Zohurul Islam (Director), Mohammad Mamun (Senior Research Officer)	Class Room ITC-207
12:30 pm -2:30 pm	A	--	Departure for Coxs Bazar	Participants/CMT	In front of ITC

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 08/08/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A	--	Study Tour	Participants/CMT	Coxs Bazar

Distribution

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 11/08/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	4.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Mostak Ahmed (Director)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -12:05 pm	A	--	Exercise on Module 4	Module Director	207, ITC
12:15 pm -1:15 pm	A	6.02.02	Data Interpretation in Groups with Research Consultants/ Mentors	Afia Rahman Mukta (Senior Research Officer), Rokeya Fahmida PhD (Director), Mohammad Mamun (Senior Research Officer), Dr. Md. Zohurul Islam (Director), Md. Morshed Alom, PhD (Deputy Director), Mostak Ahmed (Director)	Class Room ITC-207
2:15 pm -4:25 pm	A	-	Presentation on Learning Points	Md. Shaheenur Rahman (MDS)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 12/08/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	11.06	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	Class Room ITC-207
10:40 am -11:05 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	5.01	Digital Platform and Cyber Security	Md. Shaugatul Alam (MDS)	Class Room ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	11.06	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	Class Room ITC-207
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 13/08/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	10.03	International Trade Negotiations: Legal Frameworks, WTO and other Protocols	Md. Hafizur Rahman (Guest Speaker) & null	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	10.05	Regional Trade Scenario in South Asia and Lessons for Bangladesh	Md. Hafizur Rahman (Guest Speaker) & null	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:25 pm	A	9.01	Overview on PPA 2006 and PPR 2008	Md. Shaugatul Alam (MDS)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	AD (Dormitory)	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 14/08/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	9.02	Annual Procurement Planning and Preparation of Technical Specification	Md. Aknur Rahman, Ph.D. (Guest Speaker) & BPPA, IMED	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	9.06	Steps in Service Procurement: Services Shortlisting (Eol) and Proposal Evaluation	Md. Aknur Rahman, Ph.D. (Guest Speaker) & BPPA, IMED	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	11.04	Briefing on Development Debate	Hasan Murtaza Masum (Director)	Class Room ITC-207
3:25 pm -4:25 pm	A	--	Exercise on Module 01	Md. Atikuzzaman, Director	207, ITC

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 15/08/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	207, ITC
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:30 am	A	-	Presentation on Learning Points	S. M. Mehedi Hasan (Director)	Class Room ITC-207
10:30 am -11:00 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:00 am -12:00 pm	A	EL	Overview on Activities of BLRI	Additional Director, BLRI	BLRI
12:00 pm -1:00 pm	A	—	Visit to BLRI	BLRI Team	BLRI
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque

Distribution

1. All MDS, BPATC, Savar, Dhaka
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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 18/08/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	9.03	Steps in Public Procurement: Goods and Works (National and International)	Mohammad Shoheler Rahman Chowdhury (Guest Speaker) & BPPA, IMED	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	4.02	Budget Making Process and MTBF	Shirajun Noor Chowdhury (Guest Speaker) & Budget Wing, Finance Division, Ministry of Finance	Class Room ITC-207
2:15 pm -4:25 pm	A	14.01	Preparation of Group Report on Domestic Exposure Visit at BMTF	CMT (Guest Speaker)	Class Room ITC-207
3:15 pm -4:25 pm	A	--	Photo Session for Different Committees	Participants/CMT	In front of ITC
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 19/08/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	9.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Md. Shaugatul Alam (MDS), Md. Monirul Islam (MDS)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	13.01	International Investment in Bangladesh: Opportunities and Challenges	Professor Mustafizur Rahman (Guest Speaker) & Distinguished Fellow, CPD	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:10 pm -3:00 pm	A	9.05	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	Md. Monirul Islam (MDS), Md. Shaugatul Alam (MDS)	Class Room ITC-207

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 20/08/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	10.02	Simulation on International Negotiations	Shabbir Ahmad Chowdhury (Guest Speaker) & null	Class Room ITC-207
10:00 am -10:25 am	A	—	Health Break	AD (Dormitory)	Cafeteria, Shimul
11:05 am -1:15 pm	A	7.01	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	Md. Atikuzzaman (Director), Mostak Ahmed (Director), Afia Rahman Mukta (Senior Research Officer)	Class Room ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 21/08/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	4.05	Social Business: Opportunities and Challenges	Dr. Muhammad Mustafizur Rahaman (Guest Speaker)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	11.05	Development Debate	Mostak Ahmed (Director), Hasan Murtaza Masum (Director), Md. Sharif Hasan (Director), M M Fazlul Haque Arif (Guest Speaker) & National Board of Revenue	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:15 pm	A	7.03	Meeting the SDGs on Poverty Reduction, health, education, and gender equality (Goals 1,3, 4, & 5): Challenges and Way Forward	Md. Atikuzzaman (Director)	Class Room ITC-207
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 22/08/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	2.05	Social Accountability Tools for Good Governance	M. Arifur Rahman, PhD (Director), Mohammad Razibul Islam (Director)	Class Room ITC-207
10:00 am -10:25 am	A	--	Health Break	AD (Dormitory)	Cafeteria, Shimul
11:05 am -1:15 pm	A	7.02	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	Mahmud Hassan (Guest Speaker) & Former Additional Secretary	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	6.02.03	Session with Research Consultants/ Mentors to write and finalize the paper	Mohammad Mamun (Senior Research Officer), Dr. Md. Zohurul Islam (Director), Mostak Ahmed (Director), Afia Rahman Mukta (Senior Research Officer), Md. Morshed Alom, PhD (Deputy Director), Rokeya Fahmida PhD (Director)	Class Room ITC-207

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 25/08/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A	--	Seminal Paper Finalization and Binding	Participants/CMT	Own Arrangement
9:00 am -10:00 am	A	6.02.04	Session with Research Consultants/ Mentors to write and finalize the paper	Dr. Md. Zohurul Islam (Director)	Online
10:00 am -11:00 am	A	6.02.05	Session with Research Consultants/ Mentors to write and finalize the paper	Dr. Md. Zohurul Islam (Director)	Online

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 27/08/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:00 am -8:45 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
9:00 am -11:00 am	A	9.07	Practical Exercise on Managing e-GP	Sonia Nowrin (Guest Speaker) & Procurement Unit, Local Government Engineering Department (LGED)	Class Room ITC-207
11:00 am -11:25 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:30 am -1:30 pm	A	—	Group Exercise on Procurement Management (Module 09)	Md. Monirul Islam (MDS); Md. Shaugatul Alam (MDS)	207, ITC
1:30 pm -2:30 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
5:00 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 28/08/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	—	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	7.04	GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	Dr. M Aslam Alam (Guest Speaker) & BPATC	Class Room ITC-207
10:40 am -11:05 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	9.08	Notification of Award (NOA) and Contract Management	Md. Shaugatul Alam (MDS)	Class Room ITC-207
1:15 pm -2:15 pm	A	—	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -3:15 pm	A	11.05	Development Debate	Md. Sharif Hasan (Director), Hasan Murtaza Masum (Director), Dr. Md. Mahamud-UI-Hoque (Guest Speaker) & World Bank Group, Mostak Ahmed (Director)	Class Room ITC-207
5:30 pm -6:30 pm	A	—	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 29/08/2024

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	8.04	Project Proposal Development in Reference with MAF & SAF	Md. Ashrafuzzaman (Guest Speaker) & ETC Project, BPATC	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -12:05 pm	A	--	Group Presentation on BLRI	Sayed Mahbub Khan, Rector, BPATC; Mehedi Masud, PhD (Director)	207, ITC
12:15 pm -1:15 pm	A	--	Presentation Preparation on Seminar Paper	Participants/CMT	207, ITC
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
3:45 pm -4:45 pm	A	--	Friendly Volleyball Match	Participants/CMT/Faculty	Indoor Games Hall

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 01/09/2024

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	6.02.06	Seminar Paper Presentation	Abdul Baki, Member (Secretary) (Guest Speaker) & Secretary, Ministry of Railways, Dr. Md. Zohurul Islam (Director)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	6.02.06	Seminar Paper Presentation	Dr. Md. Zohurul Islam (Director), Abdul Baki, Member (Secretary) (Guest Speaker) & Secretary, Ministry of Railways	Class Room ITC-207
1:15 pm -2:15 pm	A		Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 02/09/2024

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	Indoor Games Hall
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	6.02.06	Seminar Paper Presentation	Md. Atikuzzaman (Director), Dr. Muhammad Mustafizur Rahaman (Guest Speaker)	Class Room ITC-207
10:40 am -11:05 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	6.02.06	Seminar Paper Presentation	Dr. Muhammad Mustafizur Rahaman (Guest Speaker), Md. Atikuzzaman (Director)	Class Room ITC-207
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
2:15 pm -4:25 pm	A	--	Open Discussion	Dr. M Aslam Alam, Former Rector	207, ITC
5:30 pm -6:30 pm	A	--	Sports	Sports Team	Indoor Games Hall

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Class Schedule

148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 03/09/2024

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
5:40 am -6:40 am	A	--	Morning PT	Sports Team	207, ITC
7:30 am -8:15 am	A	--	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
8:30 am -10:40 am	A	8.05	Project Appraisal	Md. Mosta Gausul Hoque, PMP (Guest Speaker) & BPPA (CPTU), IMED;	Class Room ITC-207
10:30 am -11:00 am	A	--	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:05 am -1:15 pm	A	--	Rehearsal for the Cultural Program	Participants/CMT	ITC-Mini Auditorium
1:15 pm -2:15 pm	A	--	Lunch and Prayer	AD (Dormitory)/ Participants	Cafeteria & Mosque
7:00 pm -8:30 pm	A	--	Mess Night and Cultural Program	Participants/CMT/ Faculties/Invited Guests	ITC-Mini Auditorium

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148th Advanced Course on Administration and Development (ACAD)

(07/07/2024 - 04/09/2024)

Date: 04/09/2024

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
7:30 am -8:15 am	A	—	Breakfast	AD (Dormitory)	Ground Floor Dining, ITC
9:15 am -10:30 am	A	—	Certificate Awarding Ceremony	Participants/CMT	ITC-Mini Auditorium
10:20 am -11:00 am	A	—	Health Break	AD (Dormitory)	Ground Floor Dining, ITC
11:30 am -12:00 pm	A	—	Departure for BPATC	Participants/CMT	In front of ITC

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


 Shamim Hosen
 Course Coordinator
 01717563992

Module:1

Bangabandhu & Bangladesh Studies

Blending Traditional PA, NPM, post-NPM

- Global Recession 2008 paved way to reform in line with NPM
- Ministry of Strategy and Finance designed, oversaw cutback management. Annual growth rate of civil service rose stood at less than 1%. Shows market contrast with previous regime's average growth rate 2%.
- Ministries' number decrease from 18 in 2007 to 15 in 2008
- Three public enterprises completely privatised, thirty four restructured and consolidated into fifteen, with reduction of 22000 employees in 2011
- Executive agencies reduced to 38 in 2012 to 45 in 2007. Three road maintenance 'autonomous' agencies went under direct control of parent ministry

Blending Traditional PA, NPM, post-NPM

- Continued to follow Open Position System (OPS). Increased from 188 in 2008 to 210 in 2010 and 311 in 2012.
- However, number of persons recruited from outside civil service declined from 56.1 in 2007 to 45% in 2009. It fell from 44.3% in 2011 to 37.4 in 2012 and 36.1% in 2013.
- Open positions mostly filled in with bureaucrats
- Civil Service Commission abolished, functions transferred to Ministry of Government Administration and Home Affairs (MOGAHA).
- Policy making and implementation processes integrated
- Control over subordinate agencies strengthened i.e. emphasis on hierarchical nature of government bodies

Reforms in Australia

- Distinctive, comprehensive and systematic from early stage of reform era
- Anglophone group-Australia, Britain, Canada, New Zealand regarded as coherent group with institutional roots in British Tradition
- Communication patterns influenced group through networks and bilateral relations
- Sequence of Reform administration to management, then markets, and then performance-based governance
- Managerialism- initial reform period, displaced traditional administration with management based reforms. Key features include improving financial management, corporatisation, privatisation and more emphasis on result than process

New Public Management

- Public service decentralised, marketised, contractualised and privatised
- National Competition Policy Review allowed neutrality between public sector and government followed by reform in public monopolies
- Several tiers of market accepted within public sector
- Devolution of responsibilities from central agencies to line departments and agencies
- Privatisation largely worked in banking, airlines and telecommunications
- Public-private partnership significant particularly with infrastructure e.g. highways

Governance Era: AGRAGA 2010

- Ahead of the Game : Blueprint for the Reform of Australian Government Administration (AGRAGA 2010) formed amidst international financial crisis
- Posed as a case of comprehensive reform although it was a part of consolidation matters
- Official view: capability weakness and lack of coherent direction for public service were sufficient to justify review. Diagnosis of Review: lack of capacity and accountability; lack of high performance; and creeping bureaucratisation and compliance issues.
- Output-outcome linkage in performance management resulting in incentive
- Agencies assigned to determine criteria of performance

Recommendations

- Citizen Needs: leadership and strategic direction; capability; efficiency; and high standards
- Retention of tenure of secretaries on the basis of performance. High turnover at secretary level
- Catalogue of Items: efficiency dividends; revising APS values; reducing red tapes; and weakness in policy making
- Prominent Areas: citizen engagement, joined-up government
- Continuing job cut, reducing number of agencies, statutory bodies through abolishing, amalgamating
- Lacked distinctive and clarifying core issues or theme resulted in mixed acceptance of the reform agenda

Signature Reforms

- Meeting the Needs of Citizens-Delivering better service for citizens, Creating more open government
- Provides Strong Leadership and Strategic Direction-Enhancing policy information, Reinvigorating strategic leadership, New Public Service Commission for driving Change and Providing strategic planning
- Highly Capable Workforce-Clarifying and aligning employment condition, Strengthening the workforce
- Operational Efficiency and High Standard-Agency agility, capability & effectiveness, Improving agency efficiency

Thank You Very Much!

• Bangladesh Public Administration
Training Centre (BPATC)

9 July 2024

Realizing the Spirit of Liberation War

148th Advanced Course on Administration and
Development (ACAD)

Mofidul Hoque
Founder Trustee
Liberation War Museum

Historical Background

1947: Partition of India

Two-Nation Theory
Homeland for the Muslims of India

Are Muslims a Nation ??

Theocratic State of Pakistan
Multinational State Vs. Communal State
Which Way Pakistan

Pakistan turned into a Colonial State



Gandhi-Suhrawardy on 15 August 1947, with
Mujib standing at the door

Denial of National Rights
and National Language

West Pakistan colonized
East Bengal

Jinnah's Speech in Dhaka –
"Urdu and only Urdu shall
be the state language of
Pakistan."

Highlighting Ethno-linguistic Bengali National Identity

1948

Dhirendranath Dutta



Dhirendranath Dutta

Pakistan Constituent Assembly
rejected Motion by Dhirendranath
Dutta for recognition of Bengali
as a language of the Assembly
February, 1948

Protest in March 1948

Arrest of Sheikh Mujib and others



Speech delivered by

Dr. Muhammad Shahidullah
31 December 1948



Dr. Muhammad Shahidullah

"It is true that we are Hindus or
Muslims, but most importantly we are
also Bengali. It is not an issue of
ideology, but hard fact. Mother Nature
by her own hand has stamped the sign
of Bengaliness on our forehead in such
a way that no one can hide that with
their garland of worship, sandal-paste
or hair-tuft, or by their beard, lungi or
prayer-cap."

1952 | Language Martyr's Day



Features of Bengali National Identity

- ✓ Language as Identity and Unifying Factor
- ✓ Territory
- ✓ History

The Struggle Continue

Pakistani Religious Identity Substituting Bengali National Identity

National and Democratic Struggle of Bengali People
Emergence of Bangabandhu Sheikh Mujib as
Undisputed Leader of the Bengali Nation

Core Values of Bengali National Identity

- ✓ Secular
- ✓ Liberal or respect for diversity
- ✓ Democratic
- ✓ Egalitarian

তোমার আমার ত্রিকাল
পদ্মা মেঘনা জমুনা
*You and I Belong to the River
Padma, Meghna, Jamuna*



International Dimension Oppressed Nations and Aspiration for Liberation

UN Document

International Covenants on Economic, Social & Cultural Rights, 1960

"All peoples have right of self-determination. By virtue of that they
freely determine their political status and freely pursue their
economic, social and cultural development."

General Assembly Resolution – 1970

"The establishment of the sovereign and independent states, to form
association of integration with an independent state or the
emergence into any other political status freely determined by a
people constitute of implementing the right of self-determination by
that people."

Mandate of 1970 General Election



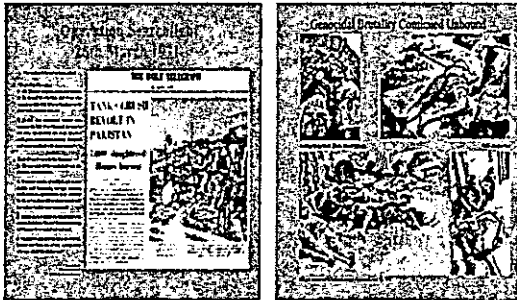
Overwhelming Victory
Established the Right
of Self-determination
in a Democratic and
Constitutional Way

7th March Speech



Genocide 1971

25 March 1971
Dark Night of Genocide



Declaration of Independence



26 March 1971

Declaration of Independence by Bangabandhu, elected Head of the People

Liberation War 1971

New State with New values



Proclamation of Independence
"We, the elected representatives of the people....."

Refugees: Miseries Unbound



Posters of Bangladesh Government



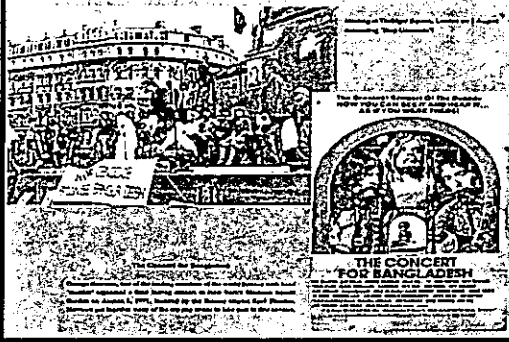
Depicting Secular National Identity



Inclusiveness of Woman

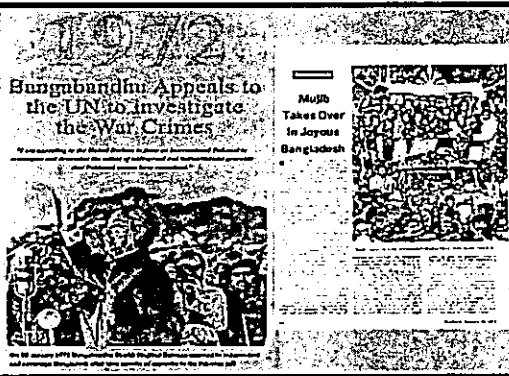


Global Solidarity with the Suffering Millions

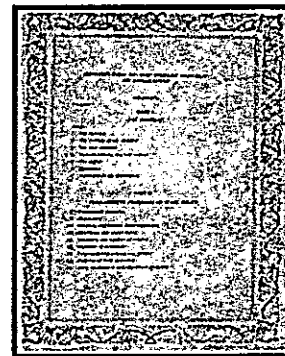


Victory Day

16 December 1971



Spirit, Identity and Values of the Liberation War



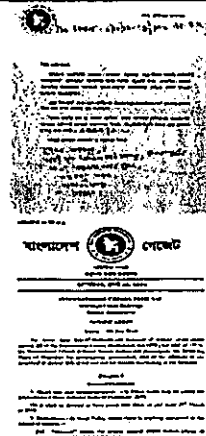
Four State Principles of 1972 Constitution

- ✓ Democracy
- ✓ Secularism
- ✓ Nationalism
- ✓ Socialism

Reconstruction of the Devastated Land Rising from the Ashes



Quest for Justice



Killing of Bangabandhu : 1975

Long Era of Darkness

- ✓ Trampling of the Constitution
- ✓ Attempt to impose New National Identity : Bangladeshi Muslim Nationalism
- ✓ Distortion of History
- ✓ Denial of History

"Struggle of civilization is the struggle of memory against forgetfulness."

Milan Kundera
Award-winning Czech Author
Memorialization of Glorious History of the Liberation War

- ✓ Memorials by the Community
- ✓ Artistic Rendition- Film, Poems, Theatre, Public Art etc.
- ✓ Memoirs by Survivors
- ✓ Journey of the Liberation War Museum

Journey of the Liberation War Museum

Established - 1996

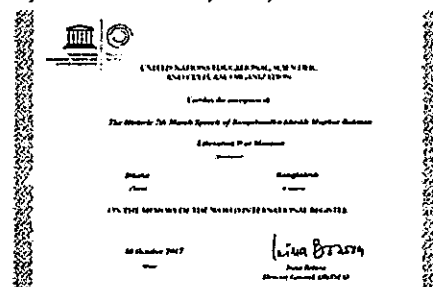


LWM opened its door on 22 March 1996 at a rented two storied building as a private initiative which became a people's museum

LWM as Custodian of Memory of the World

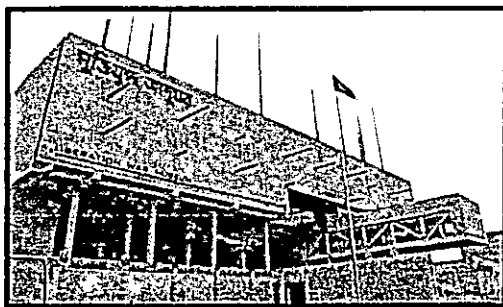
UNESCO Citation
2017

"The struggle to uphold national right based on cultural-linguistic identity, essentially secular and liberal, will contribute in building a society of tolerance and harmony in today's strife-ridden world"



New Museum

LWM constructed new museum in 2017. The fund of 14 million US\$ was raised with support of the government and the people.

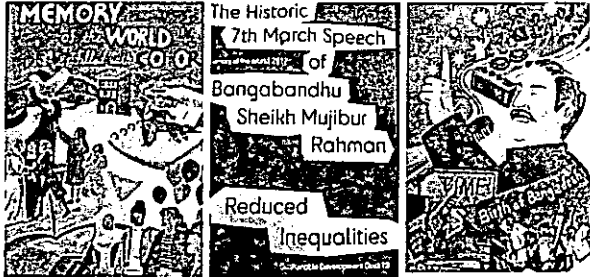


Justice for the Crime of Genocide



Establishment of International Crimes Tribunal, 2010

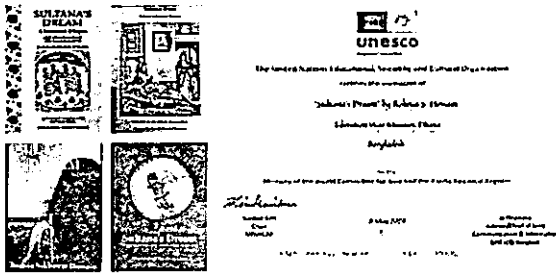
Memory of the World Filled With Color SDG Goals and 7 March Speech of Bangabandhu



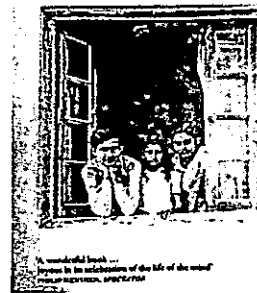
Harmony in Diversity

"The message of this historic speech is still relevant today for countries around the world who fail to establish an inclusive democratic society that effectively addresses the political, economic and socio-cultural aspirations of various ethnic, linguistic, cultural, or religious groups within their territory."

Inscription of Rokeya's Sultana's Dream in the UNESCO Memory of the World Regional Registrar May 2024



Amartya Sen Home in the World A Memoir



"The history of Bengal is thus a tale of integration, rather than one of religious partition and cultural disintegration. It is that philosophy, that understanding, which makes a united and secular Bangladesh a feasible and elevating idea, and allows it to face the world on its own terms."

Thank You

Module:2

Public Service and Operational Issues

Administrative Reforms in India, Korea, Australia, Singapore, Malaysia

- Facilitated by:
- Md. Sharif Hasan, Director
- Bangladesh Public Administration Training Centre, Savar, Dhaka

Session Plan

- Introduction
- Types of reforms
- Preconditions to and components of reforms
- Administrative reforms in India
- Administrative reforms in Malaysia
- Administrative reforms in Singapore
- Administrative reforms in Korea
- Administrative reforms in Australia
- Questions and answers

Introduction

- Public administration marked by bias towards change and reform.
- Roots of reforms traced in Thatcherism (UK) and Reaganomics (USA) in 1980s under Neo-liberal politico-economic thinking and collapse of USSR and the socialist bloc.
- These paved the way for the sudden transition to a market-led system and the victory for liberalisation and democracy.
- Wave against state intervention in economic activities swept through the globe, demanded downsizing of bureaucracy.
- 'Globalisation' i.e. free flow of goods and services, put state under enormous pressure to become more efficient.
- Wave against state intervention weakened due to recent 'Global Recession'.

Introduction (Cont.)

- Motivation for implementing public sector reform is to have sustainable competitive advantage on other nations
- Six prominent reform themes: performance, joined up and horizontal government, responsiveness and political management, improving service delivery and implementation, e-governance, and flexibility and balance.
- Synonym to reform: 'modernisation', 'reinvention', 'reorganisation', 'renewal' and 'innovation'.
- Reform means a planned and deliberate action to bring about significant change in an important segment of administration or the entire public sector. Most of the reform initiatives are bound to face opposition because of bureaucracy is mostly resistant to change

Types of Public Sector Reforms

- Existence of strong, professional, well organised traditional bureaucratic model pre-condition to make public administration reform programme a success.
- Types of Reform
- Hesitant reformer (reform goes on incrementally)
- Specialist reformer (focus on one or more distinctive type of reform);
- Ambivalent reformer (mixed change because of cross-cutting pressures despite commitment);
- Comprehensive reformer (a range of systematic reform with commitment).

Reforms: Components and Pre-conditions

- Organisation for Economic Cooperation and Development (OECD) identified levers of reform: open government, performance budgeting and management, modernising accountability and control systems, restructuring organisations and reallocation, using market-type mechanisms for service, and changing public employment.
- Preconditions to make reform a success: political will, resources, institutional support, time, and an explicit strategy. Other factors include: new legislation, new institution, recruitment of new people, changing the formal processes and organisational structures.

Administrative Reforms: India

- India became a partner of the globalisation process and entered a new era of administrative reforms after adopting the New Economic Policy in 1991.
- Paradigm shift from Nehruvian philosophy of socialistic welfare state to Westernised model of economic development globalisation, liberalisation, open-market economy and good governance.

5th Central Pay Commission 1994

- Need for changes in work methods and work environment, improving the productivity of the public administration, enforcing transparency and accountability etc. emphasised
- Major recommendations : reducing decision making layers from seven to three; abolishing 3.5 lakh vacant posts in the public sector; downsizing the central bureaucracy by 30% by the next ten years; enhancing the salary of public servants.
- Although most of the recommendations except salary hike were ignored. Consequently, bureaucrats got the ever biggest pay hike.

Commission on Civil Service Reform 2004

- Major Recommendations:
- Rigorous performance review of civil servants after 15 years' service
- Removal from service in case of poor performance and dishonesty on proportionate pension
- Benchmarking of service
- Mandatory posting of civil servants to non-government organisations, academic institutions or private sector after every five or seven years at least for two months

Commission on Civil Service Reform 2004 (cont)

- Compulsory annual property return by civil servants
- President/governors' power of summary dismissal of public servants in case of possessing assets disproportionate to known income
- Assessment of interface with public by independent organisations
- Encouraging outstanding performance of civil servants by government
- Stopping appointment of retired members of higher civil service to any statutory commission or constitutional authority.

Second Administrative Reform Commission (2005)

- Government suggested to ask measures to achieve 'proactive, responsive, accountable, sustainable, efficient administration at all levels.

Terms of References

- Right to Information Act; Unlocking Human Capital; Crisis Management; Ethics in Governance; Public Order; Local Governance; Capacity Building for Conflict Resolution; Combating Terrorism; Social Capital; Refurnishing of Personnel Administration; Promoting e-Governance; Citizen-Centric Administration; Organisational Structure of Government; Strengthening Financial Management System; State and District Administration.
- The Commission submitted separate reports focusing on particular areas.

First Report of Reform Commission

- Reviewed Right to Information Act 2005 in June 2006
- Recommended giving share to all people in government
- Empowers poor and weak to know what they demand for
- Second Report (July 2006):
- Emphasised Unlocking Human Capital
- Examined Rural Employment Guarantee Act that provides 100 days' waged employment for vulnerable people
- Made recommendations for successful implementation of the act which leads to equitable, sustainable development all over the regions
- No clear identification of administrative problem

Third Report (September 2006)

- Focused on crisis management
- Identified negligence to natural assets and environment as main cause of crisis
- Carefully examined existing structure of crisis management
- Recommended substantial amendments to Disaster Management Act 2005
- Provided categorisation of disasters, local, district, state, central and make appropriate bodies at different levels to deal with disaster

Fourth Report (January 2007)

- Focused on ethics in governance
- Treated corruption or ethics as purely administrative matter
- Rule of law, ethics, equality, effectiveness can not be achieved without real democratic leadership of ministers and political leaders in opposition
- The Fifth Report was submitted in June 2007 that focused on Public Order
- Viewed public order as a product of effective policing and robust criminal judicial system
- Focused on reforms in police and criminal judicial system

Sixth Report (October 2007)

- Examined Local Government related issues
- Grampanchayat should have power to recruit personnel and regulate their service conditions
- Eighth Report (June 2008):
- Recommended to enact comprehensive and effective legal framework to deal with all aspects of terrorism
- No person accused under National Security Act should be released on bail
- Special fast track courts should be set up for trial of terrorism related cases.

Ninth Report (November 2008)

- Explored the evolution and growth of basic institutions of social capital i.e. societies, trusts, charitable and voluntary organisations, self regulatory authorities and co-operatives
- Spells out changes in legal framework of government to bring about independence, integrity, transparency, credibility and dynamism to these institutions.
- Tenth Report (November 2008):
- Known as Refurnishing of Personnel Administration'
- Proposed reforms related to recruitment, training, tenure, domain competency, performance management, exit mechanism, creation of executive agencies, accountability for results, code of ethics and civil service legislation

Eleventh Report (January 2009)

- Titled 'Promoting e-Governance'
- Importance given to e-Governance
- Called for making e-Governance available to all by 2020
- Recommended for 'A clear roadmap with milestones be outlined by government aimed at transforming citizen-government interaction at all levels by 2020
- Twelfth Report (February 2009):
- Service simplification and people's participation emphasised
- Maximising welfare through minimising costs of unnecessary expenditure and complexity.

Reforms in Malaysia

- Exporter of primary commodity at independence in 1957
- Began exporting light manufacturing goods in 1970s under New Economic Policy (NEP)
- By early 1980s, new government opted for heavy industrialisation and joint ventures with foreign countries.
- Emerged as leading exporter of manufacturing and electronic goods
- State-led development approach faced increasing attacks following South-east Asian economic crisis
- New economic philosophy questioned size and capacity of public sector and presented market mechanisms as better option for greater efficiency and faster economic growth

Tackling Challenges

- In mid-term review of 4th Malaysia plan (1981-85) government decided to reduce its role in economy and foster development through market forces.
- In 1993, Privatisation chosen as major strategy for development with expectation to stimulate private entrepreneurship and investment, accelerate economic growth and help achieve goals of national development
- 2nd Outline Perspective Plan specified targets in socio-economic spheres and strategies to achieve development goals

Vision 2020

- Vision 2020-a 30 year strategic plan, introduced by the then Prime Minister Dr Mahathir, introduced in 1991.
- Outlined the aspirations and policy implications to become a fully developed nation
- Focus on industrialisation as development base relying heavily on private sector
- Emphasis on public-private partnership
- Vital role of public sector expected in achieving national development goals despite changes in government's position
- Public sector needed re-examination, rationalisation responsibilities and equipped with appropriate values to face local and global challenges

Change Initiatives

- Political context made it imperative that civil service needs to change itself to play new, emerging role effectively
- Followed trend of 'Managerialism' by introducing major reforms in various spheres of bureaucracy.
- Fresh reforms gained momentum with launching of National Development Policy and Vision 2020
- Provided direction for nation's future and set new challenges for public sector
- Public and private sectors to work closely, support, facilitate and supplement each other
- Private sector will achieve higher growth, profit and government will be benefited from higher revenue and increased employment

Change Initiatives (Cont.)

- Mechanisms developed to foster collaboration between public and private sectors
- Malaysian Business Council (MBC), Malaysia Inc. Officials Committee and consultative panels held regular dialogue sessions in different levels/ministries to facilitate information and ideas
- Paved the way for administrative improvements in different areas
- Changed mind-set of public servants who began to see themselves as facilitators, partners with private entrepreneurs in national development process

Downsizing Civil Service

- Government opted for downsizing civil service due to Global Recession. Key areas include:
- Curbing creation of new posts
- Abolishing vacant posts in non-critical areas
- Reviewing position in statutory bodies
- Merging state administrative services into federal services
- Restructuring public sector agencies
- Privatisation

Downsizing Civil Service (Cont.)

- Reviewed and restructured 570 agencies with considerable reduction of posts
- New Remuneration Scheme (NRS) led to elimination of several levels through amalgamating various salary and service groups/grades
- Privatised 210 projects (1983-95) and transferred 105,000 public sector employees to private. Saved huge public expenditure (RM 130 billion)
- Sale of assets and equity, revenue from corporate tax and other taxes enabled government to reduce borrowings and allocate resources to more critical areas.

Service Process Reengineering

- Two government initiated studies led to introduction of major revision in procedural matters of business of government
- Public agencies asked to review existing ways of doing things for reducing red tape and expedite service delivery to ease regulations and procedures
- Emphasis on speed up approval process for applications related to issuance of permits, licences, and land administration, economic investment matters
- Led to introduction of new application form, reduction of time taken for application processing, extension of validity of licences, setting up licencing centres especially at local levels

Service Process Reengineering (Cont.)

- Streamlined correspondence procedure and abolition of some prevailing systems
- Upgrading counter services for better service delivery i.e. better physical facilities; office layout; improved equipment; good queuing system; knowledgeable, courteous staff; mobile counters; cheque deposit boxes; credit card payments and drive in counters
- Swift, hassle free service to investors (home/overseas)
- One-stop clearance centres for issuance of licence and permits within shorter time aimed to reduce burden of investors

Personnel, Financial Management Reforms

- Existing 574 schemes and services reduced to 274
- New Remuneration System (NRS) introduces Matrix Salary Schedule (MSS) to establish linkage between salary and performance
- Different directions of salary: static, horizontal, vertical and diagonal
- Double annual increment for dynamic performers compared to average performers.
- No increment for poor performers for a particular year
- Modified Budgeting System (MBS): Activity based break down of budgets for public organisations. Discretion given to managers.

ICT and e-Governance

- Multimedia Super Corridor established in 1996
- Government undertook e-Government Scheme seeking to dramatically enhance performance and quality of public services
- Post offices enabled to work as one stop bill payment centres and providing other services i.e. renewal of licences, stamping and payment of road tax under Public Service Networks (PSN)
- Driver and vehicle registration, licensing and summons services, payment of utility bills integrated under e-Services programme that allows public access these services electronically

ICT and e-Governance (Cont.)

- E-Perolchen-official secure online marketplace for suppliers and government agencies. It enables suppliers to receive tender information; present their products and services; obtain tender documents; submit bids and quotations; complete transactions and receive payments
- Government Multi-purpose Card facilitates cashless financial transaction; serves as national identification document; and driving licence. Contains passport and health information
- Vehicle of convenience in all spheres of life

Reforms in Singapore

- A former British colony (since 1819), became internally self-governing state in 1959 when People Action Party (PAP) leader Lee Kuan Yew became Prime Minister
- Joined Federation of Malaysia in 1963 following referendum in 1962
- Singapore regarded multiracialism, meritocracy as critical principles, Malaysian ruling elite favoured affirmative action for Malay community
- Moreover, Singapore did not achieve economic progress as pretended by PAP leaders
- In 1965 Malaysian government decided to separate Singapore from the federation and the latter became an independent state.

Challenges and Way Forward

- Providing basic education, health, housing and livelihood to people
- Failure of merger with Malaysia; tense domestic climate; racial tensions; high unemployment; illiteracy; and poverty
- Role of government increased to improve socio-economic conditions of citizens
- Abandoned socialist agenda earlier practiced within Malaysian Federation
- Adopted developmental state's government programmes to solve population problems that was successfully applied in Japan, South Korea and Taiwan

Development Policy 1965: Strategic Goals

- **Effective Government:** Dynamic forward-looking public service leadership; Rule of law; Incorruptible public officer; Customer-centric and consultative government; Fiscal sustainability and Effective/efficient use of financial resources
- **Robust Social Security:** Financial security; Good, affordable healthcare; affordable quality public housing
- **Sustainable Economic Growth:** Robust engines of growth and macroeconomic stability; Conducive to business, entrepreneurship and good job opportunities; Robust infrastructures

Development Policy 1965: Strategic Goal (Cont.)

- **Secure Nation:** Sovereign, secure Singapore, strong national identity and resilience; Crisis Preparedness; Congenial international business
- **Cohesive Society:** Quality education; Racial and religious harmony and caring, inclusive society
- **Taken into account:** Increased percentage of employed people; growing number of high quality houses; improving education and healthcare; reducing left-wing political organisations
- These aims could be achieved through administrative reforms through specific institutional arrangements to ensure government-business sector cooperation in order to reach national socio-economic development goals

Reform Initiatives: 1959

- Rationalising structure, procedures of bureaucracy; aimed to promote organisational effectiveness; and attain national development goals
- Reorganisation of civil service; Establishment of new statutory boards; and curbing colonial mentality of civil servants
- Closure of ineffective statutory boards and replacement with more efficient, effective agencies
- Establishment of Political Study Centre to change civil servants' attitudes

Political Study Centre: Principles

- Strong political will and examples of political leaders and public servants
- Constant re-inventing of government business to face external challenges
- Meritocracy and equal opportunities for all
- Effective performance appraisal; market rate for civil servants
- Continual learning by doing, review and improvement
- Determination to make and implement difficult decisions

Public Finance Management: Characteristics

- Credibility of budget i.e. implementing plans
- Comprehensive and transparent budget
- Policy based budget
- Predictability and control in budget
- Adequate records, information produced, maintained and disseminated to meet decision making control, management and reporting purposes
- External scrutiny and audit arrangements
- Downward adjustment of budget for less than 95% use and extraction as productivity dividend to national productivity growth rate
- Contribution pooled to common fund from which agencies can bid for use of funds

New Procedure

- Blending of privatisation, corporatisation, formation of statutory boards etc. used as tools to enhance, maintain efficiency of government organisations
- Statutory boards, through partial or full privatisation enjoyed more flexibility in financial and personnel management. Such operational independence works as key motivational factors
- Shift to client-oriented public administration through providing more efficient customer based services, streamlining rules and procedures, overcoming red-tapism, and computerisation

Public Service for 21st Century (PS21)

- Three-fold challenges: anticipating future with scenario-based strategic planning; fostering positive attitudes among staff towards continuous change; executing change as effectively and efficiently as possible.
- Huge training budget for civil servants. Every year, Civil Service College can offer 1000 courses on different courses
- Meritocratic Reform introduced.
- Selective retention and retirement. Civil servants with proven competence were retained and those found incompetent were weeded out
- The process resulted in exit of a large number of non-performing civil servants

Public Service Commission

- Set up in 1951 as statutory, independent body
- Authority for appointing Administrative Service officers as well as appointment and promotion of senior levels
- Reconstituted as executive body advising government on appointment, dismissal, discipline of public officers
- Responsible for deciding on disciplinary matters, appeal for promotion and awarding of PSC scholarships
- Offers large number of lucrative scholarships to attract best, brightest people even students to civil service.
- These programmes are tailored in line with the needs of civil service and held in world famous foreign universities. Students are 'bonded' to join civil service upon graduation

Prevention of Corruption Act (POCA) 1960

- Replaced old, weak 'Prevention of Corruption Ordinance' enacted by British Government in 1937
- Three pillars: Effective anti-corruption acts; effective anti-corruption agency; and efficient government administration as well as effective adjudication (punishment)
- Undergone amendments to increase power of investigation of Corrupt Practices Investigation (CPIB)
- Under direct supervision of Prime Minister's Office, CPIB can arrest suspects, search arrested persons, examine bank accounts and other assets of civil servants under investigation

Tackling Sources of Corruption

- CPIB can investigate corruption in public and private sectors dealing with giver and receiver
- Accused public officer has to prove that s/he has not received anything in corrupt manner
- Receiver of bribe will be found guilty even if s/he had no power, right to return favour to bribe giver
- Court's empowerment to order bribe receiver to pay penalty equal to amount of bribe taken
- Over 95% of corruption cases brought before court lead to convictions and public officers account for only 10% of the corruption cases, rest are private persons

Administrative Reforms in Korea

- Saemual Undong Model: Community based integrated rural development programme.
- Performed in rural areas during 1970-79
- Success factors: Implementing basic strategies of rural development; adapting to and making use of Korean contexts; and promoting opportunities and facilitating empowerment of rural people
- Initiated by President Park Jung-Hee to narrow down widening gap between urban and rural areas originated from export oriented industrial policy
- President Park defined, "We may call this movement as the movement for a better living."

Achievements

- Income generation and income poverty reduction
- Improving living environment and establishing rural infrastructure
- Capacity building and attitudinal change (during 1972-79, 500000 people took part in Saemual Undong trainings)
- Diligence, self-reliance, cooperation
- Participation and empowerment of people
- Change in local governance: Local governments linked villagers' needs to central government
- Gender and Saemual Undong

Reform: Distinct Nature

- New Public Management (NPM), Post-NPM model (New Public Governance and Public Value Management) and Traditional Public Administration themes exist in a state of 'fusion' in reform measures
- Most reform initiatives undertaken by Kim Dae Jung (1998-2003), Roh Moo Hyun (2003-2008) and Lee Myung Bak (2008-2013) regimes.
- Key areas: restructuring government ministries and executive agency system; rationalising public enterprises; performance management schemes as evaluation system for departments; and open position system
- Legacies of 1970s and 1980s i.e. crucial policy making role of elite bureaucrats cast shadows on all reform efforts

NPM Layered with Powerful Bureaucracy

- Mandated by IMF, Kim regime launched reform measures in line with NPM to create smaller, efficient, more responsive government in wake of economic crisis 1997.
- Downsizing and transforming bureaucracy into competition oriented one was key issue
- Public sector reduced by 20% by 2002 that continued 2.5% annual growth during 1982-1997.
- Number of cabinet ministries reduced to 17 from 21. Eight state-run agencies privatised that resulted in shrinking public workforce by 16% or 224000.
- 'Executive Agencies' system characterised by autonomy, responsibility, introduced (initially 10, extended to 23)

Reform: Controlling and Directing

- Ministry of Planning & Budget controlled, directed reform
- Executive Agencies launched to separate policy making from policy execution
- Ministry of Strategy & Finance and Ministry of Government Administration and Home Affairs played critical role regarding performance management and human resource management
- Open Position System (OPS) introduced to recruit competent persons from within and outside the civil service. Newly launched Civil Service Commission played key role in boosting up civil service through inflow of qualified persons from outside

NPM measures towards post-NPM

- Presidential Committee of Government Innovation and Decentralisation (PCGID) formed. The 28 member committee included 8 cabinet ministers and 20 civic experts and scholars. Viewed reform as ongoing process
- Focused on specific functions, divisions of individual organisations
- Shift from previous regime's focus on small government
- Instead of job-cut attempt to address people's needs
- Number of public employees rose from 889993 in 2002 to 975012 in 2007. Most agencies enlarged their size. Number of agencies increased from 23 in 2003 to 45 in 2008. Number of open positions increased continually from 142 in 2003 to 220 in 2008

Welcome to the Presentation on

Recent Changes in Public Sector

Facilitated by

Md. Sharif Hasan

Director, BPATC, Savar, Dhaka

Session Outline

- Introduction
- Forces of change
- Defining New Public Management & Basic assumptions
- Background and other incarnations
- Key features of NPM
- Drawbacks of NPM
- Public Value Management
- New Public Governance
- Reform and Bangladesh
- Conclusion
- Question & answer

Introduction

- The trend towards continuous and pervasive change and increasing interdependencies is prevalent in the public sector organisations.
- They are in a 'turbulent environment' that is characterised by increasing uncertainties.
- Dramatic changes in the political, economic and technological environments during the last few decades play a decisive role behind such uncertainties

Introduction (continued)

- They are in a 'cyclone of change'.
- They need to expand, redirect activities according to new needs or opportunities, review or revise activities by introducing new systems, reorganising, adopting new operational methods.
- Public organisations are subject to cuts in spending and the demand for enhanced efficiency and effectiveness.
- Public sector organisations should exhibit entrepreneurial behaviour, shift towards greater competition and application of private sector management style.

Background and other Incarnations

- NPM and 'entrepreneurial government' have been in existence for more than twenty years.
- The roots of NPM lie in the public sector reform programs by Margaret Thatcher (UK) and Reaganomics (USA) in the 1980s under Neo-liberal politico-economic thinking.
- Indebted to Fulton Report (1968) in the UK and Civil Service Reform Act (1978) in the USA.
- The other incarnations of NPM are market based public administration, managerialism, reinventing government, entrepreneurial government and post-bureaucratic model.

What is NPM?

- Inability of the governments to face the challenges of new millennium and wide gap between policy formulation and implementation prepared the ground for international action.
- The four stages of public management development are minimal state; unequal partnership between government, voluntary and private sectors; welfare state; plural state. NPM belongs to the fourth stage (plural state).
- At this stage, efficiency of public management is determined by its ability to deliver service.

Basic Assumptions

- Private sector is more efficient than public sector.
- Politicians are suspicious of public sector bureaucracy.
- Decentralised decision making and individualism is more effective than centralised decision making and collectivism.
- Public sector is declining due to decentralisation, globalisation, privatisation and deregulation.
- Actually, public sector is expanding in most countries and the problems of public sector is increasing.

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Areas of Intervention

- Changes to focus on outputs.
- Changes in administrative inputs.
- Scope of public agencies. and
- Changing accountability relationships with political leadership and the public, as public servants become more and more responsible for results.

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Key Features

- Improving human resources; Staff involvement in decision making; Usage of information technology; Explicit standards of performance; Removing unnecessary controls; Treating public as customer or client; and Contract out/ privatisation.
- More emphasis on output and outcomes than input and process; realistic and effective performance appraisal mechanisms; replacing large, multi-purpose and hierarchical bureaucracies by more specialised, lean, flat and autonomous forms; substituting hierarchical relationships by contract-like relationships; shift towards efficiency and individualism; and public-private partnership.

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Preconditions

- Reasonable level of economic development to combat unemployment.
- 'Shock absorbing capability' of the economy.
- The traditional bureaucratic model should be in practice.
- Capacity of the state (institutional, technical, administrative and political levels).

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Drawbacks

- The diversity of public sector in terms of tasks, values and relationships is often ignored.
- Anxieties about public accountability have made the British and New Zealand models much controversial.
- Applicability in developing countries is in doubt because of the non-fulfilment of various pre-conditions.
- There is controversy regarding the economic basis of managerialism.
- It tends to eliminate public-private differences.
- Identity crisis has been created among public servants.

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Drawbacks (continued)

- NPM is perceived as a reborn of Taylorism, that is contrary to human relations school.
- There is more possibility of political intervention.
- Conflict of new values i.e. productivity, efficiency, risk taking, independence and accountability with traditional values i.e. procedural correctness, equal treatment, welfare, risk avoidance and strict adherence to rules and regulations.
- Public servants will resist change if it means more work, lower salaries, less recognition and no more job security
- It is difficult to measure the goods/services delivered by the public sector.
- NPM cannot claim itself as a global panacea.

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Public Value Management

- Steering toward public value is an emerging new management paradigm.
- Does not intend to confine politics but considers it as central to management.
- Concerned with getting officials to work more effectively with politicians, to develop a sense of distinctive non-business dimension.
- Politics breathes life into the whole process. However, politics is seen as broader than party politics.
- Public realm is different from commercial sectors.
- Governing and shopping or more broadly buying or selling goods in a market economy are different

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Key features

- Long term goal: achieving public value that provides greater effectiveness in tackling problems; stretches from service delivery to system maintenance.
- Role of managers: to play an active role in steering networks of delivery and maintain overall capacity of the system.
- Public interest: Individual and public preferences produced through a complex process of interaction involving deliberative reflection over inputs and opportunity costs.
- Public service ethos: no one sector has monopoly on public sector ethos; maintaining relationships through shared values is essential.
- Preferred system: alternatives selected pragmatically, reflexive approach to intervention mechanisms to achieve goals'.
- Democratic process: Integral to all that is undertaken, a rolling and continuous process of democratic exchange is essential.

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New Public Governance (NPG)

- Hardly recognises NPM as a 'paradigm'.
- Argues that NPM has actually been a transitory stage in the evolution from traditional Public Administration (PA) to New Public Governance (NPG).
- Three modes of Public Administration Management (PAM)–
- A longer, pre-eminent one of PA, from late nineteenth century to late 1970s/early 1980s; NPM, through to the start of the twenty-first century; and NPG.
- NPM termed as a relatively brief and transitory one between the statist and bureaucratic tradition of PA and the embryonic plural and pluralist tradition of the NPG.

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Key Features of NPG

- Rooted firmly within organisational sociology and network theory
- Acknowledges increasingly fragmented and uncertain nature of public management in the twenty-first century.
- Draws much from influential work on networks and from substantial organisational social capital literature within organisational strategy.
- Has potential to derive insights from relational marketing literature; to tap into a more contemporary stream of management theory; concerned with 'relational organisation' than does the output and intra-organisational focus of the NPM.

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Key Features of NPG (Contd)

- Posits both a plural state, where multiple inter-dependent actors contribute to the delivery of public services and where multiple processes inform the policy making system. Focus is very much upon inter-organisational relationships and governance of processes, and it stresses service effectiveness and outcomes.
- Lays emphasis on design and evaluation of enduring inter-organisational relationships, where trust, relational capital and relational contracts act as core governance mechanisms.

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Key Features of NPG (Contd.)

- Has potential to provide framework to fuel generation of new PAM theory and to support analysis and evaluation of public policy evolution ;to evaluate, critique neo-corporatist assumptions of Voluntary Sector Compact, and emphasis upon 'preferred supplier' models and voluntary sector modernisation within cross-cutting review of role of voluntary sector in providing public services.
- Combines strengths of PA and the NPM, by recognising legitimacy and inter-relatedness of both policy making and implementation/service delivery processes.

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Reforms in Bangladesh

- Colonial Legacy

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Civil Administration Restoration Committee (CARC)

- Appointed soon after Independence.
- Recommended a secretariat structure consisting of 20 ministries. Submitted plans for rehabilitation of field level administration. Did not make recommendations indicating 'significant departure' from the system established by Pakistan government would be pre mature.
- Anticipated that radical changes including civil servants in important positions may result in difficulties

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ASRC and NPC1

- Administrative and Services Re-organisation Committee (ASRC) formed in 1972. The same time, National Pay Commission (NPC1) was formed
- Four member committee of ASRC was headed by Professor Muzaffar Ahmed Chaudhuri
- ASRC was guided by 'new social philosophy' i.e. secularism, democracy, nationalism and socialism.
- ASRC thoroughly examined existing administrative system and made some significant, 'radical' recommendations including a single, classless, unified grading structure with appropriate number of different pay scales combining different levels of qualifications, skills and responsibilities.

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ASRC and NPC1

- Aimed to develop integrated public personnel management ASRC made the following recommendations: merit based rational selection process; long-term career planning; formulation of general training policy; coordinated institutionalised training; merit-cum seniority based promotion.
- These 'radical' recommendations were not implemented by government.
- However, recommendations of NPC1 to replace the existing 2200 pay scales with 10 were implemented.

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MLC 1 and MLC 2 (1982)

- Martial Law Committee was 1 formed to review, restructure over all structure of ministries, other state owned entities
- Martial Law Committee 2 was formed to approve recommendations made by MLC 1.
- Major recommendations include reduced number of ministries and civil servants (mostly at lower levels); restructured role of secretariate, other executive bodies; and delegation of financial and administrative power.
- Trend of declining number of ministries and lower-level public servants.

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MLC 1 and MLC 2 (1982)

- Number of ministries reduced from thirty-six to nineteen.
- Existing 243 Departments, Directorates and subordinate offices went down to 181, number of officials mostly belonging to lower levels curtailed from 9440 to 3222. Moreover, implementation of recommendations resulted in reduction of public statutory bodies from 155 to 109.
- 28,740 posts identified as surplus and abolished.
- Later on, number of ministries and lower level employees increased gradually.

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Government That Works

- World Bank Study titled 'Government That Works: Reforming the Public Sector' conducted in 1996
- Recommended introduction of a competitive and market based public administration in Bangladesh and called for limiting scope of public administration; enhancing responsiveness of public service; streamlining and overhauling rules regulations and processes; and maintaining an efficient, committed and professional corps of public servants.

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Government That Works

- The World Bank expressed that implementation of administrative is a difficult task in a country like Bangladesh. However, it cautioned non implementation of reform would be very costly. The cost will occur in the form of lower economic growth; continuous poverty; and less service for more pay by the citizens. However, none of the major recommendations by the WB were implemented by the government

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Public Administration Reform Commission (PARC)

- Headed by ATM Shamsul Haque (former Secretary)
- Influenced by New Public Management (NPM)
- Formed in 1997, submitted report in 2000.
- Recommendations; improving service delivery; determining missions and functions; performance appraisal and monitoring; delegation of power; privatisation, contracting out; reducing wastage; enhancing users' fees in utility service; separation of judiciary; separation of audit and accounts; monetisation of vehicle facilities; lateral entry; Senior Management Pool; liberalising quota system; simplified land management system; strengthening district level offices/local government offices by gradual abolition of divisional offices.

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Good Governance Programme (2008)

- Formulated in line with national policies and priorities set by caretaker government (2007-2009) in collaboration with Asian Development Bank. Focused on transparency and anti corruption, judicial independence and undertaking a broad set of reform initiatives for democratic governance.
- Influenced by New Public Governance (NPG).
- Key features: sound economic performance; ambitious political and economic reforms; privatisation efforts; transformation of public enterprises into companies; regulatory reforms; and wide ranging governance reforms
- Regulatory Reforms Commission (RRC) established to oversee. Later on, RRC was abolished by government.

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Good Governance Programme (2008)

- National Integrity Strategy (NIS) formulated and Grievances Redress System (GRS) established.
- Public Service Commission reconstituted to make recruitment, selection process more transparent and curbing corruption.
- Establishment of National Human Rights Commission (implemented) and Local Government Commission(yet to be) following promulgation of ordinances
- Bangladesh Telegraph and Telephone Board transformed into Public Limited Company (BTCL). Recommended Biman Bangladesh Airlines to be turned into Public Limited Company by selling shares to capital market and investment, participation from private sector made open

in Civil Aviation Authority (yet to be)

Conclusion

- New Public Management emerged to enable the public sector serving people in a more effective manner.
- The new system of service delivery and employment regulation is not emerging in an unproblematic manner.
- The limitations include insecurity of job, fragmentation, profit-service/welfare dichotomy etc.
- NPM needs radical reform combining the old and new models.
- It is premature to make definitive judgments about the success/failure of NPM.
- Not the right time to make decisive comments about emerging New Public Governance
- Bangladesh has a long way to go to materialise desired administrative reforms.

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Thank You Very Much!

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Inter-Ministerial Meeting and Consultation

Necessity, Procedure and Effectiveness

M Musharraf Hossain Bhuiyan
July 2024

Outline of Discussions

- The legal framework
- Inter-ministerial coordination in Rules of Business
- Requirement of inter-ministerial consultation
- Consultation with specific Ministries/Divisions
- Correspondence with foreign country or mission
- Cases where the Ministries/Divisions cannot agree
- Cases refused by the Finance Division

Outline of Discussions (contd.)

- Necessity for inter-ministerial consultation
- Nature of the parliamentary form of government
- Implications of collective responsibility
- The essence of the consultation process
- Advantages of inter-ministerial consultation
- Challenges around inter-ministerial consultation
- Imperatives for effective consultation

The Legal Framework

- The Constitution of the People's Republic of Bangladesh
- Rules of Business 1996 including Allocation of Business
- Rules of Procedure of Parliament
- Secretariat Instructions 2014
- Other rules, regulation and instructions

Extracts from the Constitution

- The President shall make rules for the allocation and transaction of the business of the Government. - *Article 55(6)*
- 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. - *Article 75(1)(a)*

The Legal Basis of Secretariat Instructions

Secretariat Instructions and other instructions on the manner of disposal of business in the Ministries/Divisions and Attached Departments shall be issued by the Ministry of Public Administration.

— *Rule 4(vii), Rules of Business*

Inter-ministerial Consultation in the Rules of Business

- Chapter I: General provisions
- Chapter II: Reference to the President and the Prime Minister
- Chapter III: Inter-ministerial consultation
- Chapter IV: Procedure for the meeting of the Cabinet
- Chapter V: Miscellaneous provisions
- Schedules I-VII

Requirement of Consultation Among Ministries and Divisions

When the subject of a case concerns more than one Ministry/Division, no orders shall issue, nor shall the case be submitted to the Prime Minister or the Cabinet until it has been considered by all the Ministries/Divisions concerned and their views are properly recorded.

— Rule 10 (1), Rules of Business

Requirement of Consultation with Some Specific Ministries/Divisions

Subjects required to be consulted with

- Cabinet Division, Rule 11
- Ministry of Public Administration, Rule 12
- Finance Division, Rule 13
- Law and Justice Division, Rule 14
- Legislative and Parliamentary Affairs Division, Rule 14A
- Ministry of Foreign Affairs, Rule 15

Correspondence with Foreign Country or Mission: General

Except as provided in Sub-Rule (3) below, all correspondences made a Ministry/Division/Attached Department with the Government of a foreign country or foreign mission in Bangladesh or an international organization shall normally be conducted through the Ministry of Foreign Affairs, except in matters relating to the utilization of agreed foreign assistance concerning the Ministry/Division.

— Rule 29(1), Rules of Business

Correspondence with Foreign Country or Mission: Economic

All requests to a foreign government or an international organization for economic or technical assistance shall be made through the Economic Relations Division or Finance Division, as the case may be, which shall correspond with the foreign government or other international agencies, except in utilization of the agreed foreign assistance concerning the Ministry/Division.

— Rule 29(3), Rules of Business

Process of Dealing with Cases Where Ministries/Divisions Cannot Agree

If the various Ministries/Divisions concerned cannot reach agreement, and the Minister, after consultations with other Ministers concerned, desires to press the case, it shall be submitted to the Prime Minister.

Rule 10(2), Rules of Business

Dealing with Cases Refused by the Finance Division

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

- Rule 13(2), Rules of Business

Necessity for Inter-ministerial Consultation

- The legal requirement
- Recognizing the fact that the government is an inter-dependent, inter-connected, single system
- Consideration of different perspectives
- Use of all available knowledge and skills

Nature of the Parliamentary Form of Government

- The Cabinet is collectively responsible to the Parliament. - Article 55(3) of the Constitution
- No-confidence motion can be moved against the Cabinet, not any individual Minister. - Rule 159, Rules of Procedure 2007

Implications of Collective Responsibility

A government after the parliamentary model, is one united whole. It has a joint responsibility. Each member of the government must support others so long he remains in the government. It is quite absurd for any Minister to oppose or even give the impression of opposing his colleague. Opinions may be freely expressed within the Cabinet. Outside, the government should have only one opinion.

-Jawaharlal Nehru

The Essence of the Consultation Process

- Sharing of relevant facts and the points necessitating the consultation with the concerned Ministries/Divisions
- Collection and compilation of written comments
- Inter-ministerial meeting for resolving differences
- Inter-ministerial committees or multi-disciplinary teams for in-depth analysis or detailed examination

Advantages of Inter-Ministerial Consultation

- Proper implementation requires acceptable decisions
- Success needs mobilization of allies
- Coordination among actors is necessary
- Lack of support from different quarters of a fragmented public sector as well as conflicting private interests may frustrate government's good intentions
- Mere political will and the rhetoric of easy technical solution is no substitute for collaborative decisions

Challenges Around Effective Inter-Ministerial Consultation

- Knowledge gap regarding the existing legal provisions, processes, and standard practices
- Lack of keenness for careful observance and due diligence
- Coordination issues, both vertical and horizontal
- Weakness in documentation and communication
- Inadequate and shallow consultation

Imperatives for Effective Inter-ministerial Consultation

- Enhancing training, both on-the-job and institutional
- Wider and deeper consultations
- Strengthening the accountability mechanism for compliance and performance
- Developing the culture of evidence-based decision-making
- Fostering the respect for the rule of law

9/4/202

How Bangladesh Parliament Works



K. M. ABDUS SALAM
SENIOR SECRETARY
BANGLADESH PARLIAMENT



গণতন্ত্রের একটি গুরুত্বপূর্ণ অঙ্গ হলো Leader (নেতা)। এখানে Leader (নেতা) বলতে বোঝায় যে, তিনি গণতন্ত্রের নেতৃত্ব দেন। তিনি গণতন্ত্রের নেতৃত্ব দেন। তিনি গণতন্ত্রের নেতৃত্ব দেন।

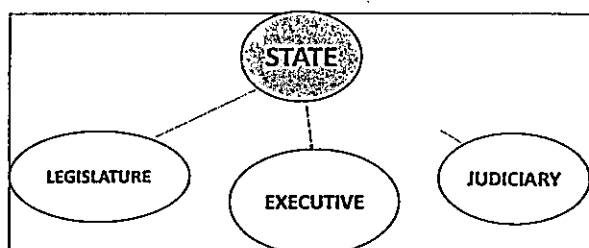
১৫ জানুয়ারি ১৯৭৫ খ্রীস্টাব্দে গণতন্ত্রের নেতৃত্ব দেন।



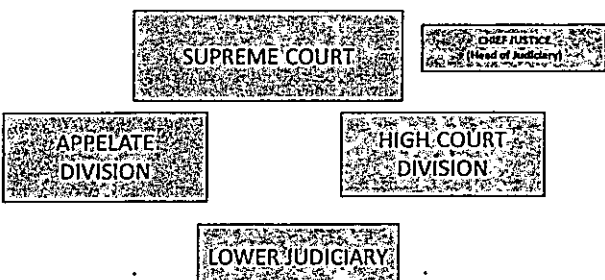
গণতন্ত্রের একটি গুরুত্বপূর্ণ অঙ্গ হলো Leader (নেতা)। এখানে Leader (নেতা) বলতে বোঝায় যে, তিনি গণতন্ত্রের নেতৃত্ব দেন। তিনি গণতন্ত্রের নেতৃত্ব দেন। তিনি গণতন্ত্রের নেতৃত্ব দেন।

১৫ জানুয়ারি ১৯৭৫ খ্রীস্টাব্দে গণতন্ত্রের নেতৃত্ব দেন।

Separation of Power and Constitutional Provision



THE JUDICIARY



THE EXECUTIVE



THE LEGISLATURE

SPEAKER

DEPUTY
SPEAKER

Chief
Whip/Whips

MPs

Bangladesh Parliament

The Bangladesh Parliament is the most powerful institution in the Country since it is the brain storming hub for law makers, who are supposed to shape the nation's fate.
Parliaments are premier representative institutions and the centre piece epitome of democracy. Strong parliaments are the cornerstone of democracy and essential for development.

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

Background of Parliamentary System in Bangladesh

1954 - Bangabandhu became a Member of East Bengal Legislative Assembly (Gopalganj South, Gopalganj, Kotlaipara)

1955 - Bangabandhu became a Member of Pakistan Second Constituent Assembly-cum-Legislature (1955-1958)

1966 - Six-point Demands for Emancipation: Federal structure of govt with a parliament elected on the basis of a universal adult franchise

1970 - 1970 - Bangabandhu became a Member of Pakistan National Assembly (Dacca-8, Kotwali, Sutrapur, Part of Lalbag-Thana, Part of Keraniganj Thana)

Total 300 seats: Awami League 160, the People's Party 81, other parties 59 seats

1973 - Bangabandhu became MP in Four Constituencies: 1. Dhaka-12, 2. Dhaka-15, 3. Faridpur-11, 4. Bakerganj-4

Background of Parliamentary System in Bangladesh/Cont

- 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: 1973 (Total Seat: 300: Awami League 293, Small parties and independents: 7)
- Bangabandhu became a Member of Bangladesh Parliament in 1973 (Dhaka-12)
- First sitting of the Jatiyo Sangsad: 07 April 1973

Constitutional Provisions on 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)

"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)

Election of Speaker and a Deputy Speaker

"Parliament shall at the first sitting after any general election elect from among its members a and if either office becomes vacant shall within seven days or, if Parliament is not then sitting, at its first meeting thereafter, elect one of its members to fill the vacancy" (Article: 74)

Rules of Procedure of Parliament

"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" (Article: 72)

Key Functions of Parliament

1. Legislative Functions

- Enactment and amendment of laws
- Approval of Annual financial statement

2. Supervisory functions

3. Presentation of the Annual Financial Statement (Budget)

4. Parliamentary Diplomacy

5. Best Practices

6. Others

1. Legislative functions Enactment and amendment of laws

Every proposal in Parliament for making a law shall be made in the form of a Bill (Article 80 (1))

Nature of Bills

- Government Bill
- Private Members Bill

List of Private Members Bill

Sl. No.	Bill No.	Bill Title	Author	Introduced	Passed	Enacted	Amended	Repealed
1	1	The Ministry of Education Bill, 1979	Shri. P. V. Narayana Murthy	1979	1979	1979	1979	1979
2	2	The Ministry of Health Bill, 1980	Shri. P. V. Narayana Murthy	1980	1980	1980	1980	1980
3	3	The Ministry of Agriculture Bill, 1981	Shri. P. V. Narayana Murthy	1981	1981	1981	1981	1981
4	4	The Ministry of Industries Bill, 1982	Shri. P. V. Narayana Murthy	1982	1982	1982	1982	1982
5	5	The Ministry of Transport Bill, 1983	Shri. P. V. Narayana Murthy	1983	1983	1983	1983	1983
6	6	The Ministry of Social Welfare Bill, 1984	Shri. P. V. Narayana Murthy	1984	1984	1984	1984	1984
7	7	The Ministry of Labour Bill, 1985	Shri. P. V. Narayana Murthy	1985	1985	1985	1985	1985
8	8	The Ministry of Forests Bill, 1986	Shri. P. V. Narayana Murthy	1986	1986	1986	1986	1986
9	9	The Ministry of Water Resources Bill, 1987	Shri. P. V. Narayana Murthy	1987	1987	1987	1987	1987
10	10	The Ministry of Power Bill, 1988	Shri. P. V. Narayana Murthy	1988	1988	1988	1988	1988

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

- ☐ Prepare the draft by the concerned Ministry/Division
- ☐ Primary approval of the Cabinet
- ☐ Vetting from the Legislative and Parliamentary Affairs Division
- ☐ Final approval of the Cabinet
- ☐ Recommendation of the President in advance (Article 82)
- ☐ Send the proposal in Parliament in the form of a bill

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)

Introduction of a bill / First Reading...

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)

Introduction of a bill / First Reading

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)
- 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

- Accepting the clauses as part of the bill
- Minister's move that the Bill be passed
- Each Clause/Schedule of a bill shall form part of the bill if it is passed by a majority of the votes of the MPs present and voting (Rule 94)
- The Minister may at any stage of a bill move for leave to withdraw the bill introduced by him (Rule 93)

Post Legislative Phase / Assent of the President

- ☐ The assent of President and the publication of Bill as an Official Gazette.
- ☐ The president must 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. Once a Bill receives assent, or is deemed to be assented to, it becomes law and is called an Act of Parliament.

2. Supervisory functions: Oversee the Government

1. Standing Committees of Parliament

2. In-house Debate:

- Calling attention to matters of urgent public importance: Rule 71
- Question Answer by the Prime Minister (Every Wednesday first 30 minutes)
- Question Answer by the Minister

1. Point of Order: Rule 301, 302

2. Others

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 committee on Ministries/Divisions
- 11 standing committee on others

3. Presentation of the Annual Financial Statement (Budget)

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 1973 (Rule:111-127)
- General Financial Rules, 1951, updated 1998 (Budget, Grants and Appropriations)
- Preparation of the Budget (Secretariat Instruction, 1976 updated 2014)
- The Public Monies & Budget Management Act, 2009

Budget: Constitutional provision

- No Money Bill, or any Bill which involves expenditure from public moneys, shall be introduced into Parliament except on the recommendation of the President [Article 82].
- No tax shall be levied or collected except by or under the authority of an Act of Parliament [Article 83]
- There shall be laid before Parliament, in respect of each financial year, a statement of the estimated receipts and expenditure of the Government for that year, in this Part referred to as the annual financial statement. [Article 87(1)]
- The annual financial statement shall show separately—
 - the sums required to meet expenditure charged by or under this Constitution upon the Consolidated Fund; and
 - the sums required to meet other expenditure proposed to be made from the Consolidated Fund; and shall distinguish expenditure on revenue account from other expenditure. [Article 87(2)]

Money bill (Article 81)

Money Bill means a Bill containing only provisions dealing with all or any of the following matters—

- Imposition, regulation, alteration, remission or repeal of any tax
- Borrowing of money or the giving of any guarantee by the Government, or the amendment of any law relating to the financial obligations of the Government;
- Custody of the Consolidated Fund, the payment of money into, or the issue or appropriation of moneys from, that Fund;
- Imposition of a charge upon the Consolidated Fund or the alteration or abolition of any such charge;
- Receipt of moneys on account of the Consolidated Fund or the Public Account of the Republic, or the custody or issue of such moneys; or the audit of the accounts of the Government;
- Every Money Bill shall, when it is presented to the President for his assent, bear a certificate under the hand of the Speaker that it is a Money Bill, and such certificate shall be conclusive for all purposes and shall not be questioned in any court.

Consolidated Fund (Article 88)

- Following expenditure shall be charged upon the Consolidated Fund –
- the remuneration payable to the President and other expenditure relating to his office
 - the remuneration payable to –
 - The Speaker and Deputy Speaker
 - The Judges of the Supreme Court
 - The Comptroller and Auditor General
 - The Election Commissioners
 - The members of the Public Service Commissions;
 - The administrative expenses of, including remuneration payable to, officers and servants of Parliament, the Supreme Court, the Comptroller and Auditor General, the Election Commission and the Public Service Commissions.
 - All debt charges for which the Government is liable
 - Any sums required to satisfy a judgment, decree or award against the Republic by any court or tribunal
 - Any other expenditure charged upon the Consolidated Fund by this Constitution or by Act of Parliament.

Appropriation Act

- No money shall be withdrawn from the Consolidated Fund except under appropriation made by law passed in accordance with the provisions of this article (Article 93)
- Appropriation Act authorizes the payment and appropriation from the Consolidated Fund for carrying out the operations of the financial year.
- The Appropriation Bill shall not be referred to any Committee (RoP: 126)
- The debate on an Appropriation Bill in the Parliament shall be restricted to matters of public importance or administrative policy implied in the grants covered by the Bill which have not already been raised while the relevant demands for grants were under consideration (RoP:126)

Finance Act (RoP 127)

- "Finance Bill" means the Bill ordinarily introduced in each year to give effect to the financial proposals of the Government for the next following financial year.
- It also includes a Bill to give effect to supplementary financial proposals for any period.
- On a motion that the Finance Bill be taken into consideration, a member may discuss matters relating to general administration, local grievances within the sphere of the responsibility of Government or monetary or financial policy of the Government.
- Finance Bill shall not be referred to any committee.

Procedure relating to annual financial statement (Article 89)

- Annual financial statement as relates to expenditure charged upon the Consolidated Fund may be discussed in parliament. It shall not be submitted to the vote in the Parliament.
- Other expenditure shall be submitted to Parliament in the form of demands for grants, and Parliament shall have power to assent to or to refuse to assent to any demand, or to assent to it subject to a reduction of the amount specified therein.
- No demand for a grant shall be made except on the recommendation of the President.

Parliamentary Phase of the Budget Process

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

4. Parliamentary Diplomacy: Bangladesh Parliament Perspective

Parliamentary Diplomacy

Parliamentary diplomacy is the means by which two or more parliaments conduct an ongoing dialogue with regard to key international issues.

Global Parliamentary Forum

- ☐ Inter-Parliamentary Union (1889)
- ☐ Commonwealth Parliamentary Association (CPA) (1911)
- ☐ Parliamentary Union of the OIC Member States (1999)
- ☐ Asian Parliamentary Assembly (1999)

Friendship Group of Bangladesh Parliament (22 Friendship Group in the 11th Parliament)

- | | |
|----------------------------------|---------------------------------------|
| Bangladesh-Nepal (2019) | Bangladesh-Belgium (2021) |
| Bangladesh-Kazakhstan (2019) | Bangladesh-Uzbekistan (2022) |
| Bangladesh-Lebanon (2019) | Bangladesh-European Parliament (2022) |
| Bangladesh-Cambodia (2019) | Bangladesh-Portugal (2023) |
| Bangladesh-Turkiye (2020) | Bangladesh-Canada (2023) |
| Bangladesh-United Kingdom (2020) | Bangladesh-Algeria (2023) |
| Bangladesh-South Korea (2020) | Bangladesh-Morocco (2023) |
| Bangladesh-Sri Lanka (2020) | Bangladesh-Iraq (2023) |
| Bangladesh-Iran (2021) | Bangladesh-Sweden (2023) |
| Bangladesh-Saudi Arabia (2021) | Bangladesh-Japan (2023) |
| Bangladesh-Russia (2021) | Bangladesh-Viet Nam (2023) |

Friendship Group in the 12th Parliament (5 Friendship Group in the 12th Parliament)

- Bangladesh-Saudi Arabia (2024)
- Bangladesh-Greece (2024)
- Bangladesh-France (2024)
- Bangladesh-Egypt (2024)
- Bangladesh-Russia (2024)
- Bangladesh-Malaysia (2024)
- Bangladesh-Japan (2024)

5. 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.
- ☐ Chairman of the Public Accounts Committee from the opposition (in the 11th and 12th Parliament).
- ☐ Strengthening Financial Oversight Committees to oversee the executive.

6. Others

- Smart Parliament
- Duties of Council Officers
- Acts/Rules related to Bangladesh Parliament

Digital Parliament/SMART Parliament

- ❑ 28 softwares, like, Questions & Answer Management System, Parliament Resource Planning, MP Portal, Notice and Petitions Management System etc., are being prepared for making E-Parliament/Smart Parliament.
- ❑ My Constituency Apps for enhancing interaction between MPs & the citizen of the constituency.

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

Laws related to the Bangladesh Parliament

- The Members of Parliament (Remuneration and Allowances) Order, 1973 (Amended up to 2018)
- The Speaker and Deputy Speaker (Remuneration and Privileges) Act, 1974
- The Leader and Deputy Leader of the Opposition (Remuneration and Privileges) Ordinance, 1979
- The Bangladesh (Whip) Order, 1972
- The Whips (Salary, Allowances and Privileges) Rules, 1972
- The Bangladesh Institute of Parliamentary Studies Act, 2001

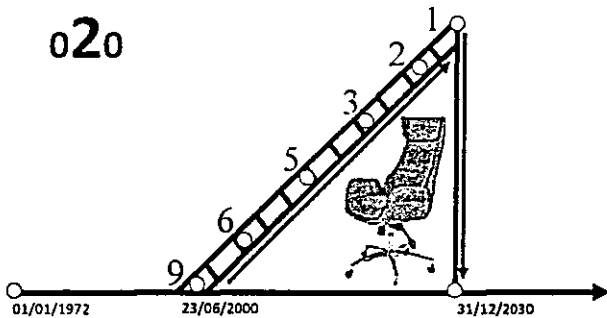
Laws related to the Bangladesh Parliament Secretariat

- The Bangladesh Parliament Secretariat Act, 1994
- The Recruitment Rules for the Employees of the Parliament Secretariat, 1994
- Delegation of the Administrative and the Financial Powers, 2010
- Conduct Rules for the Employees of the Parliament Secretariat, 2005
- Discipline and Appeal Rules for the Employees of the Parliament Secretariat, 2005

Q & A...

Social Accountability Tools R2I, CC, GRS, APA, NIS

020



"Our prime purpose in this life is to help others. And if you can't help them, at least don't hurt them."

-Dalai Lama

"Every person in the service of the Republic has a duty to strive at all times to serve the people."

-Article 21(2), Bangladesh Constitution

সরকারি চাকরি আইন, ২০১৮

- ২৪। নির্ধারিত সময়ে সরকারি সেবা প্রদান- (১) কোনো ব্যক্তি, সরকারি কোনো কার্য বা সেবা প্রদানের জন্য আবেদন বা অনুরোধ করিলে, আশ্রিতত বসবস সংক্রিষ্ট আইনের বিধান ও সরকারি আদেশ সাপেক্ষে, নির্ধারিত সময়ের মধ্যে অথবা যে ক্ষেত্রে সমতুল্যতা নির্ধারিত নাই সেই ক্ষেত্রে সুতিলম্বত সময়ের মধ্যে, প্রাপ্য সেবা সরবরাহ বা অনুরোধ আবেদন নিষ্পত্তি করিতে হইবে।
- (২) যে ক্ষেত্রে অনুরোধ কোনো আবেদন বা অনুরোধ সুতিলম্বত কোনো কারণে, প্রাথমিক বা না-মঞ্জুর করা হয় অথবা নির্ধারিত বা সুতিলম্বত সময়ে সরবরাহ নিষ্পত্তি করা না যায়, সেই ক্ষেত্রে উহার কারণ সেবা প্রাপ্য ব্যক্তিকে অবহিত করিতে হইবে।
- (৩) কোনো কর্মচারী ইচ্ছাকৃত ও অত্যাশ্রিতভাবে এই ধারার বিধান লংঘন করিলে, উহা অপসারণ, বা, ক্ষেত্রভেদে, অবসর দিয়ার ক্ষমতা হইবে।

Services provided from public offices-

- ❖ Citizen Service (নাগরিক সেবা)
- ❖ Organisational Service (প্রতিষ্ঠানিক সেবা)
- ❖ Internal Service (সরকারী সেবা)

Provision of Public Service:

- ❖ Public resources are used for providing public services.
- ❖ Providing better public services is an obligation
 - ❑ Better public service delivery requires transparency and accountability in public administration.
 - Transparency in public administration means, people know-
 - ✓ the process and steps of decision making.
 - ✓ decisions are made and implemented flowing the rule book.
 - ✓ information on policies and actions is freely available and accessible.
 - ✓ information is provided in easy manners that people understand.
 - ✓ service providers act openly and efficiently.

Accountability:

The relationship between state and its people (Foresti et al., 2007).

Obligation of powerholders to accept responsibility and to answerability.

- ❖ Starts with every individual
- ❖ Being proactive
- ❖ Figuring out solutions to problems
- ❖ Be receptive to learning
- ❖ Accept constructive criticism
- ❖ Follow the policies & procedures
- ❖ Cannot be delegated
- ❖ Knowledge sharing with others
- ❖ Collaborating with Colleagues and supporting them

অবৈধ শাসন/বিদ্যুৎ সংযোগ, শাসনোচিত অধিনে ইয়ানি-

Accountability/Lack of Accountability?

Transparency and Accountability are two integral elements of good governance

- ❖ The prime obligation of the state is to promote good governance, prevent corruption and ensure the highest integrity in all affairs of the state and society.
- ❑ Governance is the exercise of power or authority-political, economic, administrative or otherwise-to manage a country's resources and affairs - UNDP
- ❑ The process of decision-making and the process by which decisions are implemented (or not implemented).-UNESCAP

Worldwide Governance Indicators
GDP per capita crossed \$1,000 (2014) and \$2,000 (2019)

Indicator	Country	Year	Percentage Rank (0 to 100)
Control of Corruption	Bangladesh	2019	20
Regulatory Quality	Bangladesh	2019	20
Government Effectiveness	Bangladesh	2019	20
Control of Corruption	Bangladesh	2014	20
Regulatory Quality	Bangladesh	2014	20
Government Effectiveness	Bangladesh	2014	20

❑ Bangladesh has experienced big economic growth in the past years.

❑ The transition of WGI's suggest that there has been not much improvement in some of the indicators, especially, "Government Effectiveness", "Regulatory Quality" and "Control of Corruption".

গণস্বতন্ত্রতা

"Governance" does matter or not for economic growth?

Worldwide Governance Indicators
GDP per capita in 2022 (USD)
BD \$2,688 IN \$2,388 ID \$4,788 MY \$11,971 UMI \$10,794

Indicator	Country	Year	Percentage Rank (0 to 100)
Control of Corruption	Bangladesh	2019	20
Regulatory Quality	Bangladesh	2019	20
Government Effectiveness	Bangladesh	2019	20
Control of Corruption	Bangladesh	2014	20
Regulatory Quality	Bangladesh	2014	20
Government Effectiveness	Bangladesh	2014	20

- ❖ There is a clear co-relation between the governance improvement and economic growth.
- ❖ To realize vision 2030 and SMART Bangladesh, improvement of "Government Effectiveness", "Regulatory Quality" and "Control of Corruption" is must.

"Governance", quality of public policy formulation and implementation, DOES matter.

Source: <https://www.govindicators.org/interactive-data-overview>

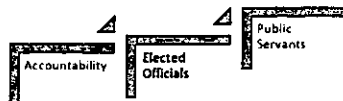
Accountability → Social Accountability

Accountability = Responsibility + Answerability

Responsibility for the assigned job and answerability to the result of action or inaction.

In democracy it is the obligation for the elected public officials that they owe accountability to the citizens. Elections oblige officials to be accountable to the electorate for the policies formulated and actions undertaken if they desire to be re-elected.

Public servants, who are largely responsible for implementation of various policies and schemes, do not even have to face elections.
No pressure for them from the electorates.



❑ Social Accountability is-

- giving voice to the citizen
- constructive engagement/interaction between the government and the citizen.
- ❑ Constructive engagement Social Accountability is mutual responsibility
 - ❖ Government/Service Provider/Agent
 - Provide the platforms or create mechanisms for citizen participation.
 - Keeps the door open for people's participation.
 - ❖ Citizen groups/Service Receiver/Principal
 - ❖ Should be motivated to participate in the government's platform.
 - ❖ Willing to engage with the government.

Government of Bangladesh has adopted five Social Accountability Tools:

Right to Information (R2I)

Citizen's Charter (CC)

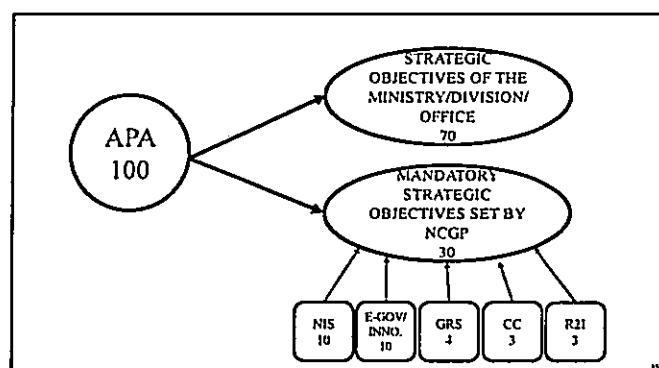
Grievance Redress System (GRS)

Annual Performance Agreement (APA)

National Integrity Strategy (NIS)

GRS- the hindrance

- ❖ The attitude of the government functionaries toward complaints of the people.
- ❖ These functionaries take complaints as something hostile to their jobs and an attempt, on part of the people who make complaints, to harm these employees.



What is the most serious hindrance in practicing GRS in Bangladesh?

What are the reform initiatives you think needed to ensure accountability in:

1. Executive Organ and Public Administration
2. The Parliament
3. The Election Commission
4. Political Parties
5. Local Government Institutions
6. Educational Institutions

Module:3

Policy & Planning

A Primer on Public Policy

Compiled and presented by

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A Primer on Public Policy Studies

Outline

- ☐ Introduction to the study of public policy;
- ☐ Definitions and typology;
- ☐ Approaches, dynamics, functional dimensions and politics of public policy;
- ☐ The study of climate policies

Policy: Tossing the Concept

☐ A policy is typically described as a *principle* or *rule* to guide decisions and achieve rational outcome(s).

☐ The term is not normally used to denote what is actually done; this is normally referred to as either *procedure* or *protocol* (Anderson, 2005). Whereas a policy will contain the 'what' and the 'why', procedures or protocols contain the 'what', the 'how', the 'where', and the 'when'.

☐ A Policy can be considered as a "*Statement of Intent*" or a "*Commitment*". For that reason at least, we can be held accountable for our "Policy".

☐ Policy or policy study may also refer to the *process of making important organizational decisions*, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have.

☐ Policies can be understood as *political, management, financial and administrative mechanisms* arranged to reach explicit goal.

Policy: Tossing the Concept (Continued)

Thomas Dye's Definition:

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

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

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

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

Policy: Tossing the Concept (Continued)

Stuart S. Nagel's Definition

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

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

☐ Goals, including normative constraints and relative weights for the goals.

☐ Policies, programs, projects, decisions, options, means, or other alternatives that are available for achieving the goals.

☐ Relations between the policies and the goals, including relations that are established by intuition, authority, statistics, observation, deduction, guesses, or other means

☐ Draw a conclusion as to which policy or combination of policies is best to adopt in light of the goals, policies, and relations.

Policy: Tossing the Concept (Continued)

Frank Fischer's Definition

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

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

'Policy', 'Rules', 'Laws' etc.: Further Clarity

□ The term may apply to government, private sector organizations and groups, and individuals. Presidential executive orders, corporate privacy policies, and parliamentary rules of order are all examples of policy. Policy differs from rules or law. While law can compel or prohibit behaviors (e.g. a law requiring the payment of taxes on income), policy merely guides actions toward those that are most likely to achieve a desired outcome (Wikipedia, 2010).

□ We conceive of policy not so much as actively purpose oriented but rather as a fairly cohesive set of responses to a problem that has arisen. In the sphere of government development activities, governments have policies, plans, programmes and projects, each of these in succession being a little more short-term, more specific in place and timing than the previous and each successively more executive rather than legislative (FAO, 2008).

The 'Public' and the 'Public Sector'

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

Compared and paraphrased by Professor Dr. H. A. H. H. H.

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Why study Public Policy?

There are three main reasons

- ✓ **Scientific Understanding:** To understand the causes and consequences of policy decisions, this will improve our knowledge of society. It can act as both dependent and independent variable. Example: as a dependent variable one can ask what socioeconomic condition and political systems characteristics operated to shape certain policies? Alternatively it can be viewed, as independent variable as what impact public policy has on the society and its political system.
- ✓ **Problem Solving:** To study the cause and consequences of the policy this can be used to seek solutions and practical problems "factual knowledge is prerequisite to prescribing for the ills of society?"
- ✓ **Policy Recommendations:** It can be for political purposes. Example: to ensure that the nation adopts the "right" policies to achieve the "right" goals.

Methodological Difficulties in Studying Public Policy

- Methodological problems afflict all research, but they do not negate the need for it
- Important to resist the notion that collecting empirical data is of prime importance and that the more data one has, the more one can explain
- No need to assume that if something cannot be counted, then it does not count. However, careful, rigorous analysis has not been used as frequently as would be desirable
- Important to remember that there is plenty of room for the study of policy using both case studies as well as more general and comparative techniques.

Typology of Policy

Distributive policies This policy i.e. distributive policy is one which benefits the constituents of one district, but whose costs are borne collectively (Coate, 2005). Distributive policies extend goods and services to members of an organization, as well as distributing the costs of the goods/services amongst the members of the organization. *Examples include government policies that impact spending for welfare, public education, highways, and public safety, or a professional organization's benefits plan.*

Regulatory policies Regulatory policies, or mandates, limit the discretion of individuals and agencies, or otherwise compel certain types of behavior. These policies are generally thought to be best applied when good behavior can be easily defined and bad behavior can be easily regulated and punished through fines or sanctions. *An example of a fairly successful public regulatory policy is that of a speed limit. In Iran also regulatory policies are increasing for example in the area of driving. If a driver speeds up more than 20 KM from the authorized speed that driving license will be canceled and that driver should apply for other license and also will be punished.*

Typology of Policy (Continued)

Constituent policies Constituent policies create executive power entities, or deal with laws. Constituent policies also deal with Fiscal Policy in some circumstances. *For example in Iran Majles, the legislature powers the government to do some more activities beyond the ones typically accepted in the budget protocol.*

Miscellaneous policies Policies are dynamic; they are not just static lists of goals or laws. Policy blueprints have to be implemented, often with unexpected results. Social policies are what happens 'on the ground' when they are implemented, as well as what happens at the decision making or legislative stage.

Theoretical Approaches to Policy Study and Analysis

Political Systems Theory

-Comprised of those identifiable and interrelated institutions and activities in a society that make authoritative allocations of values that are binding "Black box"

Group Theory

-Public policy is the product of group struggle
-Access – the opportunity to express viewpoints to decision-makers

Elite Theory

-Policy reflects values/preferences of a ruling elite
-The few govern the many

Theoretical Approaches to Policy Study and Analysis (Continued)

Institutionalism

– Concentrates on the formal and legal aspects of governmental institutions
– Has little to say about what drives the policy process

Rational-Choice Theory

– Applies microeconomic theory to the analysis of political behavior
– Rational self-interest
– Individuals are the units of analysis

Approaches & Dynamics to Policy Study (Continued)

Incrementalism

– Public policy as a continuation of previous government activities with only incremental modification. (e.g. Budgets of Bangladesh).
– Came out of a criticism of rational choice model.
– Incrementalism is important in reducing conflict, maintaining stability and preserving the political system itself.

There is no consensus on which is the "best" approach !

Public Policy: Functional Dimensions

- Policymaking occurs within an environment and there are some of the official and unofficial participants who plays an important role in policy formulation & implementation.
- The Policy Environment:
 - Demands are generated in the environment and transmitted into the political system.
 - Environment places limits and constraints
 - James E. Anderson identifies two environmental factors, namely, political culture and socio-economic variables and their influence on policy makers.

Public Policy: Functional Dimensions (Continued)

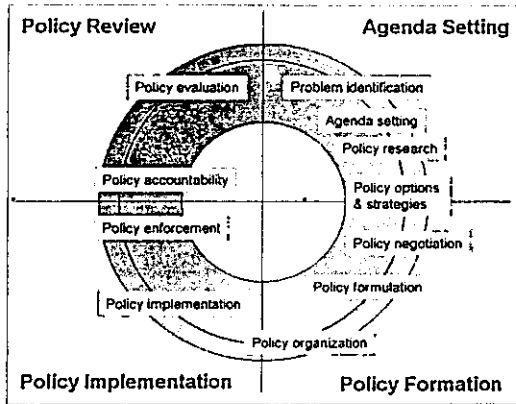
- The Official Policy Makers:
 - People with legal authority. (e.g. legislators, executives, administrators and judges)
 - Each performs policy making tasks, at least somewhat different from others.
- Unofficial Participants:
 - Besides the official policy makers, many other unofficial players may participate in the policy making process, like interest groups, political parties and individual citizens.
 - They may considerably influence policy formulation without possessing the legal authority.

Public Policy Process: 'Policy Cycle'

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

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

Policy Cycle



Policy Cycle (Continued)

The policy cycle has thus been cast as steps that display the sequential flow depicted by Jones's approach to public policy:

Agenda setting: Problems are defined and issues are raised. Gatekeepers filter out those which will be given attention by either the executive or the legislative branches.

Formulation: Analysis and politics determine how the agenda item is translated into an authoritative decision: a law, rule or regulation, administrative order, or resolution. There are two steps in policy formulation:

1. Alternative policy proposals are put forth, claiming rationality and technical analysis within the process. Policy analysts bring these alternatives to the attention of political decision makers with their recommendations.

2. The policy prescription is chosen among the alternatives, including the no-action option. This is usually accomplished by building the support of a majority. What is produced here is a binding decision or series of decisions by elected or appointed officials who are not necessarily experts but who are presumably accountable to the public.

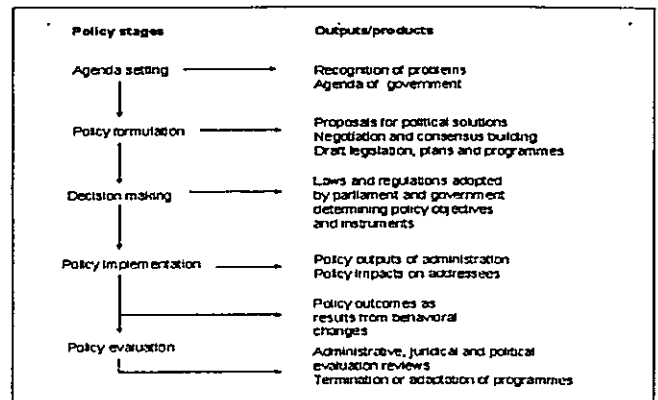
Policy Cycle (Continued)

Implementation: The authorized policy must be administered and enforced by an agency of government. The agency must take instructions as stated in the policy, but will probably be called upon to provide missing pieces and to make judgments as to intent, goals, timetables, program design, and reporting methods. The agency's mission may be well defined or poorly understood, but the action has shifted.

Budgeting: Financial resources must be brought to bear within an ongoing annual stream of budget cycles. Budget decisions are generally made with partial information and by changes from year to year which are only slightly different from the year before, a process called *instrumentalism*. In recent years, budget constraints have significantly elevated budget considerations in importance within the policy cycle. Budget items are highly competitive and vital for policy delivery.

Evaluation: The impacts of the policy may be assessed. If goals exist, the effectiveness of the policy and its components can be determined. Side-effects must also be discovered and reckoned. The output of evaluation may be no change, minor modification, overhaul, or even (but rarely) termination. The feedback provided by evaluation is injected back into the agenda setting stage, thus closing the loop of the cycle.

Overview of Public Policy Change



Public Policy and Politics

□ Politics intervenes at every stage of the policymaking process. Many energetic lobbies and political action committees in the United States, e.g., work to influence elected officials every day. Politicians' work is difficult because the values espoused by competing interest groups often differ widely. When it comes to social welfare policy, Americans represent the political spectrum from conservatives to middle-of-the-road centrists to liberals. This diversity of opinion causes the country to pursue a pluralist approach to social welfare policymaking.

□ Policymakers follow several lines of thinking and arrive at policies and programs that are often contradictory and overlapping because they try to see that there is something there for everyone.

□ Social welfare policy development and implementation are much more a political "art and craft" than a rational science. It is not enough for human service professionals to know the needs of people and to want to pass policies and provide services to help them. Policy advocates for the disenfranchised must both understand the political process and be adept at working within it if they are to have a voice in shaping social policy.

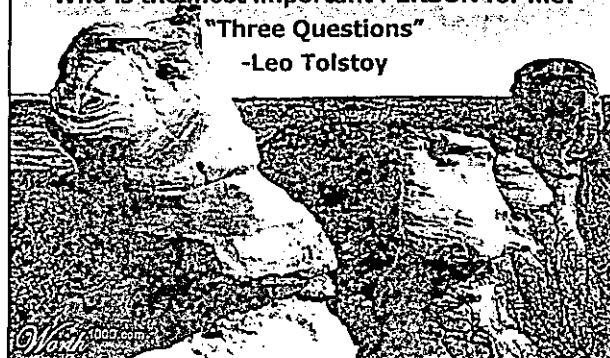
Acknowledgements

- The use of selected literature and images is gratefully acknowledged. The full list of reference materials is available on request.

Policy Arguments: Modes and Elements

M. Sanwar Jahan Bhuiyan, Ph D
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NILG, Dhaka

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

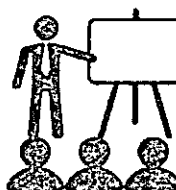


Session Outlines

- 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

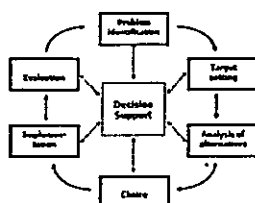
Review

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

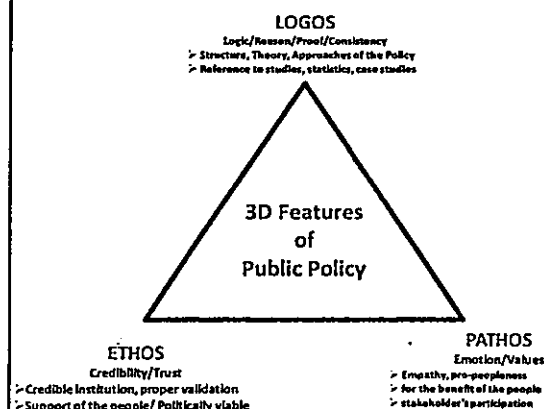


Underpinnings of Policy Implementation

- 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



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

What is a Policy Argument?

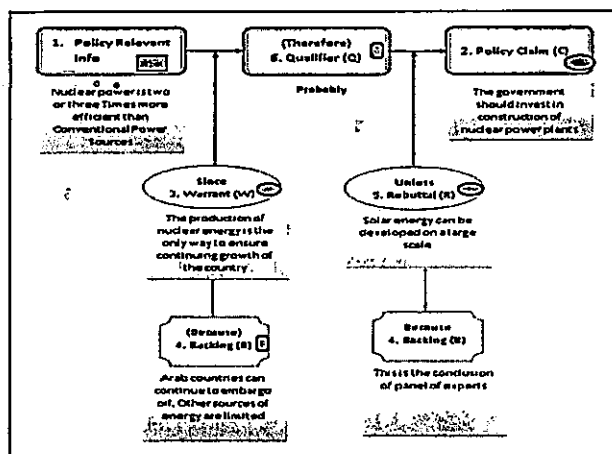
- According to Dunn, 1990 (p. 324), a policy argument is based on "a process through which diverse assumptions, interpretations, and contentions are commonly deliberated through an extended critical debate about policy recommendations and other proposals for public action"
- Policy arguments generally 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 are become acceptable.
- The policy arguments are rationally analyzed and placed.
- Theoretical as well as philosophical approaches are used as tools for evaluate policy arguments
- Evaluation of policy arguments formed the basis of logical and critical thinking and reasoning

Structure of Policy Arguments

- Every Policy Argument has six elements
 - Policy-Relevant Info (I)
 - Policy Claim (C)
 - Warrant (W)
 - Backing (B)
 - Rebuttal (R)
 - Qualifier (Q)



Policy-Relevant Information (I)

- Expressing policy-relevant information is the point of departure in all policy arguments
- Information includes about policy problems, policy alternatives, policy actions, policy outcomes, and policy performance
- Info can be expressed in various forms
 - for example, statistical generalization ("Results of pilot projects show that nuclear power plants are more efficient than conventional power plants"); or
 - as an expressed value or need ("The construction of more nuclear power plants is needed to ensure continued economic growth")

Policy Claim (C)



- Conclusion of a policy argument
- Policy claims -for example, the advocative claim that the government should invest in the construction of more nuclear power plants are typically the subject of disagreement or conflict among different segments of the community.
- When a policy claim follows the presentation of information, the claim implies "there-fore."
- "For example, if nuclear energy is more efficient (I) it follows (therefore) that the government should invest in the construction of more nuclear power plants (C)."
- Hence, *policy claims are the logical consequence of policy-relevant information.*

Warrant (W)



- A warrant (W) is an assumption in a policy arguments which permits the analyst to move from policy-relevant information to policy claim.
- A warrant may contain assumption of several kinds:
 - authoritative, intuitive, analytcentric, causal pragmatic, and value-critical.
 - For example, a pragmatic warrant for the claim that the government should invest in the construction of more nuclear power plants might be expresses simply as: "More energy is needed."
 - The role of the warrant is to carry policy-relevant information to a policy claim about which there is disagreement or conflict, thus providing a reason for accepting the claim.

Backing (B)



- The backing (B) for a warrant consists of additional assumption or arguments that may be used to support warrants which are not accepted at face value.
- The backing for warrants may also take various forms, including scientific laws, appeals to the authority of experts, or ethical and moral principles.
- The backing for warrants allows the analyst to go one step further backward and state underlying assumptions.

Rebuttal (R)



- A rebuttal (R) is a *second conclusion, assumption, or argument* that states the conditions under which original claim is unacceptable, or under which it may be accepted only with qualifications.
- Taken together, policy claims and rebuttals form the substance of policy issues, that is, disagreements among different segments of the community about alternative courses of government action.
- The consideration of rebuttals helps the analyst of anticipate objections and serves as a systematic means for criticizing one's own claims, assumptions, and arguments

Qualifier (Q)



- A qualifier (Q) expresses the degree to which the analyst is certain about a policy claims.
- In policy analysis, qualifiers are *often expressed in the language of probability* ("probably, very likely" at the .01 level of confidence").
- When the analyst is completely certain about a claim -that is, when conclusions are wholly deterministic in nature and contain no error -no qualifier is necessary.

Modes of Policy Arguments

- The Authoritative Mode
- The Intuitive Mode
- The Analytcentric 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'n'l Treaties)
Intuitive	Insight/Tacit Knowledge	Claims are based on arguments from insight or tacit knowledge or judgments
Analytic	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	Such type of policy needs authority to enforce since Article 18 of Constitution prohibited activities which is injurious to public health
Intuitive	Insight/Tacit Knowledge	Violation of this rule must not be a matter of impunity
Analytic	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

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

Sources of Public Policy

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

PART II FUNDAMENTAL PRINCIPLES OF STATE POLICY

8. Fundamental principles	18A. Protection and improvement of environment and biodiversity
9. Nationalism	19. Equality of opportunity
10. Socialism and freedom from exploitation	20. Work as a right and duty
11. Democracy and human rights	21. Duties of citizens and of public servants
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16. Rural development and agricultural revolution	25. Promotion of international peace, security and solidarity
17. Free and compulsory education	
18. Public health and morality	

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, Vision 2021, Vision 2041
- 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

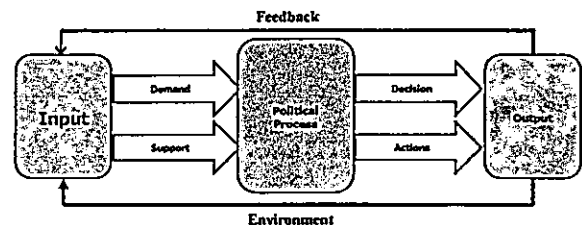
- **Institutional Policies**
 - (set rules, regulation procedure and guidelines)
- **Procedural Policies**
 - (conduct of government officials, elected or unelected)
- **Symbolic**
 - (Legislation against flag burning/trust in God/Dignity Law for King)
- **Material**
 - (provide concrete resources-welfare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

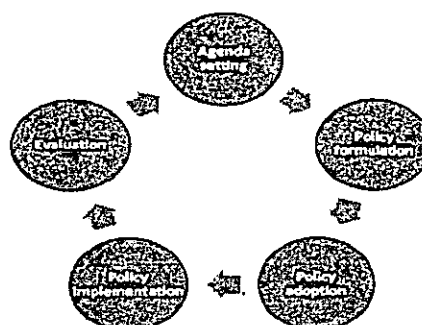
- Success of Public Policy=Good policy + Good politics
- Political acceptability
- Technical feasibility
- Economic impact and
- Long term effects

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

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.

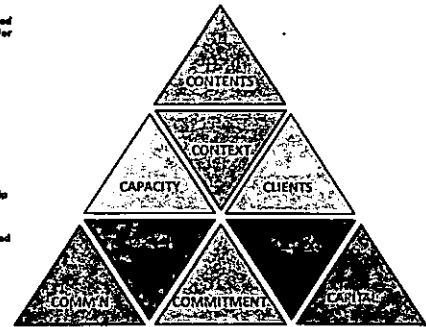
Policy Implementation: What it is ?

- 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 (VC) for policy implementation:

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



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

Theory failure



Implementation failure

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.

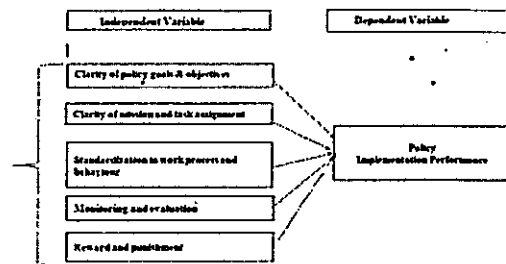
Theories of Policy Implementation

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

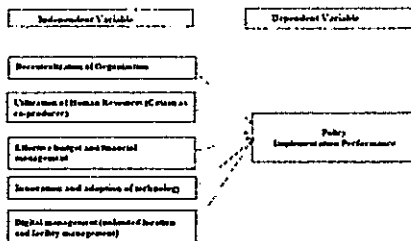
Theoretical Models of Policy Implementation

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

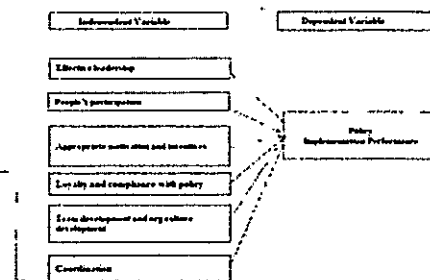
Rational Model



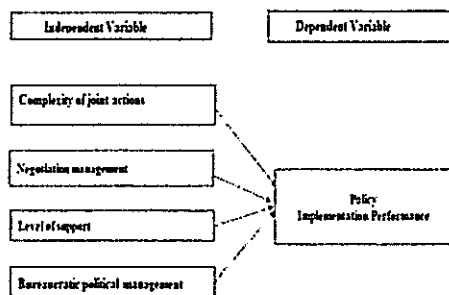
Management Model



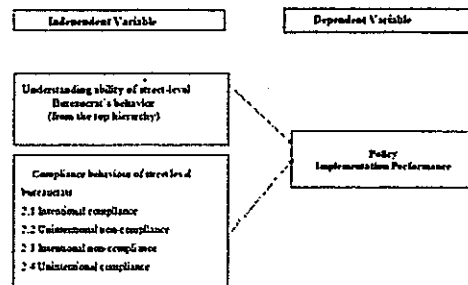
Organization Development Model



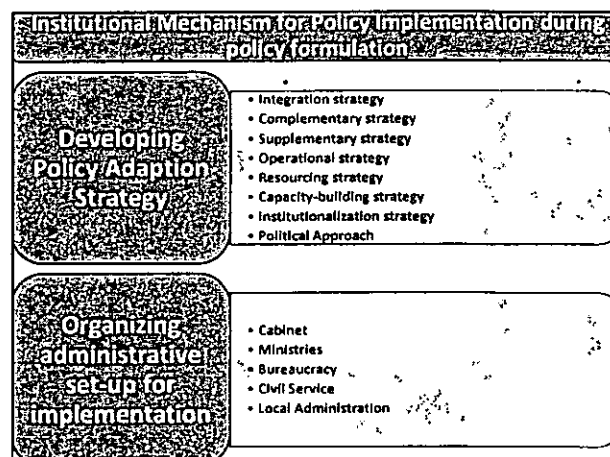
Political Model



Bureaucratic processes Model



Integrative Model



Institutional Mechanism for Policy Implementation

- 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 adoption capacity
 - Creativity and Innovation management
 - Change management and Organizational Development

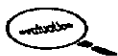
Brain Storming

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

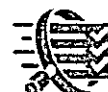
- **Policy Change: acting upon the evaluation of the policy/program**
 - Modification
 - Improvement
 - Expansion
 - Reduction
 - or incremental change
 - Policy termination (if need)

Monitoring and Evaluation

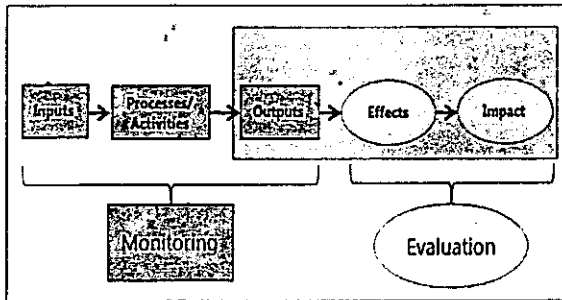


Monitoring and Evaluation

- **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**



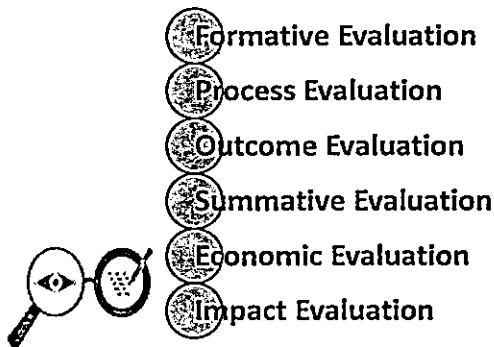
Monitoring and Evaluation Framework



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

- 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.

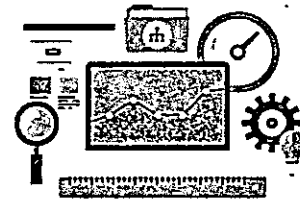
When:

- 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

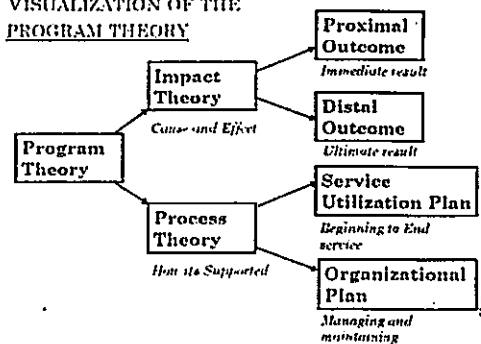


Theories of Evaluation

- **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

VISUALIZATION OF THE PROGRAM THEORY



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. Impact

4. Ethics, Morality

5. Expected outputs, Outcomes and Ultimate outcome

Evaluation during Implementation

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

Evaluation after Implementation

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

Evaluation after Implementation

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

Evaluation criteria

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

Key Agencies for Evaluation

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

Example of PE in SAARC (India)

- Currently, at the national level the Development Monitoring and Evaluation Office (DMEO), which is an office attached to NITI Aayog, is responsible for driving evidence-based policymaking by monitoring and evaluating government policies and programmes
- **Karnataka is the only one to have an evaluation policy and a 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:
 - Quantit: Random/stratified/systematic/cluster/multistage/
 - Qualit: purposive/convenience/quota/snowball
- Techniques of Data Collection:
 - Quantit-Questionnaire survey, secondary data (numeric).
 - Qualit-Interview, Observation, Focus Group Discussion, Key Informant Interview etc./Case Study
- Data analysis:
 - Quantit: Statistical tools employed (Descriptive/inferential statistics), weighted average, trend analysis, central tendency, standard deviation, variance analysis, time-series and regression analysis.
 - Qualit: Case study Thematic analysis (framework), narrative analysis, content analysis, discourse (dialogue) analysis, grounded theory- why a certain phenomenon happened to derive causal explanations.

Evaluation Research Methodology

1. Quantitative evaluation :

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

Evaluation Research Methodology

2. Qualitative evaluation :

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

3. Mixed method

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



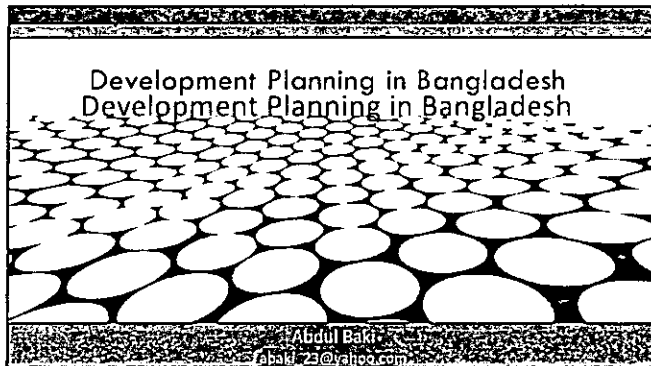
Please identify the Challenges of Policy Evaluation

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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Outline of discussion

- Planning Commission : Evolution, structure and functions
- Development philosophy, vision and strategies
- Project processing and approval
- Challenges

Foresight of the Father of the Nation in Planned Economic Development



- One of the first decisions Father of the Nation Bangabandhu Sheikh Mujibur Rahman made after the independence was to establish the Planning Commission.
- The prime goal of Bangladesh liberation struggle in 1971 was rapid improvement of living standard of the masses. This vision has been enshrined in the Bangladesh Constitution.
- The state of Bangladesh through its Constitution (Article-15) committed to a higher living standard for its people by providing basic needs to all its citizens through planned development. With this objective of planned development for the country, the Bangladesh Planning Commission was established in January 1972.

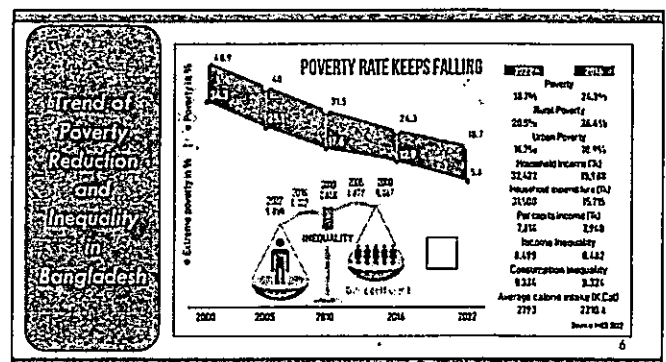
Development philosophy reflected in 1972 constitution



Development Philosophy of Bangladesh

- Growth with equity and social justice remains the overarching goal of our development strategy
- Reducing regional imbalance in development;
- Pursue inclusive growth strategy; specifically, the aim is to reduce poverty and income inequality by ensuring access of the poor to economic resources and employment;
- Raising economic participation of Women.

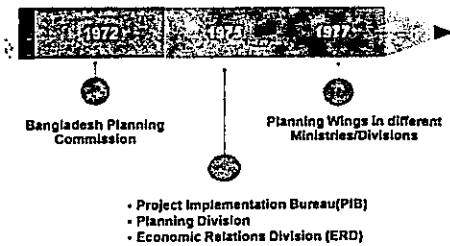
• 'Accelerating Growth and Poverty Reduction' - were two major objectives of all Five Year Plans in Bangladesh



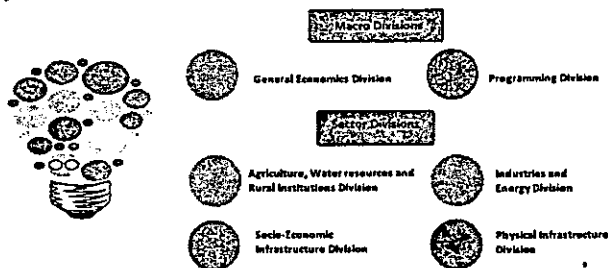
Role of the Planning Commission

- PC is responsible for designing overall socio economic development plan of the country. It has a three-fold role in development:
- **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.

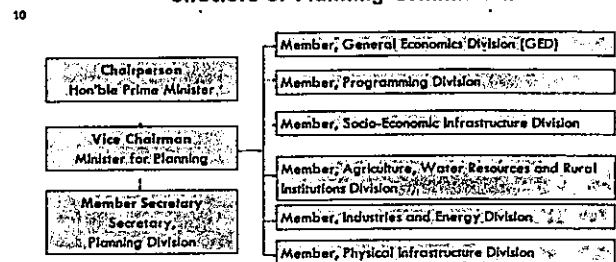
Evolution of Bangladesh Planning Commission



Organizational Structure of Planning Commission



Structure of Planning Commission



Development Administration in Bangladesh

Planning Commission works through two high powered bodies:

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

National Economic Council (NEC)

- **Composition**
 - Chairperson: Hon'ble Prime Minister
 - Members: All Members of the Council of Ministers
- **Officials required to assist NEC**
 - Cabinet Secretary
 - Governor, Bangladesh Bank
 - All Members of Planning Commission
 - Secretaries of concerned Ministries/Divisions
- Planning Division provides secretarial support

13 Role of National Economic Council (NEC)

- Provide overall guidance for short, medium and long term plans, ADP and any other development & economic plans/policies
- Finalize & approves plans, programmes
- Review implementation progress of development plan/programmes/projects
- Appoint committees as required to assist NEC
- Take any decision as and when necessary for socio-economic development

13

Executive Committee of National Economic Council (ECNEC)

¹⁴Members of the Cabinet

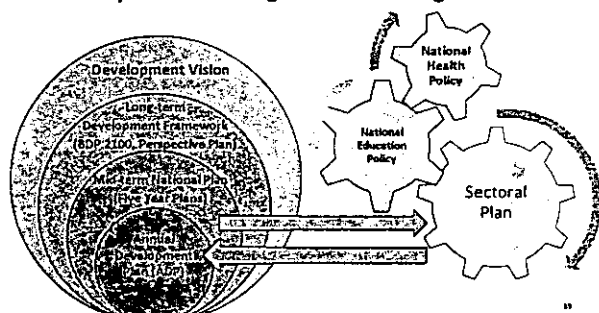
- Hon'ble Prime Minister – Chairperson
- Minister for Finance – Member (Alternate Chairperson)
- Minister for Road Transportation & Bridge – Member
- Minister for Agriculture – Member
- Minister for LGRO & Cooperatives – Member
- Minister for Planning – Member
- Minister for Industry – Member
- Minister for Health and Family Welfare – Member
- Minister for Civil Aviation and Tourism – Member
- Minister for Environment, Forest – Member
- Minister for Land – Member
- State Minister for Planning – Member
- Ministers / State Ministers of relevant Ministries – Member

Officials required to assist ECNEC

- Cabinet secretary
- Principal secretary/secretary to the Prime Minister
- Secretaries, Planning, Finance, SID, ERD & IMED
- All members of the planning Commission & concerned secretaries
- Secretary of the relevant Ministry/Division

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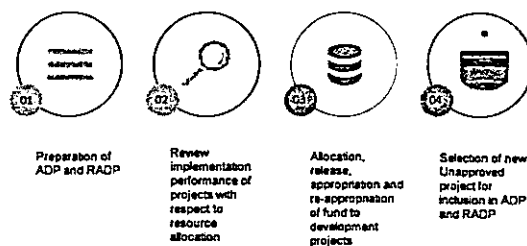
Development Planning Process in Bangladesh



15

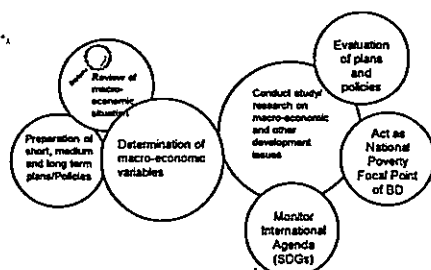
Functions of Programming Division

16



16

17 Functions of General Economic Division



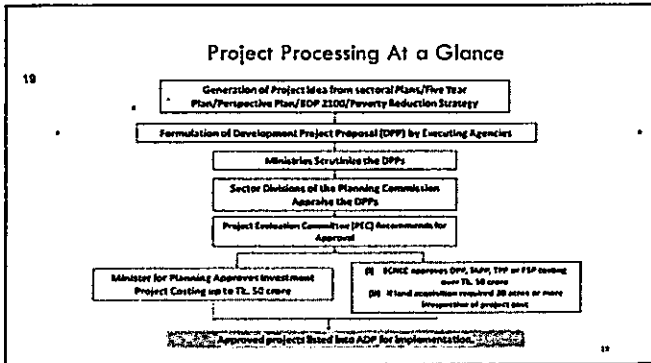
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18 Functions of Sector Divisions

18

- Preparation of sectoral ADP in consultation with the implementing Ministries/Divisions and Agencies;
- Co-ordination of sectoral development programmes consistent with the sectoral plans;
- Processing for approval of development projects including project appraisal and serving as the secretariat of the sectoral Project Evaluation Committees (PEC).

18



Overview on development planning journey

- Over the past 52 years, Bangladesh has increased its real per capita income significantly, reduce poverty to 18.7 % in 2022 from 84% in 1972.
- Between FY1973 and FY2002 Bangladesh implemented 5 successive Five Year Plans and an Interim Two Year Plan (1979-80).
- From FY2003 to FY2010, there was a deviation from the five year plan to a process of shorter term Poverty Reduction Strategy Paper (PRSP).
- The Present Government in 2009 decided to switch back to the five year plan mechanism.
- The government in 2010 has formulated the first-ever long-term "Perspective Plan 2010-2021", adopting the Vision 2021 with a objective to achieve middle income country status by 2021.
- Foundation of development activities based on:
 - Development Planning/Strategy (Perspective Plan, Five Year Plan, Poverty Reduction Strategy Paper, Annual Development Program etc), MDG and SDGs
 - Bangladesh State Constitution (Part 8, Articles 9-20)

Two principal visions of PP 2041

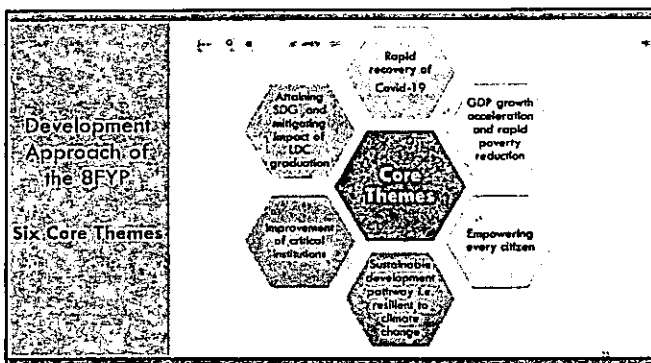


- Bangladesh will be a developed county by 2041, with per capita income of over USD 12,500 in today's price (the nation is marching on to move up to Upper Middle Income country by 2031)
- Poverty will become a thing of the past in Sonar Bangla

Vision 2041

Four Institutional Pillars that will be harnessed by the people, who are the principal driver of growth and transformation:

- Governance
- Democratization
- Decentralization
- Capacity building



8th Five Year Plan Targets

Growth Projection (%)		Targets		7 th FYP 2020	8 th FYP 2025
	Real GDP Growth(%)	7.4		7.6	8.51
	Head Count Poverty(%)	20.5		20.5	15.6
	Export (in billion USD)	31.5		31.5	49.35
	Remittance (in billion USD)	16.8		16.8	22.94
	Total Revenue (% of GDP)	9.96		9.96	14.09
	Gross Investment (% of GDP)	31.57		31.57	36.59
	Fiscal Deficit (% of GDP)	5.5		5.5	5.0
	Gross National Income (in billion USD)	346		346	566
	GNI per Capita (\$)	2064		2064	3106

Planning process in Bangladesh: key Activities and Institutional Responsibilities

Key Activity	Responsible Agency
Project Identification	Implementing agency, Ministry/Division, Corporation, Local organization in case of the local level projects
Technical examination	Planning cell of agency, line Ministry/Division, Corporation
Determination of the value of the project and approval	ECNEC, Project Evaluation Committee (PEC), Special Project Evaluation Committee (SPEC), Div PEC
Fund related	Fund mobilization through ADP, Finance Division, ADP prepared by Planning Commission, lining up of Project loan/grant by ERD
Project Implementation	Line agency/Ministry, Corporation
Project monitoring and evaluation	Implementing, Monitoring and Evaluation Division (IMED), acts as the central M&E agency
National policy formulation	PC, NEC, Final approval by the National Parliament.

Conclusions

- Implementation of ADP largely depends on the Executing Agencies and Administrative Ministries. Planning Commission only facilitates the Implementation process.
- Capacity development of officials related to appraisal, formulation and assessment are essentially required.
- Capacities of the Implementing Ministries/Divisions for utilizing project loan/grant must be improved to reduce pressure on domestic resources.
- Projects/programmes and resource allocation should be consistent with the plan objectives and targets.



Thank You

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Module:4

Economic

Management

Sustaining Current Growth Trajectory and Lessons from South East Asia :4:01

Mostak Ahmed
Director (Quantitative
Methods)
BPATC

OUTLINE

- ☐ Meaning of Growth
- ☐ Sustainable Growth vs Sustaining Growth
- ☐ How to maintain Sustained Economic Growth
- ☐ South East Asian Growth Scenario
- ☐ Lessons for Bangladesh
- ☐ Way forward For Bangladesh

Meaning of Economic Growth

*An increase in the amount of
goods and services produced
per head of the population
over a period of time.*

Continued...

Economic growth is an increase in the production of goods and services in an economy. Increases in capital goods, labor force, technology, and human capital can all contribute to economic growth.

Sustainable Growth vs Sustaining Growth

Sustainable economic growth refers to a rate of growth which a country can maintain without creating other significant economic problems, especially for generations to come.

Reference: marketbusinessnews.com/financial-glossary/sustainable-growth-definition-meaning/

Sustained Economic Growth

- ☐ In the rate of growth, when sustained and compounded over long periods of time consistently .
- ☐ Transparent, adequate, and properly enforced laws, efficient fiscal management and resource allocation, appropriate regulatory systems, and sound public financial systems are all essential to stable economic growth

The Power of Sustained Economic Growth

*Nothing is more important for increasing people's standard of living than sustained economic growth. Even small changes in the rate of growth, when sustained and compounded over long periods of time, make an enormous difference in the standard of living.

Continued...

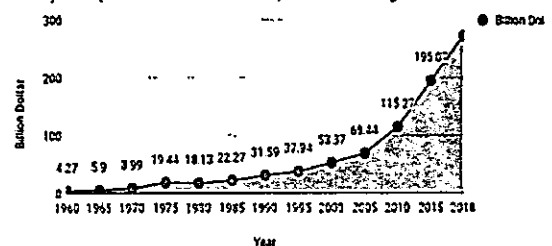
For example, an economy that starts with a GDP of 100 and grows at 3% per year will reach a GDP of 209 after 25 years; that is, $100 (1.03)^{25} = 209$.

Growth of GDP in different time horizon

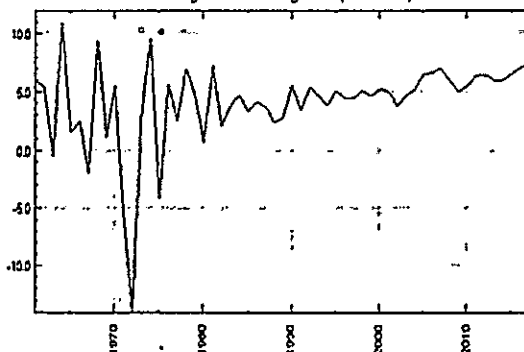
Growth Rate	Value of an original 100 in 10 Years	Value of an original 100 in 25 Years	Value of an original 100 in 50 Years
1%	110	128	164
3%	134	209	438
5%	163	338	1,147
8%	216	685	4,690

Bangladesh Growth Scenario

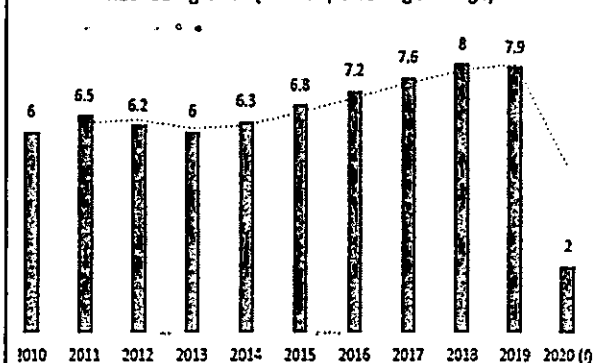
Yearly GDP (Gross Domestic Product) Growth of Bangladesh - bdnewsnet.



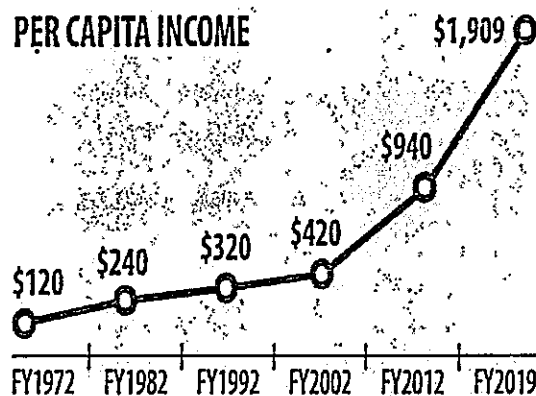
Bangladesh - GDP growth (annual %)



Real GDP growth (Annual percentage change)



PER CAPITA INCOME



Bangladesh Per Capita Income in PPP

Bangladesh GDP per capita PPP - values, historical data and charts - was last updated on September of 2021. GDP per capita PPP in Bangladesh is expected to reach 4680.00 USD by the end of 2021, according to Trading Economics global macro models and analysts expectations.

South East Asian Countries

- ☐ Brunei
- ☐ Myanmar
- ☐ Cambodia
- ☐ Timor-Leste
- ☐ Indonesia
- ☐ Laos
- ☐ Malaysia
- ☐ The Philippines
- ☐ Singapore
- ☐ Thailand
- ☐ Vietnam.

Economic Progress of South East Asian Countries

The world's great economic success stories in the last few decades began in the 1970s with that group of nations sometimes known as the East Asian Tigers: South Korea, Thailand, Malaysia, Indonesia, and Singapore. The list sometimes includes Hong Kong and Taiwan. The economic growth of the Tigers has been phenomenal, typically averaging 5.5% real per capita growth for several decades. In the 1980s, other countries began to show signs of convergence.

State of the Economy

In 2020, the estimated total GDP of all ASEAN states amounted to *approximately 3.08 trillion U.S. dollars*, a significant increase from the previous years. In fact, the GDP of the ASEAN region has been skyrocketing for a few years now, reflecting the region's thriving economy.

State of the Economy

During the dawn of the 21st century, the economies of Southeast Asia were among the fastest growing in the world. After a painful backlash in 2008, the region has regained its momentum and has been showing remarkable growth in the last five years, reaching a *combined GDP equivalent to the world's fifth largest economy*.

Country Status GDP in ppp

1	Indonesia	\$3.53 trillion
2	Singapore	\$1.261 trillion
3	Thailand	\$1.14 trillion
4	Philippines	\$1.006 trillion
5	Malaysia	\$978.78 billion
6	Vietnam	\$617.987 billion
7	Myanmar	\$275.513 billion
8	Cambodia	\$76.934 billion
9	Laos	\$58.091 billion
10	Brunei	\$28.470 billion
11	Timor-Leste	\$4.459 billion

List of Southeast Asian Nations by GDP

Rank	World Rank	Nation	GDP (\$ millions)
1	15	Indonesia	1,088,768
2	24	Thailand	509,200
3	30	Philippines	450,110
4	36	Vietnam	340,602
5	38	Singapore	337,451
6	39	Malaysia	336,330
7	67	Myanmar	70,890
8	99	Cambodia	26,316
9	113	Laos	18,653
10	136	Brunei	10,647
11	165	Timor-Leste	1,920

List of Southeast Asian Nations by GDP Growth Rate

Rank	Country	GDP Growth Rate (%)	Rank
1	Philippines	6.9	1
1	Laos	6.9	1
3	Myanmar	6.8	3
3	Vietnam	6.8	3
5	Cambodia	6.7	5
6	Malaysia	5.9	6
7	Indonesia	5.1	7
8	Thailand	3.9	8
9	Singapore	3.6	9
10	Brunei	1.3	10
11	Timor-Leste	-4.6	11

Per Capita GDP ASEAN Countries

Rank	Country	GDP Nominal per capita USD	GDP (PPP) millions of USD	GDP (PPP) per capita USD
—	ASEAN	4,849	8,993,258	13,475
1	Indonesia	4,256	3,507,239	12,882
2	Thailand	7,702	1,329,324	19,004
3	Philippines	3,646	1,000,617	9,061
4	Malaysia	11,604	978,781	29,340
5	Singapore	64,103	600,063	102,742
6	Vietnam	3,609	1,148,054	11,677
7	Myanmar	—	—	—
8	Cambodia	1,720	78,065	4,930
9	Laos	2,773	62,797	8,519
10	Brunei	33,097	29,731	64,405

Factors Behind High Growth

- ☐ Agriculture
- ☐ Industrialization
- ☐ Trade
- ☐ Transportation and Communication
- ☐ Adopting Open Market

Lesson Learned

- ◆ Economic Integration
Facilitate the movement of goods, services, investments, capital, and skills. Increase trade (goods and services) and investment among Member States. Promote and expand regional production sharing and network.

7.10

Sustaining Current Growth Trajectory and Lessons from South East Asia :4:01

Mostak Ahmed
Director (Quantitative
Methods)
BPATC

OUTLINE

- ☐ Meaning of Growth
- ☐ Sustainable Growth vs Sustaining Growth
- ☐ How to maintain Sustained Economic Growth
- ☐ South East Asian Growth Scenario
- ☐ Lessons for Bangladesh
- ☐ Way forward For Bangladesh

Meaning of Economic Growth

*An increase in the amount of
goods and services produced
per head of the population
over a period of time.*

Continued...

Economic growth is an increase in the production of goods and services in an economy. Increases in capital goods, labor force, technology, and human capital can all contribute to economic growth.

Sustainable Growth vs Sustaining Growth

Sustainable economic growth refers to a rate of growth which a country can maintain without creating other significant economic problems, especially for generations to come.

Reference: marketbusinessnews.com/financial-glossary/sustainable-growth-definition-meaning/

Sustained Economic Growth

- ☐ In the rate of growth, when sustained and compounded over long periods of time consistently .
- ☐ Transparent, adequate, and properly enforced laws, efficient fiscal management and resource allocation, appropriate regulatory systems, and sound public financial systems are all essential to stable economic growth

The Power of Sustained Economic Growth

Nothing is more important for increasing people's standard of living than sustained economic growth. Even small changes in the rate of growth, when sustained and compounded over long periods of time, make an enormous difference in the standard of living.

Continued...

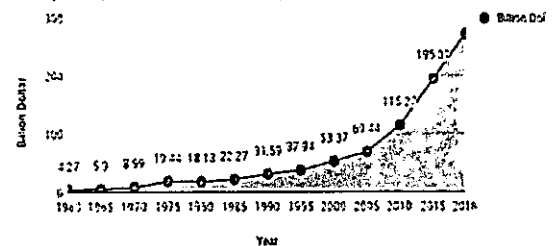
For example, an economy that starts with a GDP of 100 and grows at 3% per year will reach a GDP of 209 after 25 years; that is, $100 (1.03)^{25} = 209$.

Growth of GDP in different time horizon

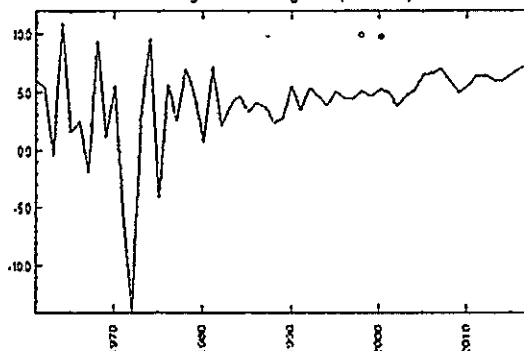
Growth Rate	Value of an original 100 in 10 Years	Value of an original 100 in 25 Years	Value of an original 100 in 50 Years
1%	110	128	164
3%	134	209	438
5%	163	338	1,147
8%	216	685	4,690

Bangladesh Growth Scenario

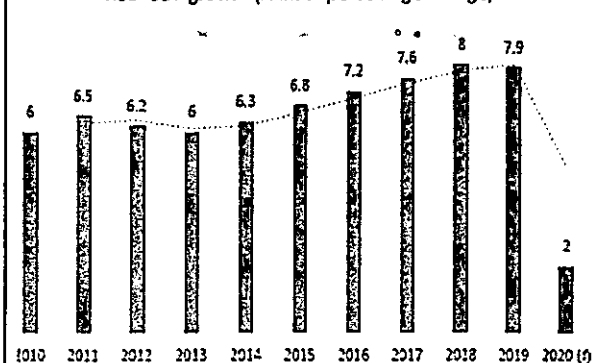
Yearly GDP (Gross Domestic Product) Growth of Bangladesh - bdnewsnet.



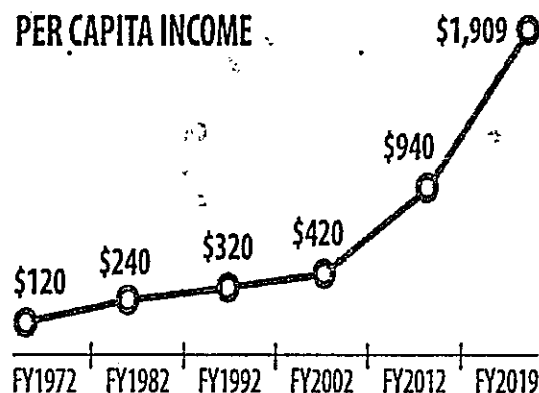
Bangladesh - GDP growth (annual %)



Real GDP growth (Annual percentage change)



PER CAPITA INCOME



Bangladesh Per Capita Income in PPP

Bangladesh GDP per capita PPP - values, historical data and charts - was last updated on September of 2021. GDP per capita PPP in Bangladesh is expected to reach 4680.00 USD by the end of 2021, according to Trading Economics global macro models and analysts expectations.

South East Asian Countries

- ☐ Brunei
- ☐ Myanmar
- ☐ Cambodia
- ☐ Timor-Leste
- ☐ Indonesia
- ☐ Laos
- ☐ Malaysia
- ☐ The Philippines
- ☐ Singapore
- ☐ Thailand
- ☐ Vietnam.

Economic Progress of South East Asian Countries

The world's great economic success stories in the last few decades began in the 1970s with that group of nations sometimes known as the East Asian Tigers: South Korea, Thailand, Malaysia, Indonesia, and Singapore. The list sometimes includes Hong Kong and Taiwan. The economic growth of the Tigers has been phenomenal, typically averaging 5.5% real per capita growth for several decades. In the 1980s, other countries began to show signs of convergence.

State of the Economy

In 2020, the estimated total GDP of all ASEAN states amounted to *approximately 3.08 trillion U.S. dollars*, a significant increase from the previous years. In fact, the GDP of the ASEAN region has been skyrocketing for a few years now, reflecting the region's thriving economy.

State of the Economy

During the dawn of the 21st century, the economies of Southeast Asia were among the fastest growing in the world. After a painful backlash in 2008, the region has regained its momentum and has been showing remarkable growth in the last five years, reaching a *combined GDP equivalent to the world's fifth largest economy*.

Country Status GDP in ppp

1	<u>Indonesia</u>	\$3.53 trillion
2	<u>Singapore</u>	\$1.261 trillion
3	<u>Thailand</u>	\$1.14 trillion
4	<u>Philippines</u>	\$1.006 trillion
5	<u>Malaysia</u>	\$978.78 billion
6	<u>Vietnam</u>	\$617.987 billion
7	<u>Myanmar</u>	\$275.513 billion
8	<u>Cambodia</u>	\$76.934 billion
9	<u>Laos</u>	\$58.091 billion
10	<u>Brunei</u>	\$28.470 billion
11	<u>Timor-Leste</u>	\$4.459 billion

List of Southeast Asian Nations by GDP

Rank	World Rank	Nation	GDP (\$ millions)
1	15	<u>Indonesia</u>	1,088,768
2	24	<u>Thailand</u>	509,200
3	30	<u>Philippines</u>	450,110
4	36	<u>Vietnam</u>	340,602
5	38	<u>Singapore</u>	337,451
6	39	<u>Malaysia</u>	336,330
7	67	<u>Myanmar</u>	70,890
8	99	<u>Cambodia</u>	26,316
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11	165	<u>Timor-Leste</u>	1,920

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11	<u>Timor-Leste</u>	-4.6	11

Per Capita GDP ASEAN Countries

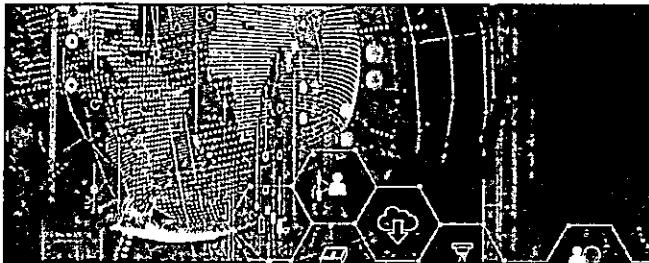
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Factors Behind High Growth

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Lesson Learned

- ✦ Economic Integration
- Facilitate the movement of goods, services, investments, capital, and skills. Increase trade (goods and services) and investment among Member States. Promote *and expand regional production sharing and network.*

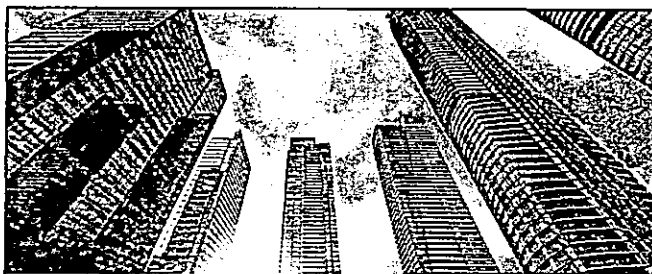


Budget making process under the mtbf: an overview

Shirajun Noor Chowdhury
Additional Secretary
Finance Division, MoF
18 August 2024

What We Will Discuss...

- Global Economy: Steady But Slow – Resilience and Divergence
- Bangladesh Economy: Decades of Achievement & Recent Development
 - Bangladesh Economic Progress in the Last 40-Year
 - Macroeconomic Situation of Bangladesh
- Philosophy of Economic Planning
 - Philosophy of Economic Planning
 - Rationale for Economic Planning
- Bangladesh: Making Vision Into Reality...
 - Bangladesh Development Philosophy
 - Key Macroeconomic Indicators PP2041 and 8th Five Year Plan
 - Key Human Development Indicators PP2041 and 8th FYP
- How Budget Transforms Vision Into Reality...
 - Why Medium-Term Budgeting – MTBF
 - Basic PFM Objectives and MTBF
 - MTBF and Result-Based Budgeting: Concepts and Practices
 - Budget for the FY2024-25
 - Final Comments



STEADY BUT SLOW: RESILIENCE AND DIVERGENCE (GLOBAL PERSPECTIVE)

Global Growth outlook

- ✓ Resilient economic activity through the global disinflation of 2022–23. As global inflation descended from its mid-2022 peak, economic activity grew steadily, defying warnings of stagnation and global recession.
- ➔ Global growth, estimated at 3.2 percent in 2023, is projected to continue at the same pace in 2024 and 2025, which is higher than October 2023 and January 2024 projection.
- ☑ Inflation is falling faster than expected in most regions, in the midst of unwinding supply-side issues and restrictive monetary policy.
- ➔ Global headline inflation is expected to fall from an annual average of 6.8 percent in 2023 to 3.9 percent in 2024 and 4.5 percent in 2025.

Global Growth outlook (Cont...)

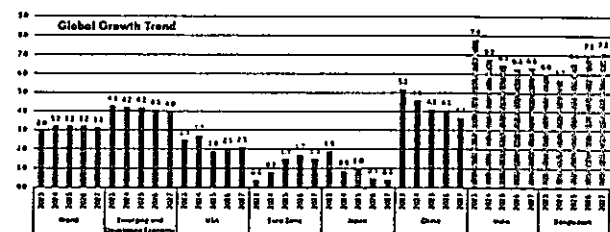
Fiscal policy projections: Governments in advanced economies are expected to tighten fiscal policy in 2024 and in 2025–26.

World trade growth: It is projected at 3.0 percent in 2024 and 3.3 percent in 2025, lower than the January 2024 projection. Trade growth is expected to remain below its historical (2000–19) annual average growth rate of 4.9 percent over the medium term.

Commodity Prices: New commodity price spikes from geopolitical shocks—including the conflict in Gaza & Israel and continued attacks in the Red Sea—risk generating additional supply shocks adverse to the global recovery, with spikes in food, energy and transportation costs.

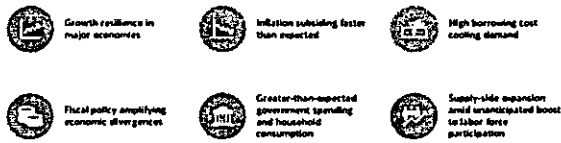
Geoeconomic fragmentation intensifying: The separation of the world economy into blocs amid Russia's war in Ukraine and other geopolitical tensions could accelerate.

WORLD GROWTH OUTLOOK



Source: World Economic Outlook Update of IMF, April 2024

Drivers of global outlook



WORLD ECONOMY: INFLATION SCENARIO

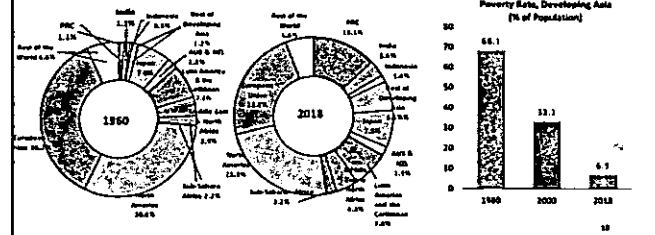
Country	Real		Projection	
	2022	2023	2024	2025
USA	8.0	4.1	2.9	2.0
UK	9.1	7.3	2.5	2.0
Germany	8.7	6.0	2.4	2.0
France	5.9	5.7	2.4	1.8
China	2.0	0.2	1.0	2.0
India	6.7	5.4	4.6	4.2
Pakistan	12.1	29.2	24.8	12.7

Sources: IMF (Annual Average), April 2024

Bangladesh Economy: Decades of achievements and recent development

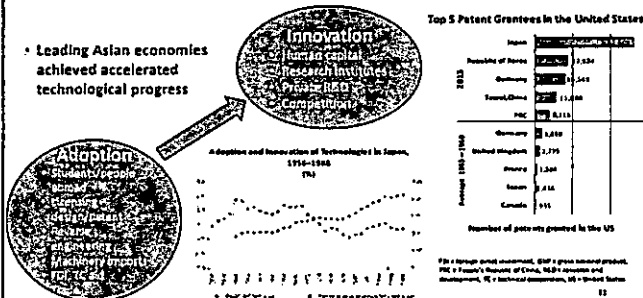
ASIA'S KEY DEVELOPMENT ACHIEVEMENTS

Phenomenal economic growth led to a rising share in global GDP and improvements in broad development indicators.

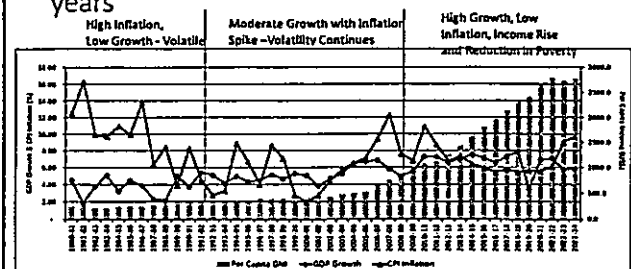


ACCELERATING TECHNOLOGICAL PROGRESS

Leading Asian economies achieved accelerated technological progress



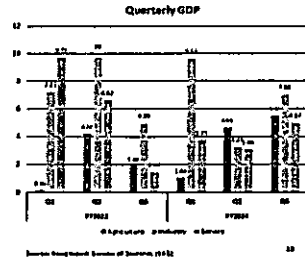
Bangladesh's Economic Progress in the last 40 years



Macroeconomic Situation of Bangladesh (1)

Real Sector

- In the current fiscal year, the demand side growth contributors like private consumption, export, public investment and remittance have rebounded except import due to Bangladesh Bank strong monitoring and some control mechanisms;
- Merchandise imports declined by 13.05 per cent during July-April of FY24 compared to the same period of the previous fiscal year;
- In Q3 of FY24 the growth of 3-sector is higher than the Q2 of FY24.

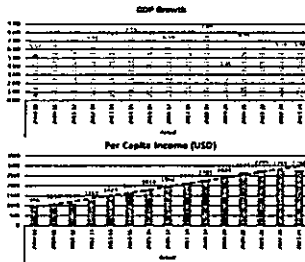


Macroeconomic Situation of Bangladesh (2)

Sectoral Contribution of GDP: Economy's transformation continues, as contribution of agriculture declining and industry rising.

	2021-22 (Actual)	2022-23 (Actual)	2023-24 (Provisional)
Nominal GDP (Lakh Crore BDT)	39.72	44.90	50.48
Nominal GDP (Billion USD)	460.2	451.5	459.0
Real GDP Growth	7.10	5.78	5.82
	Lakh Crore Taka	Lakh Crore Taka	Lakh Crore Taka
Real GDP	30.35	32.10	33.97
Agriculture	3.29	3.50	3.61
Industry	9.81	11.68	12.46
Service	14.15	15.84	16.76
	100	100	100
	11.6	11.3	11.02
	29.3	37.05	37.755
	51.5	51.05	51.04

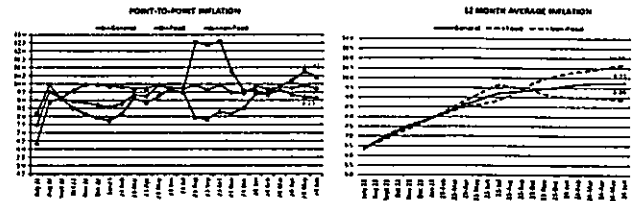
Macroeconomic Situation of Bangladesh (3)



- In the last 10 years, the country experienced 6.76 % real GDP growth on an average, which is one of the highest in the world;
- With the robust GDP growth over the decade, the GDP size is in 2023-24 is 459 Billion US\$;
- Robust GDP growth has contributed a healthy per capita income growth of 9.51% on an average over the last ten years;
- Per capita income almost tripled in the last 10 years;
- This income rise has contributed to reduce poverty level.

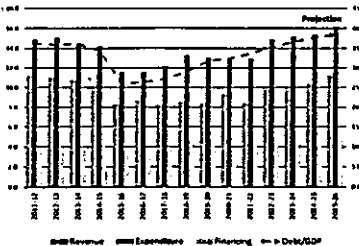
Macroeconomic Situation of Bangladesh (4)

Inflation showing up trend since January 2023

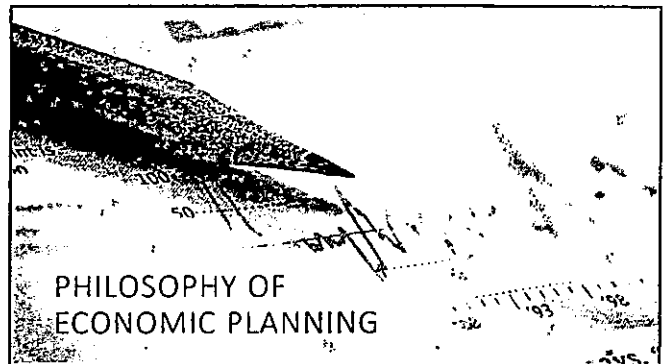


Macroeconomic Situation of Bangladesh (5)

Fiscal Sector

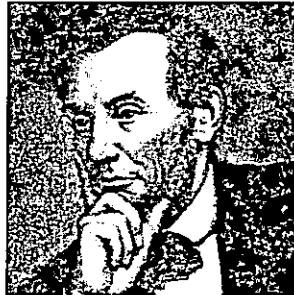


- Government always try to restrain deficit within 5% of GDP, though in COVID times, it was more than 5%;
- Stringent fiscal discipline and Public Finance Reform measures have contributed to contain government debt at well below threshold level of debt sustainability;
- Rise in subsidy since FY22 is a matter of concern in fiscal sector;
- Low tax-to-GDP is also a major problem.



Abraham Lincoln

*"If we could first know
where we are and
whither we are
tending, we could
better judge what to
do, and how to do it"*



10

Economic Planning

- Economic planning may be described as deliberate governmental attempt to coordinate economic decision making over the long run and to influence, direct and, in some cases, even control the level and growth of a nation's principal economic variables [income, consumption, investment, export, imports]
- An economic plan is simply a specific set of quantitative economic targets to be achieved in a given period of time, with a stated strategy for achieving those targets
- It is an exercise in which the government first chooses economic and social objectives, then sets various targets, and finally organises a framework for implementing, coordinating and monitoring
- Implementation of economic plan comprises of three distinct but mutually interrelated plans:
 - Long Term (Usually for 10 to 20 years)
 - Medium-Term (Commonly known as Five Year Plan); and
 - Short-Term (Annual Plan (ADP in case of Bangladesh: Implemented through Investment Projects and Technical Assistance Projects)

20

Rationale for Economic Planning

- Resource Mobilisation:** Countries which are characterised by low level of capital formation. The people are poverty-ridden. Their capacity to save is extremely low due to low income and high propensity to consume. Therefore, the government needs to mobilise resources from both domestic and external sources to finance investment projects in a planned way.
- Resource Allocation:** As resource is scarce in these countries, planning for allocation of resources among the competing sectors is a must. These countries requires the development of agriculture, industry, power and gas sectors, establishment of social and economic overheads in a harmonious way to particularly benefit the poor, women and other disadvantaged groups. All these require simultaneous investments in different sectors which are only possible under development planning.

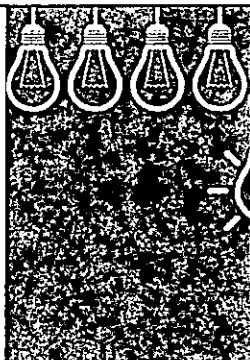
21

Bangladesh: Making
vision into reality...

22

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

Indicator	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 Govt of GDP			
Gross Investments (%)	32.76	41.15	46.9
Gross National Savings (%)	21.31	37.14	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

PP 2041 Human Development Targets: Health and Population

Description	FY 2018 (Base Year)	FY 2031 (Mid-Term)	FY 2041 (Target)
Life Expectancy (Years)	72.3	75	80
Population Growth Rate	1.2	1.0	1.0
Maternal Mortality Ratio (Per 100,000 Live Births)	169	70	36
Infant Mortality Ratio (Per 1,000 Live Births)	22	15	4
Underweight of Under 5 Children (6-59 Months)	33	5	2
Stunting (%)	31	15	2
Total Fertility Rate (TFR) (%)	2.05	1.8	1.8
Coverage of Health Insurance (%)	Insignificant	50	75
Public Spending on Health (% of GDP)	0.7	1.5	2.0

Source: Perspective Plan of Bangladesh 2031-2041, GED

PP 2041 Human Development Targets: Education and Training

Description (Per Cent)	FY 2018 (Base Year)	FY 2031 (Mid-Term)	FY 2041 (Target)
Adult Literacy Rate	72.0	100	100
Net Primary Enrolment Rate	97.9	100	100
Primary School Dropout Rate	19.1	0.0	0.0
Net Secondary Enrolment Rate	62.3	90	95
Secondary School Dropout Rate	38.3	0.0	0.0
Tertiary Enrolment Rate	17.8	50	80
Percent Share of Female Students in Tertiary Education	26	50	50
TVET Enrolment Rate	16.05	30.00	41.00
Public Spending on Education (% of GDP)	2.0	3.5	4.0

Source: Perspective Plan of Bangladesh 2031-2041, GED

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

27

Major Physical Targets During the Eighth FYP

SL No.	Indicator	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)	9.4	14.06
	Tax Revenue (As % of GDP)	7.89 (2020)	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

28

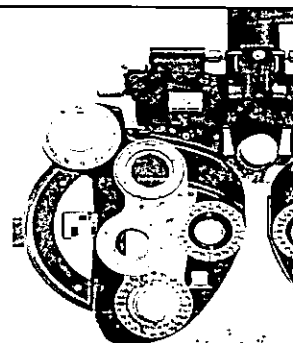
Major Physical Targets During the Eighth FYP

SL No.	Indicator	Baseline	Targets (2025)
11	Proportion of Population Living Below the Poverty Line	UPL: 20.5% LPL: 10.5% (2019)	UPL: 15.60% LPL: 7.4%
12	Proportion of Population Covered by SSNP	27.8% (2016)	35.00%
13	Maternal Mortality Ratio	165 (2019)	100
14	Birth Attended by Skilled Health Personnel (%)	59 (2019)	72
15	Under-5 Mortality Rate	28.00 (2019)	27
16	Prevalence of Stunting Among Children U-5	28.0 (2019)	20
17	Life Expectancy at Birth	72.6 (2019)	74
18	Completion Rate (Primary Education)	82.1 (2019)	92.0
19	Electricity Installation Capacity (MW)	23,548 (2020)	30,000
20	Ratio of Girls to Boys in Tertiary Education	0.7	1.0

Source: Eight Five Year Plan (2020-2025), GED, Planning Commission

29

HOW BUDGET
TRANSFORMS VISION
INTO REALITY...



Why Medium-Term Budgeting

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

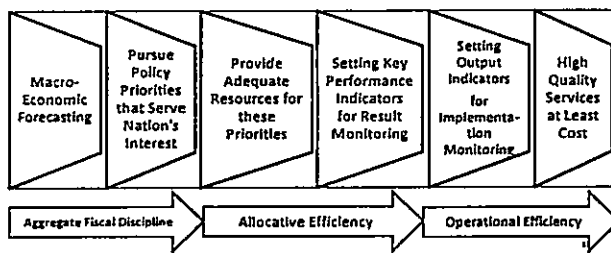
31

What is an MTBF?

- A budgeting approach that
 - adopts a medium-term perspective to budgeting (3-5 years)
 - In contrast to traditional annual budgeting
 - links Government's policy priorities to resource allocations and resource allocations to performance
 - emphasizes the efficient use of limited public resources for results
 - Underscores both top-down and bottom-up process to determine resource needs

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Mtbf summarized



Basic Objectives of MTBF Explained

Fiscal (Aggregate Fiscal Discipline)

- To ensure:
 - Appropriate medium term fiscal policy & targets
 - Political commitment to fiscal sustainability
 - Disciplined process for deliberation and decision making: revenue, borrowing, across government policies, etc. Impacting on aggregate expenditure ceiling
- Credible medium term fiscal resource envelopes for planning and budgeting

Allocation (Allocative Efficiency)

- To discipline allocative decisions:
 - Predictable funding for current policies/projects
 - Fiscal space for orderly funding of new policies and investments
 - Funding support for new policies and investments in strategic priorities from the fiscal space opening up in the out years

Resource use (Operational Efficiency)

- Effective service delivery with least cost
- Performance management by line ministries

34

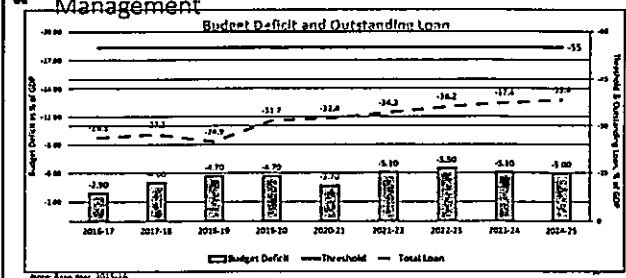
34

Aggregate Fiscal Discipline: Impact on Government Budget (FY2024-25)

FISCAL ACCOUNTS: GOVERNMENT BUDGET (in Crore Taka)	
1. REVENUE AND GRANTS	5,45,400
Tax Revenues	4,95,000
Non-Tax Revenues	44,000
Grants	4,400
2. EXPENDITURE AND NET LENDING	7,97,000
Recurrent or Revenue Expenditure	5,06,971
Capital or Investment Expenditure	2,81,572
Net Lending	8,457
3. OVERALL BALANCE (Surplus/Deficit)	2,51,600 (4.5%)
4. FINANCING	2,51,600
Foreign (Net)	90,700
Domestic (Net)	1,60,900
Borrowing from Financial Institutions	1,17,500
Borrowing from Other Sources	43,400
5. DEBT - Budget Deficit & Outstanding Loan	21,61,442 (39.6%)

35

Aggregate Fiscal Discipline: Sustainable Budget Management



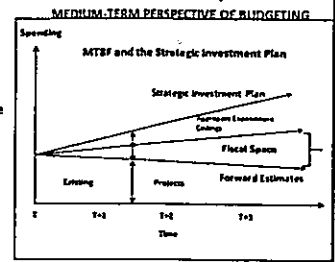
Note: Base Year, 2013-14

Effect of MTBF on Allocative Efficiency

- Inter-Sector resource allocations will be multi-year and directed towards the Government's strategic policy priorities
 - While keeping funding arrangements for ongoing operations
- Intra-Sector resource allocations will be based on line ministry's strategic and annual operational plan linking national strategic plan (8th 5 Year Plan) to the annual budget process
 - Ministries are empowered to make internal resource allocation decisions within the budget ceilings
- Government strategic sectors have been defined as: education, health, power, physical and social infrastructure, ICT, communication, LG & rural development, agriculture and so on
- Coordination between Planning Division and Finance Division is a critical factor in achieving allocative efficiency and this has been strengthened

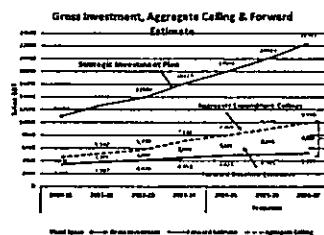
Effect of MTBF on Allocative Efficiency

- Year T is the forthcoming budget year, T+1 is the first out year, T+2 the second out year, and T+3 the third out year
- Looking ahead from Year T, as existing projects are implemented and completed, total costs for existing projects are expected to decline from year to year. The Forward Estimates line is therefore sloping downward
- As Aggregate expenditure ceilings are expected to grow in nominal terms, the trend line slopes upward
- The area between the Aggregate Development Expenditure Ceilings line and the Forward Estimates line is the fiscal space for allocation to new, high priority projects in strategic sectors



Effect of MTBF on Allocative Efficiency (2)

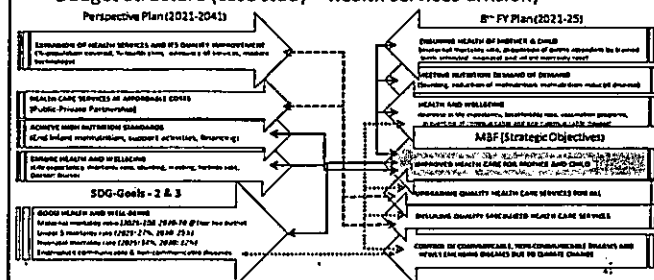
- In FY2020-21 Gross Investment was estimated to be 10,950 billion BDT (1.02% of GDP), and total budget was 4595 billion BDT (1.6% of GDP) assuming that distributed Fiscal Space among the strategic and priority sectors was (4595-3460) = 1134 billion BDT
- As Aggregate expenditure ceilings are growing in nominal terms, from \$182 billion BDT in FY2022 to \$990 billion BDT in FY2027 (On an average 14.3% of GDP), FBEs are, therefore, sloping downward - opening up more opportunities to allocate resources from Fiscal Space (1375, 1660, 2631, 3146, 3945 & 4814 billion BDT) to new, high priority projects in strategic sectors during the same time.



Effects of MTBF on Operational Efficiency – Performance Based Budget Structure

- We support implementation of Ministry Budget Framework (MBF) which adapted performance-based budget structure to the Bangladesh environment
 - Implemented in all Ministries/Divisions/Other Institutions over the span of 6 years
 - MBFs will be based on the performance based budget structure
 - The MBFs specifies performance measures for outcomes and outputs against resource allocated
 - Ministries are asked to report on financial and operational performance against the targets set in the MBFs beginning in the FY 2013-14

Effects of MTBF on Operational Efficiency – Performance Based Budget Structure (case study – health services division)

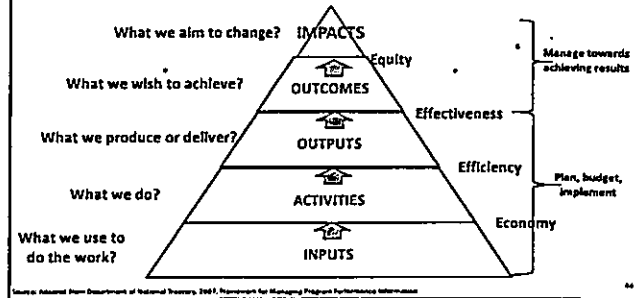


Map of Mission Statement, Strategic Objectives, outcome, KPIs, Output Indicators and Inputs

Mission Statement	Ensure affordable and qualitative health care and family planning service for all by improving the health, population and nutrition sector and constitute a healthy, strong and effective workforce.
Strategic Objectives	Improved health care for mother and child
Outcome	Improvement in child mortality rate Improvement in maternal mortality rate
Key Performance Indicators (KPI)	1. Maternal mortality rate (MMR) (per 100,000 live births) (13 per 100,000) 2. Infant mortality rate (IMR) (per 1,000 live births) (27 per 1,000) 3. Neonatal mortality rate (NNMR) (per 1,000 live births) (16 per 1,000) 4. Proportion of the target population (15-49 years) using the Contraceptive Prevalence Rate (CPR) (61.00%)
Output Indicator	1. Expanding coverage of immunization programs (No. of immunized children) (77%) 2. Continuous Maternal Health Voucher Scheme and expansion of its coverage (No. of vouchers) (25-30) (No. of beneficiaries) (140-150) 3. Training of midwives, nurses and doctors (No. of trainees) (1000-1100)
Activity	1. Expanding coverage of immunization programs 2. Continuous Maternal Health Voucher Scheme and expansion of its coverage 3. Training of midwives, nurses and doctors
Input	Medium-Term Expenditure Estimates by Institutional Unit, Schemes and Projects In Operating Activities: All General Activities, All Special Activities, All Development Activities, All Non-Operating Activities

MTBF AND RESULT-BASED BUDGETING: CONCEPTS AND PRACTICES

Key Performance Information Concepts



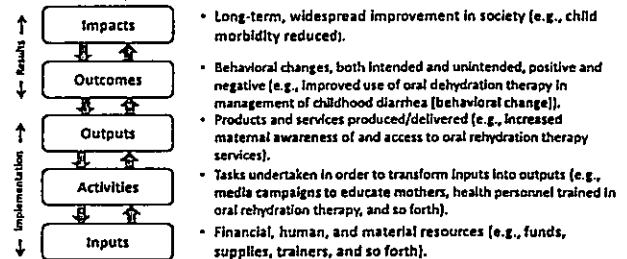
Main Components of a Theory of Change

Components	Description
Inputs	Resources that go into a project, program, or policy (funding, staffing, equipment, curriculum materials, and so forth).
Activities	What we do. Activities can be stated with a verb ("market," "provide," "facilitate," "deliver").
Outputs	What we produce. Outputs are the tangible products or services produced as a result of the activities. They are usually expressed as nouns. They typically do not have modifiers. They are tangible and can be counted.
Outcomes	Why we do it. Outcomes are the behavioural changes that result from the project outputs (quit smoking, boiling water, using bed nets). Outcomes can be increased, decreased, enhanced, improved, or maintained.
Impacts	Long-term changes that result from an accumulation of outcomes. Can be similar to strategic objectives.

Source: World Bank, 2009, The Road to Results

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Example of Program Theory of Change (Logic Model) to Achieve Outcomes and Impacts



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SNAPSHOT OF BUDGET FOR THE FY2024-25

Key Assumptions in Budget Estimation

As Per Cent of GDP

- Real GDP: 6.75 per cent
- Nominal GDP Growth: 10.88 per cent
- Inflation: 6.5 per cent
- Total Government Expenditure: 14.24 per cent
 - Annual Development Program (ADP): 4.73 per cent
- Total Revenue: 9.74 per cent
- Budget Deficit: 4.5 per cent
- Estimated GDP: 55 lakh 97 thousand and 414 Crore Taka

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Priority Sectors of the Budget

Tackle inflation caused due to global supply chain disruption
Continue incentives on agriculture research and extension, and increase productivity
Overall human resource development including health, education and skills
Increase domestic investment and encourage export diversification
Rural development and employment generation
Mitigate the impact of climate change
Expansion of social protection programs and distribution of food to the low income people
Continue implementation of stimulus packages declared

Budget at a Glance

Particulars	Budget FY2024-25 (% of GDP)	Revised Budget FY2023-24 (% of GDP)	Budget FY2023-24 (% of GDP)
(1) Total Revenue Income	5,41,000 (9.7)	4,78,000 (9.5)	5,00,000 (10.0)
(2) Total Expenditure	7,97,000 (14.2)	7,14,418 (14.2)	7,61,785 (15.2)
(a) Operating and Other Expenditure	5,32,000	4,69,418	4,98,785
(b) Annual Development Program (ADP)	2,65,000 (4.7)	2,45,000 (4.9)	2,63,000 (5.3)
(3) Budget Deficit and Financing	2,56,000 (4.6)	2,36,418 (4.7)	2,61,785 (5.2)

Estimated Revenue Collection

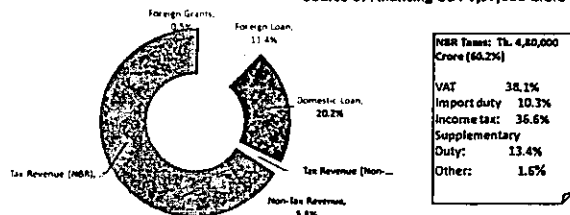
Particulars	Budget FY2024-25	Revised Budget FY2023-24	Budget FY2023-24
Total Revenue	5,41,000	4,78,000	5,00,000
NBR-Revenue	4,80,000	4,10,000	4,30,000
Non-NBR Revenue	15,000	19,000	20,000
NTR	46,000	49,000	50,000

Estimated Government Spending

Particulars	Budget FY2024-25 (% of GDP)	Revised Budget FY2023-24 (% of GDP)	Budget FY2023-24 (% of GDP)
Total Government Spending	7,97,000 (14.2)	7,14,418 (14.2)	7,61,785 (15.2)
Operating and Other Expenditure	5,32,000	4,69,418	4,98,785
Pay and Allowances	81,580	77,894	80,463
Grants in Aid	76,637	65,064	72,059
Interest Payment	1,13,500	1,05,300	94,376
Subsidy and Incentives	1,03,240	1,01,131	99,227
Annual Development Program (ADP)	2,65,000 (4.7)	2,45,000 (4.9)	2,63,000 (5.3)

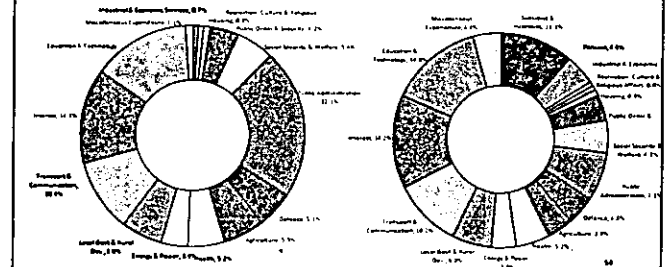
Source of Financing FY2024-25

Source of Financing BDT 7,97,000 Crore

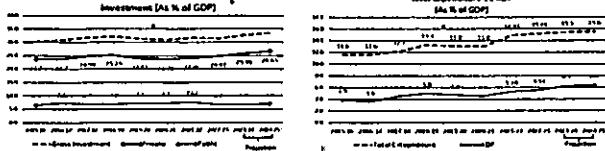


Strategic allocation of Resources FY2024-25

Operating & Development Budget, FY2024-25, Tk. 7,97,000 Crore

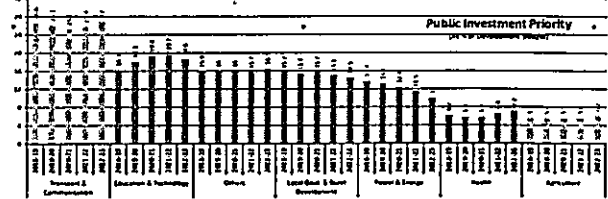


Strategic allocation of Resources (Investment & Development)



- Over the last seven years (FY2015-16 to FY2023-24), on an average gross investment was 11.52% of GDP, among which private investment was 34% and public 7%, for the FY22, private and public investment have been estimated to be 22% and 7%, and for the two projected years FY23 & FY25, average gross investment would be 11.5%, of which private and public investments, 16.5% and 7% respectively.
- As share of GDP, ADP continued to increase over the last 10-year (FY16-25), and in terms of budget share, ADP allocation increased from 30% in FY16 to 56% in FY25.

allocation of Resources on priority sectors (development)



- The ADP was focused on the completion of large transformational projects in education, power, energy and transport infrastructures. Strong emphasis was also placed on rural infrastructure - implementation of mega projects took up more than 50% of the total ADP during the FY22.
- The focus will need to shift towards building human capital through much larger investments in health care, education and training, etc.

Budget Deficit and Financing

Particulars	Budget 2024-25 (% of GDP)	Revised Budget 2023-24 (% of GDP)	Budget 2022-23 (% of GDP)
Budget Deficit	2,56,000 (4.6)	2,36,418 (4.7)	2,61,785 (5.2)
Financing			
Foreign Source	95,100 (1.7)	79,793 (1.6)	1,06,390 (2.1)
Foreign Borrowing	1,27,200	1,02,693	1,27,190
Foreign Grant	4,400	3,500	3,900
Foreign Debt Repayment	36,500	26,400	24,700
Domestic Source	1,60,900 (2.9)	1,56,625 (3.1)	1,55,395 (3.1)
Borrowing from Banking System	1,37,500	1,55,935	1,32,395
Non-Bank Borrowing	23,400	6,90	23,000

Financing of Annual Development Program

Source	Revised Budget 2023-24 (% of GDP)	Budget 2024-25 (% of GDP)
Domestic Source/Local Currency	1,61,500 (66%)	1,65,000 (62%)
External Source/Project Aid	83,500 (34%)	1,00,000 (38%)
Annual Development Program	2,45,000 (100%)	2,65,000 (100%)

- * 8.2 per cent growth from the FY2023-24



Thank you all for listening.
You don't have to agree with me.
Let's begin a conversation on this.

Debt Management
Finance Division, Ministry of Finance

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

Md. Monzerul Haque
Joint Secretary
Finance Division,

Advanced Course on Administration & Development (ACAD)
BPATC
1 August, 2024

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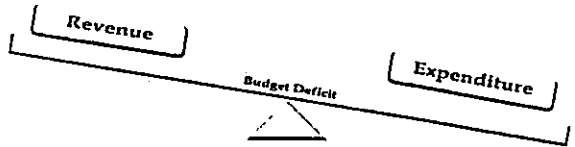
Outline

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

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Why Government creates fiscal deficit/deficit budget?

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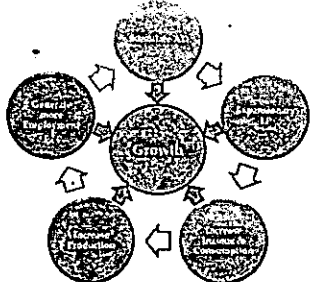


- ✓ If Government spends more than it earns, called fiscal Deficit
- ✓ Generally Fiscal Deficit takes place due to either "Revenue Shortage" or major hike in "Capital Expenditure".

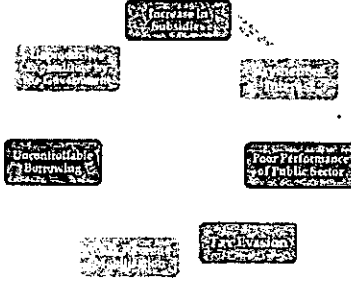
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Reasons for Fiscal Deficit

One side of the coin



Opposite side of the coin



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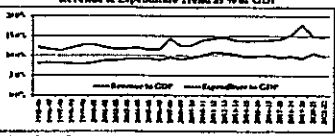
Scenario of Major Macro-economic indicators in BD

Budget Deficit as % of GDP



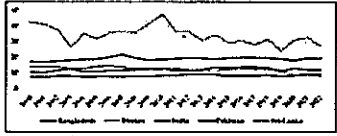
Source: Finance Division

Revenue & Expenditure Trend as % of GDP



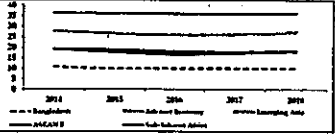
Source: Finance Division

Revenue mobilization comparison (as % of GDP) South Asia

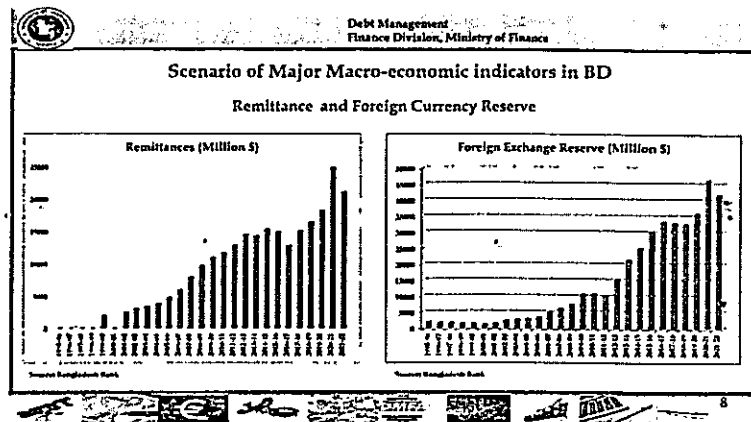
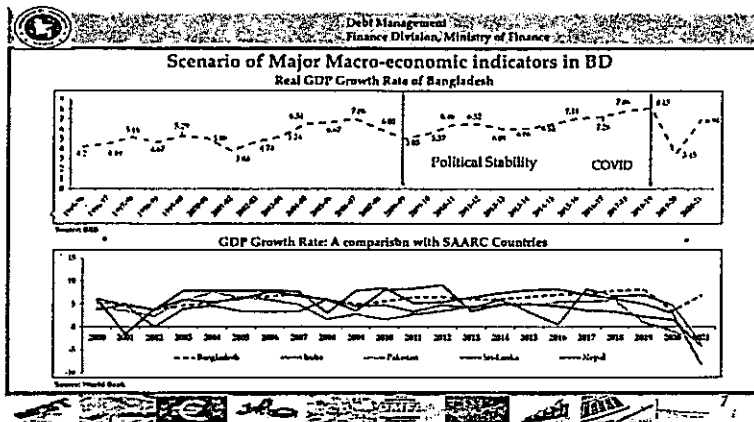


Source: IMF

Revenue mobilization comparison (as % of GDP) East Asia

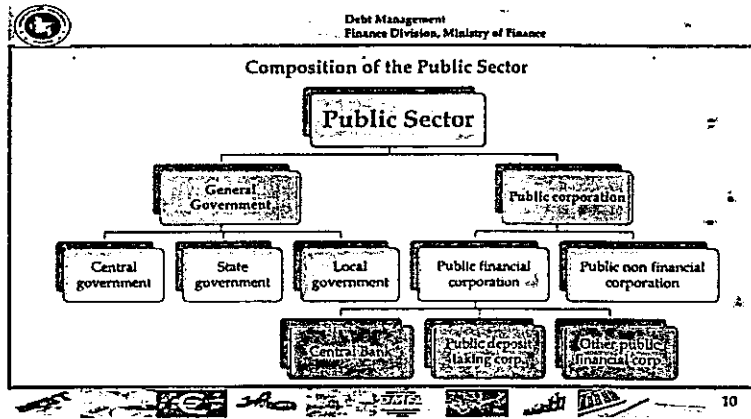


Source: World Bank



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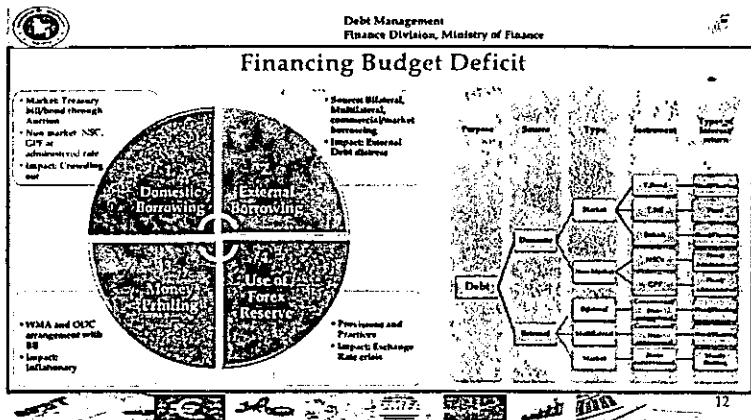
Public Debt Management (PDM)

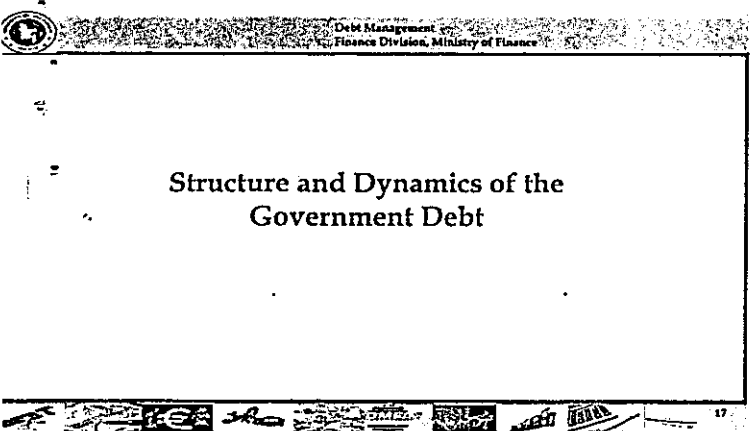
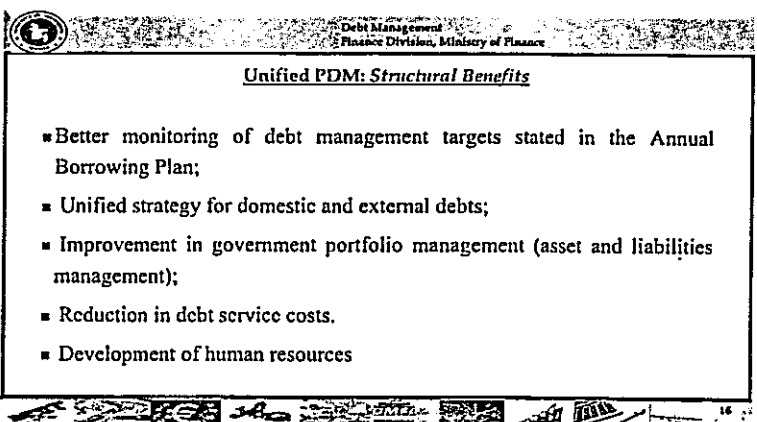
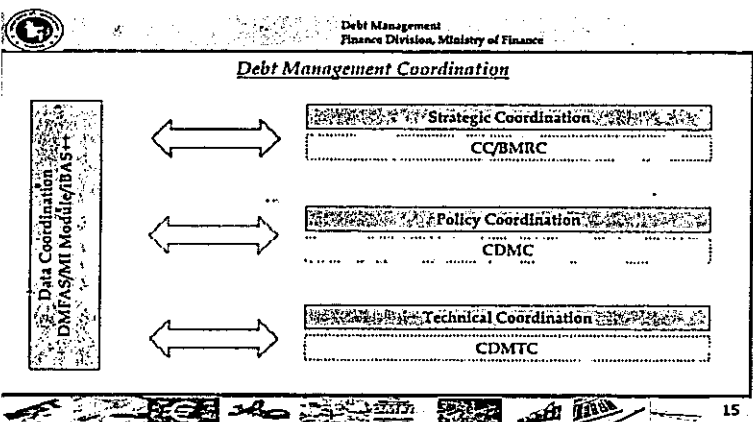
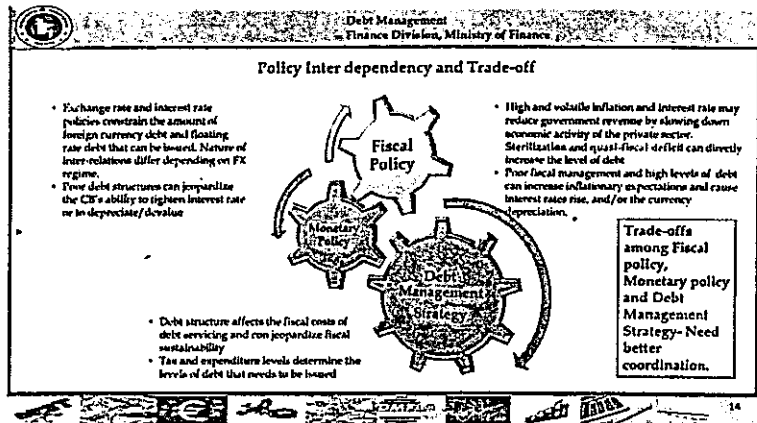
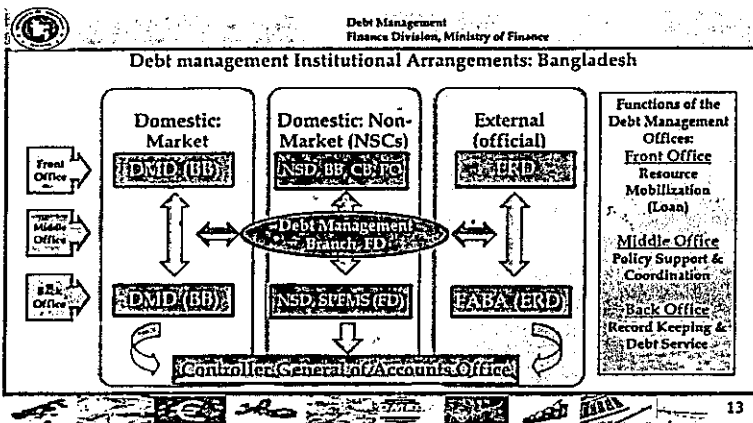


Debt Management
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Public Debt Management (PDM)

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





Debt Management
Finance Division, Ministry of Finance

Debt Stock of the Government as of June 2022

As of June 2022

Category	Domestic Debt (1+2)	External Debt*	Total Debt (A+B)
A. Domestic Debt (1+2)	847930		847930
1. Debt from Banking Sources	419627		419627
1.1 Treasury Bills	77074		77074
1.2 Treasury Bonds & STB	324603		324603
1.3 Sukuk	18000		18000
2. Debt from Non-Bank Sources	428303		428303
2.1 Debt from NSCs	365563		365563
Others (GPI)	62740		62740
B. External Debt*		495794	495794
C. Total Debt (A+B)	1343724		1343724
GDP	3976462		3976462
Debt to GDP (%)	33.79%		33.79%
Domestic Debt to GDP	21.32%		21.32%
External Debt to GDP	12.47%		12.47%

* FY2022-23 Data is Preliminary

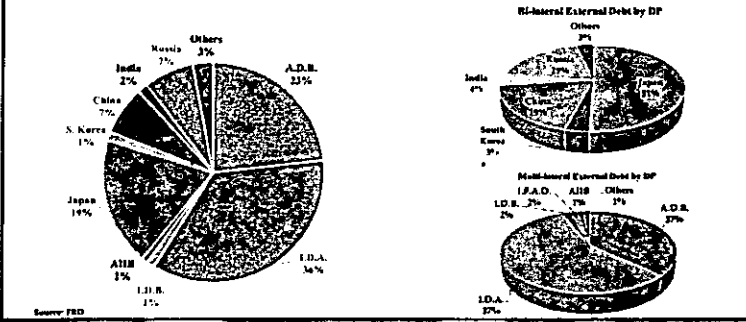
Total Debt Portfolio: Domestic vs External

Domestic Debt Portfolio

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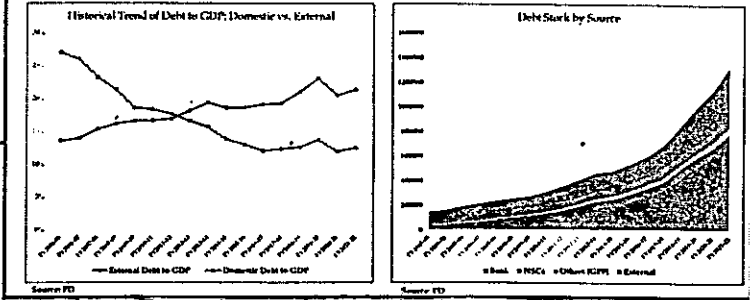
External Debt Portfolio as of June 2021 by DP



19



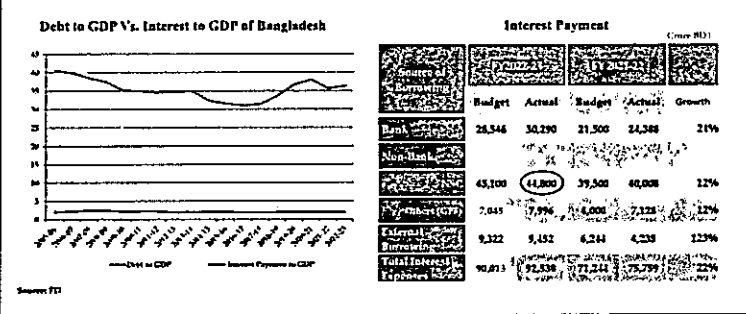
Trend of Total Debt Stock as of June 2022



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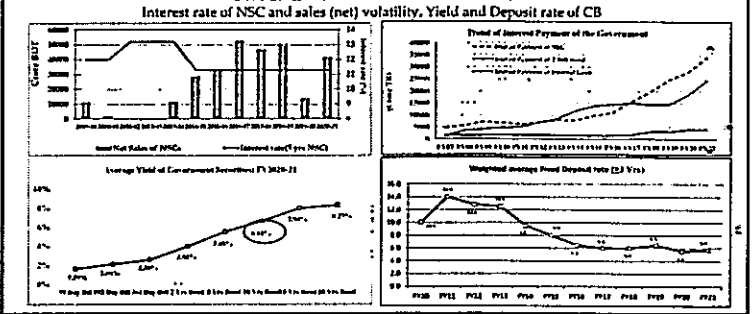
Scenario of Interest



21



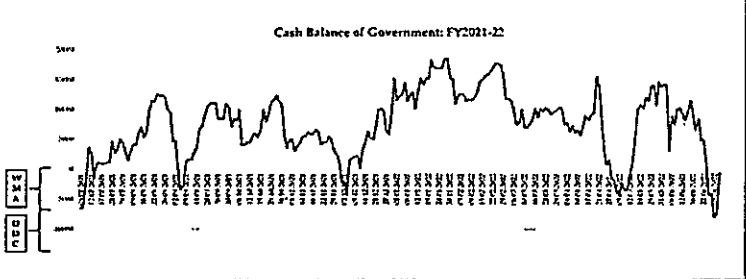
Borrowing cost: NSC vs. Bank



22



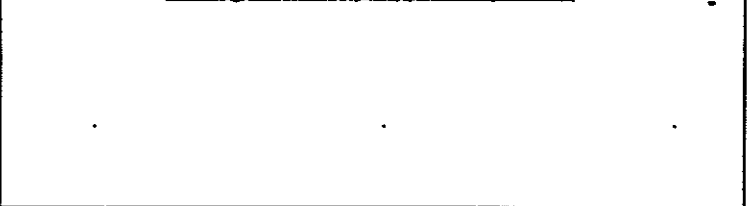
Cash Mismatch: Uncontrolled borrowing & lack of expenditure forecasting tools



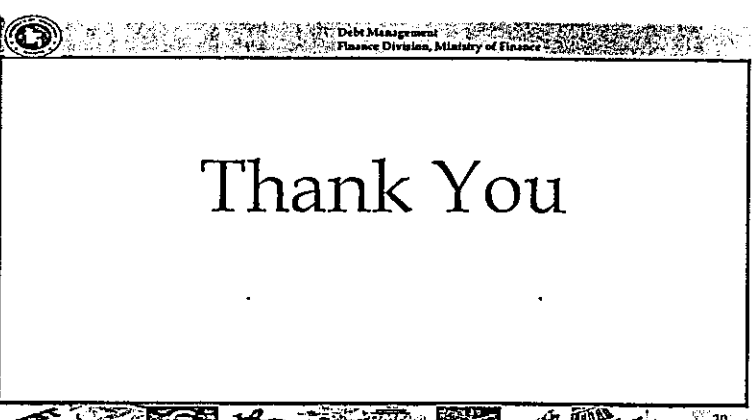
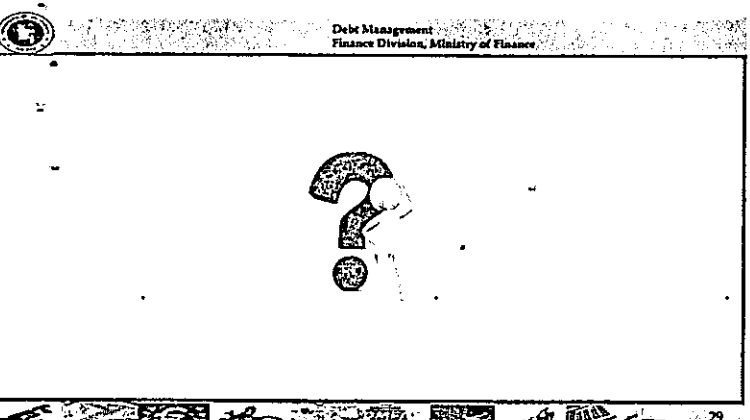
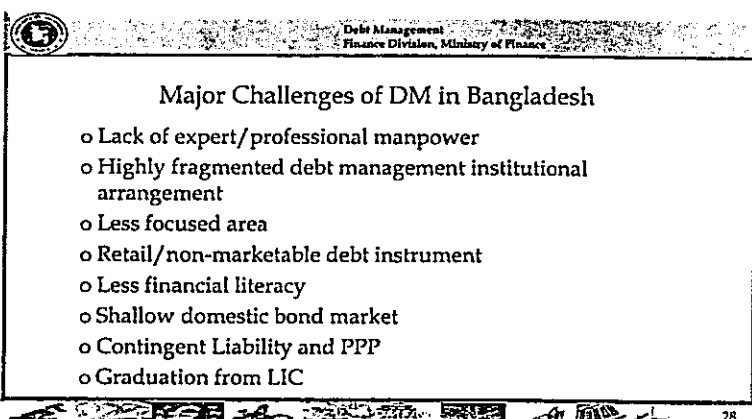
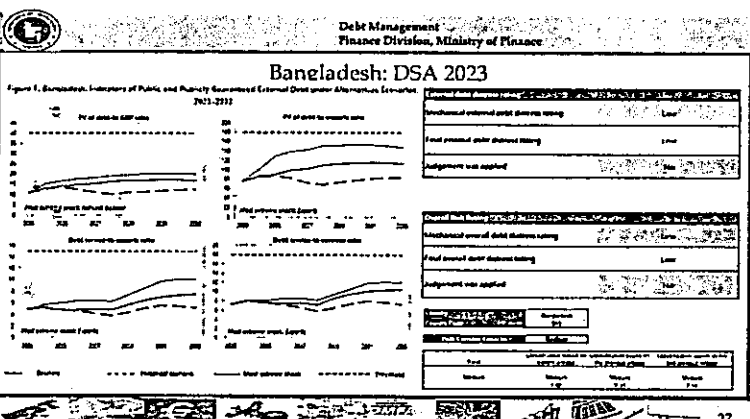
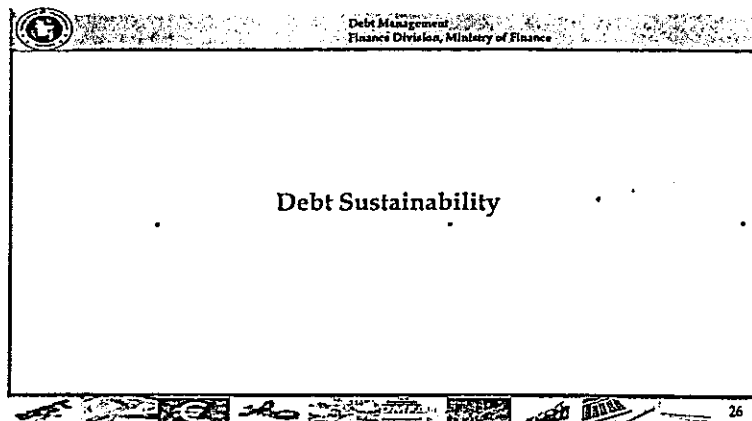
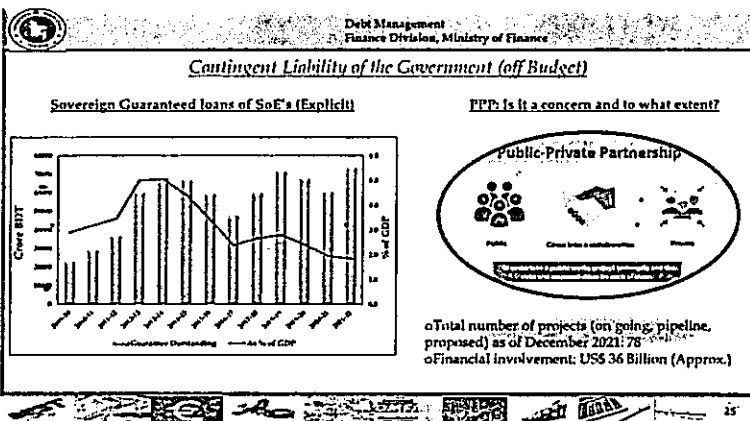
23



Contingent Liability: Opportunity & Risk



24



ISSUES AND PERSPECTIVES OF SOCIAL BUSINESS: A BETTER WAY TO SERVE THE SOCIETY?

Dr. Muhammad Mustafizur Rahaman
Director (Administration)
Health Economics Unit
Ministry of Health & Family Welfare
August 21, 2024

Structure of the Presentation

- Background
- Addressing Social Problems by Business Organizations
- The Rise of Social Business
- Social Business Concept
- Social Business VS Conventional Business
- BOP Business VS Social Business
- CSV VS Social Business
- A Critical View on the Social Business Concept of Yunus
- The Realities of Social Business
- Aid Social Business Nexus
- Aid Alignment with Social Business
- Governance and Social Business

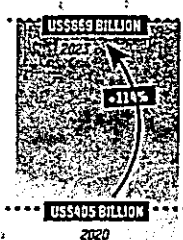
Global Development Agenda

- Serving the humanities most pressing needs (Prof. Yunus, 2010).
- Leave No One Behind (LNOB) (UN, 2015).
- LNOB strides on eradicating poverty, ending discrimination and rising inequality.



Realities Against Development Agenda

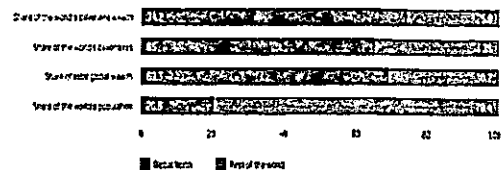
- 9.2% of the global population (700 million) live in extreme poverty (less than \$1.90 per day)
- 90% of the extreme poor residing in Sub-Saharan Africa and South Asia
- The world's richest 1% own 43% of all global financial assets.
- The richest 1% globally emit as much carbon pollution as the poorest 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.



THE WORLD'S **FIVE RICHEST MEN** HAVE MORE THAN **DOUBLED** THEIR WEALTH SINCE 2020, WHILE **FIVE BILLION PEOPLE** WERE MADE **POORER**.



Share of wealth concentration in the Global North compared to the rest of the world (%)



Source: Data from calculation based on data from Forbes Billionaires list and the UN's State of the World Report, 2022

Development Actors

- Governments, corporate world, aid donors, NGOs are trying to address these problems.
- Then, where the problems lie?
- **Government:**
 - Part of the problem; not the solution (neo-liberalist school)
 - Inefficient and corrupt.
 - Shortfall of resource and manpower.

Development Actors

- **NGOs:**
 - Depend on aid.
 - Impact is ad-hoc.
- **Aid Donors:**
 - Overlook local culture and situation.
 - Is not well suited for all sectors.
 - Benefits the key politicians, policymakers at the expense of intended beneficiaries.

Role of Business

- Fredrick (1994): Business have an obligation to address these problems.
- Porter and Kramer (2006): Business-society relations is based upon mutual benefit propositions.
- Porter and Kramer (2011): Social harm or weakness can create internal cost of firms.
- Rahim (2013): Spending for social goods may neutralize externalities created by business.

Paradoxes of Capitalism & Conventional Business

- World's dominant economic system is capitalist economy.
- Capitalism include capital accumulation, competitive markets, self-interest, profit motive etc.
- 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.
- Conventional business actually relies on the philosophy of classical economist Adam Smith and neoclassical economist Milton Friedman.
- Smith (1776) argues that by pursuing self-interest, someone promotes societal welfare more than (s) he really intends to.

Paradoxes of Capitalism & Conventional Business

- Friedman (1970) posited that profit maximization was the primary responsibility of business.
- Bowen (1953) Mentions 11 macroeconomic objectives of business, including achieving a high standard of living and community improvement.
- A conventional profit-maximizing business creates employment opportunities, generates revenue for the business and the government, and 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.

Charity and Philanthropy

- **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:** Philanthropy is a form of altruism that
 - ❖ consists of "private initiatives for the public good,
 - ❖ focusing on quality of life".

World Giving Index 2023

Top 10 countries in the world

- Indonesia
- Ukraine
- Kenya
- Liberia
- United States
- Position of Bangladesh 105
- Position of Japan 139

Reasons of Charity and Philanthropy

GLOBAL AVERAGE INDEX SCORE

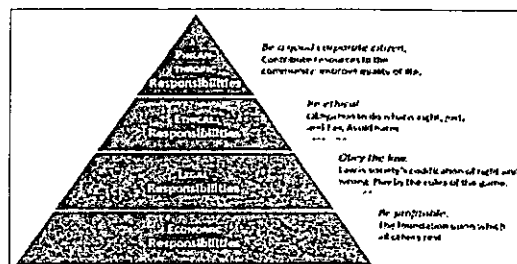


- Religious Reason
- Life Satisfaction
- Economic Reason

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



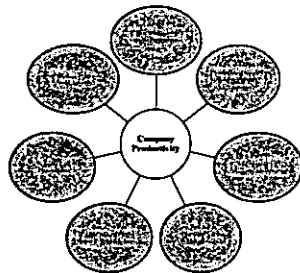
Creating Shared Value

- 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.

The 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].
- Profits involving a social purpose represent a higher form of capitalism.

Addressing Social Problems by Business Organizations: Means and Examples

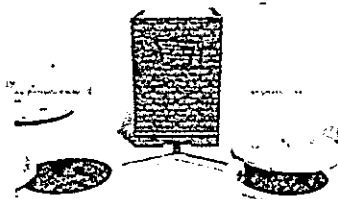
- **Inventing Low Cost Technology.**
- **Examples:**
- **Bindheshwar Pathak (1970):** Liberated scavengers employing low-cost safe sanitation technology.
- **IDE (1982):** Introduced low cost irrigation and water recovery system at an affordable price.
- **SELCO (1995):** Provided electricity to rural 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 Business Organizations: 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.
 - Grameen Danone Foods Ltd (2006): Produces vitamin-rich yogurts for the poor in cheap price.
 - Grameen Veolia Water Ltd (2008): Provides arsenic free pure water at an affordable price for the poor.
 - Mobile phone companies made cellular phone available to the poor people at affordable price.

Grameen Danone Food



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

Symptoms of Arsenic Poisoning



- 83% of the tube wells were contaminated with high level arsenic.
- Between 35 million and 77 million people are at the risk of arsenic poisoning.
- Due to Arsenicosis 17 people died in 2010 in the project area.

Grameen Veolia Water



- Coverage by the project: 6 villages; Rural customer: around 700; urban customer: 250 organizations; Rural sells revenue: around 39,000 BDT; Urban sells revenue: around 9,00,000 BDT.

Addressing Social Problems by Business Organizations: Means and Examples

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

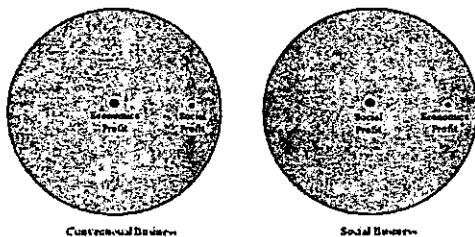


- Member: over 200 in 12 villages of western Rajasthan.
- Main product: Yarn dying, hand-loom, embroidery, weaving.
- Reinvestment of profit: Health and Education.

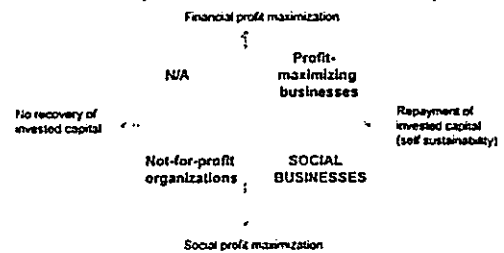
The Rise of Social Business

- Business-Society Relations:
- Three components of conventional business-value proposition, value creation, profit equation.
- Poverty reduction or solutions to social problems is the desirable by-product.
- Conventional business addresses social problems through Corporate Social Responsibility (CSR).
- CSR devotes a small portion of profit insufficient to address poverty.

Conventional Business Vs Social Business



Financial Profit Maximization



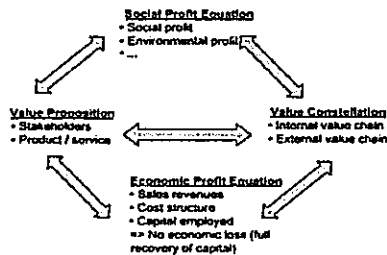
The Rise of Social Business

- Market solution to social problem:
- M. Friedman:
- Sufficiently competitive market contributes to social good.
- M. Yunus:
- Markets have failed to distribute the resource properly.
- Profit maximizing business is unfavorable to address poverty because
 - market responds to purchasing power; poor lack purchasing power.
- Prahalad:
- Base of the Pyramid (BOP) market can serve poor people.
- BOP business is unfavorable to address poverty because
 - outreach is limited to relatively better-off people.

Social Business Concept

- Yunus: "Selfless" business purpose to bring an end to a social problem.
- Seven Principles:
 1. Solve poverty/ social problems rather than to maximize profit.
 2. Attains economic and financial sustainability.
 3. No-dividend is given beyond investment amount.
 4. Profit is reinvested for the expansion and improvement.
 5. Business is environmentally conscious.
 6. Workforce gets market wage with better working conditions
 7. Do it with joy.

The four Components of a social business model



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.	Favourable to address poverty.
Market respond to purchasing power, poor lack purchasing power.	Prices are defined considering poor's purchasing capacity.

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 unreachable poor people.

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.

A Critical View on the Social Business Concept of Yunus

- The concept of social enterprises emerged much earlier than Yunus's social business concept.
- Example: BRAC's Arong (1978) in Bangladesh.
UMBVS (1991), Devi Shetty (2001) in India.
IDE (1982) working in many developing countries.
- 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.

Realities of Social Business

- **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.**

Realities of Social Business

- **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.**
- **GVW started selling 20 litter jar water in 70 BDT (0.9US\$) in urban areas. (0.045US\$/litter)**
- **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.**

Aid Social Business Nexus

- **Aid's typical stated aims:**
 - promotion of growth and development,
 - alleviation of poverty,
 - promotion of good governance, and
 - development of governance institutions.
- **The effectiveness of aid has come under vigorous scrutiny and debate.**
- **Positive impacts of aid:**
 - Addison and Tarp (2015),
 - Lof et al. (2015),
 - Arndt, et al. (2015),
 - Frot and Perrota (2010);
 - Huntington (1991).

Aid Social Business Nexus

- **Negative or mixed results of aid:**
 - Smillie (2014),
 - Nowak-Lehmann, et al. (2012),
 - Provost (2011),
 - Rahaman (2010),
 - Easterly (2006),
 - Collier and Dollar (2004),
 - World Bank (1998).
- **Some drawbacks of aid projects:**
 - lack of ownership,
 - over-use of expatriate consultants,
 - excessive bureaucracy, slow delivery,

Aid Social Business Nexus

Some drawbacks of aid projects:

- lack of coordination, and
- failure to reach the targeted beneficiaries.
- **The Mexico Summit (2002):** From one way relations to partnership
- **The Paris Declaration on Aid Effectiveness (2005):**
 - ownership,
 - alignment,
 - harmonization,
 - result based management,
 - mutual accountability.
- **Latest OECD Evaluation (2011):** progress is less than satisfactory.

Aid Social Business Nexus

- **4th High Level Forum on aid effectiveness (2011):**
 - focused on partnership with private sector.
 - aid investment in the private sector could bring more development outcomes.
- **Yunus (2010):** Aid should be given to creative private sector rather than government.
- **Aid-Social Business relations is based upon mutual benefit propositions.**
- **Social business is more potential than other businesses to serve the BOP people.**
- **Aid can reach to the targeted poor through its investment to social business.**

Aid Social Business Nexus

- On the other hand, social business will likely to be boosted up if aid is invested to it.
- But, aid investment in a social business bypassing the government would be a violation of the principles of the Paris Declaration.
- Moreover, government knows better about the problems of the society.
- Aid alignment should be sought keeping the government as a partner.

Aid Alignment With Social Business

- Aid alignment was first appeared in the Paris Declaration on Aid Effectiveness (2005).
- Alignment means arrangement in a straight line.
- According to Paris Declaration, donors should base their overall support on national development strategies, institutions, and procedures of partner countries.
- Needs separate legislation for its recognition, lessening multiple requirements and complex bureaucracy.
- Encouraging social business through start-up fund, support at different stages of its development, tax rebate.

Aid Alignment With Social Business

- One option is the creation of Multi-donor fund.
- Another option is the creation of domestically raised fund.
- Well-coordinated policy level platform is required.
- The donors and United Nations Development Group focused on Public Private Partnership.
- Profit maximizing companies may not be interested in PPP for social business because of low IRR.
- Government needs to build partnership through aid.

Aid Alignment With Social Business

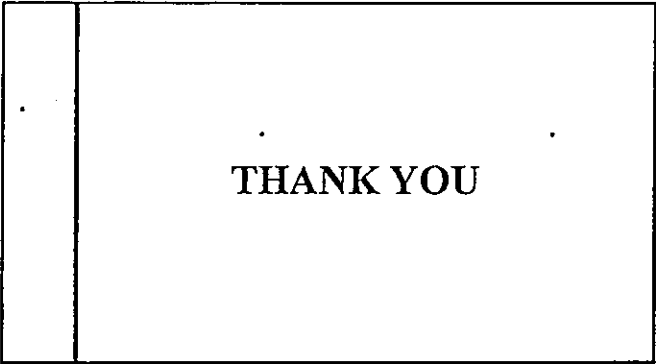
- Policy level prioritization and decision is required.
- All sectors are not equally suited for social business.
- Social business can be either substitutes or complements to aid projects.
- Aid investment in a social business and development sector may be problematic.
- Aid programmes should target the sector/programmes which private and social business cannot deliver.
- A Local Consultative Group (LCG) should be created to facilitate aid coordination and alignment with social business.

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

- 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.
- Aid investment in the social business will be useful to serve the BOP people by business firms.
- On the other hand, aid can reach to the targeted poor easily.
- Aid alignment requires policy decision and governance mechanism.



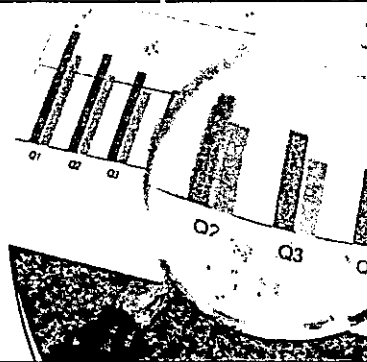
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Fiscal and Monetary Policies in Bangladesh: Their Linkages & Impact

Dr. Md Khaluzzaman Mozumder
Secretary
Finance Division

July 2024



Bangladesh's Fiscal Policy (1)

Fiscal Sector:

- Of the 4 sectors (real, fiscal, monetary and external) under Macroeconomics, variables and indicators of the Fiscal Sector are extremely important for Finance Ministry officials when preparing the annual budget.
- Areas under the Fiscal Sector:
 - Revenue Income
 - MSR Tax Revenue
 - Non-MSR Tax Revenue
 - Non Tax Revenue
 - Government expenditure
 - Operating expenditure
 - Annual Development Programme
 - Budget Deficit
 - Admissible to have budget deficit under 5 percent of GDP
 - Deficit Financing
 - Bank Borrowing
 - Non-Bank Borrowing
 - National Savings Certificate
 - External borrowing

Bangladesh's Fiscal Policy (2)

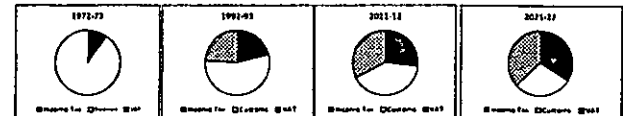
- The fundamental objectives of our fiscal policy are –
 - Increasing mobilization of domestic resources for financing development
 - To maintain a fair balance between the government's expenditure and revenue income
 - To ensure that budget deficit is kept around 5 percent of GDP
 - To keep debt-GDP ratio within the comfort zone (40 percent of GDP)
 - Formulate fiscal policy aligned with the Monetary Policy
 - Ultimate objective is to achieve the GDP growth target

Bangladesh's Fiscal Policy (3)

Gradual shifting focus from trade-based taxes to direct taxes and value added tax

- Government depended on import duties as main source of domestic resource mobilization until mid-1990s
- Large-scale liberalization of trade began in Bangladesh from the mid-1990s. As a result, there has been a gradual shift in its dependence on Trade Taxes. Instead, its reliance on VAT and Income Tax as main sources of revenue has grown
- The share of contribution of Income Tax, Customs and VAT are gradually evolving.

Sector-wise revenue collection rates at different times



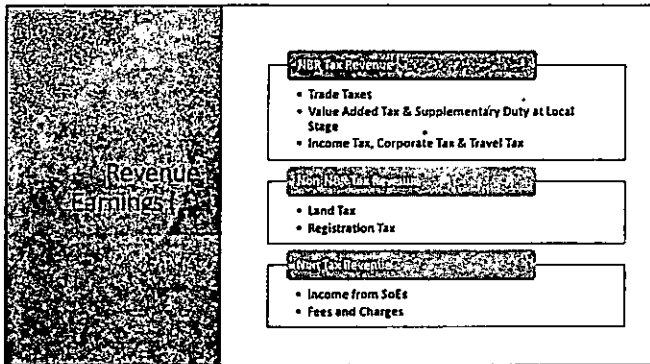
Bangladesh's Fiscal Policy (4)

Low Revenue-GDP Ratio and the Need to gear up Revenue Collection

- Revenue-GDP ratio is the lowest in Bangladesh compared to countries in South Asia
- Revenue-GDP ratio was 9.8% in FY2008. It has risen only marginally; it was 10.76% in FY2014-15, but again reduced to 8.4% in FY2021-22 & 8.2% in FY2022-23
- Main reason behind the slower growth in revenue-GDP ratio is that revenue generation could not match with high economic growth due to the existence of inherent weaknesses in our internal resource collection
- To augment revenue generation, Government aims to carry out continuous and meaningful reforms
- Main objectives of these reform measures are –
 - strengthening revenue administration and improving compliance;
 - broadening tax base and simplifying tax structures, and
 - elimination of, or reduction in, tax exemptions and tax holidays awarded for prolonged periods

Deciding Bangladesh's Fiscal Policy

- Every year, Bangladesh's fiscal policy is decided by a High-Powered Committee, named the Coordination Council
- The Council's meetings are convened under the Bangladesh Bank Order 1972
- Coordination Council:
 - Finance Minister, Commerce Minister, BB Governor, and Secretaries of all relevant Ministries/Divisions are its Members
 - It meets twice every year; 1st meeting held in November/December, and 2nd meeting held in April
 - For major variables in 4 sectors of the economy, Coordination Council revises targets of current year, sets targets for the next year and make projections for the next 2 years
 - Under Fiscal Policy, it revises targets on – (1) Revenue earning, (2) government expenditure, and (3) ADP expenditure for the current year, sets target for the next year, and make projections for the two following years



Revenue Earnings (2)

- There has been a manifold increase in revenue earnings as a result of implementation of various reforms by the government
- Revenue Income was Tk. 64,337 crore in FY2008-09
- It increased to Tk. 3,66,020 crore in FY2022-23, with a growth rate of 9%
 - Of this, NBR Tax Revenue is Tk. 3,19,726 crore
 - NBR Revenue Growth is 10.0%
- Target in FY2023-24 has been set Tk. 5,00,000 crore, in which NBR Tax is Tk. 4,30,000 crore
 - 2nd Coordination Council Meeting in April has reviewed this target
 - Revised revenue target is 4,78,000 crore, in which NBR Tax target is 4,10,000 crore
 - The Actual revenue achieved after May 2024 is 3,24,378 crore taka which is 15% higher than the same period of previous fiscal year.
- Target in FY2024-25 has been set Tk. 5,41,000 crore, in which NBR Tax is Tk. 4,80,000 crore

Government Expenditure

- Government has been continuously increasing the size of the budget
- Objectives:
 - To achieve a high level of economic growth; and
 - To implement various programs of the government
- Size of government budget was Tk. 87,960 crore in FY2008-09
- Actual budget for FY2022-23 was Tk. 5,70,922 crore. Growth was 10.18%.
- Budget for FY2023-24 is Tk. 7,61,785 crore
 - 2nd Coordination Council Meeting in April has reviewed this budget
 - It is revised at Tk. 7,14,418 crore
- Budget for FY2024-25 is set at 7,95,000 crore taka which is 14.2% of the GDP

Components of Government Expenditures (1)



According to budgetary classification, allocation for public expenditure is broadly divided into two major categories: current expenditure and capital expenditure.



Current expenditure/ Operating expenditure (চলতি ব্যয়) consists of –

Wages and salaries paid to the government employees
Purchase of goods and services
Interest and financial payments and
interest and for domestic and foreign loans
Subsidies on account of food account expenses



Capital expenditure/ Development expenditure (সঞ্চয় ব্যয়) comprises addition to and creation of productive assets

The Annual Development Programme (ADP) and Non-ADP capital expenditures are the two major categories of capital formation through government expenditure. It also includes loans and advances, development programmes financed from revenue budget, Non-ADP grants and non-ADP FDI and transfers.

Components of Government Expenditures (2)

- In the context of Bangladesh –
 - Growth of operating expenditure is crucial for –
 - Improving the quality of public service delivery and
 - Meeting the demand for maintaining the existing Infrastructure network
 - Growth of development expenditure is desirable to meet the growing demand for public investment.
- In this situation, it is critical for Bangladesh, to arrive at an optimum mix of operating and capital expenditures through budgetary processes
- Such an optimum mix will help stimulate economic growth and push the economy on a higher growth path
- In FY2021-22, actual operating expenditures consisted of 62.85% of the total budget
- In FY2022-23, actual operating expenditures consisted of about 64.62% of the total budget
- In FY2022-23, actual current expenditures consisted of 62.39% of the total budget

Annual Development Programme (1)

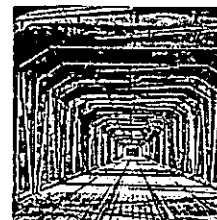
- To achieve an accelerated growth in GDP, the role of both private investment and public investment is crucial
- In FY2008-09, total investment stood at 26.2% of GDP where the contribution of private and public sectors was 21.9% and 4.3% respectively
- In FY2022-23, total investment was increased to 30.95% of GDP where the contribution of private and public sectors was 24.18% and 6.77% respectively
- Main source of public investment is the implementation of Annual Development Program (ADP)
- The size of ADP was Tk. 20,119 crore in FY2008-09, which was increased to Tk. 2,63,000 crore in FY2023-24 and the growth rate was 7%
- As per IMED data, actual ADP spending in FY2022-23 was Tk. 1,91,921 crore
- In FY2023-24, total ADP is budgeted at Tk. 2,63,000 crore
- In the 2nd Coordination Council meeting, it is revised at Tk. 2,45,000 crore
- For FY2024-25, total ADP is set Tk. 2,65,000 crore

Annual Development Programme (2)

- **Financing Growth Promoting Sectors:**
- In terms of allocation of ADP resources, emphasis is always given on growth promoting sectors, such as:
 - Power and energy, communication, health and education, agriculture, etc.
- In comparison to ADP allocation in FY2008-09, allocation has increased in FY2024-25 by –
 - 3.2 times in the Agricultural and Rural Development sector;
 - 12.9 times in the Power and Energy sector; and
 - 12.4 times in the Transport and Communication sector
- **Financing Mega Projects:**
 - Financing mega projects has been given the top priority in implementing the ADP.
 - It is expected that completion of these mega projects will be of immense assistance in maintaining high growth trend in GDP in the future

Annual Development Programme (3)

- **Financing mega projects (cont'd):**
- To facilitate completion of these projects, a number of them have been categorized as Fast Track projects
- A high-level committee, chaired by Hon'ble Prime Minister, has been established to monitor the progress in their implementation.
- The undergoing mega projects are:
 - Khulna-Mongla Railway, Dhaka-Gazipur BRT Project,
 - Dhaka Elevated Expressway,
 - Underground Metro rail,
 - Roopour Nuclear Power Plant,
 - Matarbari Coal Power Plant,
 - Padma Bridge Rail Link Project,
 - Metro rail Northern Route (from Hemayetpur to Shatarai),
 - Dhaka-Ashulia Elevated Expressway, and
 - Matarbari Deep Sea Port.



Budget Deficit

- As a result of government's prudent fiscal policy and efficient budget management, budget deficit is kept at a low level.
- Following the guidelines of Public Money and Budget Management Act 2009, government's goal is to gradually decrease the public debt stock and maintain the deficit within a sustainable level
- The custom of Bangladesh Government is to maintain the deficit within 5% of GDP
- Because, if it goes above 5%, country's macroeconomic stability will be hampered due to –
 - First, excessive spending in government sectors will cause crowding out effect in the economy, which in turn will reduce private investment
 - Secondly, increase in government spending on the one hand, and reduction in revenue earning on the other will cause a budget deficit, which will force government to borrow more from the banking sector
 - This will increase interest payments due to high interest rates, and will force government to reduce essential expenditures to keep more budget for interest payment
- We find that the government has consistently kept Budget deficit within 5% of GDP
- For example, it was 3.5% in FY2008-09 and 4.7% in FY2021-22
- But budget deficit has remained stable at 4.2% in FY2022-23 and expecting the same level for FY2023-24

Deficit Financing (1)

- As the revenue collection lags its target, the budgetary shortfall is usually met from borrowing
- However, increased borrowing to finance deficit always leads to an increase in debt to GDP ratio, which is not good for the economy
- But it is also true that because of the superior performance of the government in maintaining budget deficit at a lower level, there has less pressure on deficit financing in Bangladesh
- As a result, the debt to GDP ratio has been decreasing gradually.
- Despite increased government financing during the COVID-19 pandemic, the ratio has remained stable at 32.41% in FY2020-21
- The debt-gdp ratio became 33.8% and 36% of GDP in FY2021-22 and FY2022-23 respectively
- The debt-gdp for FY2023-24 is estimated at 37.69%
- Debt-GDP ratio in Bangladesh is lower compared to other countries which indicates strong financial stability of the country

Deficit Financing (2)

For deficit financing, government resorts to 3 mechanisms:

1. Bank financing:

- Government ensures financing through treasury bills (equal to or less than one-year maturity) and treasury bonds (more than one-year maturity) through market mechanism
- These treasury securities are tradable in the secondary market
- Some non-marketable debt instruments, such as ways and means advances (WMAA), overdrafts from Bangladesh Bank, etc. are mainly used for deficit financing in daily cash demand of government as instant mechanism
- Government met 9.3% of deficit financing (on average) from banking source during FY14 to FY18. It was 42.38% in FY23

2. Non-bank financing:

- Non-marketable saving instruments, National Saving Certificates (NSC) of various maturities are the main sources for government's non-banking finance
- Government met 69.3% of deficit financing (on average) from non-banking sources during FY14 to FY18
- However, Government now plans to discourage sales of NSC and instead focuses on bank borrowing. It was 18.96% in FY23

Deficit Financing (3)

- **Sukuk Bond:** To tap the unused pool of capital from Islamic Banks, the government introduced Sharia-compliant Sukuk Bond.
 - In one water sanitation project of Dhaka WASA, Tk. 8,000 crore Sukuk Bond is issued
 - In an education project, Tk. 5,000 crore Sukuk Bond is issued.
 - Another one of Tk. 5,000 crore was issued on a Road & Highways project.
 - Another 1,000 crore used for the infrastructure development of Chittogram Division

3. External financing:

- Government resorts to borrowing from external sources as well
- Of the external sources, loans/grants are received mainly from bilateral and multilateral development partners against various projects
- Amount of borrowing from external sources depends on level of implementation of foreign aided projects
- While disbursement of foreign loan was US\$3.68 billion in FY2016-17, it has seen a jump in FY2017-18 with disbursement amounting to US\$4.47 billion
- Due to increased foreign borrowing during the COVID-19 pandemic, disbursement of foreign loan has grown to US\$7.95 billion in FY2020-21
- Our foreign borrowing consists of about 94% concessional loans and 6% grants
- Government met 21.0% of deficit financing (on average) from the external source during FY14 to FY18. It was 18.25% in FY23 and 40.6% estimated for FY24

Deficit Financing (4)

Budget Support from Development Partners:

- Payments against budget support are triggered on fulfillment of certain agreed policy objectives between the recipient country and Multilateral Financial Institutions
- It gives the recipient country more flexibility to align aid spending with national priorities in comparison to project aid
- Therefore, budget support is becoming a more popular form of receiving external aid
- In recent years, Government has started receiving large amount of budget support assistance. For example, it has received US\$750 million as Jobs DPC from World Bank
- To effectively tackle the economic impact of the COVID-19 pandemic and to assist in the procurement of vaccines, government has either received, or has been in discussions to receive, budget support assistance from development partners (List is shown in next slide)
- Current budget support is divided between:
 - Normal Budget Support
 - Vaccine Support

Budget Support Since COVID

Million USD

	FY 20	FY 21	FY 22	FY 23	FY 24
World Bank	250	250	893	531	531
AfDB	500	250	1,460	440	705
AfH	250		250	400	400
OPEC Fund	0	35	110	0	
JICA	0	332	347	225	215
EDCF	0	50	100	0	130
EU	25	97	2	36	108
KfW (Germany)	0	24	0	0	
AfD		53	106	165.5	89
IMF	732	0	0	465	1,847
Total	1,557	714	3,766	1,177	2,635

Monetary Policy

Monetary Sector of Macroeconomics

- Money and Debt Situation
 - Broad Money (cash and checking deposits + savings deposits + money market securities + mutual funds + Treasury bills + other time deposits (less than 2 years))
 - Sources: Net Foreign Assets; Net Domestic Assets (includes Domestic Credit: Govt. Credit + Private Sector Credit)
 - Reserve Money (= Money in circulation + CRA + SLR)
- Interest rate
- Financial sector discipline
- Capital market situation

How Central Bank Influences Money Supply

- If the Central Bank adds a dollar to the economy and that dollar is held as currency, the money supply increases by exactly one dollar.
- But if that dollar is deposited in a bank, and banks hold only a fraction of their deposits in reserve, the money supply increases by more than one dollar.
- We need to understand three exogenous variables:
 1. The monetary base [B]: B is the total number of dollars held by the public as currency C and by the commercial banks as reserves R. The money supply is proportional to the monetary base. Thus, an increase in the monetary base increases the money supply by the same percentage.
 2. The reserve-deposit ratio [r]: r is the fraction of deposits that banks hold in reserve. The lower the r, the more loans banks make, and the more money banks create from every dollar of reserves. Thus, a decrease in r raises money multiplier and money supply.
 3. The currency-deposit ratio [c]: c is the amount of currency C people hold as a fraction of their holdings of demand deposits D. The lower the c, the fewer dollars of the monetary base the public holds as currency, the more dollars of monetary base will be held by banks as reserves, and the more money banks can create. Thus, a decrease in c raises money multiplier and money supply.

Instruments of Monetary Policy (1)

- Central Banks controls the money supply indirectly using a variety of instruments.
- These instruments can be classified into two broad groups: (i) those that influence the monetary base, and (ii) those that influence the reserve-deposit ratio and thereby the money multiplier.
- 1. How the Central Bank Changes the Monetary Base?
 - Central Banks most often use the open-market operations (the purchases and sales of government bonds).
 - When Bangladesh Bank buys bonds from the public, it pays by Takas which increase the monetary base and thereby increase the money supply.
 - When the Bangladesh Bank sells bonds to the public, it receives Takas which reduce the monetary base and thus decrease the money supply.
- The Central Bank can also alter the monetary base and the money supply by lending reserves to banks.
 - Banks borrow from the Central Bank when they think they do not have enough reserves on hand, either to satisfy bank regulators, meet depositor withdrawals, make new loans, or satisfy some other business requirement.
 - When the Central Bank lends to a bank that is having trouble obtaining funds from elsewhere, it is said to act as the Lender of Last Resort.

Instruments of Monetary Policy (2)

How the central bank changes the Monetary Base?

- The money multiplier is the link between the monetary base and the money supply.
- The money multiplier depends on the reserve-deposit ratio, which in turn is influenced by various policy instruments of Central Banks. These are -

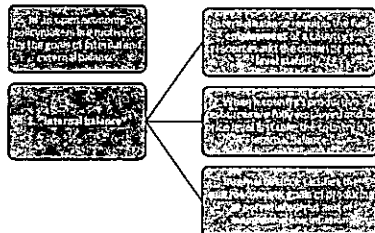
Minimum reserve requirement

- There are Central Bank regulations that impose a minimum reserve-deposit ratio on banks.
- An increase in reserve requirements tends to raise the reserve-deposit ratio and thus lower the money multiplier and the money supply.
- However, many banks hold more reserves than are required.
- Reserves above the minimum required are called excess reserves.

Fixing Interest Rates

- Often, the Central Bank pay interest to the bank on these deposits.
- The higher the interest rate on reserves, the more reserves banks will choose to hold.
- Thus, an increase in the interest rate on reserves will tend to increase the reserve-deposit ratio, lower the money multiplier, and lower the money supply.

Macroeconomic Policy Goals in Open Economy



Macroeconomic Policy Goals in Open Economy (cont.)

Why do government require internal balance?

- An unsustainable use of resources (overemployment) tends to increase prices.
- Similarly, an ineffective use of resources (underemployment) tends to decrease prices.
- Under- and over-employment cause volatility in aggregate demand and output, which tend to create volatile prices.
- Such price level movements reduce the economy's efficiency by making the real value of the monetary unit less certain and thus a less useful guide for economic decisions.
- Since domestic wages and prices rise in situations of over-employment, and fall in situations of under-employment, government must prevent substantial movements in aggregate demand to maintain a stable, predictable price level.

Macroeconomic Policy Goals in Open Economy (cont.)

2. "External balance"

- External balance is attained when a country's current account is
 - neither so deeply in deficit that the country may be unable to repay its foreign debts in the future,
 - nor so strongly in surplus that foreigners are put in that position.
- For example, the pressure on Japan in the 1980s and China in the 2000s.
- An intertemporal budget constraint limits each country's spending over time to levels that it can repay (with interest).
- The goal of external balance is a level of the CA that allows the most important gains from trade over time to be realized without risking the debt sustainability of any of the trade partners.

Macroeconomic Policy Goals in Open Economy (cont.)

What are the problems with excessive CA deficit or surplus?

- A reasonable current account deficit allows a country to put the borrowed resources in a profitable investment at home which will generate a return high enough to cover the loan payback to foreigners.
- But a large CA deficit caused by an expansionary fiscal policy that does not simultaneously make domestic investment in profitable opportunities will pose problem for the countries in meeting their payments on past foreign loans.
- After 1982, many developing countries (especially in Latin America) faced this problem.
- On the other hand, a reasonable current account surplus may pose no problem if domestic savings are being invested more profitably abroad than they would be at home.
- But if a large home CA surplus reflects excessive external borrowing by foreigners, the home country may find itself unable to collect the money it owed from foreigners.

ADDRESSING THE ECONOMIC IMPACT OF THE COVID-19 PANDEMIC IN BANGLADESH

• USE OF MACROECONOMIC POLICIES

• A CLASSIC EXAMPLE OF—

- EMPLOYING MONETARY AND FISCAL POLICIES IN COMBINATION



ECONOMIC RECOVERY PROGRAM

- After the outbreak of the COVID-19 pandemic in early 2020, the government adopted an stimulus programme combining both fiscal and monetary measures to address the economic shocks of the pandemic.
- The economic recovery program of the Govt. was to be implemented immediately, in the short and in the medium term to mitigate the shocks.
- It had the following four policy interventions:
 - (A) The first strategy was to increase government spending. In this respect, priority was given to creating jobs and discouraging luxury spending.
 - (B) The second strategy was to provide low-interest credit facilities through the banking system to industries and business enterprises to revive economic activities and increase the competitiveness of entrepreneurs at home and abroad.
 - (C) The third strategy was to increase the scope of the government's social security programs to protect the ultra-poor and the low-income groups who have suddenly become unemployed as well as the people engaged in informal sectors.
 - (D) The fourth and last strategy was to increase the money supply in the market. However, this strategy is being implemented with utmost caution to control the adverse effects of inflation.

FISCAL & MONETARY STIMULUS PACKAGES

- The program contains 28 fiscal and stimulus packages to the tune of Tk.2376 billion (USD 26.9 billion).
- Of them, 20 packages being implemented through direct budgetary allocation.
- Remaining 8 packages are being implemented through Bangladesh Bank and commercial banks.
 - In these 8 packages, there is also fiscal intervention as the government's interest subsidy in three years will amount to around Tk. 12,000 crore.
- As of August 2023, the implementation progress of the 28 packages is Tk. 1,90,086 (79.70%) out of total Tk. 2,37,679 crore.
- As of August 2023, the number of beneficiary persons are 7,92,12,662 and the number of beneficiary enterprises are 2,46,182.

Combination of fiscal and monetary interventions

Fiscal Policy Initiatives:

- Budget Deficit was raised to 4.6% of GDP in both FY22 & FY23, though the optimum threshold is 5.0% of GDP
- More tax expenditure is incurred by the Government
- Increased expenditure in social safety net, job retention, agriculture and health sector activities
- Annual Development Plan has been maintained in line with the long term plans of the country (countercyclical approach)
- Re-prioritization of government expenditure

Monetary Policy Initiatives:

- Key policy rates slashed (as per Monetary Policy statement January 2024):
 - Repo rate: Slashed 25 basis points to 7.75% It now stands at 8.00%
 - Standing Deposit Facility, or SDF (Reverse repo) was also raised 75 basis points to 6.5% from 5.75%
 - Bank rate was reduced to 4.0%
- CRR was reduced from 5% to 4%
- ADR raised gradually since March 2022 to facilitate credit to the private sector and improve liquidity in the banking system
- Introduced several refinancing schemes

28 Stimulus Packages: 3 Broad Areas

Job Retention, Restoration of Demand and Maintains the Supply Chain (Main packages)	Employment Creation and Revitalizing Rural Economy (Main packages)	Enhance Social Security and Ensure Food Supply (Main packages)
- Salary support to export oriented industry workers - Working capital loan to affected industries and service sector - Working capital loan to micro, cottage and SMEs - Expansion of Export Development Fund (EDF) to US\$ 6.0 billion - Pre-shipment Credit Refinancing Scheme - Interest subsidy to commercial bank's suspended interest of Apr.-June, 2020 - Credit Guarantee Scheme for SME sector	- Credit expansion for employment creation through 5 state owned financial institution - Agriculture refinance scheme - Refinance scheme for farmers and small traders - Cash transfer to the targeted poor - Credit expansion for improvement of rural livelihood through 8 government NGOs	- Expansion of cash allowances program - Construction of home for the homeless people - Safety net program for export oriented industry's distressed workers - Enhanced subsidy to agriculture - Support for farm mechanization - Free food distribution - Selling rice at 10 taka per kg - Special remuneration for doctors, nurses and medical workers - Health insurance and life insurance



Thank You



Module:5

E-Governance

Digital Platform and Cyber Security

AKM Fazlul Hoque
ID # 126

Digital Platform

- A digital platform is an online space or infrastructure that facilitates interactions, exchanges, and transactions between users, businesses, or other entities.
- Types of Digital Platforms such as
 - Social Media Platforms
 - E-commerce Platforms
 - Streaming Platforms (e.g., Netflix, Spotify, YouTube).
 - Cloud Platforms: Offer storage, computing power, and other services over the internet (e.g., Google Cloud, AWS, Microsoft Azure).
 - Educational Platforms: Facilitate online learning and education (e.g., Coursera, Khan Academy, Udemy).

Importance of Digital Platform

- Bridging Geographical Gaps
- Increased Access to Services
- Economic Growth and Innovation
 - New business model and job creation
 - Scalability
 - Market expansion
- Data utilization
 - Personalisation
 - Informed decision-making
- Social and Community connectivity

Terminology

- Compute virus --- A Virus is a "program" that is loaded onto your computer without your knowledge and runs against your wishes.
- Malware
 - ▶ Software having unwanted functions inside comes from unwanted Download
- Phishing is the attempt to obtain **Personal Information** such as usernames, passwords, and credit card details (and, indirectly, money), often for malicious reasons, by disguising as a trustworthy entity in an electronic communication
- Hacking -- Unauthorized access to data in a system

Cyber Security

- Refers to
- the technologies and processes
 - designed to protect computers, networks and data from
 - Unauthorized access, vulnerabilities and attacks delivered via the Internet by cyber criminals.

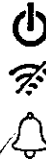
Why Cyber Security?

- Digital Right to secure and safe digital environments
 - Protection against hacking
 - Identity theft
 - Online harassment

Why Cyber Security?

- Protection of Privacy including personal data
- Freedom of expression
- Equal access to internet and digital tools
- Security & Safety
- Freedom, equality and justice

TO do when you are Cyber attacked



- ✓ Stop the Device
- ✓ Disconnect Network
- ✓ Data Back up

To do list for email user and Web Application

- Clear cookies regularly
- Avoid torrenting sites
- Download from trusted sites
- Logout after your use
- Change Password every 90 days
- Get permission before sharing any data from concerned
- Follow Government Email Nitimela 2018 and Social Media instructions

To do list for email/Web user

■ Be aware of Unexpected or Unsolicited Emails

- Using odd email addresses
 - Email address with institution
 - Wrong spelling
 - Inappropriate greetings
 - Improper texts or write up
- Sometimes contains attachments

Extensions: (BAT, BIN, CMD, COM, CPL, EXE, GADGET, INF1, INS, INX, ISU, JOB, JSE, LNK, MSC, MSI, MSP, MST, PAF, PIF, PS1, REG, RGS, SCR, SCT, SHB, SHS, U3P, VB, VBE, VBS, VBSCRIPT, WS, WSF, WSH)

Digital Security Act (DSA) 2018

- Safeguard National Security
- Cybercrime Prevention
- Protection Against Digital Harassment
- Data Protection

However, this law provides significant power to arrest someone without any warrant

Thank You

4IR and Emergence of Artificial Intelligence

Md Mamunur Rashid Bhuiyan
Project Director (Additional Secretary), a2i



Outline

- 4IR and Advanced Technologies
- Key Concepts of Artificial Intelligence
- Worldwide used AI Tools/Products
- Prospective Sector of AI for the Government of Bangladesh
- AI Initiatives by the Government of Bangladesh
- Ethical considerations in AI Adoption
- AI Policy
- Challenges and way forward

#ZeroDigitalDivide

#ZeroDigitalDivide

a2i ICT

There is no alternative to using advanced technology to achieve the goal of building a Smart Bangladesh. The government wants to make Bangladesh economically prosperous by ensuring the maximum use of digital technologies such as AI, Internet of Things, AR-VR, robotics and Big-Data.

The vision of Digital Bangladesh, the architect of modern Bangladesh
Honorable Prime Minister Sheikh Hasina



To build a Smart Bangladesh by 2041
(an unwavering determination by Honorable Prime Minister Sheikh Hasina)

Smart Bangladesh & 4IR Technologies



- Intelligent, Skilled, Innovative, Progressive with Patriotic and Secular Values
- Nurturing a Problem-solving Attitude

- Cashless, Circular, Entrepreneur-friendly, Research and Innovation-driven economic system
- Knowledge-based economy

- Citizen-centric, Transparent, and Accountable
- Paperless, Data-driven, Interconnected, Interoperable
- Automated and Integrated, Intermodal, Automated

- Equitable, Empowered, Inclusive society
- Culturally Enriched, Empathetic society that is Secure and Sustainable

#ZeroDigitalDivide

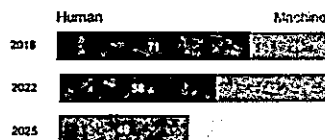
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Automation

Rate of automation

Division of labour as share of hours spent (%)



Source: Future of Jobs Report 2018, World Economic Forum

WORLD ECONOMIC FORUM

COOPERATION IN THE 21ST CENTURY
THE NEW WORLD

Historical Context

Four Industrial Revolutions



1765

1st revolution
MECHANIZATION
led by the steam engine



1870

2nd revolution
MASS PRODUCTION
driven by electricity and oil based power



1969

3rd revolution
AUTOMATED PRODUCTION
supported by electronics and information technologies



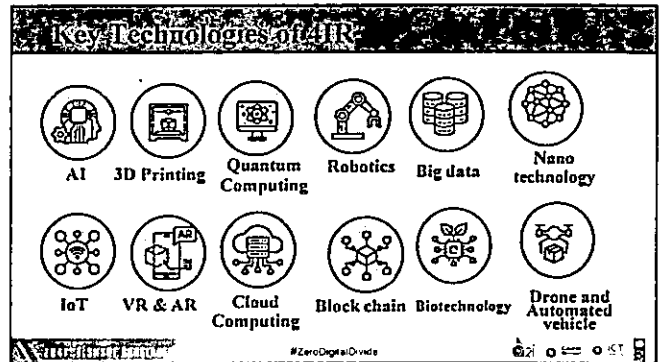
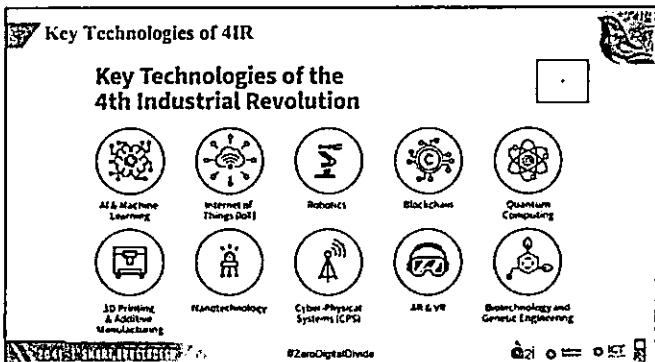
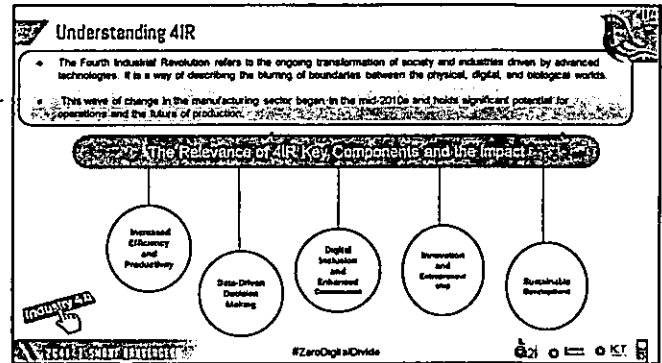
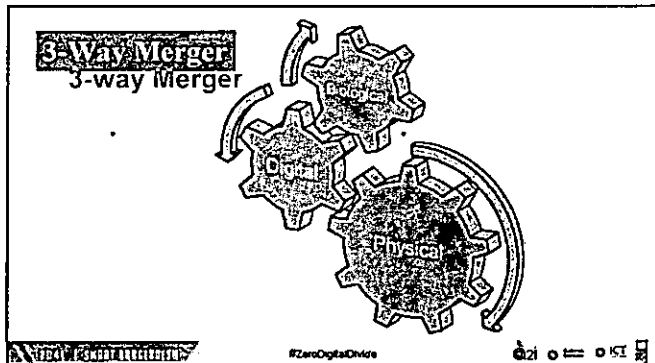
Today

4th revolution
NEW TECHNOLOGIES
Internet of Things (IoT), Artificial Intelligence (AI), Big Data, Cloud, Cyber-Physical Systems...

#ZeroDigitalDivide

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3 Problems at Hand

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

#ZeroDigitalDivide

Employment in Changing World: Bangladesh Perspective

A study by AZI on 4th Industrial Revolution in 2023

Emerging Job by 2031: 11,80,000

Job Title	2023	2031	2035	2040	2045	2050
1. Data Analyst	0.22%	0.11%	0.06%	0.26%	0.31%	0.38%
2. Forecaster	0.14%	0.17%	0.17%	0.18%	0.08%	0.14%
3. Agro-Food	0.36%	0.12%	0.09%	0.32%	0.17%	0.09%
4. Teacher	0.24%	0.09%	0.09%	0.03%	0.11%	0.09%
5. Tourist & Hospitality	0.06%	0.04%	0.02%	0.02%	0.14%	0.14%
6. Caregiver	0.16%	0.04%	0.02%	0.04%	0.02%	0.04%
7. Legal Engineering	0.14%	0.13%	0.09%	0.17%	0.11%	0.11%
8. Health Care Worker	0.27%	0.24%	0.13%	0.26%	0.12%	0.14%
9. ICT Worker	0.79%	0.28%	0.14%	0.14%	0.14%	0.14%

Employment in Changing World: Bangladesh Perspective
A study by action 1st Industrial Revolution in 2023

	By 2025	By 2030	By 2035	Total	Key Skill Requirements	By 2025	By 2030	By 2035	By 2040	Key Skill Requirements
10. Communication Sector	0.134M	0.179M	0.238M	0.551M	• Labor Capacity	0.134M	0.227M	0.278M	0.640M	• Data Analysts • IT Developers
11. Real Estate Sector	0.223M	0.314M	0.405M	0.942M	• Property Manager	0.213M	0.306M	0.397M	0.916M	• Prop Tech Specialist • AR and VR Developer
12. Transportation Sector	0.111M	0.149M	0.237M	0.497M	• Traffic controller	0.101M	0.132M	0.203M	0.436M	• Autonomous Vehicle • Traffic Management
13. Pharmaceutical Sector	0.106M	0.139M	0.172M	0.417M	• Operator	0.106M	0.139M	0.172M	0.417M	• Pharmaceutical Sales • Biotechnology Specialist
14. Insurance & Banking Sector	0.141M	0.184M	0.227M	0.552M	• Bank Teller	0.141M	0.184M	0.227M	0.552M	• Blockchain Specialist • Credit Analyst
15. Consumer Goods Sector	0.187M	0.230M	0.273M	0.690M	• Low Power Producer	0.187M	0.230M	0.273M	0.690M	• Automation Specialist • AI based content creator
16. Information and Communication Technology (ICT) Sector	0.149M	0.223M	0.297M	0.670M	• Hardware Engineer	0.149M	0.223M	0.297M	0.670M	• E-commerce Specialist • Social Media Manager
Total	0.911M	1.205M	1.500M	3.616M		0.911M	1.205M	1.500M	3.616M	

AI: Bangladesh is Aligned



Introduction of upcoming technologies like—Artificial Intelligence, Robotics, Big Data, Blockchain and IOT will be expedited.

[Election Manifesto - M 3.21]



Sheikh Hasina
Honorable Prime Minister

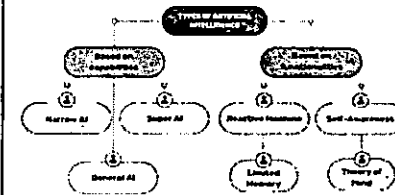
Unprecedented Economic Growth

Baseline
AI Steady Rate

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

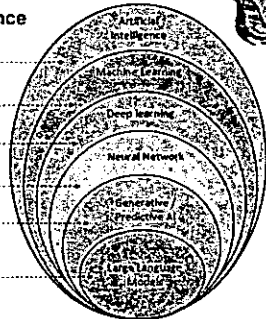
Definition and Types of AI

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

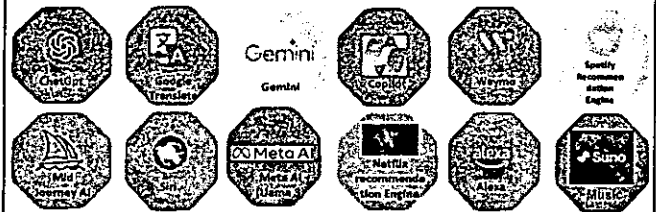


Key Concepts of Artificial Intelligence

- is the field of study
- is a branch of AI that focuses on the creation of intelligent machines that learn from Data
- is a subset of machine learning methods, based on artificial neural networks
- is a computational model inspired by the structure and functioning of the human brain
- is a type of ANN that generates new data which is similar to trained data
- is based on deep learning techniques, designed to understand and generate human-like text



Worldwide used AI Tools



Applications of AI in Key Sectors

AI applications are widely used in a variety of sectors, altering manual processes and increasing efficiency. Here are some key examples & use cases:

Healthcare	Finance	Education	Marketing
- Medical imaging analysis - Drug discovery - Personalized treatment recommendations	- Analyze financial data to assess and mitigate risks - Customer service chatbots - AI enabled educational support	- Adaptive learning platforms - Virtual tutors - AI enabled educational support	- Recommendation engines - Product suggestions based on past behavior - Chatbots for customer support
Transportation	Telecommunication	Agriculture	Entertainment
- Self-driving cars - Optimize traffic flow	- Network optimization - Virtual assistants - Fraud detection & security	- Crop monitoring - Pest detection - Disease detection	- Content recommendation - Audience engagement

Prospective Sector of AI for Bangladesh Government

Health Service Division	Ministry of Agriculture	Ministry of Road Transport and Bridges	Local Government Division
- Medical Report verification - Nationwide Seasonal Disease Prediction - Early Disease Detection - Real-time Outbreak Prevention	- Crop zone distribution as Market Demand - Real-time crop info for increase production - AI-driven crop diseases analysis - Retail price control with Agri E-Commerce	- Automatic TOLL collection - Traffic Control real time data - Speed control from central control room on highway - Automatic Traffic on accident to control room	- Flood forecasting with river water level - Birth registration Just on new born baby - App based automatic census - Controlled civilization of urban area

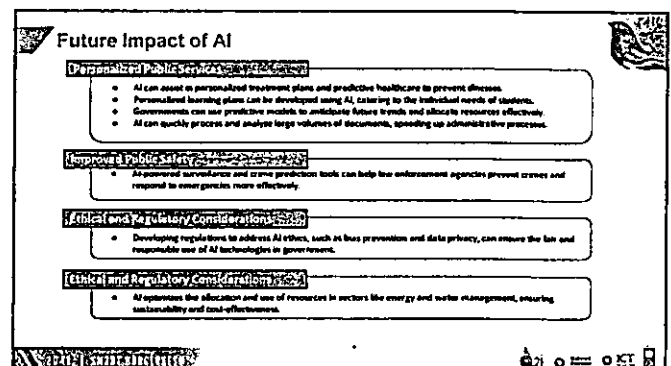
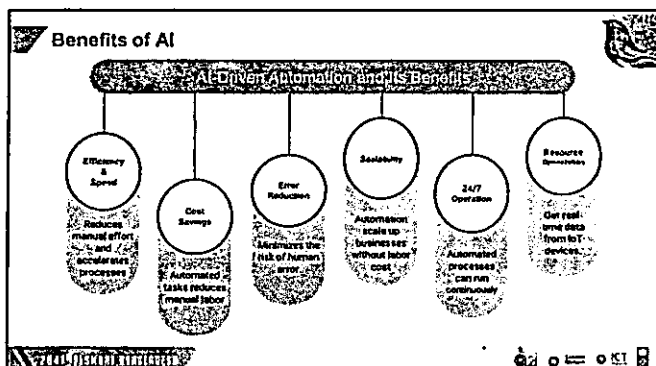
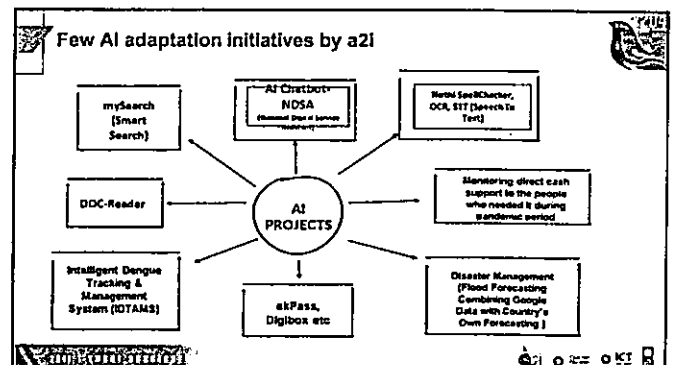
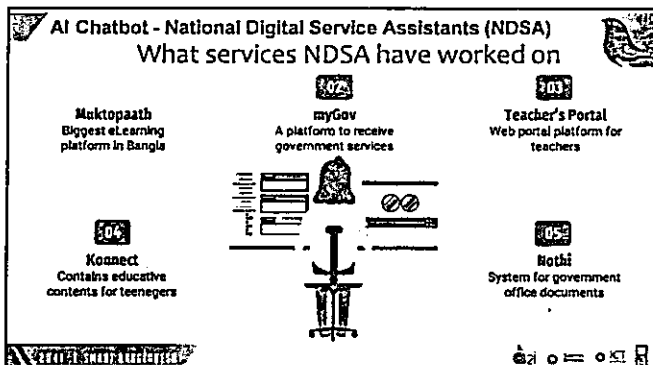
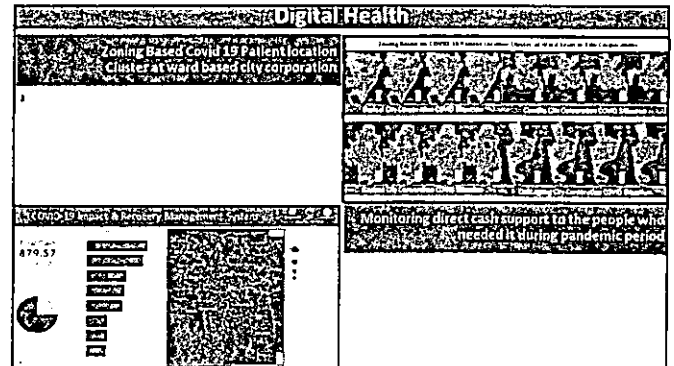
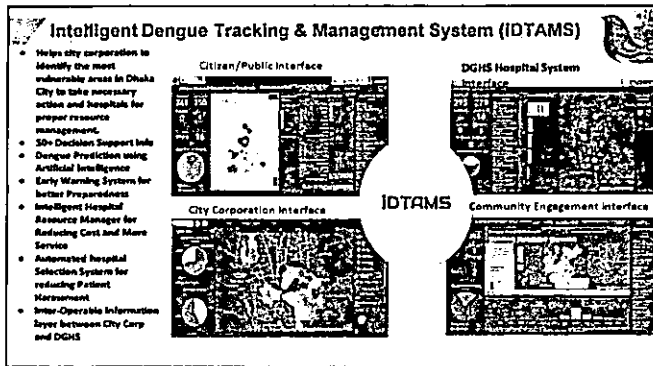
Secondary and Higher Education Division	Ministry of Fisheries and Livestock	Ministry of Environment, Forest and Climate Change	Power Division
- Education Certificate Verification with Blockchain - Central Educational Content repository - Blended Education system launched - Market demand based Skills Improvement	- Fish production forecast with climate change - National Livestock market control with AI - Veterinary disease prevention alarm - Shooting with heat heat & prediction	- Weather forecast & regional alarm - Wildlife Trafficking Control - River damage alarm - Global warming impact analysis	- IoT based Home appliance promotion - AI based Grid Distribution management - Auto villy bill collect from customer - Green energy production

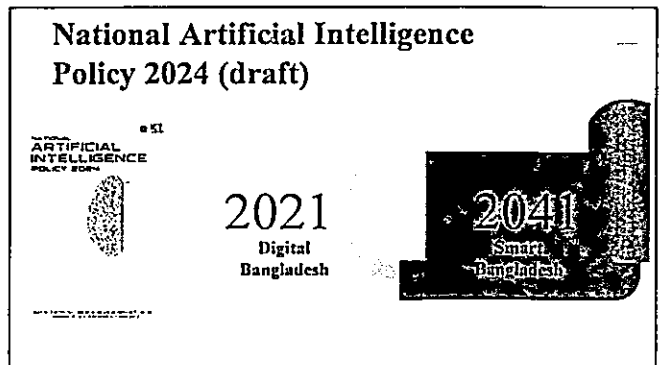
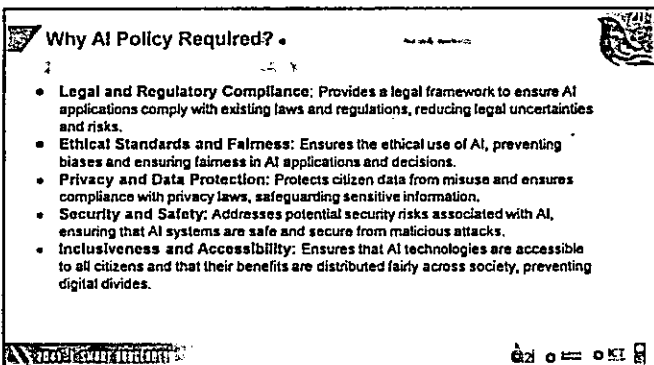
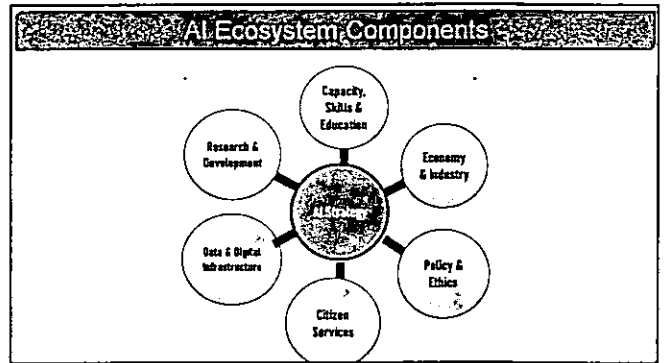
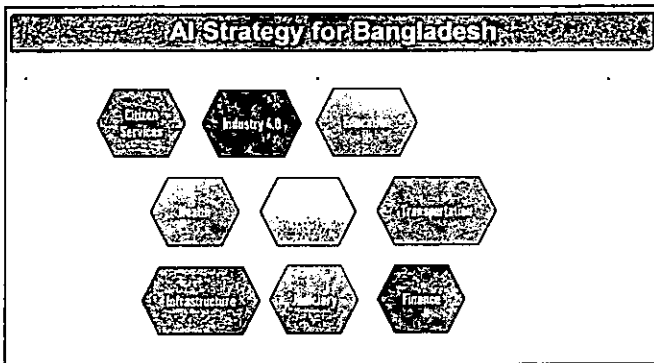
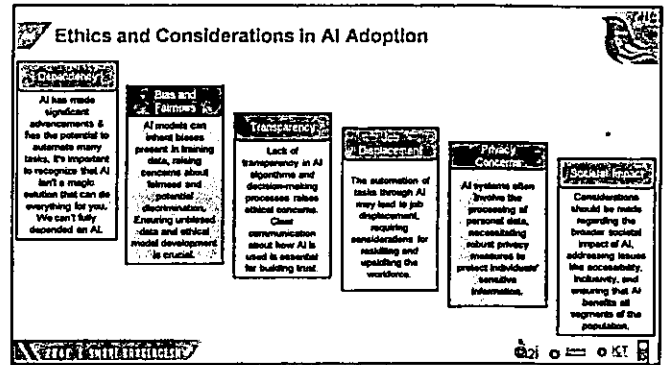
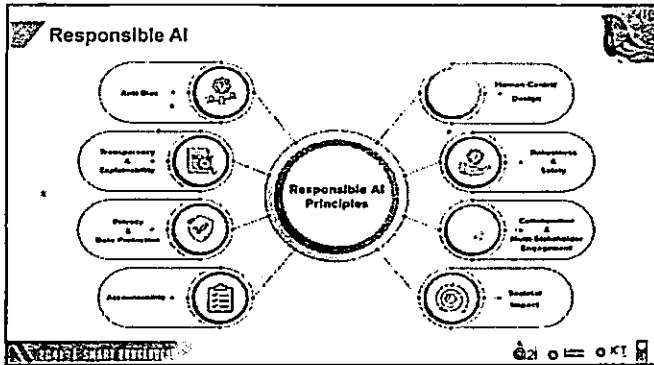
Some Global Adoption of AI tools in eGov

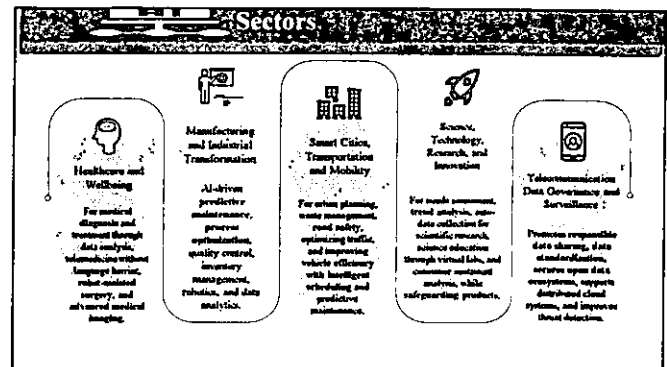
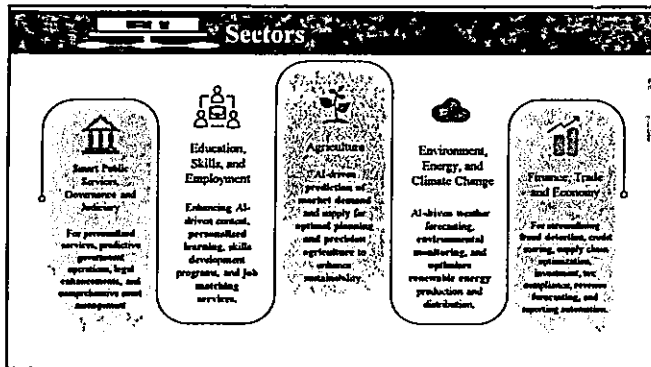
USA	China	Singapore	South Korea
- Geolitics - blue dot - IBM TAX - IBM Watson	- sensetime - Tencent	- Cropin - Apple Sarkar - Aarogya Setu - GovTech's AI Chatbots - KRATT AI - bürokratt	- AI Singapore - holmusk - e-Residency Smart-ID - e-Tax Board

Few AI Initiatives by the Government of Bangladesh

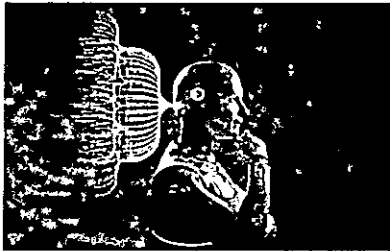
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govt.bangla.gov.bd	voice.bangla.gov.bd	read.bangla.gov.bd	boch.bangla.gov.bd
- ChatBot - Smart Search			







Will AI surpass Human Intelligence?



AI Challenges

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

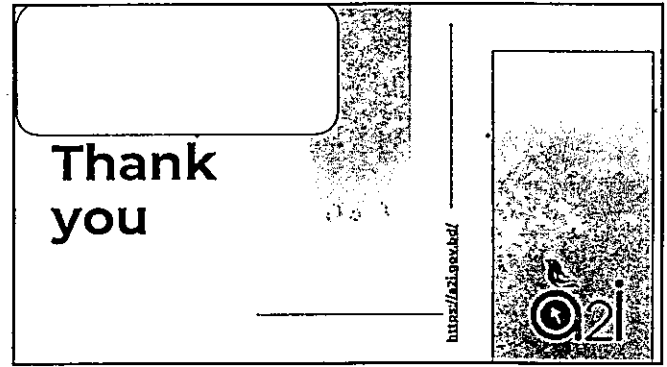
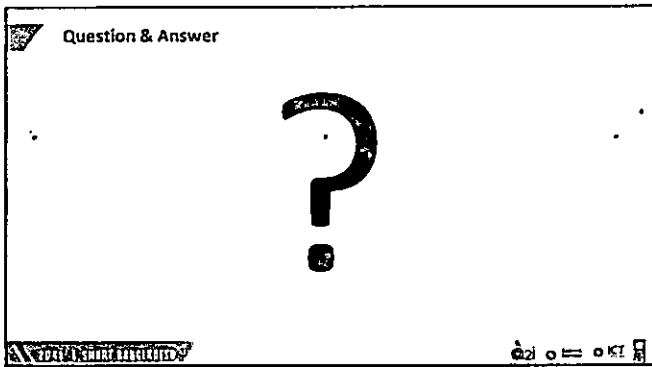


"We need to be super careful with AI. Potentially more dangerous than nukes."
- Elon Musk, CEO, SpaceX



Way Forward

- Assessing AI readiness
- Building Capacity and Awareness
- Developing Comprehensive Plan
- Building Sustainable AI Ecosystem
- Developing appropriate regulatory framework
- Reshape Education System



Module:6

Research for Governance and Policy Analysis

**Research for Governance and Policy Analysis:
Need for Research in Public Service
and
Seminar Paper Writings**

Dr. Md. Mohoshin Ali
Member Directing Staff (Joint Secretary)

Bangladesh Public Administration Training Centre Savar, Dhaka

Outlines of Presentation

Research?

Why Social Research is Relevant

Outlines of Seminar Paper writing

Seminar paper proposal

Seminar paper format

Date of Journey for completion of Seminar Paper

What is Research

Research is scientific and systematic search for knowledge;
-to answer certain question,
-to solve a problem
and to develop new

Induction
and
Deduction

Nomothetic
and
Idiographic

Ontology
and
Epistemology
approaches

**Why Social Research
is Relevant?**

Why Social Research is Relevant

- ☐ Understand the social problem
- ☐ Solution of social Problem/strategy to solve the problems
- ☐ Informing an Evidence based policy making and implementation
- ☐ To create new knowledge and disseminate
- ☐ Can help to learn a new phenomenon
- ☐ To contribute to the existing body of literature in their fields

Why Social Research is Relevant

- ☐ To know the needs of the customer/citizens
- ☐ Responsiveness to public/clients/customers
- ☐ To make public service more people oriented
- ☐ Feasibility study before taking any project/SIA etc.
- ☐ Knowledge management
- ☐ To find out the process of development of social life
- ☐ Searching for innovative idea, procedure for rendering public service

Why Social Research is Relevant

- ☐ Informing future policies
- ☐ Providing accountability for resources invested
- ☐ Policy evaluation for suggesting changes and adjustments
- ☐ Looking a new phenomenon for implementation and taking new policies
- ☐ Understanding of the merit, worth, and utility of a policy
- ☐ Evaluating Policy Content, Evaluating Policy Implementation
- ☐ Evaluating and Demonstrating Impacts and value of a policy

Why Social Research is Relevant

- ☐ Documenting policy development/Phases/Process
- ☐ Assessing support and compliance with existing policies
- ☐ Result based policy formulation
- ☐ Value for money and best value
- ☐ To measure organizational learning and Managerial performance
- ☐ To see the nature of serving the interest for whom

Why Social Research is Relevant

- ☐ Finding the gap between people's expectation and demand
- ☐ Tool for evaluation and provide feedback to the government
- ☐ Supports to ensure continuous improvement and betterment
- ☐ Research can reduce the cost of the services
- ☐ Proper decision making
- ☐ For making sustainable public policy
- ☐ To make proper planning for the betterment of the citizen
- ☐ The bottleneck of the delivery of service
- ☐ To find out better strategy to deliver best service

Why Social Research is Relevant

- ☐ To avoid discrimination of citizen's rights
- ☐ Proper distribution of public money
- ☐ Need based development
- ☐ Proper utilization of government workforce
- ☐ Improve government citizen relationship
- ☐ Balanced development
- ☐ Assist central government for national level policy
- ☐ Enables the public servants to perform their job well
- ☐ To facilitate social welfare

Why Social Research is Relevant

- ☐ To continue social development process
- ☐ To know public reaction about public policy
- ☐ To predict human behavior
- ☐ Take initiative to social reform
- ☐ To make bridge between supply and demand
- ☐ To know the effects on the community of development work
- ☐ Finds the area to be developed
- ☐ To upgrade the social values
- ☐ To identify the trend of social development



Outlines of Seminar Paper writing

Seminar Paper proposal

- Title
- Introduction
 - Background
 - Objectives/research questions of the Study (Maximum 1-3)
 - Justifications of the study
- Literature Review
 - Conceptual/Theoretical/Analytical
- Methodology

Seminar Paper Full

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

Title Page

The title page

- A concise and informative title (Font size- 16)
- The name, designation, Roll#, affiliation(s) of the author with email and phone (Font size- 14)
- Name of the Training Centre (Font size- 16)
- Whole Documents (Times New Roman)

The title of the Seminar Paper

The title summarizes the main idea or ideas of your study. It should be clear, concise, and to the point. It should also be interesting and attract the reader's attention.

A good title contains the fewest possible words (10 words or fewer) that adequately describe the contents and/or purpose of your Seminar Paper. Write it (or) include all essential information about your paper.

The title is without doubt the part of a paper that is read the most, and it is usually read first.

Do not use letters or technical words.

Abstract

Please provide an abstract of 200 to 250 words. The abstract should not contain any undefined abbreviations or unspecified references. The Abstract should contain:

- Describe your work done
- The main purposes and scopes of the study
- It's importance or relevance
- The method(s) and design used to carry the study
- The key hypothesis (if any)
- The most important results
- The main conclusions

Keywords



Please provide 5 to 7 keywords below the text of abstract separated by commas or semicolons. Consider standard words or terms that describe your methodology, empirical investigation, and conclusions.



Keywords are ideas and topics that define what your content is about. It is the process of finding and analyzing actual search terms that people enter into search engines.

Introduction

It is the initial section of the seminar paper/research report. In this part, primary information of the undertaken study will be described. This section should explain why the topic of the study research paper is important, providing adequate background in order to set the stage for the remainder of the paper. Therefore, the outlines of this section may include:

Background

Objectives/research questions of the study (Mashrum 3-3)

Literature Review

Writing Research Story Writing a Literature Review

This section is dedicated to summarizing and reviewing empirical literature from previous relevant studies. The participants are requested to search, review and summarize the scholarly articles, books, monograph and other publications.

Writing Research Story Writing a Literature Review

The purpose of the literature review is to explore research gap in terms of theory, method, scope, analysis, reliability and validity of previous study. It also helps the researchers to form a conceptual/theoretical/analytical framework.

Conceptual Framework

The conceptual framework is an important step towards operationalization of the study.

It helps converting concepts into operational definitions ultimately leads towards itemization of the variables into item and measurable indicators.

For quantitative research, the researcher may form a conceptual framework comprising with independent and dependent variables.

Theoretical Frameworks

THEORY VERYTIIIN

It is the scientific basis of a paper for evaluating the arguments and assumptions in the undertaken study.

THEORY VERYTIIIN

It is assumed that in every policy intervention, there may be a philosophical or theoretical argument.

THEORY VERYTIIIN

Understanding the theoretical and philosophical basis and relate it with the study framework is the core of this section.

Example: You are going to evaluate the effectiveness of foreign training of the chief executives of Bangladesh. The relevant PhD theories of the quantitative study programme Capital Theory, a resource based approach of HRD, Institutional Theory of management and transfer of training etc.

Analytical Framework

Analytical framework is the detailed outlines/plan of data collection, data analysis, tools of analysis for obtaining intended results.

Methods and Materials

Methods : Qualitative/ quantitative /Mixed

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

Data Analysis and Results/Findings



Interpretation of data



Reveal the relationships, patterns, trends, thematic narrative etc.



Specifically, relate the analysis with the research objectives and questions



Provide evidence and support

Recommendations and Matrix for Action/Implementation



The basis of recommendations would be derived from the findings of the data analysis



Reporting of what the analysis revealed



Recommendations and Matrix for action/implementation in relation to problems investigated could be mentioned



In implications part, you are requested to describe the practical applications of the findings

Implementation Action Matrix

Recommendation	Actions	Who is responsible	Time frame	Key Performance Indicators (KPI)
----------------	---------	--------------------	------------	----------------------------------

1. Recommendation: To improve the quality of the research, the following actions should be taken:

2. Action: Conduct a literature review on the topic.

3. Who is responsible: The research team.

4. Time frame: 1 month.

5. Key Performance Indicators (KPI): The number of references cited in the research paper.

Conclusion



Conclusion is the wheel of a vehicle that leads the readers to move on. It is very important derived from the findings. It is not for the copy of abstract or introduction or results rather you are requested to mention how far the findings and recommendations meet the research questions/objectives.



Synthesize what you have discussed.



Explain why your topic matters.



In conclusion relate directly to the research question or objectives. They represent the contribution to the new knowledge regarding research.

Referencing and Similarity Checking

We use Harvard style of referencing (You can download referencing from BIPA of BPATC)

We use Turnitin web based software for similarity checking-maximum similarity 25%

If possible use Mendeley software for citation and referencing (free software) or other software

Text Formatting

- The length of the paper should be between 3000 and 5000 words excluding reference, foot notes, appendix etc.
- Manuscripts should be submitted in Word.
- Use a normal, plain font of 12-point Times New Roman for text.
- Heading 16 point and 14 for sub heading
- Use the automatic page numbering function to number the pages.
- Do not use field functions.
- Use tab stops or other commands for indents, not the space bar.
- Use the table function, not spreadsheets, to make tables.
- Use the equation editor or Math Type for equations.
- Save your file in docx format (Word 2007 or higher) or doc format (older Word versions).

Energies?

No need

Table of contents, acknowledgement, certificate, abbreviations, symbols and acronyms



The paper would be an article format

Date of Journey for completion of Seminar Paper

Seminar Paper Proposal

- Submission of Proposal within 22 days of commencement (Five sessions with consultants during Proposal writing)
- Data Collection within 28 Days of commencement

Final Seminar Paper

- Submission of Final Paper within 50 days of commencement (Five sessions with consultants during report writing)

Presentation of Final Seminar Paper

- Within 55 Days of commencement



Heartiest Thanks!

mohoshin2005@gmail.com

01711489786

Module:7

Sustainable

Development Goals

Challenges of SDGs Implementation in Bangladesh: Financial Strategies & Institutional Arrangement

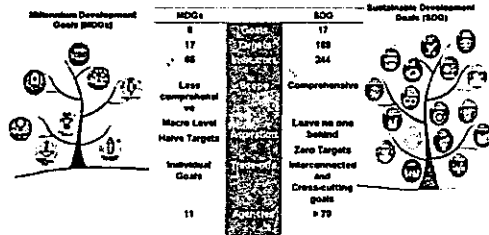
Md. Atikuzzaman, Director, BPATC
Afia Rahman Mukta, Senior Research Officer, BPATC

OUTLINE OF THE PRESENTATION

- Development Priorities in Bangladesh
- Relevance of SDG to Bangladesh
- SDG Financial Implementation Strategies
- SDG Institutional Arrangement Strategies



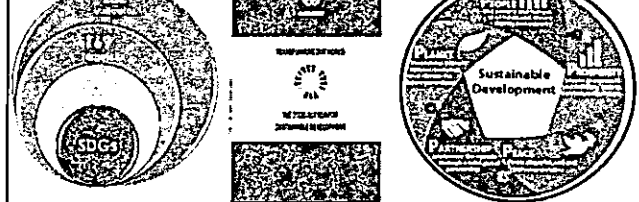
BACKGROUND: The Sustainable Development Goals (SDGs), officially known as Transforming our world: the 2030 Agenda for Sustainable Development, sets out an ambitious plan of action for People, Planet, Prosperity, Peace and Partnership with objective of LEAVING NO ONE BEHIND.



The Sustainable Development Goals (SDGs): a set of universally applicable goals social, environmental and economy

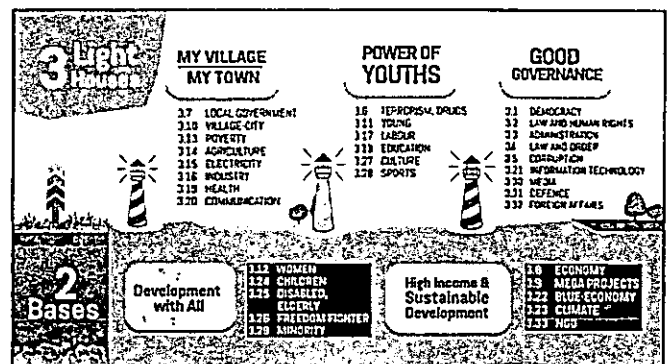
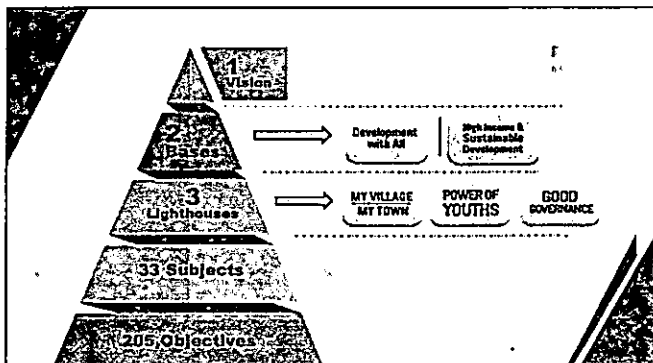
SDG Basics

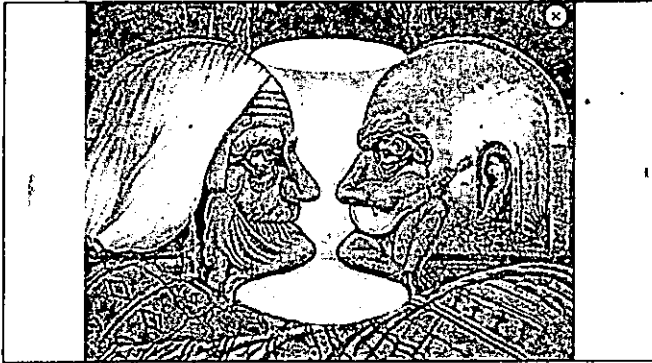
LEAVING NO ONE BEHIND



PUT SUSTAINABLE DEVELOPMENT AT THE CORE

9/4/2024





The 2022 Global SDG Index Ranking and Scores

Rank	Country	Score	Rank	Country	Score
1	Finland	86.5	48	Russia	74.1
2	Denmark	85.6	56	China	72.8
3	Sweden	85.2	64	Singapore	71.78
4	Norway	82.4	98	Nepal	68.2
5	Austria	82.3	104	Bangladesh	64.3
6	Germany	82.2	121	India	60.3
7	France	81.2	133	Kuwait	62.5
8	Switzerland	80.8	125	Pakistan	58.3
9	Ireland	80.7	147	Afghanistan	52.5
41	United States	74.5	163	South Sudan	39.0

Source: SDG Index and Dashboard Report 2022

Country comparison Bangladesh vs Singapore

Bangladesh	Singapore
• Independence 1971	• Independence 1965
• GDP per capita 2,824 \$ (2022)	• GDP per capita 79,426 \$ (2022)
• Corruption Index 147 (2022)	• Corruption Index 04 (2022)
• Education Expenditure 11.69% (2021)	• Education Expenditure 28.84% (2021)
• Density 1,156 sq. kl (2022)	• Density 8,276 per sq kl (2022)
• Human Capital Ranking 129 (2021)	• Human Capital Ranking 1 (2021)

SDG goals and priorities in Bangladesh

End Poverty in all its forms everywhere
7 targets, 14 indicators

NPT 1 Reduce the proportion of population living below extreme poverty line below 3% (SDG Indicator 1.2.1)

NPT 2 Reduce the proportion of population living below national poverty line below 10% (SDG Indicator 1.2.1)

SDG goals and priorities in Bangladesh

End hunger, achieve food security and improved nutrition and promote sustainable agriculture (15 targets, 32 indicators)

NPT 3 Reduce the prevalence of stunting among children under 5 years of age to 12% (SDG Indicator 2.2.1)

In the 2022 Global Hunger Index, Bangladesh ranks 84th out of the 121 countries

NPT 4 Ensure the proportion of cultivable land at a minimum of 55% of the total land area

SDG goals and priorities in Bangladesh

Ensure healthy lives and promote well-being for all at all ages (11 targets, 27 indicators)

NPT 5 Reduce neonatal mortality rate to 12 per 1,000 live births (SDG Indicator 3.2.2)

NPT 6 Reduce under-5 mortality rate to 25 per 1,000 live births (SDG Indicator 3.2.1)

NPT 7 Reduce the maternal mortality ratio to 70 per 100,000 live births (SDG Indicator 3.1.1)

NPT 8 Reduce death rate due to road traffic injuries to 1.2 per 100,000 people (SDG Indicator 3.6.1)

Ensure healthy lives and promote well-being

- Good health starts with nutrition
- Need to strengthen the capacities of governments and the private sector to ensure food quality and safety.
- Tackling air pollution
- Bridging gaps in access to clean water and sanitation
- Need prioritizes improvements in maternal health and promotes nutrition awareness among women and girls in an effort to break the vicious cycle that perpetuates poverty
- Health goes beyond human health to also include animal, plant and environmental health, a one health approach.

SDG goals and priorities in Bangladesh



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (10 targets, 11 indicators)

The Bangladesh Education Policy 2010 sets out the vision and strategy for the education sector. It emphasizes the need for inclusive and equitable quality education for all, and promotes lifelong learning opportunities. The policy also highlights the importance of strengthening the capacities of governments and the private sector to ensure food quality and safety, and tackling air pollution. The policy also emphasizes the need for improvements in maternal health and promotes nutrition awareness among women and girls in an effort to break the vicious cycle that perpetuates poverty. The policy also highlights the importance of health going beyond human health to also include animal, plant and environmental health, a one health approach.

SDG goals and priorities in Bangladesh



Achieve gender equality and empower all women and girls (9 targets, 14 indicators)

17. Reduce the proportion of women aged 15-24 years who are not in education, employment or training (SDG indicator 5.4.1)

18. Reduce the proportion of women aged 15-24 years who are not in education, employment or training (SDG indicator 5.4.1)

19. Increase the female labor force participation rate (SDG indicator 5.4.2)

SDG goals and priorities in Bangladesh



Ensure availability and sustainable management of water and sanitation for all (8 targets, 10 indicators)

NPT-17. Ensure 100% population using safely managed drinking water services (SDG indicator 6.1.1)

NPT-18. Ensure 100% population using safely managed sanitation services (SDG indicator 6.2.1)

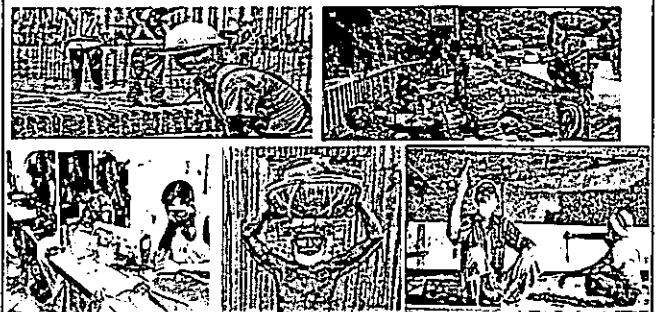
SDG goals and priorities in Bangladesh



NPT-19. Ensure access to electricity for 100% population (SDG indicator 7.1.1)

NPT-20. Increase renewable energy share in total final energy consumption to 10% (SDG indicator 7.2.1)

Workers in Construction : Decent Work



Does decent work matter for economic growth?



SDG goals and priorities in Bangladesh



Take urgent action to combat climate change and its impacts (5 targets, 8 indicators)

SDG 13.2: Reduce the number of deaths, missing persons and directly affected persons attributed to disasters to 1500 per 100,000 population (SDG Indicator 13.1.1)

SDG goals and priorities in Bangladesh



Conserve and sustainably use the oceans, seas and marine resources for sustainable development (6 targets, 10 indicators)



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (12 targets, 14 indicators)

SDG goals and priorities in Bangladesh



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (= Governance) (12 targets, 23 indicators)



Strengthen the means of implementation and revitalize the global partnership for sustainable development (19 targets, 25 indicators)

Core Challenges

1. Resource Allocation and Competition
2. Data Availability and Monitoring
3. Policy Coherence
4. Public and Private Sector Engagement
5. Capacity and Institutional Challenges



SDGs Budgeting

Core Messages of SDG Budgeting

- Public budgets are amongst the most powerful instruments for governments to address the SDG
- Mainstreaming SDGs into budgets cannot be effective if budget processes remain unaffected.
- Mainstreaming SDGs into budgets is not a single exercise by one actor but requires a concentrated effort of many actors implementing various initiatives over a period of time.
- No One Size Fits All!

SDGs Budgeting

Budgeting for Sustainable Development

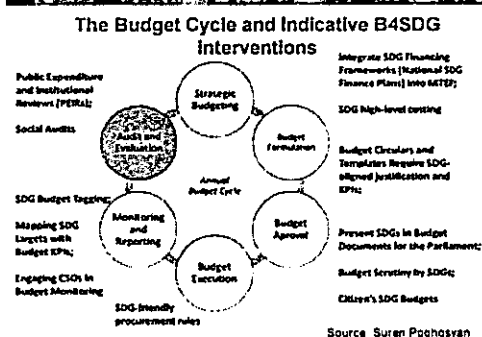
- The SDGs aim to end all forms of poverty, fight inequalities, and tackle climate change while ensuring that no one is left behind.
- All believes fiscal transparency, participation, and accountability should be central to the sustainable development framework and how efforts to achieve the SDGs are financed.
- This belief guided our advocacy prior to the adoption of the SDGs and our ongoing efforts to engage governments, civil society, the U.N. and IGO to ensure fiscal transparency and participation feature in SDG monitoring frameworks.

Basics of Budgeting 4 SDG

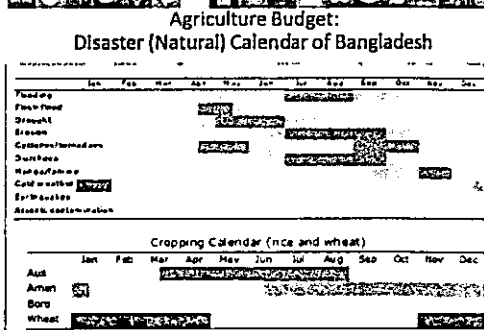
Basics of Budgeting 4 SDG

- How much will it cost to achieve the SDGs?
- To achieve the Sustainable Development Goals, annual investment requirements across all sectors have been estimated at around \$5-7 trillion. Current investment levels are far from the scale needed.
- How can a budget be sustainable?
- It can be based on estimated or actual expenses and income. A budget may also be considered sustainable if the budget demonstrates that the client can or cannot afford to live in their current housing and shows the client a path to a positive net income

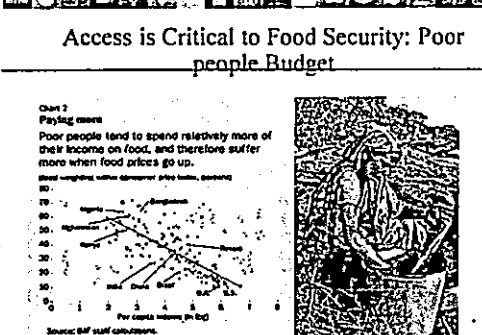
The Budget Cycle and Indicative B4SDG Interventions



Agriculture Budget: Disaster (Natural) Calendar of Bangladesh



Access is Critical to Food Security: Poor people Budget



Government in Action: SDGs Localization



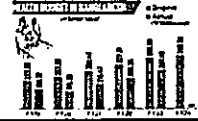
SDG-03: Facts and Figure about SDG-03: Facts and Figure about health in BD

Health related SDGs

Indicator	2015	2019	2023	Target
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5
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SDG 3.6: Global road deaths per 100,000 population	22.1	20.4	19.4	16.5

Health
Improvement: 3.4% people are being pushed into poverty because of out-of-pocket health spending.

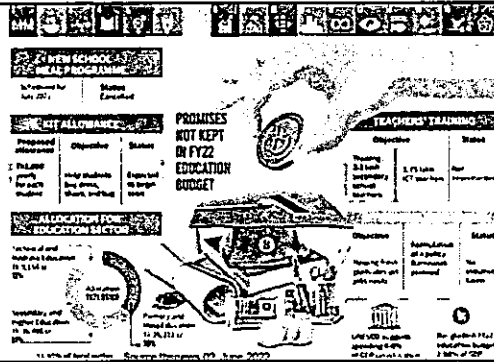
Protection:
Catastrophic expenditure on health: 13.9% of people spent more than 10% of their household's total expenditure on health care (WHO, 2018).



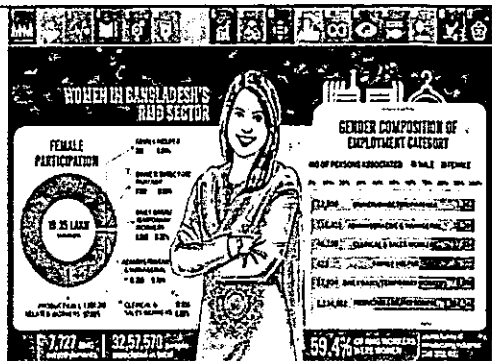
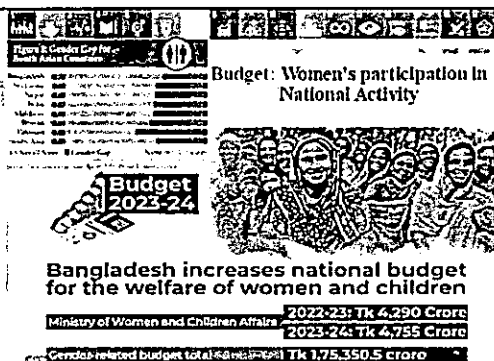
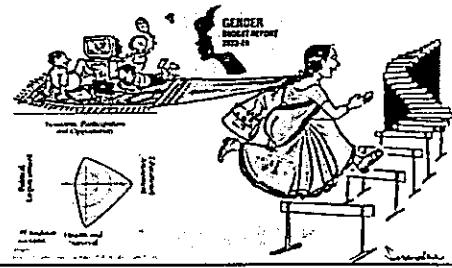
Budget for Education in Bangladesh



- The total budget of Tk 761,785 crore FY 24
- Finance Minister in June 1, 2023 proposed an allocation of Tk 88,162 crore for the education sector
- Which amounts to 11.57 percent of the total budget and 1.76 percent of GDP.
- This is one of the lowest in the world – far below the recommended minimum of 4-6 percent of GDP and 20 percent of the national budget.



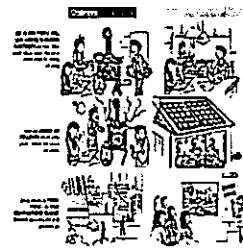
SDG 05 vs Gender Responsive Budget



SDG-06: Water supply and Sanitation Bangladesh vs Singapore

- | | |
|--|--|
| <ul style="list-style-type: none"> • Bangladesh • 500 ml bottle water price about 15/- • Access to an water source 97% (WHO, 2021) but 60% of the population that has to endure unsafe drinking water • Urban water use (liter/capita/day) 88 (2007,11 cities) • Sanitation access 91 % (UNICEF Survey 2019) • Human Capital Ranking 123 (2020) | <ul style="list-style-type: none"> • Singapore • 500 ml bottle water price about 130/- (Bd) • Access to an improved water source 100% (2012) • Urban water use (liter/capita/day) 148 (2016) • Sanitation for all achieved 2013 • Human Capital Ranking 01 (2020) |
|--|--|

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all



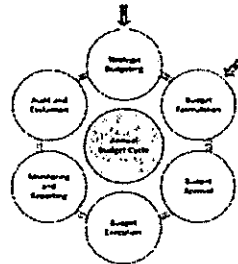
- Millennium Development Goals – No reference •
- Climate Change – Fossil Fuels & Greenhouse Gas emissions •
 - Agenda 21 – Promoting sustainable energy and transport systems in human settlements
 - Sustainable Energy 4 All (SE4All)

FINANCING FOR SDGs

Implementation of SDG 1 Climate Change

Management of climate Change risk ow required as part of Budget submission process.

Guidance on how to mainstream CC risk into the national budget and corporate planning process



Find out Sustainable Cities Budgeting & Solution

Budgeting



Solution

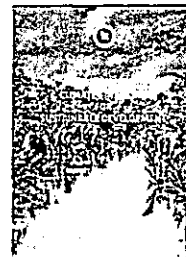


Find out Sustainable Cities Budgeting & Solution

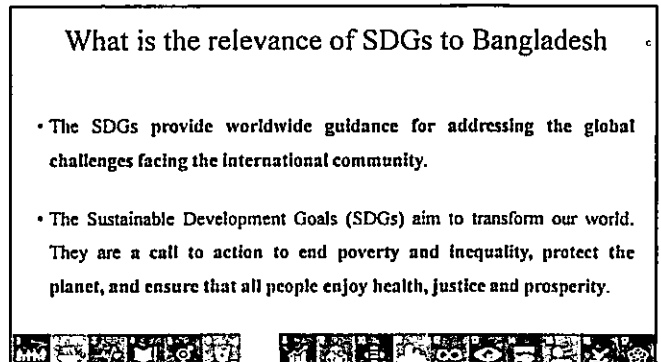
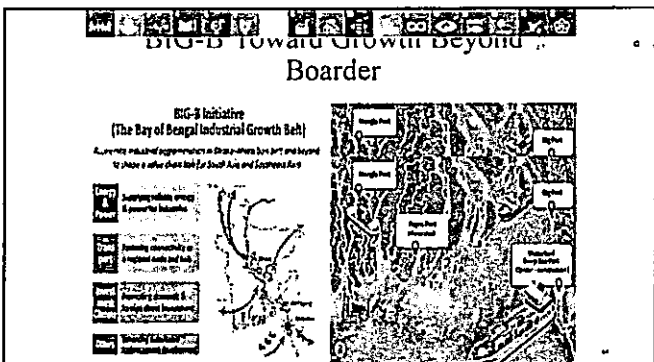
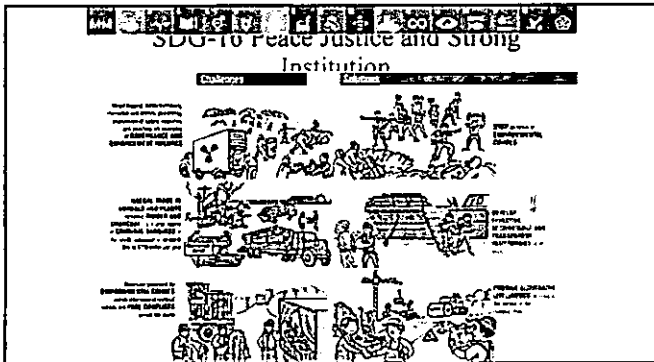
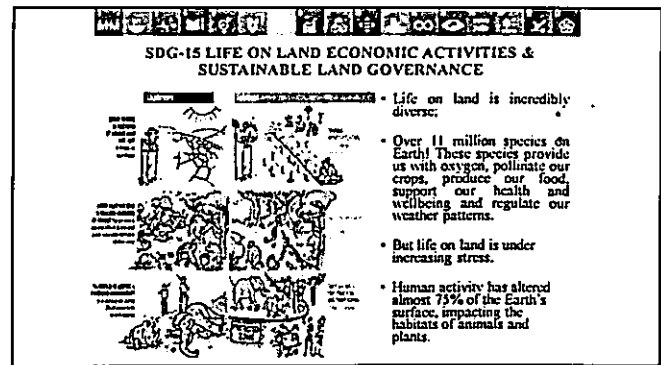
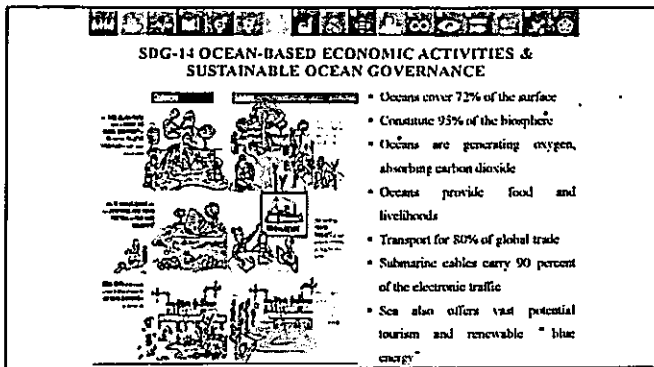
Budgeting and Solution



Climate Finance 4 SDG-13

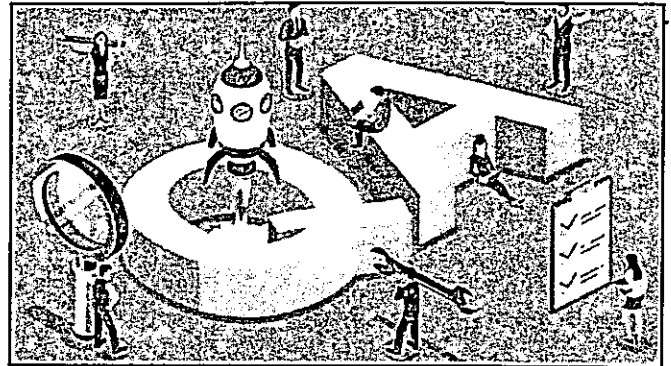


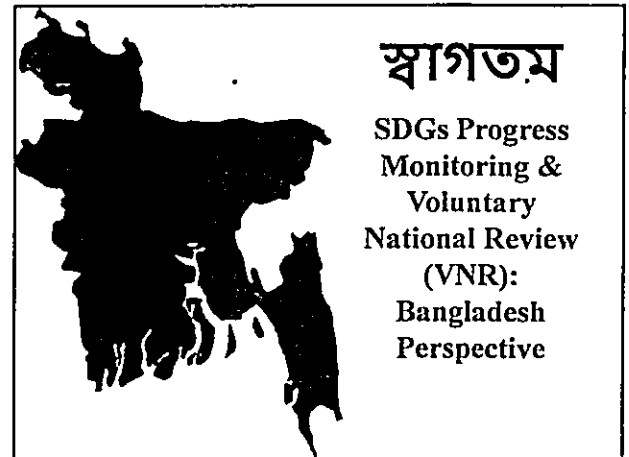
- Sustained growth amidst many challenges has been the hallmark of resilience of Bangladesh's economy.
- Bangladesh is the fastest growing economies but also ranked as the second biggest economy in South Asia.
- The country has put in place a comprehensive strategy and action plan to achieve the 17 goals for SD.
- The eligibility criteria for LDC graduation which is yet another significant milestone that the country has achieved.



Final Point

- Sustainable Development for
 - Meeting priority needs
 - Recognizing environmental limits
 - Principles of intergenerational and intragenerational equity





Session Plan (Overall)

 **SDGs LEARNING**

- পরিচয় ও অনুশীলন
- LEARN, UNLEARN, RELEARN and Relate to Reality.
- অঃ অভিষেক, অতিরিক্তের গল্প, (EXCESS OF ANYTHING IS BAD) অনুশীলন, অক্ষর (জীবনের) ও অংক, অংশ গ্রহণ ও অভিনয় (Suppose you know nothing about SDG) অনুসন্ধিৎসা (জিজ্ঞাসা/প্রশ্ন), অভিজ্ঞতা
- আঃ আলোচনা, আত্মীয়তা, আবিষ্কার
- ইঃ ইতিহাস

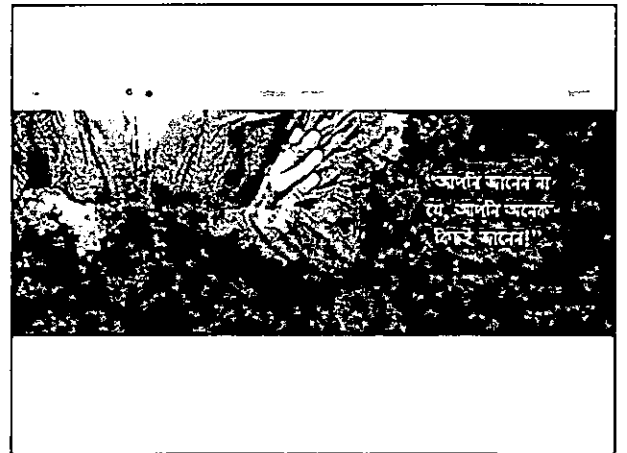
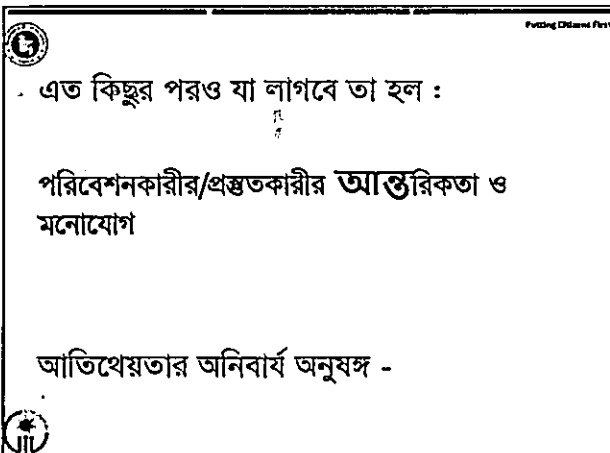
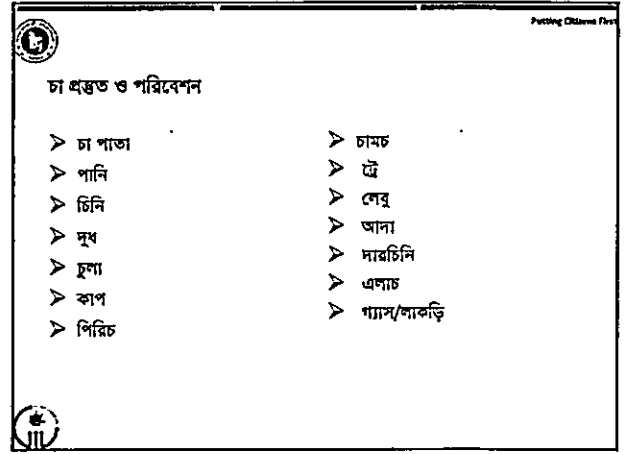
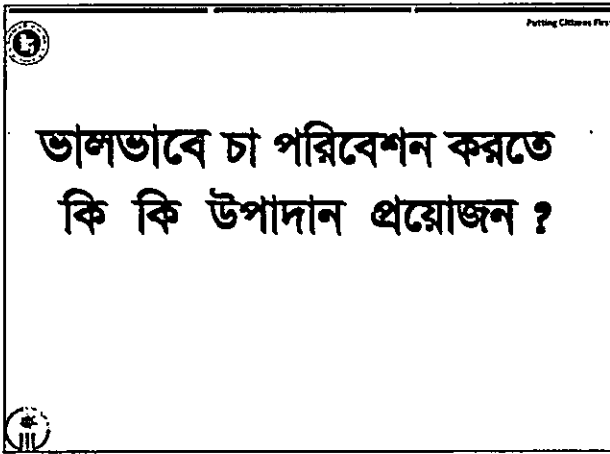
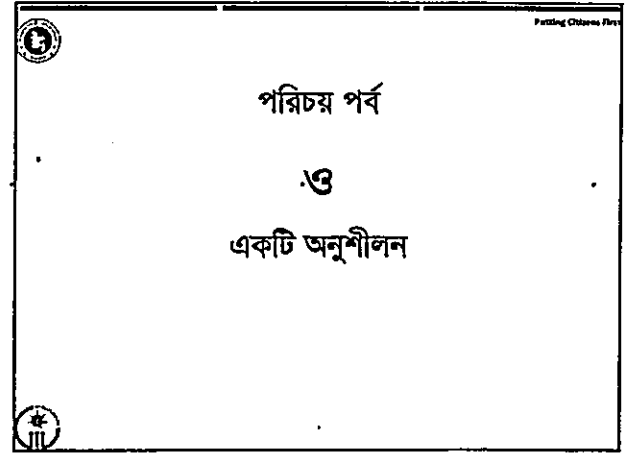
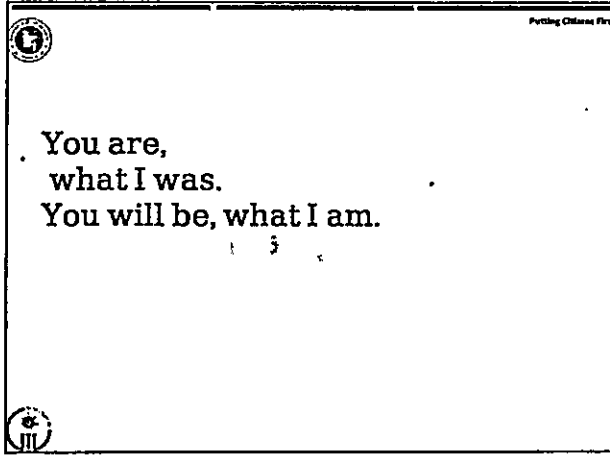
WHY THIS TRAINING?

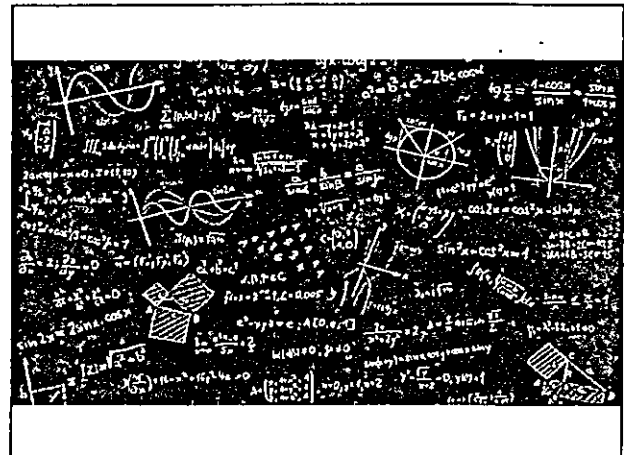
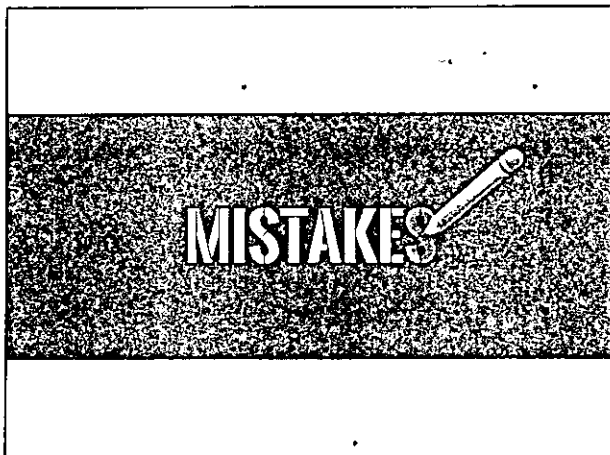
1. Bangladesh Constitution
2. Global Obligations

[Article 21, THE CONSTITUTION OF THE PEOPLE'S REPUBLIC OF BANGLADESH]

- (1) It is the duty of every citizen to observe the Constitution and the laws, to maintain discipline, to perform public duties and to protect public property.
- (2) Every person in the service of the Republic has a duty to strive at all times to serve the people.

Who am I?
Who are you?
Why Am I Here?





- According to LKY the single **DECISIVE FACTOR** that made for Singapore's success was the ability of its ministers and the **HIGH QUALITY** of **CIVIL SERVANTS**
 - who supported them.

Lee Kuan Yew
(16 September 1923 – 23 March 2015)
Former Prime Minister
&
Founding Father of Singapore

- Some Memorable dates to remember...
- December 1947 and September 1951

Kwee Gek Choo
(21 December 1920 – 2 October 2010)
Spouse of Former Prime Minister
&
Founding Father of Singapore
Lee Kuan Yew

SDG Made Easy
(এসডিজি সহজ পাঠ)

প্রথমতঃ SDG কী?
এবং
কেন?

1. I don't know

2. Combination of three letters (S, D, G)
apparently having no meaning

3. Sentence Developing Game

4. Start Doing Good



Try to make a sentence with the
following letters:

C E H I O P W

SDG at a Glance

I HOPE, We Can

সকলের সুখম ও স্থায়ী সমৃদ্ধি ও
সাক্ষ্যের সৃজনশীল সময়াবদ্ধ স্বপ্নের
সতেরটি সোপান

এসডিজির ১৭ টি লক্ষ্যমাত্রা মনে
রাখার কৌশল



I HOPE, We, Can



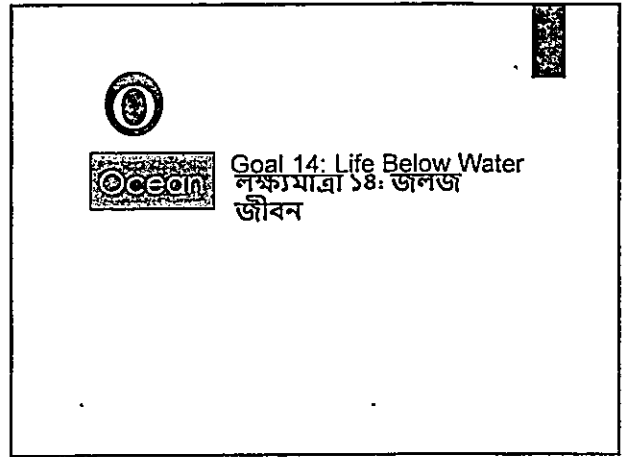
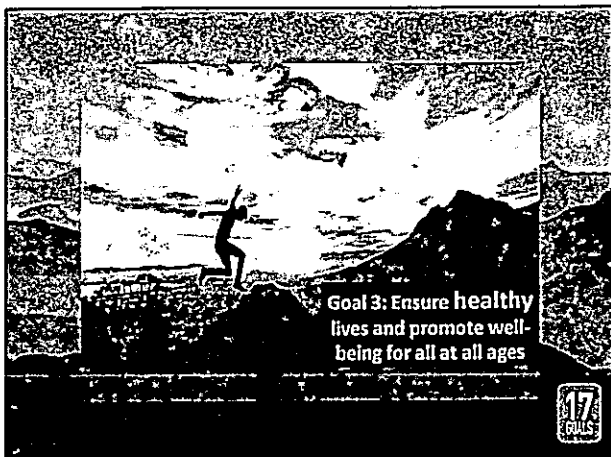
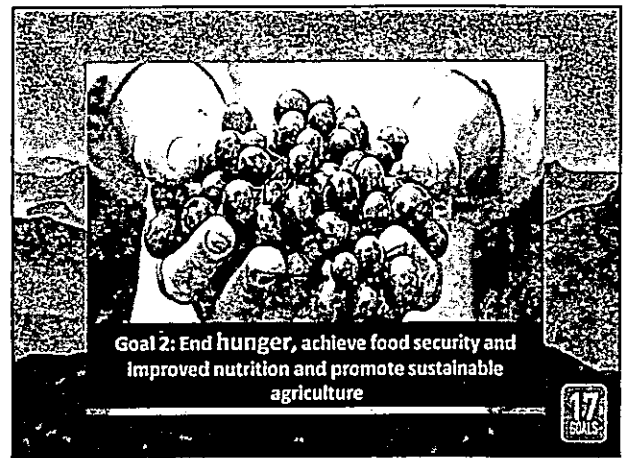
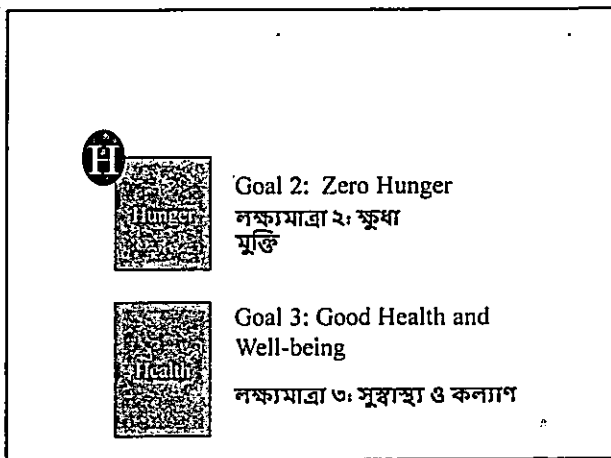
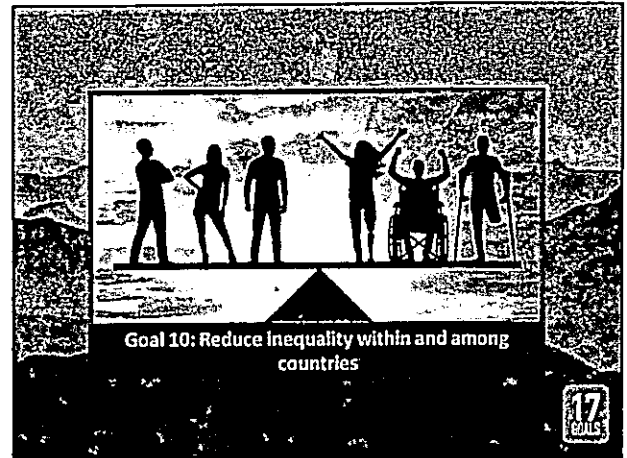
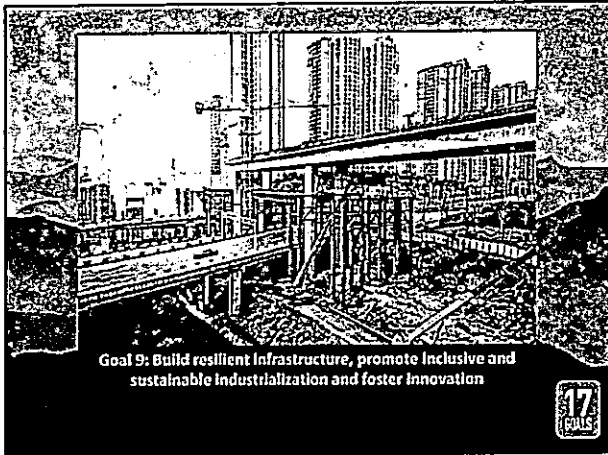
Goal 9: Industry, Innovation and
Infrastructure.

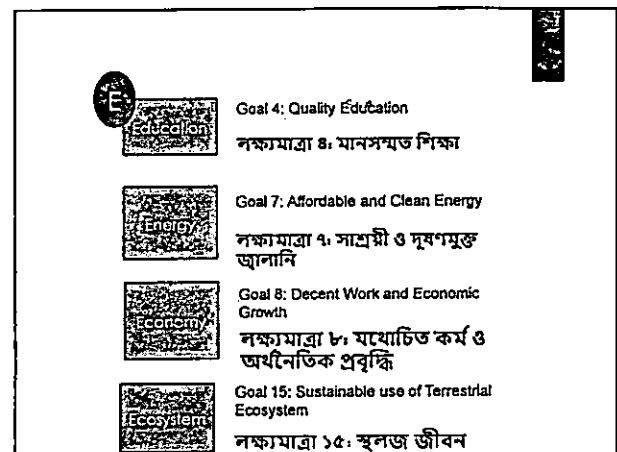
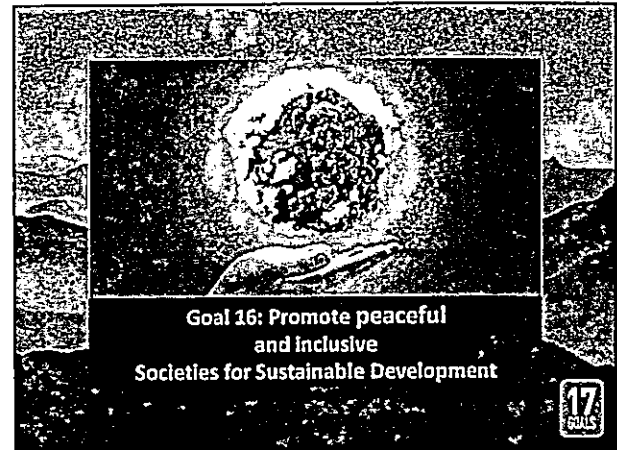
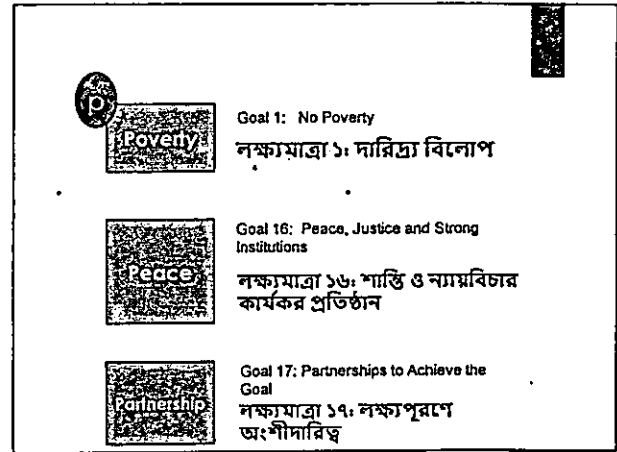
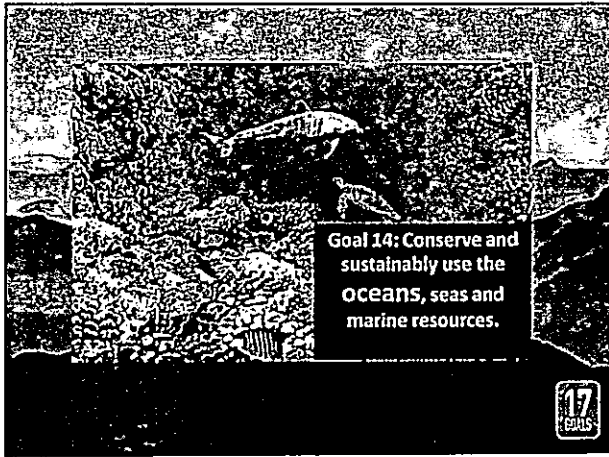
লক্ষ্যমাত্রা ৯: শিল্প, অবকাঠামো ও
উদ্ভাবন

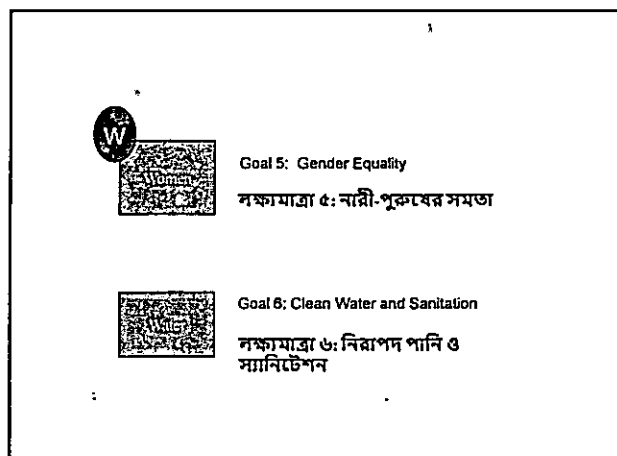
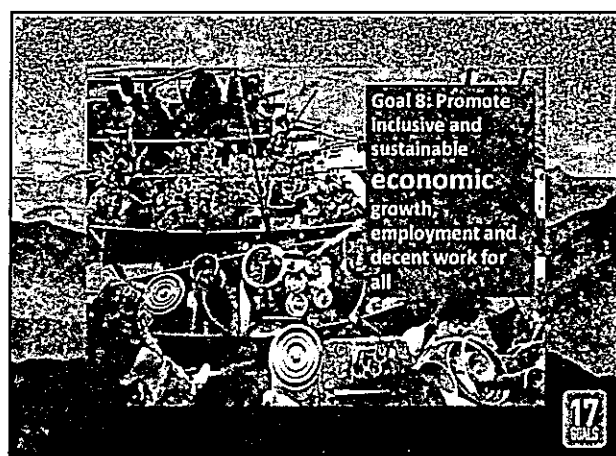


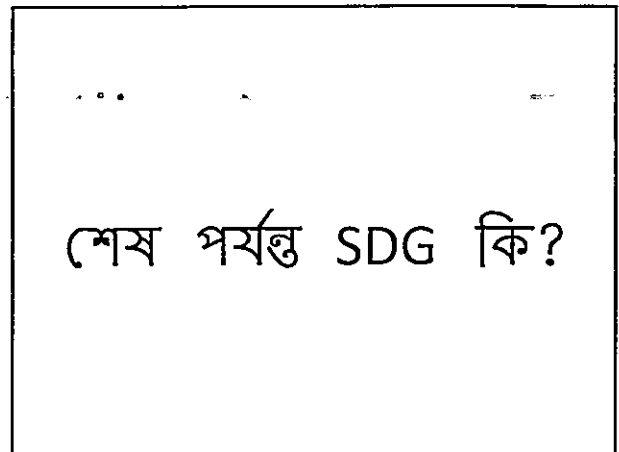
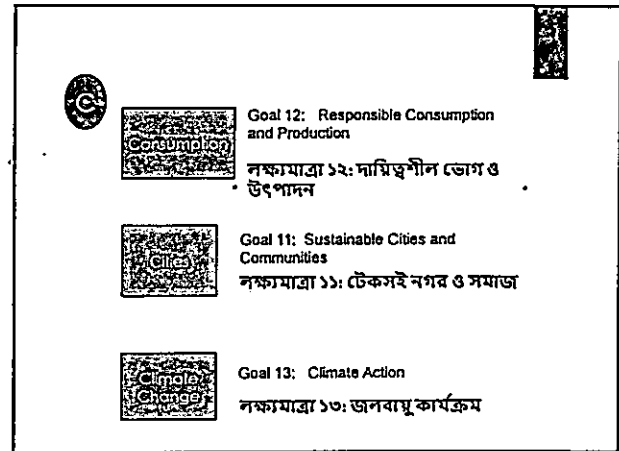
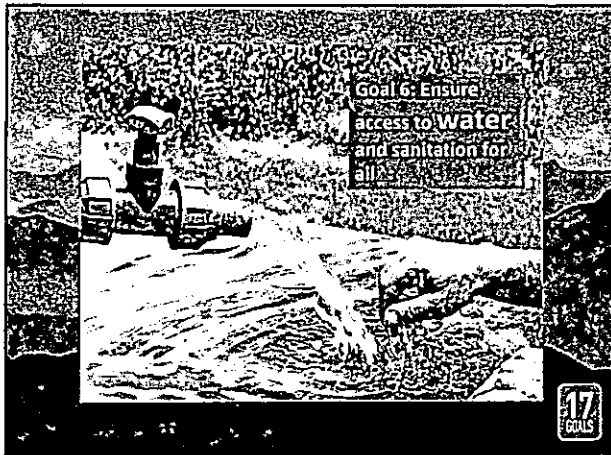
Goal 10: Reduce Inequality

লক্ষ্যমাত্রা ১০: অসমতা হ্রাস



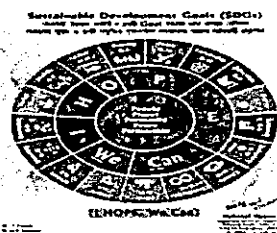






I HOPE We Can

- I**—Innovation (Goal 9)
Inequality (Goal 10)
H—Hunger (Goal 2)
Health (Goal 3)
O—Ocean (Goal 14)
P—Poverty (Goal 1)
Peace (Goal 16)
Partnership (Goal 17)
E—Education (Goal 4)
Energy (Goal 7)
Economic Growth (Goal 8)
Ecosystem (Goal 15)
W—Women (Goal 5)
Water (Goal 6)
C—Cities (Goal 11)
Consumption (Goal 12)
Climate Action (Goal 13)

**Mnemonic of SDG****By Letter Count.**

1. Women → Goal 5 (5 Letters)
2. Economic → Goal 8 (8 Letters)
3. Inequality → Goal 10 (10 Letters)
4. Healthy City → Goal 11 (11 Letters)
5. Climate Change → Goal 13 (13 Letters)
6. Life below water → Goal 14 (14 Letters)
7. Global partnership → Goal 17 (17 Letters)

By the position of Letter.

1. I → Innovation: Goal 9 (9th Letter)
2. P → Peace: Goal 16 (16th Letter)

June 2021

What is VNR?

Voluntary National Review (VNR) is a process through which countries assess and present national progress made in implementing the 2030 Agenda, including achieving its 17 Sustainable Development Goals and the pledge to leave no one behind.

What is the process of VNR?

VNRs typically consist of the following broad phases: initial preparation and organization; preparation of the VNR report; presentation at the HLPF; and follow-up after the HLPF.

What is HLPF?

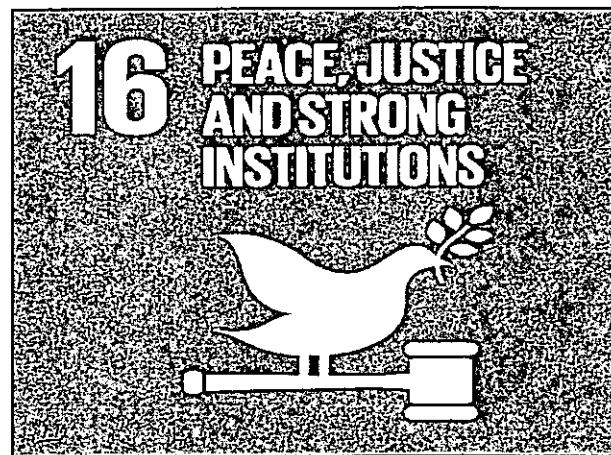
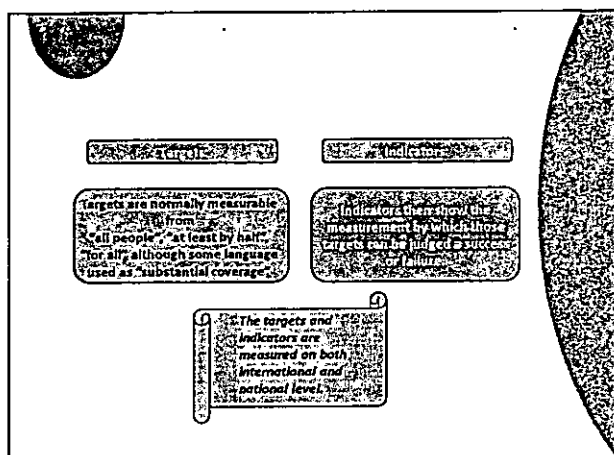
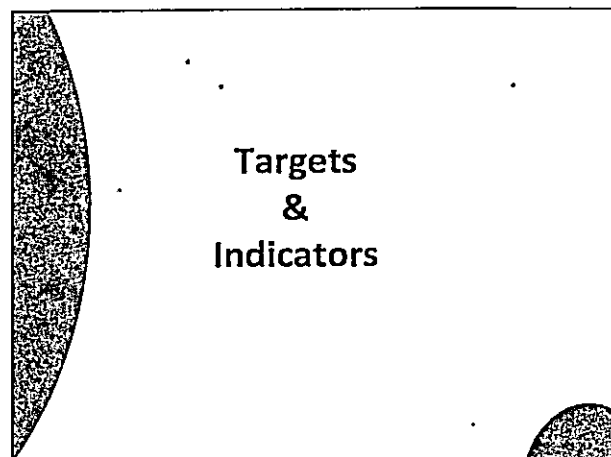
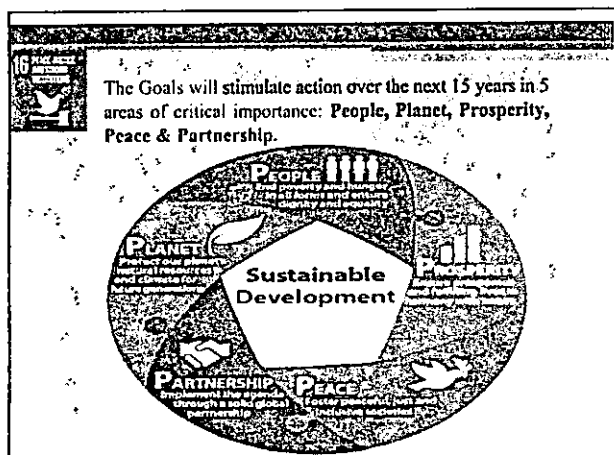
HLPF means High Level Political
Forum on Sustainable
Development

What is the theme of The SDG
2024?

The World Sustainable
Development Summit (WSDS)
2024 will take place on the theme,
'Leadership for Sustainable
Development and Climate Justice'.

What SDGs are under review in
2024?

The programme will include the
thematic reviews of Sustainable
Development Goals 1 on no
poverty, 2 on zero hunger, 13 on
climate action, 16 on peace, justice
and strong institutions, and 17 on
partnerships for the Goals.



1. Peaceful and Inclusive societies.
2. Access to Justice.
3. Effective Accountable and Inclusive Institutions.
4. For All.



There are total 169 Targets and 244 Indicators for the 17 Goals in SDGs.



Introduction

GOALS #SDGsketch

GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and Inclusive Institutions at all levels

The infographic includes icons for a sun, a hand, a heart, a scale, a gun, and a person. Text elements include: '17 GOALS TO TRANSFORM OUR WORLD', 'GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and Inclusive Institutions at all levels', 'By 2030, provide legal identity for all, including birth registration', 'By 2030, reduce international arrivals of arms and small arms of unreported flows', 'By 2030, ensure equal access to justice for all', 'By 2030, ensure public access to information and protect fundamental freedoms', and 'By 2030, ensure equal access to justice for all'. The bottom right corner has a 'CC BY' logo.

Goal 16 has total 12 Targets and 23 Indicators.

SDG 16 – why does it matter?

- Lessons from the MDGs— peaceful, just, inclusive societies key for sustainable development
- "My World": honest and effective government high priority
- SDG 16 important aspiration in its own right and an important enabling goal
- Strong links with other goals, in line with the indivisible nature of Agenda 2030
- Cross cutting SDG—similar to SDGs 5 (gender equality), 10 (reduced inequalities), 13 (climate change) and 17 (partnerships)

1. SIGNIFICANTLY REDUCE ALL FORMS OF VIOLENCE AND RELATED DEATH RATES EVERYWHERE

INDICATORS:

- NUMBER OF VICTIMS OF INTENTIONAL HOMICIDE PER 100,000 POPULATION, BY SEX AND AGE
- CONFLICT-RELATED DEATHS PER 100,000 POPULATION, BY SEX, AGE AND CAUSE
- PROPORTION OF POPULATION SUBJECTED TO PHYSICAL, PSYCHOLOGICAL OR SEXUAL VIOLENCE IN THE PREVIOUS 12 MONTHS
- PROPORTION OF POPULATION THAT FEEL SAFE WALKING ALONE AROUND THE AREA THEY LIVE

2. END ABUSE, EXPLOITATION, TRAFFICKING AND ALL FORMS OF VIOLENCE AGAINST AND TORTURE OF CHILDREN

INDICATORS:

- PROPORTION OF CHILDREN AGED 1-17 YEARS WHO EXPERIENCED ANY PHYSICAL PUNISHMENT AND/OR PSYCHOLOGICAL AGGRESSION BY CAREGIVERS IN THE PAST MONTH
- NUMBER OF VICTIMS OF HUMAN TRAFFICKING PER 100,000 POPULATION, BY SEX, AGE AND FORM OF EXPLOITATION
- PROPORTION OF YOUNG WOMEN AND MEN AGED 18-29 YEARS WHO EXPERIENCED SEXUAL VIOLENCE BY AGE 18

3. PROMOTE THE ROLE OF LAW AT THE NATIONAL AND INTERNATIONAL LEVELS AND ENSURE EQUAL ACCESS TO JUSTICE FOR ALL

INDICATORS:

- PROPORTION OF VICTIMS OF VIOLENCE IN THE PREVIOUS 12 MONTHS WHO REPORTED THEIR VICTIMIZATION TO COMPETENT AUTHORITIES OR OTHER OFFICIALLY RECOGNIZED CONFLICT RESOLUTION MECHANISMS
- UNSENTENCED DETAINEEES AS A PROPORTION OF OVERALL PRISON POPULATION

4. BY 2030, SIGNIFICANTLY REDUCE ILICIT FINANCIAL AND ARMS FLOWS, STRENGTHEN THE RECOVERY AND RETURN OF STOLEN ASSETS COMBAT ALL FORMS OF ORGANIZED CRIME

INDICATORS:

- TOTAL VALUE OF INWARD AND OUTWARD ILICIT FINANCIAL FLOWS IN CURRENT UNITED STATES DOLLARS
- PROPORTION OF SEIZED SMALL ARMS AND LIGHT WEAPONS THAT ARE RECORDED AND TRACED, IN ACCORDANCE WITH INTERNATIONAL STANDARDS AND LEGAL INSTRUMENTS

5. SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY IN ALL THEIR FORMS

INDICATORS

- PROPORTION OF PERSONS WHO HAD AT LEAST ONE CONTACT WITH A PUBLIC OFFICIAL AND WHO PAID A BRIBE TO A PUBLIC OFFICIAL, OR WERE ASKED FOR A BRIBE BY THOSE PUBLIC OFFICIALS, DURING THE PREVIOUS 12 MONTHS
- PROPORTION OF BUSINESSES THAT HAD AT LEAST ONE CONTACT WITH A PUBLIC OFFICIAL AND THAT PAID A BRIBE TO A PUBLIC OFFICIAL, OR WERE ASKED FOR A BRIBE BY THOSE PUBLIC OFFICIALS DURING THE PREVIOUS 12 MONTHS

6. DEVELOP EFFECTIVE, ACCOUNTABLE AND TRANSPARENT INSTITUTIONS AT ALL LEVELS

INDICATORS:

- PRIMARY GOVERNMENT EXPENDITURES AS A PROPORTION OF ORIGINAL APPROVED BUDGET, BY SECTOR (OR BY BUDGET CODES OR SIMILAR)
- PROPORTION OF THE POPULATION SATISFIED WITH THEIR LAST EXPERIENCE OF PUBLIC SERVICES

7. ENSURE RESPONSIVE, INCLUSIVE, PARTICIPATORY AND REPRESENTATIVE DECISION-MAKING AT ALL LEVELS

INDICATORS

- PROPORTIONS OF POSITIONS (BY SEX, AGE, PERSONS WITH DISABILITIES AND POPULATION GROUPS) IN PUBLIC INSTITUTIONS (NATIONAL AND LOCAL LEGISLATURES, PUBLIC SERVICE, AND JUDICIARY) COMPARED TO NATIONAL DISTRIBUTIONS
- PROPORTION OF POPULATION WHO BELIEVE DECISION-MAKING IS INCLUSIVE AND RESPONSIVE, BY SEX, AGE, DISABILITY AND POPULATION GROUP

8. BROADEN AND STRENGTHEN THE PARTICIPATION OF DEVELOPING COUNTRIES IN THE INSTITUTIONS OF GLOBAL GOVERNANCE

INDICATORS

- PROPORTION OF MEMBERS AND VOTING RIGHTS OF DEVELOPING COUNTRIES IN INTERNATIONAL ORGANIZATIONS

9. BY 2030, PROVIDE LEGAL IDENTITY FOR ALL, INCLUDING BIRTH REGISTRATION

INDICATORS

- PROPORTION OF CHILDREN UNDER 5 YEARS OF AGE WHOSE BIRTHS HAVE BEEN REGISTERED WITH A CIVIL AUTHORITY, BY AGE

10. ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS, IN ACCORDANCE WITH NATIONAL LEGISLATION AND INTERNATIONAL AGREEMENTS

INDICATORS

- NUMBER OF VERIFIED CASES OF KILLING, KIDNAPPING, ENFORCED DISAPPEARANCE, ARBITRARY DETENTION AND TORTURE OF JOURNALISTS, ASSOCIATED MEDIA PERSONNEL, TRADE UNIONISTS AND HUMAN RIGHTS ADVOCATES IN THE PREVIOUS 12 MONTHS
- NUMBER OF COUNTRIES THAT ADOPT AND IMPLEMENT CONSTITUTIONAL, STATUTORY AND/OR POLICY GUARANTEES FOR PUBLIC ACCESS TO INFORMATION

11. STRENGTHEN RELEVANT NATIONAL INSTITUTIONS, INCLUDING THROUGH INTERNATIONAL COOPERATION, FOR BUILDING CAPACITY AT ALL LEVELS, IN PARTICULAR IN DEVELOPING COUNTRIES, TO PREVENT VIOLENCE AND COMBAT TERRORISM AND CRIME

INDICATORS:

- EXISTENCE OF INDEPENDENT NATIONAL HUMAN RIGHTS INSTITUTIONS IN COMPLIANCE WITH THE PARIS PRINCIPLES

12. PROMOTE AND ENFORCE NON-DISCRIMINATORY LAWS AND POLICIES FOR SUSTAINABLE DEVELOPMENT

INDICATORS:

- PROPORTION OF POPULATION REPORTING HAVING PERSONALLY FELT DISCRIMINATED AGAINST OR HARASSED IN THE PREVIOUS 12 MONTHS ON THE BASIS OF A GROUND OF DISCRIMINATION PROHIBITED UNDER INTERNATIONAL HUMAN RIGHTS LAW

CONCLUSION:

- INCLUSION OF PEACE, JUSTICE, AND RESPONSIBLE INSTITUTIONS IN SDGS AGENDA IS A WELCOME STEP FORWARD IN RECOGNIZING THE IMPORTANCE OF PEACE, AVOIDANCE OF CONFLICT AND PREVENTION OF VIOLENCE TO THE DEVELOPMENT AGENDA OF POVERTY ALLEVIATION.
- INCLUDE TRANSPARENCY, ACCOUNTABILITY, ZERO TOLERANCE TO CORRUPTION, END OF IMPUNITY, EFFECTIVENESS OF OVERSIGHT AGENCIES, RIGHT TO INFORMATION AND PROACTIVE DISCLOSURE, DECENTRALIZATION AND INCLUSIVE REPRESENTATION AND PARTICIPATION IN DECISION MAKING FROM ALL SECTIONS OF SOCIETY

Promote the rule of law at the national and international levels and ensure equal access to justice for all

- Sexual and gender-based violence remains widespread
- The three stages are all important and interrelated - monitoring, investigating, and sentencing
- This is also a good proxy for a broader measure of the quality of the rule of law and access to justice
- Several aspects must be measured: redressing crimes, citizens trust to police and rates of redress

Ensure responsive, inclusive, participatory and representative decision-making at all levels

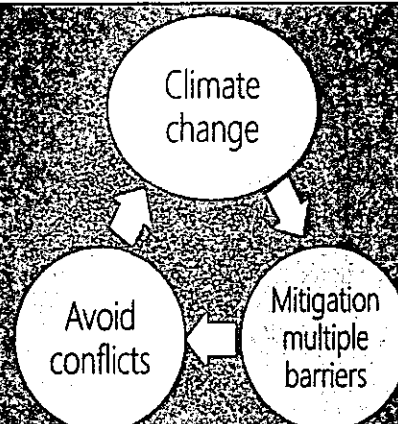
- The ratio of the percentage of seats held by women and minorities
- It demonstrates the extent of equal access
- Participation in elected office

Broaden and strengthen the participation of developing countries in the institutions of global governance

- ▶ Common procedures for granting and withdrawing international problem
- ▶ European and developing countries clinical trial partnership
- ▶ Global partnership principled and effective humanitarian action

Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

Promote and enforce non-discriminatory laws and policies for sustainable development



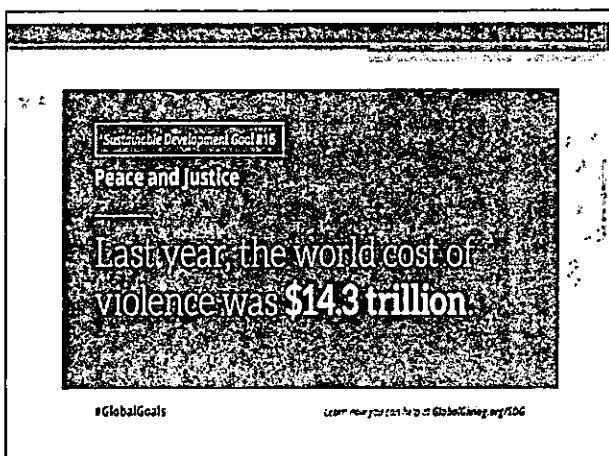
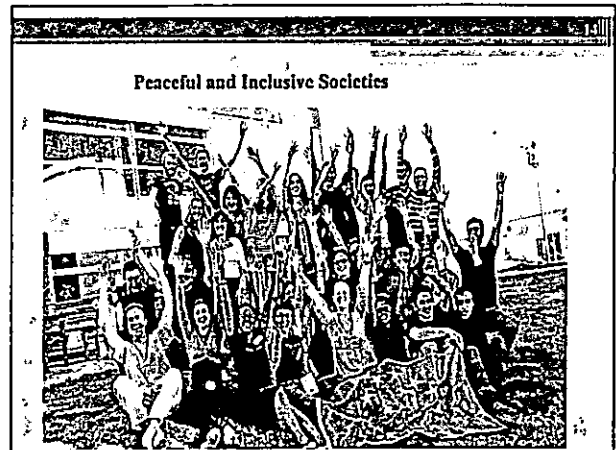
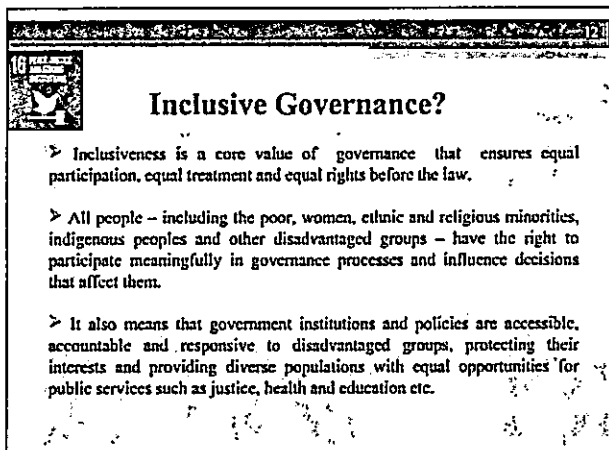
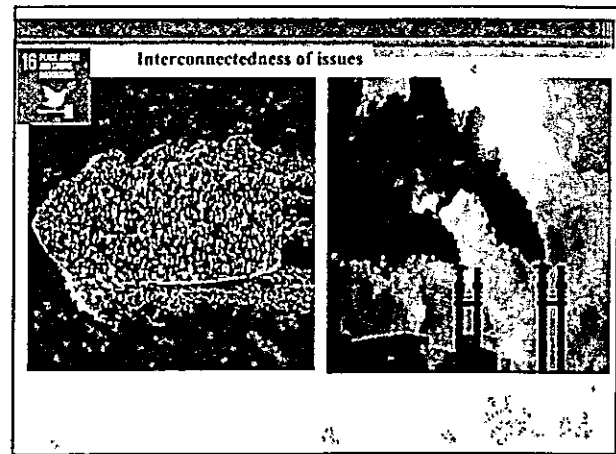
Principles for SDG 16 national monitoring frameworks

- Nationally owned – data sovereignty/country led data
- Global → National: Indicators should be contextualized, nationalized and localized. Strengthen local capacities for data and statistics production and dissemination
- Leaving no-one behind: Indicator methodologies that capture and include marginalised and vulnerable groups but also by location/geography – need to unmask subnational variations.
- Disaggregation: disaggregated by sex, age, geography, income, race, ethnicity, migratory status, disability, and other characteristics relevant in national contexts.
- Innovation and partnership with non-traditional data stakeholders



Transforming our world: Peaceful and Inclusive Societies

- Seeks to strengthen universal peace in larger freedom.
- Eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.
- Continuing development priorities such as poverty eradication, health, education and food security and nutrition
- New range of economic, social and environmental objectives.



16 Role of Civil Servants for Inclusive Governance

- a. Include all stakeholders in your policy making processes
- b. Consult people before taking decision
- c. Consider people's need and suggestions
- d. Implement program with regard to their opinion
- e. Ensure citizens engagement

16 Lack of Inclusive Governance

- It widens the gap between rich and poor
- It excludes women, indigenous peoples, people with disabilities, victims of natural disasters and others.
- It prevents them from exercising their human rights
- It creates embedded social inequities and economic inequalities.
- It ignores the needs and interests of the most disadvantaged and marginalized groups

Inclusive governance exercises prudence in policy-setting and decision-making

- 1. Rule of Law**
Inclusive governance requires fair legal frameworks that are enforced equally
- 2. Transparency**
Information's freely available and directly accessible to those who will be affected by governance policies and practices, as well as the outcomes resulting there from.
- 3. Responsiveness**
Organizations and their processes are designed to serve the best interests of stakeholders within a reasonable timeframe.
- 4. Consensus Oriented**
Consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder and how this can be achieved

Contd

- 5. Equity**
Opportunity for its stakeholders to maintain, enhance, or generally improve their well-being and the most compelling message regarding its reason for existence
- 6. Effectiveness and Efficiency**
It produces favorable results and meets the needs of its stakeholders, while making the best use of resources
- 7. Accountability**
Who is accountable for what should be documented in policy statements
- 8. Participation**
Participation by both men and women, either directly or through legitimate representatives, is a cornerstone of inclusive governance. Participant needs to be informed and organized, including freedom of expression

Challenges

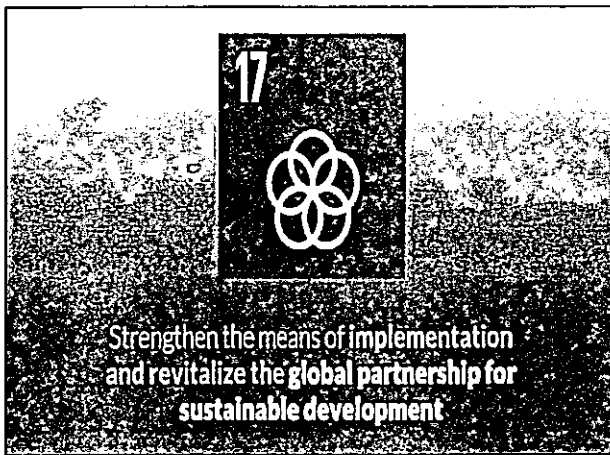
- Economic causes for exclusion
 - High cost for public services for marginalized people
 - High cost for delivery of Public goods and public services
 - High cost for policy formation
 - High cost for delivery of information and technical know how
- Socio political causes for exclusion:
 - Political power remains in centres and decisions on resources are in urban centric
 - Cultural gap between decision makers and marginal people
 - Low access to information
 - Weak human and social capital
 - High cost for political economic development

17 PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS

Join the conversation. #action2015

Revitalize the global partnership for sustainable development



1. Strengthen.
2. Means of Implementation.
3. Revitalize.
4. Global Partnership.




Goal 17 has total 19 Targets and 25 Indicators.






Targets(5)

19 Alinea

■ Trade
■ Capacity-Building
■ Finance
■ Technology

■ Systemic Issues



Finance 1/5

17.1

Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection



Capacity-Building 3/5

17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

17

Trade 4/5

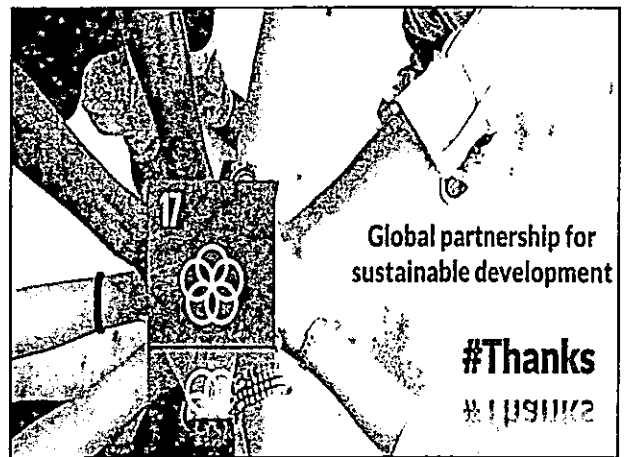
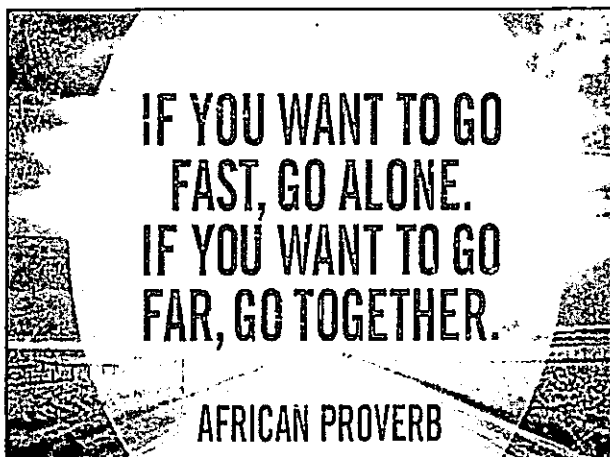
17.10

Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda

17

Systemic issues 5/5

Policy and Institutional coherence 17.14 Enhance policy coherence for sustainable development	Data, monitoring and accountability 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	Multi-stakeholder partnerships 17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries
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IMPORTANCE OF SDG 17

- Achieving the rest of the underlying 16 destinations will be a near stunning task.
- SDG 17 is especially distributing an immediate aftereffect of the structure of the Goal itself.
- It requires those countries which are largely the more rich of acknowledge a greater responsibility.
- What the red zones of the guide showed up above exhort us in that these things fundamentally are not happening at the rate they need to for farming countries to have the alternative to wander up and add to watching out of the SDGs.
- Further adding edginess to the situation, people designs research reveals to us that "making zones will be 97% to the absolute people advancement of 1.2 billion people some place in the scope of 2013 to 2030.
- In that capacity, when world pioneers assemble in 2030 to assess how we have gotten done with the SDGs, they will be doing so such in a world which has built up the most in areas by the large affected by issues of wanting, destitution, clinical, administration, etc.



CHALLENGES OF SUSTAINABLE DEVELOPMENT GOALS

- End hunger
- Healthy life
- Comprehensive and fair quality training
- Gender correspondence
- Accessibility and economical administration
- Supported and comprehensive financial development
- Practical, tough, and comprehensive foundations
- Diminish inequalities
- Protected, versatile and manageable
- Maintainable utilization and creation designs



CHALLENGES OF SUSTAINABLE DEVELOPMENT GOALS

- Protected, versatile and manageable
- Maintainable utilization and creation designs
- Seas, oceans and marine assets
- Earthbound biological systems,
- Comprehensive social orders
- Revive the worldwide organization for feasible turn of events
- Admittance to moderate, solid, economical and current energy for all

CONCLUSION

- Many countries face challenges and difficulties like poverty, health, hunger and many other things. SDG control these things by year 2030. Through SDGs developing countries also change their position through these goals. By partnership with other countries, many problems could be controlled. The processes leading to the SDGs were comparatively inclusive, which provided the most widespread awareness and support. However, they contain significant limitations and risks, including sustained commitment to sustainable growth, relationships between goals, objectives and indicators, the subsequent power structures, and how objective will be interpreted and applied at national and local levels. SDG mainly focus on the habits of living of people in different countries. For balance their finance and to give better life to people of different countries in which least develop country also include.

Real Life Example...



Lee Kuan Yew
Singapore's Father of the Nation
(16 September 1923 – 23 March 2015)



Singapore Minister's Corruption story:

The most dramatic downfall was that of Teh Cheang Wan, the Minister for National Development. In November 1986 one of his old associates admitted under questioning by the CPIB (Corrupt Practice Investigation Bureau) that he had given Teh two cash payments of S\$400,000 each, in one case to allow a development company to retain part

of its land which had been earmarked for compulsory government acquisition, and in the other to assist a developer in the purchase of state land for private development. These bribes had taken place in 1981 and 1982. He denied receiving the money and tried to bargain with the senior assistant director of the CPIB for the case not to be pursued. The cabinet secretary reported this and said Teh had asked to see me. I replied I could not until the investigations were over. A week later, on the morning of 15 December 1986, my security officer reported that Teh had died and left me a letter:

THE FAREWELL LETTER:

Prime Minister,

I have been feeling very sad and depressed for the last two weeks. I feel responsible for the occurrence of this unfortunate incident and I feel I should accept the full responsibility. As an honourable oriental gentleman I feel it is only right that I should pay the highest penalty for my mistake.

Yours faithfully
Cheang Wan

Another real life example...



S. Iswaran
Former Transport Minister of Singapore
Charged with Corruption
Resigned in January 2024

Father of the concept of Sustainability



Hans Carl von Carlowitz
(1645-1714)
German Mine Specialist and Tax Accountant

The question you did not ask...???



SDG
Start Doing Good



Mahmud Hasan
Former Divisional Commissioner
Mymensingh
Additional Secretary
Ministry of Environment, Forest and Climate Change
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E-mail: mahmudelohat@gmail.com

Module:8

Project Management and Financing

148th ACAD Training Course

Session Topics: (1) Project Preparation, Management and Approval Process (Particular Reference to Critical Path Analysis and PERT)
(2) Project Planning, Project Need and Stakeholder Analysis

Presented by
Abu Sayed Md. Kamruzzaman ndc
Director General (Joint Secretary)
National Cyber Security Agency, ICT Division

Cell : 01711-192900, Email: dg@ncsa.gov.bd
 Date : 31 July 2024
 Organized by : BPATC

The topics can be divided into following subtopics

- Planning
- Project Concept
- Project Lifecycle
- Concept of Development
- Preparation related to Project Document (DPP/TAPP/TPP/FSP)
- Project Approval Process
- Project Management
- Project Appraisal
- Concept of Critical Path Analysis and PERT

Planning

- Planning is an attempt to shape the future.
- Decide where we want to go
- How to get there
- How much resource you need to get there

Planning is the process of consciously developing a sequence of future actions to achieve specified goals.

- Process
- Consciously
- Sequence of future actions
- Specified goals.

Functional Classification of Planning

```

graph TD
    A[Macro Economic Planning / National Planning] --> B[Sectoral Planning / Programmes]
    B --> C[Micro Economic Planning / Project Planning]
    C --> D[Sound Development Plans require good Projects just as good projects require sound planning.]
    D --> E[Plans & Projects are interdependent]
    
```

Why do we plan ?

Both of our resources and time are limited.

Planning helps us achieve our goals, and allows for more efficient use of time and other resources.

Planning helps analyzing and studying the objectives, as well as the way in which we will achieve them.

Constitutional Basis for Planning

The Article 15 of the Bangladesh Constitution states about the fundamental responsibility of the State for ensuring higher living standards for its people by providing basic needs to all its citizens through planned economic development.....

What is a Project?

Projects are unique, transient endeavors undertaken to achieve a desired outcome. Projects bring about change and project management is recognized as the most efficient way of managing such change. (APM)

A project is a group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by the client. (CIPS)

Contd..

Project

- A set of related activities undertaken for a specific time to achieve some predefined objectives using certain amount of resources.
- Projects are taken for creating new resources (i.e. to solve a particular problem or development challenge) and not for operating organizations regular functions (i.e. organizations recurrent functions).

Project Management

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

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. (APM)

- Project management has laid down the strategic pathway for the emergence of alternative teams in the modern organization to deal with such change initiatives as reengineering, benchmarking, simultaneous engineering, and self-managed production teams.
- It is the process of conceiving the ideas of having a project with its feasibility containing various aspects of its appraisal regarding marketing, technology, finance, socio-economic & environmental aspects, leading to its implementation, evaluation, monitoring & post-implementation audit.

Process of Project Management:

1. Setting up the Project objectives and goals.
2. Formulation of plan-project planning
3. Organizing and assembly of resources.
4. Direction for putting resources effectively and efficiently.
5. Co-ordination among the various departments and divisions.
6. Motivating manpower towards achievement of organizational goals.
7. Implementation, execution and monitoring of project activities.
8. Commissioning or putting the project in operation.
9. Control and evaluation (Immediately after completion and during the implementation of the project)
10. Post implementation audit of the project (conducted after 2-3 years)

Importance of Project Management

Why Project Management: Its Importance

- 1. Project Management is indispensable for economic development of a developing country like Bangladesh or an enterprise.
- 2. It ensures effective and efficient resources utilization and management and development of technology.
- 3. It leads to GDP growth.
- 4. It leads to increase of per capita income and enhancement of standard of living.
- 5. It helps to overcome the problems of time and cost overruns.
- 6. It leads to optimum use of available resources.
- 7. It should commensurate with national development strategies.
- 8. It involves substantial outlay, have very careful planning is needed.
- 9. Cost of prediction error is very high, which may lead to bankruptcy and threatens the existence of project.
- 10. It increases international competitiveness of exportable items of a country.

Importance of Project Management

- 12. It is an essential condition for getting assistance and loan.
- 13. It impacts have been long term and hence has a temporal spread.
- 14. It helps to achieve self-reliance in the country.
- 15. It is a base of implementing national development strategies & achievement of Sustainable Development Goals (SDGs).
- 16. It is a precondition of a development & transfer of technology.
- 17. It may lead to a balanced growth of agriculture and industry.
- 18. It is helpful towards exploration of resources, innovations and researches and discoveries.
- 19. It brings not only economic prosperity but also honor and prestige to a nation, because economic prosperity means economic power.
- 20. Economic prosperity of the country will lead to a capacity to render financial assistance to other poor and least developed countries.

Development

- Development is a process that creates growth, progress, positive change or the addition of physical, economic, environmental, social and demographic components.
- Development is a multidimensional undertaking to achieve a higher quality of life for all people. Economic development, social development and environmental protection are interdependent and mutually reinforcing components of sustainable development.

Evolution of Planning Institutions

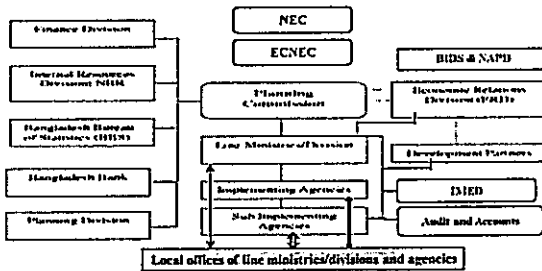
Pre Liberation:

- 1953: Pakistan Planning Commission
- 1954: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

- Bangladesh Planning Commission was founded by the Father of the Nation Bangabandhu Sheikh Mujibur Rahman in 1971 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 M/O Finance in 1988)
- 1977: Planning cells in different Ministries/Divisions
- 1984: PIB was restructured as IMED under M/O Planning

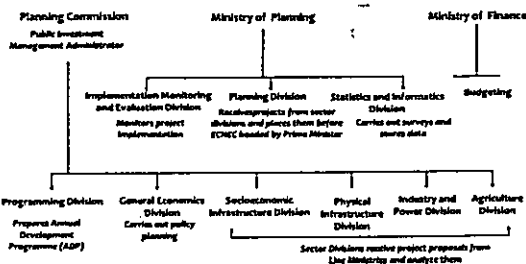
Development Administration In Bangladesh



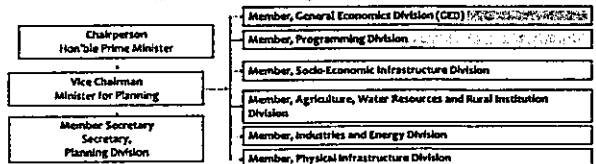
Gross Domestic Product (GDP)

$$Y = C + I + G + X - M$$

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



Structure of Planning Commission



- GED: Preparation of Mid and Long term Plan; M&E of Plans; Determination of Macroeconomic scenario in the context of development plan; HDG's Progress Report
- Programming: Preparation of ADP, Resource Allocation for sectors; Release of Fund for Revised Unapproved projects.
- Other 4 Sectors: Formulation of sectoral plans; Processing of development projects for approval including appraisal and providing secretarial services to the PEC; Preparation of sectoral ADP in consultation with Line Ministries.

Role of the Planning Commission

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

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Programming Division

Functions

- Resource Allocation for preparation of Annual Development Programme (ADP)
- Co-ordination and guidance of preparation and finalization of Annual Development Programme
- Co-ordination of multi-sectoral Projects
- Release / Reallocation of Funds where necessary

General Economics Division

Functions

- Evaluation of Plans and Policies
- Review of macro-economic situation
- Assist to determine macro-economic Policies
- Co-ordination of finalization of plan, perspective plan, five-year plan etc.
- Poverty Reduction Strategy Paper, MDG4, Vision Paper etc.
- M & E of Plans

Other Divisions

- a. Socio-Economic Infrastructure Division
- b. Agriculture, Water Resources and Rural Development Division
- c. Industries and Energy Division
- d. Physical Infrastructure Division

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Other Divisions

Functions

- Formulation of sectoral plans relating to the ministry / divisions of concern sectors.
- Process and apprise of development projects for approval (Commonly Known as Green Book)
- Preparation of sectoral Annual Development programmes in consultation with line ministries

21

Planning Commission Works Through Two High Powered Bodies:

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

22

National Economic Council (NEC)

□ Composition

- Chairperson: Hon'ble Prime Minister
- Member: All Members of the Council of Ministers

□ Officials required to assist NEC

- Cabinet Secretary
- Governor, Bangladesh Bank
- All Members of Planning Commission
- Secretaries of concerned Ministries/Divisions

□ Planning Division provides secretarial support

□ Functions

- Provide overall guidance for short, medium and long term plans, ADP and any other development & economic plan/policies
- Finalize & approve plans, programmes
- Review implementation progress of development plan/programmes/projects
- Take any decision as and when necessary for socio-economic development
- Appoint committees as required to assist NEC

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Executive Committee of National Economic Council (ECNEC)

Ref: Notification of 15 January, 2019 (as Example)

1. Hon'ble Prime Minister – Chairperson
2. Minister for Finance – Member (Alternate Chairperson)
3. Minister for Industry – Member
4. Minister for Commerce – Member
5. Minister for Agriculture – Member
6. Minister for Information – Member
7. Minister for Local Government, Rural Development & Cooperatives – Member
8. Minister for Housing & Public Works – Member
9. Minister for Road Transportation & Bridge – Member
10. Minister for Land – Member
11. Minister for Health and Family Welfare – Member
12. Minister for Planning – Member
13. Minister for Environment, Forest and Climate Change – Member
14. Minister for Land – Member
15. Ministers / State Ministers of relevant Ministries – Member

□ Officials required to assist ECNEC

- Cabinet Secretary
- Principal secretary/secretary, office of the Prime Minister
- Secretaries, Planning, Finance, SID, ERD & IMED
- All members of the planning Commission & concerned secretaries

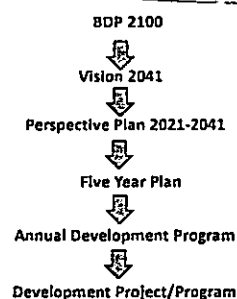
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Functions of ECNEC

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

13/25

OVERVIEW OF PLANNING PROCESS



14/26

Types of projects

- **Investment Projects:** Projects having mainly investment components such as construction of power station, industry, buildings, roads, highways, culverts and bridges etc. which usually have physical existence. It may or may not have TA components
- **Technical Assistance Projects:** Improvement of institutional capacity, transfer of technology and development of human resources. Includes -
 - consultancies,
 - local/foreign training/fellowship,
 - supply of equipment and services of experts

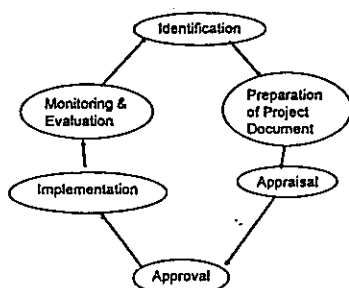
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Classification of Public Sector Projects

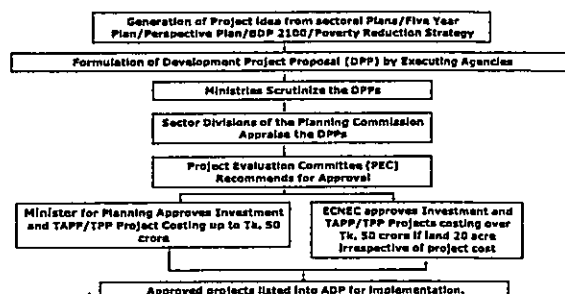
- Investment Projects/ Development Project Proposal(DPP)
- Technical Assistance Projects Proposal(TAPP)
- Technical Project Proposal (TPP)
- Study/Survey Projects(SP)
- Self Financing Projects(DPP)

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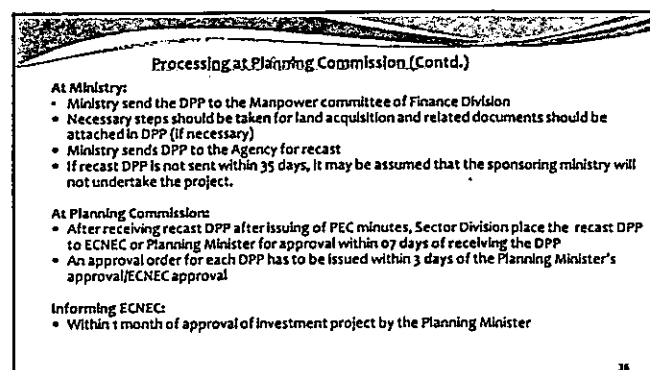
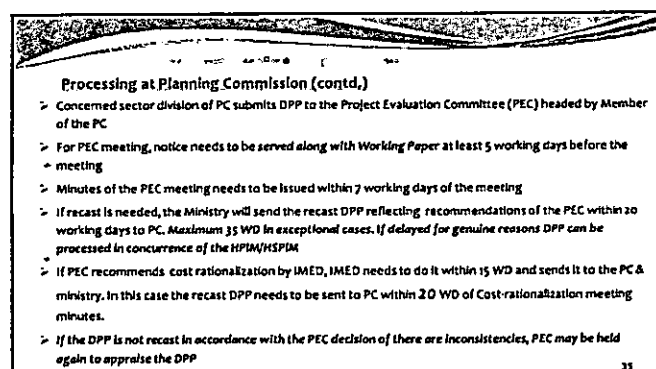
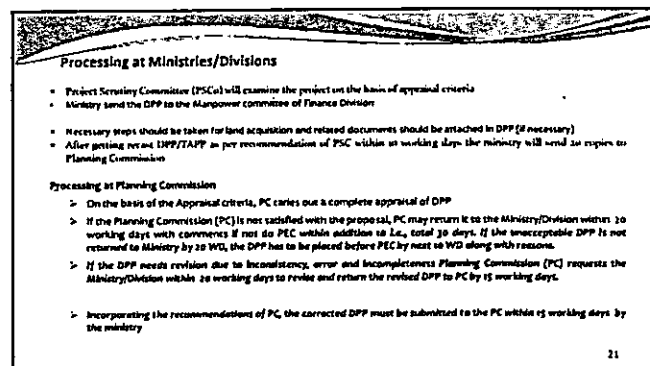
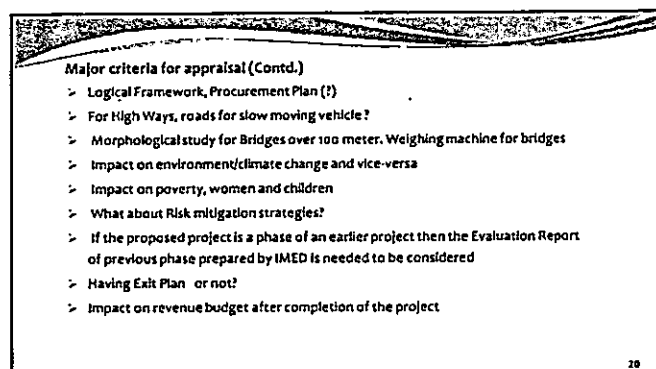
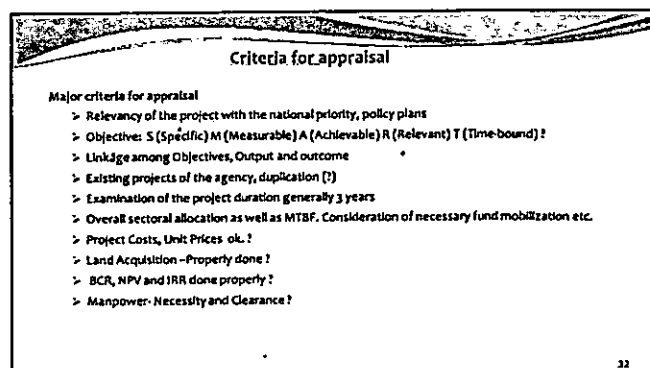
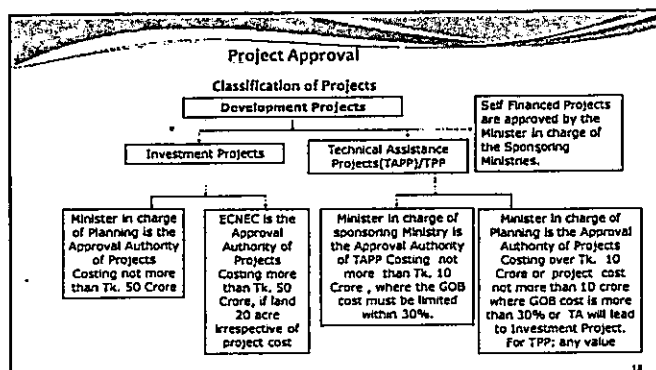
Project Cycle



Project Processing at a Glance



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TA/Technical Projects

- Implementing Agency (IA)/Executive Agency prepares Technical Assistant Project Proposal/Technical Project Proposal (TAPP/TPP) and submits it to the Ministry
- The planning Wing/Branch of the Ministry preliminary examines the proposal acceptability
- FOR TAPP: If the Project cost is within Tk. 10 Crore, and GoB contribution max. 30% planning Wing/Branch of the Ministry submits TPP to the Departmental Special Project Evaluation Committee (DSPEC) for its recommendation within 15 days. Minutes within 5 days.
- Hon'ble Minister of that Ministry approves TAPP on the basis of DSPEC recommendations
- If the Project cost is above Tk. 10 Crore, or GoB contribution more than 30% (Although project cost is below 10 crore), Ministry sends TAPP to the Planning Commission for approval
- FOR TPP (GoB only or GoB-Agency contribution): Ministry sends TPP to the Planning Commission for approval irrespective of project cost.
- FOR TPP (Agency contribution only): Ministry approves the TPP
- Planning Commission will hold SPEC within 15 days and circular minutes within 07 days.
- Ministry will send recast by 10 days
- Hon'ble Planning Minister approves TAPP on the basis of SPEC recommendations : Up to 50 crore. ECNEC: >50 crore.

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Feasibility Study Projects

- For projects with cost estimate of Tk. 25 crore or more, feasibility study (FS) is necessary
- For FS up to Tk. 5 crore- approval authority is concerned Minister/State Minister (Minister in Charge)
- FS costing Tk. 5-50 crore - approval authority is Planning Minister. ECNEC: >50 Crore
- Approval processing timeline for FS is similar to the investment projects
- Self financed FSP- Approval/Revision by Ad Ministry
- Template of Feasibility Study Report

Foreign Funded Investment Project

- Ministry sends project document in EDDP (or PTAPP) format to ERD and PC
- PC examines it and takes approval (in principle) from the Planning Minister within 10 days, and informs that to ERD and the concerned Ministry/Division
- ERD seeks funding for the proposed project from Bi-lateral or Multi-lateral development partners (DP)
- After getting assurance of DP fund, DPP or TAPP are formulated by the concerned Ministry/Division, which follows the usual approval procedures as discussed earlier.

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Revision of Investment Project (Generally discouraged)

- Definite and valid/justified reasons for:
 - Change in total cost (+/-);
 - If physical items' cost is increased or decreased (procurement/contract price is higher than approved DPP cost)
 - Project duration need to be changed (+/-);
 - If planned objectives have to change;
 - Scope / work scheduled change (+/-) (design needs to change);
 - New Item Inclusion;
 - Changed in source or mode of financing;
 - Change in manpower in terms of types or numbers.

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Revision (Important Issue)

- Revision can not be done more than two times.
- No post-facto approval.
- Under special condition, 3rd revision- Prior permission from Planning Minister for processing. But in this case, the revised DPP will be approved by ECNEC whatever the amount change in total cost of the project.

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1st Revision

- Prepare in RDPP format.
- Ministry can approve Revised Project in case of a change (+/-) of cost up to 15% or up to Tk 40 crore (whichever is lower) following the recommendations from DSPEC.
- If project cost change (+/-) between 15% - 25% or up to Tk 50 crore (whichever is lower), approval authority will be the Planning Minister
- If project cost change > 25% but total project cost remains (including change) within Tk. 75 crore, the Planning Minister will approve
- For all other cases approval authority will be ECNEC.

2nd Revision

- If project cost change (+/-) up to 25% or up to Tk. 50 crore (whichever is lower), Planning Minister will approve
- If project cost change more than 25%, but total project cost (including change) remains within Tk. 75 crore, the Planning Minister will approve
- For all other cases approval authority will be ECNEC

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Revision of TA

- Project revision allowed twice
- No post facto approval
- If need 3rd revision- Prior permission from Planning Minister for processing

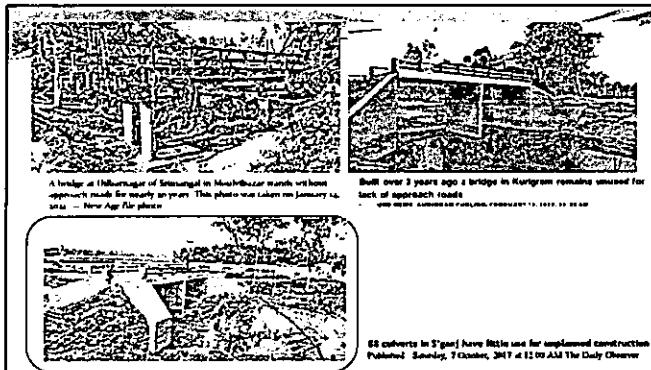
1st Revision

- Prepare in RTAPP format.
- Ministry can approve RTAPP for 25% increase/decrease or up to Tk. 20 crore, and time increase of max. 1 year, with the recommendation of DSPEC.
- If prior time extension approved by concerned Minister, then during 1st revision further time extension will not be allowed.
- If project cost above 25% Planning Minister will approve

2nd Revision

- Planning Minister approve it irrespective of cost
- Note: Any time extension (TAPP) needs concurrence from ERD

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Project Feasibility Study

- Feasibility Study Report Format
(31 January 2021)

Project Implementation Tasks

- Project Director recruitment
- Project ID
- Demand for Allocation from ADP
- Prepare Work plan
- Prepare Annual Procurement Plan
- Recruitment of Manpower
- Do the procurement (Goods/Works/Service)
- Preparation of Revised ADP demand as per progress and DPP provisions
- Monitor the progress closely and timely
- Do the similar activities for the next of the years remaining except first two activities.
- Preparation for project closing

Objective of the Appraisal

- To find out the worthy project in terms of at least Economic aspect, because most of the government projects has the main intention to ensure the welfare of the society as well as for the nation.
- To find out the gaps in the project document and suggest for correction.
- When resource will be scarce and limited which project government should approved even the NPV of the different projects are same.

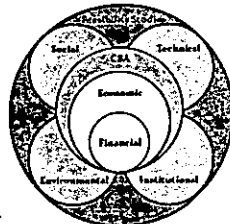
What is CAB 4.6: CBA in Feasibility Studies

Clarity of Project Objectives:

1. Definition of the without project case (base case)
2. Option analysis- choice of the alternatives
3. Clarity of the project costs and benefits in the with and without project case

Feasibility and Sustainability

4. Technical assessment
5. Institutional assessment
6. Social-cultural assessment
7. Environmental and social impact assessment (ESIA)
8. Financial assessment
9. Economic assessment
10. Risk and sensitivity
11. Sensitivity analysis
12. Risk management



Financial and Economic Analysis

This is the heart of the feasibility study report. Here you will do all the financial analysis and report the various performance indicators. The information of this section should be organized under following heads:

- Supply, Demand and Projected Absorption Pricing Strategy
- Estimated Required Investment (land cost, development cost, financing cost etc.)
- Project IRR
- IRR and Funding Strategy
- Various Financial Performance Indicators
- Scenario Analysis
- Sensitivity Analysis

Discount Factor

$$FV = PV(1+R)^n$$

$$PV = FV / (1+R)^n$$

$$PV = FV \times 1 / (1+R)^n$$

$[1 / (1+R)^n]$ -- This part is called Discount Factor (D.F.)

We can easily calculate the Discounted value (Present Value) by multiplying D.F. with the Future value as projected in DPP

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Some important terms in preparing project documents

Net Present Value (NPV)

- NPV is the present value of all benefits, discounted at the appropriate discount rate, minus the present value of all costs, discounted at the same rate. So,
- $NPV = \text{Initial Investment Costs} + \text{sum of present values of costs and benefits for each period within the investment horizon}$. Obviously, one can calculate NPV of benefits and NPV of cost separately and then subtract them.
- $NPV = \text{Present Value of Benefit} - \text{Present Value of Cost}$
When, $NPV > 0$; the project is acceptable
 $NPV < 0$; the project is rejected
 $NPV = 0$; Ambiguous

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Some important terms in preparing project documents

Benefit-cost Ratio (BCR)

- BCR is the ratio of the present value of benefits to the present value of costs. It is calculated using the present values of each, discounted at an appropriate rate of interest.

Present value of benefit

$$BCR = \frac{\text{Present value of benefit}}{\text{Present value of cost}}$$

Present value of cost

One should remember that a positive benefit is equal to a negative cost.

When,

$BCR > 1$; the project is acceptable

$BCR = 1$; Ambiguous

$BCR < 1$; the project is rejected.

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Some important terms in preparing project documents

Internal Rate of Return (IRR)

- The Internal Rate of Return is the discount rate that makes the NPV of the project zero and $BCR = 1$. Economic rate of return is an Internal Rate of Return based on economic prices. The following formula is used to find out IRR quickly:

$$NPV_{LDR}$$

$$IRR = LRD + \frac{NPV_{LDR}}{NPV_{LDR} - NPV_{HRD}} \times (HRD - LRD)$$

$$NPV_{LDR} - NPV_{HRD}$$

- When,

LRD = Lower rate of discount at which NPV is positive

HRD = Higher rate of discount at which NPV is negative

NPV_{LDR} = Net present value at LRD

NPV_{HRD} = Net present value at HRD

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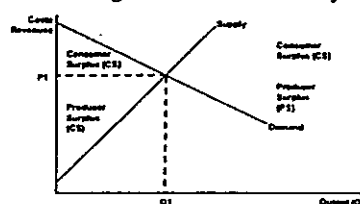
Some important terms in preparing project documents

Internal Rate of Return (IRR).....

- The IRR rule is a guideline for evaluating whether to proceed with a project or investment.
- The IRR rule states that if the internal rate of return (IRR) on a project or an investment is greater than the minimum required rate of return, typically the cost of capital, then the project or investment should be pursued.
- Conversely, if the IRR on a project or investment is lower than the cost of capital, then the best course of action may be to reject it.
- When $IRR > \text{market rate of interest}$ then accept the project
- $IRR < \text{market rate of interest}$ then reject the project and
- $IRR = \text{market rate of interest}$ denotes ambiguity

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Showing allocative efficiency



Major differences between Financial & Economic Analyses

	Financial	Economic
Perspective	Implementation agency (e.g. PDB)	Country economy (GDB)
Purpose	Profit maximization	Social welfare/Economic welfare
Coverage of costs/benefits	Direct costs/benefits	Direct/indirect/associated costs/benefits
Price (Standard of valuation)	Actual prices/market price/financial price	Economic prices/accounting price/shadow price
Non-revenue generating projects	Not applicable	Applicable

Why financial price & Economic price differ

- Market prices do not always reflect true economic values because of market distortion.
- Economic price is market price determined by markets without distortion.
- taxes, duties, subsidies, controls, monopoly elements, imperfect competition cause financial price & Economic price to differ.

The feasibility of a project is determined by comparison with the threshold rate

	Threshold rate
Financial	Cost of Capital
Economic	Social Discount Rate

- The threshold rate is the cost of capital for financial analysis and the social discount rate for economic analysis.
- the cost of capital is the weighted average of cost financing.
- the social discount rate (SDR) is the opportunity cost of public investments in a country. The best alternative return foregone by committing assets to the project

How to do Economic Cost-benefit analysis (ECBA) 8 practical steps starting with the FA DCF table

- Review the with and without case and identify the non-market effects and externalities relevant for the Economic Analysis and not included in the Financial Analysis. Note: In network sector projects (electricity, roads, water supply) the benefits are end user benefits and all costs incurred in the supply chain need to be accounted for.
- Recast the financial cashflow with the above information
- Remove all transfers (VAT, import taxes and subsidies paid or received by the executing agency and/or operating entity) from the market prices used in the DCF
- Add the identified positive and negative externalities and non-market items
- Identify and add significant indirect impacts and wider benefits if applicable. avoid double counting
- Apply the conversion factors to move from market prices to shadow prices
- Calculate the eNPV, eIRR and eBCR using the social discount rate
- Analyze the sensitivity of the results to changes in the assumptions, especially the discount assumptions and include them in the analysis

Identifying Benefits of network sector projects Power sector

Economic benefit	Valuation methods	Counterfactual
Increase and diversification of energy supply to meet increasing demand	Willingness to pay (WTP) for increased energy (market price)	- Short-term: delays and cost attributed to meet a delayed start and - Long-term: capacity and cost attributed to increase capacity and reliability of energy supply
Increase of security and reliability of energy supply	WTP for increased security and reliability of supply for a value of lost load (VOLL) and avoided cost of lost load (CLOLL)	- Short-term: capacity and cost attributed to increase capacity and reliability of energy supply - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Reduction of energy costs for substitution of the energy source	Market is a market of costs of the substituted technology or energy source	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Market integration	Cost savings Increased security and reliability of supply (VOLL) and avoided cost of lost load (CLOLL)	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Increased energy efficiency	Market is a market of costs of the substituted technology or energy source	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Reduction of GHG emissions	Shadow price of GHG emissions	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Reduction of air pollutant emissions	Shadow price of air pollutant emissions	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)

Identifying benefits of network sector projects (II/III)

Economic benefit	Valuation methods	Counterfactual
Increase of efficiency for conservation	Market is a market of costs of the substituted technology or energy source	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Reduction of GHG emissions	Shadow price of GHG emissions	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)
Reduction of air pollutant emissions	Shadow price of air pollutant emissions	- Short-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL) - Long-term: avoided cost of lost load (CLOLL) and avoided cost of lost load (CLOLL)

Identifying benefits of network sector projects	
Transport sector	
Effect	Value/benefit provided
Increased level of knowledge	Increased performance
or	Increased performance results compared to non-networked counterparts
Value to participating Councils/Authorities	Cost/benefit calculations
or	Improved value
Optimisation of assets of networks	Increased value
Increased knowledge	Increased performance
or	Increased performance results compared to single member
Value to non-participating organisations	Increased customer loyalty
or	Improved network culture
or	Improved service/motivation
Transformation of a jurisdiction	Increased scope of participation
Transformation of the organisation	Increased scope of service provision

[illegible]

The standard conversion factors

The full formula generally used to estimate the SCF is:

$$SCF = \frac{M + X}{(M + T_M - S_M) + (X - T_X + S_X)}$$

where:

- M is the total value of import at shadow prices, i.e. CIF prices;
- X is the total value of export at shadow prices, i.e. free on board (FOB) prices;
- T_M and T_X are the value of duties on import and export respectively;
- S_M and S_X are the value of subsidies on import and export respectively

[illegible]

Question for the participants

- What would be the SCF for Bangladesh? Who to ask?
- Department of commerce?
- BIDS?
- Bureau of Statistics?

Guess for this manual: $SCF = (100+105) / (100+105+30) = 205/235 = 0.87234 \approx 0.90$

LEA Matrix summarizes the information available for applying the appraisal criteria used in project appraisal

	References	Effectiveness	Efficiency	Impact	Sustainability
Overall Goal (OG)	This degree to which the project is relevant to the community's needs and priorities			This degree to which the project is relevant to the community's needs and priorities	
Project Purpose (PP)		This degree to which the project is relevant to the community's needs and priorities			This degree to which the project is relevant to the community's needs and priorities
Output (OP)			This degree to which the project is relevant to the community's needs and priorities		
Impact (IP)				This degree to which the project is relevant to the community's needs and priorities	

The decision-making framework

Decision making framework for public funding of development projects

CBA Decision rules		
CBA outcomes	EMR < SDR ENPV < 0; ISCR < 1	EMR > SDR ENPV > 0 ISCR > 1
IRR < FOR FNPV < 0 FSCR < 1	NO GO	GO and finance the gap
IRR > FOR FNPV > 0 FSCR > 1	GO & Tax or Internalize the welfare costs	GO but NO subsidies

EMR = Economic Internal Rate of Return
 FMR = Financial Rate of Return on Investment
 FDR = Financial Discount Rate
 SDR = Social Discount Rate

The first CBA Manuals and writers

More books

Exercise on CBA

- Simple Exercise

Monitoring and Evaluation(M&E)

- IMED
- Different Formats used by IMED

Monitoring :

- Monitoring is sometimes referred to as process evaluation because it focuses on the implementation process and asks key questions:
 - How well has the program been implemented?
 - How much does implementation vary from site to site?
 - Did the program benefit the intended people? At what cost?

Evaluation

- Evaluation measures how well the program activities have met expected objectives and/or the extent to which changes in outcomes can be attributed to the program or intervention. The difference in the outcome of interest between having or not having the program or intervention is known as its "impact," and measuring this difference and is commonly referred to as "impact evaluation."

Purpose of Evaluation

Definition: Objective examination of the past to better predict and control the future.

Purpose of evaluation:

- To assess the extent to which the intended results have been produced and with what efficiency.
- To compare the cost effectiveness of a project with possible alternatives.

Difference between Monitoring and Evaluation

Monitoring

- Required for immediate use and mid-course correction
- Done by implementing personnel
- Quick but covers all units
- For correcting/managing
- Symptomatic

Evaluation

- Used for future planning
- Usually by outside agency
- Covers a sample
- Learning process
- Diagnostic

How Evaluation is Done (by using Log Frame)

- Target
- Actual
- Difference?
- Causal Linkage
- Recommendation

Approaches of Evaluation

- Target vs. Actual
- Before vs. After
- With vs. Without

Evaluation becomes more and more complex as you go down the line.

Approaches of Evaluation (contd...)

Target vs. Actual:

Challenges:

- defining project target
- choosing the right method of data collection

Before vs. After:

Challenges:

- obtaining pre-project data
- it suffers memory lapse or recall bias of respondents

With vs. Without:

Challenges:

- selecting a comparable experimental group
- finding a control group

Types of Evaluation

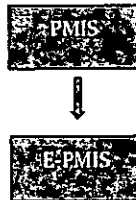
- Ongoing (mid term/phased)
- Terminal
- Impact

Different Formats used by IMED for Monitoring the progress of the Projects included in Annual Development Programme

Formats: *IMED-01, IMED-02, IMED-03, IMED-04, IMED-05 & IMED-06*

Description of Different Forms

- **IMED-01** : Basic Information (For New/Approved/Revised Approved Project)
- **IMED-02** : Yearly Target
- **IMED-03** : Quarterly Progress Report
- **IMED-04** : Project Completion Report
- **IMED-05** : Monthly Progress Report
- **IMED-06** : Project Inspection Format
- No cost Time Extension Format ???



Stakeholder

- Primary
- Secondary
- Tertiary

The benefits of using a stakeholder-based approach are that:

- You can use the opinions of the most powerful stakeholders to shape your projects at an early stage, their input can also improve the quality of your project.
- Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.
- By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and understand the benefits of your project – this means they can support you actively when necessary.

Stakeholders Management

- Stakeholder Management is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail. Stakeholder Analysis is the technique used to identify the key people who have to be won over.

Stakeholder Analysis

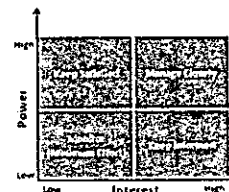
- **Stakeholder Analysis**
 - 1.1 Identify Your Stakeholders
 - 1.2 Prioritize Your Stakeholders

High power - High interest: these are the stakeholders are decision makers

High power - Low interest: these are the stakeholder needed to be kept in loop, these stakeholders need to be kept satisfied even though they aren't interested because they yield power.

Low power - High interest: keep these people adequately informed, and talk to them to ensure that no major issues are arising. power - High interest: these are the stakeholders are decision makers

Low power - Low interest: monitor these people, but do not bore them with excessive communication.



Project Need Analysis

- Rational
- Justification
- Future Demand

Project Network Diagram

- A network diagram is a graphical representation of a project and is composed of a series of connected arrows and boxes to describe the inter-relationship between the activities involved in the project. Boxes or nodes represent the activity description, and arrows show the relationship among the activities.
- A project network is a graph that shows the activities, duration, and interdependencies of tasks within your project.

PERT stands for Program Evaluation Review Technique, a methodology developed by the U.S. Navy in the 1950s to manage the Polaris submarine missile program. A similar methodology, the critical path method (CPM) was developed for project management in the private sector at about the same time.

Project Network Diagram

- Related Terminologies related to CPM and PERT
- Exercise on Network Diagram

*Thanks for your patient hearing and
responses that made the sessions
lively & interactive*

LogFrame Analysis and Result-Based Management

Md. Shaheenur Rahman
MDS, BPATC

Project: A set of interrelated activities having starting and ending time points with specific budget to achieve a particular objective. Project creates a unique product or services. A routine activities never can be project.

Project Types:
(a) Investment projects
(b) Technical Assistance (TA) Projects

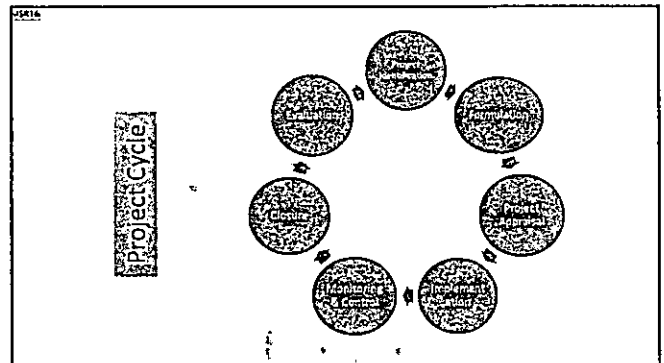
Investment Project: Projects that invest capital resources to make profits in future. For example, fertilizer manufacturing project.

Technical Assistance Project: Project that are taken for strengthening institution, its manpower and technical know how. For example, a training project for strengthening the manpower of an organization. If the project is funded entirely by foreign donors or combination of foreign and GoB sources the project is called Technical Assistance project. However, if entirely funded only from GoB sources then it is called Technical Project.

Public Sector Projects Vs Private Sector Projects:

Public Sector Projects: Projects that are taken to create welfare or benefits for the society. For example, a project taken for construction of road in public sector.

Private Sector Projects: Project that are taken commercially to make profits for a firm or organization is called private sector project. For example, an automobile manufacturing project.



Some Conceptual Definitions

Inputs: Financial, human, material, Technology and Information resources used for development intervention. Networks, time are also inputs.

Activity: Actions or work performed through which inputs, such as funds, TAs and other types of resources are mobilized to produce specific outputs.

Outputs: Outputs are changes in skills or abilities and capacities of individuals or institutions or the availability of the new product and services that result from the completion of activities within a project.

Outcome: Outcome also represent changes in the institutional and behavioral capacities for development conditions that occur between the completion of outputs and the achievement of goals.

Goals: It is the consequence or higher order objective that will assure national capacity building to which a project intended to contribute.

Some Conceptual Definitions Contd.-----

Impact: Impact implies changes in people's lives. This might include changes in knowledge, skill, behavior, health, living conditions for children, adults, families or communities.

Result: Results are changes in a state or condition that derive from a cause-and-effect relationship. These are 3 types of such changes-outputs, outcomes and impact that can be set in motion by a project.

Result Chain: The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results.

Baseline: Information gathered at the beginning of a project or program against which variation occurs in the project or program are measured.

Benchmark: Reference point or standard including norms against which progress or achievement can be assessed.

Concept of Logical Framework (Log Frame)

- ❖ Logical Framework or Log Frame (LF) is a way of planning and evaluating projects in a logical fashion.
- ❖ It is result framework or matrix explains how results are to be achieved including causal relationship and underlying assumptions and risks.
- ❖ It's laid out in a 4x4 Matrix format called Log Frame (LF) and prepared in design or planning stage of the project soon after the project concept is developed.
- ❖ It is a standard format where goals, purpose, output and inputs of the project are clearly specified.
- ❖ It is systematic tool for designing, planning, implementing, monitoring and evaluation of project.
- ❖ Widely used by almost all aid agencies and DPs

Why Log Frame (LF) is Logical?

- ❖ Because it is based on clear objectives and patterns of cause and effect
- ❖ It is a framework for all subsequent work on the project.
- ❖ The heart of the LF is intervention logic.
- ❖ LF systematizes each step and coordinates all works.

The Log Frame Matrix

The 4x4 matrix format has 4 Columns and 4 Rows. Following are the titles of the 4 Columns-

- Narrative Summary (NS)
- Objectively Verifiable Indicators (OVI)
- Means of Verifications (MOV)
- Important Assumptions (IA)

The Log Frame Matrix Contd.---

- ❖ The 1st Column head is Narrative Summary (NS) presents hierarchy of objectives to be specific, Goals(Impact), Purpose(outcome), Outputs and Inputs and 4th Column head is Important Assumptions(IA) presents preconditions based on the cause and effect logic known as the *vertical logic* of the project.
- ❖ On the other hand, 2nd Column head OVI and 3rd Column Head MOV present means by which project progress can be verified at each level of vertical logic and is known as the *horizontal logic*.

The 4x4 LF Matrix

	NS	OVI	MOV	IA
Goals				
Purpose				
Outputs				
Inputs				

The 4x4 LF Matrix

	NS	OVI	MOV	IA
Goals				
Purpose				
Outputs				
Inputs				

Goal (Impact)

- ❖ Broader and long term objectives that project is trying to meet.
- ❖ Also higher level objective or wider problem that project is expected to contribute
- ❖ Also called impact of the project on individuals, families or communities
- ❖ Highest level of results usually set by government or aid agencies(DPs)
- ❖ To what extent Goals are achieved measured by OVI
- ❖ The sources of data/means to verify level of Goals achieved by MOV

Purpose (Outcome)

- ❖ The immediate objectives the project is trying to achieve on the spot.
- ❖ It is an outcome achieved as a result of the project
- ❖ The development outcome expected at the end of the project implementation period.
- ❖ Short term project result that contributes to the achievement of Goals.
- ❖ To what extent Purposes are achieved measured by OVI
- ❖ The sources of data/means to verify level of Purposes achieved by MOV
- ❖ Risk and assumptions are identified and addressed to reach to Purpose.

Output

- ❖ Finished actions that are needed to achieve the Purpose.
- ❖ Tangible deliverables (goods or services) necessary to achieve the project objective.
- ❖ Timebound measurable changes produced under the control of project management
- ❖ To what extent Outputs are achieved measured by OVI
- ❖ The sources of data/means to verify level of Outputs achieved by MOV
- ❖ Risk and assumptions are identified and addressed to reach to Output.

Input

- ❖ Man, Money, Machines, Materials and whatever needed to produce the Outputs.
- ❖ Products or services and resources needed to carry out activities of the project
- ❖ The costs of the goods, services and manpower (personnel) are presented by OVI
- ❖ The sources of data/means to verify level of inputs or activity indicators by MOV
- ❖ Risk and assumptions are identified and addressed to reach to Output.

Objectively Verifiable Indicators(OVI)

- ❖ OVI is what we are going to use to measure project achievement at each stage.
- ❖ We use indicators that are valid, reliable, precise and cost-effective
- ❖ Indicators stated independently from other levels
- ❖ Indicators clearly say how the target group will benefit from the realization of outputs
- ❖ Indicators should be specific in terms of Quality (What), Quantity (what extent), Time (When, how long), Target group (who) and Place (Where).
- ❖ The abbreviated form is QQITP.

Means of Verification (MOV)

- ❖ MOV is how we are going to measure/verify project achievement at each stage.
- ❖ Cost effective methods and sources to quantify or assess the indicators be it external or internal.
- ❖ Documentary reports on project deliverables like reports in IMED Formats.
- ❖ Financial reports as agreed in approved project document.
- ❖ Physical existence of project deliverables found during visiting.

Important Assumptions(IA)

- ❖ These are risks, conditions, events, or decisions we have had to make when trying to identify each stage.
- ❖ Important risks, conditions, events or decisions are outside the control of the project management.
- ❖ Evaluating risks and conditions are necessary to sustain the Goal, achievement of the purpose, productions of outputs and start of the project.

Example: A 10 km long 8 m width RCC Road Construction Project between two suburbs at Ashulia under Dhaka city costing Tk. 1500.00 lac during July, 2021-June, 2023 by LGED

NS	OVI	MOV	IA
Goal: To improve social service delivery among regional urban dwellers	No. of school going children increased by 50% in Aug. 23 No. of recipients of Medicare treated increased by 70% in Aug. 23	Project Office DIED Report Local Clinic and Schools	
Purpose: 10 km long 8 m Width RCC Road built between two suburbs	100% Construction complete by May 23	Project Office DIED Report LGED Annual Repn.	Hospital running with full essential supplies & doctors. Schools have adequate teachers
Output: a. Land acquired and developed b. Machine and material procured c. Road Construction started	100% land acq'd by Sep 23 in 100% land developed by Oct 23 100% machine proc'd by Nov 23 80% materials proc'd by Dec 23 20% const. completed by Oct.	Project Office DIED Report LGED Annual Repn.	Availability of Fund Prices are stable Import policy not changed Good weather condition
Input: a. 20 hectare Land acquisition and dev. b. Procurement of machine and materials c. Appointment of labour & supervisor.	Aug. Of 20 11 lands tk. 800.00 L. Dec. Of 20 11 Land tk. 200.00 L. Proc. of machine tk. 200.00 L. Proc. of materials tk. 200.00 L. Labour & supervisor tk. 1.00 Total tk. 1500.00 L.	Project Office DIED Report LGED Annual Repn. Project Document	Project approval on time Availability of Land Land acq. on time

Advantages of LF

- LF enables project planner to present quickly and systematically the main features of the project with little or no technical training.
- LF conforms the institutional or government long term policy
- Helps to see clearly what the project looks like
- Method of summarizing and simplifying the project information
- LF also may be used as project monitoring tool
- LF answers to all Wh-questions of the Project (who, what, when, where, which--)

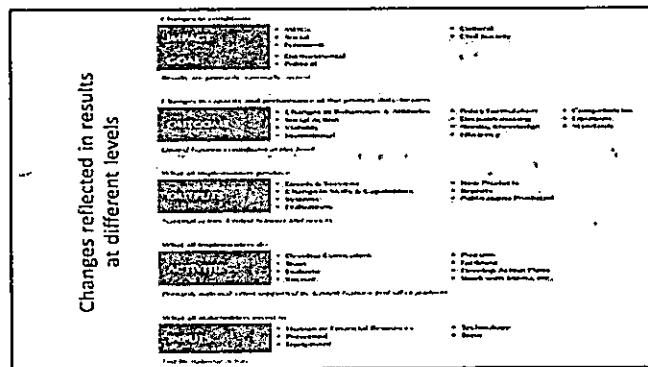
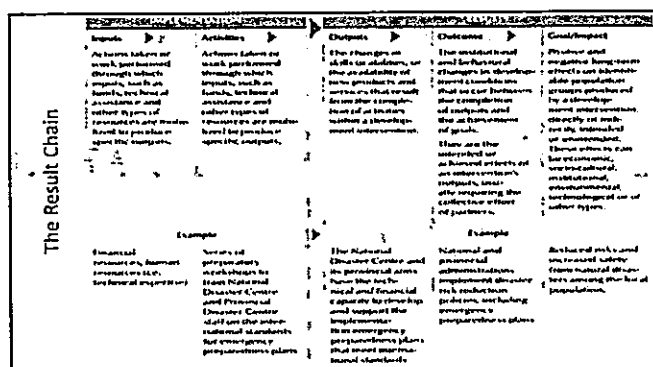
Disadvantages of LF

- LF is means of control and performance
- LF is a formatted logic therefore has rigidification of logic rather than flexible power of adaptation.
- Suitable for small or Moderate projects or programme.

Group Exercise

A Technical Project is planned with a total project cost of TK. 5000.00 lakh during the period of January, 2024 to December, 2026 for constructing a 3 km RCC roads to connect to small rural towns. Construct a LF of the project as required in following bullets-

- Mention Goals and point out purpose, outputs and inputs of the project
- What are the OVIs of these 4 components under NS?
- What are the MOVs of each stage of NS's?
- What are the IA's?
- Prepare a 4x4 LF Matrix and address the above questions in the Matrix.

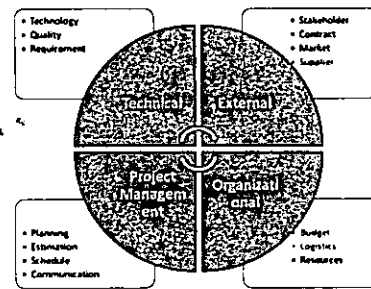


PROJECT RISK

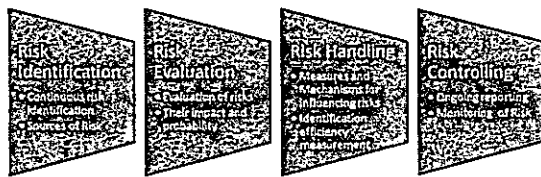
Uncertain event or condition having positive or negative effect on project objective or outcome after occurrence is called project risk. For example, risk of increasing project cost because of poor budget planning is an example of project Risk. Project risk mostly affect project cost, time, quality and scope. Some other examples of projects risks are -

- ❖ performance risks (activities of several parties, hard to identify the reason)
- ❖ operational risks (performance risk)
- ❖ market risks (highly unpredictable)
- ❖ Strategic risks (performance risk, occurs due to wrong strategic decisions)
- ❖ Legal Risks (arises from legal obligation, examp. In contractual obligations)
- ❖ Environmental Risks (weather conditions, external hazards like storms, labour strike, pandemics)

CATEGORY of PROJECT RISK



RISK MANAGEMENT PROCES



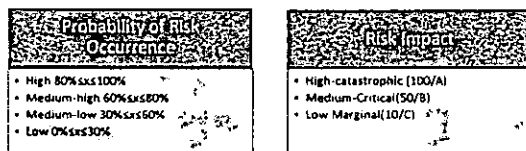
RISK ANALYSIS

Project Risk analysis consists of using tools and techniques to determine the probability and impact of project risks that have been previously identified. Risk Analysis involves examining how project outcomes and objectives might change due to the impact of the risk event.

Therefore, risk analysis helps project director explain the uncertainty of potential risks and their impact on project outcomes in terms of scheduling, quality and costs.

Future uncertainties can not be predicted but the risk of uncertain events can be minimized by managing risks through structured risk management framework. If risks are not managed effectively new and secondary risk may be crept up from already occurred risk.

RISK ANALYSIS Guidelines



RISK EXPOSURE (Risk Impact-Probability Matrix)

	High (100/A)	Medium (50/B)	Medium-Low (30/C)	Low (0% x 30%)
High (80% x 100%)	HM	MHM	MUM	LM
Medium-High (60% x 80%)	HL	MHL	MLL	LL

Probability

$$\text{Risk Exposure} = \text{Risk impact} \times \text{probability of risk}$$

Examples of RISK CLASSIFICATION

Risk Event	Probability	Impact Rating	Score
7 days late equipment delivery causes Time over run 10 days but minor importance to stakeholders	100%	B	50
7 days late equipment delivery causes Time over run 10 days but important to stakeholders. 50 penalty for delay.	100%	B	50
Specification of quality not accepted by stakeholders leading to schedule delay and cost increase	70%	B because it has low risk and may have 7 days delay	145
Half of the quality expectation complied 80% but another half is still unclear that require changes in scope	80%	A	100

RISK RESPONSE PLANS

For each single risk a risk response must be registered which should be ensured by PD/PM. The risk response plan should have following targets:

- ❖ Eliminating the risk
- ❖ Reducing probability of risk occurrence
- ❖ Reducing the impact of the risk on project outcome

However, risk response plan may be selected from several alternatives so that the cost of risk response plans does not exceed the cost of risk impact. Example of a framework of a risk response plan.

Risk Event	Risk Response
Schedule delay of equipment supply	• Agree on penalties with supplier • Evaluate ways to shorten the timeline • Shorten the acceptance phase

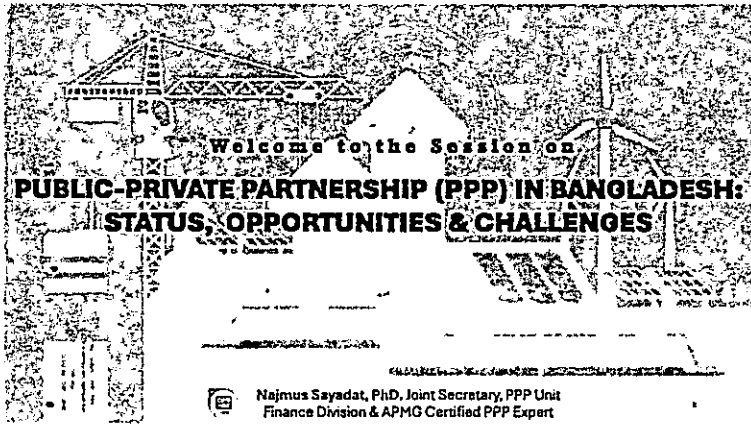
FINAL WORDS on PROJECT RISK

- Future uncertainty can never be predicted
- However, a risk management plan can be prepared to minimize the uncertainties in different phases of the project
- Therefore, minimizes the occurrence and impact of these uncertainties
- Risk management helps in avoiding crisis
- Provides lesson of learning from past mistakes.
- Techniques of risk identification like Risk Register, Risk Checklist and Risk Repository, Expert Judgement and Project Status to be used as sources of project risks

Thank You

Slide 34

MSR9 Md Shaheenur Rahman, 4/4/2023



OUTLINE OF THE SESSION



OBJECTIVES

Objective of the session is to understand PPP delivery in Bangladesh from theoretical and practical perspective.



CONTENTS

1. Basics of PPP
2. Engagement of Private Sector in PPP
3. Challenges in PPP Delivery
4. Financing PPP &
5. Risks in PPPs



METHODS

- Lecture & Discussion
- Individual Exercise
- Think-Pair-Share
- Question & Answer

PUBLIC-PRIVATE PARTNERSHIP (PPP)

A long-term contract between a public party and a private party for the development and/or management of a public asset or service, in which the private agent bears significant risk and management responsibility throughout the life of the contract, and remuneration is significantly linked to performance and/or the demand or use of the asset or service (World Bank 2014).



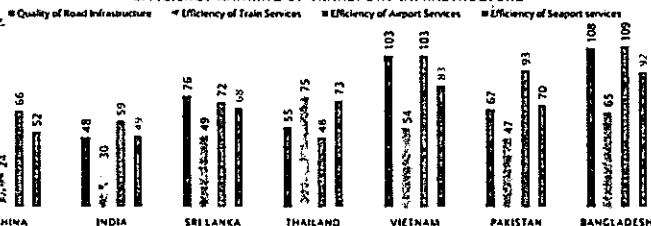
INFRASTRUCTURE CHALLENGES IN BANGLADESH: INFRASTRUCTURE GAPS

Bangladesh requires a total of USD608 billion investment in infrastructure by 2040, whereas total amount of infrastructure investment available from various sources will only be USD417 billion leading to an overall infrastructure investment gap of USD191 billion (Global Infrastructure Hub).



INFRASTRUCTURE CHALLENGES IN BANGLADESH: INFRASTRUCTURE EFFICIENCY

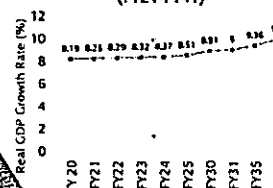
EFFICIENCY RANKING OF TRANSPORT INFRASTRUCTURE



Source: The Global Competitiveness Report 2019

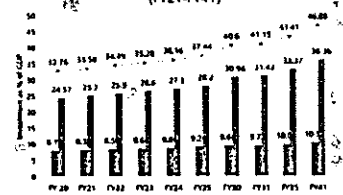
'Bangladesh ASPIRES to become a developed, prosperous and higher income country by 2041'

Real GDP Growth Rate based on Projections for Perspective Plan (FY21-FY41)

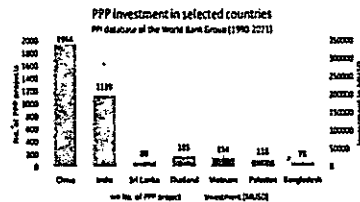


POLICY ALIGNMENT

Investment Projection in the Perspective Plan (FY21-FY41)



PUBLIC-PRIVATE PARTNERSHIP: OPPORTUNITIES FOR BANGLADESH



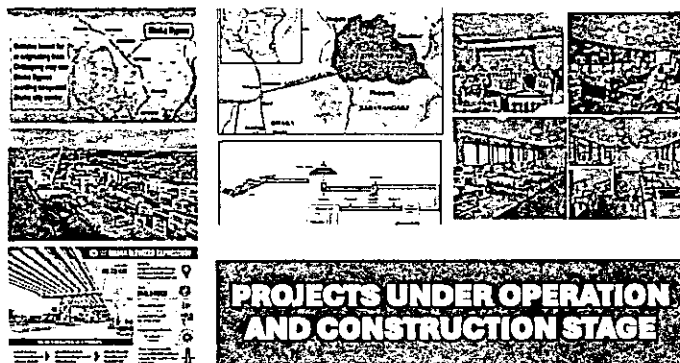
- Suitable Sectors for PPPs:**
 - Energy, transportation, healthcare, education, Water & Sanitation etc.
- Ready Legal and Regulatory Framework:**
 - Established laws and policies supporting PPPs.
 - Streamline approval processes.
- Investment Climate:**
 - Accommodating and facilitating for private investment.
 - Always striving for creating an enabling business environment.
- Economic Growth and Employment Generation**
 - Large number of work force
 - PPP is Aligned with development aspiration

PROJECTS DELIVERED TO PRIVATE PARTNERS & OBTAINED FINANCIAL CLOSE

Serial No.	Name of the Project	Cost (MUSD)	Duration (Year)	Private Partners
1	Dialysis PPP at Dhaka and Chattogram	3	10	Sandoor Dialysis, India
2	Dhaka Elevated Expressway	1243	25	Itai Thai Company, Thailand and China
3	Two Jetties at Mongla Port	53	27	Sail Port Holding Ltd.
4	Water Supply at Purbachal New Town	70	15	Consortium of United Water Suqian Company, China and Delcot Water Limited
TOTAL		1719	Average-20	SRAG-SEL-UDG Consortium, China

PROJECTS DELIVERED TO PRIVATE PARTNERS AND NEAR TO FINANCIAL CLOSE

Serial No.	Name of the Project	Cost (MUSD)	Duration (Year)	Private Partners
1	Rampura-Arnulua-Demra Highway project	240	25	China Communications Company Ltd and China Road and Bridge Corporation
2	Info-Sarker Phase-III (Component 1 & 2)	700	15	C-1: Summe Communication, C-2: Fiber@Home
3	Patenga Container Terminal (PCT) O & M PPP	58	22	Red Sea Gateway Terminal of KSA (G2G PPP)
TOTAL		998	Average-20	



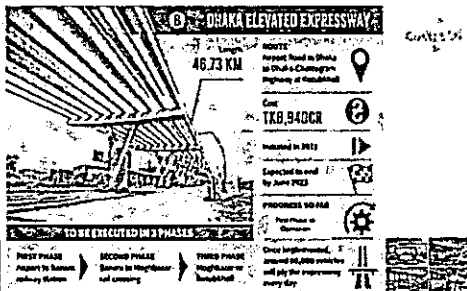
HEMODIALYSIS PROJECT AT NIKDU & CMCH

- Contracting Authority: DCHS, MoHFW, GoB.
- Private Partner: Sando Medical Pvt. Ltd., India
- Cost: USD 30 Million to establish a 90 station Dialysis Centre within a space. It is mix-pay PPP which was inaugurated at NIKDU on 30 Nov 2016.
- Financed By: IDCOL



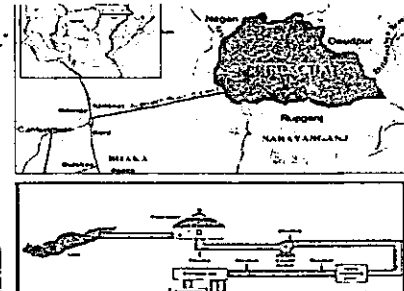
DHAKA ELEVATED EXPRESSWAY

- Contracting Authority: Bangladesh Bridge Authority (BBA) under Bridge Division
- Private Partner: Consortium of Italian-Thai (Lead member) (51%), CSITCG (34%) and Sino Hydro Corporation (15%), China
- Cost: The project will be 46.73 km long including the connecting roads and will cost around Tk 8,940 crore. There is VGF and Minimum Traffic Guarantee (MTG) provision.
- Financed By: ICBC and EXIM Bank of China



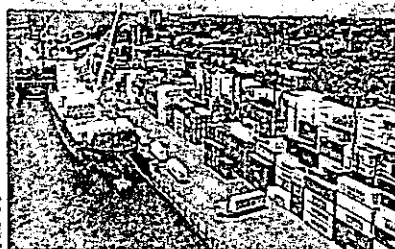
WATER DISTRIBUTION & SUPPLY FACILITIES AT PURBACHAL NEW TOWN

- Contracting Authority: RAJUK, MoHPW
- Private partner: United Water Suqian Company and Delcot Water Ltd.



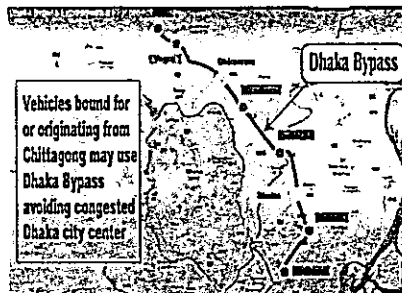
- Cost: BDT 592.39 crore. Half is to be paid by RAJUK at construction phase and the balance to be paid in Operation period.
- Financed By: The City Bank, Asian Development Bank

TWO JETTIES AT MONGLA PORT



- Contracting Authority: Mongla Port Authority, Ministry of Shipping
- Private partner: Sail Port Holding Ltd.
- Cost: Tk 800 crore to construct and operate two jetties at Mongla Port. Mongla Port would get US\$200,000 in the first year as fixed royalty, which would gradually rise by 2 per cent every year. In the variable royalty, the port authority will get \$2 per container and \$0.2 per cargo handling.
- Financed by: National Bank Ltd.

DHAKA BYPASS EXPRESS WAY



- Contracting Authority: Roads and Highways Department under RTHD
- Private partner: SRBG-SEL-UDC Consortium, China and Bangladesh
- Cost: Tk 3,039 crore. There is VGF provision of Tk 224 crore and Minimum Revenue Guarantee clause in the contract.
- Financed By: BIFFL (40%), China Development Bank, CITIC and Asian Development Bank (ADB).

INDEPENDENT POWER PRODUCER (IPP) OR PRIVATE FINANCE INITIATIVE (PFI)

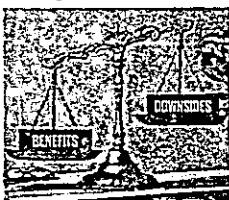
IPP is another form of PPP which can be seen in the Power sector following Private Sector Power Generation Policy and Special Power Act. Solar Power Plant and Windmill are also come under these Policies. Currently there are 62 Power Sector IPPs in Bangladesh.

Private Sector	No of Power Plant	Installed Generation Capacity (MW)
IPPs	62	9,418
SEPPs (RTH)	4	99
SEPPs (RTH)	9	251
SEPPs (RTH)	3	141
SEPPs (RTH)	1	50
Rent/No Electricity No Payment	11	452
Subtotal	90	10,817 (41%)

PRIVATE INFRASTRUCTURE PROJECTS Under Private Sector Infrastructure Guidelines (PSIG), 2004

Mayor Mohammad Hanif Flyover
Dhaka Elevated Expressway
Teknaf Land Port
Hill Land Port
Banglabanda Land Port
Sonamasjid Land Port
Bibirbazar Land Port

PUBLIC-PRIVATE PARTNERSHIP: BENEFITS VS. DOWNSIDE



Benefits

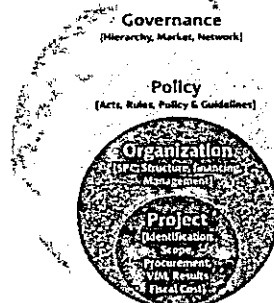
1. Improved efficiency
2. Value for money
3. Access to private sector expertise
4. Less budgetary pressure
5. Risk sharing
6. Innovation

Downside

1. Transaction costs
2. Lack of capacity
3. Risk allocation
4. Affordability
5. Transparency & Accountability
6. Fiscal risks

Socio-economic, cultural and political context of a nation

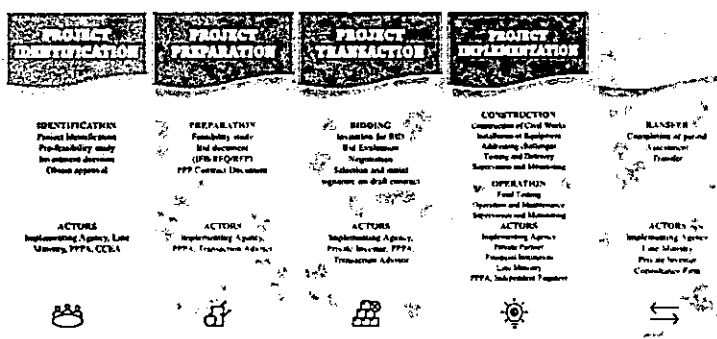
(Policy transfer, Economic maturity, Transparency & Accountability, Capacity of public and private sector)



Public-Private Partnership (PPP) is a Complex Phenomenon - *Goemaere*

ROAD MAP

- A. PPP as Infrastructure and/or public service delivery projects
- B. Organizational structure and Financing of PPP
- C. PPP Policy environment in Bangladesh
- D. Governance of PPP
- E. Factors Affecting PPP Delivery



Year	Project Added/Discarded	Cumulative No. of Pipeline Projects
2012	7	7
2013	10	17
2014	22	39
2015	3	42
2016	2	44
2017	1	45
2018	17	62
2019	12	74
2020	5	79
2021	-1	78
2022	-1	77
2023	1	78

Sector	No. of Projects
Education	1
Energy	1
Agriculture	1
Water	2
IT	5
Tourism	6
Real State	8
Health	9
Industry	20
Transport	25

Number of CCEA Approved Projects included in the PPP Pipeline - 91
Removed from PPP Pipeline - 13
Number in the current Pipeline - 78

Lived projects

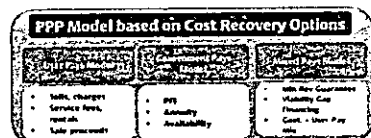
- Licence and construction phase
- Development stage
- Bidding stage
- Licence awarded at bidding phase
- Conditions Precedence stage
- CCEA in principle agreed
- Stalled / cancelled due to NOIs

Non-lived projects

- Bidding stage
- Licence terminated due to financial phase
- Stalled or cancelled by CA

The diagram illustrates the spectrum of public-private partnerships (PPPs) from public sector ownership to private sector ownership. A central arrow points from left to right, with different partnership types labeled along its length. To the left of the arrow, a box lists examples of public sector ownership. To the right, a box lists examples of private sector ownership. Below the arrow, a scale from 'Low' to 'High' indicates the 'Extent of Private Sector Participation'.

Public Sector Owns and Operate Assets	Public-Private Partnerships					Private Sector Owns and Operate Assets
- Utility - Manufacturing - Corporatization - Restructuring	- Build-Own-Operate - Build-Transfer-Operate - Build-Own-Transfer - Lease-Own-Operate	- Concession - Design-Build-Finance-Operate - Design-Build-Own-Operate - Design-Build-Transfer-Operate	- Design-Build-Transfer-Operate - Design-Build-Own-Operate - Design-Build-Finance-Operate - Lease-Own-Operate	- Build-Own-Transfer - Build-Transfer-Operate - Build-Own-Operate - Build-Transfer-Own	- Build-Own-Operate - Build-Transfer-Operate - Build-Own-Transfer - Build-Transfer-Own	Full Privatization
Low ————— Extent of Private Sector Participation ————— High						

[illegible]

Bangladesh Public-Private Partnership Act, 2015

22. Incorporation of a project company.— (1) After being finally selected, the private partner shall, either prior to or after execution of the contract, incorporate a company with limited liability in accordance with provisions of the existing laws related to company formation.

(2) All the rights and obligations of the private partner shall be assigned to the project company after signing the PPP contract.

(3) The private partner shall obtain the prior permission of the contracting authority if any material change is required to be made to the memorandum and articles of association or by-laws or constitutional documents of the project company.

Major characteristics of a SPV

1. A separate entity of its own
2. Limited liability
3. Owners are the shareholders
4. Focused purpose
5. Dedicated management
6. Non-recourse financing
7. Early transparency action and call strategy
8. Direct ownership of specific asset
9. Maintain proper books of accounts
10. The annual return is the prescribed form

Ministry of Textiles and Jute- Department of Textiles	Government
Ministry of Fisheries and Livestock- Department of Fisheries	Ministries and
Ministry of Agriculture- Department of Agricultural Marketing	Departments
Public Private Partnership Authority	
Bangladesh Export Processing Zone Authority	
Bangladesh Climate Change Trust	Autonomous bodies,
Bangladesh Tourism Board	Public Corporation and
North-West Power Generation Company Ltd (NWPGCL)	State-Owned Enterprise (SOE)
Dhaka Mass Transit Company Limited (DMTCL)	
Infrastructure Development Company Limited (IDCOL)	
First Dhaka Elevated Expressway (FDEE) Company Limited	
Sandor Dialysis Services Bangladesh Pvt. Ltd.	
Dhaka Bypass Expressway Company Limited	PPP Company
United Land Port Teknaf Ltd.	

How does a PPP company arrange finance for constructing the infrastructure?

[illegible]

The diagram is a 2x2 matrix with the following structure:

- Vertical Axis:** Exposure to country risk (LOW at bottom, HIGH at top).
- Horizontal Axis:** Exposure to market and/or technological risk (LOW on left, HIGH on right).
- Top-Left Quadrant (Developing World):** High country risk, low market/tech risk. Projects: Industrial Plants, Mining, Oil & Gas, Power Generation.
- Top-Right Quadrant (Developed World):** High country risk, high market/tech risk. Projects: Telecom, Toll roads, Rail and infrastructure, Hotel / leisure, Water & Sewerage, PFIPPP.
- Bottom-Left Quadrant (Developing World):** Low country risk, low market/tech risk. Projects: Industrial Plants, Mining, Oil & Gas, Power Generation.
- Bottom-Right Quadrant (Developed World):** Low country risk, high market/tech risk. Projects: Telecom, Toll roads, Rail and infrastructure, Hotel / leisure, Water & Sewerage, PFIPPP.

Project Name (Enlistment Year), Model Type	Private Partner (Delivery Year)	Project Cost (M\$)	Lenders
1. Hemodialysis Centre at National Institute of Kidney Diseases and Urology (NIKDU) & CMCH (2012). MIXED-PAYS	Sando Dialysis Services Bangladesh Pvt. Ltd. (International) (2015)	3	ICDCOL
2. Upgrading of Dhaka Bypass to 4 Lane (Madanpur, Dehogram-Bhutta-Joydeipur) (2012). MIXED-PAYS	Sichuan Road and Bridge Group Consortium (International) (2018)	439	BSIFL China Development Bank, CITIC Asian Development Bank
3. Installation of Water Supply, Sewerage, Drainage System & Solid Waste Management System in Jyrisbaha New Town (2014). GOVERNMENT-PAYS	delcot bangladesh (2019)	80	The City Bank, Asian Development Bank
4. Dhaka-Elevated Expressway (2010) MIXED-PAYS	Italian-Thai Development Company Ltd (International) (2013)	1,243	ICBC, China and EXIM Bank of China
5. Development of 2 Jetties at Mongla Port through PPP (2011). USER-PAYS	Powerpac Ports Limited (Local) (2015)	212	National Bank Ltd.

Why did Government Share Revenue risks?

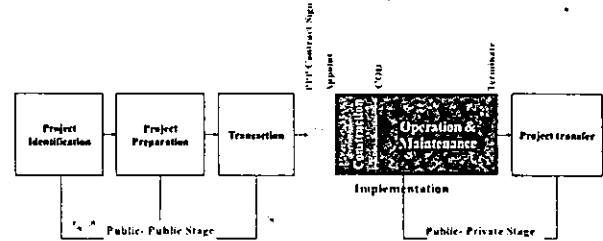
WHY DID GOVERNMENT SHARE REVENUE RISKS?

Situation 1	Situation 2	Situation 3	Situation 4
ERR & IRR	ERR & IRR	ERR	ERR
Not Recommended	User-Pay PPP	Government-Pay	Mixed-Pay
	Two Jetties at Mongla Port PPP	Purbachal Water Supply PPP	Dhaka Bypass, DEE & Hemodialysis PPP

ERR-Economic Rate of Return
IRR-Internal Rate of Return

Project's IRR is important but not enough for the lending institutions. They perform due diligence and identify risks. What are the risks lending institutions consider before financing the project?

Risks during Construction Phase, Operation and Maintenance Phase and Risks during all Phases



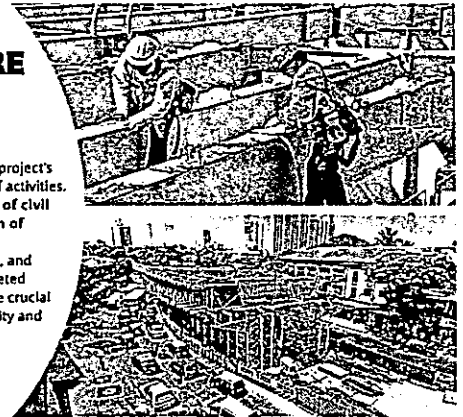
- In the context of PPP, risks refer to potential events. If they occur, they may have a negative impact and financial/fiscal implications on the outcomes of the partnership.
- Through contract, SPV transfers risks to other party. On top of that Lender's do Due Diligence of Risks, to see that the SPV is risk free as much as possible.

RISK MATRIX

	Low	Medium	High	Very High
Low				
Medium				
High				
Very High				

INFRASTRUCTURE CONSTRUCTION

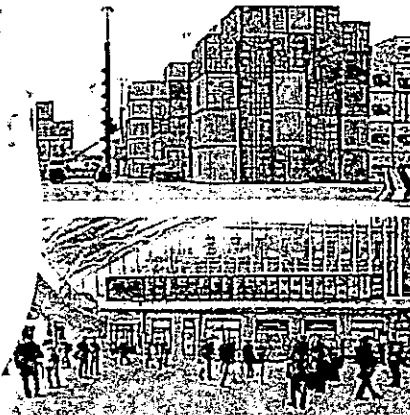
The construction sub-phase within a PPP project's implementation phase involves a series of activities. These include the physical construction of civil works (buildings, roads, etc.), installation of necessary equipment, addressing any challenges that arise during construction, and finally testing and delivering the completed project. Supervision and monitoring are crucial throughout this sub-phase to ensure quality and adherence to timelines.



OPERATION & MAINTENANCE

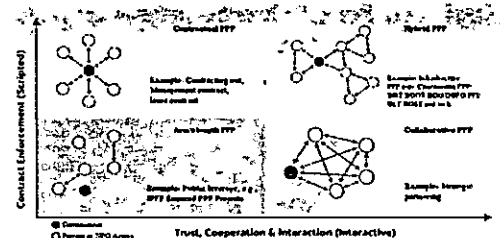
The operation sub-phase focuses on ensuring the project delivers its intended services to the public. This crucial stage involves several key activities:

- Final Testing: Rigorous examination to confirm the infrastructure functions as designed, meeting all performance standards.
- Operation and Maintenance: Day-to-day operations to keep the project running smoothly, including preventive maintenance to minimize future issues.
- Performance Monitoring and Reporting: Ongoing data collection and analysis to ensure service quality meets agreed-upon metrics, with regular reports delivered to all stakeholders.
- User Feedback Integration: Mechanisms for collecting and incorporating user feedback to continuously improve the service and user experience.



MANAGING PPP: PROJECT MANAGEMENT AND PROCESS MANAGEMENT

- Project Management utilizes Contract Administration Strategies, which are entirely scripted in nature.
- Process Management employs Relationship Management Strategies, which are mostly interactive in nature.



To overcome difficulties in projects progress & for managing the PPP contract, dedicated PPP cell with requisite skillset is required at the implementing agency.

EVOLUTION & RESPONSIBILITY OF PPP AUTHORITY

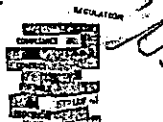


PPP Office
2011

Regulatory Framework: Acts, Rules, Policy, Guidelines and Standard Forms

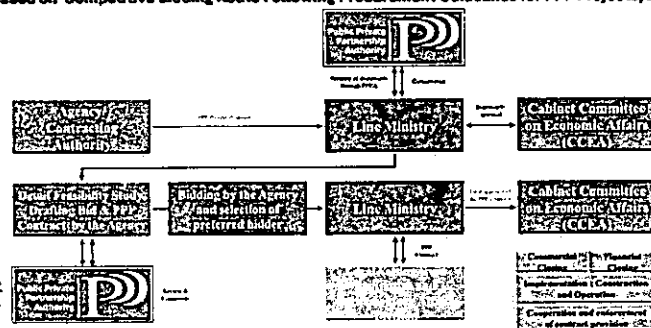
1. PPP Act, 2015 (Framework protecting rights, writing and obligations and providing compensation)
2. Procurement Guidelines for PPP, 2015 (Guidelines to develop, procure and implement PPP projects)
3. Guidelines for Unsolicited Projects, 2015 (Guidelines to address unsolicited projects for PPP projects)
4. Rules for National Priority Projects, 2016 (Rules for implementing National Priority Projects)
5. GIG Partnership Policy, 2017 (Policy for developing PPP in Partnership with other countries on a GIG basis)
6. Rules for PPPAR, 2018 (Rules for screening bids for projects and program development)
7. Rules for VGS, 2018 (Rules for receiving grant funding from various sources and management of funding)

-Standard P79 Project Proposal Form and Form of PPTAF for project support and development. Screening Manual for P79 Project (DyB)

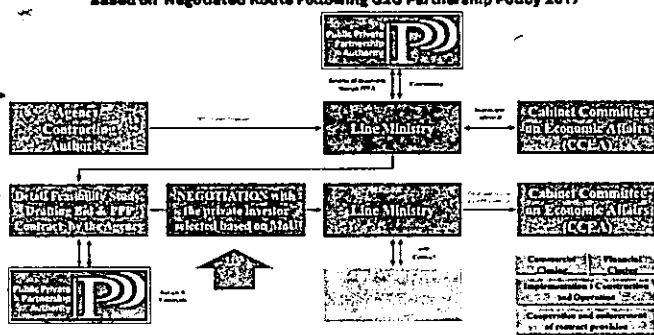


PPP Authority
Prime Minister's Office

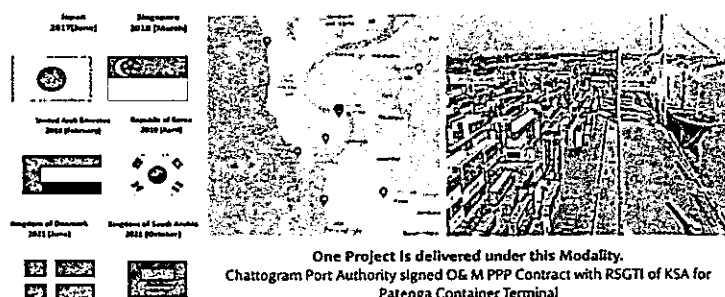
Based on Competitive Bidding Route Following Procurement Guidelines for PPP Projects, 2018



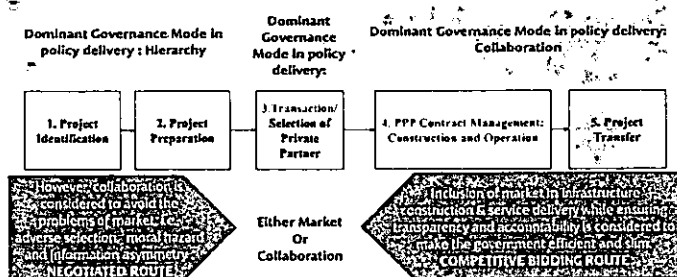
Based on Negotiated Route Following Q20 Partnership Policy 2017



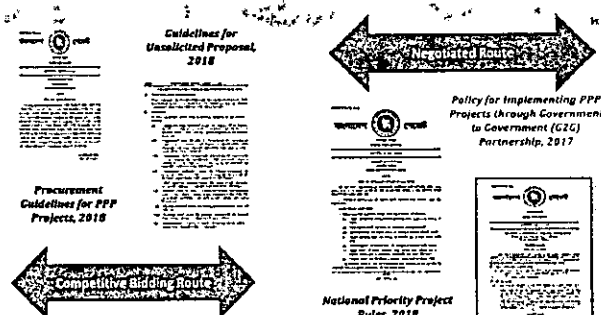
Based on Negotiated Route Following Q2Q Partnership Policy 2017



Dominant Mode of Governance in Different Phase of PPP



Regulatory Framework of PPP in Bangladesh allows both competitive bidding and negotiation in private partner selection for implementing PPP projects.

Unsolicited Proposal
2018

Traditional Public Administration
(1890-1960)

HEIRARCHY

New Public Management
(1980-2000)
Mc Margaret Thatcher-NPM
(Mr. John Major-PP)

MARKET

New Public Governance (2000-)
Mr. Tony Blair renamed PFI as PPP
Contractual PPP along with
Collaborative PPP

NETWORK

SOCIO-ECONOMIC, CULTURAL AND POLITICAL CONTEXT OF A NATION

[Policy transfer, Economic
maturity, Transparency &
Accountability, Capacity of
public and private sector,
service delivery & political
culture]

- Privatization Initiative during 80's
- PSPGP 1996 (PPP), PSG 2004 (PPP)
- Establishment of IFIC and IDCOL
- PSDP, The World Bank

- PSPPP 2010 (PPP) later on PPP Act 2015.
- PPP Authority, PPP Unit at FD and BIFIL
- A-7631 (BANK) Public Private Partnership
Program Operationalization of ADB.
- The World Bank support to PPPA

Development
Partner
driven Policy
vs.
Home grown
Policy

Economic
Maturity
vs.
Developing
Economy

Transparency
vs.
Accountability
Government
Capacity

Private
Sector
Maturity
vs.
Private
Sector
Culture

Service
Delivery
Efficiency
vs.
Political
Choice

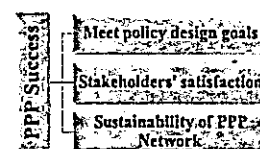
WHAT HAPPENS IN PPPS AT POST-CONTRACT PERIOD IN BANGLADESH?



Case A: Teknaf Land Port PPP

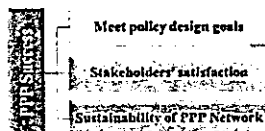
Case B: Mayor Mohammad Hanif Flyover PPP

Case C: Sonamasjid Land Port PPP

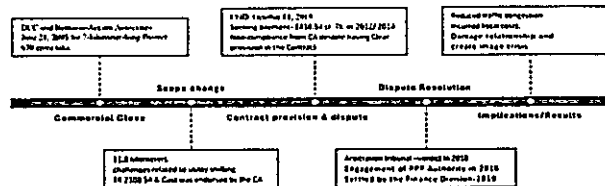


UNITED LAND PORT TEKNAF LTD. : A SUCCESSFUL PPP IN BANGLADESH

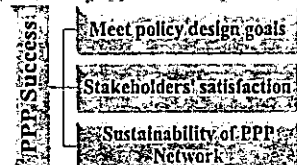
- Ministry of Shipping approved Teknaf Land Port development project as Private Infrastructure Project to be implemented with private investment following PSIG-2004 on 11.08.2005.
- BSBK selected Univan Port Services Ltd. and United Enterprise & Co. Ltd (JV) as Port Operator on 27.06.2006 to construct and operate the port for 25 years.
- United Group developed all facilities and regular at paying BSBK's share.



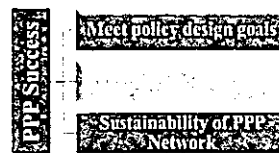
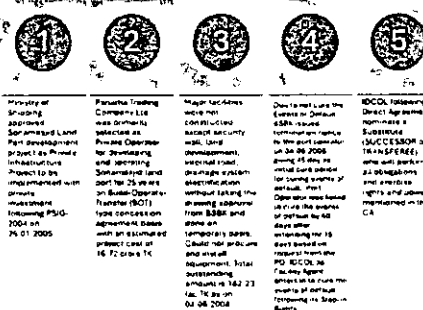
MAYOR MOHAMMAD HANIF FLYOVER PPP Transforming Urban Mobility in Dhaka



MAYOR MOHAMMAD HANIF FLYOVER PPP PROJECT First Transport Sector PPP Project in Bangladesh



PANAMA SONAMAJID PORT LINK LTD.: FIRST LAND PORT PPP IN BANGLADESH



SUMMARY

Takeaways

MODELES OF PPP

PPP is being considered for efficiency gain, enhancement of private financing in government project and for long-term asset management.

Based on cost recovery options, there are three distinctive models of PPP:



SUMMARY

Takeaways

PHASES OF PPP

There are five distinctive phases of PPP i.e., identification, preparation, transaction, implementation and transfer phase.



SUMMARY

Takeaways

LEGAL FRAMEWORKS

Bangladesh has developed several legal frameworks of PPP including PPP Act, Procurement Guidelines for PPP projects, VGFC PPPTAE Rules and G2G PPP Policy.



SUMMARY

Takeaways

CHALLENGES OF DELIVERY

Encouraging private investment through project financing require risk sharing and credit enhancement mechanisms. Here, government has a crucial role to play.



SUMMARY

Takeaways

WAYS TO OVERCOME

There are both internal and external challenges in PPP delivery. In-house capacity building, user-friendly manual and PPP Cell development at the contracting authority are vital.



SUMMARY

Takeaways

**END OF THE
SESSION**

THANK YOU

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NORMAN SAWALAH, PhD
Joint Secretary, EPP Unit
Finance Division, Ministry of Finance
Phone: +88 01734096751
Email: nsa@vsnl.com

QUESTIONS

Module:9

Procurement Management

Rule #	Times, Values, etc.
R7	Constitution of Tender or Proposal Opening Committee 1(one) member from the TEC or PEC and 2(two) other members from the concerned Procuring Entity and other agencies as below - (a) Chairperson; (b) Member; (c) Member-Secretary.

	Tender or Proposal Evaluation Committee - Minimum five (5) and normally not exceed seven (7) members. - Two (2) of whom at least shall be from outside the Ministry or Division or agencies under it. - At least five (5) members including one(1) outside members shall attend the Evaluation and sign the Evaluation Report - For national flag carriers and Bangladesh embassy or mission in foreign country 3(three) members from procuring entity. Tender or Proposal Evaluation Committee for low value Procurement - Minimum three (3) members of whom one (1) member shall be selected from another Procuring Entity under same ministry or division or agencies as external member. - At last three (3) members shall attend the Evaluation and sign the Evaluation Report
8(1)	
8(2)	

	Limit of goods and related services - Up to twenty five (25) lac in case of open and limited tender method. - Up to 5(five) lacs in case of direct procurement method. - Up to 5(five) lacs in case of request for quotation method. - Up to 20(twenty) lacs in case of request for quotation method for foreign embassy. - Up to 50(fifty) lacs in case of direct procurement method for national flag carrier outside of the country. Limit of works and physical services - Up to 3(three) crores in case of open and limited tender method. - Up to 10(ten) lacs in case of direct procurement method. - Up to 10(ten) lacs in case of request for quotation method. Limit of services - Up to 50(fifty) lacs in case of least cost selection method for intellectual and professional services - Up to 10(ten) lacs in case of single source selection method for intellectual and professional services.
8(2)	

8(8)	At last three (3) members shall attend for validity of the Evaluation committee meeting.
8(14)	Composition of the Technical Sub-Committee Maximum 3 members Fee or Honorarium per Evaluation Committee Member - Tk. 3,000 (three thousand) per member per meeting maximum 3(three) meeting Tk.9000(nine thousand) for more than 10 (ten) crores procurement. - Tk. 2000 (two thousand) per member per meeting for maximum 3(three) meeting Tk.6000(six thousand) for more than 1(one) crore up to 10 (ten) crores procurement. - Maximum Tk. 1000 (one thousand) per member per meeting for 3(three) meeting Tk.3000 (three thousand) for more than 10(ten) lacs up to 1 (one) crores procurement. - Maximum Tk. 600 (six) per member per meeting for 3(three) meeting Tk. 1800 (eighteen hundred) for up to Tk. 10 (ten) lacs procurement.
8(15)	

	Fee or Honorarium per technical sub Committee Member - Tk. 3,000 (three thousand) per member per meeting maximum 2(two) meeting 6000(six thousand) for more than 10 (ten) crores procurement. - Tk. 2000 (two thousand) per member per meeting for maximum 2(two) meeting 4000(four thousand) for more than 1(one) crore up to 10 (ten) crores procurement. - Maximum Tk. 1000 (one thousand) per member per meeting for 2(two) meeting Tk.2000 (two thousand) for more than 10(ten) lacs up to 1 (one) crores procurement. - Maximum Tk. 600 (six) per member per meeting for 2(two) meeting Tk.1200 (twelve hundred) for up to 10 (ten) lacs procurement.
8(15)	

	Posting Procurement Plan on CPTU's website - For Tk 10 (ten) million and above for Works, Goods and related Services - For Tk. 5 (five) million and above for physical Services; and - For Tk. 5 (five) million and above for intellectual and professional Services.
16(11)	

18(1)(c)	Time to provide minutes of the pre-Tender meeting
19(1), 117(10)	Maximum one (1) week
21(2)	Tender or Proposal Validity Period Normally between sixty (60) to one hundred twenty (120) days
22(2)	Time for Requesting Extension of Tender or Proposal Validity Not later than 10 (ten) days before the expiry date of the Tender or Proposal Validity
22(3)	Limit of Bank draft or pay order submission Up to 2(two) crores. For limited tender method up to 3(three) crores
22(3) & (5)	Amount of Tender Security Not exceeding three percent (3%) of the official estimated cost but as a fixed amount, in all cases, except for Item-by-Item Tenders.
22(4)	Tender Security for Item-by-Item Tenders Minimum two percent (2%) of the total value of the items or lots offered in one (1) Tender Security in the case of Item-by-Item Tenders.

27(1)	Amount of Performance Security - Five percent (5%) of the Contract price for divisible commodities - Ten percent (10%) of the Contract price for Goods and related Services - Ten percent (10%) of the Contract price for Works if provision for advance payment exists. - Five percent (5%) to ten percent (10%) for works if provision of advance payment does not exist. - Five percent (5%) to ten percent (10%) of the Contract price for physical Services.
27(1)	For goods transportation five percent (5%) of the contract price and five percentage (5%) of value of transported goods, which may be used for next transportation also.
27(1)	3(three) percent to 5(five) percent of contract price in case of limited tender, 10(ten) percent deduction from payable bill of tender security

27(2)	Amount of Performance Security in case of front loading,
27(10)	- Maximum twenty five percent (25%) of the total Contract value - For Intellectual and professional services Maximum 3%-5%(3-5 percent) of the total contract value.
28(1)	Percentage of Retention money under Contracts for Works and physical Services - Not necessary if no advance payment has been effected and Performance Security of ten percent (10%) is submitted. - The total percentage of Retention and Performance Security shall not exceed ten percent (10%) if no advance payment has been made, except in the case under Sub-Rule 27(2) - Retention money shall be 10%(10 percent) in case of open tender method for up to 2(two) crores works contract where tender security money will be included.

28(3)	Time for return of Retention money or the Bank Guarantee Within twenty-eight (28) days after the issue of the Certificate of Completion of Defect Liabilities
32	Time Limit for Safe Custody of received Tenders, Applications and Proposals Maximum two (2) working days
35(1)	Time for notification to all Tenderers and Applicants by the Procuring Entity about rejection of all Tenders or proposals Within seven (7) days of decision taken by the Head of the Procuring Entity
36(4)(a)	Time for Issuance of Notification of Award Within seven (7) working days of receipt of the approval but before expiry of the tender or proposal validity date
36(5)	Quarterly Reports for Procurement proceedings Tk. 10 (ten) million and above for Goods and related Services and, Works and Physical Services Tk. 5 (five) million and above for Intellectual and professional Services

37(1) 126(1)	Posting of notification of contract agreement in CPTU's website - Tk. 10 (ten) million and above for Goods and related Services and Works and physical Services. - Tk. 5 (five) million and above for Intellectual and professional Services
37(1)&2	Time of notification of contract agreement in CPTU's website Within seven (7) days of issuance of the NOA and for not less than a month
37(3) & 126 (2)	Publication of Contract Awards in Procuring Entity's notice boards and posting in its websites (if any) - Below Tk. 10 (ten) million for Goods and related Services and Works and physical Services - Below Tk. 5 (five) million for Intellectual and professional Services.
39(3)	Extension of Intended Completion Date by PE - Up to twenty percent (20%) of the original Contract time - Above twenty percent (20%) of the original contract needs approval of HOPE or authorized officer authorized by HOPE shall be required

39(4)	Time for decision by the Procuring Entity to extend the Intended Completion Date Within twenty-one (21) days of getting application for time extension
39(22)	Time for payment to the Contractor Within twenty-eight (28) days of the date of issuing of each certificate
39(29)	Time of giving certification of final Payment due to the Contractor Within fifty-six (56) days of receiving the complete and accurate statement.
39(29)	Time Limit to Issue Defects Liability Schedule Within fifty-six (56) days from the Contractor's request for Final Payment.
39(33)	Time Limit for the Procuring Entity to take over the Site and the Works Within seven (7) days of the Project Manager's issuing a certificate of Completion.

40(3)(a)	Time to extend the Intended (required supply) Completion Date by the Procuring Entity 20%(20 percent) extension of principle intend completion date - If extension of principle intend (required supply) completion date is more than 20%(20percent) then needs approval of HOPE or the authorized officer authorized by HOPE.
40(3)(b)	Time of decision to extend the Intended (required supply) Completion Date by the Procuring Entity : within 21(twenty one) days of getting time extension application
41(2)(a)	Extension of intended (required service) completion date by PE 20%(20 percent) extension of principle intend completion date of service. - If extension of principle intend (required service) completion date is more than 20%(20percent) then needs approval of HOPE or the authorized officer authorized by HOPE.
41(2)(b)	Time of decision to extend the Intended (required service) Completion Date by the Procuring Entity : Within 21(twenty one) days of getting time extension application

43(1)	Records of Procurement to be Maintained by a Procuring Entity - For a minimum period of five (5) years - Longer than five (5) years in special cases with the approval of the Head of Procuring Entity or an authorized officer power by HOPE.
46(1)	Procurement Post Review When volume of Procurement of a Procuring Entity in one particular financial year is more than Tk. 10 (ten) crore.
46(1) & (6)	Time for Procurement Post Review Within nine (9) months of the end of each financial year
46(3)	Minimum Number & value of award contracts for Procurement Post Review Not less than fifteen percent (15%) of the number of contracts agreement in the financial year to be selected by the independent Consultant in such a manner as to cover at least thirty percent (30%) of the total contracts' value.

52(3)(b)	Formation of the Enlistment Committee - Minimum of three (3) members, of which - One (1) member from outside of procuring entity. - One (1) member from the Procuring Entity. - One (1) technical member from the concerned Procuring Entity.
52(3)(d)	Undertake the Enlistment- Notice of the annual meeting by which the Procuring Entity shall notify Suppliers and Contractors At least seven (7) days in advance of the meeting through advertisement
52(3)(e)	Enlistment and renew fee. Category based enlistment fee Tk. 5000(five thousand) and category based renew fee Tk. 2000(two thousand)
54(2)	Value of non-judicial stamp for execution of contracts relating to JVCA Tk. 300 (three hundred) or as required by the Government
57(1)	Time for Administrative Review of Complaints Within seven (7) calendar days of becoming aware of the circumstances giving rise to the complaint.

57(4)	Within five (5) working days of receipt of the complaint
57(5)	Within three (3) working days after expiry of the fifth working days of submission of complaint
57(6)(a)	Within three (3) working days
57(6)(b)	Within five (5) working days of receipt of the complaint
57(7)	Within seven (7) working days of receipt of the complaint
57(8)	Within five (5) working days of receipt of the complaint
57(9)	Within three (3) working days
57(12)	Within seven (7) working days

57(12)	Registration Fee and refundable security Deposit for Complaint to Review Panel Agreement less than Tk. 1(one) crore , the Registration Fee shall be Tk. 10,000 (ten thousand) and refundable Security Deposit shall be Tk. 50,000 (fifty thousand)
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57(12) & (c)	Registration Fee and Security Deposit for Complaint to Review Panel For potential estimated Contract price or Tender price - Contract agreement from Tk. 1 (one crore to less than 5c (five) crore, the Registration Fee shall be Tk. 15,000 (fifteen thousand) and the refundable Security Deposit shall be Tk. 100,000 (one lac) - Contract agreement above Tk. 5(five) crore and up to 10 (ten) crore, the Registration Fee shall be Tk. 20,000 (twenty thousand) and the Security Deposit shall be Tk. 200,000 (two hundred thousand) - Above Tk. 10(ten) crore, the Registration Fee shall be Tk. 25,000 (twenty-five thousand) and the Security Deposit shall be Tk. 500,000 (five lacs) - For complaints concerning issues prior to Tender opening, the Registration Fee shall be Tk. 10,000 (ten thousand) and the Security Deposit shall be Tk. 50,000 (fifty thousand).
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58(2)	Number of well-reputed Specialists selected for Review Panels - Maximum of ten (10) legal experts - Maximum of ten (10) technical experts of Public Procurement - Maximum of ten (10) specialists on Contract management
58(2) (b)	Number of Review Panels There shall be three to five (3 to 5) Review Panels
58(4)	Incentive or Honorarium per Review Panel Member Maximum Tk. 5000 (five thousand) per meeting for each complain review but not exceeding five (5) meetings in total for review of one (1) complaint
59(1)	Time for Selection of Review Panel Within five (5) working days
60(2)	Time for disposal of complaints by Review Panel Within a maximum of twelve (12) working days from the date of receipt of the complaint by review panel, the Review Panel shall issue/gives its written decision

61(4)	Time for preparation and submission of Tenders from the date of advertisement for National Procurement of Goods, Works and Physical Services under the Open Tendering Method - Not less than fourteen (14) days for Procurement up to Tk. 2(two) crore. - Not less than twenty-one (21) days for contracts above Tk. 2(two) crore and up to Tk. 5 (five) crore. - Not less than twenty-eight (28) days for contracts above Tk. 5 (five) crore. - Not less than 10 (ten) days for emergency Procurement following a catastrophe. "Not less than 10(ten)days for upto 2(two) crore; in case of catastrophe 7(seven) days and in other cases fourteen(14) days for re-Tendering"
63(1)(d)	Financial limit for use of Limited Tendering Method under Enlisted supplier or contractor - Maximum Tk. 25 (twenty five) lacs in the case of Goods and related Services and "stand alone Services" - Maximum Tk. 3 (three) crores in the case of Works and physical Services

64(5)	Time for preparation and submission of Tenders from the date of publication of advertisement in the newspaper for direct invitation of tender if under Limited Tendering Method - Not less than fourteen (14) days - Time for re-Tendering can be reduced to seven (7) days - Minimum Seven (7) days for Procurement under Rule 63(1)(b) - Below seven (7) days in the case of national disasters with the approval of Head of Procuring Entity
66(5)	Time for submission of Technical Proposal in the 1st stage of Two-stage Tendering Minimum Forty-two (42) days from the date of publication of advertisement in the newspaper
67(5)	Time for submission of the Tender Evaluation Report of the 1st stage of Two-stage Tendering Seven (7) days
68(3)	The Time for Preparation and submission of tender for the 2nd stage in Two-stage Tendering Twenty-one (21) days

69(1) & (5)(a) & (c)	Financial limit for RFQ of Goods and related Services and, Works and Physical Services Revenue Budget - Maximum Tk. 300,000 (three lacs) in each Procurement up to maximum annual aggregate amount of Tk. 1500,000 (fifteen lacs) for Goods and related Services - Maximum Tk. 600,000 (six lacs) in each Procurement up to maximum annual aggregate amount of Tk. 2500,000 (twenty five lacs) for Works and physical Services Development Budget - Maximum Tk. 500,000 (five lacs) in each Procurement up to maximum annual aggregate amount of Tk. 30 (thirty) lacs for Goods and related Services - Maximum Tk. 10 (ten) lacs in each Procurement up to maximum annual aggregate amount of Tk. 6.0 (sixty) lacs for Works and physical Services
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69(6)(b)	Procurement for national Carriers Maximum Tk. 15 (fifteen) lacs in each case
71(4)	Time limit for invitation under the RFQ Method Not more than ten (10) days from the date of invitation for quotations
74(4)	Limit of Variation Order, extra works order, repeat orders or additional goods delivery Not more than fifteen percent (15%) up to fifty percent (50%) of the original Contract price
76(1)(i)	Value of Direct contract for goods, works and services of emergency, natural disaster or in against crisis Maximum Tk. 50 (fifty) lacs in each Procurement, Up to maximum annual aggregate amount of Tk. 3(five) crores in special cases after getting approval of secretary of ministry or division.

76(1)(k)	Revenue Budget - For ministry/division: Maximum Tk. 5 (five) lacs in each Procurement, Up to annual aggregate amount of Tk. 20 (twenty) lacs with the approval of the ministry/division in special case. - Attached director head(director)/...: Maximum Tk. 2 (two) lacs in each Procurement up to annual aggregate amount of Tk. 10(ten) lacs with the approval of the HOPE in special case.
	For divisional or zonal office Maximum Tk. 1(one) lacs in each Procurement up to annual aggregate amount of Tk. 5(five) lacs with the approval of HOPE in special case.
	For district level office: Maximum Tk. 50(fifty) thousand in each Procurement up to annual aggregate amount of Tk. 2(two) lacs with the approval of HOPE in special case.

76(1)(K) Developers are budget	- For ministry/division: - Maximum Tk.5 (five) lacs in each Procurement but Tk. 20 (twenty) lacs with the approval of the ministry/division in special case. - For Head of the division maximum Tk.2 (two) lacs in each Procurement but 10(ten) lacs with the approval of the HOPE in special case.
	A class Project Director Maximum Tk.1(one) lac in each Procurement but Tk. 5(five) lacs in special cases after getting approval of HOPE
	B class Project Director Maximum Tk.50(fifty) thousands in each Procurement but Tk. 2(two) lacs in special cases after getting approval of HOPE

77	Limit for Additional Deliveries of Goods and Repeat Orders Maximum fifteen percent (15%) of the original Contract price
78(3)	Money limit for Variation and Extra Work Orders for physical services Maximum fifteen percent (15%) of the original contract price

79(1)	Time for claiming for Variation Order or extra work order Within seven (7) calendar days of being awarded of the need for the Variation Order or
79(2)(c)	Timeframe for Processing of Variation Orders or extra work order Not exceeding thirty (30) days from its ready to approval
80(4) (b)	Cumulative Increase in value of Works on the project Does not exceed ten percent (10%) of the adjusted original Contract price
81	Annual Aggregate Amount for Direct Cash Purchase Not exceeding Tk. 25(twenty five) thousands in a single Procurement but Maximum Tk. 10 (ten) lacs in a financial year.
82	Annual Aggregate Amount for Procurement under Force Account Maximum Tk. 3(three) lacs in each case.

83(1)(a)	Time for preparation and submission of Tenders for International Procurement of Goods and related Services and Works and physical Services - Not less than forty-two (42) days from the date of publication of advertisement in the newspaper in case of Open Tendering Method - Not less than twenty-eight (28) days from the date of publication of advertisement in the newspaper in case of re-Tendering - Not less than forty-two (42) days from the date of publication of advertisement in the newspaper in 1 stage and not less than twenty-one (21) days for preparation in 2nd stage in case of Two-Stage Tendering Method
83(1)(e) & 98(21) (e)	Domestic preference for Bangladeshi Suppliers and Contractors: - Maximum 15% (fifteen percent) of delivered price for Goods - Maximum 7.5% (seven and a half percent) of the contract price for Works

88(1)	Procurement by foreign Embassies and national carriers Maximum Tk. 20 (twenty) lacs in each case
88(2)	Maximum Tk.50(fifty) lacs in each case
90(2)(c)	Advertisement in Local and Regional Daily Newspapers: When the official estimated cost is above Tk. 50 (fifty) lacs
90(2)(d)	Posting of Procurement related notices in CPTU's Website - When the official estimated cost of Procurement is Tk. 1 (one) crore or above for Goods and related Services and, Works and physical Services - When the official estimated cost of Procurement is Tk. 50(fifty) lacs and above for Intellectual and professional Services - Advertisement shall be sent to the CPTU and the news paper simultaneously.

91(1)	Pre-Qualification Thresholds - Construction Works above Tk. 35 (thirty five) crores - Maintenance Works above Tk. 3.5 (three point five) crores - Supply and installation of plant and equipment above Tk. 15(fifteen) crores - Design and infrastructure construction above Tk. 35 (thirty five) crores - Design and Custom designed equipment above Tk. 3.5 (three point five) crores - Management contracts above Tk. 35 (thirty five) crores.
91(4)	Time allowed for Applicants to prepare their Applications for Pre-Qualification Minimum twenty-one (21) days
91(7)	Time before which Requests for Clarification on Pre-Qualification Document from Applicants shall be Received by the Procuring Entity Seven (7) working days prior to the deadline for submission of Application

91(8)	Time by which Response to Clarifications on Pre-Qualification Document received from Applicants • Within five (5) working days
93(9)	Number of Pre-Qualified Applicants • Minimum three (3) Applicants
93(18)	Time Limit for Pre-Qualified Applicants to Inform of changes in its structure or formation • Not later than fourteen (14) days after the date of the Invitation for Tenders
94(11)	Distribution of Minutes of Pre-Tender Meeting by the Procuring Entity • Within five (5) days after holding the meeting
95(2) & 117(19)	Time by which the Procuring Entity responds to clarifications on Tender or Promotional Document and issues correction or an Addendum • Within five (5) working days of receipt of request for clarification

95(3)	Time by which Tenderers shall acknowledge receipt of Amendment or Addenda • Within three (3) working days
95(4)	Time by which Tenderers shall inform the Procuring Entity about the Absence of Addenda or amendment or response for Clarification • After two-third of the time allowed for the submission of Tenders has elapsed.
95(6)	Time Extension in case of Modification of Tender Document • If an amendment is made when less than one-third of the time allowed for the preparation of Tenders remains • Minimum Time extension should be three (3) days
96(11) (a) & (c)	Multiple dropping of Tenders for Goods and related Services and, Works and Physical Services • When the official estimated cost of the Procurement is Tk. 30 (thirty) lacs and above • Must be delivered to the primary place within three (3) hours after the expiry of deadline for submission.

101(4)	Time for Response by TEC to query received from the Approving Authority • Within 5 (five) working days from the date of receipt
102(3) & (4)	Time for written acceptance of NOA by the successful Tenderer • Within seven (7) working days from the date of issuance of NOA
102(7)	Time for submission of Performance Security by successful Tenderer • Within fourteen (14) days from the date of acceptance of NOA but not later than the date specified in the NOA for national Tenders. • Within twenty-eight (28) days from issue of the NOA for international Tenders.
102(11)	Time for signing of Contract by the successful Tenderer • Within twenty-eight (28) days of the issuance of NOA. • Within twenty-eight (28) days of the issuance of NOA for International Procurement. • Within fourteen (14) days of the issuance of NOA for limited tendering method.

104(a)	Least Cost Selection of Consultant • Maximum Tk. 50 (fifty) lacs.
104(d) (2)(b)	Single Source Selection of Consultant • Maximum Tk. 20 (twenty) lacs for consulting firms • Maximum Tk. 10 (ten) lacs for individual consultants
104(d) (8)	Value of Variation Order for Intellectual and Professional Services • Maximum 15% (fifteen percent) of the original Contract price
113(2)	Time for preparation and submission of Expression of Interest for Procurement of Intellectual and professional Services • Minimum fourteen (14) days for national Procurement • Minimum twenty-one (21) days for International Procurement
115(3)	Number of short-listed Consultants • Not less than four (4) and not more than seven (7) Applicants • Preferably six (6)

117(19)	Time for preparation and submission of Proposal for Intellectual and professional Services • Minimum twenty-eight (28) days for national Procurement • Minimum forty two (42) days for international Procurement
127(5) (b)	Time by which the Head of the Procuring Entity decides or forms committee on professional misconduct, offences etc. • Within (five) 5 working days from the date of receipt of the relevant report
127(5) (c)	Time by which the Committee submits its report and recommendation to the HOPE. • Within 5(five) working days from the date of receipt of the relevant report from procuring entity.
130(a)	Submission of Annual Report by CPTU to the Government • Within seven (7) months from the beginning of the current Fiscal Year

Presented Topic

PPR-2008

Some Important Features of PPR-2008

- > Total Rule-130
- > Chapter-9
- > Schedule-XIV

Some important Definitions regarding PPR-2008

•Procurement:

Procurement is the purchasing, hiring or obtaining of goods, works and services by any contractual means.

Public Procurement

Public procurement means procurement by Procuring Entities using public funds.

Public fund

"Public Fund" means any funds allocated to a procuring Entity under Government budget, or loan, grants and credits placed at the disposal of a Procuring Entity through the Government by the development partners or foreign states or organizations.

Procuring Entity :

- Procuring Entity means those institutions who are involved in use of public fund for procurement

Head of the Procuring Entity (HOPE)

"Head of the Procuring Entity" means the Secretary of a Ministry or a Division, the Head of the Government Department or Directorate; or the Chief Executive, by whatever designation called, of a local Government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Companies Act;

Approving Authority

"Approving Authority" means the authority which, in accordance with the Delegation of Financial Powers, approves the award of contract for the Procurement of Goods, Works or Services;

Major Components of Procurement:

- ❖ Goods
- ❖ Works
- ❖ Services

Procurement of goods:

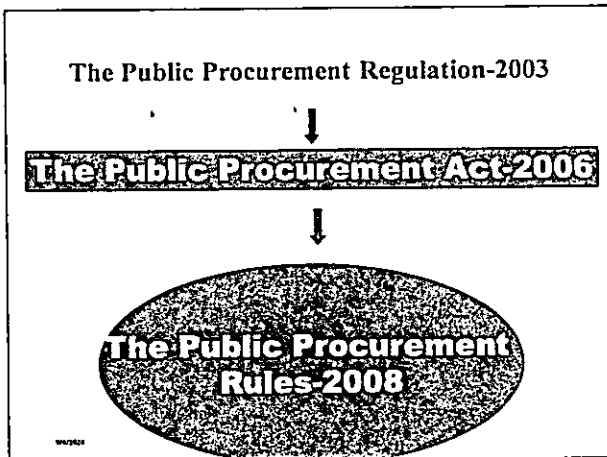
- It covers the purchase or lease, rental or hire purchase including related services incidental to the goods.

Procurement of works:

- It covers all works related to construction, reconstruction or maintenance of building or structure or any other works corresponding to the requirements.

Procurement of Services:

- It covers services of an intellectual and advisory nature.



Objectives:

Objectives of the PPR 2008 are to promote:

- Efficiency;
- Best value for money;
- Competition among Tenderers;
- Fair and equal treatment to Tenderers
- Transparency in the implementation of procurement;
- Accountability.

Scope of Application (Rule-3)

- All public procurements except if Government decides in National Interest/Security to use another method
- Any organisation under the Companies Act using Public funds provided from development or revenue budget
- DOES NOT apply to concession contracts

International Obligations (Act-3)

Where Development Partners have conflict, the Agreement will over-ride the Rules

Formation of the Committees (Rules:7-8)

- TOC-3 members, 1 from TEC & 2 from PE
- TEC/PEC-Minimum 5, maximum 7 members, at least 2 external members

(Pls. beware of the exceptions!)

Eligibility and Non-discrimination (Rule-47)

✓ Tenderers will not be excluded from participation on the basis of nationality, race or any other criterion not involving their qualification.

Except:

- If engaged in corrupt, fraudulent, collusive or coercive practices as defined in Rule 127
- If the government otherwise determines.

Chairperson of TEC (Rule-10)

- Generally an officer immediate below the rank of Approving Authority

Methods of Procurement for Goods & Works:

- ☞ Open Tendering Method
- ☞ Limited Tendering Method
- ☞ Direct Procurement Method
- ☞ Two stage Tendering Method
- ☞ Request for Quotation Method
- ☞ One Stage Two Envelope Method

Methods of Procurement for Services:

- Quality and Cost Based Selection (QCBS)
- Selection under Fixed Budget (SFB)
- Least Cost Selection (LCS)
- Selection Based on Consultants Qualification (SBCQ)
- Selection among Community Service Organizations (CSO)
- Single Source Selection (SSS)
- Design Contest (DC)
- Selection of Individual Consultants (IC)

Qualification of Tenderer (Rule-48)

Tenderers must qualify according to the set criteria:

- Professional and technical qualifications required
- ✓ Financial capability and status
- ✓ Legal capacity
- ✓ Fulfillment of all obligations in respect of the payment of taxes, contributions, etc. according to relevant national regulations

Procuring Entity shall:

- ✓ evaluate the tenders in accordance with the pre-qualification criteria if pre-qualification is done
- ✓ disqualify any tenderer submitting false information or the submitted tender is substantially incomplete and inaccurate
- ✓ spell out qualification & evaluation criteria in tender or pre-qualification document
- ✓ specify in document the nature of supporting evidence required

Rejection of All Tenders, Proposals & Quotations (Rule-33)

The Procuring Entity:

Rejection may be justified if....

- ✓ Can reject tenders or proposals etc. anytime before acceptance if stated in the TDs
- ✓ If requested they must give reasons but not justification
- ✓ Tenders, or proposals not substantially responsive
- ✓ Evidence of lack of competition
- ✓ Financial tenders substantially exceed estimated budget **or market price.**

Tenders received shall be returned unopened, if the procurement process has been annulled before the tender submission deadline

Corrupt, Fraudulent, Collusive or Coercive Practices (Rule-127)

☞ No Applicant/Tenderer/Supplier/Contractor/Consultant or any person involved shall engage in:

- Corrupt practice i.e. promise of giving gratuity or anything of value to bias the procurement process
- Fraudulent practice i.e. misrepresentation of facts
- Collusive practice i.e. arrangement between the tenderers to rig the prices

☞ Coercive practice i.e. harming or threatening to harm Procurement proceeding

☞ A tenderer/supplier involved in such practices shall be declared ineligible to participate, may be debarred from participation either indefinitely or a specific period of time.

Open Tendering Method (R-61 & A-31)

- ☐ Most preferred method to procure goods + related services; works + physical services
- ☐ Other methods must be justified on technical and/or economic ground observing the threshold values
- ☐ Advertisement in the newspapers

Conditions for use of Limited Tendering Method (R-63, 64 & A-32)

- Used when procurement of goods & related services and works & physical services are available only from a limited number of suppliers/contractors or approved list of contractors/suppliers
- Can be used to procure goods and works from the departmental enlisted suppliers/contractors (Tk. 25 lakh for goods and related services and stand alone service agreement, 3 crore for works and physical services).

Conditions for use of Direct Procurement Method (R:74 - 82 & A-32)

- ☐ Only one provider - no threshold
- ☐ Repeat/additional supply/work -15% of contract value upto maximum 50%
- ☐ National disaster- Tk.50 lakh in each case, Tk.5 crore annual aggregate
- ☐ Emergency office requirements-Tk.1 lakh , up to Tk.5 lakh in special case#
- ☐ Goods and related services from Government owned organisations – no threshold
- ☐ Direct cash purchase- Tk.25 thousand in each case, Tk.10 lakh annual aggregate

Conditions for use of Request for Quotations Method (R:69 - 73 & A-32)

For Goods and Services within the threshold values as follows-



Goods: Tk. 3 lakh lakh (Each case); Annual aggregate Tk. 15 lakh

Works: Tk. 6 lakh (Each case) ;Annual Tk. 25 lakh



Goods: Tk. 5 lakh (Each case) ;Annual Tk. 30 lakh

Works: Tk. 10 lakh (Each case); Annual Tk. 60 lakh

Conditions for use of Two Stage Tendering Method (R:65-68 & A-32)

- ☐ May be used for large, complex and turn-key contracts when precise specification difficult or alternative available

Conditions for use of One Stage Two Envelope Tendering Method (A-32)

- ☐ May be used in special case

Advertisements (R- 90 & A-40)

- ☐ advertising directly all invitation to pre-qualify or to tender
- ☐ advertisements in at least one Bangla-language and one English-language national newspaper (wide daily circulation in the country)
- ☐ advertisements should also be sent to CPTU website for contract above a specific threshold value (Schedule-2)

Invitation for Tender(Rule-29)

The Invitation should contain:

- ☐ the name and address of the Procuring Entity (PE)
- ☐ a brief description of the object
- ☐ how to obtain the tender documents
- ☐ the place and deadline for submission of tenders
- ☐ the place and time for opening of tenders
- ☐ the amount of tender security if applicable

Provision of Tender Documents

- ✓ Available at the same time as the advertisement is released in the newspaper
- ✓ Price should not exceed the cost of reproduction and delivery
- ✓ No precondition for sale of the documents
- ✓ Documents may be displayed in PE's website but cannot be downloaded for submission.

Modifications to Tender Documents (Rule-95)

- Modifications at any time prior to the deadline for submission by the PE by amendment
- Amendment promptly communicated to all tenderers as part of the documentation
- Submission deadline can be extended if the amendment is made when less than 1/3rd period for submission remains

Tender validity and tender security (Rules:19-24)

- ✓ Validity period must allow for completing the process including contract award (normally 60-120 days)
- ✓ Under EXCEPTIONAL circumstances Head of Procuring Entity (HOPE) may approve extension
- ✓ Further extension requires authorization by the next higher authority (Secretary)
- ✓ Tender security period must be extended if tender validity is extended
- ✓ The tenderer not agreeing to extend will not be considered further and their security will be returned

Tender validity and tender security (contd.)

- ✓ Fixed amount.
- ✓ Not exceeding 3% of estimated contract value
- ✓ Valid 28 days beyond the tender validity period
- ✓ Forfeited:
 - ✗ withdrawn after submission but before tender validity period
 - ✗ does not accept the arithmetical correction
 - ✗ fails to provide performance security
 - ✗ refuse to accept contract award

Submission and Receipt of Tenders (Rule-96)

- ✓ Must be in writing, properly marked, duly signed and submitted in sealed envelope to the places and within the deadline stated in Documents
- ✓ Must be submitted by mail, courier or hand-delivered (submission by telex, facsimile, e-mail not acceptable)
- ✓ PE will provide receipt if requested
- ✓ If found open prior to official opening, then tenderer fully responsible
- ✓ Tenders received after the deadline will be returned unopened.

Opening of Tenders (Rule-97)

- Opened in public immediately after submission deadline in the presence of Tender Opening Committee (TOC) plus tenderers or their authorized representatives (if any)
- All present must sign the attendance register
- TOS signed by TOC and those present.
- Tenders, discounts/modifications or withdrawals not read out will not be considered

Tender Opening Sheet	
✓	Name of Tenderer
✓	Modifications
✓	Discounts
✓	Withdrawals
✓	Presence and amount of Tender
✓	Security
✓	Total tender amount

Examination and evaluation of tenders (Rule-98)

- One Tender Evaluation Committee (TEC) per submission at appropriate level for whole process
- All members will certify correctness of report and keeping to the Regulations
- Estimate provided by PE available to TEC
- Certify, individually, no commercial links with tenderers (impartiality)

(Rules- contd)

- Tenderers can be asked for clarification in writing. No changes in substance permitted and requests and/or corrections must be signed by the Chairperson
- Arithmetical errors may be corrected which need tenderer agreement if to be eligible for further evaluation.
- 'Responsive tenders' (even with 'minor deviations') must not materially alter conditions in the STDs.
- No minimum number of 'Responsive tenders', even SINGLE tender can be processed.

(Rules- contd)

- ☞ A tender will be rejected when:
- ☞ the tender is substantially 'Non Responsive'
 - ☞ the tenderer does not accept a correction to an arithmetical error
 - ☞ the tenderer has failed to demonstrate qualifications required

(Rules- contd)

- Responsive tenders only evaluated for Value for Money
- Lottery selection NOT ALLOWED (except LTM)
- If successful tender is higher than the budget but within market prices TEC can recommend:
 - acceptance or,
 - reduction of scope
- If successful tender is significantly higher than the prevailing market price, TEC can recommend:
 - reduction of scope or,
 - rejection of all tenders

Negotiation (Rule-99)

- No negotiations with lowest or any other tenderer
- A tenderer shall not be required to undertake responsibilities not stipulated in the tender documents, change the price or modify the tender.

Post-Qualification (Rule-100)

- Before recommending the contract award TEC shall determine that the successful tenderer has the capacity to carry-out the contract.
- The criteria to be met for post-qualification must be set out in the tender documents
- If the tenderer does not meet the criteria during post-qualification, the tender will be rejected and the next lowest evaluated tender will be assessed and so forth.

Approval of contract award (Rule-102)

- The TEC shall submit the Evaluation Report with its recommendations to the approving authority in time to award the tender within the validity period
- All contract awards of Tk 1 crore (Goods/Works) and Tk 50 lakh (Services) or above shall be notified to CPTU for publication on its website#

Notification of Award and signing of contract (Rule-102)

- Successful tenderer to be notified by PE within tender validity period
- The Notification of Award will state
 - ✓ Value of the contract,
 - ✓ Amount of the performance security (up to 10% for Goods and 5%-25%# for Works on total contract value), and
 - ✓ time allowed for submission of Performance Security 21 days and signing of Contract 28 days
- If contract not signed, the PE shall proceed to award the contract to the second-lowest evaluated tenderer

Open Tendering with International Competition (Rule-83)

- When in the absence of domestic capacity effective competition cannot be obtained
- Pre-qualification used where appropriate
- Procurement process shall be in accordance with the rules related to international procurement

Other procurement methods with international competition(Rules:84-87)

International competition may also apply to the following procurement methods :

- Limited tendering
- Two-stage tendering
- Request for Quotation
- One stage two envelope
- Direct procurement

Service: Conditions for use of RFP method (Rule-103-126)

Shall be used for the procurement of intellectual and professional services

Requests for Expression of Interest (EOI) (Rule-113)

Advertised as for Invitation for Tenders (IFT)

Potential applicants have at least 14 days for national and 21 days for international to respond



The EOI shall contain the following:

- ✓ name and address of the Procuring Entity
- ✓ brief description of the required assignment
- ✓ the experience, professional staff, and/or delivery capacity required
- ✓ place and deadline for submission of written expression of interest

Preparation of Short List (Rule-115)

- A short list of between four (4) and seven (7) will be prepared by the Proposal Evaluation Committee (PEC) based on:

- ❖ Areas of expertise
- ❖ Experience of similar assignments
- ❖ Professional qualifications
- ❖ Financial and management capacity

- If less than 4, the Terms of Reference (TOR) will be reviewed, but less than four can be short-listed

- All will be informed whether they have been short listed or not

- A Technical Sub-Committee (TSC) may be formed

**Request for Proposal (Rule-117)**

The Request for Proposal must contain:

- ☐ name and address of the Procuring Entity
- ☐ description of the assignment
- ☐ sub-method of selection and requirement for two-envelope submission (technical + financial)
- ☐ reminder about no conflicts of interest including exclusion because of preceding involvement in assignment.
- ☐ place and deadline for submission of proposals
- ☐ contract format defining consultant's obligations
- ☐ evaluation criteria

**Receipt of Proposals and Evaluation (Rule-119)**

- The deadline stated in RFP
- Late proposals shall be returned unopened
- A Proposal Evaluation Committee (PEC) opens only technical proposals
- Financial proposals secured unopened
- Proposals not reaching declared technical threshold will be discarded
- Consultants reaching minimum technical threshold will be invited to public opening of financial proposals
- Financial proposal will be checked (corrected) and evaluated in accordance with the RFP
- In the case of QCBS a combined score will identify the successful consultant (highest score)

Negotiation and Contract Award (Rule-122)

- Negotiation with the successful applicant on the methodology, work plan and training and reimbursables (paid against evidence of expenditure) **EXCLUDING FEES**
- Cannot significantly change TORs
- No changes to rates quoted for staff remuneration allowed
- Reimbursables only paid against receipts or pro-forma invoices
- Staff substitution must be agreed by HOPE and be "equal or better than original"

Right to Complain (Rules:56-60)

- ☞ Any tenderer who claims to have suffered loss or damages due to a breach of a duty imposed upon the procuring entity may lodge a complaint
- ☞ Complaints cannot be raised on:
 - the choice of procurement methods
 - a refusal to short-list an applicant
 - the decision to reject all tenders, proposals or quotations
 - a decision on award already made by CCGP

Thank You Very Much
For Patience Hearing

SESSION M4_5 Session: M4-5 Date: No 2/31

SESSION M4_5

THIS SESSION WILL COVER DIFFERENT ASPECTS OF:

- Evaluation of Proposals

Act [Section-58-63]
Rules [Rule-118-126]

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EVALUATION OF PROPOSALS Session: M4-5 Date: No 2/31

**Submission
Opening
Evaluation**

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PROPOSALS Session: M4-5 Date: No 2/31

**Submission by Applicants
Opening by POC
Evaluation By PEC**



A key professional shall not be proposed by more than one firm, except for a nominated subconsultant

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SUBMISSION OF PROPOSALS Session: M4-5 Date: No 2/31

Rule-118

Applicants consider the following when submitting Proposals:

- A short-listed firm is not allowed to form a joint venture with a firm that has not been short-listed without the approval of the Procuring Entity
- A short-listed Applicant shall not participate in more than one Proposal
- The majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it
- The *curricula vitae* shall be signed by the individual Consultants & dated. Ensure accuracy and commitment of key staff submitted with the proposals
- A key professional shall not be proposed by more than one firm, except for a nominated subconsultant

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EVALUATION OF PROPOSALS Session: M4-5 Date: No 2/31

Proposal Opening Committee and Proposal Evaluation Committee

Discussed in Earlier Sessions



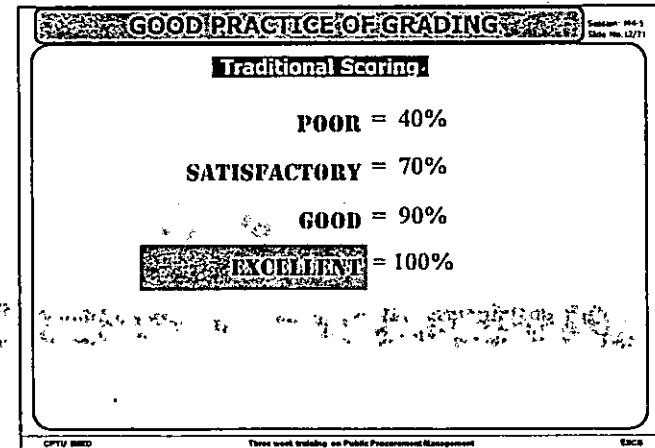
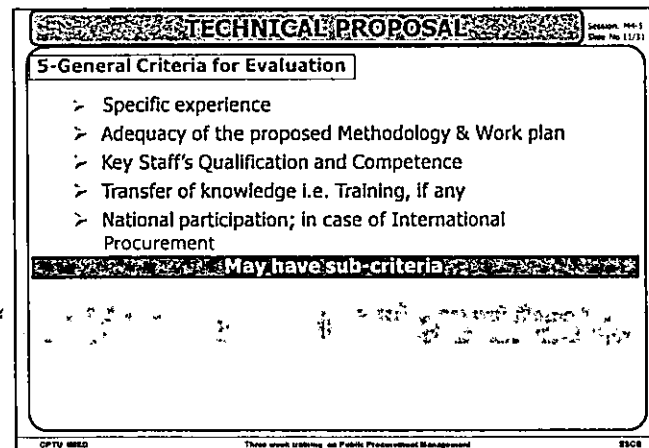
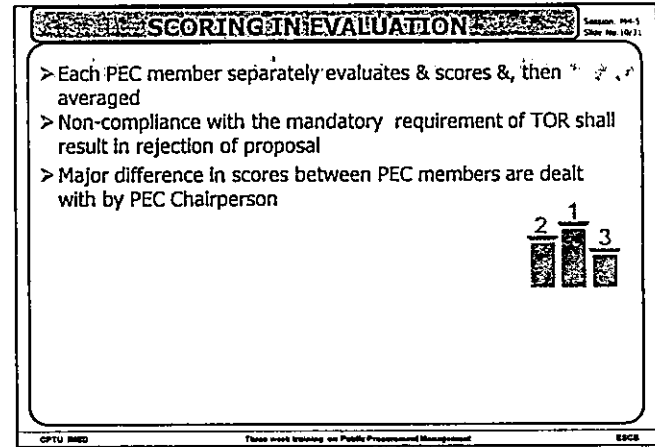
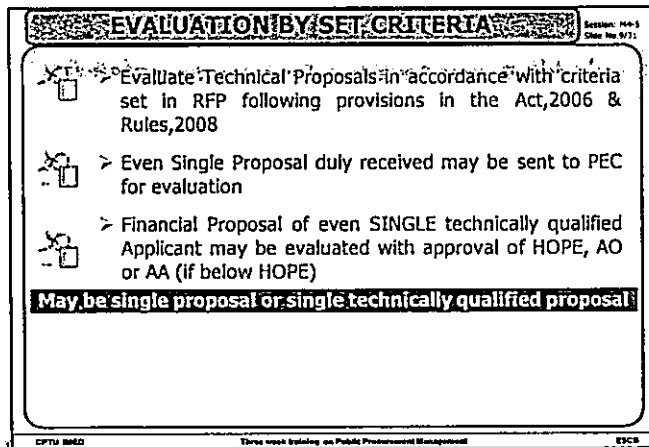
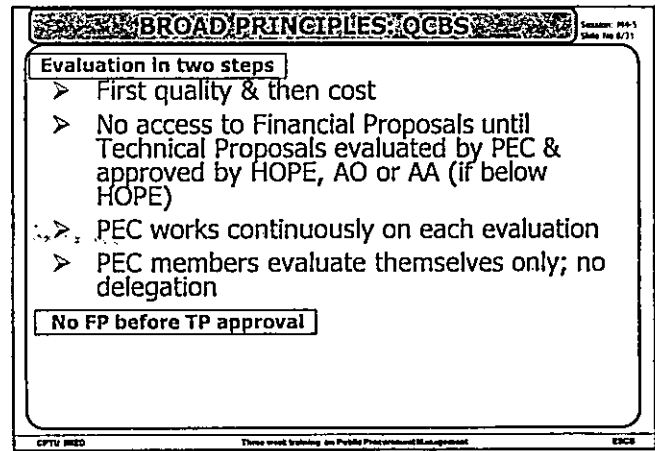
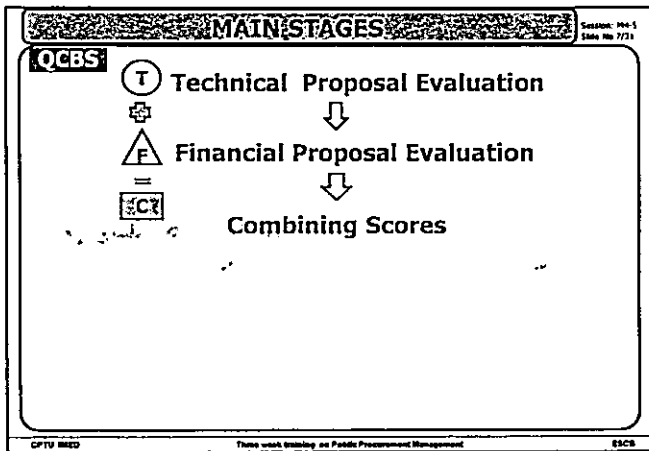
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OPENING Session: M4-5 Date: No 2/31

Rule-118 Methodology

- PE convenes the meeting of the Proposal Opening Committee (POC)
- Only Technical Proposal shall be opened first
- The Financial Proposals shall be kept closed in the safe custody of the HOPE until such time as the evaluation of technical Proposals has been completed
- A minutes of proposal opening shall be drawn by POC
- POC sends the Technical Proposals and the record of opening in a closed envelope through PE to the Proposal Evaluation Committee for evaluation

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TYPICAL TECHNICAL QUALITY EVALUATION

Session: PM-1
Slide No. 13/11

An Example:

Experience 6 Points	Technical Approach & Methodology 20 points	Work Plan 10 points	Organization & Staffing 12 points	Transfer of Knowledge 8 Points	Local Participation 8 Points
	- Approach 10 - Methodology 10	- Approach 5 - Methodology 5	- Approach 6 - Staffing 6		
	70 → 120 x 70% = 14.0	90 → 180 x 90% = 14.4	80 → 112 x 80% = 04.8		
	Total Score of Methodology = 33.2				

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SAMPLE STAFF EVALUATION

Session: PM-1
Slide No. 14/11

General qualifications

- General education and training
- Length of experience
- Positions held
- Time with Firm
- Experience in developing countries (If Int'l)

Adequacy for the assignment

- Specific education and training
- Experience in the specific sector/ field/ subject

Intl. Procurement

Experience in region

- Actual work experience in Bangladesh
- Knowledge of Bangla
- Local and Regional Culture
- Government organization

Interviews with:
Team Leader or Key Staff, if critical

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RESULTS OF TECHNICAL EVALUATION

Session: PM-1
Slide No. 15/11

Organizing the results:

- Ranking of the technical quality of the responsive and complete proposals
- List proposals which have secured the minimum technical score
- List proposals which will be considered for Financial Evaluation
- List Applicants who will be invited to the public opening of the Financial Proposals upon approval by HOPE, AO or AA (if below HOPE)

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EVALUATION OF PROPOSALS

Session: PM-1
Slide No. 16/11

QCBS

Quality is the prime factor

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FINANCIAL PROPOSALS

Session: PM-1
Slide No. 17/11

Elements of Financial Proposals

- Financial proposal submission forms
- Summary of cost against staff remuneration, reimbursable expenses and taxes
- Breakdown of cost against staff remuneration, reimbursables, taxes/duties under the applicable law
- Taxes - Consultant is responsible for applicable taxes on amounts payable by the Client

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FINANCIAL PROPOSALS

Session: PM-1
Slide No. 18/11

Rule - 120

- Upon approval of the technical Evaluation Report by HOPE, AO or AA, the Consultants who attained at least the minimum technical score shall be invited to a public opening of their Financial Proposals (allow at least one week from notification)
- PEC shall announce the technical score for each Proposal which has achieved the minimum technical score, together with its respective price, at the public opening
- Minutes of public opening should be prepared & issued*
- The Financial Proposal shall be checked to verify that it is arithmetically correct and any errors in calculation shall be notified to the Consultant
- Activities and items described in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items, if pricing of activities was required

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CORRECTION/ASPECTS IN EVALUATION Session: 144-1 Date: No 22/31

➤ Where an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, PEC shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal

Example: If a Technical Proposal indicates the presence of the Team Leader at the assignment site for 12 months and the Financial Proposal indicates only 8 months, an adjustment should be calculated by adding the corresponding amount of staff remuneration to the proposed amount.

➤ Reimbursable items priced by the Consultant shall be reviewed both for arithmetical errors and content and if it is determined that an item has been included that is not required by the Consultant, it shall be omitted from the Proposal and not considered in the financial evaluation.

Example: The Consultant has priced office rent while the RFP indicates that the PE will provide it.

In the case of Lump-Sum Contract, no corrections shall be applied to the Financial Proposal

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QUALITY & COST Session: 144-1 Date: No 22/31

Step forward

QUALITY (TECHNICAL SCORE)

AND

COST (FINANCIAL SCORE)

Next Combined Scores

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COMBINING FINANCIAL & TECHNICAL SCORES Session: 144-1 Date: No 22/31

- ✓ Depends on the Method for Procurement
- ✓ Factors weighted and scores combined in accordance with method specified in the RFP

Proposal achieving highest total score invited for negotiations; if this fails second highest invited

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SCORING THE TECHNICAL PROPOSAL Session: 144-1 Date: No 22/31

Rule 121 Technical Score



If a Technical Proposal achieved ninety (90) points and the weighting applied to this was eighty percent (80%), then by applying this weighting the technical score of the proposal would be ninety times eighty percent equals seventy-two ($90 \times 80\% = 72$).

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SCORING THE FINANCIAL PROPOSAL Session: 144-1 Date: No 22/31

Rule 121 Financial Score

The financial score of each Proposal shall be determined in a manner so as to ensure that the Financial Proposal with the lowest evaluated cost is given one hundred (100) points & other Proposals pro-rata points, reduced by the same percentage that the cost of their Proposal is higher than that of the lowest cost Proposal.



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DETERMINATION OF FINANCIAL SCORE Session: 144-1 Date: No 22/31

Generic Formulae

- ✓ F_m = Lowest priced Proposal
- ✓ F = Price of Proposal under evaluation

Financial Score = $\frac{100 \times F_m}{F}$

CPTU WED Three week training on Public Procurement Management ESCB

Session: M4-5
Slide No: 25/31

DETERMINATION OF FINANCIAL SCORE (CONT.)

An Example

If the lowest cost Financial Proposal is Taka one million, then the financial points awarded to it would be maximum one hundred (100) and the resulting financial scores would then be:

Proposals	Cost (TK. M)	Points	Weight	Score
Lowest FP	1.00	100	20%	20.00
Next HFP	1.20	$100 \times 1/1.2 = 83.30$	20%	16.67
Next HFP	1.50	$100 \times 1/1.5 = 66.67$	20%	13.30

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Session: M4-5
Slide No: 26/31

HOW TO COMBINE SCORES ?

Rule - 121 Technical & Financial Score :

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

CPTU MED Three week training on Public Procurement Management ESCB

Session: M4-5
Slide No: 27/31

EXERCISE

SEIP Project (Skills for Employment Investment Program), Finance Division, Ministry of Finance needs a consulting firm for processing their different types of procurement activities. They advertised for this selection (National) following Quality & Cost Based Selection (QCBS) method. After the EOI closing date and time 10 consulting firms submitted Applications out of which 6 firms were short-listed. 5 firms out of this 6 submitted Proposals (Technical and Financial). 4 firms passed in the technical evaluation. After opening the Financial Proposal the 4 firms' technical score and the Financial Proposal are given below in the Tabular Form

Consulting firms	A	B	C	D
Technical Score (max 100)	90	87	89	82
Price in Million Tk.	85	80	82	64

Technical Score weightage is 80% and Financial Score weightage is 20%

PROVIDE RANKING AND WHO WILL BE INVITED?

CPTU MED Three week training on Public Procurement Management ESCB

Session: M4-5
Slide No: 28/31

SOLUTION OF THE EXERCISE

Consulting Firms	Technical Score (max 100)	Weighting 80%	Price in Million Tk.	Financial Score (max 100)	Weighting 20%	Combined Score
A	90	72	66	90.91	18.18	91.18 [1 st]
B	87	69.6	60	100	20	89.60 [2 nd]
C	89	71.2	62	96.77	19.35	90.55 [1 st]
D	82	65.6	64	83.75	16.75	84.35 [3 rd]

Consultant C will be awarded

CPTU MED Three week training on Public Procurement Management ESCB

Session: M4-5
Slide No: 29/31

APPLICABILITY IN OTHER METHODS

SFB: Fixed Budget

WHO WINS?

Highest Quality within Fixed Budget

CPTU MED Three week training on Public Procurement Management ESCB

Session: M4-5
Slide No: 30/31

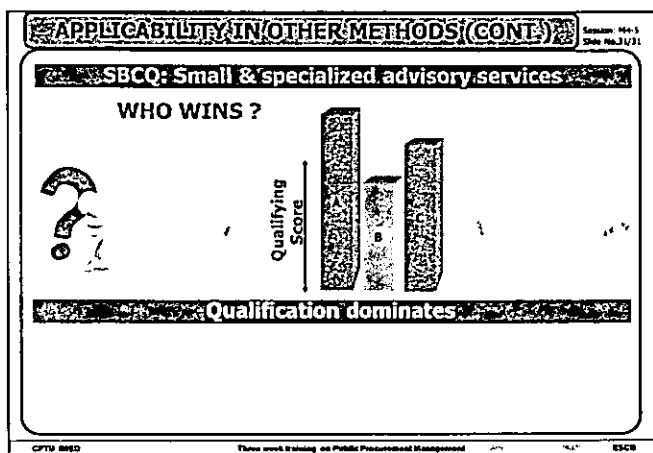
APPLICABILITY IN OTHER METHODS (CONT.)

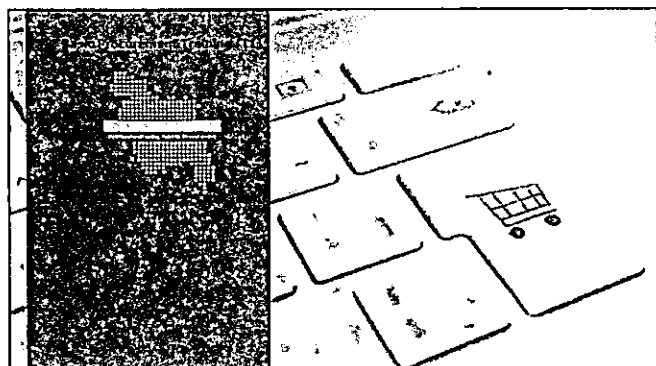
LCS: Cost is least

WHO WINS?

Least cost with the minimum qualification requirement

CPTU MED Three week training on Public Procurement Management ESCB





SESSION M1_8A

THIS SESSION WILL COVER
DIFFERENT ASPECTS OF:

- Procurement Planning
- Cost Estimate

Procurement Planning

Objectives

- Provides overview
 - Budget
 - Time
 - Methods
 - Market
- Clears up need of assistance (specifications, contract conditions etc.)
- Allows bundling (of similar needs) or splitting (into lots)
- Plans for Procurement Committees
- Prepares for Contract Administration

Further Approach to Planning

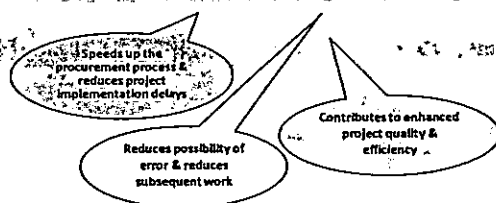
In order to stimulate thinking, to create options and to assist planning, consider the following questions:

- What is to be done?
- When it is to be done?
- How it is to be done?
- Who is to do it?
- What resources are required?
- Who should know about it?

If you plan, you will be in control of the situation, rather than having the situation in control of you.

Benefits of Procurement Planning

Careful & detailed procurement planning is essential for quality project execution



PROCUREMENT PLANNING IS REGULATED BY:



- Frequency
- Approval
- Publication
- Splitting into packages/lots



- Nature and size of the Procurement
- Source of funding
- Limits and conditions
- Forms

STRATEGIC APPROACH OF PROCUREMENT PLANNING

Section 11 PPA-2006



- Preparation of Procurement Plan shall be mandatory for all Procuring Entity's (PE)
- Procurement Planning should aim at attracting maximum competition for the benefits of the PE

Rule 15, 16 & 17 PPR-2008

STRATEGIC APPROACH OF PROCUREMENT PLANNING (CONT.)



Good market knowledge is essential; If you don't know what is available, you cannot formulate a good procurement request.

Rule- 15 emphasizes knowledge of the local market, local supply/works capacity and capacity of the national industry and quality of its product for the purpose of Procurement Planning.

STRATEGIC APPROACH OF PROCUREMENT PLANNING (CONT.)



To achieve value for money in procurement approach, a Contract Management Plan has to be identified in Procurement Planning Stage and

To materialise that Plan PE should monitor at-least the following:

- Risks and opportunities are identified and managed effectively
- Contract is completed on time and within budget
- Contract meets initial objectives

DETERMINATION OF METHODS AND PACKAGE – GOODS

Rule 15(2) PPR-2008

PE takes into account the following when determining the method & consolidating of Goods packages [Rule 15(2)]:

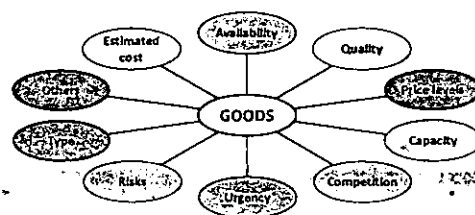
- type of goods
- estimated cost
- availability in the local market
- quality, sources and brand of the Goods available in the local market
- price levels
- capacity of local Suppliers to supply the required quantities

DETERMINATION OF METHODS AND PACKAGE- GOODS (CONT.)

Rule 15(2) PPR-2008

- capacity of the national industry and quality of its products
- market conditions and expected competition
- urgency of the Procurement
- capacity of beneficiary stores and proposed terms of delivery and schedule, and
- risks related to supply in the local and international markets

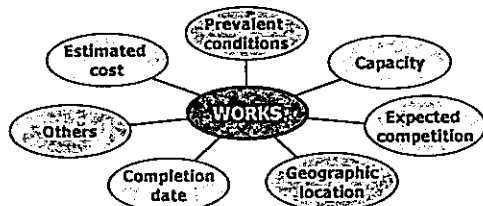
PE takes into account the following when determining the method of Procurement & consolidating of Goods packages



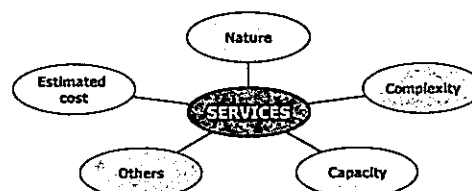
Framework Contracts may be used for repetitive supply

DETERMINATION OF METHODS - WORKS

PE considers the following in determining the method of Procurement for Works - Rule: 15(7)

**DETERMINATION OF METHODS - SERVICES**

PE considers the following in determining the method of Procurement for Intellectual & Professional Services - Rule: 103

**SPLITTING PROCUREMENT OBJECT****Four key terms****Item**

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

Lot

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

**SPLITTING PROCUREMENT OBJECT (CONT.)****Package**

- A multiple number of Lots grouped together
- Usually No package can have more than 5 lots (Cross discount)

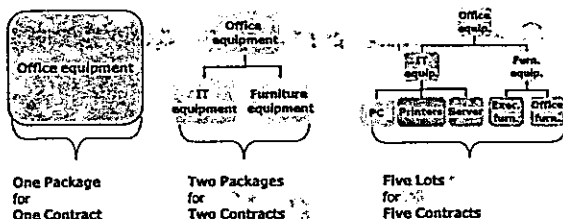
Contract

Agreement through which the Item/Lot/Package is purchased

**PACKAGE/LOT OPTIONS**

Consider the following Procurement object as an example:

Office equipment consisting of different items, namely 10 PCs, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs

**KEY ISSUES****Planning: Rule 16 PPR 2008**

- Separate Annual Procurement Plan (APP) for Goods, Works and Services
- Separate APP for Development Project and Revenue Budget
- Total Procurement Plan for the entire project period under Development Project or Programme as per Schedule-5, Part-a.



OTHER KEY ISSUES**Planning: Rule 16 - PPR 2008**

- PE updates the Total Procurement Plan (TPP) and cost estimate for the Development Project or Programme on an annual basis and in a rational manner keeping into consideration, among other things, the expected flow of funds,
- PE prepares the Annual Procurement Plan (APP) for Revenue Budget at the beginning of each FY
- The updated APP and the APP require approval of HOPE or AO

OTHER KEY ISSUES (CONT.)

PE shall, as per its own need, update the Procurement Plan on a quarterly basis to accommodate delays, re-tendering and other unforeseen changes or constraints, Rule-16 (10)

OTHER KEY ISSUES CONT'D

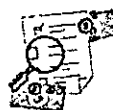
Rule- 16 (11):
PE keeps CPTU informed the TPP, updated APP under Development Project and APP under Revenue Budget above the thresholds specified in Schedule II (Goods & Works: 10 million Tk. and above, Physical & Consultancy Services: 5 million Tk. and above) To be published on CPTU website regularly

OTHER KEY ISSUES (CONT.)**Rule-16(9)**

At the beginning of each financial year, the PE shall publish the approved TPP and updated APP for the Development Project or Programme and approved APP for Revenue Budget to their notice boards and their websites (if applicable) and in the websites, bulletins and reports of the concerned Department or Directorate or organisations.

FORMATS USED IN PROCUREMENT PLANNING**Schedule 5 [Rule 16 (8)]**

- Part A: Total Procurement Plan for Development Project/Programme
- Part B: Annual Procurement Plan for Development & Revenue Budget
- Part C: Annual Procurement Plan (Goods)
- Part D: Annual Procurement Plan (Works)
- Part E: Annual Procurement Plan (Service)

**ITEMS IN THE FORMAT OF PROCUREMENT PLANNING**

- Package Number
- Description of Procurement Item
- Unit & Quantity
- Procurement Method & Type
- Contract Approving Authority
- Source of Funds
- Estimated Cost in Tk. million

ITEMS IN THE FORMAT OF PROCUREMENT PLANNING (CONT.)

- Time Code for Process:
 - ✓ Planned Dates
 - ✓ Planned Days
 - ✓ Actual Dates
- Pre-Qualification (Works)
- Invite/Advertise/Request for Tender Quotation
- Advertise EOI
- Issue RFP (Service)



ITEMS IN THE FORMAT OF PROCUREMENT PLANNING (CONT.)

Opening of Tender/Proposal:

[Tender Submission time for OTM/OSTETM – National Rule 61(4) & 68B(3)]

- ✓ Tk. 20 million – Minimum 14 days
- ✓ Tk. 20-50 million – Minimum 21 days
- ✓ Above 50 million – Minimum 28 days
- ✓ Re-Tender Tk. 20 million - 10 days
- ✓ Other Cases – 14 days
- ✓ Catastrophe – 7 days

RFQ: Maximum 10 days Rule 71 (4)

LTM: Minimum 14 days Rule 64 (5)

TSTM: Minimum 42 days for 1st stage and 21 days for 2nd Stage Rule 66 (5) & 68(3)

ITEMS IN THE FORMAT OF PROCUREMENT PLANNING (CONT.)

- Evaluation of Tender/Proposal (2 Weeks to 4 Weeks)
- Approval of Award (1 week to 6 weeks)
- Notification of Award (Within the 7 days of Tender Approval)
- Signing of Contract (Within the 28 days of NOA)
- Completion of Contract
- Total Time

TOTAL PROCUREMENT PLAN FOR DEVELOPMENT PROJECT/PROGRAMME

(Works)

Similar for Goods and Services

Summary of Procurement Plan for Development Project/Programme (Works)									
No.	Particulars of Procurement Plan for Development Project/Programme (Works)	Year	Month	Quarter	Half	Year	Month	Quarter	Half
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ANNUAL PROCUREMENT PLAN FOR DEVELOPMENT AND REVENUE BUDGETS

Similar for Goods and Services

Summary of Annual Procurement Plan for Development and Revenue Budgets									
No.	Particulars of Annual Procurement Plan for Development and Revenue Budgets	Year	Month	Quarter	Half	Year	Month	Quarter	Half
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THIS IS VITAL FOR ANNUAL PROCUREMENT PLAN:



- ✓ Preparation of Cost Estimates - considering Life Cycle Cost
- ✓ Selection of Procurement Method

PREPARATION OF COST ESTIMATE

According to Public Procurement Rules, the Procuring Entity has to prepare the cost estimate in two situations:

1. Estimated cost (EC) in Procurement plan
2. Official cost estimate (OCE) before advertisement



COST ESTIMATE

Rule 16 (5)

At the beginning of each financial year a PE shall update the Total Procurement Plan and the estimated cost on annual basis, in a rational manner having regard to, among other things, the expected flow of funds.



OFFICIAL COST ESTIMATE

Rule 16 (5A)

PE shall prepare the official cost estimate (OCE) for the Procurement before finalisation of the Tender or Proposal documents or before invitation of the Tender or Proposal by 3 members committee (including a member from other PE). In preparation of the official cost estimate following matter mandatorily considered.

Official Cost Estimate must be realistic - see Rule 33 (2)

OFFICIAL COST ESTIMATE (CONT.)

Rule 16 (5B)

- If the Official Cost Estimate is higher than the Estimated Cost in the Procurement Plan of the Development Project or the overall Programme, it shall be approved by the Head of the Procurement Entity; If not higher, it shall be approved by an officer authorized by HOPE or Approving Authority (where Approving Authority is below HOPE).
- The Official Cost Estimate shall be kept sealed and shall be handed over to the Tender opening committee immediately before the Tender opening committee. The Opening committee declares the official estimated cost in the TOC meeting and noted to the Tender opening sheet.

Official Cost Estimate must be realistic - see Rule 33 (2)

CONSIDERATIONS FOR OFFICIAL COST ESTIMATE

Rule 16 (5B)

- | | |
|-------------------------|--------------------------------------|
| • Transport cost | • Complexity |
| • Overhead | • Backwardness |
| • Profit | • Distance from district headquarter |
| • Risks | • Value added tax (VAT) |
| • Geographical Location | • Advance Income Tax (AIT) |
| | • Other factors |

Official Cost Estimate must be realistic - see Rule 33 (2)

BASIC PROCUREMENT TRAINING 11

Session M4_2

THIS SESSION WILL COVER DIFFERENT ASPECTS OF:

- Request for Expression of Interest (REOI)
- Short-listing

Act [Section- 54-56],
Rules [Rule- 113-115]

REQUEST FOR EXPRESSION OF INTEREST

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

> Why Short-listing? **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- 112(10)
- Selection Based on Consultant Qualifications; EOI from Database Rule- 108 (3)
- Design Contest Selection; normally no EOI, in case of difficulty Invite EOI by wide advertisement Rule- 111 (3)

Exception: Single Source Selection

ADVERTISEMENT & SUBMISSION

Rule-90(2)(a)

PROCUREMENT OPPORTUNITIES

IFPQ IFE **REOI** IFT Any Other

Request for EOI

Submission Time limit (Schedule II, Rule 113(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

Rule-90

- 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 CPTU's website: for Services of Tk. 5'm and above

CONTENTS OF REOI

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

Rule- 113 (3)

SUBMISSION OF EOI

Rule- 113(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

EOI OPENING

Rule- 114

- > May be submitted by courier, mail, fax or e-mail
- > **No public opening**
- > Immediately after the deadline of submission
- > PE Invites a meeting of the POC
- > POC opens EOIs
- > POC sends EOIs to PE

POC's task: to open & record the name of Applicants & any other pertinent details

Opening followed by short-listing

SHORT-LISTING PROCESS

Rule- 115 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 <4 and >7, preferably 6

SHORT-LISTING PROCESS

Rule- 115 Short-listing, if less than 4

- > 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 115(8)

PE shall not practice this re-advertisement as a routine matter

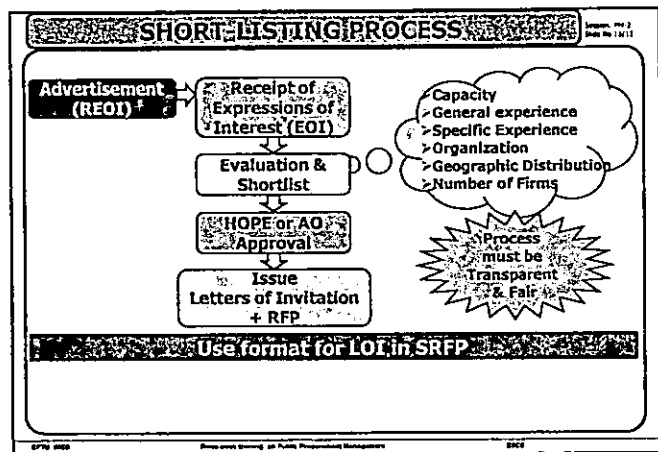
SHORT-LISTING PROCESS

Rule- 115 Approval of Short-listing & debriefing

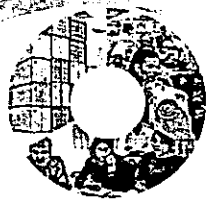
- > After approval of the EOI by the HOPE or AO, all Applicants shall be informed whether or not they have been short-listed

(4) not include more than 2 firms from the same country & at least 1 firm from a developing country (International)

9/4/2024



ITC Session: M3-8



Tender Opening & Evaluation - Preliminary, Technical, Financial Evaluation, Post-Qualification

Rules [Rule-98]

Applicability

National Procurement

STD

PG3

Mission Statement

Evaluation

Regardless of how well the other steps in the procurement process are conducted, if Tenders are not evaluated correctly and fairly, the process has Failed

TEC have the responsibility to make the Evaluation and what to look for the Results

Tender shall be opened pursuant to Rule 97

Tender Opening

Rule- 97 ITT-44 Who Opens ?

The Tender Opening Committee (TOC) constituted in accordance with Rule-7 shall open, all Tenders received on or before the deadline for the submission of Tenders, in public and in only one place

Tender Opening Meeting

TOC shall ensure :

- Prior to the tear of tender envelope, TOC disclose the office cost estimate except LTM and shall be recorded in the TOS [N.B. Official Cost estimate prepared by a committee consists of 3 members and keep confidential.]
- Amendment Rule 16(5 Ka, Kha)
- Opening following steps of Schedule IV D, & ITT- 44
- Opened immediately after the deadline at the primary place but not later than 1 hour
- No delayed opening on the plea of absence of Tenderers
- Representative shall be duly authorized

Tender Opening Meeting

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 Tender Opening Sheet (TOS)
- Only Modification, Discounts read aloud at the Tender opening will be considered in evaluation
- All pages of the original, will be initialed by TOC

No Tender will be rejected at the Tender opening

Sign & Issue TOS

Upon completion of Opening :

TOS signed by :

- > All TOC Members
- > Attending Tenderers / Representatives

TOS issued to:

- > HOPE or AO
- > Members of TOC
- > Authorized Consultant
- > Tenderers having submitted timely

Omission of a T's signature not invalidate the Tender

Obligations

Upon completion of Opening :

Member Secretary ensures (Rule-97) :

- > Tender opening procedure followed
- > Certified: Tender Documents sent to PE

PE ensures (Rule-32) :

- > Safe custody of Tender Documents
- > Hand over to the Chairperson of EC, within max^m two working days

Formats of Opening

4 – Different forms for Tender opening:

- TOR 1 - Tender Summary
- TOR 2 - Record of opening
- TOR 3 - Working Sheet
- TOR 4 - Attendance Register

Tender Evaluation

Underlying Principles

- > Responsiveness
 - Determination of responsiveness shall be based only on contents of Tender (Rule 98-(16))
- > Confidentiality
 - All clarification remind Tenderers for confidentiality
 - Any breach of that may result Tender being disqualified

No negotiations

Tender Evaluation

Underlying Principles

- > Responsiveness
 - Determination of responsiveness shall be based only on contents of Tender (Rule 98 (2, 16))
 - Changes of name of tenderer shall not be allowed between tender submission and signing of contract [R-98(2)]
- > Confidentiality
 - All clarification remind Tenderers for confidentiality
 - Any breach of that may result Tender being disqualified

No negotiations!

Tender Evaluation

Underlying Principles

- > Use of Committee
 - The need for minimum members
- > Obligations
 - Examine and Evaluate by themselves on their own responsibility
 - Prepare ER with recommendation
 - Submit ER to AA in a prescribed manner

Main Stages

Tender Evaluation

- Preliminary Examination
- Technical Examination & Responsiveness
- Financial Evaluation & Price Comparison
- Post-qualification

Preliminary Examination

Purpose

- To eliminate Tenders from consideration if they are incomplete and invalid
- To examine and verify compliance, adequacy and authenticity of the documentary evidence for meeting QC in Tender Documents

Preliminary Examination

Procedure

- Step 1: Completeness of Tender as stated in ITT 21, ITT 47.1
- Step 2: Reject the tender if any of these documents is missing: ITT 47.2
 - Tender Submission Letter
 - Priced Schedule
 - Written confirmation authorizing the signatory of the Tender to commit the Tenderer
 - Valid Tender Security

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

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

Step 2

Verification of Eligibility

- Thorough examination of documents concerning eligibility provided ITT 47:
 - Authentic, genuine and adequate
 - Compliant to requirements of Tender Documents

Either acceptable / "eligible" or not!

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

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

Step 5

ITT- 40 Verification of Written Notice for:

- > Withdrawal (W)
- > Substitution (S)
- > Modification (M)

Next: Technical Examination

Purpose

- > Tender's responsiveness is to be based on the contents of the Tender itself without recourse to extrinsic evidence ITT- 48.1
- > To identify and reject Tenders that are non-compliant with the mandatory technical requirements and therefore are not to be considered further ITT- 48.2

I. Examination & Responsiveness

ITT- 48 : Procedure

- > Step 6: Country of Origin Declaration ITT- 48.6a
- > Step 7: Technical Specifications and documentary evidence ITT- 48.6b
- > Step 8: Tenderer's Qualifications ITT- 48.6c

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

Responsive Tender

Rule- 98 (5) & ITT- 48.2 - 5

- > 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- 98 (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

Tender Clarification

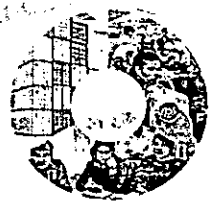
Rule- 98 (8) & ITT- 49

- > TEC can seek clarification in writing
- > Any changes in the prices or substance of the Tender shall not be sought, offered, or permitted, except to confirm correction of arithmetical errors
- > Neither the clarification nor the response shall not be directed to make an apparently non-responsive Tender responsive
- > Tenderer not responding to TEC's request shall not be considered for evaluation

Request only signed by the Chairperson of TEC

NO
NEGOTIATIONS





Financial Evaluation of Tenders

Financial Evaluation

ITT- 51-53

Procedure

- > Step 9: Conform to requirements ITT- 52.1
- > Step 10: Check of tax, VAT etc. ITT- 24.13
- > Step 11: Correction of A. 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 98 (18&19)

Step 10

Rule- 98 (17)

Check of Tax, VAT etc.

- > Tender prices inclusive of taxes, customs duties and VAT for national procurement of Goods

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 98 (22) 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-98(18) & (19) 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 cost per lot
- Cost of mandatory Spare Parts

Post-qualification

ITT- 55 & Rule- 100

➤ 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

Declaration

Rule 16 (5)

- The PE shall declare that the official cost estimate prepared as per Rule 16 (5Ka)
- The TEC to declare that the lowest responsive tender price compared with OCE

Tender Evaluation completed

Rule- 98

- TEC prepare Tender Evaluation Report
- All members shall sign
- Certify by TEC
- TEC member may provide note of dissent

Module:10

Development Partnerships and Negotiations

9/4/2021

Simulation on International Negotiations

Prepared by:
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Secretary (Retired)
Ministry of Foreign Affairs, Dhaka
20 August, 2024

Outline:

(i) Definition of diplomacy or international diplomacy, foreign policy, negotiation and diplomatic negotiation; Distinctive difference among them;

(ii) Types

(iii) Techniques

(iv) Outcome

(v) Principles and Strategy of Negotiations

(vi) Topic of Negotiation for Simulation

(vii) Other Examples

(viii) Interactive session

(i) Definition

Diplomacy or international diplomacy:

Diplomacy is the management of international relations by negotiation, the method by which these relations are adjusted and managed by ambassadors and envoys; the business or art of the diplomatist.
Generally diplomacy refers to international diplomacy

Foreign Policy

Foreign policy is the part of the policy of a country which formulates its relationship with other countries and international organizations

(i) Definition (continued)

Negotiation: Bargaining

Diplomatic negotiation:

The art and technique of dealing with foreign entities to achieve and sustain the interest of a state.

Diplomacy or negotiation - distinct from foreign policy:

(a) Foreign policy: legislative outcome, policy makers

(b) Diplomacy: Diplomats, executives implement by negotiation

(ii) Types of diplomatic negotiation

(a) Number of counterparts: Bilateral or multilateral diplomacy

(b) Purpose: Promotional or conflict resolution

(c) Mode: Track 1, 1.5, 2 diplomacy

(d) Level of presentation: HoS, HoG, Minister, Secretary, others

(e) Issue based: Political, economic, trade, public, COVID vaccine diplomacy

(iii) Techniques in diplomatic negotiations:

- (i) Friendly ambiance
- (ii) Know the strengths and weaknesses of both sides
- (iii) Win-win, win-lose, lose-lose situations
- (iv) Dissimilar positions

(iv) Outcome of diplomatic negotiations:**Success**

- (i) With consensus

Failure

- (ii) Without a consensus

(V) Principles and Strategy of Negotiations**Principles of negotiation:**

- (1) Language and gesture have to be appropriate and temperate
- (2) Greetings and exchanges of pleasantries are advisable
- (3) The end has to be pleasant even though the negotiation does not work

Strategy of negotiation:

- (1) You need to know thoroughly what you want
- (2) You need to guess the points of your counterpart
- (3) You may express arguments differentially, not all at a time

(vi) Topic of Negotiation for Simulation

Council of Ministers' (COM) meeting of the Indian Ocean Rim Association (IORA)

(A) Agenda

- (a) Membership of Myanmar in IORA: The following countries/groups have different positions: ASEAN, South Africa, Bangladesh
- (b) Visa exemption or on arrival visa for promotion of tourism: The following group of countries may have different views: (1) Countries having a big number of immigrants from abroad (2) Countries having diaspora abroad
- (c) Climate change fund creation: The following groups have different views: (1) Developed countries (2) Developing and Least Developed countries

(B) The participants should not look at the guest speaker

(vii) Examples of diplomatic negotiations for Bangladesh:

- (i) Diplomatic immunities and privileges for family: Definition of family (bilateral)
- (ii) Visa on arrival: A number of countries (bilateral)
- (iii) Myanmar: Bilateral & multilateral
- (iv) Maritime boundary delimitation: Resolved (bilateral)
- (v) Gender based: NVR, Asset distribution, CEDAW (multilateral)
- (vi) Digital Security Act 2018: USA, EU, UNHCHR (bilateral, regional and multilateral)
- (vii) Extradition Treaty: USA, Canada (bilateral)

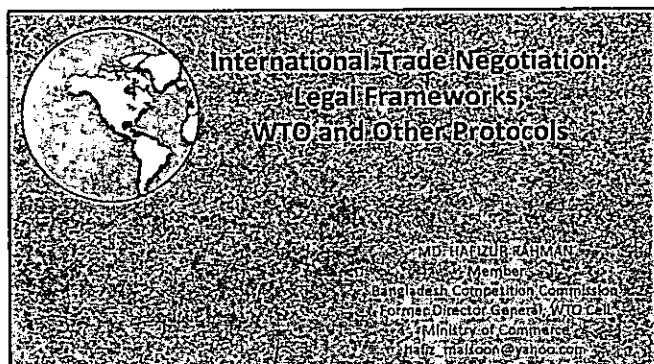
(vii) Examples of diplomatic negotiations for Bangladesh: (continued)

- (viii) UN Troops, UNGA 5th Committee negotiations (multilateral)
- (ix) GSP+, TIP: USA, EU (bilateral & regional)
- (x) RAB: USA, EU, UNHCHR (bilateral, regional & multilateral)
- (xi) Climate change: multilateral

(vii) Examples of diplomatic negotiations for other countries:

- (i) Palestine issue
- (ii) Ukraine crisis
- (iii) Climate issue
- (iv) Disarmament
- (v) Iran-Saudi relations
- (vi) Gaza

Interactive session

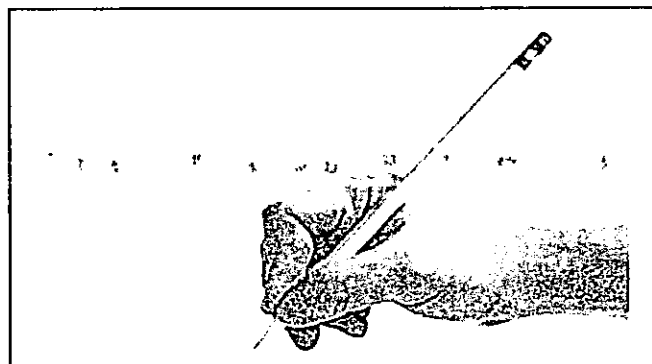
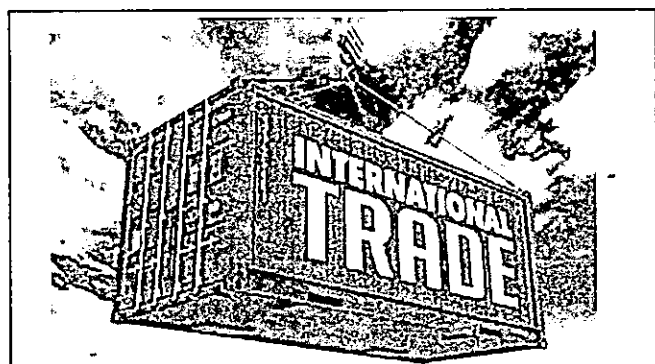


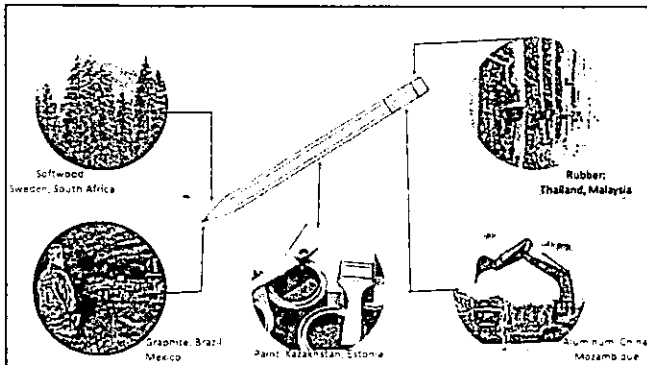
Agenda Setting

- International Trade
- Negotiation as a Tool to Achieve the Goals
- WTO- Concept and Agreements
- RTAs and BTAs

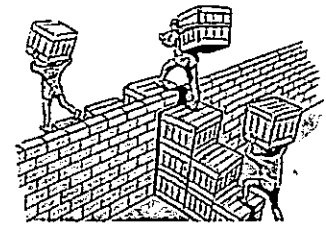
International Trade

What are the competitive dynamics of Bangladesh in apparel export?





International Trade was not very open for export and import.



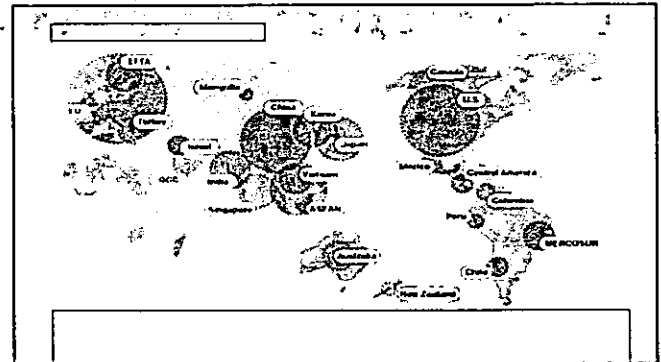
It is not fully open yet...

Countries impose barriers:
Tariffs
Non-tariff

Governments take the initiative to minimize these barriers and ensure predictability for investors and traders.

NEGOTIATION

They negotiate to remove the barriers.



Negotiations are conducted in three forms:

1. Multilateral
2. Regional and
3. Bilateral

Trade Theories

1. Mercantilism - An Inquiry Into The Nature and Causes of the Wealth of Nations - Adam Smith

Economic System Based On Individual Self-interest Led By An "Invisible Hand," Which Would Achieve The Greatest Good For All- The Theory of Moral Sentiments (1759)

The Doctrine of *Laissez-faire*

Trade Theories

1. Mercantilism -

Wealth of nation depends primarily on possession of precious metals, gold and silver.

Assumed: World resources are finite

Zero-sum Game

Thus they used to restrict import by high tariffs

Subsidized domestic production for export

Forbidding trade through foreign ships

Export to colonies



Trade Theories

2. Comparative advantage -David Ricardo

"...a nation, like a person, gains from the trade by exporting the goods or services in which it has its greatest comparative advantage in productivity and importing those in which it has the least comparative advantage."

Trade Theories

2. Comparative advantage -David Ricardo

Before trade: total production- 850 pieces

Resources used to produce T-shirt and Trouser without trading

Products	Country A (200 labors)	Country B (200 labors)
T-shirt (100 Labor)	200 Productivity = 2 Pieces/ Labor	150 Productivity = 1.5 Pieces/ Labor
Trouser (100 Labor)	400 Productivity = 4 Pieces/ Labor	100 Productivity = 1 Pieces/ Labor

Trade Theories

2. Comparative advantage -David Ricardo

When trade: total production- 1000 pieces

Resources used to produce T-shirt and Trouser without trading

Products	Country A (200 labors)	Country B (200 labors)
T-shirt	50 labor = 100 Pieces	200 labor = 300 Pieces
Trouser	150 labor = 600 Pieces	0

Trade Theories

2. Comparative advantage -David Ricardo (Production with division of labor)

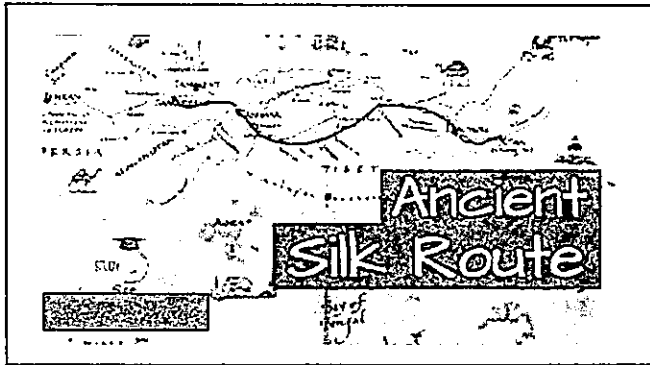
Without trading			After trading		
Products	Country A (200 labors)	Country B (200 labors)	Products	Country A (200 labors)	Country B (200 labors)
T-shirt	200 (100 Labor)	150 (100 Labor)	T-shirt	100 (50 Labor)	300 (200 Labor)
Trouser	400 (100 Labor)	100 (100 Labor)	Trouser	600 (150 Labor)	0 (0 Labor)
Total Production	600	250 = 850	Total Production	700	300 = 1000

Trade Theories

2. Comparative advantage -David Ricardo

When trade: total production- 1000 Pieces

Without trading			When trading		
Products	Country A (200 labors)	Country B (200 labors)	Products	Country A (200 labors)	Country B (200 labors)
T-shirt	200	150	T-shirt	100 + 140 = 240	300 - 140 = 160
Trouser	400	100	Trouser	600 - 140 = 460	0 + 140 = 140



Trade Theories

Mercantilism was challenged by Adam Smith

The Theory Of Moral Sentiments (1759)

Economic System Based On Individual Self-interest Led By An "Invisible Hand," Which Would Achieve The Greatest Good For All

"An Inquiry Into The Nature and Causes of the Wealth of Nations" (1776)

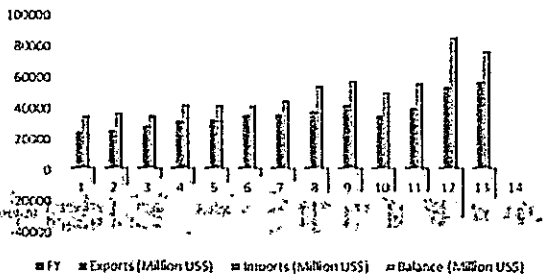
Export-Import Balance of Trade

Bangladesh Trade Situation

Export-Import Balance of Trade

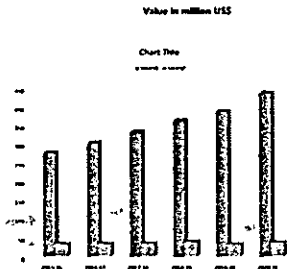
FY	Exports (Million US\$)	Imports (Million US\$)	Balance (Million US\$)
2010-11	22928	33657	-10729
2011-12	24302	35516	-11214
2012-13	27027	33969	-6942
2013-14	30187	40693	-10506
2014-15	31209	40639	-9430
2015-16	34257	40036	-5779
2016-17	34847	43666	-8819
2017-18	36668	52953	-16285
2018-19	40535	56061	-15526
2019-20	33674	48699	-15025
2020-21	38758	54344	-15586
2021-22	52086	83685	-31599
2022-23	55558	75061	-19503

Export-Import Balance



Contribution of Export to National GDP

FY	Total GDP (Billion US\$)	Export Earning (Billion US\$)	% of share in GDP
2015-16	277.653	34.25	15.50%
2016-17	303.96	34.84	15.25%
2017-18	334.319	36.66	13.38%
2018-19	365.638	40.53	13.39%
2019-20	389.438	33.67	8.62%
2020-21	438.175	38.7	8.83%
2021-22	520.86	52.08	11.22%
2022-23	555.58	55.56	11.22%



Trade GDP Ratio

Our Export Basket

01.	Woven garments	42.54%
02.	Knit garments	41.66%
03.	Leather & leather products	2.52%
04.	Jute & jute Goods	2.91%
05.	Agricultural products	2.11%
06.	Frozen foods	1.23%
07.	Others	7.48%

Market Share of Goods

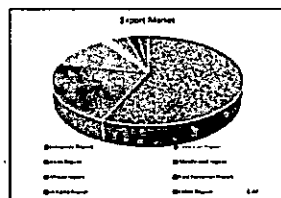


Woven garments
Knit garments
Leather & leather products
Jute & jute Goods
Agricultural products
Frozen foods
Others

Export Markets

Bangladesh Exports to 202 Countries

- > European Region 56.38 %
- > American Region 22.01 %
- > Asian Region 13.23 %
- > Middle-east region 2.01 %
- > African region 0.79 %
- > East European Region 2.48 %
- > Oceania Region 2.23 %
- > Other Region 1.87 %



Recent Trend of Export

Export and Import of Bangladesh

Year	Export (USD)	Import (USD)
2010	10,000,000	10,000,000
2011	11,000,000	11,000,000
2012	12,000,000	12,000,000
2013	13,000,000	13,000,000
2014	14,000,000	14,000,000
2015	15,000,000	15,000,000
2016	16,000,000	16,000,000
2017	17,000,000	17,000,000
2018	18,000,000	18,000,000
2019	19,000,000	19,000,000
2020	20,000,000	20,000,000
2021	21,000,000	21,000,000
2022	22,000,000	22,000,000
2023	23,000,000	23,000,000
2024	24,000,000	24,000,000

Source: EPB & Bangladesh Bank

Tariff Rate Applied

WTO and International Trade

- WTO Rules Cover 98% of World Trade
- Bangladesh is A Founding Member of the WTO
- WTO Members have to Trade Under WTO Rules

What to know?

- An overview on WTO
- WTO basic principles

Trade and the WTO

From GATT to WTO

- Post-world war II consensus: political security through economic security
- Trade relations based on agreed rules – General Agreement on Tariffs and Trade (GATT – 1947)
- From provisional agreement to International organizations – (WTO – 1 January 1995)
- From 23 to 164 Members



WTO: What is it?

An international Organization:

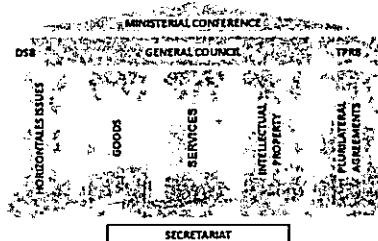
- Organization created by the Marrakesh Agreement
- *Sui generis* organisation (independent from the United Nation system)
- Replaces the GATT (created in 1947)

WTO: its objectives ?

WTO Objectives: GATT

- Raising standards of living
- Ensuring full employment
- Ensuring growth of real income and demand
- Expanding production and trade
- Sustainable development
- Protection of the environment

WTO: institutional structure



Basic Principles of the WTO

- (i) Most-Favoured-Nation Principle:
Treating all countries equally
- (ii) National treatment principle : Treating
foreign goods and local goods equally
- (iii) Freer trade gradually
- (iv) Transparency

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WTO LEGAL TEXT

Umbrella Agreement Establishing
the WTO

1. Basic Principles
2. Decision Making process
3. Accession
4. Amendment process
5. Waiver
6. Secretariat etc.

WTO LEGAL TEXT

1. Rules for Trade in Goods
2. Exception
3. Renegotiation
4. Basic Rules for other goods
related agreements

WTO LEGAL TEXT

Agreement on Agriculture

Rules for Agricultural Product
Mainly:

Market Access
Domestic Subsidy,
Export Competition

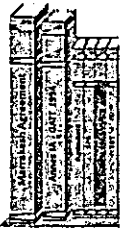
WTO LEGAL TEXT

Agreement on Sanitary and Phytosanitary Measures
Standard for human and animal health and plant life

WTO LEGAL TEXT

Textile and Clothing Agreement
Expired in 2005

WTO LEGAL TEXT



Agreement on Agreement on Technical Barriers to Trade

Conformity Assessment
Technical regulations
Labeling

WTO LEGAL TEXT



Agreement on Trade Related Investment Measures

Investment related General Rules
Priority on domestic inputs over imported raw materials
is prohibited

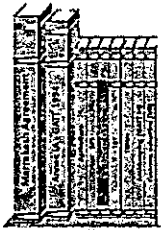
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Antidumping Agreement

Protection against unfair trade
Dumping
Injury to the domestic industry
Causal relation
Investigation Process

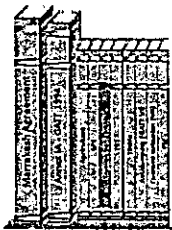
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Agreement on Customs Valuation

Customs valuation procedures
Minimum import or export price etc.

WTO LEGAL TEXT



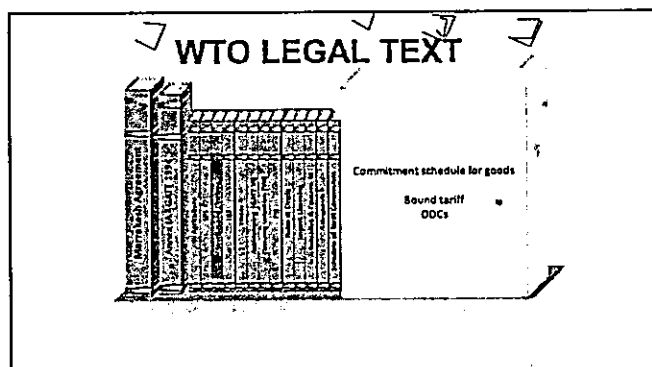
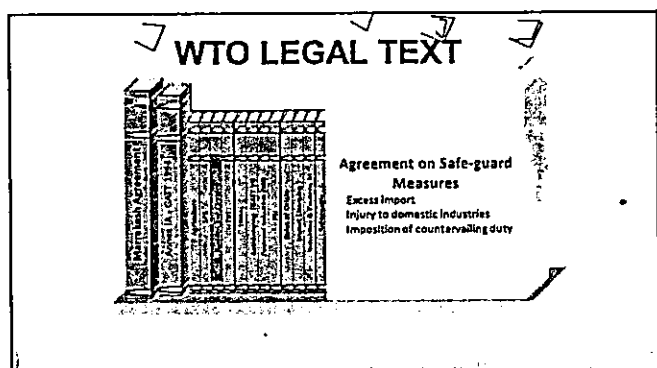
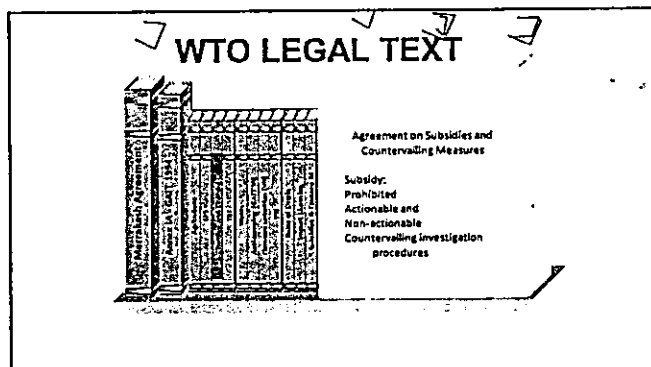
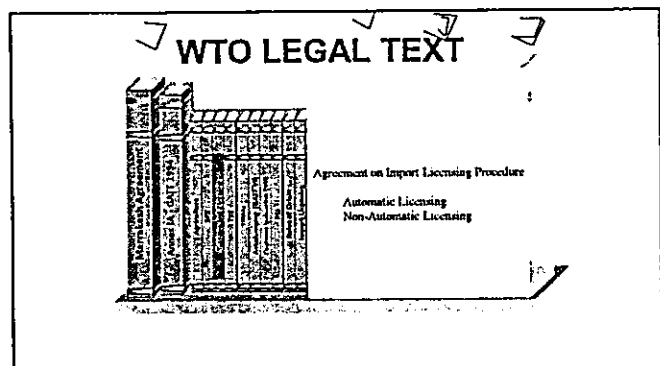
Agreement on Pre-shipment Investigation

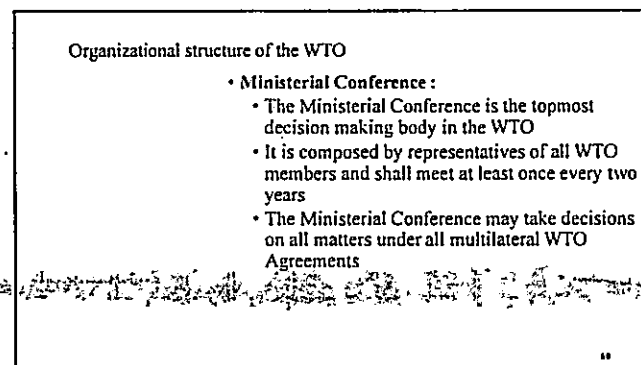
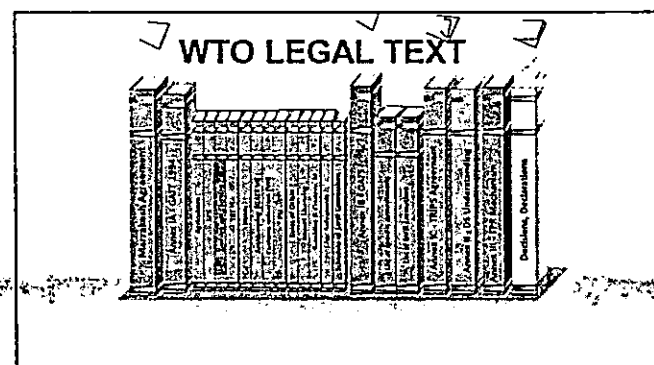
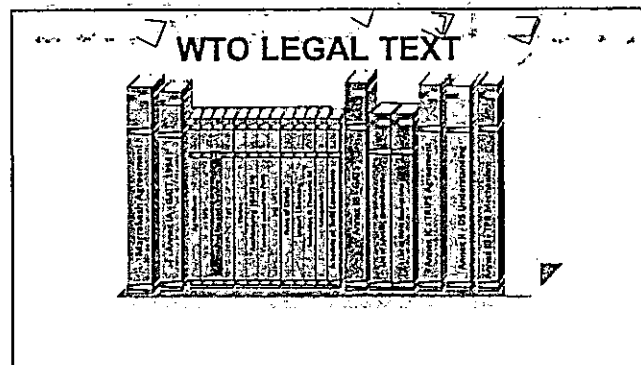
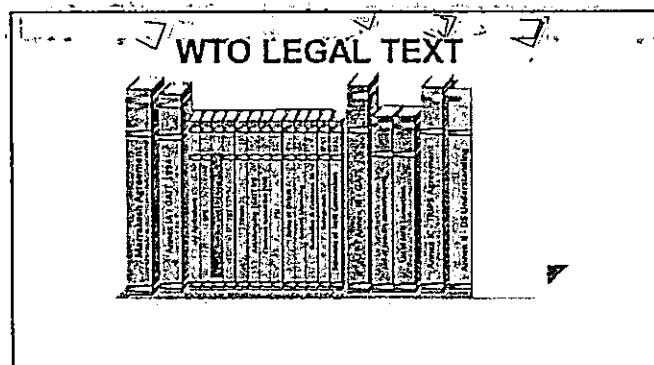
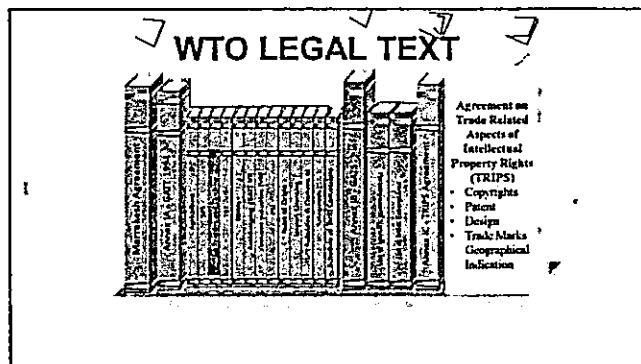
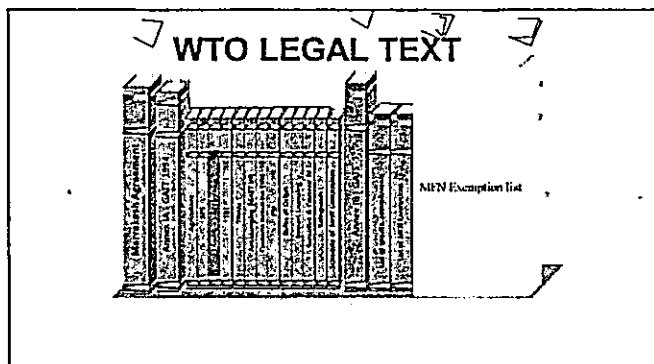
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Agreement on Rules of Origin

Non-preferential Rules of Origin



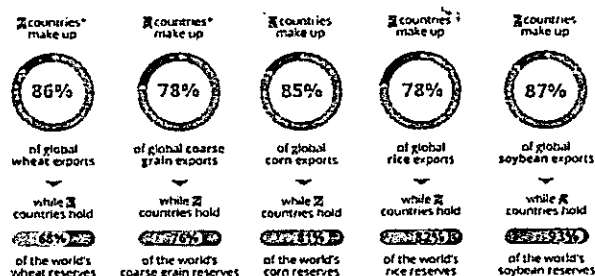


Organizational structure of the WTO

- **General Council:**
 - The second tier in the decision making structure of the WTO is the General Council, which is also formed by representatives from all Member Countries, usually Ambassadors and Permanent Representatives based in Geneva.
 - It adapts decisions on behalf of the Ministerial Conference on all WTO affairs when the Conference is not in session
 - It also meets as the Trade Policy Review Body (TPRB) and the Dispute Settlement Body (DSB)

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Global supplies & reserves: A concentrated market



What is Regional Trade Agreement (RTA) ?

RTA stands for Regional Trade Agreement. It is a type of trade agreement between two or more countries or regions that offers preferential access to each other's markets by reducing or eliminating tariffs, quotas, and other trade barriers.

In a RTA, members offer better trading terms than those offered to non-member countries..

The goal of a RTA is to increase trade and investment flows between member countries and to promote economic growth and development.

RTAs can take different forms, such as Free Trade Agreements (FTAs), Customs Unions, Common Markets, and Economic Unions, each with different levels of integration and varying degrees of economic cooperation.

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Different Forms of RTAs



- ✓ Reduction or elimination of tariffs
- ✓ Flexible rules of origin
- ✓ Reduced non-tariff barriers
- ✓ Dispute resolution
- ✓ Investment protection
- ✓ Intellectual property protection
- ✓ Examples: Bangladesh-Bhutan PTA.



PTA

Different Forms of RTAs



- ✓ Elimination of tariffs substantially
- ✓ Favourable rules of origin
- ✓ Reduced non-tariff barriers
- ✓ Dispute resolution
- ✓ Investment protection
- ✓ Intellectual property protection
- ✓ Examples: SAFTA



PTA

FTA

Different Forms of RTAs



- ✓ Elimination of internal tariffs
- ✓ Common external tariff (CET)
- ✓ Coordination of trade policies
- ✓ Limited freedom to negotiate trade deals
- ✓ Deeper economic integration
- ✓ Examples of customs unions include the Southern Common Market (Mercosur) and the Eurasian Economic Union (EAEU).



PTA

FTA

CUSTOMS UNION

Different Forms of RTAs

- ✓ Elimination of internal tariffs
- ✓ Common external tariff (CET)
- ✓ Free movement of goods, services, capital, and labor
- ✓ Coordination of trade policies
- ✓ Limited freedom to negotiate trade deals
- ✓ Deeper economic integration
- ✓ Examples: European Union (EU), Mercosur

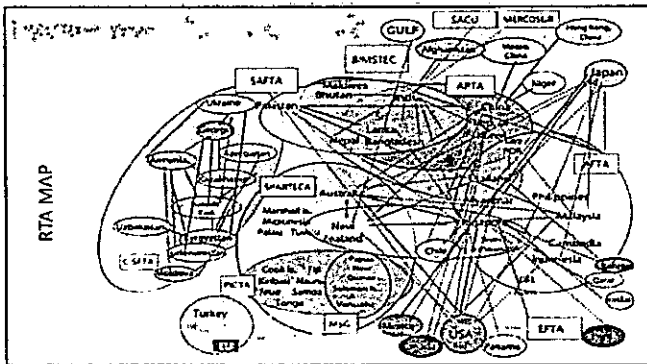
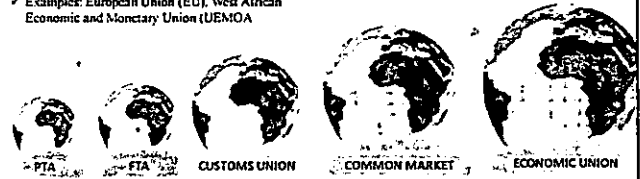
Common Trade Policy



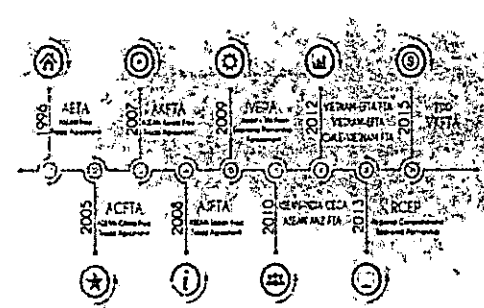
Different Forms of RTAs

- ✓ Elimination of internal tariffs
- ✓ Common external tariff (CET)
- ✓ Free movement of goods, services, capital, and labor
- ✓ Common trade policies
- ✓ Adoption of a common currency
- ✓ Harmonization of regulations and standards
- ✓ Deepest economic integration
- ✓ Examples: European Union (EU), West African Economic and Monetary Union (UEMOA)

Common Trade Policies



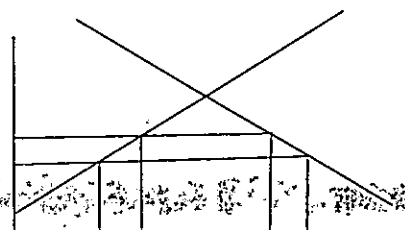
Main FTAs with Vietnam

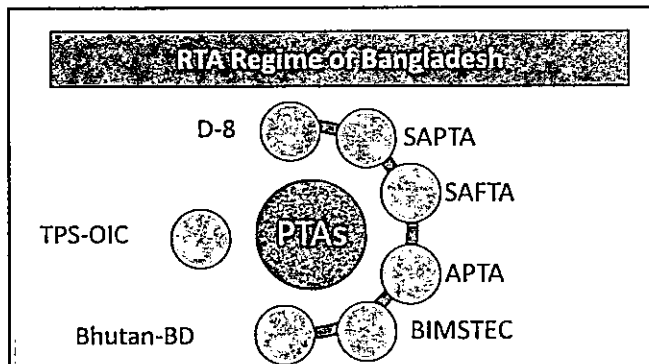
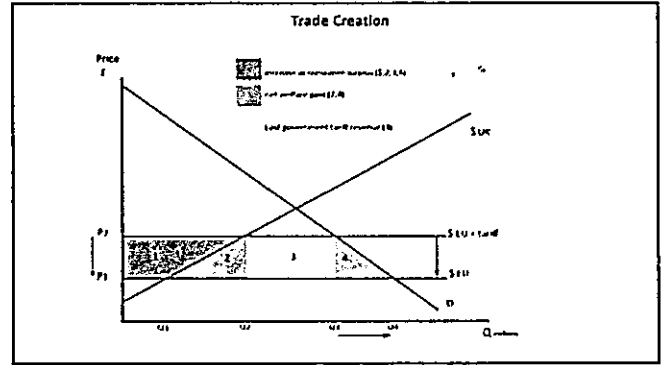
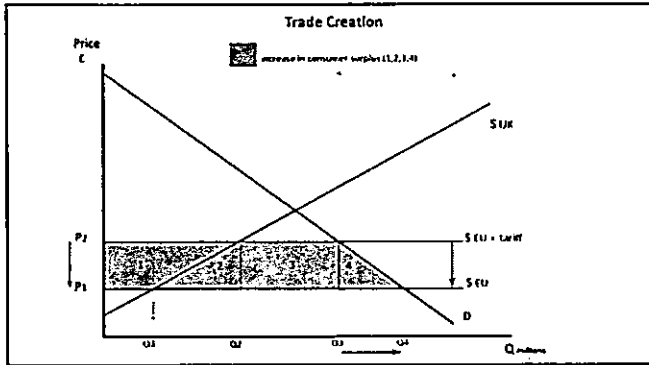


Benefits of RTAs

- Increased trade and investment flows
- Access to new markets and increased market share
- Improved productivity and competitiveness
- Enhanced political cooperation and stability

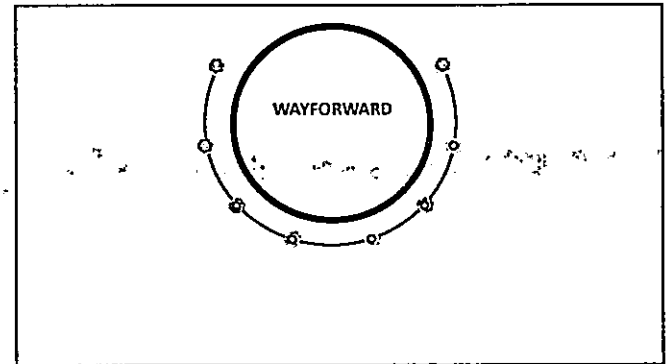
Trade Creation

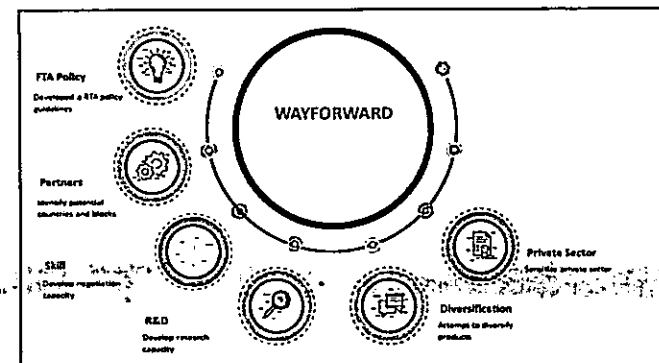
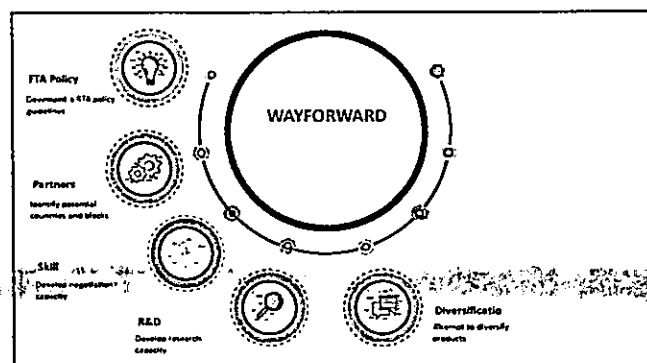
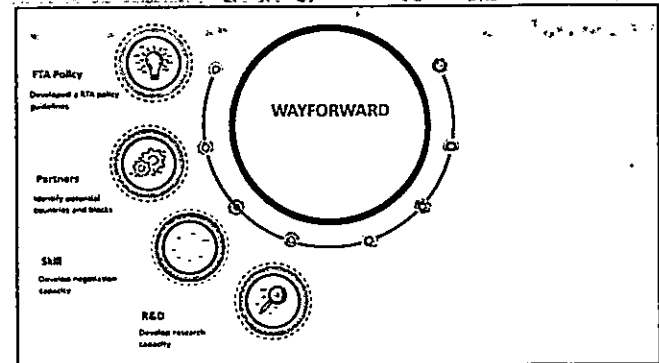
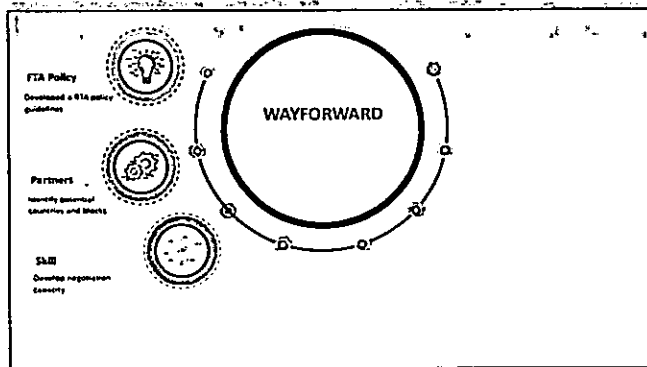
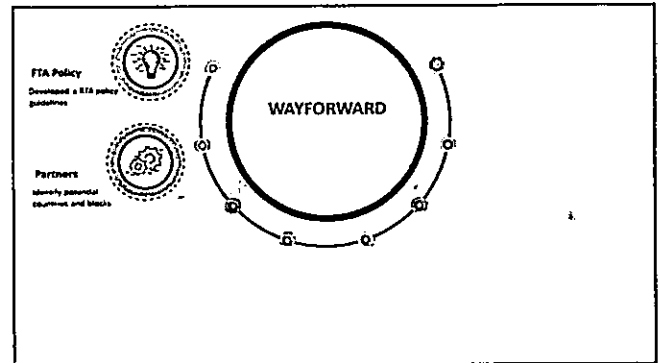
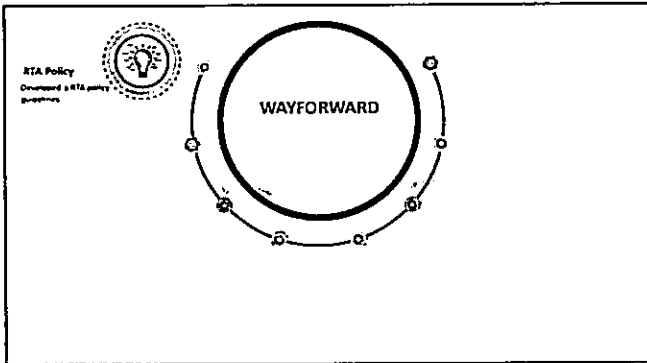


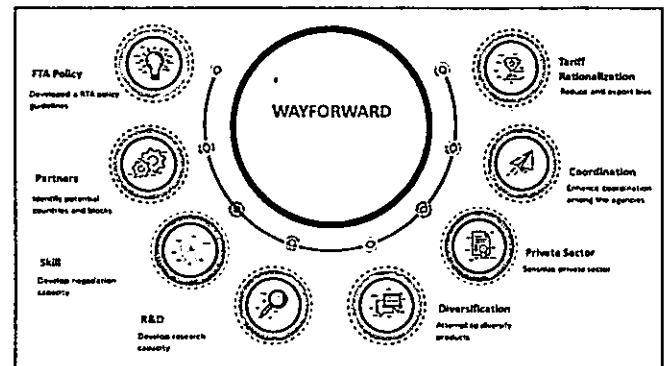
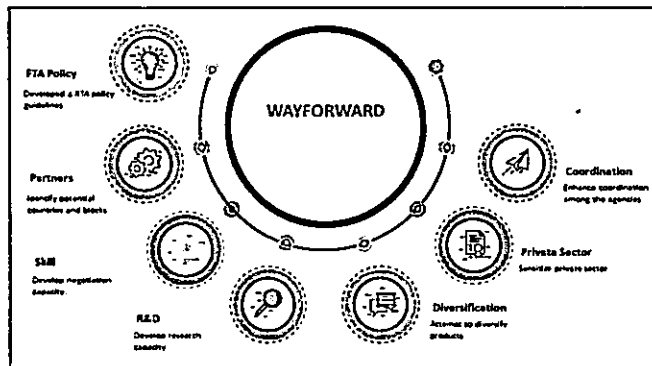


- Targeted RTAs of Bangladesh**
1. EPA with Japan
 2. CEPA with India
 3. CEPA with China
 4. Joining into RCEP
 5. PTA with Nepal
 6. PTA with Sri Lanka
 7. FTA with Malaysia
 8. EPA with Singapore
 9. FTA with ASEAN
 10. FTA with MERCUSOR
 11. FTA with Eurasian Economic Union

- Bangladesh: Challenges of RTAs Negotiation**
- Asymmetry with potential partners
 - Limited export diversification
 - Weak negotiating capacity
 - Sensitive sectors
 - Political economy considerations
 - Competition from other countries
 - Complex tax and tariff Regimes
 - Private sector influence
 - Anti export bias in the trade regime







Q & A

2026: Graduation may become effective
and
Bangladesh will no longer be in the LDCs list

Graduation from the LDC Status

What we will achieve through graduation ?

- ✓ Better Country Image
- ✓ Improve Credit Rating
- ✓ Attract FDI's
- ✓ Competitive Voice in Trade Negotiations
- ✓ Forced Capacity Building of the Private Sector
- ✓ Preparedness of the Public Sector
- ✓ Better Understanding of Trade Rules and Games
- ✓ More IP Protection and Encourage Innovation & Creativity

Challenging Issues:

Loss of International Support Measures(ISM):

1. Preferential Market Access for Goods with Flexible Rules of Origin
2. Preferential Market Access for Services
3. Transition Period for Intellectual Property Rights
4. Subsidy Entitlement
5. Other S&D treatment under the WTO
6. LDC Specific ODA
7. Technical Assistance &
8. Technology Transfer

Trade Negotiation

We negotiate since the beginning of the Human Race

Everybody is a negotiator:

- At Home
- Among Friends
- At Work
- With Ourselves



Negotiation...

- Everyone negotiates on a daily basis
- Negotiation is a skill, not a profession
- Vital personally and for organizations
- Negotiating ability is learned through experience and training
- Sometimes the stakes are high, sometimes not. Buying out a firm v what movie you decide to go to.

Discussion at Ease

- Describe to another, any personal, social, professional or academic contexts in which you have recently negotiated.
- What was it that made you define the activity as a negotiation?
- What occurred that made you view it as one?

Three Basic Types of Negotiation

1. Deal Making Negotiation Eg; purchase/sale house, car, washing machine.
2. Decision Making Negotiation When a mutually beneficial decision is sought. Eg; Negotiating who does what when job sharing.
3. Dispute-Resolution Negotiation when discussions have reached an impasse

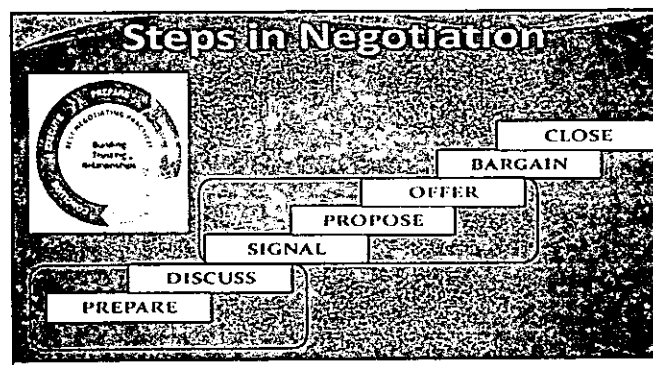
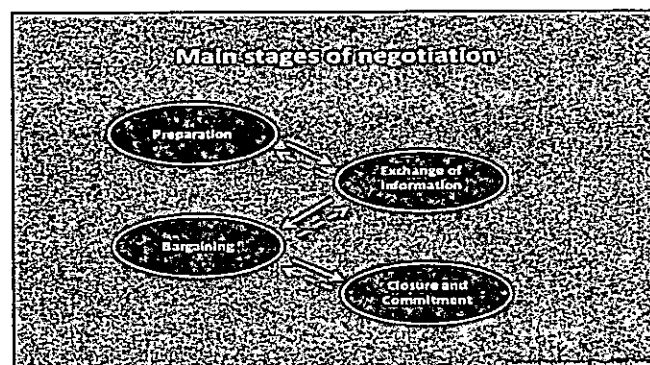
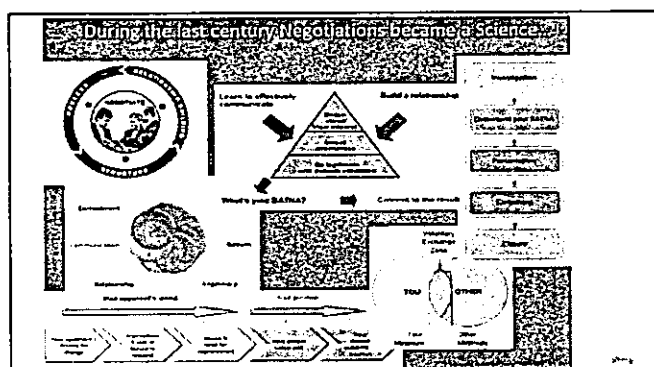
Negotiation Defined as...

"...a process where interested parties resolve disputes, agree upon causes of action, bargain for individual or collective advantage and or attempt to craft outcomes which serve their mutual interest" (Samina & Vinita, 2010, p. 26).

"Negotiation is a social interaction between two (or more) parties who provide arguments in an attempt to influence the other to accept their view regarding the value of a negotiated object" (Maaravi, Ganzach & Pazy, 2011, p. 245).

Negotiation is a process in which two or more people or groups share their concerns and interests to reach an agreement of mutual benefit (Fisher, Ury & Patton, 1991).

"Business negotiation is the solution to reach an agreement or to solve the disagreement. It is also a process of exchanging, discussing and even arguing about an issue" (Zhang 2013, p. 50-56).



Preparing for Negotiation

80% of time on preparation, 20% on actual negotiation (Thompson 2009, p.12).

Wachs (2012, p. 255) – "Most important step" in negotiation.

Planning your timing (Hynes 2008)

- Although people have personal differences, the consensus is that 11am is when individuals are at peak efficiency and so this is the best time to negotiate.
- The best time to seek a pay rise or flexi time would be just after an achievement has come to the attention of your boss.
- Elicit action before lunch or at the end of a meeting as people like a sense of accomplishment when they take a break.

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Consider territory in planning negotiation

(Eunson 2007, p. 68)

Your place

- Familiar, greater control, furniture and who sits where, breaks, access to support personnel, experts, authorisation, resources (to get agreements written up), can do personal work when not at the negotiating table

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Their place

- Can delay pleading necessity to consult
- Easier to walk out
- Chance to find out about them
- Unfamiliar, so higher stress (lower performance)
- Higher cost (travel, accommodation)

Other place

- More neutral

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For sensitive issues or where creativity is required....

- Change the environment, distinguish it from the regular discussions
- Provide for an informal atmosphere. A picturesque spot?

Port Douglas?



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Discuss

Reflect on a negotiation that was important to you. Where was it held? How do you think location played a part in the process and outcome of the negotiation?

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Positional bargaining (1)

SOFT position (win-win)	HARD position (win-lose)
Participants are friends	Participants are adversaries
The goal is agreement	The goal is victory
Make concessions to cultivate the relationship	Demand the concessions as a condition of the relationship
Be soft on the people and the problem	Be hard on the people and the problem
Trust others	Distrust others
Change your position easily	Dig in to your position
Make offers	Make threats
Disclose your bottom line	Mislead as to your bottom line
Accept one-sided losses to reach agreement	Demand one-sided gains as the price of agreement
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept
Insist on agreement	Insist on your position
Try to avoid a contest of will	Try to win a contest of will
Yield to pressure	Apply pressure

Positional bargaining (2)

Hard style of bargaining dominates a soft one. If the hard style bargainer insists on concessions while soft bargainer avoids confrontation, the negotiation ends in favor of the hard bargainer. The negotiation will produce an agreement, although it may not be a wise one. Arguing over positions endangers an ongoing relationship and is inefficient. In multiparty negotiations positional bargaining is even worse.



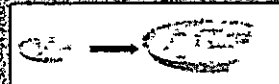
Integrative negotiation

Integrative negotiations tend to occur when the deal involves many financial and non-financial terms.

Parties cooperate to achieve maximum benefit by integrating their interests into an agreement.

This is also known as Win-Win negotiation. Both sides try to make the pie bigger.

There are many items and issues to be negotiated and the goal of each side is to create as much value as possible for itself and the other side.



Distributive vs. Integrative Negotiation

Characteristics	Distributive	Integrative
Outcome	Win-Lose	Win-Win
Motivation	Individual gain	Joint and individual gain
Interests	Opposite	Different but not always opposite
Relationships	Short-term	Short and Long-term
Issues Involved	Single	Multiple
Ability to make trade-offs	Not flexible	Flexible
Solution	Not creative	Creative

The Negotiator's dilemma: cooperate or compete?

David G. Bates and James C. Sebenius

	B Cooperates	B Competes
A Cooperates	Both cooperate. Both have a good outcome.	A cooperates. B competes. A has terrible outcome. B has good outcome.
A Competes	A competes. B cooperates. A has good outcome. B has terrible outcome.	Both compete. Both have mediocre outcome.



The Answer to Negotiator's dilemma: respond accordingly



In the real world, there is no purely distributive, integrative, or a mix of both. Every individual negotiator decides upon his/her style to which extent he/she wants or needs to be cooperative or competitive.

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Every individual negotiator decides upon his/her style to which extent he/she wants or needs to be cooperative or competitive.

Negotiation styles (1)

Competitor wants to win at any cost	Collaborator solves the problem of the other side expecting the same in return
Compromiser Problem solver comes with alternatives and makes the pie bigger	Accommodator gives concessions in order to maintain good relations
Avoider wants to be responsible and make decisions	

Concern for Relationship

Negotiation styles (2)

1- Competitor

Negotiators that exhibit this style are result-oriented, self-confident, assertive and focused primarily on the main goals. They have a tendency to impose their views upon the other party and, in the extreme, can become aggressive and dominating. This style is high in *Assertiveness* and low in *Cooperativeness*.



Negotiation styles (3)

2- Avoider

Negotiators that use this style are passive, prefer to avoid conflict, make attempts to withdraw from the situation or pass responsibility onto another party, and fail to show adequate concern or make an honest attempt to get to a solution. This style is both low in *Assertiveness* and low in *Cooperativeness*.



Negotiation styles (4)

3- Collaborator

Negotiators of this style use open and honest communication, focus on finding creative solutions that mutually satisfy both parties, are open to exploring new and novel solutions, and suggest many alternatives for consideration. This style is both high in *Assertiveness* and high in *Cooperativeness*.



Negotiation styles (5)

4- Accommodator

Negotiators that exhibit this style make attempts to maintain relationships with the other party, smooth over conflict, downplay differences, and are most concerned with satisfying the needs of the other party. This style is low in *Assertiveness* but high in *Cooperativeness*.



Negotiation styles (6)

5- Compromiser - Problem solver

Negotiators of this style aim to find the middle ground, come with different alternatives, often split the difference between positions, frequently engage in give and take trade-offs, and accept moderate satisfaction of both parties' needs. This style is both moderate in *Assertiveness* and moderate in *Cooperativeness*.

**Preparation**

- Identify the main goal of negotiation: yours and opponents
- Make necessary economic and financial calculations
- Prepare technical and other documentation
- Design your negotiating team and get the mandate to negotiate
- Prepare your position and best alternative (BATNA)
- Set the agenda for negotiations
- Gather and analyze information about your opponents



Preparation: practical aspects

- Inform your team about your goals, strategy and agenda. Discuss their roles in negotiation process.
- Offer opponents to negotiate at your territory.
- Propose to write down minutes of negotiations.
- Be the first to send draft agenda.
- Meet former employees, business partners or clients of your opponents.
- Invite your opponents to meet informally (dinner or lunch), beer or coffee prior to negotiations.
- Be the first to send them drafts of documents: contract, technical specification, samples etc.
- Offer your help to the other side: interpreter, driver, office, hotel reservation etc.
- Take time to relax and be ready to make decisions.



Exchange of information

Establish a rapport with the other side. Inform them of your own valuable information to the other side.

- Possible exchange of preliminary positions.
- Composition and authority of the teams.
- Final agenda of negotiations.
- Exchange of the draft documents.
- Practical arrangements: meeting room, refreshments etc.
- Informal meeting with the opponents: dinner, lunch, coffee prior to negotiations.



Team formation (1)

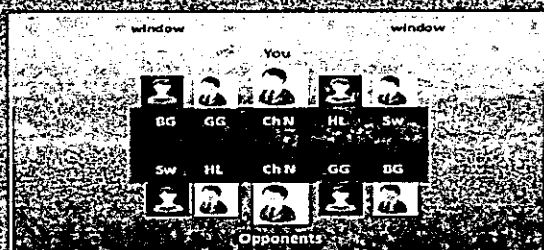
Members	Roles	Functions
Chief negotiator	Leader of the team, experienced, not necessarily the oldest	Makes decisions, gives instructions
Good guy	Everybody likes him	Agrees with opponents, makes a good impression, creates comfort in negotiations
Bad guy	Opposite to Good Guy. It's much easier to reach an agreement without him	Stops negotiations when necessary, reduces value of opponent's proposals, points out weaknesses of the other side
Hard liner	Serious, knowledgeable, makes the life of opponents difficult, his opinion is respected by everybody	Writes down the minutes, delays negotiations when needed, helps to take proposals back, strictly follows the agenda, observes
Sweeper	Accumulates all proposals, suggests overarching solutions	Does not allow the others to lose the track and forget the main goal, suggests the way out

Team formation (2)

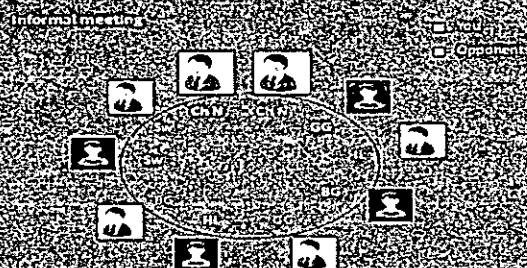


- Small and flexible.
- Knowledgeable and well informed.
- United team spirit.
- Resourceful and creative.
- All necessary areas well represented.
- Team members know their roles and functions.

Seating (4)



Seating (5)



Main principles of integrative negotiation

Roger Fisher, William Ury, *Getting to YES*



- 1. Separate the people from the problem
- 2. Focus on interests, not positions
- 3. Invent options for mutual gain
- 4. Use objective criteria

1. Separate the people from the problem

Don't let the problem become a person. Don't let the person become the problem.

1. Try to see the situation from your opponent's perspective
2. Don't deduce your opponent's intentions from your own fears
3. Avoid blaming your opponent for the problem
4. Discuss each other's perceptions
5. Seek opportunities to act inconsistently with your opponent's misperception
6. Give your opponent a stake in the outcome by making sure they participate in the negotiation process
7. Make your proposals consistent with the principles and self-image of your opponent
8. Recognize, understand and acknowledge emotions: theirs and yours
9. Don't react to emotional outbursts and allow to let off steam
10. Listen actively (and speak to be understood)
11. Speak about your self, not about them
12. Build a working relationship

2. Focus on interests, not positions

Focus on the interests behind the positions. Look for shared interests and common goals.

1. Behind opposed positions lie shared and compatible interests as well as conflicting ones
2. Identify the interests underlying each position
3. The most powerful interests are basic human needs: security, esteem, self-fulfillment, a sense of belonging, recognition, control over one's life
4. Give your interest and position first and your conclusions or proposals later
5. Look forward, not back. Instead of asking to justify what they did yesterday, ask who should do what tomorrow?
6. Be concrete but flexible. Think about options that meet your interests, then state the position
7. Be hard on the problem, soft on the people. Help the other side to solve their problems

3. Invent options for mutual gain

Think of many options before you decide on a solution. Look for mutual gain by identifying shared interests and matching differing interests.

1. Brainstorm: invent as many options as possible to reach an agreement
2. Broaden your options by the expertise and changed scope or focus of possible agreement
3. Look for mutual gain by identifying shared interests and matching differing interests
4. Make the opposite side decision maker part of the agreement from your counterpart perspective and involve him/her in designing the right solution. Invent first, decide later

4. Use objective criteria

Use objective criteria to resolve disputes. Find fair standards, market value, precedent, scientific judgment, technical requirements, etc.

1. Find fair standards: market value, precedent, scientific judgment, technical requirements, etc.
2. Follow fair procedures: reciprocity, majority, minority, consensus
3. Agree first on principles and then on positions. Search for objective criteria together
4. Never yield to pressure, only to principle

5. Main/conceptual instruments

- BATNA - Best Alternative to Negotiated Agreement
- Reservation price, walk-away price
- ZOPA - Zone of Possible Agreement
- Value creation through trade-offs
- Negotiating power



BATNA: Best Alternative to Negotiated Agreement

1. Invent a list of actions you might conceivably take if no agreement is reached.
2. Improve some of the promising ideas and convert them into practical alternatives.
3. Select one option that seems the best.

Don't mind if the opponent finds out about it. It protects them from overbidding. It shows the worst acceptable outcome. The bottom line inhibits imagination and creativity.

BATNA

The better your BATNA, the greater your power.

It gives you additional confidence in negotiations and you can negotiate on the merits.

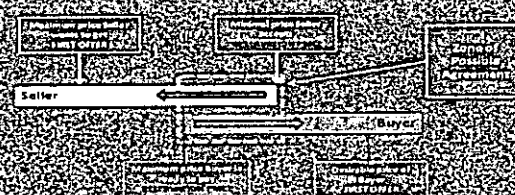
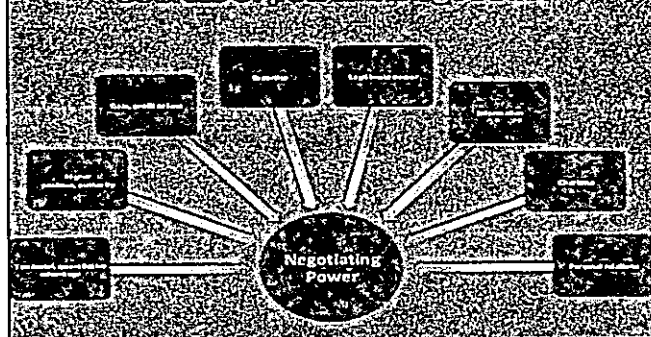
Identify and consider the other side's BATNA.

Knowing their alternatives, you can realistically estimate what you can expect from negotiations.

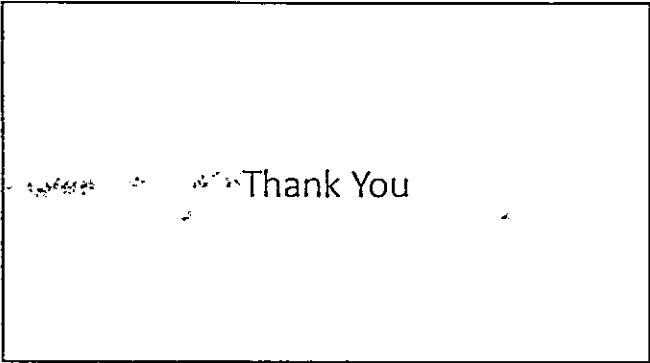
**Reservation Price**

The reservation price is the least favorable point at which one will accept a negotiated agreement.

For a seller, this means the least amount (minimum) or bottom line they would be prepared to accept, while for a buyer it would mean the most (maximum) or bottom line that they would be prepared to pay. It is also sometimes referred to as the walk-away price.

**ZOPA: Zone of Possible Agreement****Sources of power in negotiation****Negotiation in the WTO**

- Consensus Based Decision Making
- Single Undertaking
- Countries Negotiate as Groups Usually



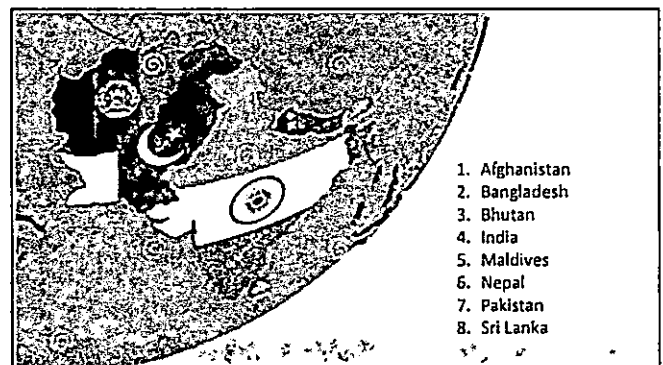
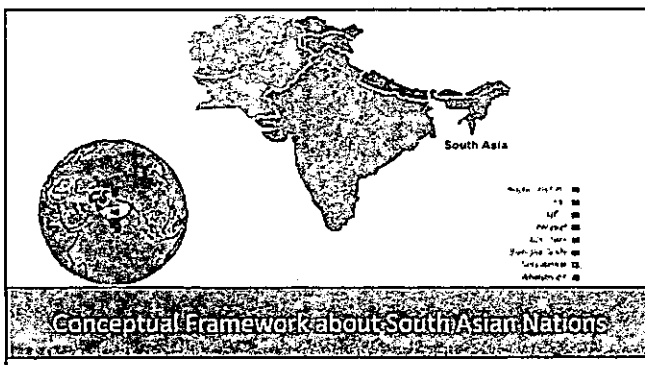
Regional Trade Scenario in South Asia and Lessons for Bangladesh

13 August 2024
BPTAC, Savar

MD. HAFIZUR RAHMAN
Member
Bangladesh Competition Commission
Former Director General, WTO Cell
Ministry of Commerce
hafiz_rahman@yahoo.com

Agenda Setting

- Conceptual Framework: South Asian Countries
- Partnering in the Region
- Geo-political Dimension in the Region
- Lessons for Bangladesh:
 - Possibilities of Partnering in the Region
 - Benefits and challenges of partnering
 - Negotiation Strategy for Regional Alignment in South Asia
 - Negotiation Strategy for Partnership in South Asia



Commonalities

South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions. Here are some of the prominent features of South Asian countries:

1. **Large population:** South Asia is home to one-fifth of the world's population, and its demographic dividend is a significant advantage for economic growth.
2. **Cultural diversity:** South Asian countries have rich cultural and linguistic diversity, with multiple religions, languages, and ethnic groups coexisting in the region.
3. **Agriculture-based economies:** Agriculture remains a dominant sector in many South Asian countries, with a significant portion of the population engaged in farming.
4. **Rapid urbanization:** The region is experiencing rapid urbanization, with cities growing at a fast pace, leading to the

Commonalities

South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions. Here are some of the prominent features of South Asian countries:

5. **Socioeconomic challenges:** South Asian countries face several socioeconomic challenges, including poverty, income inequality, gender discrimination, poor access to education, healthcare, and basic services.
6. **Political instability:** Political instability is a common feature in many South Asian countries, with frequent changes in government, civil unrest, and conflict affecting stability and development.
7. **High vulnerability to natural disasters:** South Asian countries are highly vulnerable to natural disasters such as floods, earthquakes, and cyclones, which can cause significant damage to infrastructure and human lives.
8. **Strategic location:** South Asia is located at a crossroads of major trade routes, and its strategic location has made it an important geostrategic and geopolitical region.

<https://www.youtube.com/watch?v=6bSmtIEg6rU>

<https://www.youtube.com/watch?v=9bU1pjiw9kk>

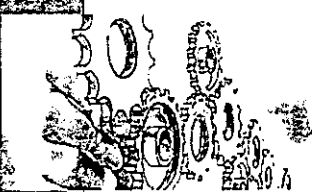
Geopolitical Situation of the Region



Geo-political Situation: The Aftermath of WWII

Major factors shaping the Geo-political boundaries

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. Rising Birth Rates
8. Climate Change Awareness
9. Migration Crisis
10. Brexit
11. COVID-19 Pandemic
12. Rise of Right Wing
13. Ukraine War, Pakistan, 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 China.



Geo-political Situation: Issues Affecting Bangladesh

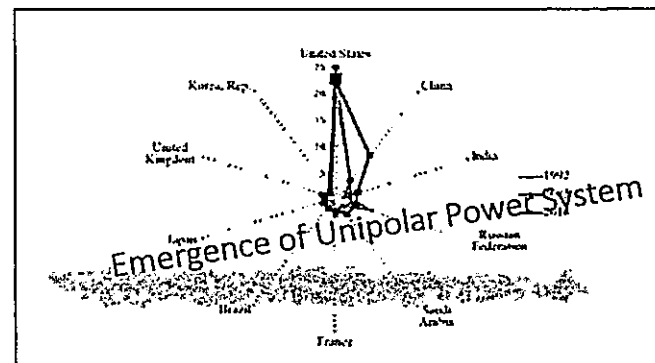
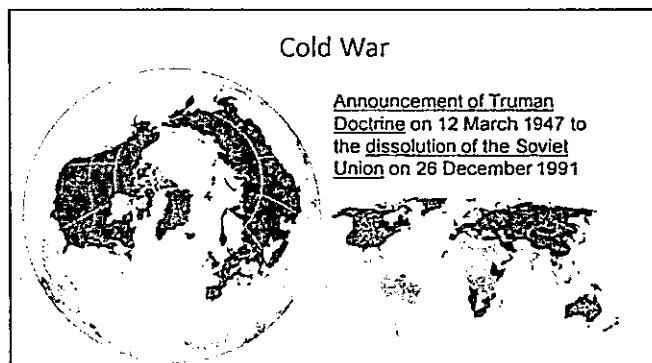
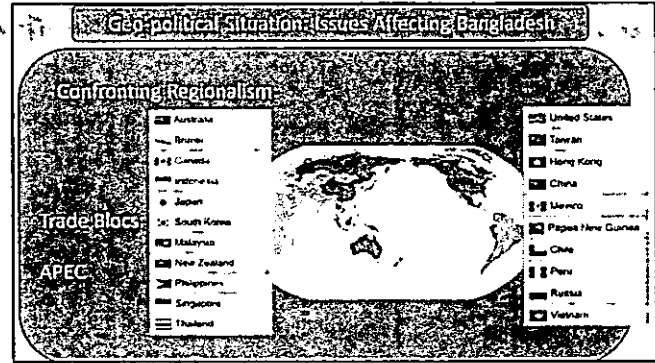
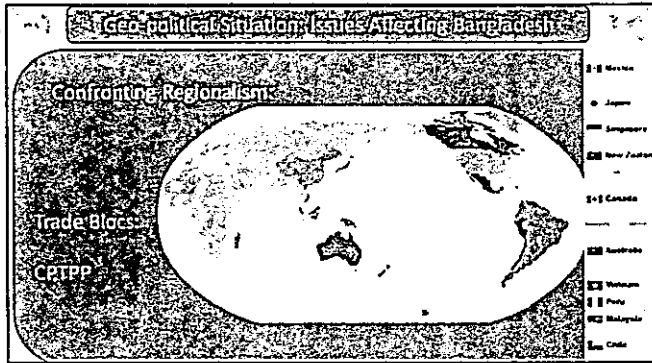
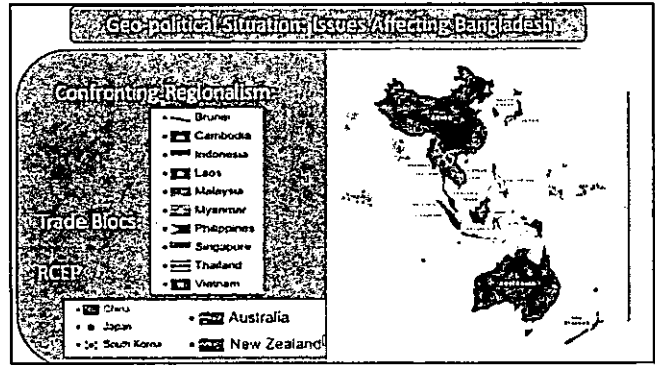
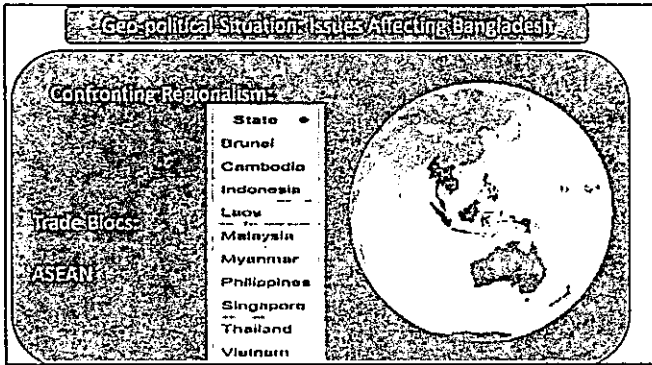
Confronting Regionalism

2. Indo-Pacific Economic Forum (IPEF), May 23 2022: Area, tax, anti-corruption, clean energy, and data and privacy

- Australia
- Brunei
- Fiji
- India (party opted out on the trade pillar)
- Indonesia
- Japan
- South Korea
- Malaysia
- New Zealand
- Philippines
- Singapore
- Thailand
- United States
- Vietnam

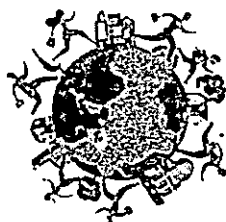


Writing the new rules for the 21st century economy - Joe Biden



Globalization Led to a Non-polar International System

numerous centers with
meaningful power



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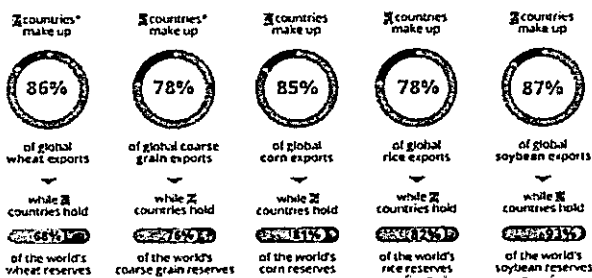
US-China Trade War COVID -19 Pandemic and Slowbalization

Ukraine War



- Significant changes have occurred in the global political and economic structure under the COVID-19 pandemic and geopolitical tensions.
- Countries have imposed sanctions on each other in the name of political and economic security.
- The global supply chain, industrial chain, and value chain system built up in the past decades has

Global supplies & reserves: A concentrated market



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?



Negotiation Strategy for Regional Alignment

Our constitution gives the right answer-

"Friendship to all, malice to none"

- Pressure should be absorbed patiently and tactfully though difficult
- Better not to show any inclination

Negotiation Strategy for Trade Integration

- Better to exploit the interest of the partner countries
- Integration into any trade bloc is less harmful than political alignment
- It would be better to integrate with trade blocs rather than individual economies
- ASEAN and RCEP may be the first option to join
- Revitalizing SAFTA may be a good option to strengthen regional cooperation and harmony.
- India and China may be considered simultaneously to trade agreements
- Major export destinations can be taken into active consideration for trade integration

Negotiation Strategy for Development Cooperation

- Should be cautious about selection of development partners so that excessive dependency does not take place
- Terms of development assistance must not be burdensome
- Development assistance should be properly aligned with National Development Plans
- Climate change effect and graduation from the LDC status must be kept in mind while negotiating with the development partners

Negotiation in the WTO

- Consensus based decision making
- Single undertaking: diminishing
- Marrakesh agreement: Decision making provisions
- Green room culture
- Group dynamics in the WTO

Negotiation in the WTO

Participation of Bangladesh: Future

- WTO Reform
- Role play as a developing country
- More active in the dispute settlement issues
- Legal way out of IPR and other trade policies

Challenges for Future Negotiators

- Need more research based decision support
- More expertise in WTO text and trade laws

Challenges of PTAs

Trade diversion

Loss of efficiency

Higher prices

Reduction in welfare

Potential for political tensions

To mitigate the negative effects of trade diversion, PTAs should be designed to minimize the distortion of trade patterns and promote trade with the most efficient trading partners, regardless of whether they are member or non-member countries. Additionally, PTAs should be designed to ensure that trade liberalization within the PTA does not undermine the multilateral trading system and non-discriminatory trade liberalization efforts.

Discrimination Against non-members

Tariff discrimination:

Member countries may reduce or eliminate tariffs on goods traded between themselves, while maintaining higher tariffs on goods traded with non-member countries.

Non-tariff barrier discrimination:

Member countries may establish common technical regulations, standards, and licensing requirements that are more favorable to each other than to non-member countries.

Investment discrimination:

Member countries may provide preferential treatment to investors from other member countries, while subjecting investors from non-member countries to more restrictive investment policies.

Intellectual property discrimination:

Member countries may provide stronger protection for intellectual property rights of their own citizens and companies than for citizens and companies of non-member countries.

Challenges of PTAs

➤ Complex and overlapping rules of origin

Some of the complexities of rules of origin include:

Product classification: Rules of origin often depend on the classification of the product being traded, which can be difficult to determine in some cases.

Value-added criteria: Rules of origin often require that a certain percentage of the value of the product be added in the member country in order for it to qualify for preferential treatment. This can be difficult to track and verify, particularly for complex supply chains.

Cumulation: Some PTAs allow for cumulation, which means that inputs from one member country can be counted towards the value-added requirement for a product made in another member country. This can be difficult to administer and verify.

Exceptions and derogations: Some PTAs allow for exceptions and derogations to the rules of origin in certain circumstances, such as for small and medium-sized enterprises or for products that are difficult to source locally. These exceptions can add to the complexity of the rules of origin.

➤ Inefficient allocation of resources

Distributional effects: Trade liberalization under a PTA can result in winners and losers within and across member countries.

Adjustment costs: Trade liberalization can require adjustments in resource allocation, such as the reallocation of labor and capital from less competitive sectors to more competitive sectors. These adjustments can be costly and may require significant resources to manage.

Coordination challenges: PTAs require coordination among member countries in areas such as trade policy, regulatory frameworks, and infrastructure development. This coordination can be challenging, particularly when member countries have different levels of development or competing priorities.

Capacity constraints: PTAs can require significant institutional and administrative capacity to implement effectively. Developing countries or countries with limited institutional capacity may face challenges in meeting the requirements of the PTA.

Incomplete integration: PTAs may not fully integrate member countries' economies, resulting in incomplete allocation of resources. For example, rules of origin requirements may limit the ability of businesses to source inputs from non-member countries, limiting the potential gains from trade liberalization.

Challenges of PTAs

➤ Loss of sovereignty

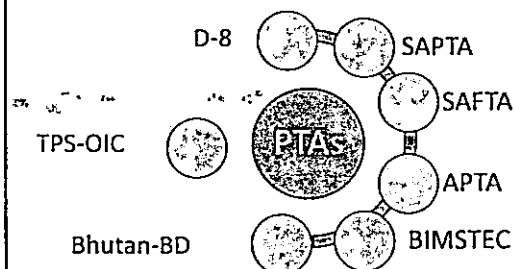
Supranational institutions: Many PTAs involve the creation of supranational institutions, such as dispute settlement bodies or regulatory bodies, that have the power to make decisions that are binding on member countries. This can limit the ability of individual member countries to make decisions on trade policy independently.

Harmonization of regulations: PTAs often require member countries to harmonize their regulations and standards, which can limit the ability of individual member countries to set their own standards and regulations. This can be particularly challenging for developing countries, which may lack the capacity to meet the regulatory requirements of the PTA.

Loss of policy autonomy: PTAs can limit the ability of member countries to pursue certain policies that may be seen as inconsistent with the goals of the PTA, such as subsidies for certain industries or restrictions on trade in certain products.

Investor-state dispute settlement: Some PTAs include provisions for investor-state dispute settlement, which allow foreign investors to challenge domestic regulations or policies that they believe harm their investments. This can limit the ability of member countries to regulate in the public interest.

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

Thank You

International Development Institutional Architecture, Foreign Aid and Development Paradigm

M Musharraf Hossain Bhuiyan
July 2024

Outline of Discussions

- International development, foreign aid and ODA
- The ideas of development and development paradigm
- Types of international development partners and forums
- Multilateral Partners: financial and economic
- The UN system: principal organs, UN agencies
- UN specialized agencies and related organizations
- Bretton Woods Institutions
- OECD and its role

Outline of Discussions (contd.)

- The emerging partners
- The Paris Declaration and its impact
- UN Conference on Financing and Development
- Sustainable Development Goals
- Major bilateral partners of Bangladesh
- Major issues pursued by development partners
- Dealing with development partners
- Dealing with emerging partners

International Development

- International development is about engaging with economically disadvantaged regions to empower people to improve their well-being and address the causes and effects of poverty.
- The concept is characterized by the idea that societies and countries have different levels of development and can be categorized accordingly.

Development Cooperation

Development cooperation, which is part of the wider international cooperation, is the activity that aims explicitly to support national or international development priorities, is not driven by profit, discriminates in favour of developing countries, and is based on cooperative relationships that seek to enhance developing country ownership. (ECOSOC, 2015)

Foreign Aid, External Resources, Development Assistance

- Foreign aid is the voluntary transfer of goods or services from the source countries and international organizations for the benefit of the recipient country or its population.
- The resources can take the form of grants or concessional loans or technical assistance.
- The most common type of foreign aid is the official development assistance (ODA).

Official Development Assistance (ODA)

- Official Development Assistance (ODA) is defined by the OECD's Development Assistance Committee (DAC) as government aid that promotes and specifically targets the economic development and welfare of developing countries. ODA includes grants, soft loans and technical assistance and excludes military aid.

Facts One Should Be Clear About Foreign Aid

- Foreign aid is not necessarily grant
- It is not just money that is transferred
- Aid meets multiple kind of needs
- Foreign aid is not given only to the governments
- The flow of external resources is limited
- Aid does not always produce expected results

The Utility of Foreign Aid

- Bridging the financing gap of the recipient country
- Transfer of knowledge and technology
- Facilitating international trade
- Enhancing foreign direct investment (FDI)
- Strengthening international relations
- Better facilities, higher income in the recipient country help expand the market of developed countries
- Global peace, security and development are inseparable

Criticisms Against Foreign Aid

- Availability of foreign aid may weaken the drive for domestic resource mobilization (DRM)
- Foreign aid is usually tied with hard conditionalities
- Donor countries may use it as an instrument to dictate the recipient countries' key policies
- Disproportionate emphasis on physical infrastructure often widens inequality in the society
- Critics in the donor countries find the use of aid as inefficient and wasteful, which feed the corrupt elite

The Idea of Development

- Development is a widely used term and its definitions vary
- It has multiple, interdependent dimensions, both quantitative and qualitative
- It involves economic growth as well as equity and justice
- In short, development is understood as progress towards complex goals such as the elimination of poverty, the provision for employment, the reduction of inequality and the guarantee for human rights and dignity (Reem Abulyada)

Different Paradigms of Development

- Basic needs paradigm, poverty reduction paradigm
- Inequality, shared prosperity and inclusive development paradigms
- Consumerism versus welfare paradigm
- Human development and social development paradigms
- Agriculture-industry interface paradigm
- Concentration versus decentralization paradigm
- Sustainable development paradigm, etc.

Types of International Development Partners and Forums

- International organizations
 - Inter-governmental organizations
 - International NGOs
- The UN System
 - Principal organs
 - Programmes/Funds/ExCom agencies
 - Related organizations
 - Specialized agencies

Types of International Development Partners and Forums (contd.)

- Multilateral Partners: Economic and Financial
 - International Financial Institutions (IFIs)
 - International economic organizations
 - Multilateral Development Banks (MDBs)
 - Regional Development Banks
- Bilateral Partners
- International Conventions/Conferences/Groups like G-7, G-20, BRICS, etc.

Multilateral Partners: Financial and Economic

- International Financial Institutions (IFIs), such as, the IMF
- International economic organizations like the Organization for Economic Co-operation and Development (OECD)
- Multilateral Development Banks (MDBs) like the World Bank Group
- Regional Development Banks like ADB, IDB, AIIB, NDB, EIB, OFID
- UN agencies like UNDP, UNICEF, UNFPA, WFP, UNCTAD, UNEP, UN Women
- Related organizations like the WTO
- Specialized agencies like FAO, IFAD, UNIDO, WHO, UNESCO

The United Nations (UN) System

Principal Organs

- General Assembly
- Security Council
- Economic and Social Council (ECOSOC)
- International Court of Justice
- Trusteeship Council (suspended operations in 1994)
- Secretariat

The United Nations System (contd.)

Important Committees

- Chief Executives Board for Coordination (CEB)
- First Committee (for international security)
- Second Committee (for economic and financial matters)
- Committee for Development Policy (CDP) under ECOSOC

Major UN Agencies Programmes and Funds

- United Nations Development Programme (UNDP)
- United Nations Children's Fund (UNICEF)
- United Nations Population Fund (UNFPA)
- World Food Programme (WFP)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Environment Programme (UNEP)
- United Nations High Commissioner for Refugees (UNHCR)

Major UN Agencies (contd.)

- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
- United Nations Human Rights Council (UNHRC) and Office of the High Commissioner for Human Rights
- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
- United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and other Regional Commissions

UN Specialized Agencies

- Food and Agriculture Organization (FAO)
- International Civil Aviation Organization (ICAO)
- International Fund for Agricultural Development (IFAD)
- International Labour Organization (ILO)
- International Maritime Organization (IMO)
- International Monetary Fund (IMF)

UN Specialized Agencies (contd.)

- International Telecommunication Union (ITU)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Industrial Development Organization (UNIDO)
- Universal Postal Union (UPU)
- World Bank Group (WBG)

UN Specialized Agencies (contd.)

- World Health Organization (WHO)
- World Intellectual Property Organization (WIPO)
- World Meteorological Organization (WMO)
- World Tourism Organization (UNWTO)

Related Organizations

- World Trade Organization (WTO)
- International Atomic Energy Agency (IAEA)
- International Organization for Migration (IOM)

Bretton Woods Institutions

- International Monetary Fund (IMF), 1944
- The World Bank Group
 - International Bank for Reconstruction and Development (IBRD), 1944
 - International Finance Corporation (IFC), 1956
 - International Development Association (IDA), 1960
 - International Centre for Settlement of Investment Disputes (ICSID), 1965
 - Multilateral Investment Guarantee Agency (MIGA), 1988

The World Bank Group

- Membership – 189
- Core mandate: Ending poverty, boosting shared prosperity in a sustainable manner
- Governance structure: Board of Governors (189 Governors); Board of Executive Directors (25 Executive Directors, 25 Alternates)
- Key services: IDA credit, blend finance, IBRD loan, technical assistance, advisory services, knowledge products)

Organization for Economic Cooperation and Development (OECD) and Its Role

- An intergovernmental organization to stimulate economic progress and world trade
- Members, currently 38, are generally high income countries with a very high Human Development Index (HDI) and regarded as developed countries
- Committed to democracy and market economy
- Platform to compare policy experiences, seek answer to common problems
- Formulates rules of the game regarding ODA

The Emerging Partners

Bilateral Partners

- China, particularly Exim Bank of China
- India, particularly Exim Bank of India
- Russian Federation

Multilateral Partners

- Asian Infrastructure Development Bank (AIIB)
- New Development Bank (NDB), aka BRICS Bank
- INGOs, Private Foundations

The Paris Declaration on Aid Effectiveness and Its Impact

- Adopted In 2005 by 100+ countries and International agencies; sponsored by OECD
- Main purpose: to improve the quality of assistance and its impact on development
- Principles of Paris Declaration: (1) Country ownership, (2) Donor alignment to country priorities and systems, (3) Harmonization of donor policies, (4) Managing for development results, (5) Mutual accountability

The Paris Declaration and Its Impact (contd.)

- Follow-up conferences: Accra Agenda for Action (AAA), 2008; Busan Partnership for Effective Development Cooperation (2011); Global Partnership for Effective Development Cooperation (GPEDC): Mexico City, 2014; Nairobi, 2016; New York, 2019

UN Conference on Financing for Development and AAAAA

- Domestic public resources
- Domestic and international private finance
- International development cooperation
- International-trade as an engine of development
- Debt and debt sustainability
- Addressing systemic issues
- Science, technology, innovation and capacity building

The Sustainable Development Goals (SDGs)



Major Bilateral Partners

- Japan International Cooperation Agency (JICA)
- Japan Bank for International Cooperation (JBIC)
- Foreign, Commonwealth and Development Office (FCDO), UK
- European Commission (EC) of the European Union (EU)
- United States Agency for International Development (USAID)
- United States Department of Agriculture (USDA)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) (Germany)
- Kreditanstalt für Wiederaufbau (KfW) (Germany)

Major Bilateral Partners (contd.)

- Canadian International Development Agency (CIDA)
- Australian Agency for International Development (AusAID)/DFAT
- Economic Development Cooperation Fund (EDCF) (South Korea)
- Korea International Cooperation Agency (KOICA) (South Korea)
- Swedish International Development Cooperation Agency (SIDA)
- Norwegian Agency for Development Cooperation (NORAD)
- Nordic Development Fund (NDF)

Major Bilateral Partners (contd.)

Non-OECD Partners

- Export-Import Bank of China
- Export-Import Bank of India
- Russian Federation
- Saudi Fund for Development (SFD)
- Kuwait Fund for Development (KFD)

International NGOs *Operational, Advocacy and Networking*

- International Committee of the Red Cross and Red Crescent Societies
- International Union for Conservation of Nature (IUCN)
- Amnesty International, Human Rights Watch
- CARE, Oxfam, BRAC, Greenpeace
- Save the Children, Doctors Without Borders
- World Wildlife Fund (WWF)
- Women for Women International

Major Issues Pursued by Development Partners

- Climate change/environmental protection
- Gender/women empowerment
- Child rights, child labour
- Labor rights/working conditions
- Protection of disadvantaged groups

Major Issues Pursued by Development Partners (contd.)

- Human rights
- Inclusion in finance and development
- Financial and macroeconomic stability
- Debt sustainability

Dealing With Development Partners

- Deepen knowledge about GoB structure, process, policies and priorities
- Know the development partners' mandate, structure, process, policies, priorities and accountability mechanism
- Find the common ground and identify the shared goals
- Bring all country stakeholders on the same page

Dealing With Development Partners (contd.)

- Avoid overlaps, and bridge the gaps to facilitate coordination among external partners
- Gather adequate information and expert knowledge on the subject/issue of negotiations
- Note that negotiation aims at reaching agreement or building consensus

Dealing With Emerging Partners

- Emerging partners provide opportunities for additional resources, help bridge financing gap, and reduce dependence on traditional partners
- Non-OECD partners are usually soft on governance terms and relatively hard on financing terms (such as, higher interest rate, shorter grace period and shorter repayment period)
- New partners mostly support infrastructure and hardly the social sector

Dealing With Emerging Partners (contd.)

- Exim Bank loans are generally tied, limiting open competition, leading to higher project cost
- Inadequate feasibility study, inflated cost estimates, and lax monitoring may lead to non-priority, non-viable projects
- For these loans, negotiation of commercial contract is critically important

Before We Conclude

Money must serve, not rule. Money does not have a neutral value but acquire value according to the aim and the circumstances in which it is used.

- Pope Francis

Module:11

Communication

Competency

The Art of Public Speaking



Aminul Islam Khan
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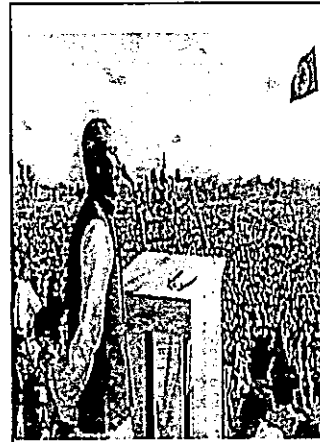
Learning objectives:

- What is Public speaking?
- Public speaking & conversation
- The means of persuasion
- Components of public speaking
- Types of speeches
- Importance of public speaking
- Becoming a better public speaker



What is Public speaking?

Public speaking is a way of influencing others

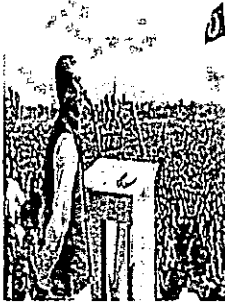


Bongobandhu started with the lines, "Today, I appeared before you with a heavy heart. You know everything and understand as well. We tried with our lives. But the painful matter is that today, in Dhaka, Chattogram, Khulna, Rajshahi and Rangpur, the streets are dyed red with the blood of our brethren. Today the people of Bengal want freedom, the people of Bengal want to survive, the people of Bengal want to have their rights. What wrong did we do?"

He mentioned four conditions for joining the National Assembly on 25 March:
The immediate lifting of martial law;
The immediate withdrawal of all military personnel to their barracks;
The immediate transfer of power to elected representatives of the people;
A proper inquiry into the loss of life during the conflict.

He also gave several directives for a civil disobedience movement, instructing that:

- People should not pay taxes;
- Government servants should take orders only from him;
- The secretariat, government and semi-government offices, and courts in East Pakistan should observe strikes, with necessary exemptions announced from time to time;
- Only local and inter-district telephone lines should function;
- Railways and ports could continue to function, but their workers should not co-operate if they were used to repress the people of East Pakistan.



The speech lasted about 19 minutes and concluded with, "Our struggle, this time, is a struggle for our freedom. Our struggle, this time, is a struggle for our independence. Joy Bangla!"



Art of Public speaking

Public speaking is defined as "the process of speaking to a group of people in a structured, deliberate manner intended to inform, influence or entertain the audiences".



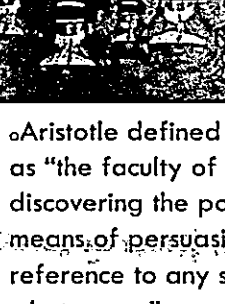
Art of Public speaking

Conversation is "is a form of interactive, spontaneous communication among two or more people."



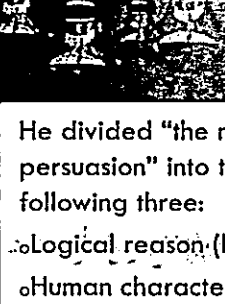
Art of Public speaking

Both public speaking and conversation involve speakers and audiences exchanging messages.



Art of Public speaking

Aristotle defined rhetoric as "the faculty of discovering the possible means of persuasion in reference to any subject whatsoever."

Art of Public speaking

He divided "the means of persuasion" into the following three:

- Logical reason (logos);
- Human character (ethos);
- Emotional appeal (pathos);





Components of public speaking ;

- The speaker.
- The message.
- The audience or receiver.
- The channel.
- Feedback.
- Noise.
- The place or situation.




The speaker

- Motivation and passion
- Credibility as a speaker
- Style and personality to communicate knowledge and ideas.




The speaker

- Motivation and passion
- Credibility as a speaker
- Style and personality to communicate knowledge and ideas.




The message

The verbal component can be analyzed in three basic elements:

- Content.
- Style.
- Structure.




The audience

◦A professional speaker should analyze his listeners before the speech and decide how to present his ideas.

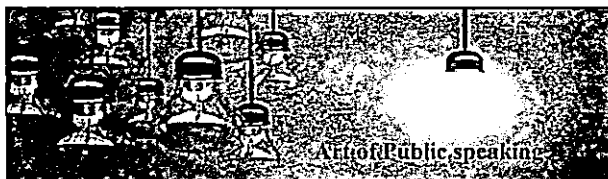



The message

The verbal component can be analyzed in three basic elements:

- Content.
- Style.
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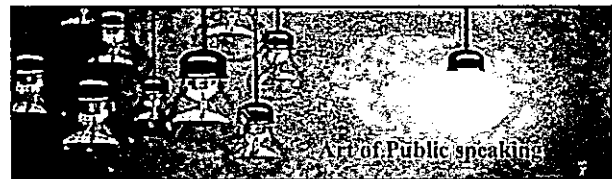




The channel

The nonverbal channel includes:

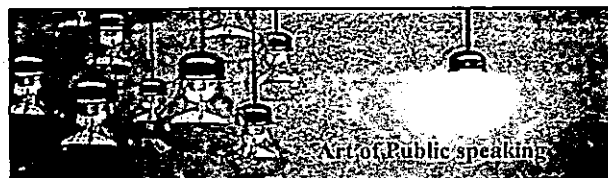
- Gestures
- Facial expressions
- Body's movement
- Physical posture

The channel

The visual channel includes:

- Diagrams
- Drawings
- Graphics
- Photographs
- Videos
- Objects

The channel

The auditory channel include;

- Tone of voice
- Variations in voice volume
- Tapes, CDS or audio materials




The Feedback

◦ Feedback is the process through which the speaker receives a response or information from the audience that has heard the message




Noise

There are two types of noise that a speaker should know:

- External noise and
- Internal noise.

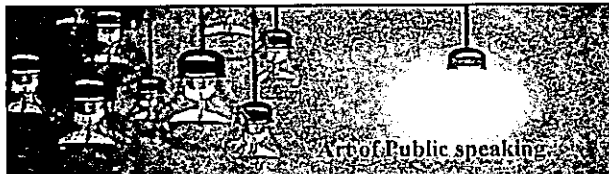
Use more than one communication channel (verbal and nonverbal).




The speaker

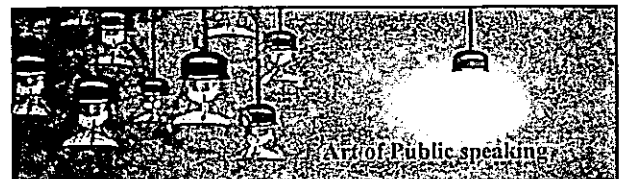
- Motivation and passion
- Credibility as a speaker
- Style and personality to communicate knowledge and ideas.



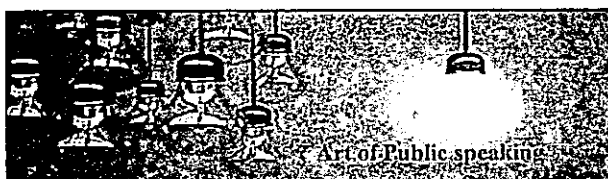


The place or situation

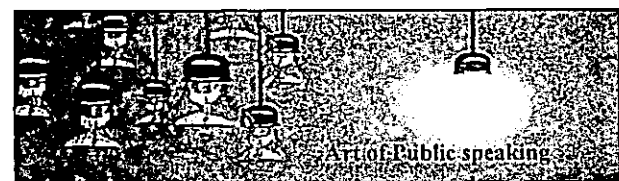
- The place where a speech is delivered may be one of the most critical elements for the success of a presentation

- Oratory
- The use of gestures
- Control of the voice (inflection)
- Vocabulary, register, word choice
- Speaking notes, pitches
- Using humor

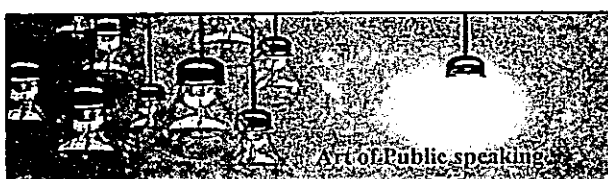


- Developing relationship with the audience
- Show of Hands Method
- Extemporaneous and Enthusiastic Delivery
- Effective Introduction
- Efforts to Reach Hearts
- Effective use of questions



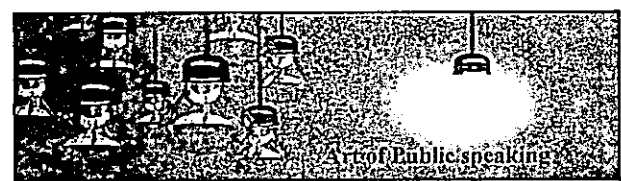
The importance of Public speaking

- Good public speaking skills are important
- Being a good public speaker can enhance your reputation, boost your self confidence, and open up countless opportunities
- You can influence others for social welfare



Becoming a better Public speaker

- Nervousness Is Normal. Practice and Prepare!
- Know Your Audience. Your Speech Is About Them, Not You.
- Organize Your Material in the Most Effective Manner to Attain Your Purpose.
- Watch for Feedback and Adapt to It.
- Use Audiovisual Aids Wisely.



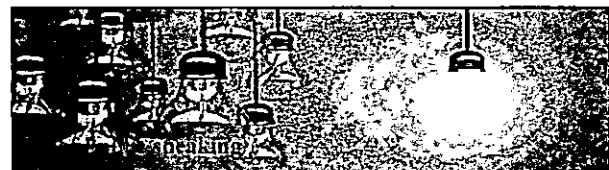
- Let Your Personality Come Through.
- Use Humor, Tell Stories, and Use Effective Language.
- Don't Read Unless You Have to. Work from an Outline.
- Use Your Voice and Hands Effectively. Omit Nervous Gestures.
- Grab Attention at the Beginning, and Close with a Dynamic End.



Art of Public speaking

Becoming a better Public speaker

- Pay attention to body language
- Cope with nerves & focus positively
- It must be simple & short
- Watch recording of your speeches



Thanks



khan.aminulislam@gmail.com

You can also follow me:






146th ACAD Course, BPATC, DHaka

Presentation skills

A session by Jamil Ahmed
Tasnim Zaman: Lesson Plan

Things to do

- Discuss bad presentation techniques
- Discuss good presentation techniques
- Structuring and planning a presentation

What we should not do?

- Watch the video
<https://youtu.be/FEPUU8QLI>
- What's wrong with the presentation techniques used?
- Discuss in pairs.



What we should not do?

- Be unprepared for the presentation
- Read from PowerPoint
- Look bored
- Avoid eye contact
- Negative body language



What makes a good presentation?

Presenting confidently

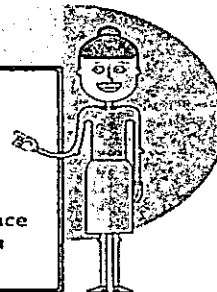


- ☐ Plan your presentation
- ☐ Practise - video yourself and Time it!
- ☐ Breathing techniques
- ☐ Confident body language / Enthusiasm
- ☐ Use cue cards
- ☐ Arrive early
- ☐ Bring water
- ☐ Use visual aids/ handouts
- ☐ Prepare points for discussion

Remember

You do not
appear as
nervous as
you feel!

Your audience
support you



Introduction

- Match the steps with the descriptions

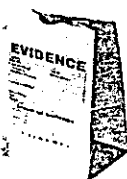
Introduction

Step	Description
Step 1: Manage the Participants' Attention	• Present what will be covered • This is the potential content on the part of the participants
Step 2: Highlight the Objectives and Goals	• Describe the end result of the presentation (all the participants should learn and be able to do at the end of the presentation) • Highlight how the knowledge or skill being presented will be of interest to them
Step 3: Build credibility	• Describe your background, experience, past sources of information, and any awards you have won in the subject matter
Step 4: Introduce yourself and participants	• Briefly introduce yourself to the audience (describe your role, experience, and other relevant information). Provide the same type of information when you introduce a guest speaker • If the group is small and the participants are acquainted with each other, ask the participants to briefly introduce themselves to the group
Step 5: Discuss Logistics of event	• Describe specific logistical information relevant to the presentation (for example, materials to be distributed and the scheduled duration of the event)

Information in Body

Presenting academically

- ☐ Present your argument and provide evidence
- ☐ Reference quotes, ideas, data, images
- ☐ Include bibliography as your last slide
- ☐ Include references on all hand-outs
- ☐ Be critical when selecting your materials
- ☐ Include different viewpoints (to avoid bias)
- ☐ Use appropriate (academic) language throughout
- ☐ Check assessment criteria



True/False

- Speaking fast means speaking fluent.
- Use sounds like "umm", "haaa" to kill time.
- Using sign-posting phrases such as "First of all, after that..." is bad for presentation.
- Reading from cue-card is not good.
- Content of a presentation is important.
- It's important to wear fashionable clothes.

Last but not the least..

Notes	Description
1. Make a list of all your notes	• Organize your notes into a list of all your notes
2. Prioritize	• It is a list of your priorities • Make the points you want to say in a list of priorities • Organize all notes
3. Identify the main points	• Forgive the participant's network to make sure that they clearly understand the main points of your presentation
4. Develop the main points	• Ensure that each point is clear to have a particular point of view. You do not have to agree with the points you are making. The goal is to understand the participant's view, and to get agreement on what is being said.
5. Repeat the main points	• Make sure you are not just repeating the same points over and over again • Repeat your points in a way that is clear and easy to understand
6. Address the group	• Repeat your points in a way that is clear and easy to understand • Address the fact that not everyone will agree with you • Make your points in a way that is clear and easy to understand
7. Check that the questions have been answered	• Ask the participants if the questions have been adequately explained and answered to the point of view

Module:12

Fitness and Well-being

Occupational Health Hazard and its Management

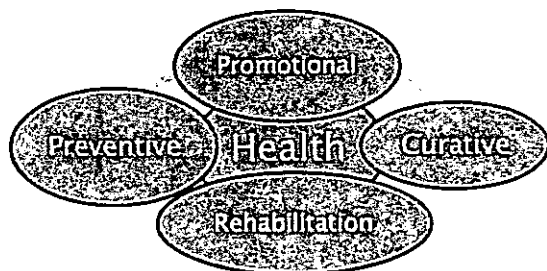
Ratan Kumar Das

BScPT (CRP-DU), MScPT (CRP-DU)
MPH (ASAUB), PGD in sports Science (BKSP)
Diploma in Orthopedics Medicine (Cyrilax)
Physiotherapist – BPATC
Email: physio.ratandas@gmail.com Mobile: 01911-574514

Objectives

- ❖ To build up basic understanding about Musculoskeletal problems that related to work.
- ❖ Basic understanding about Low Back Pain (LBP) – Treatment & Prevention.
- ❖ Basic understanding about Physiotherapy

Modern Health Care System



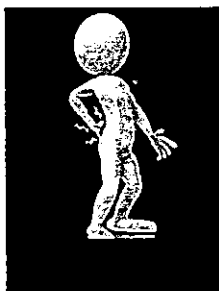
Occupational Pain

Occupational pain are a group of painful disorders of muscles, tendons and nerves of body. Work activities which are frequent and repetitive which may be painful during work or at rest.

Simply this is work related Musculoskeletal pain.

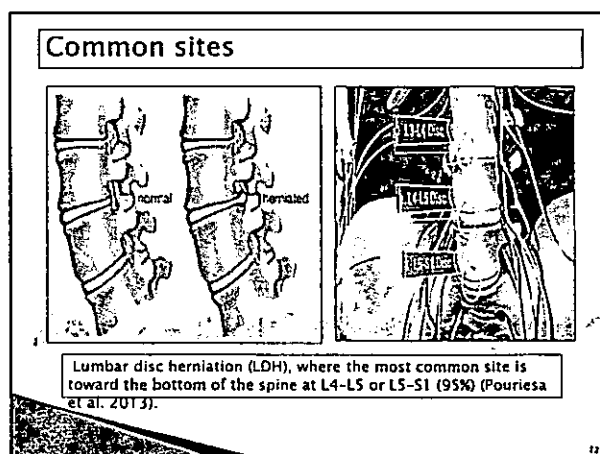
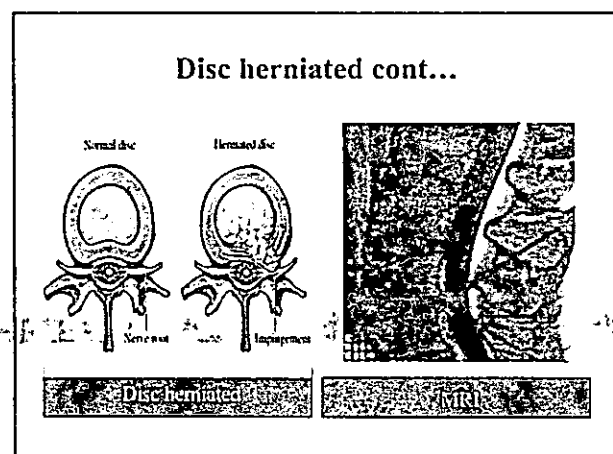
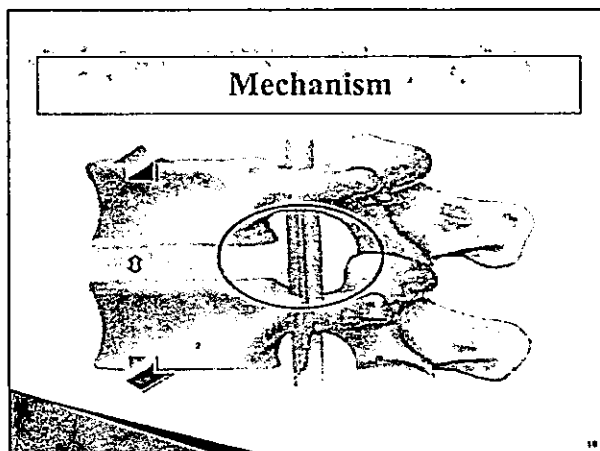
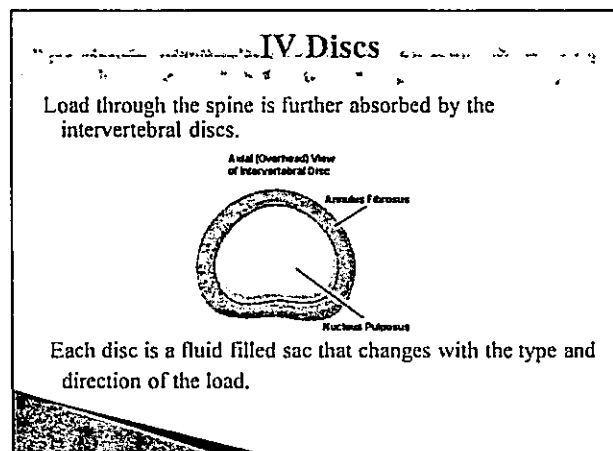
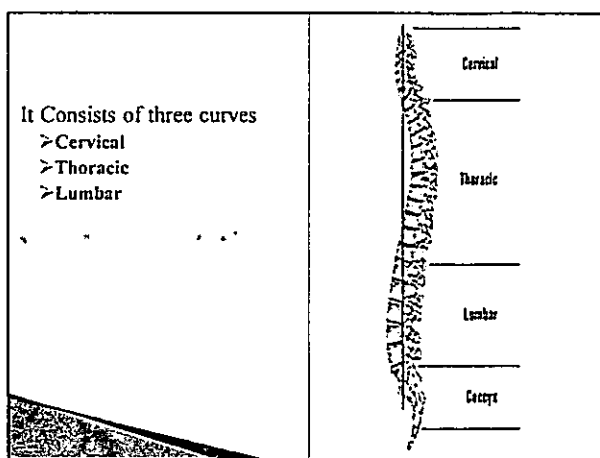
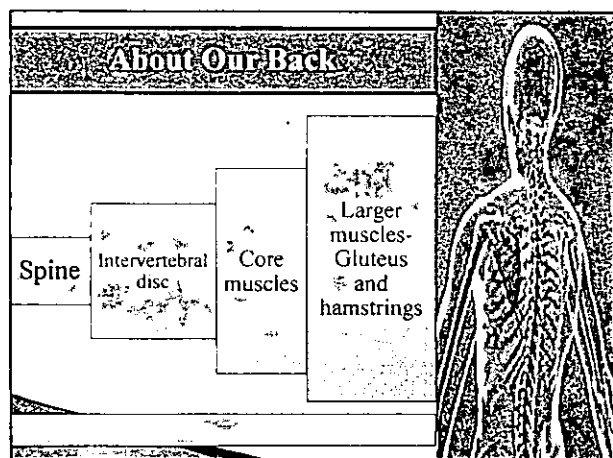
Example: Back Pain, Shoulder pain, Knee pain, Elbow pain & Sports injury etc.

Low Back Pain

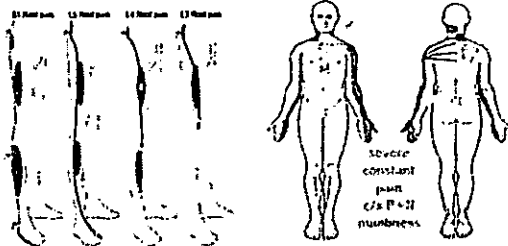


Prevalence

- ▶ 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)



Referred pain

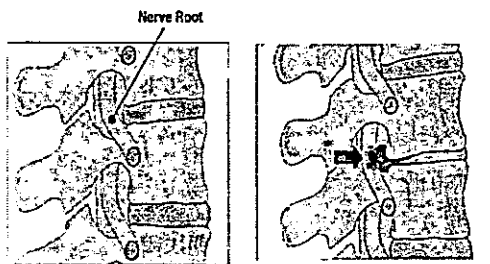


Back Pain

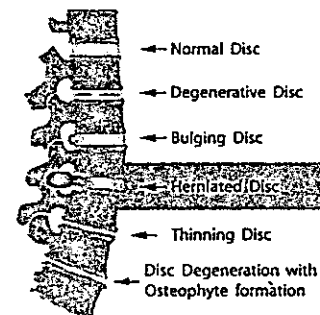
Sign and symptom:

- > Pain on neck or lower back
- > Pain may be central or radiate to limbs
- > Parasthesia may present
- > Increase pain by movement
- > Decrease sensation and muscle power of affected limbs.

Herniated / Bulging Disc or PLID



Kind of normal and abnormal disc



Continue.....

Sciatic nerve impingement, also called sciatica, is common for people who sit for prolonged periods of time. The sciatic nerve runs from your lower back down the back of your leg and into to your feet. Swelling in certain muscles in the buttocks can put pressure on the sciatic nerve, causing pain down the leg.

Common Injuries of the Back

Strains and sprains are damage to the tendons and ligaments caused by one time exertions such as lifting or carrying heavy objects.

These can lead to very noticeable back pain, but the pain usually begins to subside within a few days

Risk factors

□ Patient-Related Risk Factors

- Age
- Sex
- Physical Fitness
- Posture
- Spine Mobility
- Muscle Strength

Risk factors cont..

□ Occupational Risk Factors

- Lifting
- Pulling and Pushing
- Twisting
- Slipping
- Prolong time Sitting & standing work
- Vibration

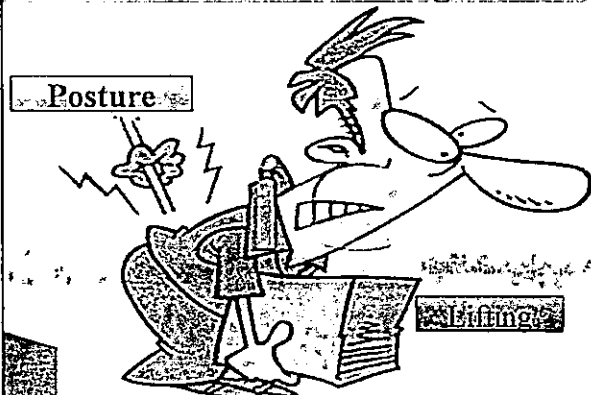
Treatment: Physiotherapy



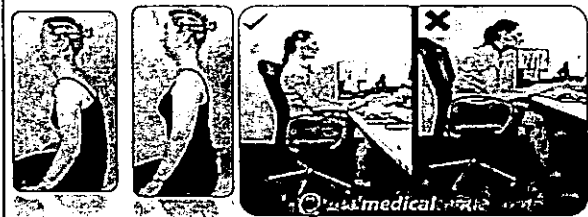
LBP-Prevention



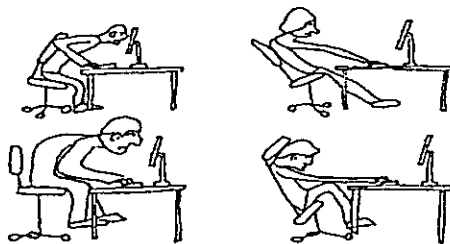
Posture And Lifting



Maintain good posture



Avoid bad posture



BAD POSTURE (EXAMPLES OF)

Appropriate sitting in the chair

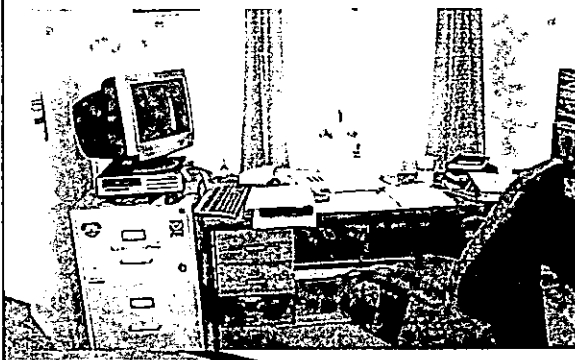


Slump/slouch

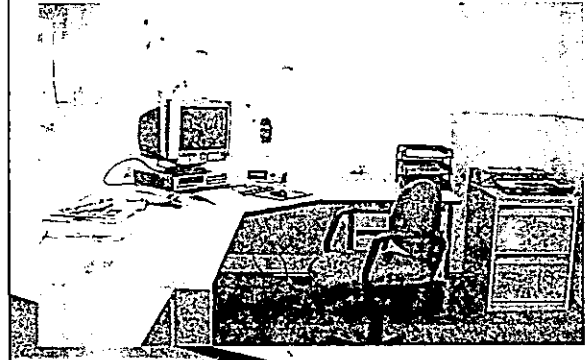
forced upright

poised/relaxed

Poor Workstation Layout

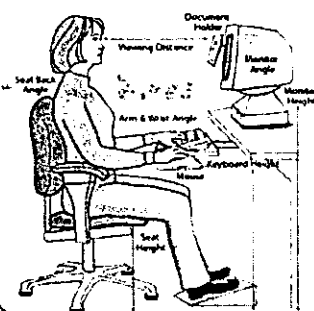


Good Workstation Layout



Safe desk work

Components of a Comfortable Workstation



- Eye level straight
- Neck upright
- Backrest of the chair to support the back
- Elbows are bent at approximately 90°
- Hip slightly forward tilted
- Knees are bent at approximately 90°
- Legs are bent at approximately 90°
- Feet flat to the surface

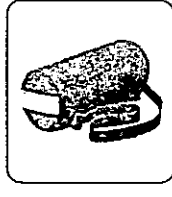
Prevention of back pain

- Do Intermittent Work – every 30 min change postural position for 3-5 min.
- Use Lumbar roll and back rest.
- Modify office desk

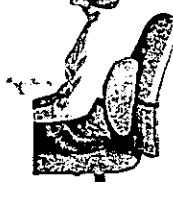
Back care supportive equipment



A good chair

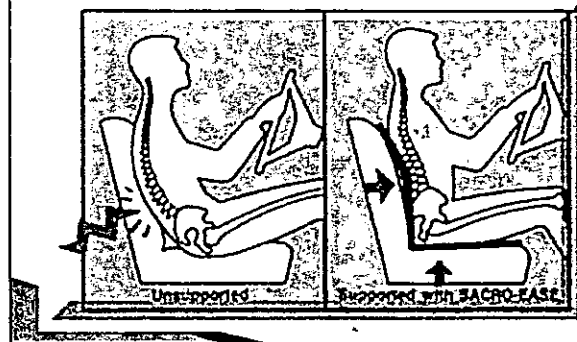


Lumbar-roll



Back Rest

Car Sitting



Otherwise...



You will suffer on back pain!!!

The Core



Others Musculoskeletal Problems

- › Neck Pain
- › Osteoarthritis of knee
- › Frozen Shoulder
- › Tennis Elbow
- › Calcaneum Spar
- › Ankle Sprain
- › Muscle Cramp
- › Brain Stroke
- › Parkinson Disease
- › Diabetic Neuropathy
- › Heart Disease
- › Spinal Cord Injury
- › Joint replacement
- › Post Fracture Complications

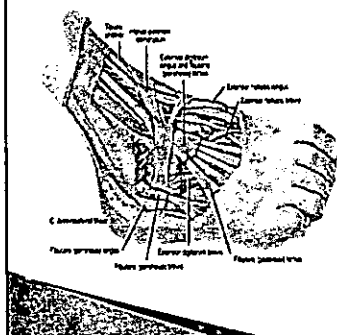
Neck Pain

Sign and symptom:

- > Pain on neck
- > Pain may be central radiate to limbs
- > Parasthesia may present
- > Increase pain by movement
- > Decrease sensation and muscle power affected limbs.

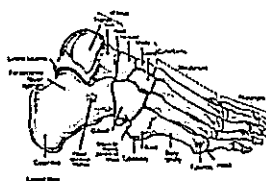
Treatment: Physiotherapy

Ankle sprain



Treatment:
PRICE principle for 07 days
P- Protection
R- Rest
I- Ice
C- Compression
E- Elevation
Rehabilitation program:
Strengthening exercise,
cycling, swimming,
walking, staring etc.

Foot pain

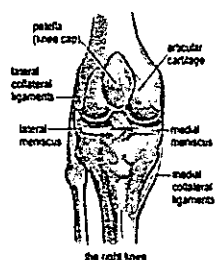


Calcaneum spur or Planter fasciitis:

- Pain complain first few steps after rest.
- Morning pain

Treatment: Physiotherapy
Advice: Use heel cushion,
insole & comfortable soft
shoe.

Osteoarthritis of Knee Joint

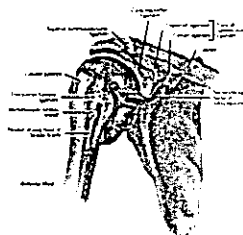


Sign and symptom of osteoarthritis:

- Pain increase by walking, stair up and down, low level sitting, sit to stand.
 - Pain decrease by rest
 - May have swelling in knee joint.
- Treatment:** Physiotherapy
Advice: Cycling & swimming not walking.

Other conditions:
Anterior Cruciate ligament injury(ACL), Posterior Cruciate ligament injury(PCL), Medial Collateral ligament Injury & Miniscus injuries etc.

Frozen Shoulder



Sign and symptom:

- Pain increase by over head activities like combing hair, dressing.
- Stiffness as like frozen
- Age above 40 years

Treatment: Physiotherapy
(Manual & Electrotherapy)
Advice: Pulley, pendulum & wall climbing exercise

Tennis Elbow



- Pain & swelling on elbow joint.
 - History of repeated use of hand.
 - Tenderness present
 - Stretching painful.
- Treatment:** Soft tissue mobilization, PNF & Electrotherapy
Advice: Use elbow bend

Ice Therapy

- Rapping ice by thick cotton cloth
- Ice never directly use on skin, it causes skin burn.
- Duration: 10 min x 2 times daily for 3 days.

General Advice

Change Food Pattern:

- In the morning comparatively taken heavy diet
- In lunch time take less food
- Night time try to eat very light food. Within 7.30 pm.

Others:

- Use Good shoe- its act as body shock absorber.
- For foot pain – use heel cushion
- For Diabetic patient – Walking , cycling, Swimming

Physiotherapy?

Physiotherapy is an effective treatment for injury and illness.

Physiotherapists are skilled in the hands-on management of medical & surgical conditions.

Physiotherapy is a science and evidence based profession which is clinically and scientifically proven to heal conditions affecting body.

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Physiotherapists are skilled in the hands-on management of medical & surgical conditions.

Physiotherapy is a science and evidence based profession which is clinically and scientifically proven to heal conditions affecting body.

Physiotherapists?

First-contact
autonomous practitioner
in health care services



Physiotherapists?



• The course is affiliated by the Medicine Faculty of Dhaka University.

• 5 years Bachelor Degree which is followed by 1 year Mandatory Internship.

Course curriculum of physiotherapy

General Medical Subjects	Year	Professional Subjects	Year
Anatomy	2 Years	Electrotherapy	2 Years
Physiology	2 Years	Kinesiology & Biomechanics	2 Years
Pharmacology	2 Years	Therapeutic Exercise	2 Years
Pathology & microbiology	2 Years	Orthopedic Medicine	2 Years
Community medicine	1 Year	Neurological Physiotherapy	1 Year
Biochemistry	1 Year	Cardiopulmonary PT	1 Year
Cardiopulmonary	1 Year	Pediatric Physiotherapy	1 Year
Neurology	1 Year	Sports Physiotherapy	1 Year
Radiology & imaging	1 Year	Rehabilitation Medicine	1 Year
Orthopedics & Rheumatology	1 Year		
Pediatrics	1 Year		
Surgery, Gyn. & Obstetrics	1 Year		
Psychiatry	1 Year		

Role of physiotherapist in health services



Health Promotion - awareness program, seminar, workshop etc.



Injury Prevention - Patient education, career education etc.

Role of physiotherapist in health services



Treatment & Rehabilitation - Stretching, strengthening etc.



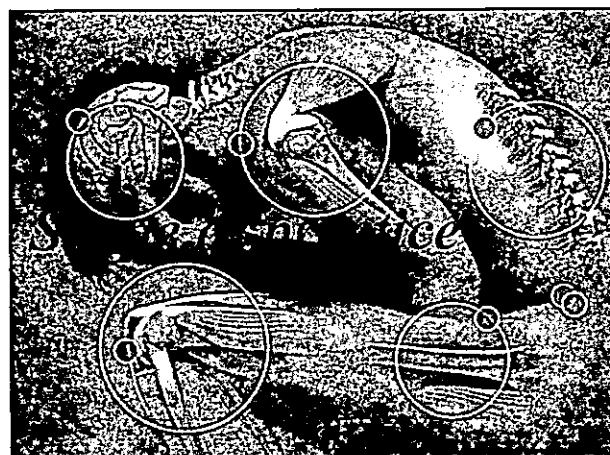
Environment Modification - Home modification, job environment modification etc.

Professional Autonomy

Individual physical therapists should have the freedom to practice their professional judgment, whether they are working in health promotion, prevention or in the management, treatment/intervention and rehabilitation of patients/clients (AVCP1).

Physiotherapists act as first contact practitioners in UK since 1976 (GSP).

Since 1979, Physiotherapists in Australia are working as first contact practitioners and can treat patient without referral from other health care professionals (AVA).



Hospital and clinics

Rehabilitation centers

Sports centers

Community Based Rehabilitation

Academic institutions

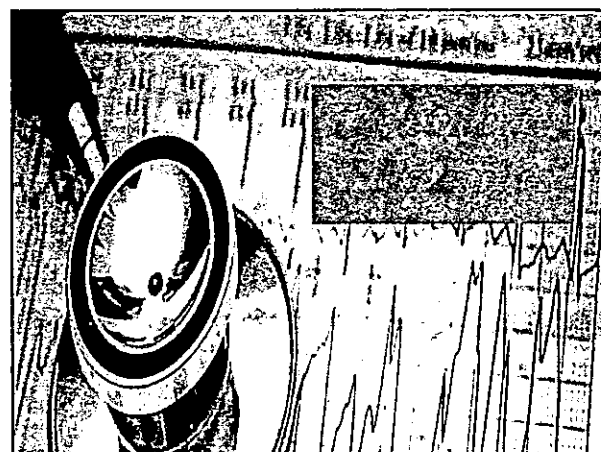
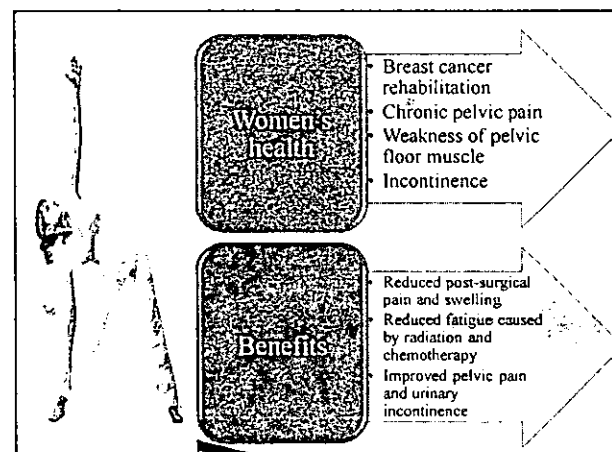
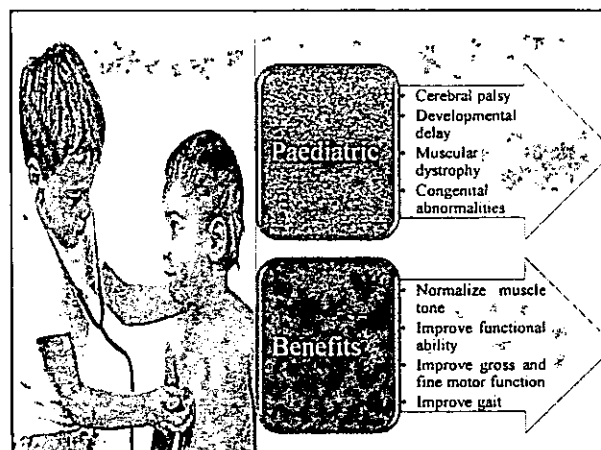
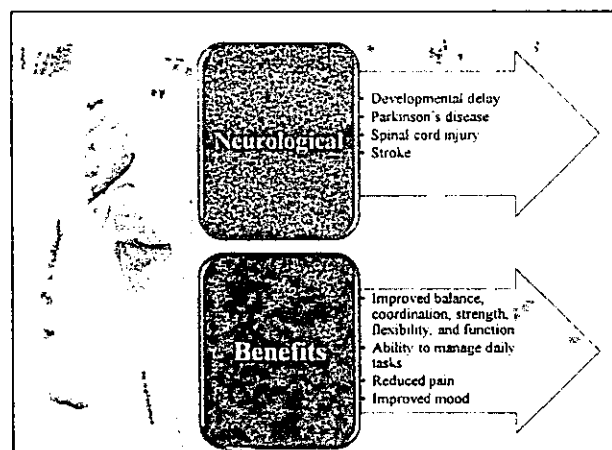
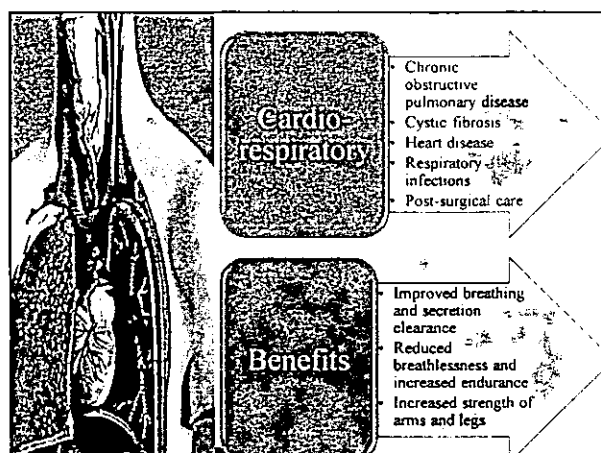
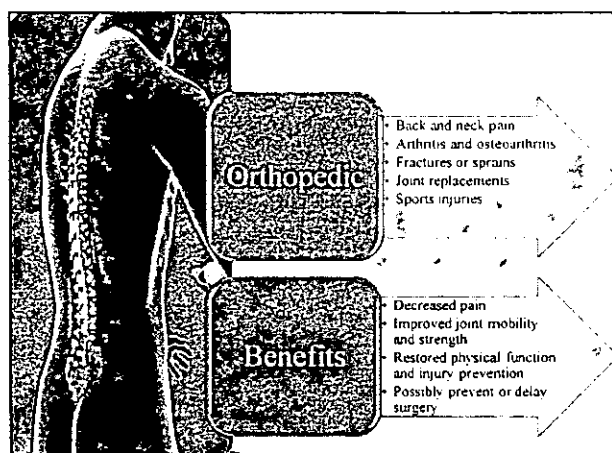
Research

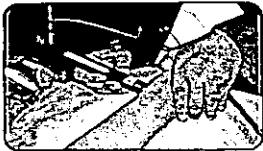
Management

Special needs school

*Conditions treated by
Physiotherapists*





Manual Therapy

- Mobilization
- Manipulation
- PNF
- Soft Tissue manipulation etc.

Electrotherapy

- Ultrasound Therapy
- Infrared Radiation
- TENS
- SWD
- Traction etc.





Hydrotherapy

- Sitz bath
- Wraps
- Wet sock treatment
- Hot fomentation etc.

Exercise Therapy

- Aerobic & Anaerobic Exercise
- Agility training
- Flexibility training etc.
- Stretching & strengthening

Orthotics & Prosthetics

- Prescription of appropriate orthotics and prosthetics and its management training




Ergonomics & Work Place Safety

- Work Place Modification
- Work Place Safety etc.

Rehabilitation

- Cardiac Rehabilitation
- Post-operative Rehabilitation
- Sports Injury Rehabilitation etc.




Infiltration:

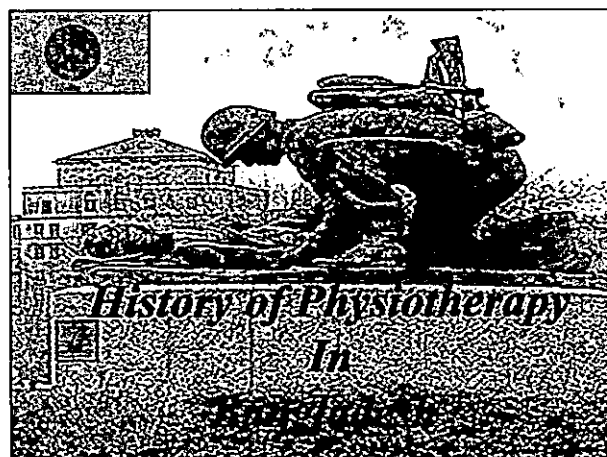
- Intra-articular

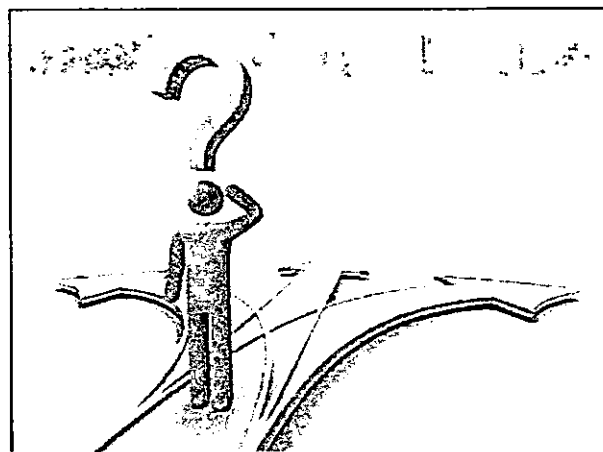
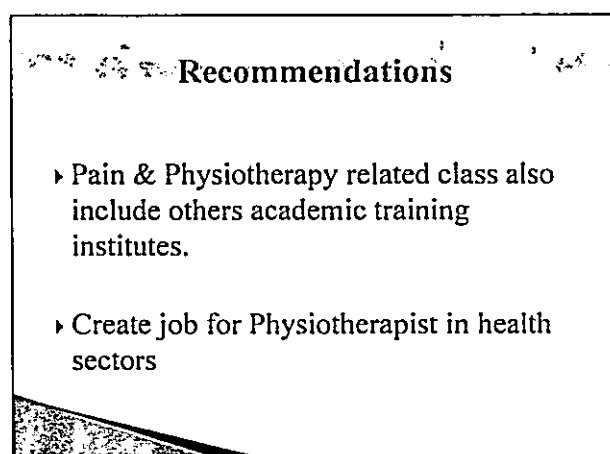
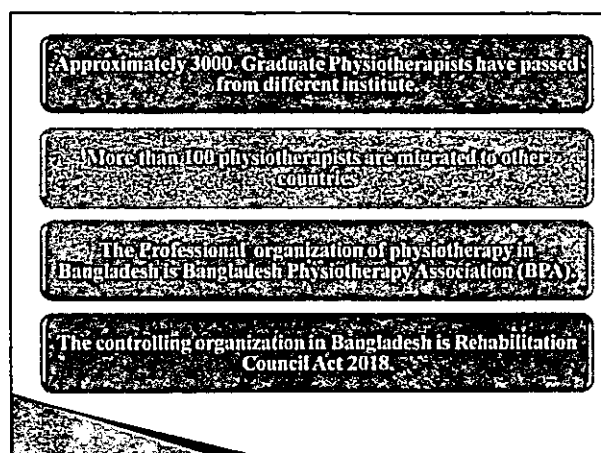
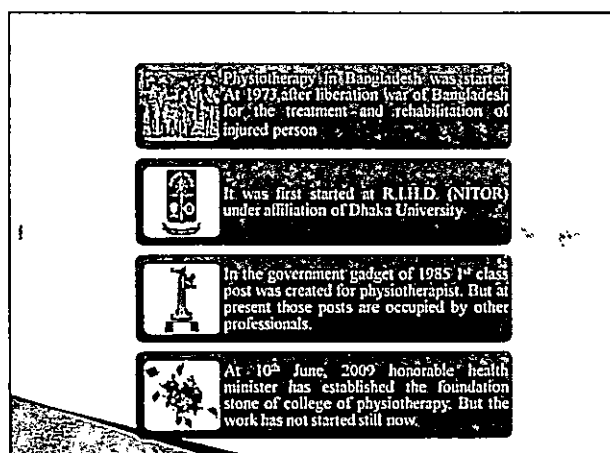
Pharmacotherapy

- Investigation
- Prescription

Physiotherapy Is An Ancient Profession

Hippocrates and Hector are believed to have been the first practitioners of a primitive physical therapy, advocating soft tissue mobilization and hydrotherapy to treat people in 460 B.C.





Module: 13

Contemporary Issues

International Investment in Bangladesh: Opportunities and Challenges

148th Advanced Course on Administration and Development (ACAD)

Organized by Bangladesh Public Administration and Training Centre (BPATC)

Presentation by

Professor Mustafizur Rahman Ph.D
Distinguished Fellow
Centre for Policy Dialogue (CPD)

19 August 2024

Foreign Direct Investment (FDI) in Bangladesh: Some Stylised Facts and Information

Classification of Bangladesh's FDI Stock by Major Countries and Sectors

Figure 1: FDI Stock classified by Major Countries at the end of 2023



Figure 2: FDI Stock classified by Major Sectors at the end of 2023



Source: Foreign Direct Investment and External Debt Report 2023, Bangladesh Bank

- Total FDI stock of Bangladesh as of December 2023: USD 20.5 billion
- USA, UK and China (with Hong Kong) were major sources of FDI
- Textiles and apparel, gas and petroleum, banking and power were the sectors that dominated

Table 1: Net FDI Inflow by Major Countries from 2019 to 2023

Calendar Year	Net FDI Inflow (USD million)	Of which Major Countries						
		UK	Netherlands	USA	China	Korea	Singapore	Hong Kong
2019	100.0% 2873.95	14.5%	6.7%	6.9%	21.0%	1.3%	0.5%	5.1%
2020	100.0% 2543.54	15.5%	15.4%	11.6%	34.6%	3.5%	6.1%	4.3%
2021	100.0% 2895.54	10.2%	4.5%	20.2%	14.1%	5.4%	10.3%	3.2%
2022	100.0% 3479.95	16.1%	8.7%	10.2%	5.4%	1.0%	7.8%	6.2%
2023	100.0% 3004.4	20.1%	12.5%	14.5%	8.4%	6.0%	5.7%	5.1%

Source: Foreign Direct Investment and External Debt Report 2023, Bangladesh Bank

- Net FDI inflow has hovered around USD 2.8-3.5 billion in recent years
- UK, Netherlands, USA and China accounted for more than half FDI in recent years

Table 2: Net FDI Inflow by Major Sectors from 2019 to 2023

Calendar Year	Net FDI Inflow (USD million)	Of which Major Sectors					
		Textile and Wearing	Gas and Petroleum	Banking	Power	Telecommunication	Others
2019	100.0% 2873.95	8.5%	4.2%	11.7%	21.0%	7.2%	35.7%
2020	100.0% 2543.54	10.6%	4.2%	11.0%	19.0%	10.1%	43.9%
2021	100.0% 2895.54	19.1%	9.9%	8.3%	14.6%	5.5%	41.7%
2022	100.0% 3479.95	20.3%	9.8%	9.2%	11.7%	12.9%	35.1%
2023	100.0% 3004.4	19.7%	9.3%	14.4%	10.0%	8.7%	37.9%

Source: Foreign Direct Investment and External Debt Report 2023, Bangladesh Bank

- In recent years, FDI was dominated by textile and RMG, gas and petroleum, banking, power and telecommunication sectors which accounted for about 60% of total annual FDI

Table 3: Net FDI Inflows in Asian countries from 2019 to 2023 (Values in USD Million)

Year	Bangladesh	Vietnam	Cambodia	China	India	Malaysia	Thailand
2019	2,873.95	16,120.00	2,462.00	141,224.42	50,354.33	7,812.70	2,743.09
2020	2,543.54	15,800.00	2,621.65	149,342.24	64,872.24	3,159.51	4,203.98
2021	2,895.54	15,660.00	2,482.44	100,957.21	44,762.44	12,173.37	14,917.89
2022	3,479.95	17,900.00	2,576.03	149,332.41	49,379.01	14,939.60	11,002.10
2023	3,004.40	18,500.00	2,754.77	143,233.45	28,163.26	8,652.71	4,547.41

Source: World Investment Report 2023, UNCTAD

- Normalized by the size of GDP, Bangladesh has one of the lowest FDI inflow among comparable countries
- For example, between 2019 and 2023, FDI inflow to Bangladesh was about USD 15.0 billion, to compare the corresponding number for Vietnam was about USD 85.0 billion and for India this was 240.0 billion
- Thanks primarily to FDI, Vietnam exported goods worth about USD 380.0 billion in 2023, compared to Bangladesh's USD 60.0 billion

Table 4: Projected and Actual FDI Inflow in Bangladesh from FY 16 to FY 23 (Values in USD Million)

FY	Projected FDI Inflow	Actual FDI Inflow
2016-16	1,549.60	2,002.53
2016-17	4,715.68	2,154.01
2017-18	5,871.70	2,309.44
2018-19	7,440.19	2,908.99
2019-20	9,993.48	2,379.43
7 FYP Total	30,299.00	13,299.22
2020-21	7,444.00	2,527.71
2021-22	5,729.00	2,419.61
2022-23	8,411.00	3,195.14
2023-24	11,679.00	N/A
2024-25	15,000.00	N/A
8 FYP Total	41,975.00	N/A

Source: "7th and 8th Five-Year Plans, Bangladesh Bank"

- In 7 FYP, net FDI inflow was projected to be USD 30.2 billion whereas actual net FDI inflow was USD 13.3 billion.
- It was highly unlikely that the projections of FDI inflow during the 8 FYP period (USD 41.8 billion) will be achieved.

Incentives and Facilities Provided for FDI in Bangladesh

Foreign investment in Bangladesh is particularly promoted in the following major categories of industries:

- Export-oriented industries
- Industries in the Export Processing Zones (EPZs) and Special Economic Zones (SEZs)
- High technology products that will be either import substitutes or export oriented

Facilities and Incentives Provided for Investors:

Tax Holiday for Industrial Enterprises:

Tax holidays of 5 years apply to enterprises in Dhaka and Chittagong Divisions (excluding hill districts), and 7 years for those in Khulna, Sylhet, Barisal, Rajshahi Divisions, and Chittagong Hill Districts. The holiday period starts from the commencement of commercial production and is issued by the NBR within 90 days of application.

Tax Exemptions:

- Tax exemption on royalties, technical know-how fees received by any foreign collaborator, firm, company and expert.
- A foreign technician will be exempt from personal tax for up to three years in industries specified in the relevant schedule of the Income Tax Ordinance. After that, tax obligations will depend on whether there is a double taxation agreement with their home country.
- Tax exemption on income of the private sector power generation company for 11 years from the date of commercial production.
- Tax exemption on capital gains from the transfer of shares of public limited companies listed with a stock exchange.

- Stock Market Investments:** Foreign direct investment in Bangladesh allows for 100% foreign equity with no restrictions. Non-residents can invest in Bangladesh stock exchange, and foreign investors or companies can secure full working funds from local banks, with terms based on the bank's own requirements. Foreign investors can engage in initial public offerings (IPOs) without facing any regulatory restrictions.
- Repatriation and Remittance Policies:** Full repatriation of capital, profits, and dividends from foreign investments is allowed in Bangladesh. Repatriated dividends or retained earnings are treated as new investments. Foreign employees can remit up to 50% of their salary and fully repatriate their savings and retirement benefits.
- Equal Benefits for Foreign Entrepreneurs:** Foreign entrepreneurs are entitled to the same benefits as domestic ones, including tax holidays and payments for royalties and technical know-how.
- Work Permits and Visa Regulations for Foreign Investors:** Work permits for foreign experts will be issued annually based on recommendations from investing companies or joint ventures. Foreign investors will receive a 5-year multiple entry visa, while experts will get a multiple entry visa for the duration of their assignments.
- Investment Requirements for Citizenship and Residency:** Citizenship is available with a minimum investment of \$500,000 or by transferring \$1,000,000 to a recognized financial institution (non-repatriable). Permanent residency requires a minimum investment of \$75,000 (non-repatriable).
- Support for Export-Oriented Thrust Sectors:** Export-oriented industries in "Thrust Sectors" will receive special facilities and venture capital support. These sectors include agro-based industries, artificial fiber-making, IT and software, electronics, frozen food, handicrafts, gift items, infrastructure, gem goods, jewelry and diamond polishing, leather, oil and gas, agriculture, stuffed toys, textiles, and tourism.

- Duty:** Export-oriented industries are exempt from import duties, while other industries face a 5% ad valorem duty.

- Exit:** An investor can wind up an investment by following some stipulated procedures.

- Ownership:** Foreign investors can establish ventures either as wholly owned entities or in partnership with local partners.

- Legal Protection of Investments:** Bangladesh's foreign investment policy is governed by "The Foreign Private Investment (Promotion & Protection) Act of 1980", which provides legal safeguards against nationalization and expropriation. The act ensures equal treatment for foreign and local investments and guarantees the repatriation of proceeds from share sales and profits.

- Bilateral Agreements:** Bangladesh has concluded bilateral agreements for avoidance of double taxation with 18 countries and is currently negotiating with several other nations.

- Investment Treaty:** Bangladesh has established investment treaties for promotion and protection of investment with 28 countries and is currently negotiating with several other countries. Additionally, Bangladesh is a signatory to MIGA, OPIC of USA, ICSID and a member of the WTO.

- Increased to Non-Resident:** Bangladesh investment made by NRIs will be treated equivalently to FDI.

- Reflexation / Liberalization Of Exchange Control Regulations:** The Bangladesh Bank is convertible for current external transactions. Residents can conduct all such transactions, including trade and investment, through authorized banks without Bangladesh Bank's prior approval. Non-resident investments in Bangladesh industries or stock exchange, as well as remittances of post-tax dividends and sale proceeds, also do not require advance approval. Repatriation of proceeds from indirect company investments is permitted based on the net asset value. For details, investors should contact any authorized dealer bank in Bangladesh.

- To ease investment procedures, prior approval from the Bangladesh Bank is no longer needed for the following:

- Remittance of profits to their head offices by foreign firms and companies operating in Bangladesh.
- Issuance of shares to non-residents against investments for setting up industries in Bangladesh.
- Remittance of dividends on such shares to the non-resident investors.
- Portfolio investment by non-residents including foreign individual/enterprises in shares and securities through stock exchange in Bangladesh.

- Remittance of dividends on portfolio investments by non-residents through stock exchange of Bangladesh.
- Remittance of sale proceeds, including capital gains of portfolio investments of non-residents through stock exchange in Bangladesh.

Incentives for Investors in Economic Zones

Fiscal Incentives

Income Tax Holiday:

- For economic zone developer, rates of tax holiday are 100% for the 1st 10 years, 70% for the 11th year and 30% for the 12th year with certain conditions.
- For industrial unit of Economic Zone, rates of tax holiday are 100% for 1st, 2nd and 3rd year; 80% for the 4th year; 70% for the 5th year; 60% for the 6th year; 50% for the 7th year; 40% for the 8th year; 30% for the 9th year and 20% for the 10th year.

Exemption of Income Tax

- Applicable for investor/employee who have technical knowledge employed in an economic zone company. Rate of tax exemption is 50% for a period of 3 years from the date of employment.
- Companies operating in Economic Zones are exempt from income tax on dividends, capital gains arising from transfer of shares, and other relevant fees for 10 years from the start of commercial operations.

- Exemption of Customs Duty and Value Added Tax (VAT):** All import duties, regulatory duties, supplementary duties, and VAT are exempt on capital machinery, spare parts, and consumables materials for setting up Economic Zones and industrial units.

- Exemption of VAT on Utility Supply:** VAT-exempted (ranging from 50% to 100%) are available for industrial units registered under the VAT Act 1991 and with SEZs on electricity, water, gas, and domestic raw materials used exclusively in production.

Non-Fiscal Incentives

- Full repatriation of Capital and Dividend
- Free Flow of Foreign Direct Investment (FDI)
- Backward linkage facilities to and from Domestic Tariff Area (DTA)
- 20% hold-able permitted from 100% Export Oriented Industry
- Self-constructing with DTA industries allowed
- Facility to maintain Foreign Currency Account
- Credit facility from home and abroad
- Repatriation of dividend to non-resident shareholders
- Repatriation of Dividend proceeds by non-resident shareholders
- Remittance facility by foreign nationals working in Economic Zones
- Sale of goods to local Export Oriented Industries for getting export benefit
- Credit facility for X category company from Off-shore Banks operated under BIZA
- Inter-bank transfer facilities available
- Custom clearance from Economic Zone site
- Security and communication facilities available
- One Stop Service facilities to all types of permit, clearances etc
- Pool of professionals for all types of business solutions
- Investment regulatory Acts, Rules, Policy, Guidelines, Orders etc.

12

One Stop Service Act, 2018

An Act to provide for the purpose of ensuring necessary services, facilities, incentives, licenses, permissions, clearance certificates or permits for any proposed project or initiative of the investors within a prescribed time in order to implement the investment plan of domestic and foreign investment for the interest of quick development of living standard of the people of Bangladesh

The following are some provisions of the Act:

- The applicant need not to apply separately to the services, facilities, incentives, licenses, permissions, clearance certificates or permits providing agency or authority except to the Central One Stop Service Authority or the Regional Centre.
- The Government may constitute a committee to be called the One Stop Service Assurance Committee consisting of a Minister as its chief.
- If a Focal Point does not perform his assigned duties or activities within the specified time under this Act, it shall be deemed as his inefficiency and misconduct and the controlling authority or agency of the Focal Point may act against him for negligence in duty as per existing rules.
- If there is any difficulty arises as to providing One Stop Service under this Act, the Government may, in consultation with the services, facilities, incentives, licenses, permissions, clearance certificates or permits providing agency or authority, by notification in the official Gazette, take any action to remove such difficulty.

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One Stop Service Act, 2018**List of Central One Stop Service Authorities**

- Bangladesh Investment Development Authority
- Bangladesh Economic Zones Authority
- Bangladesh Export Processing Zones Authority
- Bangladesh High-tech Park Authority.

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Challenges Faced by Foreign Investors**Table 5: Bangladesh's Credit Rating by Rating Agencies: A Trend of Downgrading**

Agency	Previous Rating	New Rating
S&P	BB- (25 July 2023)	B+ (30 July 2024)
Fitch	BB- (25 September 2023)	B+ (27 May 2024)
Moody's	Ba3 (19 April 2022)	B1 (30 May 2023)

Source: World Government Bonds and Pricing Economics 2024

- Bangladesh's sovereign credit rating was downgraded due to institutional weakness, increased external vulnerability and persistent liquidity risks.
- Concerns about worsening external liquidity, pressure on foreign exchange reserves, and weakening external buffers contributed to the downgrade.
- Overall, these factors can make Bangladesh a less attractive destination for foreign investors, potentially leading to a decline in FDI inflows.

Challenges Faced by Foreign Investors

- The 2024 National Trade Estimate Report on Foreign Trade Barriers has identified several factors of discouraging foreign investment in Bangladesh- main factors reported were corruption, bureaucracy, anti-competitive procurement system, and violation of intellectual property rights, among other barriers.
- Corruption is a persistent issue in Bangladesh's commercial environment, exacerbated by lax enforcement of legislative measures such as the Code of Criminal Procedure and the Prevention of Corruption Act. U.S. investors have reported significant delays and bureaucratic obstacles, with government officials often soliciting bribes for licenses and bid approvals.
- Legislative measures like the Sarkari Chakori Ain Bill, which restrict the Anti-Corruption Commission's ability to effectively investigate government officials, further worsens the corruption issue. Additionally, the backlog of unresolved corruption cases and deliberate efforts to weaken anti-corruption safeguards in procurement processes contribute to the problem.
- The US report also emphasizes issues with transparency and fairness in public procurement in Bangladesh, citing allegations of bid rigging, favoritism towards local partners, and inadequate adherence to international bidding standards. It also notes shortcomings in the country's legislative and rulemaking processes, particularly regarding patent law, copyright amendments, and the Industrial Design Act. Furthermore, concerns have been raised about the proposed Personal Data Protection Act and regulations for Digital, Social Media, and Over-the-Top Platforms, which could threaten privacy and freedom of expression, causing unease among international investors.

17

Demographic Transformation: Dividend, Opportunities and Challenges

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Bangladesh Public Administration Training Center
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9/4/2024

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Discussion Outlines

Demography and Population Dynamics

Global Population and aging

Demographic Dividend and Situation of Bangladesh

Policy actions to realize demographic dividend

Challenges 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 given location. The estimated population of Bangladesh is 17,44,47,042 as on May 12, 2024 (Worldometer) with the density of 1265 persons per sq km with a growth rate of 1.01./ As per census 2022, 16,98,28,911/1.22/1119

World population (810,906,6712 as on May 12, 2024) 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.

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Determinants of Population Dynamics

Fertility: Fertility helps to increase the population size. Fertility rate can be represented 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.

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What other determinants
transforms the population
for any country?

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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

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Determinants of Population Dynamics

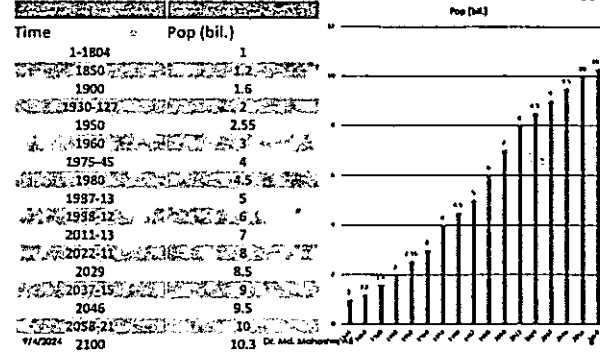
- Resources and environment
- Contraceptive revolution
- Religion, ethnicity, culture, beliefs, practices
- Policy/Politics, political ideologies and social and political reforms
- Rising levels of living and aspiration
- Cost, Benefit and tastes for children
- Improvements in housing, working conditions and sanitation
- Discovery of preventive medicine
- Development of hospitals and diagnostic and treatment facilities

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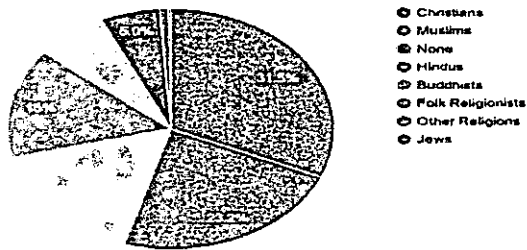
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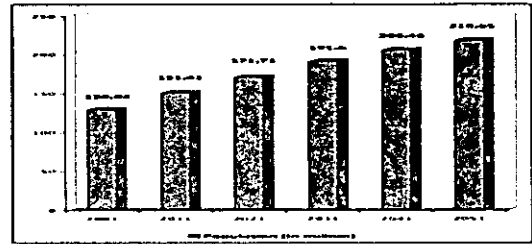
1 - 1804 (1803 years) 0.2 to 1 bil.
1804 - 2022 (218 years) from 1 billion to 8 billion



World Population by Religion (Worldometer 2022)



Projected Population in Bangladesh



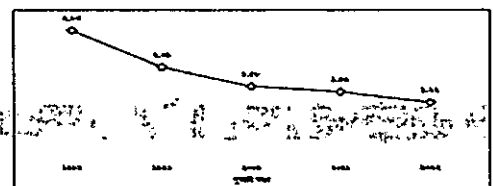
Total Population Census wise

Census Year	Total Population
1974	71.48
1981	87.12
1991	106.31
2001	124.36
2011	144.04
2022	169.98

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Population Growth Rate Census wise

1981-1991: 23.5% 1991-2001: 20.7% 2001-2011: 18.5% 2011-2022: 17.3%



Division wise Pop Growth rate 2022

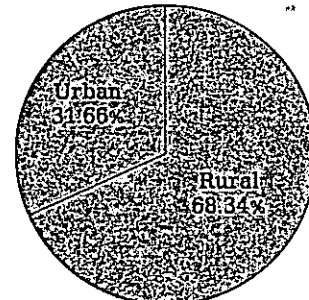
বিভাগ	মুদারি বছর		
	২০০১	২০১১	২০২২
খাজুর	১.৪৮	১.০৭	১.১২
বরিশাল	০.২১	০.১৮	০.১৯
চট্টগ্রাম	১.১১	১.৪৭	১.০৯
ঢাকা	১.১৮	১.১৪	১.১৪
মুন্সি	১.৪৮	০.১৪	০.১১
ময়মনসিংহ	-	-	-
রাজশাহী	১.১৭	০.৭১	০.১১
রংপুর	১.১৮	০.১৮	০.১৮
সিলেট	১.১০	১.১২	০.১১

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Rural Urban Population 2022



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Density of Population 2022

বিভাগ	মুদারি বছর					
	১৯৭১	১৯৮১	১৯৯১	২০০১	২০১১	২০২২
খাজুর	৪৮৪	৪৯০	৭১০	৭১০	৭১৬	১১১৬
বরিশাল	৪০৮	৪১০	৪১১	৪১১	৪১০	৪১১
চট্টগ্রাম	৪০৮	৪১১	৪১১	৪১১	৪১০	৪১১
ঢাকা	৪০৮	৪১০	৪১১	৪১১	৪১০	৪১১
মুন্সি	৪০৮	৪১০	৪১১	৪১১	৪১০	৪১১
ময়মনসিংহ	-	-	-	-	-	-
রাজশাহী	৪০৮	৪১০	৪১১	৪১১	৪১০	৪১১
রংপুর	-	-	-	-	-	-
সিলেট	-	-	-	-	-	-

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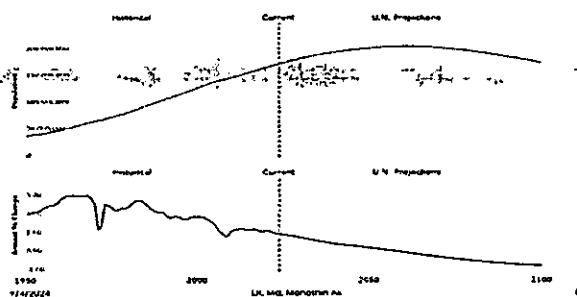
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Division Wise Population

বিভাগ	জনসংখ্যা	জনসংখ্যা (%)
বরিশাল	৯০,২৪,৮১৮	৪.৪৯
চট্টগ্রাম	৩,৪১,৭৮,৪৮১	২০.১০
ঢাকা	৪,৪৬,৪০,৯১৪	২৬.৮৮
মুন্সি	১,৭৮,১০,৯৫৭	১০.৪৯
ময়মনসিংহ	১,২৬,০৭,৪২৪	৭.৪৪
রাজশাহী	২,০৭,৯৪,০২০	১২.২৪
রংপুর	১,৮০,০৭,০৭০	১০.৬১
সিলেট	১,১৪,১০,০২১	৬.৭২
মোট	১৬,১৮,১৮,১১১	১০০

Projected Population Growth rate Bangladesh (Macrotrends - Source UN-2024)



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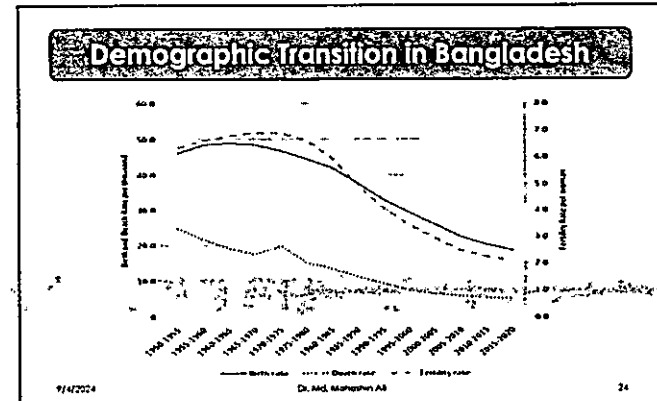
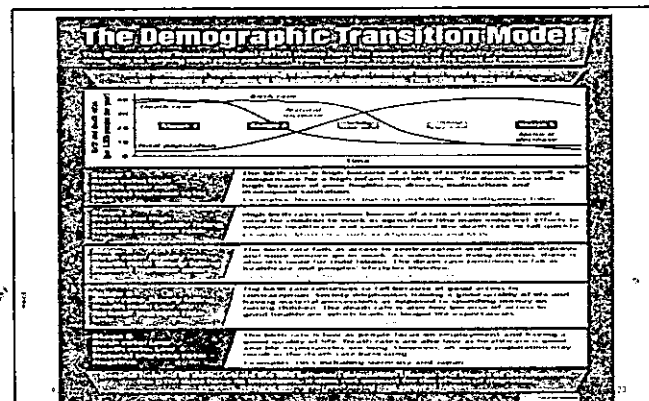
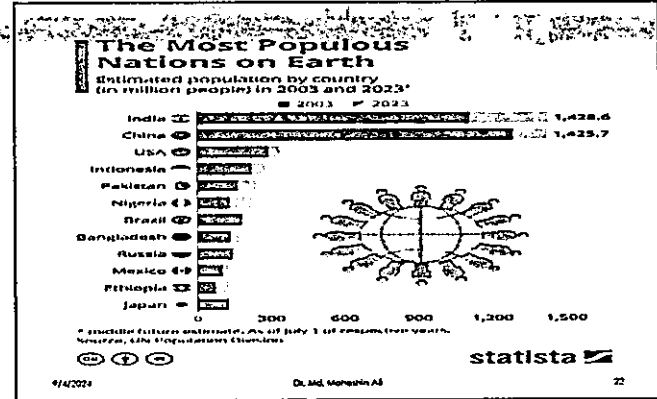
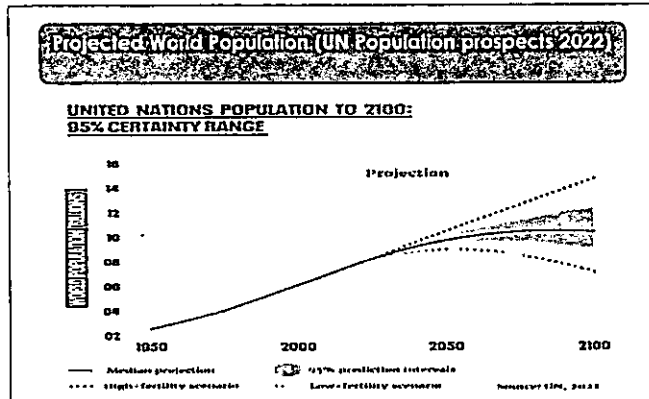
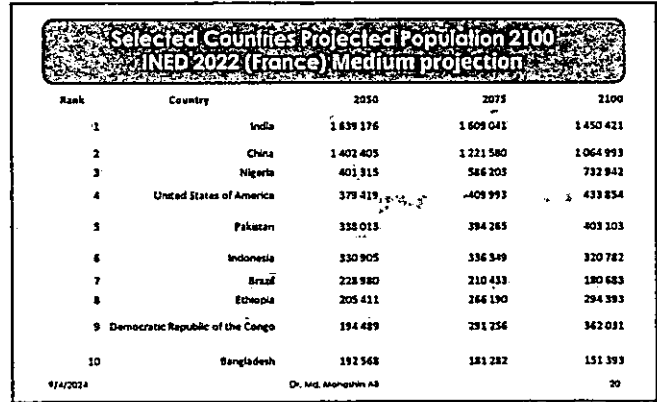
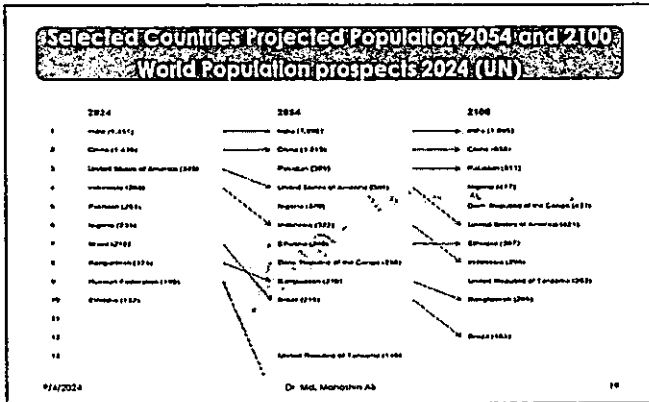
Projected Population Growth rate Bangladesh (Macrotrends - Source UN-2024)

Year	Population Growth Rate
2061	+0.01%
2062	-0.02%
2065	-0.10%
2070	-0.2%
2075	-0.32%
2080	-0.42%
2085	-0.5%
2090	-0.57%
2100	-0.67

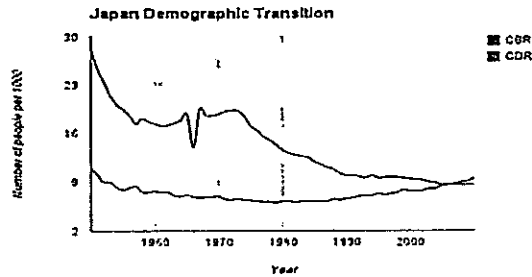
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Demographic Transition in Japan

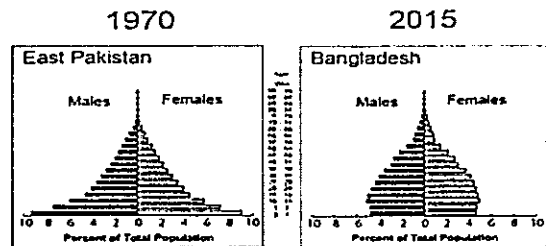


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Population Age Structure in Bangladesh



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Age-Sex Pyramid (Million) in Bangladesh 2022

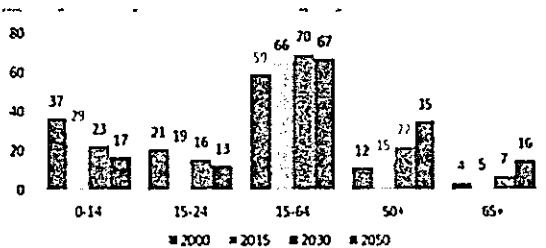


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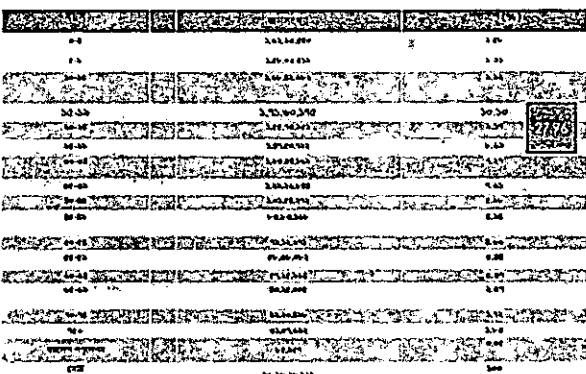
Population Age Structure in Bangladesh



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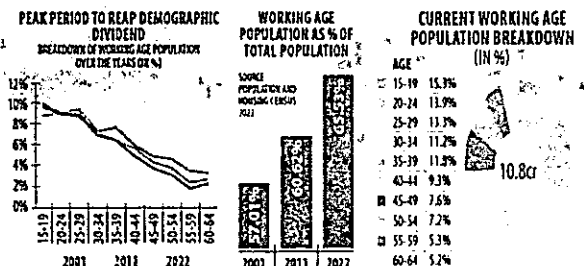


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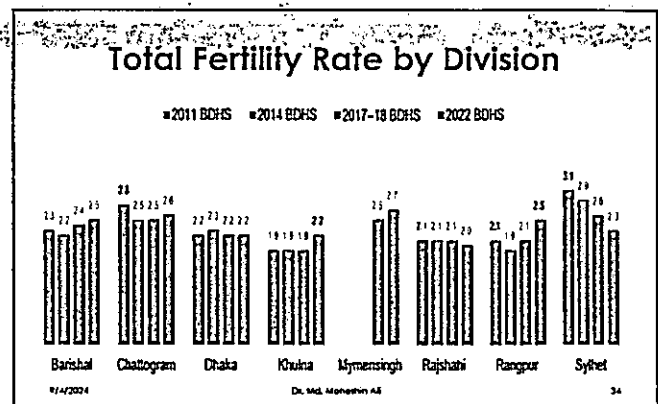
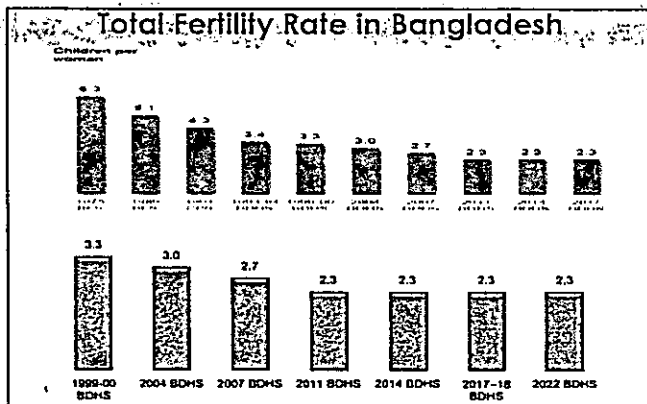
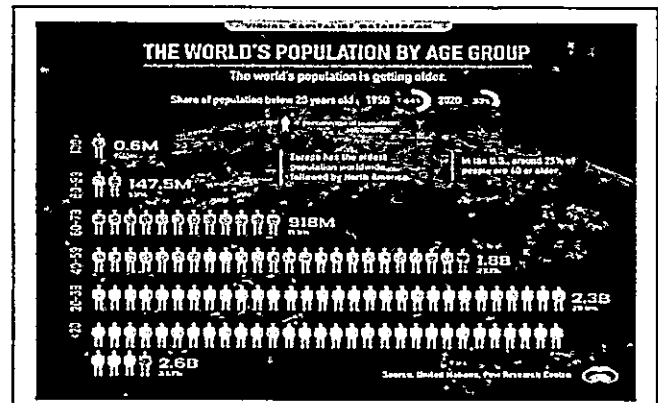
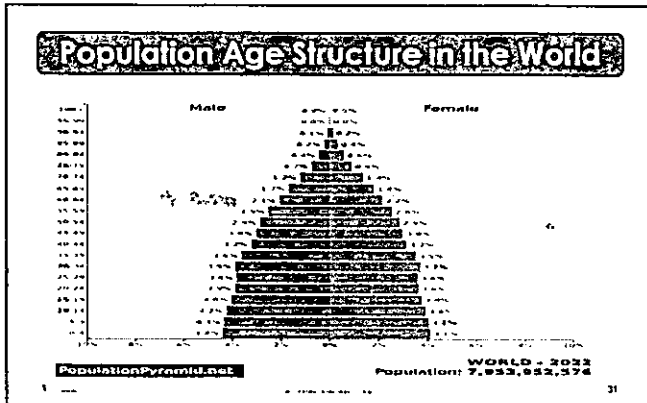
Working age Population (BBS 2022)



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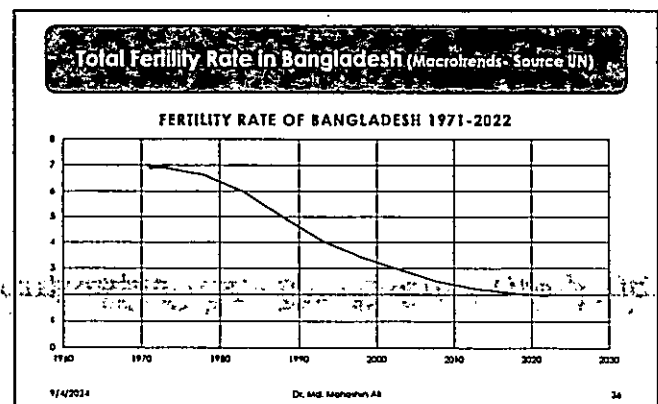


Current fertility by division and wealth quintile

Total fertility rates for the 3 years preceding the survey, by division and wealth quintile, Bangladesh DHS 2022

Indicator	TFR (15-49)
Division	
Barisal	2.5
Chattogram	2.6
Dhaka	2.2
Khulna	2.2
Mymensingh	2.7
Rajshahi	2.6
Rangpur	2.5
Sylhet	2.3
Wealth quintile	
Lowest	2.4
Second	2.3
Middle	2.3
Fourth	2.1
Highest	2.0
Total	2.3

TFR: Total fertility rate, expressed per woman



TFR of Selected Countries - UN-2022

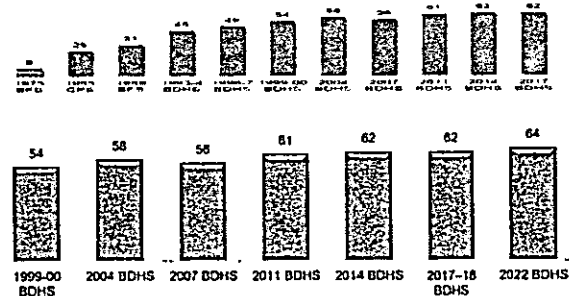
South Korea	0.81
USA	1.78
Japan	1.3
Spain	1.2
Italy	1.3
India	2.0
Norway	1.5
China	1.3/1.15
Switzerland	1.51
Sweden	1.57
Niger	6.68
Global Average	2.3
OECD Average	1.61

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Contraceptive prevalence rates

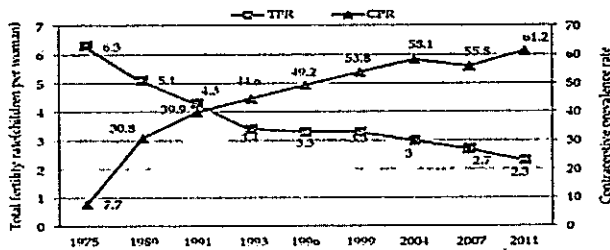


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Trends in total fertility and contraceptive prevalence rates, 1975-2011



Source: Bangladesh Demographic and Health Survey, 2011 and 2013.

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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)

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Formula for Dependency Ratio

$$\text{Total (Age) Dependency Ratio} = \frac{(\text{Population 0-14} + \text{Population 64+})}{\text{Working age population 15-64}} \times 100$$

$$\text{Child Dependency Ratio} = \frac{\text{Population 0-14}}{\text{Working age population 15-64}} \times 100$$

$$\text{Old-Age Dependency Ratio} = \frac{\text{Population 64+}}{\text{Working age population 15-64}} \times 100$$

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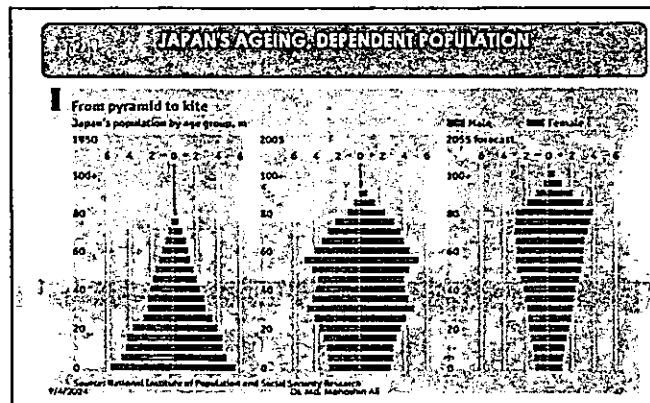
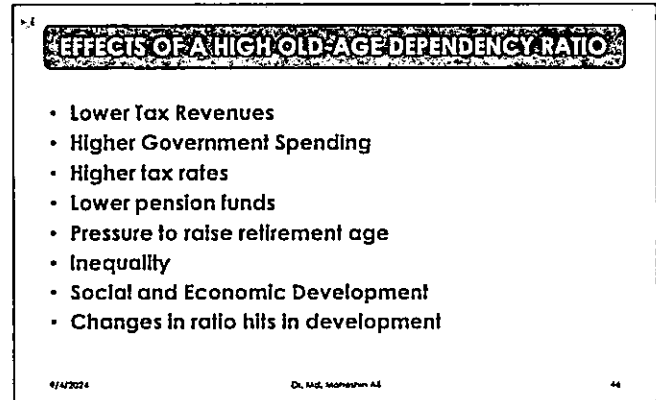
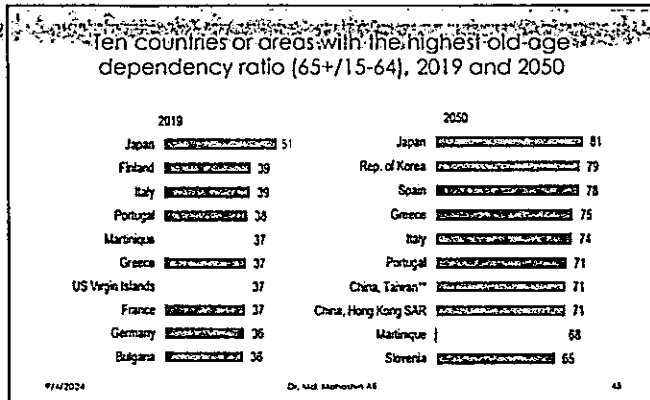
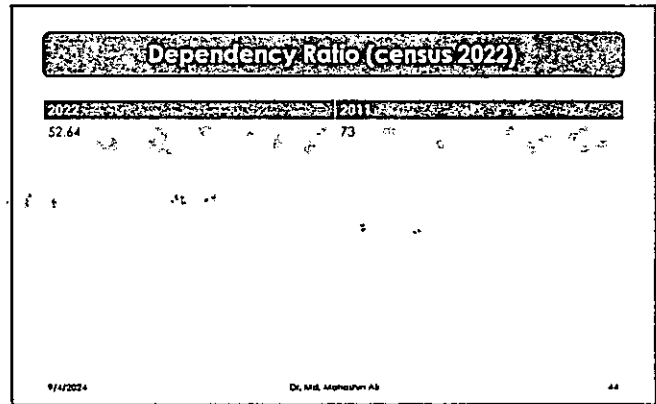
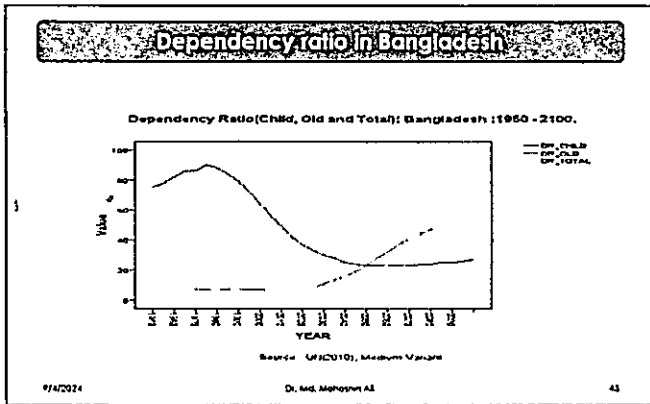
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Why our HPM set Bangladesh attain developed country status by 2041?

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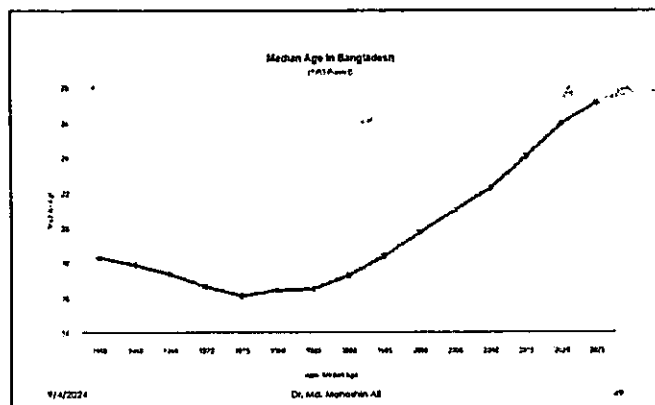
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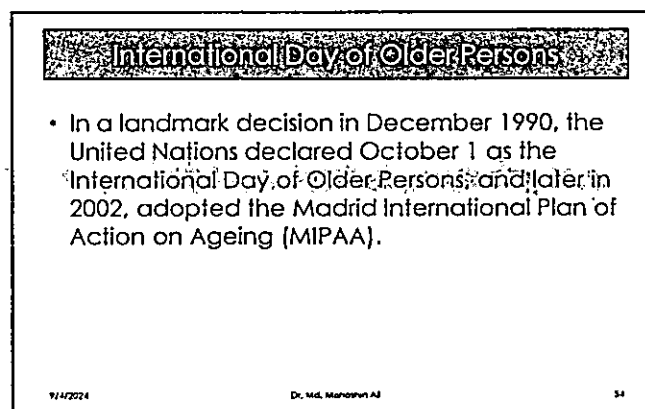
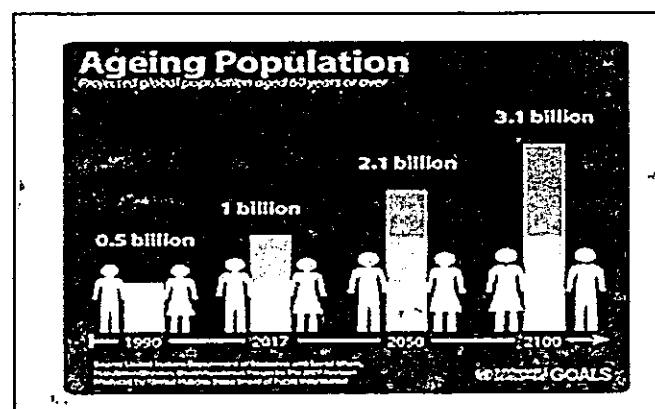
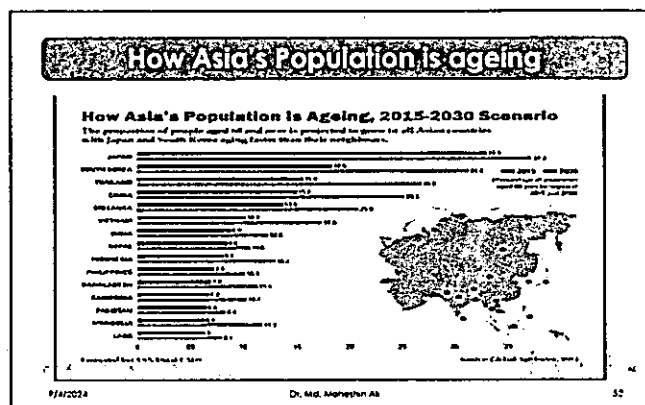
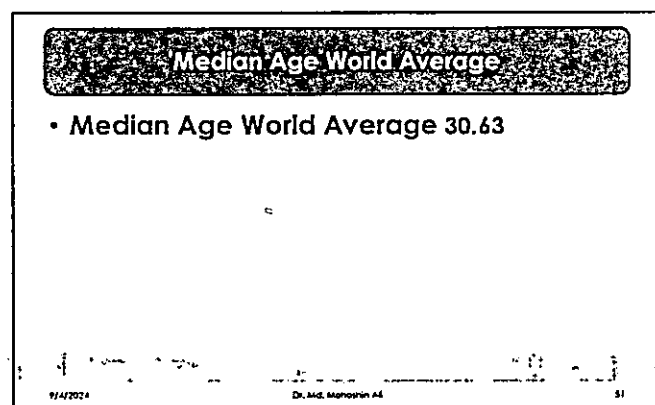
Ageing in Bangladesh

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



Median Age of Selected Countries	
Bangladesh	27.6 years in 2023---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
Philippines	23.8 years in 2023---30.0 years in 2050
Indonesia	30.2 years in 2023---37.4 years in 2050
Sri Lanka	47.1 years in 2023---49.2 years in 2050
United States	38.1 years in 2023---42.7 years in 2050

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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.

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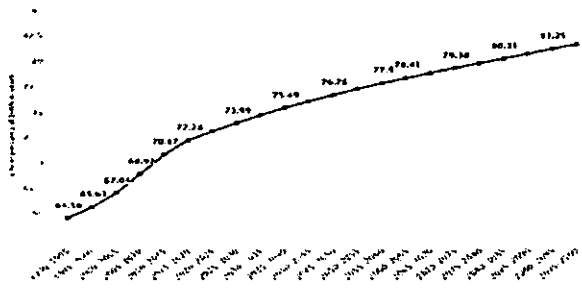


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Global life expectancy 1990 to 2100



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Blue Zones

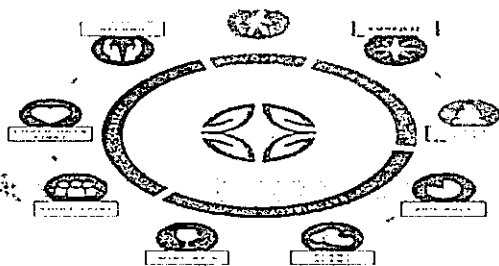


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Power 9 Reverse Engineering Longevity By Dan Buettner

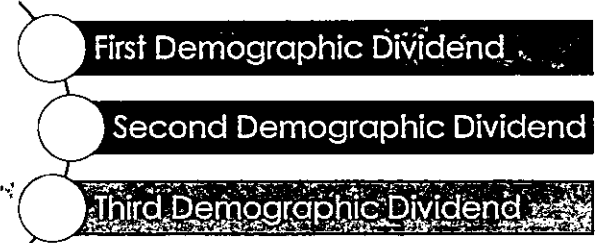


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Demographic Dividend



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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**.

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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.

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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)

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Two principal ways of Demographic Dividend that leads to opportunities for growth

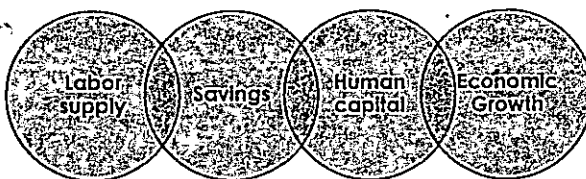
- There is **age structure impact on total GDP** due to increasing proportion of working age group in total population, **increasing the ratio of producers to consumers (Economic Support ratio)**.
- "behavioral effects" of changing age structure. An increasing proportion of working age individuals in 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.

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Four main areas where a country can find demographic dividend



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TVEI in China

	1985	2022	2030	Institutions	Enrolled (Million)	Graduates (Million per year)
1978						
1979						
1980						
1981						
1982						
1983						
1984						
1985						
1986						
1987						
1988						
1989						
1990						
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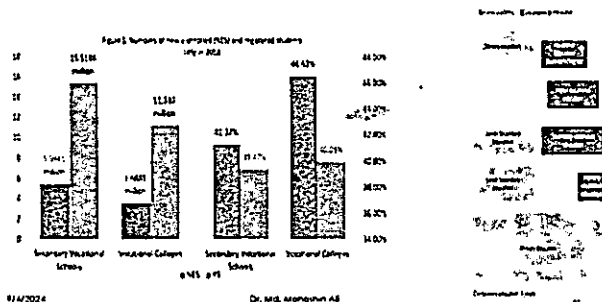
The proportion enrolled in vocational high schools dropped to 35% in 2020 from 40% in 1998.

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TVET in China and Education tier



TVET in BD and other Countries

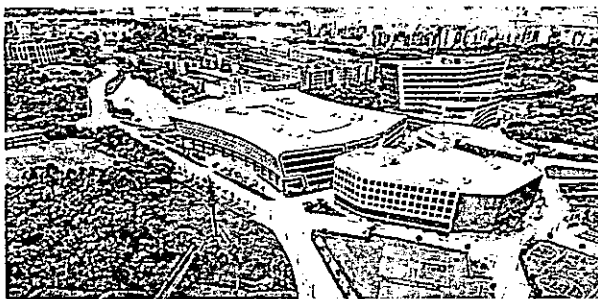
Bangladesh			Selected Countries	
Year	2018	2031	Country	2018
2018	16.05%	30%	South Korea	27%
		41%	OECD average	32%
			Turkey	38%

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TVET Institution in China



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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.

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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)

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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)

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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.

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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.

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Demographic Dividends of Bangladesh

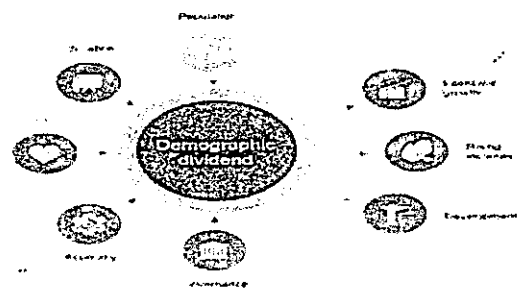
- This demographic bonus could bring a huge dividend, if this raw capital is converted into circulatory capital.
- If we fail to take hold of this opportunity immediately, this young population could create a devastating hazard for the nation.

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How does Demographic Dividend impact on the Bangladesh's economic growth?



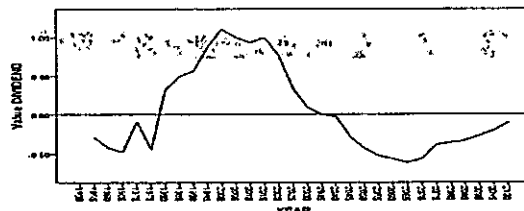
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Demographic Dividend Period in Bangladesh: 1950-2100

Period of Demographic Dividend : Bangladesh : 1950 - 2100.



Source: UNCOGID, Medium Variant

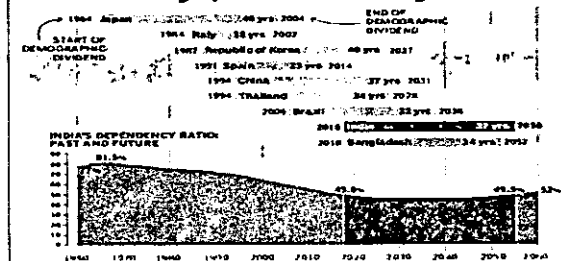
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Demographic Dividend Period

Period of demographic dividend in large economies



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Second demographic dividend

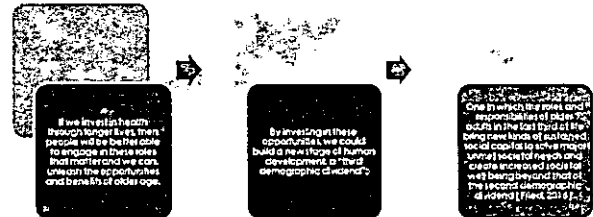
- Ageing population may create a second demographic dividend by increasing wealth accumulation and investment (Mason and Kinugasa 2008; Mason and Lee 2006).
- The second demographic dividend is expected to occur in Bangladesh after 2030.
- The second demographic dividend is expected to be larger than the first demographic dividend arising from the increase in labour supply only.

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Third demographic dividend



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Health Expenditure of Selected Countries

	Per Capita Health Expenditure (US \$)
USA	12530/19.7% of GDP
Japan	4360/10.7% of GDP
Bangladesh	44/2.5 % of GDP
China	535/5.35% of GDP
India	43.75/3.01% of GDP
Thailand	296/3.79 % of GDP
Singapore	2,632.71/4.08 % of GDP
Pakistan	39.50/3.38% of GDP

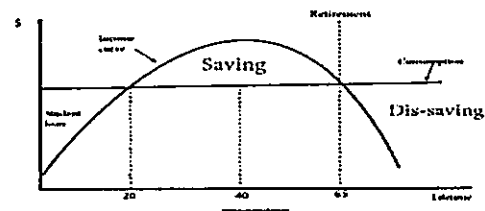
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Theory Behind DD

- Life-Cycle Hypothesis



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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).
- Smart Bangladesh where development shines accelerating employment (Manifesto-2024)
- 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 ?

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What would be the policy actions to realize demographic dividend in Bangladesh?

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Policy actions to realize demographic dividend

- Education and Skills in line with the market demand specially technical and Vocational education and training
- **Total Factor Productivity**
- Increase opportunities for employment (Boost up private sectors)
- Innovation and development
- Skill development
- Public health expenditure need to be increased
- Increase investment in young people's to turn into human capital
- Development in timely fashion to capitalize the window of opportunity

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Policy actions to realize demographic dividend

- Women's ability to enter the labor forces
- Stable economic climate for savings and investment
- Trade openness
- Governance and Capacity Building
- Infrastructure development
- Integrated demographic, economic and social policies

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Challenges

Poor human Capital

Weak institutions

Poor productivity

Required Infrastructure

Lack of venture capital

Population and poverty in Bangladesh

Population and Ageing in Bangladesh

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Challenges

- Population and food security in Bangladesh
- Population and quality education
- Providing quality technical education
- Employment Generation and Providing Housing facilities
- High density of population, 1265 per square km

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Challenges

- 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

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Challenges

- 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

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Opportunities

- Increased literacy rate
- Improved female labour force participation rate
- Improved health
- Improved savings and investment
- Per capita income and GDP growth rate will increase

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Opportunities

- Transformation of huge young age group population to technical work force.
- Reduce rate of Fertility
- Decline of IMR & MMR
- Increase of CPR
- Increase of Life Expectancy

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Opportunities

- Human resource Development
- Attraction of foreign investment as the availability of cheap labour
- Overseas Migration and foreign currency earnings
- Rural Non-farm Sector development

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Issues and Priorities of Planning and Implementation

Age structure transformation

Ensuring quality education

Economic reforms

Investment on public health

Promoting innovation

Good governance and institute building

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Issues and Priorities of Planning and Implementation

- Better health
- Financial Markets
- Human Capital-Skilled Labor -Human resource development
- Provide Quality technical education and generation of productive employment opportunities
- Boost up private sector for employment generation
- Rural urban migration
- Ageing

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Issues and Priorities of Planning and Implementation

- Drug use, violence, and illegal behaviors
- Safe motherhood and family planning
- Education and employment of women
- Legal and institutional development
- SMEs and entrepreneurship

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Issues and Priorities of Planning and Implementation

- Refugees and displaced person
- Climate change and disaster management
- Rural-Urban poverty
- Urban planning and management
- Community planning and management (policy for planned village development -My village, my town)

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Issues and Priorities of Planning and Implementation

- Attain a net reproduction rate (NRR) equal to one right now in order to stabilize population around 2050
- Housing facilities for the growing population

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What are the key takeaways from this session?

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Heartiest thanks!

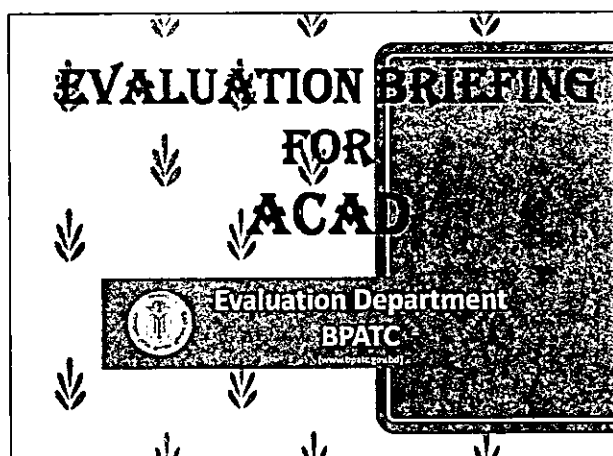
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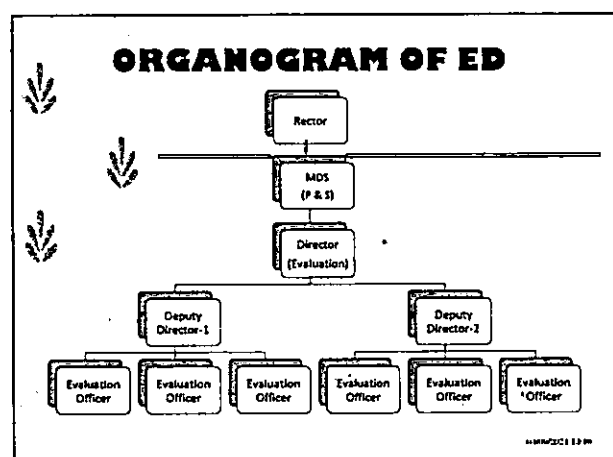
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Briefing Objectives

- Orientation with the overall evaluation approach and system
- Information of practical aspects of ACAD evaluation
- Helping trainees become aware of the opportunities and potential challenges
- Encourage trainees adopt an informed plan for the training so that the benefits could be maximized



Roles of the Evaluation Department

- Undertaking evaluation of trainees, trainers, and overall activities of the training courses
- Preparation of weekly, end-of-course, speaker evaluation report
- Preparation of results and certificates

Trainee Evaluation: Key Issues

- Multi-layered evaluation: CMT, other senior faculties
- Ambit: Both academic and nonacademic matters; behavioral issues
- Performance: Individual as well as the role in a group
- Trainee Diary, Pen picture

Evaluation System

Evaluation is done in accordance with the -
Training Evaluation Policy (Amended 2024)

The evaluation system is reciprocal. That is:

1. Participants are evaluated by the Centre
2. The Centre is evaluated by the Participants

Evaluation by the Centre

1. A participant is evaluated not only on marks but also every activity; such as maintenance of discipline, punctuality, behavior, attitude and interaction with faculty members and other participants
2. Participants are being **observed each and every moment**. Marks are only one of the instruments of evaluation

Performance Assessment

- Total assessment marks: 850
- Qualifying marks in each module: 50%
- If there is more than one evaluation system in any Module, then least qualifying marks for each evaluation method is 30%. However, in total 50% marks required to successfully pass that Module (Example could be checked from the Course Brochure)

Evaluation by Evaluation Department

— Total Marks: 25

— Attendance: 15

— *Daily Speaker Evaluation: 10 (in case of less than 50% marks, there will be provision of 'Pass only' transcript without any merit position)*

Evaluation by the Centre

- Re-evaluation in case any trainee is unsuccessful in a module [certainly, not more than 03 (three)]; trainee has to sit for re-exam if s/he fails in the re-evaluation
- Re-exam as per the evaluation policy [in case of failure in the re-evaluation but up to 3 (three) modules], no merit position – pass only transcript
- Full course again, if a participant fails in the re-exam, CMT marks and Attachments
- Overseas training as per the government decision, in collaboration with the ministry

Script Evaluation Process

- Answer scripts (Assignment, Report, Seminar Paper etc.) are encoded first by evaluation dept. and sent to concerned Module Director, so that a Module Director cannot identify a certain script
- Then the evaluated scripts are decoded, and the dept. finalizes marks
- However, group assessment, exercise in the training room are not encoded

Plagiarism

- Any sort of wrongdoing in preparing any reports is strictly prohibited
- Copying/Similarities allowed up to 25% with proper reference. However, any copying without reference is not expected
- Participants who will be held responsible for plagiarism or other means of wrongdoing in assessment process may experience severe difficulties as per the training policy

Grading

Percentage of Total Number	Grade
85 and above	A+ (Outstanding)
80 - <85	A (Excellent)
70 - <80	B+ (Good)
60 - <70	B (Satisfactory)
50 - <60	C (Average)
< 50	Fail/Unsuccessful
(if and wherever applicable)	Pass

Attendance

- At least 95% attendance in training room sessions. Less than 95% attendance will result in dismissal from the course
- In some cases, marks for absence will not be deducted:
 - According to the definition of family mentioned in "পদকর্তার আচরণ বিধিমালা, ১৯৭৯", if any family member, father-in-law, mother-in-law of the participant dies. In the time of delivery of participant's pregnant wife (maximum 3 (three) days). Other cases: Dept. Exam, if assigned for any indispensable national responsibilities
 - In case, if a trainee is severely sick (with the written prescription from the doctor of the centre), mishap etc. the competent authority could allow for a 'permitted absence' from training activities (sessions) for a transient period of time (not more than 5%)

Attendance (Contd.)

- Only on emergency grounds Course Advisor may allow up to 5% absence in the training activities (sessions)
- Marks deduction for absence

- 1%	10%
- 2%	20%
- 3%	30%
- 4%	40%
- 5%	50%

Late Attendance and Penalty

- Sports attendance: For every 3 late attendance in sessions, marks allotted for a full session will be deducted

Vigilance by Evaluation Department

- Evaluation Team will collect disciplinary summary from CMT
- Evaluation Officials will constantly monitor every activity during the training period
- The dept. will also collect information about course from other reliable sources

Punitive Measures (if required)!

- Show-cause and penalty
 - For every show cause notice 02, 1.5, 01 marks (according to the severity of) will be deducted from CMT marks depending on the gravity of offence
 - but if one gets more than 04 (four) 'show-causes' with 'warning letter' due to breach of set-norms, undisciplined activities, s/he will be instantly released from the course
 - If any allegation is not proved then no marks will be deducted
 - The same (mentioned above) is applicable for sports and PT sessions

Breach of Discipline

- Absence in any session without prior approval of CMT
- Going out of BPATC campus/staying without approval
- Failing to:
 - abide by the rules of the Centre
 - provide satisfactory response to a show-cause notice
 - submit report/assignment within the stipulated time
 - demonstrate appropriate behavior to the colleagues/fellow participants
 - wear prescribed dress code

Breach of Discipline (Contd.)

- plagiarism and any sort of wrong-doing in assessment activities
- influencing CMT and or other faculty members by any means

ACTION against BREACH of DISCIPLINE

Minor Punishment

- a) Rebuke
- b) Deduction of marks
- c) 'Pass Only' transcript without any merit position
- d) Release from the ongoing course

Major Punishment

- a) Expulsion from course for 1 year
- b) Expulsion from course for 2 years
- c) Expulsion from course for 3 years
- d) Permanent expulsion and recommendation for initiating departmental proceedings

Investigation Process (if any)

- If situation arises, **Disciplinary Committee** would investigate any issues and give its recommendation/decision for further action

Preference to Academic Attainments

- If more than one of you, achieve the **same position** in final result, marks of your academic activities would be preferred to pick the best one

Certificate Awarding

- General certificate

An individual evaluation report (including Pen Picture) would be prepared for each participant and would be sent to the respective controlling authorities

Trainees as Evaluators

- Daily Evaluation of Speakers/Resource Persons
- Weekly monitoring of sessions and services
- End of Course Evaluation: at the end of the course, participants are provided with a Prescribed Form in which they, in writing/online, could give their comments, opinions and suggestions on different aspects of the training activities

Resource Person Evaluation (Daily Task)

Evaluation Question Summary		
Course No.	Course	Evaluation For
Old Course	Resource Person Course	Resource Person
1. The resource person provided information that was useful to the students.		1 2 3 4 5
2. The resource person was able to answer the students' questions.		1 2 3 4 5
3. The resource person was able to provide information that was not in the course.		1 2 3 4 5
4. The resource person was able to provide information that was not in the course.		1 2 3 4 5

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Weekly Monitoring Form

Evaluation Question Summary	
Course No.	Course
Old Course	Resource Person Course
1. The resource person provided information that was useful to the students.	
2. The resource person was able to answer the students' questions.	
3. The resource person was able to provide information that was not in the course.	
4. The resource person was able to provide information that was not in the course.	

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For Further Details...

- We request you to go through your Course Brochure
- Please check out Evaluation Policy of BPATC online

Many Thanks!