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**151st Advanced Course on
Administration and Development
(ACAD)**

(09 February – 09 April 2025)

5

**Omnibus
(Volume-2)**



Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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151st Advanced Course on Administration and Development (ACAD) (09 February– 09 April 2025)

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

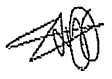
Date: 09/02/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		National Mausoleum Visit	Participants & CMT	National Mausoleum
9:40 am -10:40 am	A		Module and Service Briefing	Module Directors, DD (Service), Librarian	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -12:05 pm	A		Evaluation Briefing, Committee Formation	Shamim Adnan, Deputy Director; CMT	ITC-207
12:05 pm -1:15 pm	A		Inaugural Ceremony	Participants & CMT	ITC-Mini auditorium
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -3:15 pm	A		ERP Briefing & Laptop Distribution	IT Team of BPATC	ITC-207
6:15 pm -7:15 pm	A		Medical Check-up	Medical Officers, BPATC Medical Centre	BPATC Medical Centre

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 10/02/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	1.01	Public Service Management: Reform Initiatives & Best Practices	Md. Sharif Hasan (Director)	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK		ITC Cafeteria
11:05 am -1:15 pm	A	1.02	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	Mehedi Masud, PhD (Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER		ITC Cafeteria
2:15 pm -4:25 pm	A	1.06	Public Sector Innovation: Drivers of Innovation and Sustainability	Md. Morshed Alom, PhD (Deputy Director)	ITC-207

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(09/02/2025 - 09/04/2025)

Date: 11/02/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	1.03	Inter-Ministerial Meeting/ Consultation: Necessity, Procedure and Effectiveness	Mohammad Khaled Hasan (Guest Speaker) & Additional Secretary, Cabinet Division	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC-207
11:05 am -1:15 pm	A	1.05	Social Accountability Tools for Good Governance	M. Arifur Rahman, PhD (Director)	ITC-207
1:15 pm -11:05 am	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -4:25 pm	A	1.04	Law making process and relation between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions	Md. Nazmul Hoque (Guest Speaker) & Bangladesh Parliament Secretariat	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 12/02/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.01.01	Workshop on seminar paper concept note development	Md. Morshed Alom, PhD (Deputy Director), Dr. Md. Zohurul Islam (Director)	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	5.01.02	Workshop on seminar paper concept note development	Dr. Md. Zohurul Islam (Director), Md. Morshed Alom, PhD (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -3:15 pm	A	5.01.03	Session with Research Consultants to discuss seminar paper concept note	Afia Rahman Mukta (Senior Research Officer), Mehedi Masud, PhD (Director), Mohammad Mamun (Senior Research Officer), M. Arifur Rahman, PhD (Director), Md. Morshed Alom, PhD (Deputy Director), Rokeya Fahmida PhD (Director)	ITC-207

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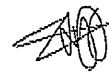
Date: 13/02/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.01	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	Professor Niaz Asadullah (Guest Speaker) & North South University	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	2.01	Introduction to Public Policy, Public Policy Process, and Policy Analysis	Dr. Md Mohoshin Ali (MDS)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 16/02/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Mohammad Rezaul Karim PhD (Deputy Director), Dr. Rizwan Khair. Fomer MDS (Guest Speaker) & BPATC	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -12:05 pm	A	2.02	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	Dr. Rizwan Khair. Fomer MDS (Guest Speaker) & BPATC, Mohammad Rezaul Karim PhD (Deputy Director)	ITC-207
12:15 pm -1:15 pm	A	5.01.05	Seminar paper proposal development	Dr. Md. Zohurul Islam (Director), Md. Morshed Alom, PhD (Deputy Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -4:25 pm	A	2.03	Policy Argument, Formulation and Implementation Challenges in Bangladesh	Dr. Md Sanwar Jahan Bhuiyan (Guest Speaker) & Secretary, Bangladesh Public Service Commission Secretariat	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 17/02/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	2.04	Policy Implementation Models and Evaluation Theories & Techniques	Dr. Md Mohoshin Ali (MDS)	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	2.05	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	Abdul Baki (Guest Speaker) & Former Secretary, Ministry of Railways	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -4:25 pm	A	2.06	Annual Development Program (ADP) and Financing Modalities and Procedures	Dr. Nurun Nahar. Addl. Sec. (Guest Speaker) & Planning Division	ITC-207

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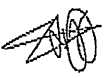
Date: 18/02/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	9.01	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	Dr. Farhana Iris (Guest Speaker) & Jatiyo Mohila Songstha	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	9.03	International Trade Negotiations: Legal Frameworks, WTO and other Protocols	Dr. Farhana Iris (Guest Speaker) & Jatiyo Mohila Songstha	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -3:15 pm	A	5.01.04	Session with Research Consultants to develop seminar paper proposal	Afia Rahman Mukta (Senior Research Officer), Md. Morshed Alom, PhD (Deputy Director), Mehedi Masud, PhD (Director), Mohammad Mamun (Senior Research Officer), M. Arifur Rahman, PhD (Director), Rokeya Fahmida PhD (Director)	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 19/02/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	9.04	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	Shabbir Ahmad Chowdhury (Guest Speaker) & null	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	9.05	Regional Trade Scenario in South Asia and Lessons for Bangladesh	Md. Hafizur Rahman (Guest Speaker) & Administrator, FBCCI	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -4:25 pm	A	9.06	Bangladesh's LDC Graduation: Process and Implications on the Economy	Dr. Kazi Iqbal (Guest Speaker) & Bangladesh Institute of Development Studies (BIDS)	ITC-207
6:45 pm -8:45 pm	A	3.06	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	Dr. Md Khairuzzaman Mozumder. Secretary (Guest Speaker) & Finance Division	ITC Mini Auditorium

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(09/02/2025 - 09/04/2025)

Date: 20/02/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	11.02	Occupational Health Hazard and its Management	Dr. Md. Mostafizur Rahman (Medical Officer)	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK		ITC Cafeteria
11:05 am -1:15 pm	A	5.01.05	Seminar paper proposal development	Dr. Md. Zohurul Islam (Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER		ITC Cafeteria
11:25 pm -11:30 pm	A		আইটিসি'র সামনে উপস্থিতি	প্রশিক্ষার্থী ও সিম্রাটি	আইটিসি'র সামনে
11:30 pm -11:55 pm	A		আইটিসি'র সামন থেকে বিপিএটিসি'র শহিদ মিনারের উদ্দেশ্যে যাত্রা	প্রশিক্ষার্থী ও সিম্রাটি	আইটিসি'র সামনে

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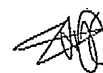
Date: 23/02/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.02	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	Mohd. Monirul Islam (Guest Speaker) & Additional Secretary, SDG Affairs, CAO	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -2:15 pm	A	6.04	Workshop on GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	Md. Morshed Alom, PhD (Deputy Director), Hasan Murtaza Masum (Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC-207
2:15 pm -3:15 pm	A		Group Exercise on Module 6	Participants	ITC-207

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(09/02/2025 - 09/04/2025)

Date: 24/02/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	6.03	Meeting the SDGs on Poverty Reduction, health, education, and gender equality (Goals 1,3, 4, & 5): Challenges and Way Forward	Abdul Baki (Guest Speaker) & Former Secretary, Ministry of Railways	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	6.01	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	Md. Atikuzzaman (Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -3:15 pm	A		Seminar paper proposal finalization	Participants	ITC-207

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(09/02/2025 - 09/04/2025)

Date: 25/02/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A	10.00[1]	Presentation on Learning Points: Module 1 by the team members of Motijheel	Dr. Md. Zohurul Islam (Director)	ITC-207
9:40 am -10:40 am	A	10.00[2]	Presentation on Learning Points: Module 2 by the team members of Dhanmondi	Dr. Md. Zohurul Islam (Director)	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -2:00 pm	A		Departure for study tour	Participants & CMT	From in front of ITC

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 02/03/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.02	Budget Making Process and MTBF	Mohammad Azad Sallal (Guest Speaker) & Finance Division	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC-207
11:05 am -1:15 pm	A	3.03	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	Mohd Rashedul Amin (Guest Speaker) & Finance Division	ITC-207
1:15 pm -11:05 am	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:15 pm -3:15 pm	A		Seminar paper proposal submission	Participants	Place of own choice

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 03/03/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	3.04	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	Dr. Md Salim Al Mamun (Guest Speaker) & Bangladesh Bank	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	3.07	Social Business and Entrepreneurship Development	Dr. Md. Mustafizur Rahman (Guest Speaker) & Member (Secretary), Industry and Energy Division	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 09/03/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	4.03	Fourth Industrial Revolution and Emergence of Artificial Intelligence	Professor Upama Kabir, PhD (Guest Speaker) & Department of Computer Science and Engineering, University of Dhaka	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK		ITC Cafeteria
11:05 am -1:10 pm	A	4.02	Digital Platform and Cyber Security	A.F.M Anjuman Kalam (Guest Speaker) & Bangladesh Police	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER		ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 10/03/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	4.01	Group exercise and presentation on digital service delivery, mobile governance and citizen engagement	Dr. Md. Roushon Jamal (Director)	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	11.03	Stress Management and Strategies for Ensuring Work-Life Balance	BM Benojir Ahmed (Director)	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 11/03/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	7.01	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	Md. Mosta Gausul Hoque,PMP (Guest Speaker) & BPPA (CPTU), IMED;	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	7.03	Log Frame and Project Risk Analysis	Md. Mosta Gausul Hoque,PMP (Guest Speaker) & BPPA (CPTU), IMED;	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 12/03/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	7.04	Project Proposal Development in Reference with MAF & SAF	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker) & Dhaka North City Corporation	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	7.05	Project Appraisal	Abu Sayed Md. Kamruzzaman ndc (Guest Speaker) & Dhaka North City Corporation	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 13/03/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	7.10	Monitoring and Evaluation of Projects and the role of IMED	Muhammad Saifur Rahman (Guest Speaker) & IMED	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	8.01	Overview on PPA 2006 and PPR 2008	Md. Rafiqul Islam (Director)	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 16/03/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	8.02	Annual Procurement Planning and Preparation of Technical Specification	Mohammad Shoheler Rahman Chowdhury (Guest Speaker) & Former DG, BPPA	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	8.04	Noting & Drafting for Tenders (specifying the Conditions)	Mohammad Shoheler Rahman Chowdhury (Guest Speaker) & Former DG, BPPA	ITC-207
1:10 pm -2:00 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:00 pm -3:00 pm	A	5.02.03	Session with Research Consultants	Afia Rahman Mukta (Senior Research Officer), Md. Morshed Alom, PhD (Deputy Director), Mehedi Masud, PhD (Director), Mohammad Mamun (Senior Research Officer), M. Arifur Rahman, PhD (Director), Rokeya Fahmida PhD (Director)	ITC-207

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 17/03/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	8.06	Steps in Service Procurement: Services Shortlisting (Eol) and Proposal Evaluation	Md. Aknur Rahman, Ph.D. (Guest Speaker) & Joint Secretary, Energy & Mineral Resources Division	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	8.07	Practical Exercise on Managing e-GP	Md. Masud Ahmed (Deputy Director)	ITC-207
1:10 pm -1:20 pm	A		Briefing on Individual Presentation (IP) under Module 10	Module Director of Module 10 (S. M. Mehedi Hasan, Director, BPATC)	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 18/03/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	10.01	Art of Public Speaking	Dr. S. M. Shameem Reza (Guest Speaker) & Department of Mass Communication & Journalism, University of Dhaka	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC-207
11:05 am -1:10 pm	A	10.05[1]	Development Debate: Round 1	Hasan Murtaza Masum (Director), Md. Sharif Hasan (Director), Numeri Zaman (MDS)	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:00 pm -4:00 pm	A		Public Policy and Development: Some Reflections	Professor Niaz Ahmed Khan, PhD, Vice Chancellor, University of Dhaka	ITC-207

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(09/02/2025 - 09/04/2025)

Date: 19/03/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	4.01	E-governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	Dr Md Jahid Hossain Panir (MDS)	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK		ITC Cafeteria
11:05 am -12:05 pm	A	10.05[2]	Development Debate: Final Round	Dr. Mohamamd Tarikul Islam (Guest Speaker) & Jahangirnagar University, Md. Sharif Hasan (Director), Hasan Murtaza Masum (Director)	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER		ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 20/03/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	7.06	Critical Aspects2 of Complex and Big Projects Management	Mohammad Abdur Rouf (Guest Speaker) & Bangladesh Bridge Authority	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	12.03	Climate Change and Disaster: Global Targets and National Action Agenda	Dr. Fazle Rabbi Sadeque Ahmed (Guest Speaker) & Palli Karma Sahayok Foundation	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 23/03/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	12.05	National Energy Policy (NEP-2004), Bangladesh and the Future of Energy Security for Developing Countries	Professor Dr. Mohammad Tamim (Guest Speaker) & BUET	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:10 pm	A	12.13	Different types of cases in the High Court and Appeal Division and the duties and responsibilities of public officials	Aneek R Haque (Guest Speaker) & Law and Justice Division	ITC-207
1:10 pm -2:10 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria

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151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 24/03/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
9:00 am -5:00 pm	A		Industrial Visit in Narayanganj	Participants & CMT	Infront of the ITC

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(09/02/2025 - 09/04/2025)

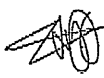
Date: 25/03/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -10:50 am	A	10.06	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	ITC-207
10:50 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -12:05 pm	A	10.07	Theme based Individual Presentation	S. M. Mehedi Hasan (Director)	ITC-206
12:05 pm -1:05 pm	A	10.00[4]	Presentation on Learning Points: Modules 4 & 6 by the team members of Uttara	Dr. Md. Zohurul Islam (Director)	ITC-207
1:05 pm -2:00 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
2:00 pm -3:00 pm	A	10.00[5]	Presentation on Learning Points: Modules 7 & 8 by the team members of Banani	Numeri Zaman (MDS)	ITC-207
3:05 pm -4:05 pm	A	10.00[6]	Presentation on Learning Points: Modules 9 & 11 by the team members of Gulshan	Numeri Zaman (MDS)	ITC-207

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 27/03/2025

Day : Thursday

Time	Section	Code	Event	Speaker & Institution	Venue
8:45 am -1:10 pm	A		Seminar paper presentation slides preparation	Participants	Place of own choice

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 06/04/2025

Day : Sunday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.02.06	Seminar Paper Presentation	Dr. Farhana Iris (Guest Speaker) & Jatiyo Mohila Songstha, Mohammad Rezaul Karim PhD (Deputy Director)	ITC-207
11:05 am -1:15 pm	A	5.02.06	Seminar Paper Presentation	Dr. Farhana Iris (Guest Speaker) & Jatiyo Mohila Songstha, Mohammad Rezaul Karim PhD (Deputy Director)	ITC-207

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 07/04/2025

Day : Monday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	5.02.06	Seminar Paper Presentation	Dr. Md Sanwar Jahan Bhuiyan (Guest Speaker) & Secretary, Bangladesh Public Service Commission Secretariat, Dr. Md. Roushon Jamal (Director)	ITC-206
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -1:15 pm	A	5.02.06	Seminar Paper Presentation	Dr. Md Sanwar Jahan Bhuiyan (Guest Speaker) & Secretary, Bangladesh Public Service Commission Secretariat, Dr. Md. Roushon Jamal (Director)	ITC-207
1:15 pm -2:15 pm	A		LUNCH & PRAYER	Participants	ITC Cafeteria
3:45 pm -5:00 pm	A		Friendly Volleyball Match	Participants & Faculty Members	Indoor Games Hall

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 08/04/2025

Day : Tuesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -10:40 am	A	12.09	Media Relations and Effective Public Relation Management	Dr. S. M. Shameem Reza (Guest Speaker) & Department of Mass Communication & Journalism, University of Dhaka	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK		ITC Cafeteria
11:05 am -1:15 pm	A	12.14	Constitutional Reform in Bangladesh: Challenges and Prospects	Professor Ali Riaz (Guest Speaker) & Illinois State University	ITC-207
12:15 pm -1:05 pm	A		Certificate Awarding Ceremony of Participation	Participants & CMT	ITC-Mini auditorium
1:15 pm -2:15 pm	A		LUNCH & PRAYER		ITC Cafeteria
6:50 pm -8:20 pm	A		Cultural Program & Guest Night	Participants	ITC-Mini auditorium

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Class Schedule

151st Advanced Course on Administration and Development (ACAD)

(09/02/2025 - 09/04/2025)

Date: 09/04/2025

Day : Wednesday

Time	Section	Code	Event	Speaker & Institution	Venue
8:30 am -9:30 am	A		Open discussion with CMT	Participants & CMT	ITC-207
9:40 am -10:40 am	A		Course End Evaluation	Md. Shamim Adnan . Deputy Director. BPATC	ITC-207
10:40 am -11:05 am	A		HEALTH BREAK	Participants	ITC Cafeteria
11:05 am -12:05 pm	A		Laptop return	IT Team of BPATC	ITC-207
12:15 pm -1:05 pm	A		Certificate Awarding Ceremony of Participation	Participants & CMT	ITC-Mini auditorium
1:05 pm -2:00 pm	A		LUNCH & PRAYER	Participants	ITC-207

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Md. Morshed Alom, PhD
Course Coordinator
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Module:1

Public Service and Operational Issues

Welcome to the Presentation on

Recent Changes in Public Sector

Facilitated by

Md. Sharif Hasan

Director, BPATC, Savar, Dhaka

1

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

2

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

3

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.

4

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.

5

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.

6

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.

7

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.

8

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 mechanism; 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.

9

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).

10

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.

11

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.

12

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

13

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.

14

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.

15

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.

16

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.

17

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.

18

Reforms in Bangladesh

- Colonial Legacy

10

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

20

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.

21

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.

22

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 secretariat, other executive bodies; and delegation of financial and administrative power.
- Trend of declining number of ministries and lower-level public servants.

23

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.

24

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.

25

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

26

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.

27

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.

28

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)

29

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.

30

Thank You Very Much!

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 to change, reform.
- Roots of reforms traced in Thatcherism (UK), Reaganomics (USA) in 1980s under Neo-liberal politico-economic thinking, collapse of USSR and socialist bloc.
- These paved way to the sudden transition to a market-led system and the victory for liberalisation and democracy.
- Wave against state intervention swept through the globe, demanded downsizing of bureaucracy.
- 'Globalisation' put states 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 Refurbishing 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-Perolehen-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

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!

Strategic Management in the Public Sector: Scope, Approach, and Strategies, and SWOT and PESTLE Analysis

Mehedi Masud, Ph.D.
Director

Session Outlines

- Assumptions & Overview of STRATEGY
- Comprehending STRATEGY: Levels of Strategy
- Interpreting STRATEGY: Scope & Stages of Strategy
- Debunking Myths about Strategy: Crafting Strategies
- Understanding STRATEGIC MANAGEMENT
- Strategic Management in the Public Sector with Examples:
 - Setting Vision, Mission, SMART Objectives
 - SWOT Analysis: How to do it?
 - Understanding 5 Forces Model
 - Conducting a PESTLE Analysis : How to do it?

Assumptions on Strategy

- 2 types of thought process:
- linear and
- non-linear

Overview of Strategy

STRATEGY

- Derived from the Greek 'Strategia' (general ship), 'strategy' means to 'plan the destruction of one's enemy through effective use of resources' (Bracker, 1980, p.219; Nutt & Backoff, 1992, p.56).
- In the organisation context, strategy means an organisation's long-term direction, goal-setting, and determination of the course of action toward achieving the goal (Coutler, 2002).

Overview of Strategy

STRATEGY

- But this definition does address the environment in which a firm is set. (example of any business)
- This definition advanced by Johnson et al (2005, p 19) is more appropriate who defined 'strategy' as: the direction and scope of an organisation over the long term, which achieves advantages in a changing environment through its configuration of resources and competences, with the aim of fulfilling stakeholder expectations.

Essence of Strategy

The core concept of strategy is based on three subsidiary concepts:
competitive advantage,
distinctive capabilities and
strategic fit.

Essence of Strategy

- There are three important strategic questions
- Where are we now?
- Where do we want to go?
- How will we get there?

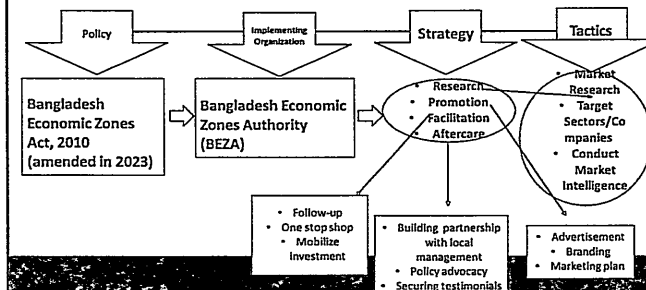
A Company's answer to "How will we get there?" - Is its strategy

MINTZBERG ON STRATEGY

Mintzberg (1987, 2003) on strategy:

- Strategy as plan
- Strategy as ploy
- Strategy as pattern
- Strategy as position
- Strategy as perspective

UNDERSTANDING THE LINKAGES BETWEEN POLICY AND STRATEGY



LEVELS OF STRATEGY

- Why there are multi levels in strategy?
- How many levels of strategy are there?
- General Electric
- Gillette
- Diverse lines of business leads to diverse strategy

Multibusiness corporations

3 LEVELS OF STRATEGY

- i) Corporate level strategy:
- ii) Business level strategy:
- Functional level strategy:

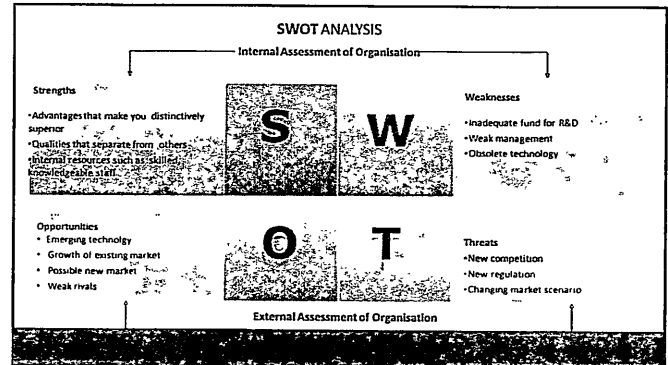
GENERIC STRATEGY

Generic Strategies:

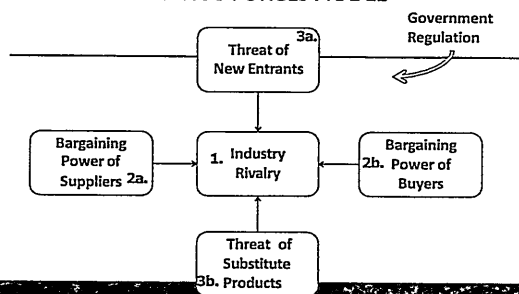
- i) Cost leadership Strategy-
- ii) Differentiation Strategy-
- iii) Focus Strategy-

Stages of Strategic Management

- The strategic management process consists of three stages:
 - Strategy formulation
 - Strategy implementation
 - Strategy evaluation



PORTER'S 5 FORCES MODEL



PESTEL



VISION AND MISSION STATEMENT

VISION

- Vision is future-oriented and describes where an organization would like to be positioned in the market in 5, 10, 15, or 20 years' time.
- The vision represents core values.

Google's Vision Statement

To provide access to the world's information in one click

MISSION

A company's Mission is a concise statement of what your company wants to do and what your company can do and what purpose it exists for.

Google's Mission Statement

To organize the world's information and make it universally accessible and useful.

SMART OBJECTIVES

- George T. Doran (1981) coined the phrase SMART objectives

- What Are SMART Objectives?
- What is the Definition of SMART Objectives?

SMART OBJECTIVES

SMART Objectives are defined as a set of Objectives that are crafted based on parameters, that bring structure and tractability together. SMART objective setting is a verifiable trajectory towards a certain achievement with clear milestones and an estimated timeline. SMART is an acronym that stands for:

- S – Specific → What will be accomplished? What actions will you take?
- M – Measurable → What data will measure the goal? (How much? How well?)
- A – Achievable → Is the goal doable? Do you have the necessary skills and resources?
- R – Relevant → How does the goal align with broader goals? Why is the result important?
- T – Time-based → What is the time frame for accomplishing the goal? What is the time frame for accomplishing the goal?

STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR STRATEGIC PLAN OF BPATC

STRATEGIC PLAN
for
Institutional Development of BPATC
2019-2021

Knowledge Public Administration Training Centre

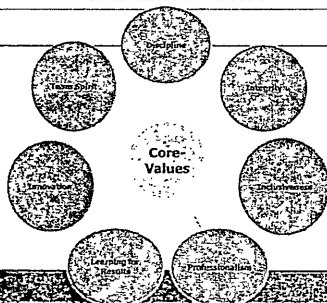
Strategic Management in the Public Sector Vision Statement of BPATC

BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest.

Strategic Management in the Public Sector Mission Statement of BPATC

- We are committed to achieve the shared vision through
 - developing competent and professional human resources by imparting quality training and development programs;
 - conducting research, publishing books and journals and extending consultancy services for continuous improvement of public service delivery system;
 - establishing effective partnership with reputed institutions of home and abroad for developing organisational capacity; and
 - promoting a culture of continuous learning to foster a knowledge-based civil service.

STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR CORE VALUES OF BPATC

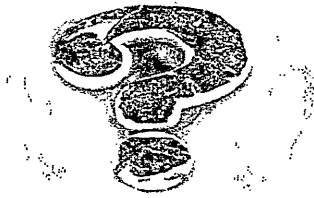


STRATEGIC MANAGEMENT IN THE PUBLIC SECTOR

Strategic Goals of BPATC

- Strategic Goal-1: Integrated HRM System
- Strategic Goal-2: Client-focused Quality Training and Education Programmes
- Strategic Goal-3: Innovative Management Practices
- Strategic Goal-4: Quality Infrastructure and Learning Aid
- Strategic Goal-5: Leadership in Research & Consultancy on Training, HRD, Governance and Public Management
- Strategic Goal-6: Strategic Partnership & Networking With National & International Institutions for Enhancing Organisational Capacity
- Strategic Goal-7: Policy Autonomy through Legal & Structural Reforms

QUESTIONS



THANK YOU

Significance of Inter-Ministerial Meeting and Consultation: Procedure and Effectiveness

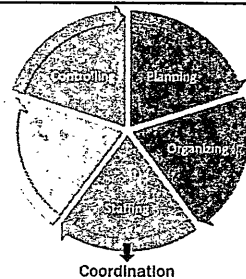
Mohammad Khaled Hasan
Additional Secretary (Coordination)
Cabinet Division

Outline of the Presentation

- Inter-Ministerial Consultation – Its Background
- Its Significance, tools and procedures
- Legal Frameworks Guiding Inter-Ministerial Consultation
- Challenges and Drawbacks
- Way forward

Management Functions

Henri Fayol



Interministerial Meeting and Consultation is a tool for Coordination

What is Inter-Ministerial Consultation

- A process of coordinated policy-making that involves two or more ministries sharing information, aligning strategies and reconciling priorities to address issues that transcend the boundaries of any single ministry. Peters and Pierre (2006)
- The formal and informal interactions between ministries aimed at achieving greater coherence in policy development and implementation across government sectors. Christensen and Lægreid (2008)
- A mechanism for horizontal coordination within government, designed to overcome the limitations of vertical, hierarchical structures in addressing cross-cutting policy issues. Bouckaert, Peters, and Verhoest (2010)

Salient Features of Interministerial Consultation

- Coordinated Policy-Making:**
Ministries collaborate to share information, align strategies, and address cross-cutting issues.
- Cross-Ministry Collaboration:** Formal and informal interactions ensure coherent policy development and implementation across sectors.
- Horizontal Coordination:** Enables ministries to work together, overcoming hierarchical structures for cross-sectoral issues.
- Deliberative Process:**
Ministries exchange information, harmonize positions, and develop integrated solutions to complex challenges.
- Complex Issue Resolution:**
Designed for resolving multi-faceted policy issues that require input from multiple ministries.
- Flexible and Adaptive:**
Combines formal structures and informal interactions, adaptable to various policy needs.

Historical Background and Evolution of Interministerial Consultation

- Ancient Greece and Rome (8th century BCE - 5th century CE)**
 - Greek City-States: Councils (boulé)
 - Roman Republic: The Senate
 - Roman Empire: The Emperor's consilium principis
- Middle Ages (5th - 15th century)**
 - Feudal Systems: councils of nobles and clergy.
 - Byzantine Empire: sekreta and strategos
- Early Modern Period (15th - 18th century)**
 - Rise of Nation-States: As centralized governments emerged, more formalized ministerial systems developed.
 - British Cabinet System: Ministers headed different departments and met collectively to advise the monarch, setting the stage for modern interministerial consultation.

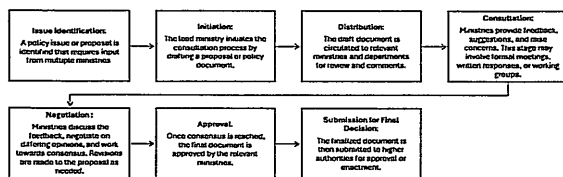
Significance of Inter-Ministerial Consultation

- Inter-ministerial consultation is crucial for fostering collaborative governance and ensuring that diverse perspectives are integrated into policy-making processes. It helps in aligning the objectives of different governmental departments, leading to more coherent and effective policy outcomes." (Nabatchi, T., & Bingham, L. B. (2010).
- Effective inter-ministerial consultation facilitates the coordination of policies across various governmental sectors, ensuring that initiatives are not only aligned with national priorities but also mutually reinforcing. (Milakovich, M. E., & Gordon, G. J. (2013).
- Inter-ministerial consultation is essential to break down policy silos and encourage a more integrated approach to public administration. By engaging in regular communication and negotiation, ministries can work towards common goals and avoid conflicting actions. (Hood, C. (1991).

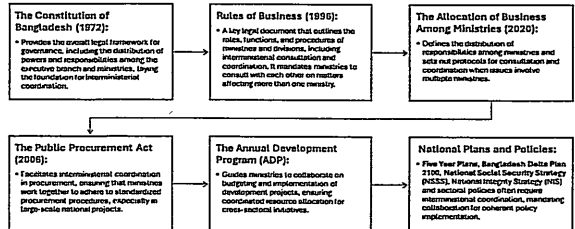
Key Mechanisms for Interministerial Coordination

- Committees and Working Groups:** Interministerial committees, task forces, and standing committees.
- Regular Meetings:** Scheduled and ad hoc meetings.
- Document Circulation:** Sharing policy drafts and using shared databases.
- Digital Platforms:** Project management tools, internal networks, and video conferencing.
- Liaison Officers:** Designated officials and secondments for knowledge transfer

Process of Consultation



Legal Frameworks Guiding Interministerial Coordination



Consultation with Ministries/Divisions

Consultation Among Ministries and Divisions (Rule 10)

1. Mandatory Consultation

- No orders can be issued or cases submitted to the Prime Minister or Cabinet without consulting all relevant Ministries/Divisions and recording their views.
- Consultation must happen as early as possible with clear points of reference for opinions.

2. Urgency Exception

- In urgent cases, with Prime Minister's approval, the consultation requirement can be waived.
- The concerned Ministry/Division must be informed afterward as soon as possible.

3. Resolving Disagreements

- If Ministries/Divisions can't agree, the Minister can escalate the case to the Prime Minister after consulting other Ministers.
- If the Prime Minister directly oversees a Ministry, all final views from other Ministries must be obtained before submitting the case to the Prime Minister.

....Additional Provisions (Rules 10)

1. Referral for Consultation

1. When a Ministry/Division refers a case to another, all relevant facts and reasons must be clearly stated.

2. Information Sharing

1. Ministries/Divisions can share information with others for their awareness or potential benefit, even if consultation is not mandatory.

3. Prime Minister's Authority

1. The Prime Minister can call for any case from any Ministry/Division.

Ministers' Access to Cases

1. Ministerial Access

1. A Minister can request to see a case from another Ministry if it's needed for their own work, with prior information to the concerned Minister.
2. The Finance Minister can request cases with financial considerations, and the Law Minister can request cases involving legal matters.

2. Further Action on Cases

1. If a Minister wants further action on a case from another Ministry, they must consult the concerned Minister.
2. If no agreement is reached, the case will be escalated to the Prime Minister for a decision.

Consultation with Cabinet Division (Rule 11)

- **Mandatory Consultation:** No Ministry can issue orders without prior consultation with the Cabinet Division if it involves:
 - Interpretation of the Rules of Business
 - Reorganization of a Ministry/Division affecting the Allocation of Business
 - Changes in the Allocation of Business between Ministries/Divisions
 - Remuneration and privileges of the President, Prime Minister, Ministers, Ministers of State, and Deputy Ministers
 - Any other matters allocated to the Cabinet Division under these rules

Consultation with Ministry of Public Administration (Rule 12)

- **Consultation Requirement:** No Ministry can issue orders, except under delegation from the Ministry of Public Administration, on the following matters:
 - **Reorganization:** Creation, abolition, or change in the status of posts in Ministries/Divisions or Attached Departments.
 - **Organization Changes:** Establishment of new working units within a Ministry/Division other than as a section.
 - **Creation/Reorganization:** Creation or reorganization of Attached Departments.

.... Consultation with Ministry of Public Administration

4. **Appointments:** Initial appointments to posts of NPS-IX and above outside the purview of the Bangladesh Public Service Commission.
5. **Service Conditions:** Changes in the terms and conditions of service for officers (excluding defense) and ministerial staff in Ministries/Divisions and Attached Departments.
6. **Postings:** Posting of Non-Secretariat officers in Ministries/Divisions or Attached Departments.
7. **Expenditure Proposals:** Proposals involving the Ministry of Finance.
8. **Rules Interpretation:** Interpretation of rules and orders made by the Ministry of Public Administration.
9. **Personnel Transfers:** Transfer of personnel from Development Projects to Revenue setup after project completion.
10. **Recruitment Rules:** Rules for recruitment, including removing posts from the purview of the Bangladesh Public Service Commission.

Consultation with Finance Division (Rule-13)

- **Consultation Required:** No Ministry can authorize orders impacting finances without prior consultation with the Finance Division if it involves:
 - **Revenue Impact:** Relinquishment, remission, assignment of revenue, or grant of guarantees.
 - **Unbudgeted Expenditures:** Expenditure not covered in the budget.
 - **Taxes and Loans:** Levy of taxes, duties, cesses, fees, or resolution of loans.
 - **Budget Adjustments:** Re-appropriation between major budget heads.
 - **Accounting Changes:** Alterations in the method of budget/account compilation.
 - **Foreign Exchange:** Receipt or expenditure of foreign exchange, unless allocated.
 - **Service Conditions:** Changes in terms and conditions of government/public corporation employees with financial implications.
 - **Rules Interpretation:** Interpretation of Finance Division rules.

....Consultation with Finance Division

Concurrence Refusal: If Finance Division refuses concurrence, the proposal cannot proceed. If desired, the Ministry/Division may submit the case to the Prime Minister for a decision.

Audit Orders: Any financial orders that are not covered by the approved budget must be communicated to the audit authorities through the Finance Division.

Additional Consultation Areas: The Finance Division must be consulted on key economic and financial matters such as:

Export programs and import policies	Trade and barrier agreement negotiations	Tax policy determination	Pricing policy determination	Investment policy determination	Labour policy determination
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Consultation with the Law and Justice Division (Rule 14)

- **Mandatory Consultation:** The Law and Justice Division must be consulted:
 - On all legal questions arising from any case.
 - For interpretation of any law in any proceedings.
 - Before advising on mercy petitions involving death sentences, pardons, reprieves, suspensions, or commutations of sentences.
 - Before involving the Government in criminal or civil proceedings in a Court of Law.
 - Whenever criminal or civil proceedings are instituted against the Government.
- **Attorney-General:** Ministries can only consult the Attorney-General through the Law and Justice Division, following their procedures.
- **Disagreements:** If disagreement arises between the Attorney-General and the Law and Justice Division, the case will be submitted to the Minister of Law, Justice, and Parliamentary Affairs for a decision.

Consultation with Legislative and Parliamentary Affairs Division (Rule-14 A)

- **Mandatory Consultation:** The Legislative and Parliamentary Affairs Division must be consulted:
 - On all proposals for legislation.
 - On legal questions arising from any legislative proposal.
 - For preparation of important contracts, international agreements, and conventions related to international law.
 - For the interpretation of legislation.
 - Before issuing any rules, regulations, or by-laws under statutory authority.
- **Attorney-General Consultation:** Ministries can only consult the Attorney-General through the Legislative and Parliamentary Affairs Division, following its procedures.
- **Disagreements:** If a disagreement arises between the Attorney-General and the Division, the case will be referred to the Minister of Law, Justice, and Parliamentary Affairs for a decision.

Procedure for Meeting of the Cabinet (Rule-16)

- **Cases to be Brought Before the Cabinet:**
 - **Legislation:** Cases involving legislation or Ordinances.
 - **War and Emergency:** Declaration of war, cessation of war, Emergency proclamations, and revocations.
 - **Commissions of Inquiry:** Proposals for public commissions of Inquiry and their reports.
 - **Ministerial Requests:** When a Minister seeks Cabinet decisions or directions on important matters.
 - **Legal Prosecutions:** Withdrawal of government prosecutions not based on legal advice.
 - **Presidential Communications:** Addresses and Messages from the President to Parliament.
 - **Floatation of Loans:** Proposals for loan floatation.

....Procedure for Meeting of the Cabinet (Rule-16)

Proposals Involving Corporations:

- Creation, funding, or dissolution of government/public sector corporations or companies.
- Amalgamations or differences of opinion between Ministers needing Cabinet decisions.

Policy and Budget:

- Issues related to vital political, economic, or administrative policies.
- Changes to existing policies or Cabinet decisions.
- Presentation of the annual budget.

Foreign Relations:

- Negotiations on treaties, agreements with foreign countries, opening/closing Bangladesh missions abroad.

Additional Cases:

- Any other cases referred by the Prime Minister or requested by the President to be brought before the Cabinet.

Method of Disposal by the Cabinet (Rule 17)

- Cases referred to the Cabinet are disposed of through the following methods:
 1. **Circulation:**
 1. Circulated among Ministers for approval.
 2. **Cabinet Meeting:**
 1. Discussed at a Cabinet meeting.
 3. **Cabinet Committee Meeting:**
 1. Discussed by a Committee of the Cabinet.
 2. Decisions must be ratified by the Prime Minister/Cabinet unless prior authorization allows otherwise.

Cabinet Committees

NEC and ECNEC	• High Level Cabinet Committees to deal with national economic policies and projects
Cabinet Committee on Economic Affairs (CCEA)	• Oversees economic policies, including major project approvals and economic reforms.
Cabinet Committee on Public Purchase	• Reviews and approves government procurement and contracts to ensure transparency and accountability.
Cabinet Committee on Social Security	• Oversees social welfare and safety net programs, including poverty alleviation efforts.
Cabinet Committee on National Disaster Management	• Coordinates disaster management policies, preparedness, and responses to natural disasters.
Cabinet Committee on Law and Order	• Focuses on issues related to national security, law enforcement, and maintaining law and order.
Cabinet Committee on National Exports	• Promotes export growth and addresses challenges related to export industries.

Important Committees for Consultation

	Secretaries' Meeting
	CRVS Steering Committee
	The National Implementation Committee for Administrative Reorganization and Reform (NICAR)
	Secretaries Committee on Administrative Development
	Central Management Committee on Social Security

Local Consultative Group (LCG) in Bangladesh

What is the LCG?

- A platform for dialogue and collaboration between the Government of Bangladesh and development partners.
- Focuses on addressing thematic areas related to development, governance, and economic policies.

Key Objectives

- **Policy Coordination:** Facilitates coordinated efforts between the government and international donors.
- **Resource Alignment:** Ensures that resources from development partners are aligned with national priorities.
- **Issue-Specific Consultations:** Engages on thematic areas such as education, health, infrastructure, climate change, and governance.

Challenges for Interministerial Consultation:

Bureaucratic Silos:	Ministries often operate in isolation, making cross-ministry coordination difficult due to differences in priorities, mandates, and structures.
Conflicting Interests:	Ministries may have conflicting agendas or interests, which can hinder the alignment of policies and the achievement of common goals.
Communication Barriers:	Ineffective communication or lack of proper channels can lead to misunderstandings, delays, and inefficiencies in decision-making.
Lack of Clear Leadership:	The absence of a clear coordinating body or leadership can result in fragmented efforts and slow progress in reaching consensus.
Limited Resources:	Ministries may face resource constraints, including limited budget, time, or personnel, which can impede effective consultation and collaboration.

.....Challenges for Interministerial Consultation:

Hierarchical Structures:	• Strong vertical hierarchies within ministries may resist horizontal collaboration, creating challenges in fostering interministerial cooperation.
Political Influence:	• Political factors and changing priorities can disrupt ongoing consultation processes, leading to inconsistency in policy implementation.
Lack of Incentives:	• Career advancement often tied to individual or ministerial performance • Limited recognition for successful inter-ministerial work
Technological Barriers	• Incompatible IT systems between ministries • Security concerns limiting information sharing
Accountability Issues	• Difficulty in assigning responsibility for outcomes of joint decisions • Potential for blame-shifting between ministries

Recommendation for Effective Consultation



Introduce Flexible Consultation Frameworks

Move from Formal to Adaptive Consultations: Reduce rigidity in formal consultation structures by adopting more flexible and iterative frameworks.

Use Task-Based Consultations: Instead of relying solely on long-term committees, introduce short-term task forces or working groups with specific, time-bound objectives to tackle pressing issues.



Simplify Decision-Making Processes

Limit Bureaucratic Layers: Streamline decision-making by reducing the number of layers in the approval chain. Ensure that key stakeholders are identified early on to avoid unnecessary back-and-forth delays.

Empower Mid-Level Officials: Encourage mid-level managers and officials to take the lead on interministerial collaborations, reducing the dependency on top-level ministry heads to make every decision.



Regular Monitoring and Evaluation

Set Clear Benchmarks: Establish clear objectives and key performance indicators (KPIs) for interministerial consultations. Regular evaluations and feedback loops should be implemented to assess the effectiveness of the consultation process.

Assign Evaluation Teams: Designate specific teams to monitor progress and follow up on action points agreed upon during consultations, ensuring that decisions are implemented without unnecessary delays.

Recommendation for Effective Consultation



Integrate Technological Tools for Better Collaboration

Leverage AI for Data Analysis: Use AI-powered tools to synthesize complex data from multiple ministries, providing more concise insights that can inform decision-making and reduce the burden of manual analysis.

Virtual Collaboration Tools: Encourage the use of virtual collaboration tools for consultations, particularly in situations where in-person meetings may be difficult to arrange, thus accelerating the process.



Enhance Capacity Building for Effective Consultation

Training Programs for Cross-Ministerial Collaboration: Introduce capacity-building programs for civil servants and officials that focus on interministerial collaboration, conflict resolution, and cross-sectoral planning.

Inter-Ministerial Secondment Programs: Introduce temporary secondment programs where staff from one ministry can work in another ministry to foster better understanding and improve cross-departmental coordination.



Focus on Policy Harmonization

Cross-Ministry Policy Alignment Workshops: Hold workshops aimed at aligning policies between ministries, ensuring that all departments are on the same page regarding relevant provisions, avoiding conflicts between ministerial goals.

Joint Policy Planning: Implement joint policy planning sessions to address overlapping issues, such as economic development and environmental sustainability, to reduce friction caused by conflicting interests.

Recommendation for Effective Consultation



Introduce Financial and Resource Incentives

Pool Budgets for Joint Initiatives: Encourage the pooling of resources for shared projects between ministries, which can reduce competition for limited budgets and help align priorities.

Reward Collaborative Successes: Introduce financial bonuses or public recognition for ministries or individuals who successfully lead cross-departmental initiatives, providing tangible incentives for cooperation.



Address Siloed Structures

Cross-Functional Teams: Establish permanent cross-functional teams that can bypass silos and work on shared projects across ministries. These teams should report directly to a central authority, such as the Prime Minister's Office.

Inter-Ministerial Liaison Officers: Appoint liaison officers in each ministry whose sole job is to facilitate communication and collaboration with other ministries.



Facilitate Inclusive Consultation

Involve External Stakeholders: Broaden the consultation process by involving external experts, private sector representatives, NGOs, and local governments in discussions.

Encourage Public Feedback: Implement mechanisms for incorporating public feedback into the consultation process to ensure that policies reflect the needs and concerns of the citizen.

Questions for Group Discussion

Which digital tools can assist ministries in Bangladesh in efficiently sharing information and expediting decision-making processes?

In what ways can our inter-ministerial consultation mechanisms be redesigned to better support SDG implementation while ensuring the efficiency of regular administrative functions?

How effective is the Annual Performance Management as a tool for inter-ministerial consultation?

Should the number of ministries and divisions in Bangladesh be reduced to enhance coordination and streamline operations?

How can we identify and address coordination bottlenecks between ministries at each segment of the management functions wheel?

Based on lessons from the COVID-19 response, what structural changes are needed in our inter-ministerial consultation framework to better handle future cross-cutting crises?

How can the role of the Cabinet Division be optimized to enhance bureaucratic performance by ensuring effective consultation processes?

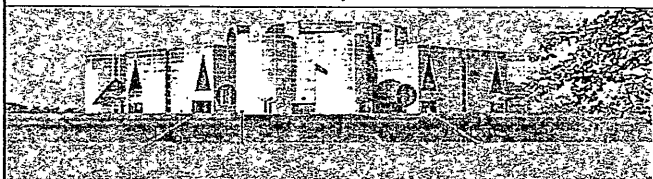
Questions?





Thank You

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



Md Nazmul Hoque
Joint Secretary
Bangladesh Parliament Secretariat

Bangladesh Parliament

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

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

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

Background of Parliamentary System in Bangladesh

- 1st session of the Constituent Assembly: 10th April 1972
- Total member of the Constituent Assembly: 404
- The Constitution**
- Constitution Drafting Committee formed: 11 April 1972
- Committee Members: 34
- The Constitution was approved: 4 November 1972
- Effect on: 16 December 1972
- First General Election: 7 March 1973
- First sitting of the Jatiyo Sangsad: 07 April 1973
- The Rules of Procedure of Bangladesh Parliament (RoP)**
- First adopted by the President: 01 April 1973 (followed up to 22 July 1974)
- Adopted by the Parliament: 22 July 1974 (Gazette 23 July 1974)

Key Functions of Parliament

1. Legislative Functions

- Enactment and amendment of laws
- Approval of Annual financial statement (Budget Approval)

2. Supervisory functions

Oversee the Executive

3. Representational functions

MPs' representational functions

Legislation

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

Legislation (Bill)

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

Legislation (Act)

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

Legislation (Ordinance)

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

Types of Bill

- **Money Bills:** Bills brought according to the article 81(1) of the Constitution. Such as Finance Bill 2024.
- **General Bill:** Any bill other than money bills. Like -Highways Bill, 2021.
- Any other bill concerned with the expenditure of public money except Money bills. Like-National Primary Education Academy Bill, 2024.

Nature of Bills

- **Government Bill:** Introduced by Minister;
- **Private Members Bill:** Introduced by non Minister MP;
- Till 12th Parliament, Total 1588 Bills have been passed and become Acts of Parliament;
- Government Bill-1579;
- Private Members Bill-09.

3 Stages of the formulation of laws

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

Pre Legislative Phase/Approval of the Cabinet

(Secretariat Instructions, 2024, (228-229))

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

Legislative Phase/Approval of the Parliament

Government Bill

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

Introduction of a Bill / First Reading

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

Committee Stage

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

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

Committee stage (Cont.)

Report of Select / Standing Committee

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

Consideration of a Bill / Second Reading

- Discussion of principles of the Bill (Rule 78)
 - MPs' Proposal for eliciting Public Opinion and sending the Bill to a Select Committee.
- Clause by clause discussion of the Bill
 - i. Accept the motion of the consideration of the Bill by the House
 - ii. Members explanation in favor of their proposed amendments
 - iii. Explanation by the Minister on the proposed amendments
 - iv. Put the clauses/schedules to the vote of the House by the Speaker

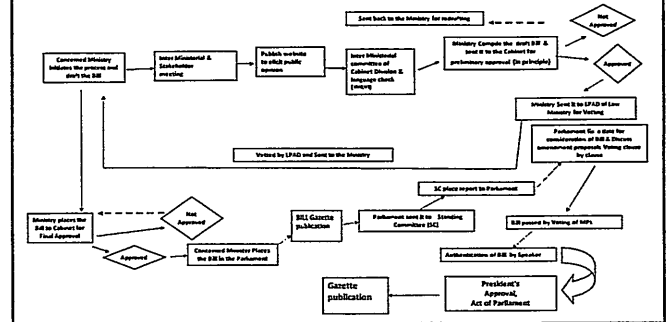
Passing of Bill / Third Reading

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

Post Legislative Phase/ Assent of the President

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

Law making process in Bangladesh



Acts passed from 1st to 12th Parliament

Parliament & Duration	Session days	Passed Bills
1 st Parliament [07/04/1973 to 06/11/1975 = 2yrs. 06 months]	134	154
2 nd Par. [02/04/1979 to 24/03/1982 = 2yrs. 11 months]	206	65
3 rd Par. [10/07/1986 to 06/12/1987 = 1yr. 05 months]	75	39
4 th Par. [15/04/1988 to 06/12/1990 = 2yrs. 07 months]	168	142
5 th Par. [05/04/1991 to 24/11/1995 = 4 yrs. 08 months]	400	173
6 th Par. [19/03/1996 to 30/03/1996 = 12 days]	04	1
7 th Par. [14/07/1996 to 13/07/2001 = 5yrs.]	382	191
8 th Par. [28/10/2001 to 27/10/2005 = 5yrs.]	373	185
9 th par. [25/01/2009 to 24/01/2014 = 5 yrs.]	418	271
10 th Par. [29/01/2014 to 28/01/2018 = 5 yrs.]	410	193
11 th Par. [30/01/2019 to 29/01/2024 = 5yrs.]	272	164
12 th Par. [30/01/2024 to 06/08/2024 = 190 days]	47	10
Total-	2889	1588

Private Members Bills

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

Private Members Bills

Bill No.	Bill Title	Author	Year
1.	The Dewey Prohibition Act, 1980	Dr. M. A. Hossain	1980
2.	The Khulna Development Authority (Amendment) Act, 1981	Dr. M. A. Hossain	1981
3.	The Members of Parliament (Remuneration and Allowances) (Amendment) Act, 1993	Dr. M. A. Hossain	1993
4.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
5.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
6.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
7.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
8.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
9.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011
10.	The Lepers (Repeal) Act, 2011	Dr. M. A. Hossain	2011

Budget in Bangladesh: Legal Framework

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

Parliamentary Phase of the Budget Process

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

Supervisory functions: Oversee the Government

Standing Committees of Parliament

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

Standing Committees in the 12th Parliament

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

Representational functions of MPs

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

Parliament and the Executive

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

Parliamentary Questions (Rule 41-59)

- Starred (1) and unstarred (3) Questions
- One Starred and three unstarred Questions in a day
- 15 days Notice
- One hour for Minister's Question and Answer in every sitting day
- Prime Minister's Question & Answer (Every Wednesday first 30 minutes)
- Ballot of the accepted Questions
- 10 Groups of Ministries (10 Cycle)
- Preparation of Answers: Secretariat Instructions, 2024 (214-221)
- Answers to be submitted by the Ministries/Divisions 3 days before the scheduled date.

Duties of Council Officers

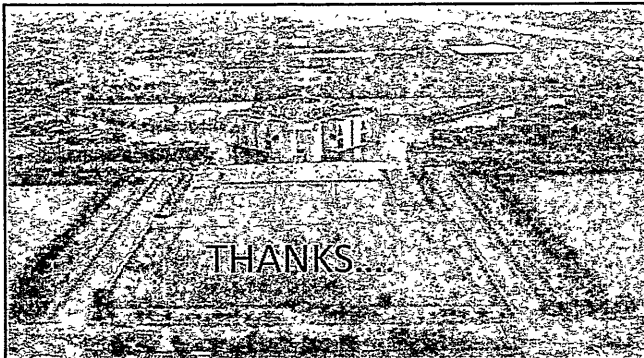
Council Officers have to coordinate between Ministry and Parliament mainly on the following activities:

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

Best Practices in Bangladesh Parliament

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

Q & A...

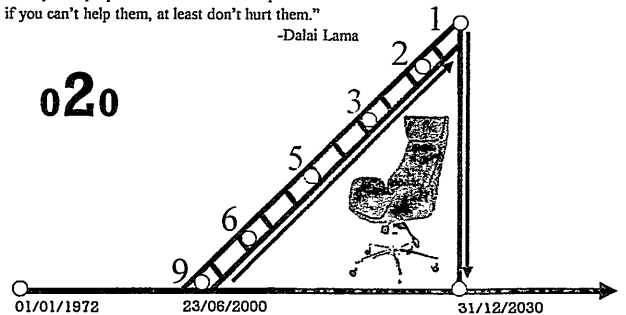


Social Accountability Tools for Good Governance

"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

020



"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

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

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

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

Types of services provided from public offices-

1. Citizen Service
2. Organisational Service
3. Internal Service

- ❖ Public resources are used for providing public services.
- ❖ Providing better public services is an obligation

Unauthorised/Illegal Gas/Electricity Connection
Harassment at Public Offices (Passport/Land/????)

❑ Better public service delivery requires transparency and accountability

➤ 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

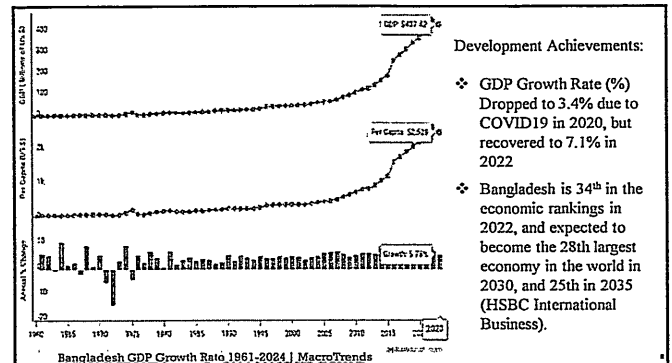
Transparency and Accountability are two integral elements of good governance

❖ 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

Good Governance

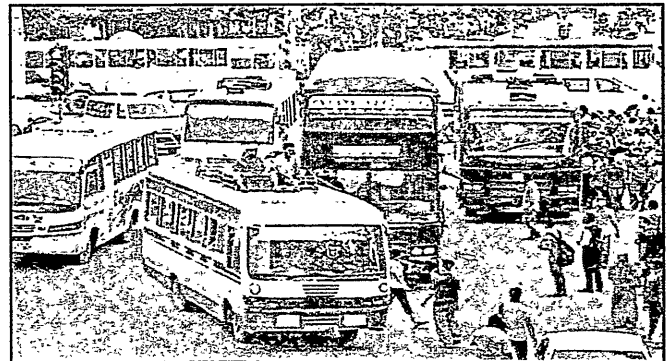
Accountability	Transparency	Rule of Law	Participatory
Consensus Oriented	Inclusive	Responsive	Effective and Efficient



Worldwide Governance Indicators

- ❑ Bangladesh has experienced big economic growth in the past years.
- ❑ Improvement in Governance Indicator has been a big question!!!

[Interactive Data Access | Worldwide Governance Indicators](#)



Accountability → Social Accountability

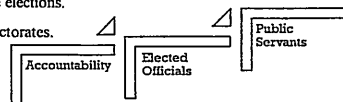
Accountability = Responsibility + Answerability

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-

- means constructive engagement/interaction between the government and the citizen.
- ensures that public services are delivered effectively and that government officials act responsibly.
- ❑ 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)

A framework enables citizens to request and obtain information from public institutions, ensuring transparency in governance.

Citizen's Charter (CC)

A public declaration by a government agency that outlines the services it provides, the service standards, timelines, and grievance mechanisms.

Grievance Redress System (GRS)

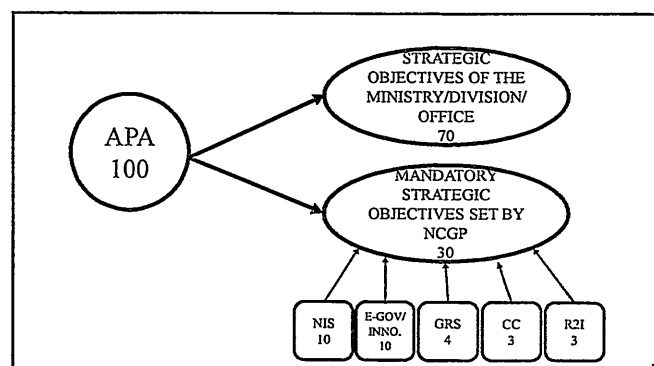
A platform for citizens to file complaints regarding the inefficiency, corruption, or poor service delivery of government institutions

Annual Performance Agreement (APA)

A result-based tool where government ministries and agencies sign agreements with the central government, committing to specific performance targets and measurable outcomes.

National Integrity Strategy (NIS)

A comprehensive framework designed to combat corruption, promote ethical behavior, and strengthen institutional integrity.



Rationale for the Integrity Strategy

Bangladesh has acceded The United Nations Convention Against Corruption (UNCAC).

The Convention envisages both taking preventive measures against corruption and creating an enabling environment for ensuring integrity in conducting public affairs and managing public property in the member-countries.

NIS & SDG Goal 16 - Peace, justice and strong institution

- Promote Rule of Law
- Reduce corruption
- Access to information
- Develop effective, accountable and transparent institution
- Reduce illicit financial transaction
- Decision making at all level

National Integrity System

State Institutions	Non-state Institutions
1. Executive Organ and Public Administration	1. Political Parties
2. The Parliament	2. Industrial and Commercial Organisations
3. The Judiciary	3. NGOs and Civil Society
4. The Election Commission	4. Family
5. The Attorney-General	5. Educational Institutions
6. The Public Service Commission	6. Media
7. The Comptroller and Auditor General	
8. The Ombudsman	
9. The Anti-Corruption Commission	
10. Local Government Institutions	

Social accountability- the mechanisms through which citizens, civil society organizations, and communities hold the government accountable for its actions, services, and decisions. Social accountability- promotes transparency, responsiveness, and citizen participation in governance processes, leading to more inclusive and effective governance.

Social Accountability and Good Governance:

- ❖ Social accountability fosters trust between the government and citizens, ensuring that public officials act in the public's best interest.
- ❖ It reduces corruption, inefficiency, and misuse of resources by encouraging transparency and promoting oversight by the people.
- ❖ By engaging citizens, it leads to more responsive policymaking and better public service delivery, addressing the actual needs of communities.

Group	Area for Discussion	Needed Reform Initiatives	Key Challenges to ensure accountability
01	Executive Organ and Public Administration		
02	The Parliament		
03	The Election Commission		
04	Political Parties		
05	Local Government Institutions		
06	Educational Institutions		

Module:2

Policy & Planning

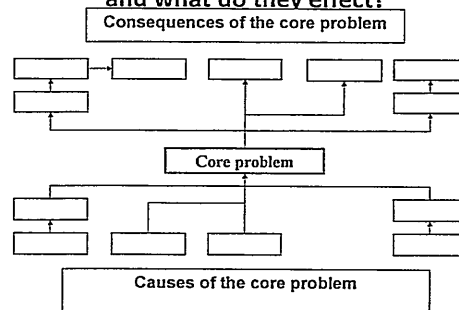
Policy Analysis

IDENTIFY THE PROBLEM/ ISSUE

Problem Identification

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

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



Identification of Stakeholders

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

Put them in a box

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

HIGH IMPORTANCE	A: this group will require special initiatives to protect their interests	B: a good working relationship must be created with this group
	D: this group may have some limited involvement in evaluation but are relatively of low priority	C: this group may be a source of risk, and will need careful monitoring and management
LOW IMPORTANCE	LOW INFLUENCE	HIGH INFLUENCE

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

Linkage of Identified Policy Solutions/Options with Causes

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

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

USE following criteria for assessing the identified policy solutions/ options

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

Social Impacts

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

Environmental Impacts

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

13

Fiscal Impacts

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

14

Administrative

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

15

Key questions for the Impact Assessment

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

16

Recommended option

- Policy Option(s) recommended on basis of analysis.
- Give reasons for recommendation

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

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

Session outlines

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

Expected outcomes of the Session

- ✓To be acquainted with Policy and Public policy
- ✓To know the Categories of public policies
- ✓To be familiar with the theories of Public Policy
- ✓To identify the policy stakeholders and sources
- ✓To learn the public policy making process
- ✓To be familiar with the Policy making bodies in Bangladesh
- ✓To see the nature of policy making in Bangladesh

Public Policy: The Underpinnings



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

Why Study Public Policy?

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

Define Public

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

What is a Public Policy?

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

What is a Public Policy?

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

What is a Public Policy?

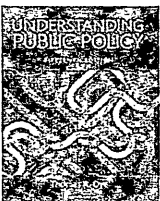
- Purposive course of action followed by a actor or set of actors in dealing with a problem or matter of concern (Anderson 1984)
- Public Policy refers to all of the laws regulations and other programs developed by government to solve problem

What is a Public Policy?

Public policy is all about:

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

Public Policy



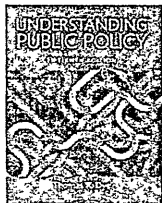
Public Policy is whatever government chooses to do or not to do.

(Dye 1978)

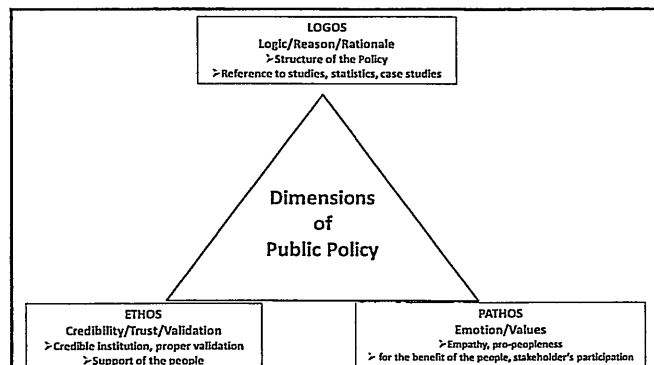
Features of Public Policy

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

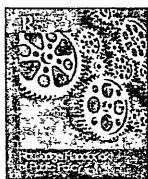
What is the concern of Public Policy?



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



Rationales for Public Policy



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

Public policy epitomizes...

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

Context of Public Policy

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

Typology of Public Policy

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

Typology of Public Policy

> Redistributive Public Policy

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

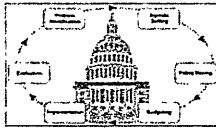
• Symbolic

- (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

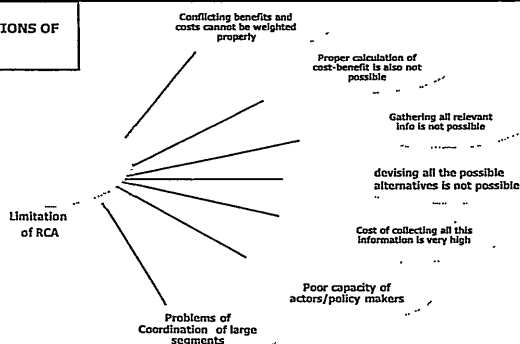
The Rational Model of Policy Making



Features

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

LIMITATIONS OF RCA



From Rational Process to Carnegie Model (Bounded Rationality)



James March



Richard Cyert



Simon

Bounded Rationality

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

The Carnegie Model/Bounded Rationality

> Satisficing

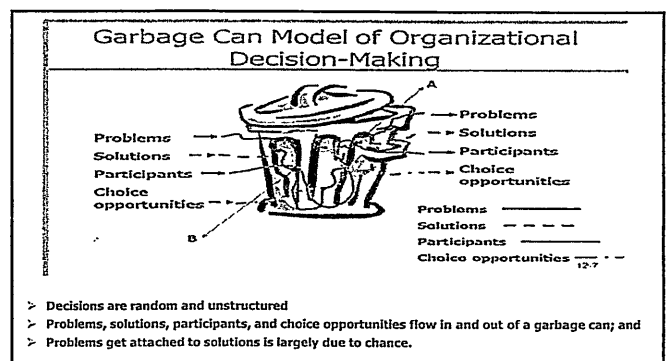
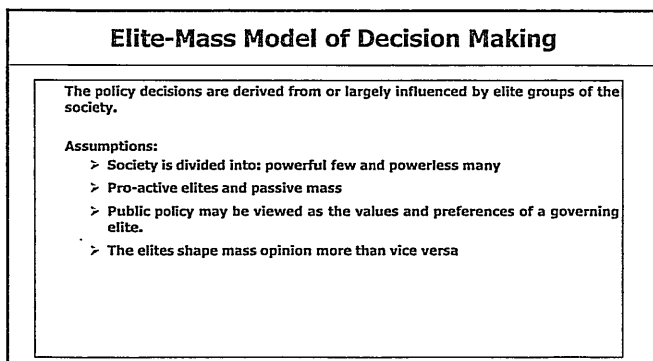
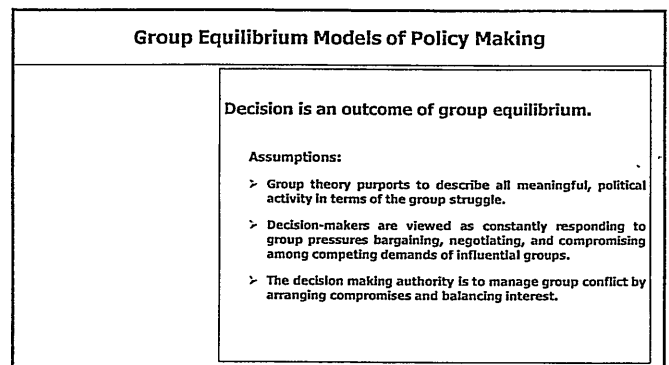
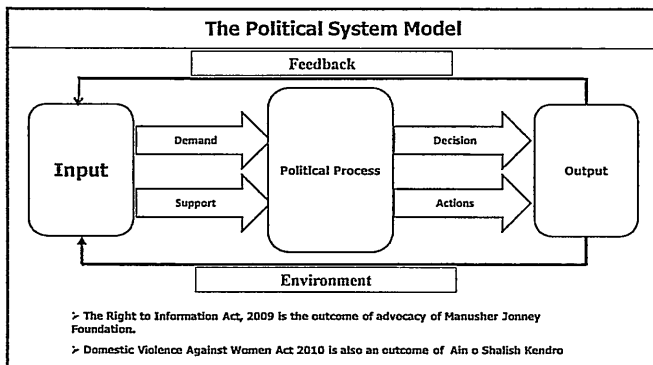
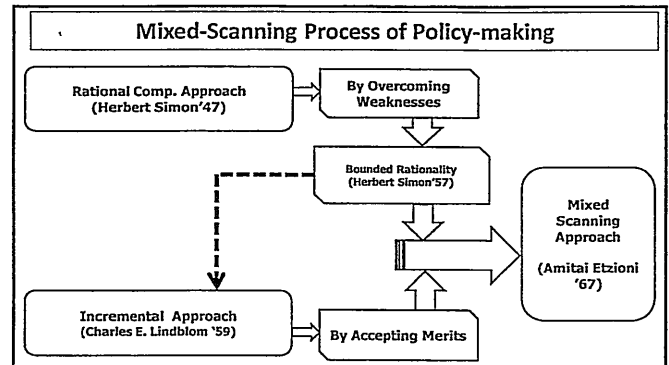
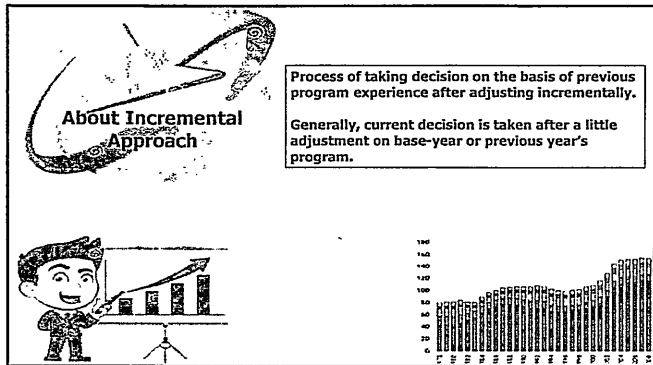
Analyze limited alternatives, use rules of thumb, select a satisfactory solution

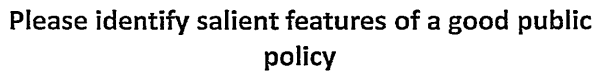
> Bounded Rationality

Recognize that rational varies for person to person, use perception, experience and knowledge to take decisions

> Coalitions

similar interests group together to influence the decision-making process in their favour





- 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)

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

- Authoritative
- Flexible and adaptable
- Feasible
- Consultative

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

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

Sources of Public Policy

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

PUBLIC POLICY Making PROCESS

PHASE 1: INITIATION

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

PHASE 2: GENERATION

- Step 5: Policy formulation, decision-making and policy drafting

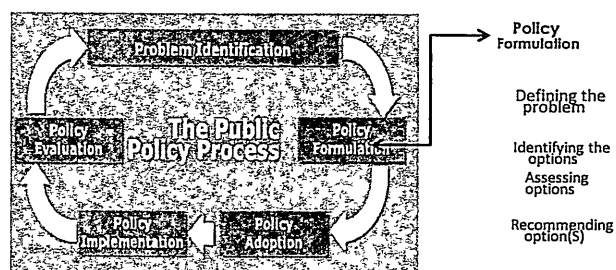
PHASE 3: IMPLEMENTATION

- Step 6: Policy implementation

PHASE 4: EVALUATION

- Step 7: Policy monitoring and evaluation

Public Policy Making Process



Problem Analysis Templates
will cover by someone

Stakeholders and sources of policy in the process

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

Stakeholders and sources of policy in the process

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

Public Policy Making Process

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

Agenda Setting (cont.)

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

Agenda setting/Problem identification

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

Stakeholder engagement, consultation and co-ordination

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

Policy formulation

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

Policy alternatives

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

Strong policy formulation need Policy Analysis

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

What is policy analysis?

Objective: Systematic comparison and evaluation of alternatives available to public actors for solving social problems

Client: Specific person/institution as decision maker

Common style: Synthesis of existing research and theory to predict consequences of alternative policies

Preparation for policy analysis

Know how to gather, organize, and communicate information

Need a perspective for putting perceived social problems in context: market/government failures

Need technical skills

Have an understanding of political and organizational behavior worldviews of clients and potential opponents

Have an ethical framework

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/communication

Policy Analysis Criteria

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

Criteria Used for Judging Policy Alternatives

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

Main Parts to Public Policy-Making

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

Main Parts to Public Policy-Making

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Policy adoption

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

Policy adoption

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

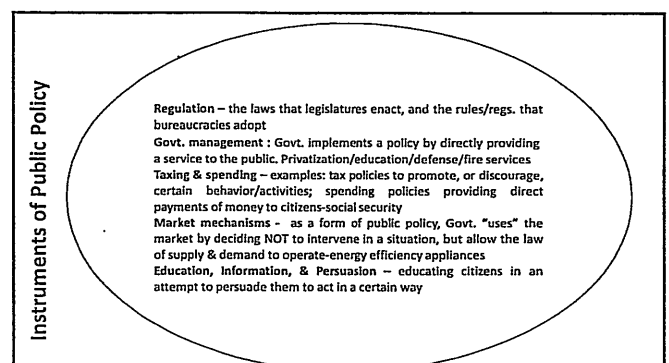
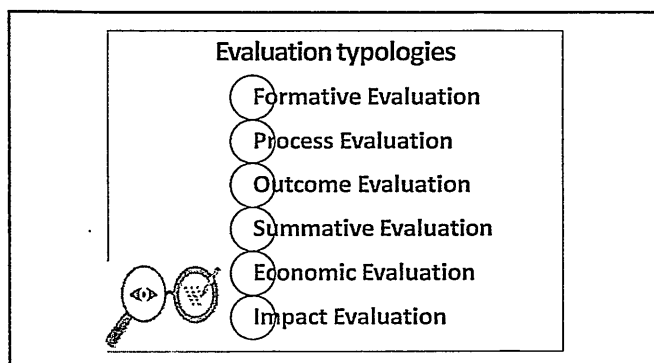
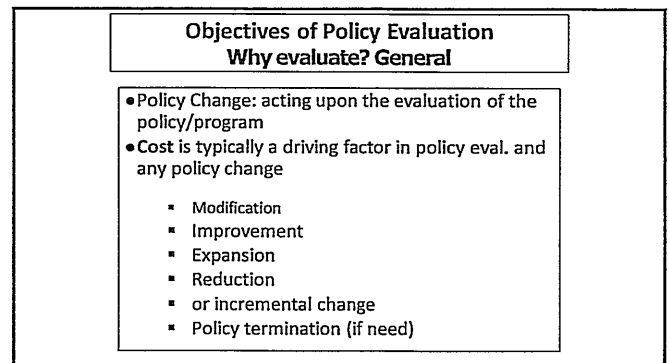
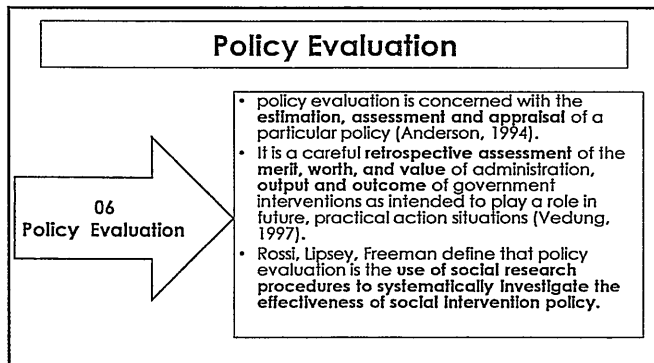
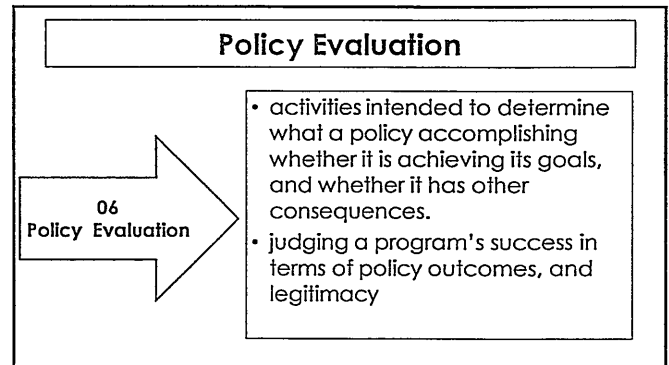
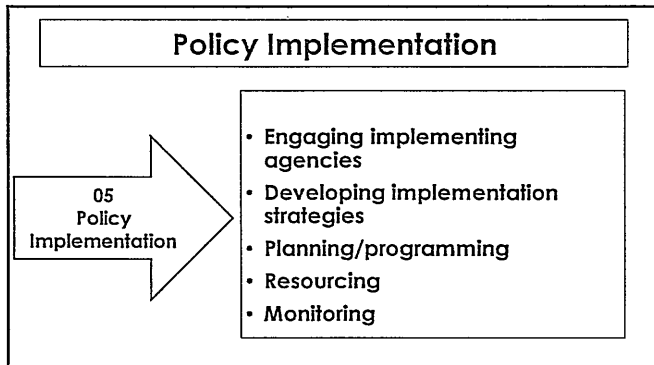
Policy Content/Template

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

Policy Implementation

05
Policy
Implementation

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



Policy making bodies in Bangladesh

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

Nature of policy making in Bangladesh

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

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

Key Learning Points

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

BANGLADESH SENIOR PUBLIC SERVICE TRAINING

Group Presentation

Group 4

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

Recommendations

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

BANGLADESH SENIOR PUBLIC SERVICE TRAINING

Group Presentation

Group 4

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
12. Secularism and freedom of religion	22. Separation of Judiciary from the executive
13. Principles of ownership	23. National culture
14. Emancipation of peasants and workers	23A. The culture of tribes, minor races, ethnic sects and communities
15. Provision of basic necessities	24. National monuments, etc.
16. Rural development and agricultural revolution	25. Promotion of international peace, security and solidarity
17. Free and compulsory education	
18. Public health and morality	

Heartiest Thanks!

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The Problem & the Solution

"a problem well formulated is a problem half solved"

Defining the Policy Problem is easier said than done.....

Problem Definition

- Often difficult to define a problem
- What is a current problem?
- Why is it a problem?
- Definition is based on your own perspective
- Who's involved?

❖ What is a problem?

A problem is not the absence of a solution but an existing negative state: '*Crops are infested with pests*' is a problem; '*No pesticides are available*' is not.

❖ What is a 'focal problem'?

One that involves the interests and problems of the stakeholders present.

Not all Public Problems are amenable to policy analysis, but the analysis can support decision making to:

- Determine whether a new policy is required to address the problem
- If a policy already exists, determine whether it needs to be modified or terminated
- Analyze one policy (retrospectively or prospectively)
- Compare two or more policies that address a similar problem
- Assess future implications of current or new policies
- Explore stages in the development of particular policies

We want to learn how to look at problems from multiple perspectives to achieve the best problem definition and possible / feasible solutions

Example:

Increasing rates of lung cancer among certain population groups could be framed as:

- The failure of individuals to stop smoking, or
- Failure of the health care providers to provide adequate / timely information, or
- Failure of the Government to regulate smoking in public places, or
- Failure on the part of Government to take the opportunity to improve research, to raise taxes by increasing the price of cigarettes
- All of the above

Increasing obesity among youngsters and among certain population groups could be framed as:

- The failure of parents or individual will to change their eating behaviors, or
- The inability of health care providers to provide adequate and timely information, or
- Failure of the government to:
 - Regulate health care dept.
 - Eliminate harmful substances from the general diet
 - Build more places for people to exercise
- All of the above

Problem Definition

"There is a difference between a condition and a problem...conditions become defined as problems when we come to believe that we should do something about them...the problem doesn't have to get any worse or better".

Kingdon, 1984

Problem Definition in Decision Making

- Problem definition depends on:
 - How issues are framed, portrayed
 - How obvious is the crisis that the problem evokes
 - How it is measured
- Endless ways to look at a particular problem, yet limited time, money and energy.
- Hence, highly complex issues are simplified; focus on certain aspects happens at the expense of other aspects / elements

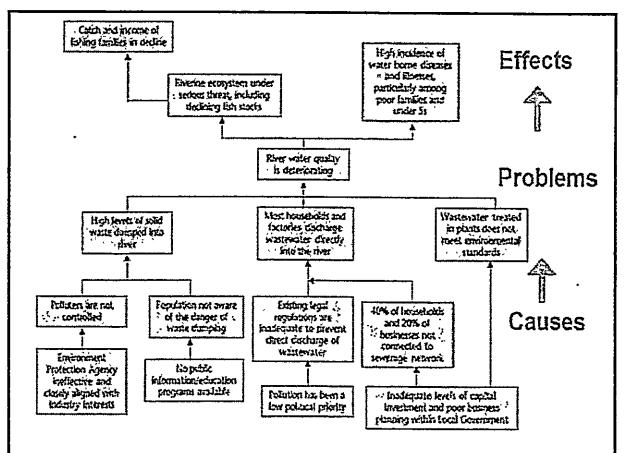
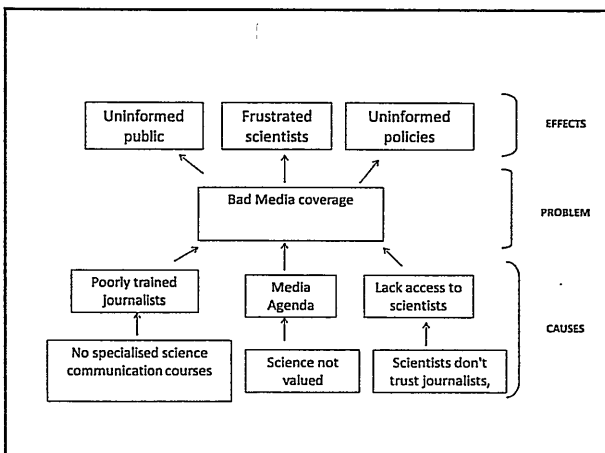
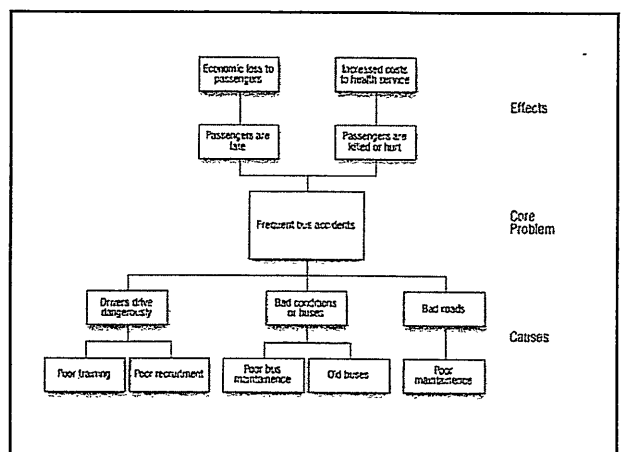
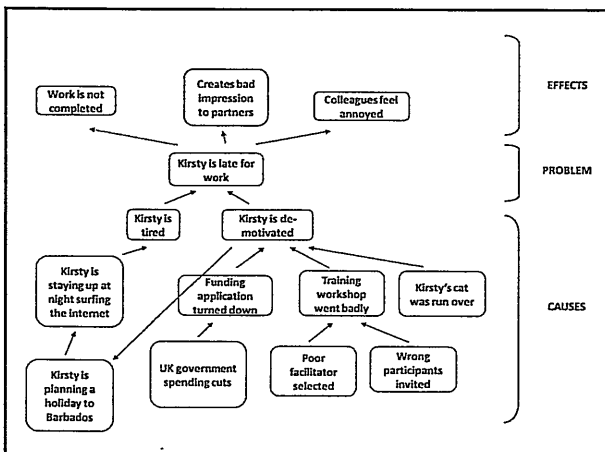
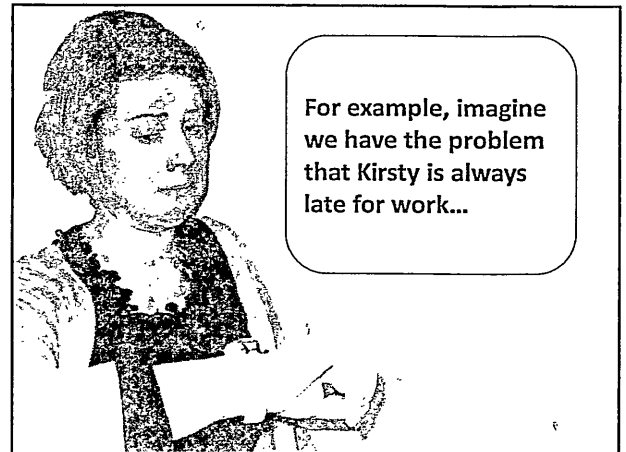
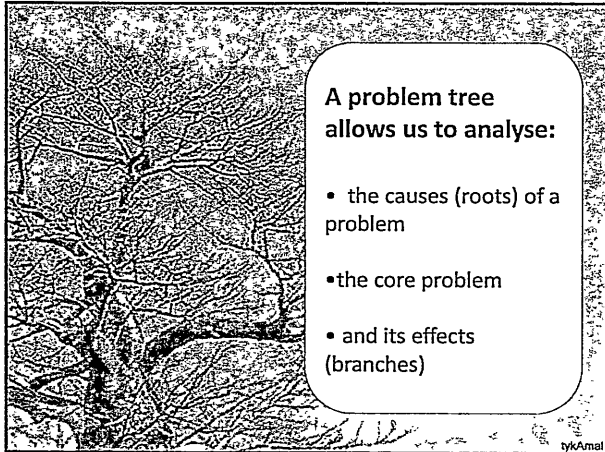
Challenges of Public Policy problems (Social problems)

- May show up in ways that are difficult to address
- "Inherently multidimensional", overlap & contradict
- Are ill defined, so "wicked problems"
- The consensus over social goals may be illusory
- Decision-makers have different preferences and values, often conflicting
- The definition of a policy problem is not completely scientific or systematic: creativity, sagacity, socially constructed

Situation that can be perceived as important into a problem

- Indicators reveal its existence, magnitude, severity
- Events or crisis call attention on a problem
- The results of evaluations (or monitoring/surveillance) show

Problem Tree

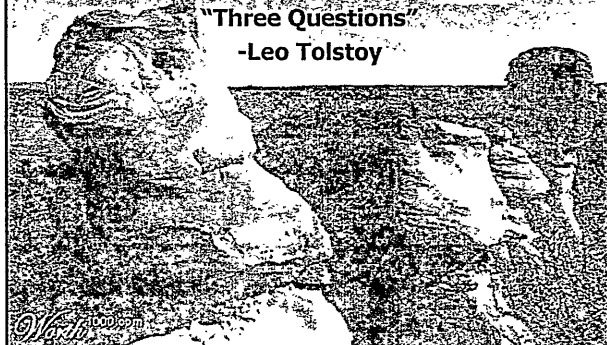


Developing Policy Arguments, Policy Formulation, Implementation & Evaluation Challenges

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

Bangladesh Public Administration Training Centre
Savar 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



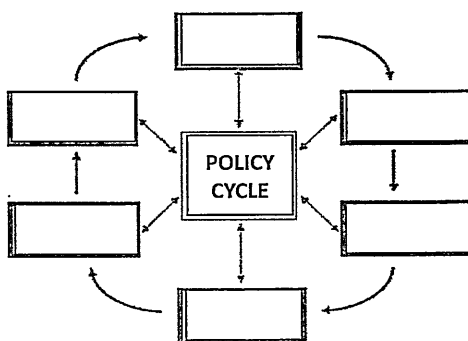
Session Outlines

- Understanding Policy Arguments
- Discussing Features of Policy Arguments
- Describing Structure of Policy Arguments
- Analyzing Modes of Policy Arguments

Session Outlines

- Challenges Policy Formulation
- Challenges Policy Implementation
- Challenges Policy Evaluation

Policy Cycle



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 caused 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
- Normative in purpose and pragmatic in nature
- Generally, no policy is formulated or no decision is taken without any argument.
- It is developed in a way that they are became 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
- All policy arguments share the common attribute of advocating that a proposed legal rule will benefit society, or advance a particular social goal
- Arguments established that the policy will ensure PUBLIC INTEREST

Why Policy Arguments

- In order to justify your policy proposal
- To convince key stakeholders
- To convince opposition
- In order to convince Parliamentary Standing Committee
- In order to convince policy makers
 - Head of the Ministry
 - Secretary committee/NICAR
 - Cabinet
 - Parliament

Modes of Policy Arguments

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

Modes of Policy Argument

Mode	The Basis of Arguments	Focus of Warrant	The Dimensions
Authoritative Or Legal	Authority	Claims are based on arguments from authority, based on legal instruments	➤ Constitutional requirements ➤ Legal backup ➤ Consistency ➤ Separation of power ➤ Check and balance
Intuitive	Insight/Tacit Knowledge	Claims are based on arguments from insight or tacit knowledge or judgments	➤ Supported by experience ➤ Bounded rationality ➤ Politically viable
AnalyCentric	Method	Claims are based on arguments from validity of methods or rules employed by analysts ; derived from mathematics, systems analysis or economics	➤ Methodological validity ➤ Reliable tools for measurement ➤ Economically accepted ➤ Rationale and logical ➤ Theoretically valid ➤ Conceptually valid ➤ Empirical evidence

Modes of Policy Argument

Mode	The Basis of Arguments	Focus of Warrant	The Dimensions
Explanatory	Cause & Effects	Claims are based on arguments from cause and effects; example: theory about org behavior	➤ Scientific facts ➤ Theoretical validity ➤ Consistency ➤ Reasoning ➤ Coherence
Pragmatic	Motivation/ Parallel Case Analogy	Claims are based on arguments from motivation, parallel or analogous policies	➤ Evidence from similar policy ➤ Best practices ➤ Innovation
Value-Critical	Ethics	Claims are based on arguments from ethics; example: moral principles (equality), norms (right of privacy)	➤ Normative ➤ moral arguments ➤ social utility arguments ➤ generally accepted standards of society

Modes of Policy Arguments on a Policy Decision Smoking in Public Place is a Punishable Offense		
Mode	The Basis of Arguments	Focus of Warrant
Authoritative or Legal	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
AnalyCentric	Method	Empirical evidence shows that smoking is injurious to health of smokers as well as to their neighboring persons
Explanatory	Cause & Effects	There is a direct relationship between number of smokers and number of lung-cancer patients
Pragmatic	Motivation/ Parallel Case Analogy	A sharp reduction of number of lung-cancer has been evident in India for adaption of same policy
Value-Critical	Ethics	A smoker has no right to harm his neighboring non-smoker



Please identify the Challenges of Policy Formulation Challenges

Challenges of Policy Formulation Bangladesh Context

- ▶ Translation of political will into concrete policy action
- ▶ Unclear and uncertain policy environment
- ▶ Incomplete and scattered information
- ▶ Lack of analytics
- ▶ Role ambiguity, coordination gap
- ▶ Inadequate consultation and interface
- ▶ Capacity constraints, particularly in policy analysis
- ▶ Prioritization among actions amid resource constraints

Challenges of Policy Formulation Bangladesh Context

- ▶ Deficiency of DATA and absence of impact analysis of past interventions in different sectors;
- ▶ Capacity constraints/expertise, particularly in policy analysis for formulation
- ▶ Policy research methodology skilled manpower(Lack of analytics)
- ▶ Politico-bureaucracy understanding
- ▶ Identification of Problems is a key to policy formulation/partial-
- ▶ Policy analysis (evaluation criteria) before crafting or formulation is inevitable in policy making stage
- ▶ Inflation, demand-supply situation and the financial sector governance issues are ignored mostly;

Challenges of Policy Formulation Bangladesh Context

- ▶ Weak political, economic and social institutions- Institutions work when the social objectives and personal motives and incentives converge;

Challenges of Policy Formulation Bangladesh Context

- ▶ Influence of external stakeholders
- ▶ Less stakeholder consultation/Beneficiary participation and inputs in the policy process is negligible;

Challenges of Policy Formulation Bangladesh Context

- ▶ More on output based and
- ▶ Less on outcomes and final outcome (impact) based

Challenges of Policy Crafting

- ▶ Top-down nature of policy making -
- ▶ Interfacing with external think tanks are rare and mostly non-existing;



Please identify the Challenges of Policy Implementation

Policy Implementation Challenges

- Lack of theory backing in Policy formulation
- Managerial and technical competencies
- Clear understanding of policy goals and objectives
- Interpretation of policy directives
- Coordination among the stakeholders
- Stakeholder involvement and Governance
- Over Expectation
- The Acceptance by the stakeholders and political parties
- Training and motivation of the FLI
- degree of political sensitivity
- Interpretation of policy directives requires the translation of knowledge on interventions into the particular local context

Policy Implementation Challenges

- simple vs. complex intervention
- political and economic climate,
- technological change
- number of formal and informal agencies involved,
- amount of skills and combination of resources required.
- Good coordination and communication at micro and macro level

Policy Implementation Challenges

- **Lack of adequate time and sufficient resources**
- **Dependency relationships are multiple**
- **There is a poor understanding of, and disagreement on, objectives**
- **Tasks are not fully specified in correct sequence**

Challenges of Policy Implementation in Bangladesh

- ▶ Bridging the financing gap
- ▶ Capacity constraints of the implementing agencies
- ▶ Weak ownership and limited monitoring of Ministries/Divisions
- ▶ Problem of inter-ministerial/sectoral cohesiveness
- ▶ the original policy content is sometimes modified/manipulated, and the intent is often diluted or lost
- ▶ Political will
- ▶ Policy design
- ▶ Support from micro & macro level
- ▶ Management of resources and allocation
- ▶ Isomorphism during the policy formulation

Challenges of Policy Implementation in Bangladesh

- ▶ Weak enforcement of policy
- Absence of Evaluation of policy
- Data collection
- Accountability and transparency
- Whole government or Society approach
- Sources of funding not clear

Gunn (1978 in Hunter 2003) has identified ten common barriers to effective health policy implementation

- The circumstances external to the implementing agency impose crippling constraints
- Lack of adequate time and sufficient resources
- The required combination of resources is not available
- The policy to be implemented is not based on a valid theory of cause and effect
- The relationship between cause and effect is indirect and there are multiple intervening links
- Dependency relationships are multiple
- There is a poor understanding of, and disagreement on, objectives
- Tasks are not fully specified in correct sequence
- There is imperfect communication and coordination
- Those in authority are unable to demand or obtain perfect compliance

Challenges of Policy Implementation

- Interpretation of policy directives requires the translation of knowledge on interventions into the particular local context. Factors to take into account when interpreting health policy include (Jenkin *et al* 2013):
 - Local resources, including human resources and infrastructure
 - Specific characteristics of the population
 - Baseline incidence of the health problem
 - The latency period before an effect of the intervention will be observed
 - Local variations in the likely effectiveness of particular interventions



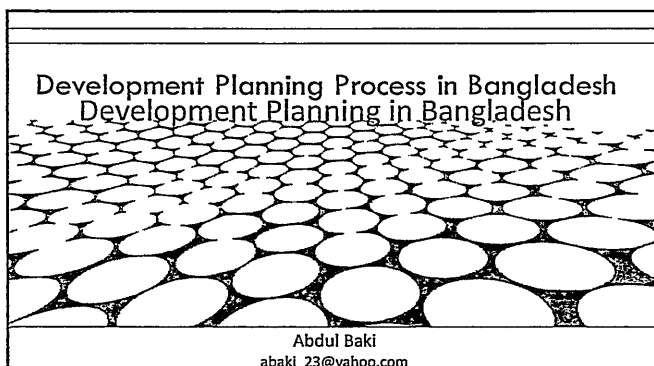
Please identify the Challenges of Policy
Evaluation

Challenges of Policy Evaluation

- No clear indication in the policy documents
- Political and Bureaucratic will
- Expertise in evaluation-theoretical and program logic
- Relevant Data
- 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
- Donor's satisfaction
- Less emphasis of policy reforms (Change, improvement and modification) through evaluation

4/10/202

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

Development Philosophy of Bangladesh

- Growth with equity and social justice
- 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.

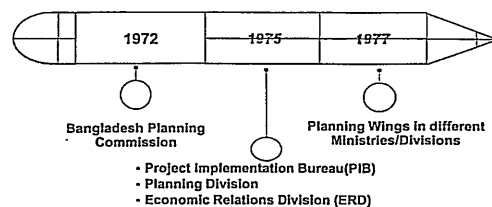
Bangladesh Constitution: Article 15

- Article 15 of the Bangladesh Constitution requires that the country should follow the path of a planned economy for realizing its development objectives.
- 'It shall be a fundamental responsibility of the state to attain through planned economic growth, a constant increase of productive forces and a steady improvement in the material and cultural standard of living of the people, with a view to securing to its citizens –
(a) the provision of the basic necessities of life, including food, clothing, shelter, education and medical care;
- According to the Article 15, the 'planned economic growth' is a constitutional obligation for the Government of Bangladesh.

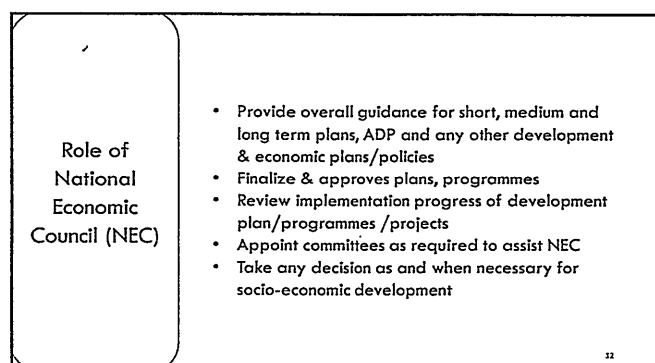
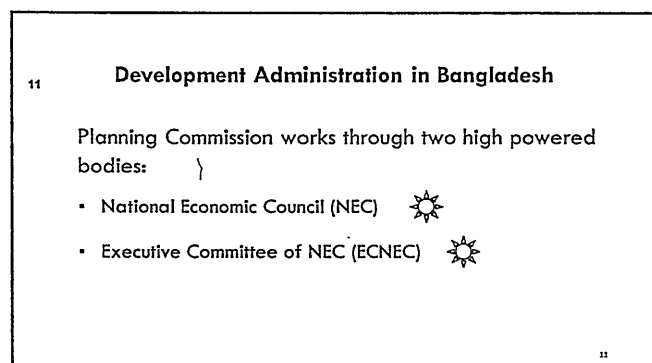
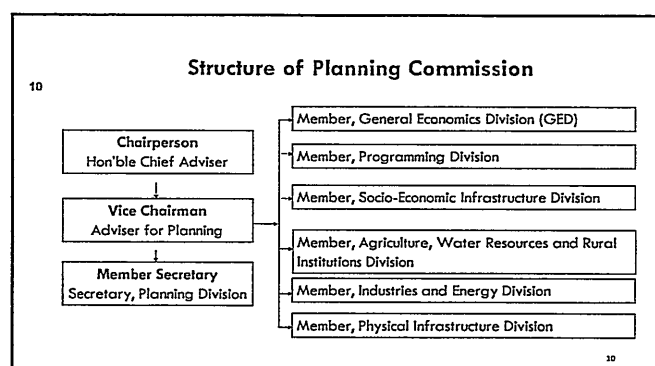
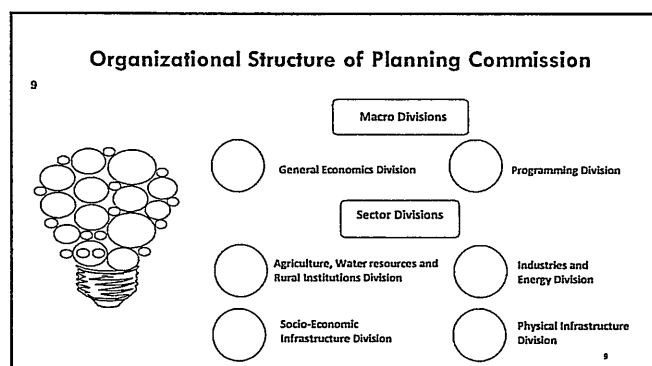
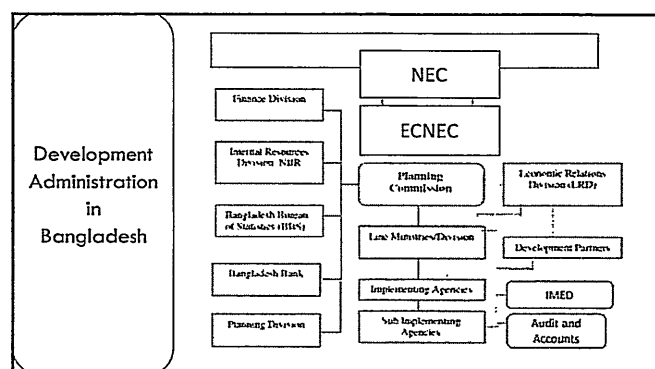
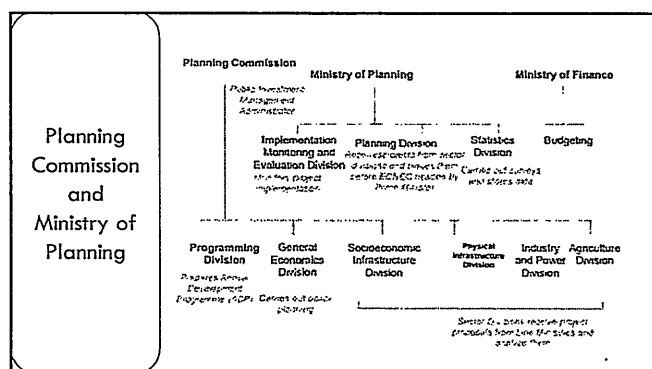
Role of the Planning Commission

- 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.

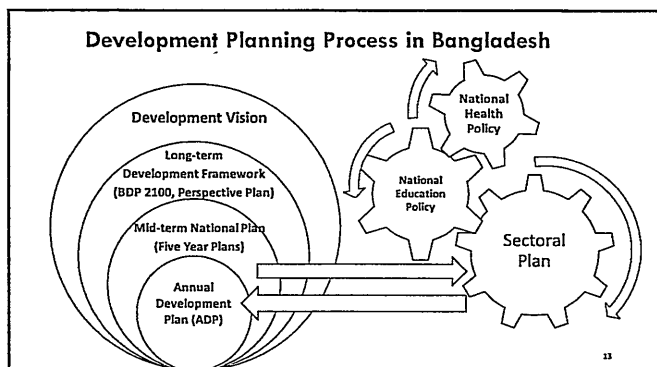
Evolution of Bangladesh Planning Commission



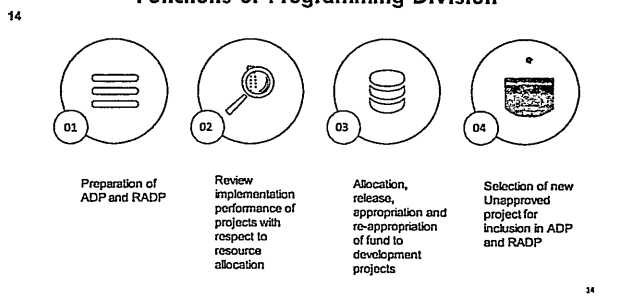
Initially The Planning Commission was a very high profile organizations with renowned economists as Member with the status of State Minister. The status was degraded later.



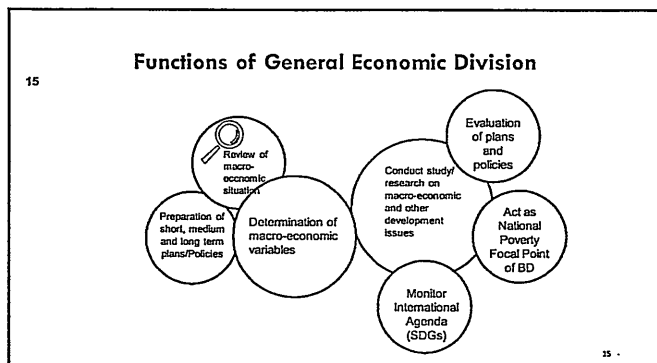
Development Planning Process in Bangladesh



Functions of Programming Division



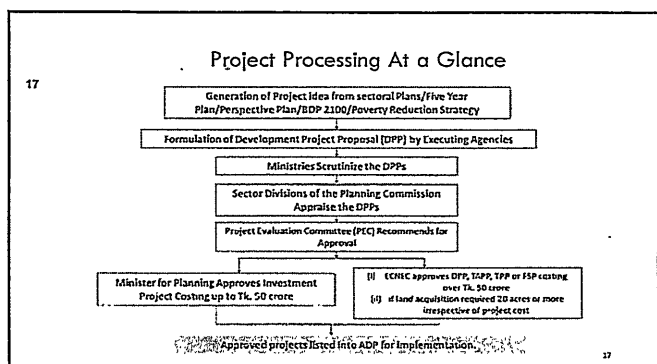
Functions of General Economic Division



Functions of Sector Divisions

- 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).

Project Processing At a Glance



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).
- In 2009, government decided to switch back to the five year plan mechanism.
- In 2010 the first-ever long-term "Perspective Plan 2010-2021" has been formulated, with a objective to achieve middle income country status by 2021.
- In 2021, the "2nd Perspective Plan 2021-2041" has been formulated.

এডিপি বাস্তবায়নের চ্যালেঞ্জসমূহ

(ক) নীতিগত পর্যায়ে:

- ✓ পঞ্চবার্ষিক পরিকল্পনার প্রক্ষেপনের সাথে এডিপি বরাদ্দের অসামঞ্জস্যতা
- ৮ম পঞ্চবার্ষিক পরিকল্পনায় উন্নয়ন খাতে সেটরভিত্তিক বিনিয়োগের প্রক্ষেপনের সাথে এডিপিতে বরাদ্দের তুলনা করে দেখা যায়- প্রক্ষেপনের তুলনায় কম বরাদ্দ দেয়া হয়েছে: স্বাস্থ্য, কৃষি, শিক্ষা, স্থানীয় সরকার ও গল্পী উন্নয়ন, সামাজিক সুরক্ষা; প্রক্ষেপনের তুলনায় বরাদ্দের পরিমাণ অনেক বেশি; পরিবহন ও যোগাযোগ, বিদ্যুৎ ও জ্বালানী, গৃহায়ন ও কমিউনিটি সুবিধাবলি;
- ✓ সড়কসহ অন্যান্য ভৌত অবকাঠামো উন্নয়নে কৃষি জমির ন্যূনতম ব্যবহার নিশ্চিত না করা
- ✓ সমাজতান্ত্রিক কক্ষে দৈততা ও সমন্বয়হীনতা
- ✓ সড়ক ও অন্যান্য ভৌত স্থাপনা রক্ষণাবেক্ষণে গুরুত্বারোপের অভাব

এডিপি বাস্তবায়নের চ্যালেঞ্জসমূহ

(খ) প্রকল্প গ্রহণ পর্যায়ে

- বিভিন্নবিপিটি স্ট্যাডিতে সম্পূর্ণ পরামর্শক প্রতিষ্ঠানের জন্য নির্ধারিত কোন প্রসিত মানদণ্ড নেই এবং অধিকাংশ ক্ষেত্রে প্রত্যাশিত মানের সনাক্ত পরিচালিত হচ্ছে না;
- সম্মুখালয় কর্তৃক এনটিবিএক-এর প্রাপ্ত সিপিং যথাযথভাবে অনুসরণ করা হচ্ছে না। এ কারণে অর্থায়নের নিশ্চয়তা গ্রহণ ব্যতীত প্রকল্প গৃহীত হচ্ছে;
- ভূমি অধিগ্রহণে বিলম্ব/অটলতা;
- বৈদেশিক ঋণ/অনুদান ব্যবহার।

(গ) প্রকল্প বাস্তবায়ন পর্যায়ে

- বার বার প্রকল্প সংশোধন;
- অর্থবছরের শুরুতে কর্মপরিকল্পনা ও ক্রমপরিকল্পনা অনুযায়ী প্রকল্পের কার্যদি যথাসময়ে শুরু না করা;
- টেন্ডার প্রক্রিয়ায় দীর্ঘসূত্রিতা,
- প্রকল্প পরিচালকদের সক্ষমতার অভাব;
- বৈদেশিক অর্থায়নপুট অর্থছাড়ে দীর্ঘসূত্রিতা;

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 .

Concluding Remarks

- Projects/programmes and resource allocation should be consistent with the plan objectives and targets.
- Capacity development of officials related to appraisal, formulation and assessment are essentially required.
- Strong and effective oversight and monitoring from Planning Commission needed for achieving expected results.
- For a quality feasibility, accountability mechanism must be in place, need a feasibility study policy/guidelines and enlistment procedures for the firms/individuals.
- Policy measures would drive the issues to a positive direction.

Thank You

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Annual Development Program (ADP) and Financing Modalities and Procedures in Bangladesh

17 February 20325
Dr. Nurun Nahar

Outline of the Presentation

- I. Overview of the ADP Formulation Process
- II. Components of the ADP/RADP BOOK
- III. Projects Approval process of projects in ADP
- IV. Source of Funds for ADP
- V. Expenditure of ADP allocation
- VI. Challenges and Way Forward

2

Overview of the Annual Development Programme (ADP) Formulation Process

- The concept of public policy in Bangladesh is fundamentally tied to the governance framework and economic planning, particularly reflected in the Annual Development Program (ADP).
- The Annual Development Program (ADP) serves as a strategic road map for government investment through development projects.
- It plays a critical role in the country's efforts to achieve social, economic, and environmental objectives. The ADP is formulated annually as part of the overall government budgeting process.
- Each ADP includes specific projects aimed at fulfilling the commitments outlined in Bangladesh's Five Year Plans/mid-term strategies. These projects are crucial for driving equitable economic growth, reducing poverty, and enhancing the living standards of the people.
- ADP is the main instrument of Public Investment Management (PIM)

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.....

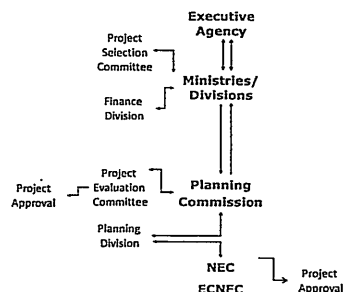
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In the national planning system the ADP consists of projects based on the national plans and policies:



5

Flow Chart of Project Planning Process



6

Financing Modalities of the ADP

- The financing of the ADP primarily relies on various sources:
- Internal Resources:** The government has increased its focus on mobilizing domestic resources. Recent trends indicate that internal financing now surpasses 50% of the funding allocated for the ADP².
- Foreign grant/loan:** Historically, Bangladesh has been heavily dependent on external assistance. Approximately one-third of the financing for the ADP comes from international sources, which includes foreign grants and loans. This dependence is diminishing as the country progresses towards self-sufficiency³.
- Funding source of ADP in FY 2024-25 budget

History of Financial Year July-June

- In the year 1867 British government set financial year April-March in the Indian sub-continent in order to align accounting and budgeting practice with that of Imperial Britain.
- Before that the financial year in the Indian Sub-Continent used to commence from 01 May and conclude on 30 April of the subsequent calendar year.
- After the partition of Indian sub-continent in 1947 the then Pakistan Government was also following the April-March financial year as done by the British rules.
- In 1958 the self-proclaimed Field Marshall Muhammad Ayub Khan change the financial year and switch over to July-June fiscal year. The logic was that monsoon season breaks out in May and continues till September.

Budget at a Glance

- Budget of FY 2024-25
- Where is ADP in the Budget?
- Financing of ADP 2024-25

The Annual Development Programme (ADP)

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

ADP in Historical Perspective



ADP in historical Perspective

- The First ADP was prepared for the Fiscal Year 1972-73 with a total cost of Tk. 501 crore of which GOB was Tk. 432 crore and PA was Tk. 69 crore.
- In total 48 ADP has been prepared from FY 1972-73 to FY 2020-21
- In FY 1972-73 ADP the total project was 882, and in FY 2020-21 ADP the total project was 1517
- Over the years ADP has increased by almost 428 times in size
- ADP allocation is Tk. 214611.09 crore in FY2020-21, of which GOB is Tk. 140221.41 crore and PA is Tk.74389.68 crore.
- ADP allocation is Tk.2,65,000.00 crore in FY2024-25, of which GOB is Tk. 1,65,000.00 crore and PA is Tk.1,00,000.00 crore.

Top 10 Ministries with highest ADP allocation in FY 2024-25

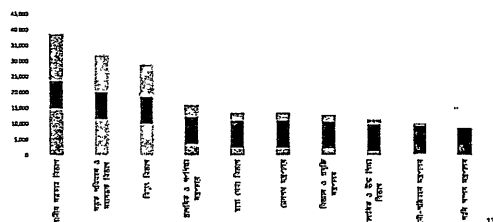
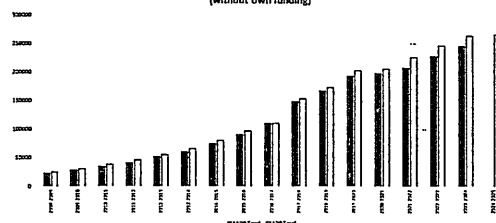


Table in Chart

RADP-ADP chart of past Fiscal Years

Figure of ADP and revised ADP allocation (without own funding)



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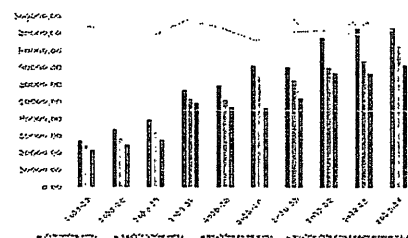
Last Five Fiscal Years ADP

Fiscal Year	Number of Project	ADP Allocation			% of Implementation
		(Without Self Allocation)			
		allocation	Local Currency	Project Loan/Grant	
1	2	3	4	5	6
2024-2025	1246	265000	165000	100000	
2023-2024	1250	263000	169000	94000	80.92%
2022-2023	1441	246066	153066	93000	85.17%
2021-2022	1444	225324	137300	88024	92.74%
2020-2021	1517	205145	134643	70502	82.11%
2019-2020	1564	202721	130921	71800	80.39%

5.12.2024

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Trend in ADP Utilisation from FY 2014-15 to FY 2023-24



• Sectoral distribution in ADP 2024-25

Components of ADP

Components of ADP are broadly divided into 9 parts:

- **Part 1**
Introductory in nature which contains:
 - ✓ Objectives
 - ✓ Strategies
 - ✓ Thrusts/priority of the sectoral program
- **Part 2**
Main body of the ADP which contains sector-wise and project-wise allocation of funds for investment projects (White page)
- **Part 3**
Sector-wise and project-wise allocation of funds for Technical Assistance (TA) projects

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Components of ADP contd.

• Part 4

Sector wise and project wise allocation of Japan Debt Cancellation fund (JDCF)

• Part 5

Unapproved new project list attached to ADP without allocation

• Part 6

List of the Projects targeted for completion

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Components of ADP contd.

• Part 7

- List of Self-Financed projects.
- Allocation is reflected against these self financed projects but these projects are not processed centrally by the PC as usually followed for other projects as part of total size of ADP

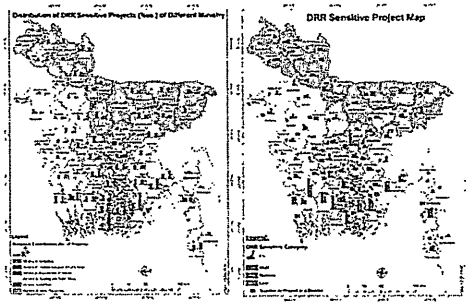
• Part 8

- List of Aid worthy projects for facilitating mobilization of Foreign Aid

• Part 9

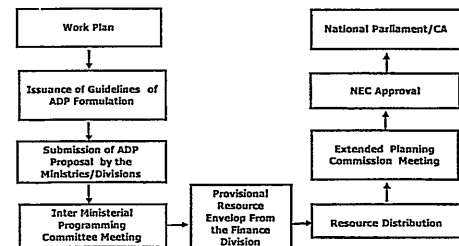
- List of projects for Public Private Partnership projects
- List of projects of BCCTF of MOEFC

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



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Steps for Preparation of ADP contd.

Mainly 9 steps are followed for the preparation of ADP:

Step 1 : Work Plan

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

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Steps for Preparation of ADP contd.

Step 2 : ADP Guideline

- Issuance of ADP Guideline
 - A Guideline for ADP is prepared by the Programming Division of Planning Commission
 - It is approved by Honorable Planning Minister
 - Circulated it to all Ministries/Divisions/Executing Agencies and Concerned Sector Divisions of Planning Commission
 - For ADP, it is usually in last week of March
 - For RADP, it is in December.
- Guideline is prepared on the basis of the GoB's Development Vision 2023, Perspective Plan, FYP, SDG's, Delta 2100 plan and other priorities of the Government

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ADP Guideline

- The ADP guideline is very important tool in preparing ADP/RADP effectively;
- It has 6 major parts:
 - ✓ National policy directives,
 - ✓ Approval process for allocation of sector wise/sub-sector projects,
 - ✓ Process for inclusion of new unapproved project list,
 - ✓ General instructions for preparing ADP , what can be included and not included;
 - ✓ Fund allocation to individual projects the current year ADP
 - ✓ Formats for proposing various project list (Investment, TA, Self financed, PPP, to-be completed projects, unapproved project lists)

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ADP Guideline

- The ADP Guideline for FY 2024-25 can be seen here
- The [RADP Guideline for FY 2024-25](#) can be seen here

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Steps for Preparation of ADP contd.

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

- As per ADP guidelines, all Ministries/ Divisions send their ADP proposal with allocation for the on-going projects and a list of unapproved projects with project profiles/DPP to the Sector Divisions of the Commission
- Sector Divisions of Planning Commission examine the documents and send the list of unapproved projects with their recommendations to Programming Division
- At the same time, Programming Division sends the "ADP Call Notice-1" in the prescribed ADP format to the Sector Divisions of the Commission to get overall ADP demand for individual projects in the FY concerned

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Steps for Preparation of ADP contd.

Step 4 : Inter Ministerial Programming Committee Meeting

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

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Steps for Preparation of ADP contd.

Step 5 : Provisional Resource envelope from Finance Division

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

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Steps for Preparation of ADP contd.

Step 6 : Resource Distribution

- Based on the demand analysis, national priority and following the ADP Guideline, Programming Division distributes the resource (provisional) to the 17 economic sectors of ADP and issue the "ADP Call Notice-2"
- Programming Division informs project wise PA and JDCF (which has earlier been distributed against each projects by the ERD) to the Sector Divisions of Planning Commission to reflect it in the ADP

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Steps for Preparation of ADP contd.

- Following the Issuance of "ADP Call Notice-2" by the Programming Division concerned Sector Division of the PC in consultation with the Ministry/Division allocates resources project wise and sends back the "ADP Call Notice-2" to the Programming Division
- If needed Programming Division Issues a final Call Notice to adjust the project-wise allocation with the available resources given by Finance Division
- Finally Programming Division reflects the project wise allocation in ADP according to final Call Notice
- Draft ADP is prepared

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Steps for Preparation of ADP contd.

Step 7 : Extended Meeting of the Planning Commission

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

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Steps for Preparation of ADP contd.

Step 8 : NEC Approval

- Draft ADP is approved by NEC with observation/ correction, if any
- ADP approved by NEC is sent to Finance Division to incorporate it in the proposed National Budget along with the revenue part

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Steps for Preparation of ADP contd.

Step 9 : National Parliament /CA

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

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Types of Projects in ADP

In terms of nature:

Investment Project:

- Construction of power station, industry, buildings, roads, highways, Hospitals, Schools, culverts and bridges etc
- Main parts of ADP
- With or without PA as source of fund

Technical Assistant Project:

- Institutional capacity, Technology Transfer
- Human resources development. Includes -
 - > consultancies,
 - > local/ foreign training/ fellowship,
 - > supply of equipment and services of exports
 - > provide transports
- Mostly funded by PA source

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ADP/RADPADP/RADP Management System

The ADP and RADP book was prepared and published manually , based on old database (FoxPro) , which is not web-based;

To make Public Investment Management more effective and functional a Web-based database has been established in the Programming Division of Planning Commission.

ADP/RADPADP/RADP Management System (AMS)

Web link: www.adp.plancomm.gov.bd

The ADP of FY2021-22 and onwards have been fully prepared from this system.

Insert AMS

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Guidelines for use of fund for Project directors

- Fund release procedure from ADP allocation is to follow the : Development Project Fund Release (উন্নয়ন প্রকল্পসমূহের অর্থ অবনতি ও ব্যবহারের নির্দেশিকা), issued by Finance Division, 24.09.2018.
- Delegation of Financial Powers for Development Projects , issued by Finance Division , 16.08. 2015

BHAM

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4/10/2025

Responsibilities of PD

- Expenditure should be made as per the objectives of budget allocation
- Follow financial rules and regulations very strictly
- Spend cautiously as if from own money
- Be strict within the budget allocation
- No excess expenditure hoping supplementary grant from FD
- Codification of all receipts and expenditure
- Monthly reconciliation with CAO report
- Dispose up audit objections quickly

4/10/2025 38

Authority of PD as per project worth

Category	Amount
•PD-Category A	More than TK 100 Crore
•PD-Category B	More than TK 50 Crore, up to TK 100 Crore
•PD-Category C	Up to TK 50 Crore

BHAM

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4/10/2025

Challenges for effective Utilization of ADP resources

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

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Steps needed for faster utilization of ADP funds

- Fix priority of Projects
- Follow the MTBF Ceilings
- Prepate DPP in accordance with proper feasibility studies
- Plan well ahead for the tender process , Relax the concurrence requirement rules from DPs for the approval in all stages
- First three months –AWP, Procurement Plan and set of of PD office
- Ensure qualified staff in the PD office

5.12.2024

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Implementation Challenges

While the ADP facilitates structured development, several challenges encumber its effectiveness:

- Capacity :** Rigidity and inefficiencies in bureaucratic processes often result in delays in project approvals and implementation
 - Resource Allocation Issues:** Ensuring the adequate allocation of financial and human resources across various projects often leads to inconsistencies in execution. The mismatch between allocated funds and actual project needs creates gaps in development outcomes
 - Monitoring and Evaluation:** There is a noticeable inadequacy in the monitoring and evaluation frameworks which is essential for assessing project outcomes and impacts effectively. Insights from evaluations often do not translate into actionable strategies, hampering iterative improvements in project design and implementation.
- Institutional Framework**
- The successful implementation of the ADP also hinges on a robust institutional framework which includes the roles of several government bodies and agencies. The Bangladesh Public Administration Training Centre (BPATC) and other institutes could play a pivotal role in training civil servants to enhance their capacities in public policy management, ensuring they are equipped with the requisite skills and knowledge.

Way forward

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

Conclusion

- In summary, the concept and implementation of public policy in Bangladesh through the Annual Development Program reflect a strategic approach to promote socio-economic development. While significant progress has been made in financing modalities and overall development outcomes, persistent challenges remain. These must be addressed

Module:3

Economic

Management

Budget Making Process

Mohammad Azad Sallal
Joint Secretary
Finance Division, Ministry of Finance

Concept about Budget

A budget is ...

- '...a set of resources applied to achieve a specific objective...'
- ... *an 'action plan' not just a 'funding plan'*

Government Budget

- In general, budget is the financial plan of a government for a given period, usually for a fiscal year, which shows what its resources are, and how they will be generated and used over the fiscal period;
- The government budget also refers to the income, expenditure, fiscal deficit (if any) and sources of borrowings of the Government that are used to achieve national objectives, strategies and programs;

- The budget is the government's key instrument for promoting its socio-economic objectives;
- In Bangladesh, budget is implemented from 1st of July of a year to 30th June of the following calendar year which is known as financial year (or fiscal year).

Legal basis of Budget

- Article 87 of the Constitution states that:
 - 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 (AFS);

- The AFS 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

Legal basis of Budget

- Section 10 of the Public Money and Budget Management Act, 2009 states that:
 - The Finance Minister shall place the annual budget before Parliament prior to each financial year;
 - Other expenditure shall be distinguished from charged expenditure in the annual budget;

- Expenditure on revenue account shall be distinguished from other expenditure in the annual budget;
- The Finance Minister shall submit a Medium Term Budget along with the annual budget before Parliament and the Medium Term Budget shall consist of estimated receipts and expenditure of the Government for the budget year and projections for two outer years;

- The Medium Term Budget shall establish linkages between government policies and objectives to resource allocations and resource allocations to performance of the Ministry or Division.

Types of Government Budget

- Government Budgets are of three types:
 - Balanced budget;
 - Surplus budget; and
 - Deficit budget:
- Balanced budget:
 - A balanced budget is a budget with revenues equal to expenditures. More generally, it refers to a budget with no deficit, but possibly with a surplus;
 - A budget is a balanced budget when the difference between the revenue and expenditure is equal to zero; [$R-E=0$ or $R=E$]
 - A cyclically balanced budget is a budget that is not necessarily balanced year-to-year, but is balanced over the economic cycle, running a surplus in boom years and running a deficit in lean years, with these offsetting over time.

Types of Government Budget

- Surplus budget:
 - When estimated revenues exceed total expenditure of the government is known as surplus budget;
 - In surplus budget, revenue exceeds expenditure [$R-E = +ve$ or $R>E$]
- Deficit budget:
 - When total expenditures become higher than the sum of total estimated revenue and grants of the government is called a deficit budget;
 - In deficit budget, $R-E = -ve$ or $E>R$;
 - A deficit budget – good or bad?

Structure of Government Budget

Revenue and Grants
 Tax revenues
 Non-tax revenues
 Grants
 Expenditure and Net Lending
 Recurrent or revenue expenditure
 Capital or investment expenditure
 Net Lending
Overall Balance (Surplus/Deficit)
 Financing
 Foreign (net)
 Domestic (net)
 Borrowing from Financial Institutions
 Borrowing from other sources

Revenue and Grants

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

Expenditure and Net Lending

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

Fiscal Deficit

- **Fiscal Deficit:** Fiscal deficit arises when the sum of total expenditures and net lending becomes higher than the sum of total revenue and grants. The deficit can be measured with or without including the interest payments on the public debt as expenditures;
- **Primary Deficit:** The primary deficit is defined as the difference between current government spending on goods and services and total current revenue from all types of taxes net of transfer payments;
 - $\text{Primary Deficit (PD)} = \text{Total revenue} - \text{total current expenditure (except interest payments)}$;
- **Total deficit** (which is often called the fiscal deficit or just the 'deficit'): is the primary deficit plus interest payments on the outstanding public debt.
 - $\text{Total deficit (TD)} = \text{Primary deficit (PD)} + \text{interest payments (I)}$

Financing Fiscal Deficit

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

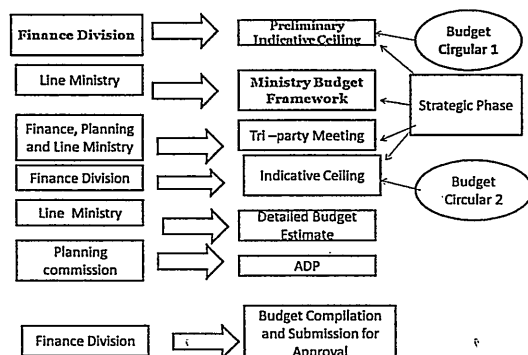
Different phases of the MTBF process

- Under the MTBF, the budget preparation process is completed in four phases:
 - (i) Macro-modeling phase
 - (ii) Strategic Phase
 - (iii) Estimating Phase and
 - (iv) Budget Approval Phase
- The above phases of the budget preparation process are divided into several steps;
- As a first step under the **Strategic Phase**, it is necessary to **revise/update** Ministry Budget Framework (MBF) by Ministries/Divisions and Other Institutions

Steps involved in budget preparation process under the MTBF

- Updating the Medium Term Macroeconomic Framework (MTMF);
- Issuing Budget Circular- 1 with Preliminary Indicative Expenditure Ceiling;
- Reviewing & Revising/Updating MBF (Ministry Budget Framework) by the respective Ministry/Division
- Finalizing MBF at the tripartite meeting (between FD, PC and respective Ministry);
- Finalizing Indicative Expenditure Ceiling by BMRC;
- Issuing Budget Circular- 2;
- Preparing budget estimates by the Line Ministry/Division
- Examining and finalizing budget estimates and placing before the Cabinet for consent and Parliament for approval

Steps involved in budget preparation process under the MTBF



Budget Circular- 1

- ❑ The aim of the Budget Circular 1 is to prepare a strategic work plan for line Ministry known as Ministry Budget Framework (MBF)
- ❑ MBF entails policy analysis, identifying strategic objectives & activities and linking those activities with the executing agencies' resource allocations
- ❑ MBFs are revised and updated in accordance with the guidelines contained in Budget Circular 1

Budget Circular- 1

- ❑ Budget Circular incorporates guidelines/instructions
 - To prepare or revise/update the Ministry Budget Framework (MBF)
 - To prepare estimates and projections for both Operation and Development (ADP) Expenditure.
- ❑ Also contains various forms
 - Form-1: Preliminary revenue target of the Ministry;
 - Form-2: Department/Agency wise Expenditure Ceiling;
 - Form-3: Department/Agency's Preliminary Expenditure estimates and projections

Budget Circular- 1

- Preliminary Revenue Target: (Core tk.)

Code	Ministry/Division	Estimate 2024-25	Projection	
			2025-26	2026-27
104	Cabinet Division	1	1.1	1.3

- Preliminary Indicative Expenditure Ceiling: (Core Tk.)

Code	Ministry /Division	Estimate 2024-25	Projection	
			2025-26	2026-27
104	Cabinet Division	270	280	292

Budget Circular- 1

- ❑ Procedure for Revising and Updating Part-A of MBF:
 - Determination of Revenue Targets and Preliminary Expenditure Ceilings for the Departments and Agencies
 - Review of the draft MBF (Part-A) by the BWG
 - Review of the draft MBF (Part-A) by the BMC
 - Request to Departments/ Agencies for revising and updating Part-B of the MBF

Budget Circular- 1

- ❑ Revising and Updating Part-B of MBF by the Department/Agency
 - Preparation of preliminary expenditure estimates for budget year and projections of outer years
 - Examination and Finalization of Part B of MBF
 - Forwarding Part-B of MBF to Administrative Ministry/Division
 - Examination and Finalization of Part-B of MBF
 - Consultation with Planning Commission
 - Finalization of the Ministry Budget Framework
 - Submission of MBF

MBF Preparation Procedure

- ☐ Responsibility for preparing Part-A of the MBF:
 - Overall coordination: Head of BMB/W;
 - Draft preparation: Officers working under Budget Management Branch or Wing (2 or 3);
- Revenue/Recurrent Budget- one person.
- ADP/Development Budget- one person.
- Another person may be assigned associated with either revenue or development budget

MBF Preparation Procedure

- Composition of MBF:

MBF Part-A Prepared by Ministry/Division	MBF Part-B Prepared by Department/ Agency
Section-1: Mission Statement and Major Functions of the Ministry/Division	Section-6.1: Recent achievements of the Department/ Agencies
Section-2: Medium Term Strategic Objectives and Activities	Section-6.2: Activities, Output Indicators and Targets
Section-3: Poverty and Gender reporting	Section-6.3: Medium Term Expenditure Estimates
Section-4.1: Priority Spending Areas/ Programmes	Form-3: Preliminary Expenditure Estimates and Projections for the Departments/ Agencies under the Ministry.

MBF Part-A Prepared by Ministry/Division	MBF Part-B Prepared by Department/ Agency
Section-4.2: Priority Spending Areas/ Programmes	
Section-4.2 (A): Dept/ Agency/ Operation unit wise expenditure*	
Section-4.2 (B): Economic Code wise expenditure*	
Section-5: Key Performance Indicators (KPI) of the Ministry/Division/Other Institution	
Form-1: Preliminary Revenue Estimates and Projections	
Form-2: Expenditure Ceilings for Departments and Agencies	* Auto generated from iBAS

Section 1: Mission Statement of the Ministry

- ☐ A succinct expression of an organisation's **reason for existence**. It serves as an ongoing guide without a timeframe;
- ☐ The Mission Statement of the ministry/division should be briefly described;
- ☐ To develop a clear mission statement the ministry must consider the following:
 - *What is the purpose of this ministry; what does it intend to achieve,*
 - *By what broad areas of operation will the ministry do this, and*
 - *Who the intended beneficiaries?*

Section 1: Major Functions of the Ministry

- ☐ Policy and project formulation, implementation, monitoring and evaluation, with focus on improving the quality of secondary, higher secondary, technical and tertiary education, and conducting research and training;
- ☐ Reforming and formulating the administrative policy relating to secondary, higher secondary, vocational and tertiary education and registration of non- government school teachers;

Section 1: Major Functions of the Ministry

- ☐ The major functions of the ministry/division are listed;
- ☐ The major functions should be summarised from the **Allocation of Business**;
- ☐ It should be linked with both the mission statement and the strategic objectives of the Ministry;
- ☐ limited to a maximum of **8 (Eight) functions**.

Section 2: Medium-Term Strategic Objectives and Activities

- ☐ **Medium-Term Strategic Objectives (Outlined in Column- 1):**
These are statements in the strategic component of the MBF which the line Ministry will achieve within the medium term. The Objectives should be clearly linked to the GoB's national policy objectives and will be supported by key activities and key performance indicators and targets
- ☐ **Activities (Outlined in Column- 2):** Activities are specific tasks undertaken to deliver the required outputs to an external party - usually the public, individually or collectively. The key activities are a description of what is to be done with the resources provided in the budget to achieve the strategic objectives; i.e what is actually going to be done;
- ☐ **Implementing Department/Agencies (Outlined in Column- 3):**
List the departments/agencies under the ministry that will be responsible for the implementing the activities

Section 3: Poverty and Gender reporting

- ☐ Line ministry will try to assess the **impact** of each of the ministry's Strategic Objective on two important areas;
 - Poverty Reduction and
 - Women's Advancement
- ☐ Describe separately how the strategic objective and its associated activities relate and contribute to the Government's wider objectives of poverty reduction and women's advancement
- ☐ If a medium term strategic objective does not have a direct impact on poverty reduction and/or women's advancement that also needs to be mentioned

Section 4: Priority Spending Areas/ Programmes

- ☐ A priority spending area is a defined programme of activities or works that makes a significant contribution towards the realisation of the strategic objectives of an organisation;
- ☐ Identify and describe the main priority spending areas for the ministry/division that are expected to have the greatest impact on the achievement of ministry/ division's strategic objectives;
- ☐ Relates to the main functions of the ministry/division and should be ranked in order of priority

Section 5: Key Performance Indicators (KPIs)

- ☐ Ministry must identify outcome or high level output key performance indicators (KPIs) to demonstrate/ measure achievement/ progress of the medium term strategic objectives developed by the Ministry/Division in Section 2 column 1;
- ☐ KPIs should focus on the outcomes and high level outputs in preference to the inputs. The outcome is the impact of what the ministry delivers rather than the quantity of goods or service delivered;
- ☐ **Example:** A drop in **Infant Mortality Rate** as a result of immunization programme is a KPI for the Ministry of Health and Family Welfare

Section 5: Key Performance Indicators (KPIs)

Indicator	Related Strategic Objectives	Unit of Measurement	Revised Target 2017-18	Actual 2017-18	Target 2018-19	Revised Target 2019-20	Medium Term Targets		
							2020-21	2021-22	2022-23

Section 5: Key Performance Indicators (KPIs)

Column 1: Identify key performance indicators (KPI) for the ministry/division. Limit the number of KPIs between 4 and 6;

- **Column 2:** Specify the Related Strategic Objectives mentioned at Section 2;
- **Column 3 :** Specify and describe the unit of measurement for the indicator;
- **Column 4 and 5:** Specify the revised target value for 2013-14 and actual achievement for 2013-14.
- **Column 6 and 7:** Specify the existing target value for 2014-15 and revised target value for 2014-15;
- **Columns 8-10:** Specify the and medium-term target values for 2015/16 – 2017/18

Section 6.1: Recent Achievements

- ☐ department/agency should briefly narrate its recent achievements (during last three years);
- ☐ description should include relevant data and provide a good description of the scope and scale of the department/agency activities
- ☐ Summarise the description within 100-120 words

Section 6.2: Activities, Output Indicators and Targets of the Departments/Agencies

- ☐ The information for this part of Section 5 is collected in a matrix format. The Matrix contains 3 columns for
 - Key Activities,
 - Outputs Related to those Activities, and
 - Related Strategic Objectives.
- ☐ **Outputs:** Outputs are the services provided by a government department/agency/ programme- *e.g. numbers of patients treated, children vaccinated or kilometres of road built*

Form 1: Determination of preliminary revenue targets for Departments and Agencies

- ☐ Revenue Targets for the Secretariat part and Departments under the Ministry/Division have to be fixed on the basis of the total revenue target given for the concerned Ministry/Division;
- ☐ While setting the Revenue Target for Departments, revenue receipts in recent years and sources/items of revenues must be reviewed. Primarily the revenue target for current fiscal year can be taken as the basis for determination of preliminary revenue target;
- ☐ Revenue Target should be duly fixed against payment of dividend from autonomous bodies (if any)

Form 2: Determination Preliminary Expenditure Ceilings for Departments and Agencies

- ☐ Preliminary Expenditure Ceiling for the Secretariat, Departments, Autonomous Bodies and grant receiving private organizations have to be fixed considering the probable amount of money needed each year for the operation units/programmes/projects;
- ☐ Expenditure Ceilings for the Secretariat, Departments, Autonomous Bodies and grant receiving private organizations for the budget year and outer years to be fixed in such a way so that they can be accommodated within the Preliminary Expenditure Ceiling given for the Ministry/Division

Form 2: Determination Preliminary Expenditure Ceilings for Departments and Agencies

- ☐ Resources should be allocated as far as possible against specific activity so that efficiency of the budgetary provision can be clearly seen. Block allocation should therefore be kept to a minimum;
- ☐ However, line Ministry may need to preserve some money to accommodate additional demand from Department/Agency. This reserve sum can be put temporarily into block allocation under the Secretariat part;
- ☐ While setting the resource ceilings for autonomous bodies, earnings of the relevant agency in recent years and sources/items of revenues must be reviewed. Resource ceilings for autonomous bodies must be set after deduction of probable income in the medium-term

Form 2: Determination Preliminary Expenditure Ceilings for Departments and Agencies

- ☐ Autonomous Bodies, which are run on a commercial basis and submit their budget proposals to the Monitoring Cell of Finance Division, need not be considered while determining Agency Expenditure Ceilings;
- ☐ However, necessary allocations should be kept for Autonomous Bodies having development projects in the ADP or if there is a decision taken at an appropriate level to provide loan/equity/subsidy to a commercial enterprise;
- ☐ Grants/ allocations for private organizations included in current year (2015-16) budget should be determined in the light of their involvement in realization of strategic objectives of the Ministry/Division and their probable incomes in next five years

Form 3: Preparation of Preliminary Estimates and Projections

- ☐ Programs and projects must be grouped as "Top Priority", "Medium Priority" and "Low Priority";
- ☐ Within each category programs and projects are need to be ranked in descending order of priority;
- ☐ List of approved programs/projects and unapproved/ probable programs/ projects should be shown separately;
- ☐ Resources to be allocated on the basis of priority of the projects/programmes;
- ☐ Conditional allocation may be made for an un-approved project/ programme under the process of approval

Form 3: Preparation of Preliminary Estimates and Projections

- ☐ It must be ensured that, allocation for programmes/ projects is made in such a way that total cost approved for a programme or project is not exceeded;
- ☐ If it is not possible to accommodate allocation for all programs/projects within the department/agency resource ceilings, then funding for the top priority and medium priority projects must be ensured first;
- ☐ The less priority or unapproved programme/projects may be dropped or the allocations for such programs/projects may be reduced to accommodate total expenditure within the ceiling

BC- 1: Activities & Deadlines for FY 2024-25

SL NO	Steps to be Taken	Responsibility	Deadline	Steps to be Taken
01.	Revising / Updating Sections 1- 5 of MBF Part-A	Relevant Officers of the Ministry/ Division		
02	Preparation of draft Department/Agency Preliminary Revenue Targets and Expenditure Ceilings	Relevant Officers of the Ministry/ Division		
03	Detail review of MBF (Part-A) including draft Department/Agency Preliminary Revenue Targets and Expenditure Ceilings and Preparation of Recommendations for BMC	BWG of Ministry/ Division		
04	Review and Approval of MBF (Part-A) including draft Department/Agency Preliminary Expenditure Ceilings and Revenue Targets	BMC of Ministry/ Division		

BC- 1: Activities & Deadlines for FY 2024-25

SL No.	Steps to be Taken	Responsibility	Deadline
05	Forwarding Part-A of MBF to the Departments/ Agencies and Requesting them to Prepare the Part-B of MBF and submit it to the Ministry/ Division	BMB or BMW of Ministry/Division	
06	Revising / Updating of Part-B of MBF by the Departments/Agencies	Relevant Officers of the Department/ Agency	
07	Preparation of Preliminary Expenditure Estimates and Projections for Operation Units/Programmes/Projects by the Department/ Agencies (Form- 3 of Part- B of MBF)	Relevant Officers of the Department/ Agency	
08	Review and Approval of Part B of MBF including Preliminary Expenditure Estimates and Projections	BMC of Department/ Agency	
	Forwarding Part-B of MBF (including Preliminary Expenditure & Estimates) to Ministry/Division by Departments/Agencies	Relevant Department/ Agency	

09	Forwarding Part-B of MBF (including Preliminary Expenditure & Estimates) to Ministry/Division by Departments/Agencies	Relevant Department/ Agency	
10	Reviewing and Finalization of Part- B of MBF	BMB or BMW of Ministry/Division	
11	Requesting for approval on overall size of Non Development and Development Expenditure & Programme/ project wise Expenditure proposal from relevant Sector Division & Programming Division of Planning Commission	Relevant Officers of Ministry/Division	
12	Requesting for approval on overall size of Non Development and Development Expenditure & Programme/ project wise Expenditure proposal from relevant Sector Division & Programming Division of Planning Commission	Relevant Officers of Ministry/Division	

11	Requesting for approval on overall size of Non Development and Development Expenditure & Programme/ project wise Expenditure proposal from relevant Sector Division & Programming Division of Planning Commission	Relevant Officers of Ministry/Division	
12	Notification from relevant Sector Division of Planning Commission to Programming and Ministry/ Division regarding their consent to Programme/ Project wise Expenditure proposal	Relevant Sector Division, Planning Commission	
13	Notification from relevant Programming Division of Planning Commission to Sector Division and Ministry/ Division regarding their consent to Programme/ Project wise Expenditure proposal	Programming Division, Planning Commission	

14	Finalization of MBF of Ministry/ Division	BMC of Ministry/ Division	
15	Forwarding MBF to Finance Division and Planning Commission	Relevant Officers of Ministry/Division	

Budget Management Committee

Sl.No	Description of the members	Designation
1	Secretary/Principal Accounting Officer	Chairman
2	All Additional/Joint Secretaries	Member
3	Chief of Planning Wing/Cell	Member
4	Heads of key Departments	Member
5	Concerned Deputy Secretary, Finance Division	Technical Member
6	Concerned Deputy Chief, Planning Commission	Technical Member
7	Representatives of IMED (Not below the rank of director)	Member
8	Ministry Chief Accounts Officer	Member
9	Convener of Budget Working Group	Member-Secretary

Functions of BMC:

- Review draft short, medium and long term budget related policy of the ministry and make recommendations for approval
- Approve budget related plan/working plan of the ministry
- Approve Ministry Budget Framework
- Approve revenue receipt and expenditure ceilings of the subordinate offices including secretariat
- Approve revenue and expenditure estimates and projections
- Review and approve proposals of development programmes under revenue budget
- Approve budget implementation plan including advance procurement plan of the subordinate offices

- Review progress of revenue collection and expenditure against targets on quarterly basis
- To monitor and manage performance against the key targets with appropriate performance measures and indicators and to take appropriate actions to ensure that targets are achieved as far as possible;
- To review internal and statutory audit reports and provide necessary directives for disposal of the audit objections
- Approve Appropriation Accounts of the ministry/division before sending it to the Comptroller and Auditor General's office for certification of the account

Budget Working Group

Sl.No.	Description of the members	Designation
1	Additional/Joint Secretary in charge of BMW	President
2	Head of BMB/BMS	Member
3	Representative of the Planning cell	Member
4	Officer in charge of budget/accounts section of all agencies	Member
5	Concerned SAS, FD	Member
6	Concerned SAC/AC of the concerned SD	Member
7	Chief Accounts Officer	Member
8	SAS/AS/SAC/AC, BMB/BMW	Member Secretary
9	Accounts Officer of the ministry/division	Member

Functions BWG:

Review following documents and finalize them before placing them before the BMC for approval:

- Budget related plan/work plan of the ministry/division
- Draft Ministry Budget Framework (part I and II) of the ministry/div
- Revenue target and expenditure ceilings of the subordinate offices
- Estimates and projections of revenue collection and expenditure
- Budget implementation plan including advance procurement plan of the subordinate offices
- Annual report on actual achievement against targets of outcome/outputs
- Quarterly progress report of budget implementation plan
- Working papers of the BMC
- Report on budget implementation

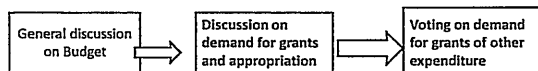
- Preparing budget implementation report following the formats of the Finance Division
- Ensuring proper utilization of the financial power delegated to the ministry/divisions including re-appropriation
- Reconciliation of the departmental accounts with the accounts of the CAO
- Preparing annual appropriation account of the ministry and send it to the CAG office for certification of the accounts
- Preparing budget related reports for PAC and for other Parliamentary Standing Committees
- Coordinate budget related issues with FD, PC, ERD and IMED
- Establish and manage MIS for collection, preservation and management of data and information on KPIs
- Providing secretarial assistance to BMC and BWG and ensuring sending of minutes of the BMC to the FD and PC

Documents submitted to the Parliament

The following Budget documents submitted to the Parliament as per R.111(2):

1. Budget Speech, Bangla & English
2. Budget in Brief, Bangla & English
3. Annual Financial Statement, Bangla & English
4. Supplementary Financial Statement,
5. Consolidated Fund Receipts, Bangla & English
6. Demands for Grants and Appropriations, Non. Dev & Dev, Bangla & English
7. Demands for Grants and Appropriations, Dev
8. Medium Term Budget Framework, Bangla & English
9. Economic Review

Stages of the budget discussions in Parliament



General discussion of the Budget

- On a day to be appointed by Speaker, the House shall be at liberty to discuss the budget as a whole(R:115(1))
- During the general discussion FM has the general right to reply (R:115(2))
- The Speaker may prescribe a time limit for speeches. (R:115(3))

Demand for Grants

- Separate demand shall be made in respect of grant proposed for each ministry (R:116(1))
- Each demand shall contain a statement of the total grant and then a statement of detailed estimates (R:116(2))
- No demand for Grant shall be made except on the recommendation of the President. (R:116(3))

Voting of Demand for Grants

- In consultation with the Leader of the House, the Speaker shall allot so many days as may be compatible for discussion and voting on demand for grants(R:117(1)).
- On the last day of the allotted days, the Speaker shall forthwith put every question necessary to dispose of all the outstanding matters in connection with the demand for Grants. (R.117(2))
- Motions may be moved to reduce a demand for a grant but not to increase a grant or alter the destination of a grant (R:117(3)).

Thank You

Debt Management
Finance Division, Ministry of Finance

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

Mohd. Rashedul Amin
Joint Secretary (Debt Management)
Finance Division.

Advanced Course on Administration & Development (ACAD)
BPATC

Debt Management
Finance Division, Ministry of Finance

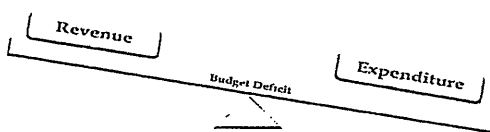
Outline

- 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

Debt Management
Finance Division, Ministry of Finance

Why Government creates fiscal deficit/deficit budget?

Debt Management
Finance Division, Ministry of Finance



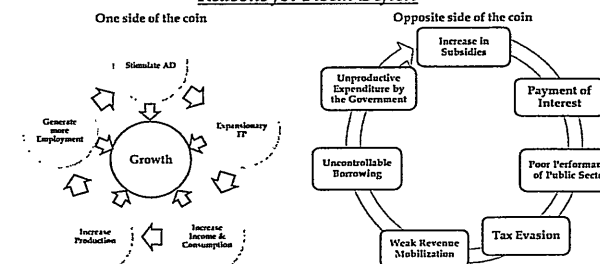
✓ If Government spends more than it earns, called fiscal Deficit

✓ Generally Fiscal Deficit takes place due to either "Revenue Shortage" or major hike in "Capital Expenditure".

Debt Management
Finance Division, Ministry of Finance

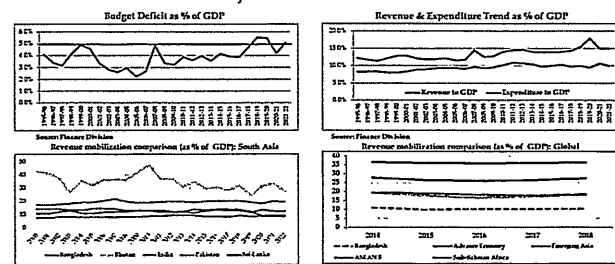
Reasons for Fiscal Deficit

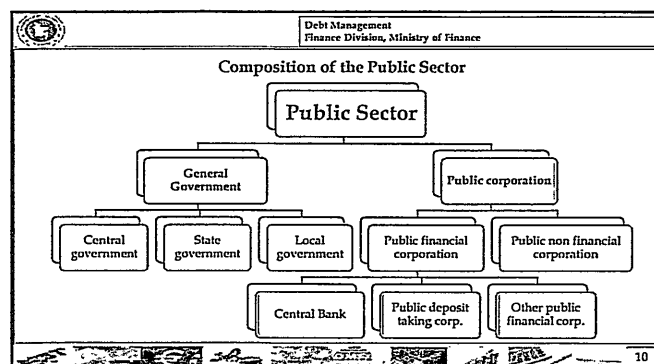
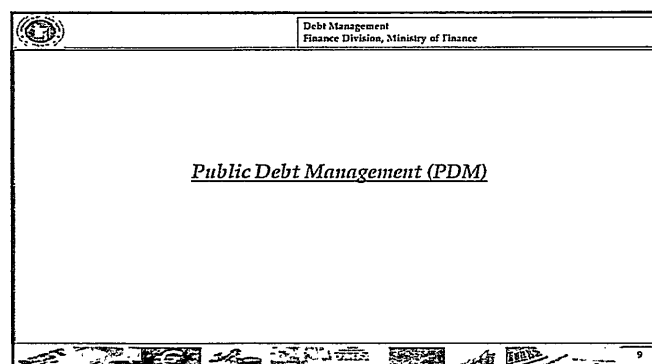
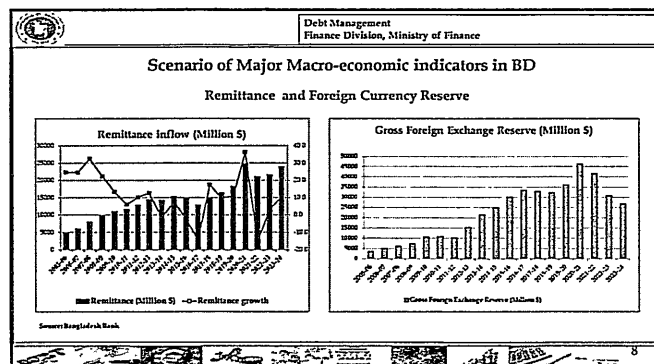
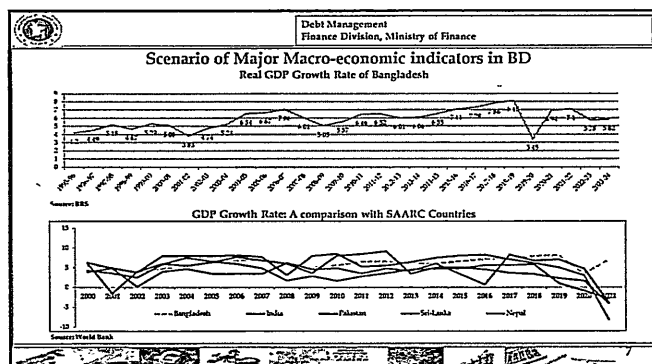
One side of the coin Opposite side of the coin



Debt Management
Finance Division, Ministry of Finance

Scenario of Major Macro-economic indicators in BD

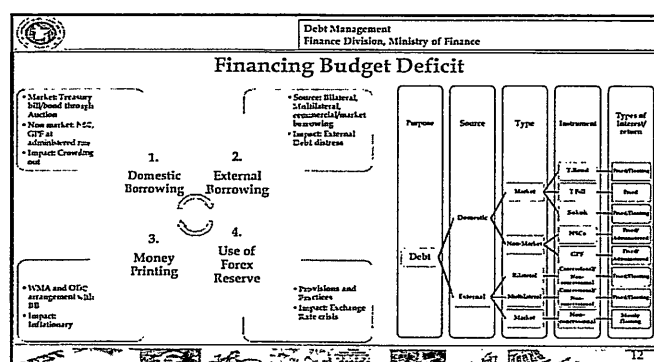


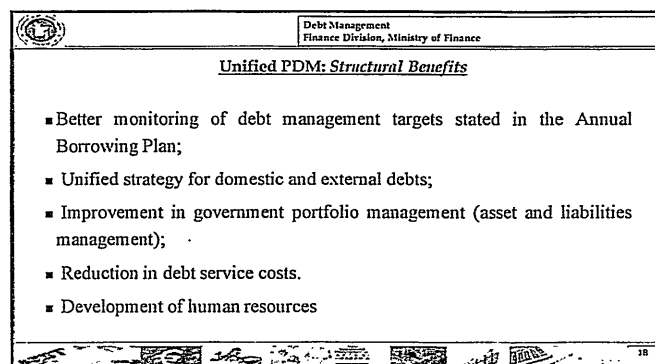
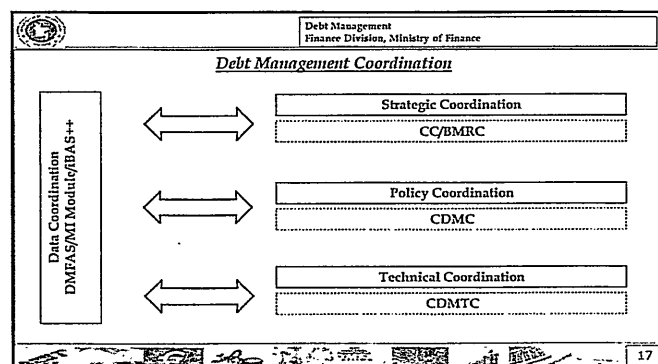
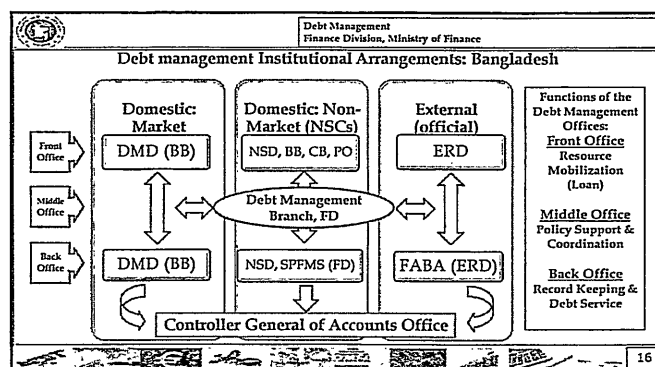
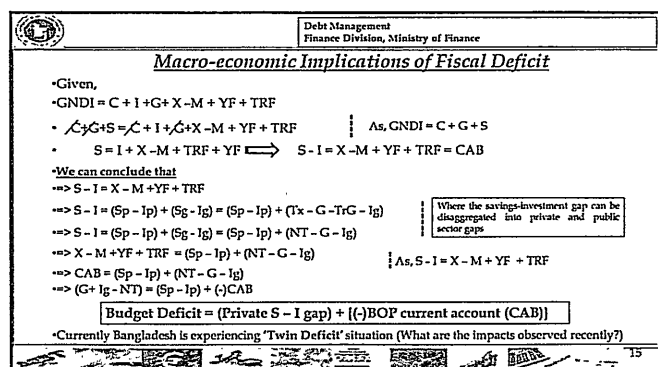
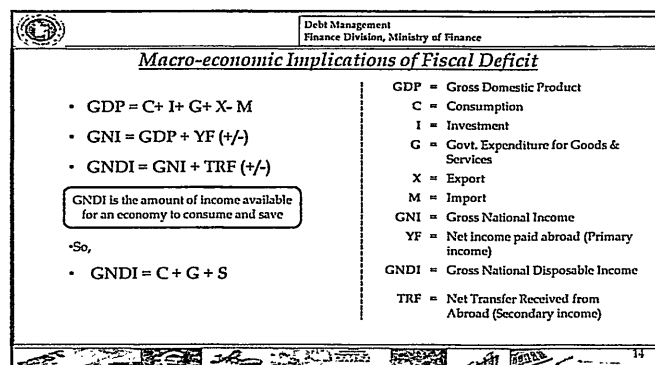
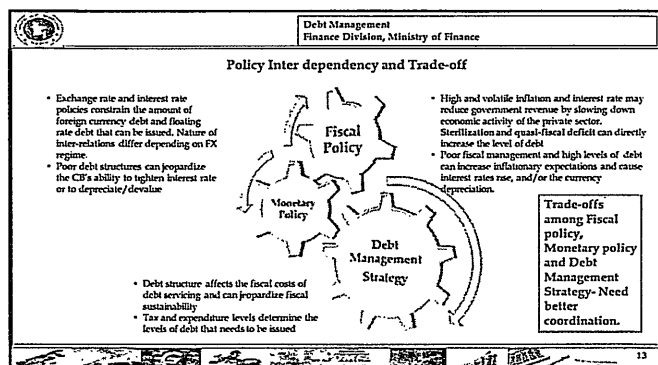


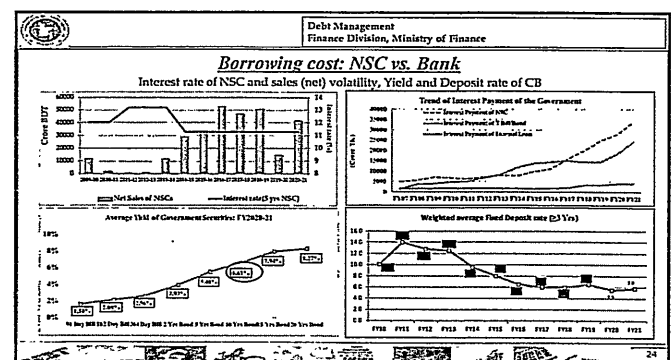
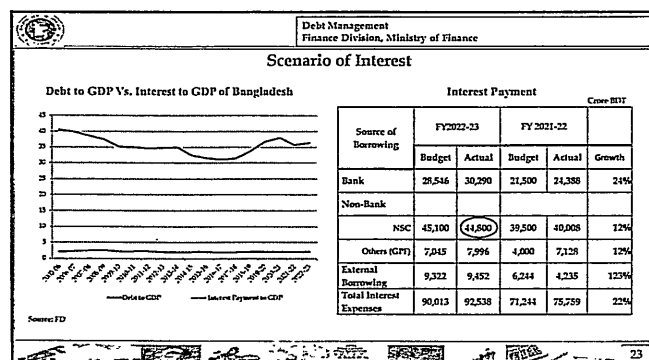
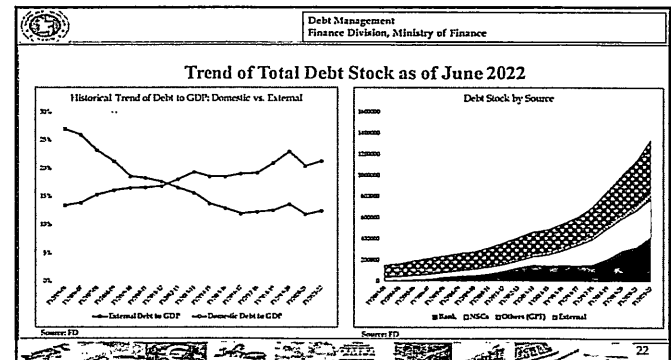
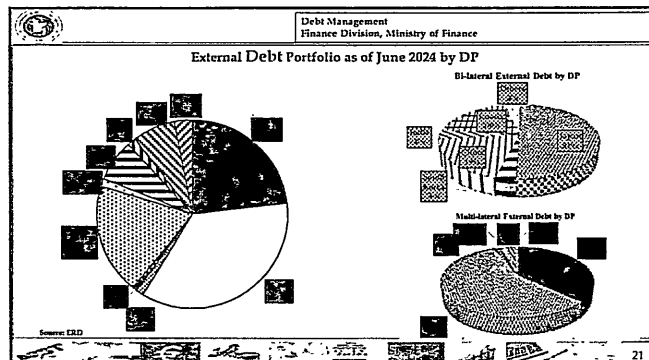
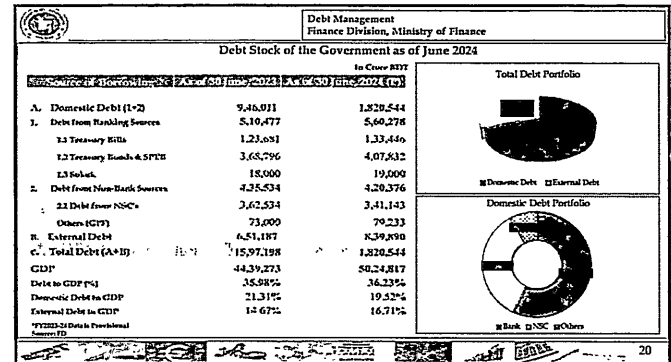
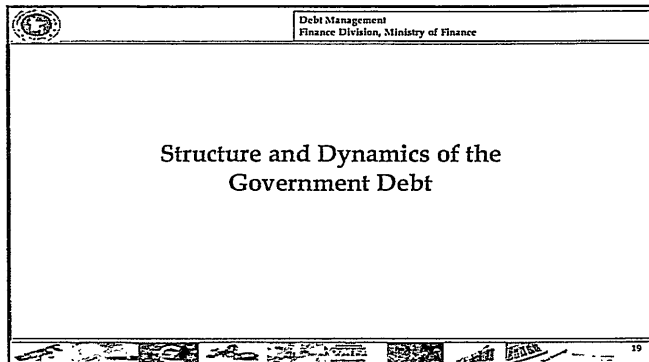
Debt Management
Finance Division, Ministry of Finance

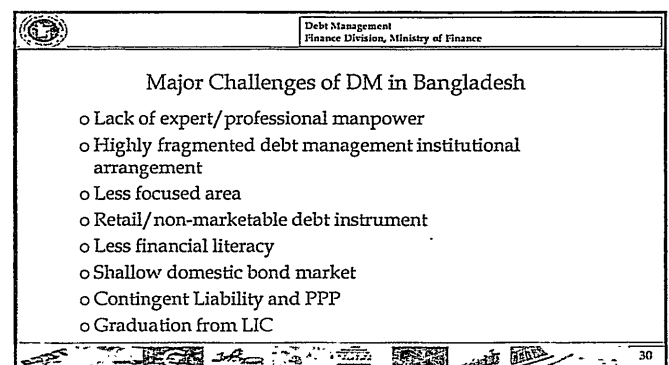
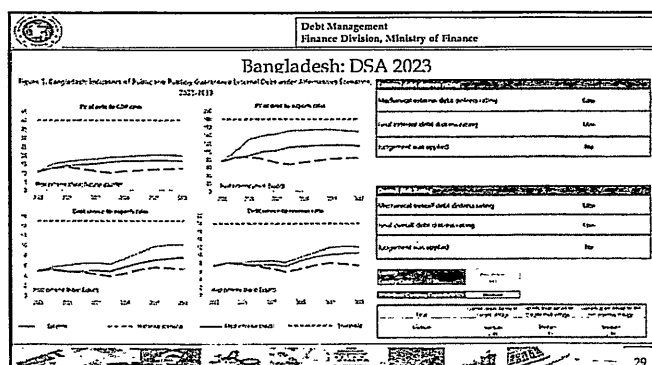
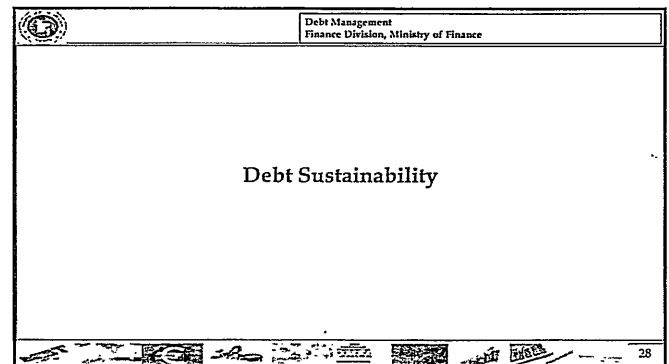
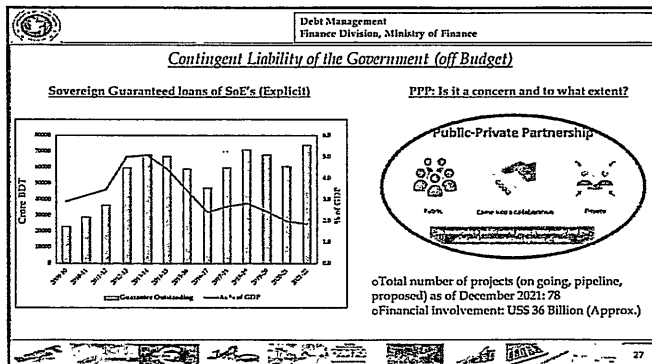
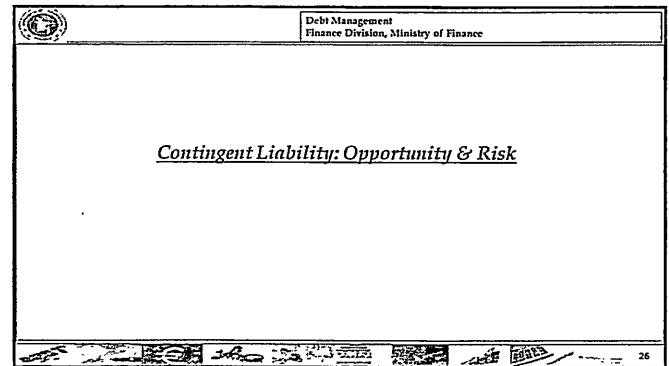
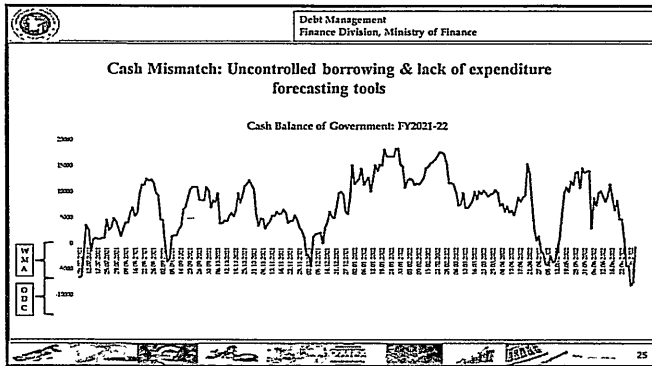
Public Debt Management (PDM)

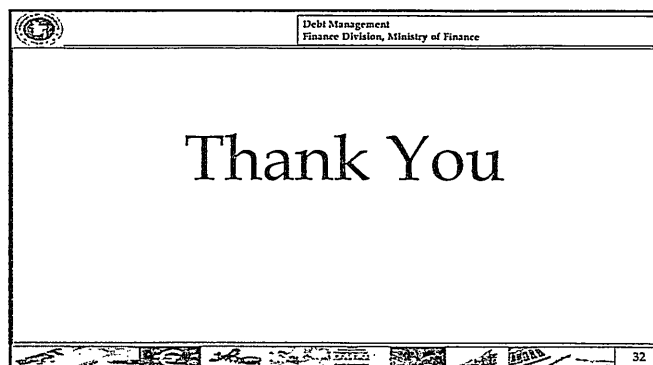
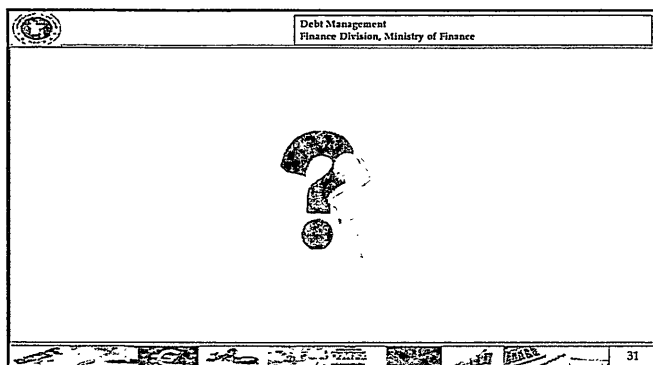
- Public debt management is the process of establishing and executing a strategy for managing the public debt to -
 - Raise the required amount of funding
 - Pursue its cost and risk objectives, and
 - Any other PDM goal, such as developing and maintaining an efficient and liquid market of gov. securities





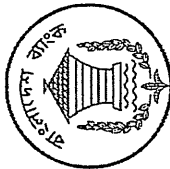






OUTLINE

01. BACKGROUND OF MONETARY POLICY IN BANGLADESH
02. CURRENT MACROECONOMIC CONDITIONS
03. EXTERNAL SECTOR DEVELOPMENT
04. RECENT POLICIES
05. NEAR TERM MACROECONOMIC ISSUES AND CHALLENGES
06. GROUP EXERCISE



Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment

03 March 2025

General Policy Goals

- Six basic goals are:
 - High employment
 - Economic growth
 - Price stability
 - Interest rate stability
 - Financial market stability and
 - Foreign exchange market stability

BACKGROUND OF MONETARY POLICY IN BANGLADESH

Policy Options

□ Monetary policy?

→ Refers to policy actions taken by a Central Bank to affect monetary and fiscal conditions in a country with the aim of achieving a single or multiple objectives, such as low inflation, steady/high output and employment and stable exchange rate.

□ Fiscal policy?

→ Deals with government outlays, revenues and financing of budget deficits.

How to achieve these Goals?

- Two main alternative policy actions:

→ Monetary Policy

→ Fiscal Policy

→ Some sort of Co-ordination/Co-operation between them

Major Goals of Monetary Policy

- Sustainable Output and Employment
- Stable Price with Low Inflation
- Stable and Externally Competitive Exchange Rate

Monetary Policy

- Conventional (Hawkish) vs. Un-conventional MP (Dovish)
- No Policy (non-activist) vs. Policy (activist)
 - Non-activist (Classical, New Classical, Rational Expectation)
 - Activists –
 - Monetarist → Monetary Policy
 - Keynesian → Fiscal Policy

New Monetary Policy Framework (since July 2023)



- Policy rate
- Open market operations
- Reserve requirement
- Bank rate



- Interbank call money rate as a counterpart of short-term interest rate



- Inflation forecasts
- GDP forecasts
- Money and credit situation
- BoP outlook



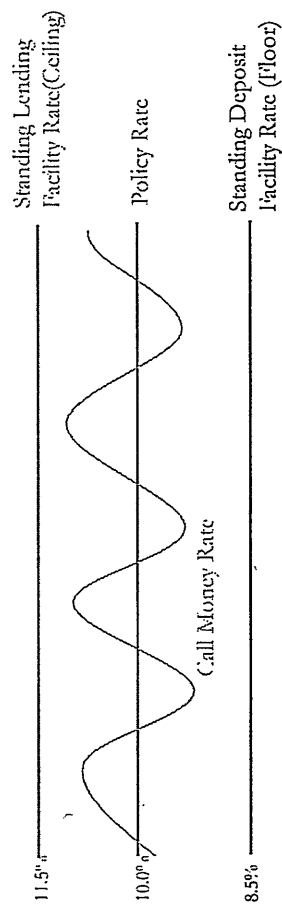
- Price stability
- Financial stability
- Economic growth

Tools of MP

- Three major policy tools that a central bank can use to manipulate money supply and interest rates:
 1. Discount Rate/Bank Rate (BR): affects interest rates and monetary base by influencing the quantity of discount loans.
 2. Reserve Requirement (RR): CRR (4%) and SLR (13%) → affects money multiplier.
 3. OMOs: Repo, SLF, SDF
→ affects monetary base and money supply.

9

Interest Rate Corridor



CURRENT MACROECONOMIC CONDITIONS

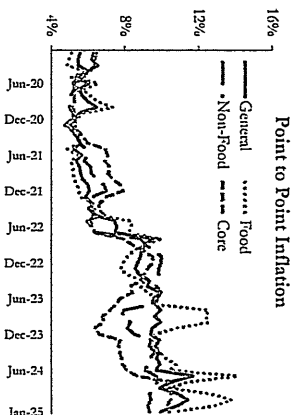
Economic Growth

Quarterly GDP Growth: Bangladesh

Particulars	2022-23				2023-24				2024-25
	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
Real GDP Growth	6.96	6.87	2.28	7.20	6.04	4.78	5.42	3.91	1.81
Agriculture	0.21	3.90	1.92	6.49	0.35	4.08	5.16	5.27	0.16
Industry	7.53	9.98	5.05	11.26	8.22	2.91	6.25	3.98	2.13
Services	9.48	6.42	1.45	4.74	5.07	5.78	3.81	3.67	1.54

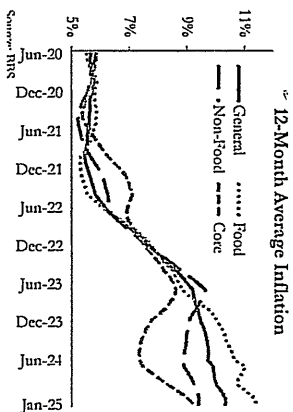
Source: Bangladesh Bureau of Statistics (BBS)

Inflation Scenario



Source: BBS

Point-to-Point Inflation				
Month	General	Food	Non-Food	Core
Jun-23	9.74	9.73	9.69	7.77
Jun-24	9.71	10.42	9.14	8.10
Sep-24	9.91	10.40	9.49	10.40
Nov-24	11.38	13.80	9.39	10.47
Dec-24	10.89	12.92	9.26	10.29
Jan-25	9.94	10.71	9.32	10.38



Source: BBS

12-Month Average Inflation				
Month	General	Food	Non-Food	Core
Jun-23	9.02	8.71	9.39	8.53
Jun-24	9.73	10.66	8.86	7.36
Sep-24	9.97	10.77	9.17	7.05
Nov-24	10.21	11.06	9.35	8.71
Dec-24	10.34	11.33	9.41	9.01
Jan-25	10.34	11.42	9.41	9.23

Macroeconomic Challenges and Policy Measures

Challenges

- Persistence of high Inflation
- Erosion of foreign exchange reserve and exchange rate pressure
- Tight liquidity in the banking system
- Tightening of global financial conditions due to rapid interest rate hike
- Heavied NPL and restoring good governance in Banks and NBRIs
- Prolong Russia Ukraine war, escalating geopolitics, geo-economics, and conflict in the Middle east
- Climate change and natural disaster:
 - Flood and heavy rainfall in September-October 2024
- Political Movement and New Interim Government in August 2024
- Labor unrest

Economic Growth Outlook: Global vs. Domestic

Global					
Year	World	USA	Euro	China	India
2021	6.6	6.1	6.2	8.4	9.7
2022	3.6	2.5	3.3	3.0	7.0
2023	3.3	2.9	0.4	5.2	8.2
2024	3.2	2.8	0.8	4.8	6.5
2025	3.3	2.7	1.0	4.6	6.5

Source: World Economic Outlook, Jan 2023, IMF

Bangladesh		
Year	Growth	
FY-21	6.94	
FY-22	7.10	
FY-23	5.78	
FY-24	4.22 ^p	
Actual		
6.75 (Budget Target)		
5.25 (Revised)		
Projection		
FY-25	4.5 (NIR, Oct-24)	
	4.1 (WB, Jan-25)	
	5.1 (ADB, Sep-24)	

Source: BBS, P=Provisional

Policy Initiative in H1FY25

Monetary Policy

- BB pursues tight monetary Policy
- In the 5th MPC, it was decided to maintain contractionary monetary measures until the inflation target is achieved. Accordingly, BB raised the Repo Policy rate:



- As the REER remains aligned with the NEER, the Crawling Peg Mid-Rate (CPMR) remained unchanged at Taka 117.00 per USD while band is allowed to wide to 2.50% from 1.00% in August 2024.
- ADs are allowed to purchase and sell foreign currency at freely negotiated rates.
- Buying-selling spread will not exceed one taka
- BB has started to publish reference benchmark exchange rate

Fiscal Policy

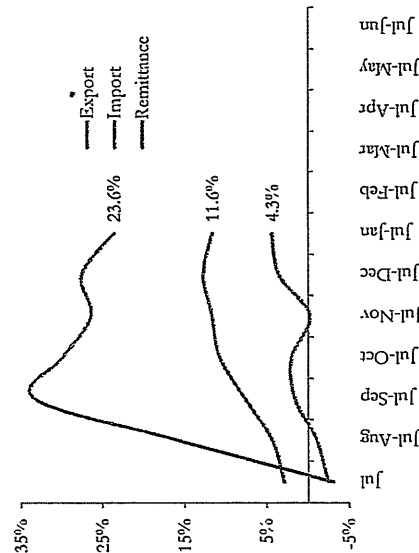
- Rationalization of Tariff of essential items (Rice, Potatoes, Onion, Egg etc)
- Open market sale and market monitoring have been strengthened
- Recently Food procurement policy has been updated to augment Food Stock and food security
- I.C. margin fixed at minimum level for reducing price to a tolerable level and ensuring uninterrupted supply of essential food products during Ramadan
- Fuel and electricity price adjustment.

Tax Policy

- The National Board of Revenue (NBR) plans to introduce a single 15% value added tax (VAT) rate on almost all goods and services in the next fiscal year.
- Initially a 15 per cent VAT has been imposed on 100 types of commodities and services in January 2025.
- However, 8 items out of these 100 have been revised downward.

Export, Import and Remittances

Cumulative Export*, Import and Remittance Growth



Source: NBR and BLS, * according to revised data, P Provisional

Inflation Scenario: Bangladesh

Point-to-Point Inflation Heat Map

Item	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
Headline	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
01 Food and Nonalcoholic Beverages*	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Food	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Bread and Cereals	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Meat	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Fish	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Milk, cheese, and eggs	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Oils and fats	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Fruits	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Vegetables	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Soft, spices and culture herbs	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
02 Alcoholic Beverages, Tobacco and Narcotics	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
03 Clothing and Footwear	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
04 Housing, Water, Electricity, Gas, and Other Fuels	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
05 Furnishings, Household Equipment and Maintenance	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
06 Health	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
07 Transportation	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
08 Communication	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
09 Recreation and Culture	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
10 Education	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
11 Restaurants and Hotels	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
12 Miscellaneous Goods and Services	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00

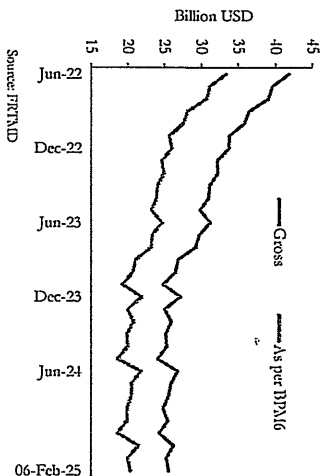
Source: BLS staff's calculation based on BLS data.

≤ 0% 0%-5% 5%-10% ≥10%

EXTERNAL SECTOR DEVELOPMENT

Foreign Exchange Reserve

Foreign Exchange Reserve



Source: PRITAND

Item	Jun-22	Jun-23	Dec-23	Jun-24	Dec-24	Jan-25	27-Feb-25
Gross	41.83	31.20	27.13	26.81	26.22	25.31	26.14
As per BPM6	33.39	24.75	21.87	21.78	21.42	19.96	20.90

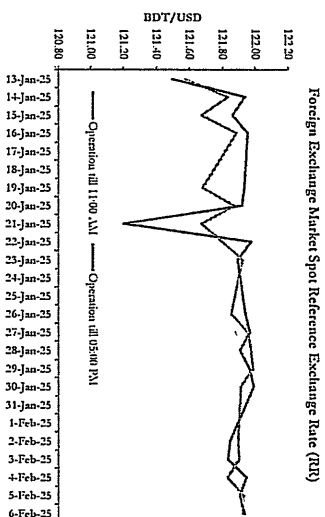
(billion USD)

Balance of Payments

	External Sector	Trade Balance	Import (fob)	Export (fob)	Remittance	CAB	Capital Account	Errors & Omissions	Overall Balance	Net FX Sale	FX Reserves	BPM6 Reserves	BDT/USD (inter-bank rate)
Index	100	100	100	100	100	100	100	100	100	100	100	100	100
Jun-22	70.75	-27.39	70.75	43.36	21.61	-11.63	0.48	6.89	-8.22	13.4	31.2	24.8	105.88 (Jun-2023)
Jun-23	63.24	-22.43	63.24	40.81	23.91	-6.6	0.55	4.52	-4.30	9.4	26.71	21.69	117.94 (Jun-2023)
Dec-23	31.30	-11.18	31.30	20.12	12.91 (Jul-Jan-2024)	-3.90	0.16	0.71	-3.45	7.04 (Jul-Jan-2024)	25.11 (Jul-Jan-2024)	20.90 (Jul-Jan-2024)	110 (Jan-2023)
Jan-25	32.09	-9.77	32.09	22.32	15.96 (Jul-Jan-2025)	0.08	0.22	1.18	-0.41	0.69 (Jul-Jan-2025)	25.31 (Jul-Jan-2025)	19.96 (Jul-Jan-2025)	119.8 (Jul-Jan-2025)

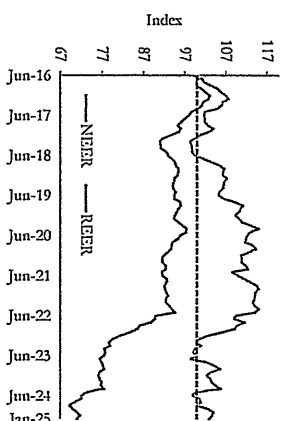
Exchange Rate Development: Crawling Peg

Peg



Exchange Rate Development

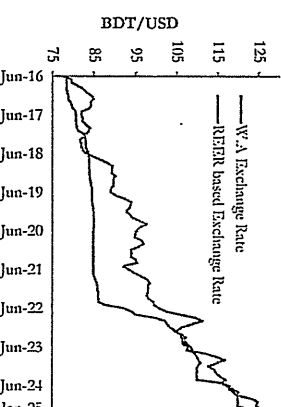
Effective Exchange Rate Indices
(Base 2015-16=100)



Source: Monetary Policy Department, RB

Index	Jun-22	Jun-23	Dec-23	Jun-24	Dec-24	Jan-25
NEER	90	77	76	77	72	71
REER	109	100	102	105	104	103

REER & NEER base Exchange Rate



Source: Monetary Policy Department, RB

BDT/USD	Jun-23	Dec-23	Mar-24	Dec-24	Jan-25
W. Average	108.35	110.14	110.00	120.00	122.00
REER Based	108.12	112.80	114.65	124.51	125.67

Top Countries of FDI inflows (net) during FY22 to FY24

Sl. No.	Name of Country	FY21-22	FY22-23	FY23-24
1	United Kingdom (UK)	324.09	324.09	324.09
2	USA	200.24	200.24	200.24
3	India	57.09	57.09	57.09
4	Norway	9.25	9.25	9.25
5	Switzerland	83.90	83.90	83.90
6	United States of America (USA)	425.39	425.39	425.39
7	USA	146.00	146.00	146.00
8	USA	121.77	121.77	121.77
9	Malaysia	66.29	66.29	66.29
10	Japan	98.67	98.67	98.67
11	Turkey	8.42	8.42	8.42
12	Switzerland	12.58	12.58	12.58
13	Denmark	61.61	61.61	61.61
14	Netherlands	6.79	6.79	6.79
15	Sweden	2.67	2.67	2.67
16	Canada	8.10	8.10	8.10
17	France	24.43	24.43	24.43
18	Thailand	8.57	8.57	8.57
19	Other Countries	110.39	110.39	110.39
20	Total	1721.10	1721.10	1721.10

Source: FIED Management Cell, Statistics Department, Bangladesh Bank.

Note: 1. Data has been revised as per BPN16 Guideline from 2019 and onwards.

Sector Attracting Highest FDI net inflows during FY22 to FY24

Sl. No.	Name of Sectors	FY21-22	FY22-23	FY23-24
1	Textile and Wearing	148.16	148.16	148.16
2	Banking	337.02	337.02	337.02
3	Chemicals and Pharmaceuticals	43.96	43.96	43.96
4	Gas & Petroleum	89.20	89.20	89.20
5	Telecommunication	1.02	1.02	1.02
6	Agriculture and Fishing	17.82	17.82	17.82
7	Leather and Leather Products	25.46	25.46	25.46
8	Trading	42.60	42.60	42.60
9	Fertilizer	137.56	137.56	137.56
10	Power	247.36	247.36	247.36
11	Metal and Machinery Products	206.90	206.90	206.90
12	Chemical	8.81	8.81	8.81
13	Computer Software and IT	6.23	6.23	6.23
14	Other Sectors	2.37	2.37	2.37
15	Total	157.57	157.57	157.57

Source: FIED Management Cell, Statistics Department, Bangladesh Bank.

Note: 1. Data has been revised as per BPN16 Guideline from 2019 and onwards.

Trend in the Commodity Composition of Imports

Items	FY21	FY22	FY23	FY24
A. Food grains	2598	2628	2719	2718
1. Rice	372	353	368	372
2. Wheat	2029	2053	2122	2122
3. Other food grains	197	197	197	197
B. Textile and wearing materials	375	375	375	375
1. Cotton	375	375	375	375
2. Other textile	375	375	375	375
3. Wearing materials	375	375	375	375
C. Intermediate goods	1400	1400	1400	1400
1. Chemicals	1400	1400	1400	1400
2. Metals	1400	1400	1400	1400
3. Machinery	1400	1400	1400	1400
4. Transport	1400	1400	1400	1400
5. Other intermediate goods	1400	1400	1400	1400
D. Consumer goods	1400	1400	1400	1400
1. Consumer goods	1400	1400	1400	1400
2. Consumer goods	1400	1400	1400	1400
3. Consumer goods	1400	1400	1400	1400
4. Consumer goods	1400	1400	1400	1400
5. Consumer goods	1400	1400	1400	1400
6. Consumer goods	1400	1400	1400	1400
7. Consumer goods	1400	1400	1400	1400
8. Consumer goods	1400	1400	1400	1400
9. Consumer goods	1400	1400	1400	1400
10. Consumer goods	1400	1400	1400	1400
11. Consumer goods	1400	1400	1400	1400
12. Consumer goods	1400	1400	1400	1400
13. Consumer goods	1400	1400	1400	1400
14. Consumer goods	1400	1400	1400	1400
15. Consumer goods	1400	1400	1400	1400
16. Consumer goods	1400	1400	1400	1400
17. Consumer goods	1400	1400	1400	1400
18. Consumer goods	1400	1400	1400	1400
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20. Consumer goods	1400	1400	1400	1400
21. Consumer goods	1400	1400	1400	1400
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23. Consumer goods	1400	1400	1400	1400
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30. Consumer goods	1400	1400	1400	1400
31. Consumer goods	1400	1400	1400	1400
32. Consumer goods	1400	1400	1400	1400
33. Consumer goods	1400	1400	1400	1400
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37. Consumer goods	1400	1400	1400	1400
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39. Consumer goods	1400	1400	1400	1400
40. Consumer goods	1400	1400	1400	1400
41. Consumer goods	1400	1400	1400	1400
42. Consumer goods	1400	1400	1400	1400
43. Consumer goods	1400	1400	1400	1400
44. Consumer goods	1400	1400	1400	1400
45. Consumer goods	1400	1400	1400	1400
46. Consumer goods	1400	1400	1400	1400
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59. Consumer goods	1400	1400	1400	1400
60. Consumer goods	1400	1400	1400	1400
61. Consumer goods	1400	1400	1400	1400
62. Consumer goods	1400	1400	1400	1400
63. Consumer goods	1400	1400	1400	1400
64. Consumer goods	1400	1400	1400	1400
65. Consumer goods	1400	1400	1400	1400
66. Consumer goods	1400	1400	1400	1400
67. Consumer goods	1400	1400	1400	1400
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73. Consumer goods	1400	1400	1400	1400
74. Consumer goods	1400	1400	1400	1400
75. Consumer goods	1400	1400	1400	1400
76. Consumer goods	1400	1400	1400	1400
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81. Consumer goods	1400	1400	1400	1400
82. Consumer goods	1400	1400	1400	1400
83. Consumer goods	1400	1400	1400	1400
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89. Consumer goods	1400	1400	1400	1400
90. Consumer goods	1400	1400	1400	1400
91. Consumer goods	1400	1400	1400	1400
92. Consumer goods	1400	1400	1400	1400
93. Consumer goods	1400	1400	1400	1400
94. Consumer goods	1400	1400	1400	1400
95. Consumer goods	1400	1400	1400	1400
96. Consumer goods	1400	1400	1400	1400
97. Consumer goods	1400	1400	1400	1400
98. Consumer goods	1400	1400	1400	1400
99. Consumer goods	1400	1400	1400	1400
100. Consumer goods	1400	1400	1400	1400

Source: Commodity Composition of Imports and Exports, Bangladesh Bank.

Trend in the Commodity Composition of Exports

Items	FY21	FY22	FY23	FY24
1. Raw jute	202.8	202.8	202.8	202.8
2. Jute goods	979.5	979.5	979.5	979.5
3. Tea	2.3	2.3	2.3	2.3
4. Leather	124.7	124.7	124.7	124.7
5. Frozen shrimp and fish	385.2	385.2	385.2	385.2
6. Woven garments	17817.7	17817.7	17817.7	17817.7
7. Knitwear products	20357.8	20357.8	20357.8	20357.8
8. Terry towels	31.5	31.5	31.5	31.5
9. Others	6592.1	6592.1	6592.1	6592.1
Total exports	46495	46495	46495	46495
of which: exports from EPZ	6462	6462	6462	6462
Total exports (adjusted)	43364	43364	43364	43364

Source: Statistics Department, Bangladesh Bank.

Note: 1. Exports from EPZ.

Country	FDI inflows 2000-2004	FDI inflows 2005-2009	FDI inflows 2010-2014	FDI inflows 2015-2019	FDI inflows 2020-2024	FDI inflows 2025-2029	FDI inflows 2030-2034	FDI inflows 2035-2039	FDI inflows 2040-2044	FDI inflows 2045-2049	FDI inflows 2050-2054	FDI inflows 2055-2059	FDI inflows 2060-2064	FDI inflows 2065-2069	FDI inflows 2070-2074	FDI inflows 2075-2079	FDI inflows 2080-2084	FDI inflows 2085-2089	FDI inflows 2090-2094	FDI inflows 2095-2099	FDI inflows 2100-2104	FDI inflows 2105-2109	FDI inflows 2110-2114	FDI inflows 2115-2119	FDI inflows 2120-2124	FDI inflows 2125-2129	FDI inflows 2130-2134	FDI inflows 2135-2139	FDI inflows 2140-2144	FDI inflows 2145-2149	FDI inflows 2150-2154	FDI inflows 2155-2159	FDI inflows 2160-2164	FDI inflows 2165-2169	FDI inflows 2170-2174	FDI inflows 2175-2179	FDI inflows 2180-2184	FDI inflows 2185-2189	FDI inflows 2190-2194	FDI inflows 2195-2199	FDI inflows 2200-2204	FDI inflows 2205-2209	FDI inflows 2210-2214	FDI inflows 2215-2219	FDI inflows 2220-2224	FDI inflows 2225-2229	FDI inflows 2230-2234	FDI inflows 2235-2239	FDI inflows 2240-2244	FDI inflows 2245-2249	FDI inflows 2250-2254	FDI inflows 2255-2259	FDI inflows 2260-2264	FDI inflows 2265-2269	FDI inflows 2270-2274	FDI inflows 2275-2279	FDI inflows 2280-2284	FDI inflows 2285-2289	FDI inflows 2290-2294	FDI inflows 2295-2299	FDI inflows 2300-2304	FDI inflows 2305-2309	FDI inflows 2310-2314	FDI inflows 2315-2319	FDI inflows 2320-2324	FDI inflows 2325-2329	FDI inflows 2330-2334	FDI inflows 2335-2339	FDI inflows 2340-2344	FDI inflows 2345-2349	FDI inflows 2350-2354	FDI inflows 2355-2359	FDI inflows 2360-2364	FDI inflows 2365-2369	FDI inflows 2370-2374	FDI inflows 2375-2379	FDI inflows 2380-2384	FDI inflows 2385-2389	FDI inflows 2390-2394	FDI inflows 2395-2399	FDI inflows 2400-2404	FDI inflows 2405-2409	FDI inflows 2410-2414	FDI inflows 2415-2419	FDI inflows 2420-2424	FDI inflows 2425-2429	FDI inflows 2430-2434	FDI inflows 2435-2439	FDI inflows 2440-2444	FDI inflows 2445-2449	FDI inflows 2450-2454	FDI inflows 2455-2459	FDI inflows 2460-2464	FDI inflows 2465-2469	FDI inflows 2470-2474	FDI inflows 2475-2479	FDI inflows 2480-2484	FDI inflows 2485-2489	FDI inflows 2490-2494	FDI inflows 2495-2499	FDI inflows 2500-2504	FDI inflows 2505-2509	FDI inflows 2510-2514	FDI inflows 2515-2519	FDI inflows 2520-2524	FDI inflows 2525-2529	FDI inflows 2530-2534	FDI inflows 2535-2539	FDI inflows 2540-2544	FDI inflows 2545-2549	FDI inflows 2550-2554	FDI inflows 2555-2559	FDI inflows 2560-2564	FDI inflows 2565-2569	FDI inflows 2570-2574	FDI inflows 2575-2579	FDI inflows 2580-2584	FDI inflows 2585-2589	FDI inflows 2590-2594	FDI inflows 2595-2599	FDI inflows 2600-2604	FDI inflows 2605-2609	FDI inflows 2610-2614	FDI inflows 2615-2619	FDI inflows 2620-2624	FDI inflows 2625-2629	FDI inflows 2630-2634	FDI inflows 2635-2639	FDI inflows 2640-2644	FDI inflows 2645-2649	FDI inflows 2650-2654	FDI inflows 2655-2659	FDI inflows 2660-2664	FDI inflows 2665-2669	FDI inflows 2670-2674	FDI inflows 2675-2679	FDI inflows 2680-2684	FDI inflows 2685-2689	FDI inflows 2690-2694	FDI inflows 2695-2699	FDI inflows 2700-2704	FDI inflows 2705-2709	FDI inflows 2710-2714	FDI inflows 2715-2719	FDI inflows 2720-2724	FDI inflows 2725-2729	FDI inflows 2730-2734	FDI inflows 2735-2739	FDI inflows 2740-2744	FDI inflows 2745-2749	FDI inflows 2750-2754	FDI inflows 2755-2759	FDI inflows 2760-2764	FDI inflows 2765-2769	FDI inflows 2770-2774	FDI inflows 2775-2779	FDI inflows 2780-2784	FDI inflows 2785-2789	FDI inflows 2790-2794	FDI inflows 2795-2799	FDI inflows 2800-2804	FDI inflows 2805-2809	FDI inflows 2810-2814	FDI inflows 2815-2819	FDI inflows 2820-2824	FDI inflows 2825-2829	FDI inflows 2830-2834	FDI inflows 2835-2839	FDI inflows 2840-2844	FDI inflows 2845-2849	FDI inflows 2850-2854	FDI inflows 2855-2859	FDI inflows 2860-2864	FDI inflows 2865-2869	FDI inflows 2870-2874	FDI inflows 2875-2879	FDI inflows 2880-2884	FDI inflows 2885-2889	FDI inflows 2890-2894	FDI inflows 2895-2899	FDI inflows 2900-2904	FDI inflows 2905-2909	FDI inflows 2910-2914	FDI inflows 2915-2919	FDI inflows 2920-2924	FDI inflows 2925-2929	FDI inflows 2930-2934	FDI inflows 2935-2939	FDI inflows 2940-2944	FDI inflows 2945-2949	FDI inflows 2950-2954	FDI inflows 2955-2959	FDI inflows 2960-2964	FDI inflows 2965-2969	FDI inflows 2970-2974	FDI inflows 2975-2979	FDI inflows 2980-2984	FDI inflows 2985-2989	FDI inflows 2990-2994	FDI inflows 2995-2999	FDI inflows 3000-3004	FDI inflows 3005-3009	FDI inflows 3010-3014	FDI inflows 3015-3019</
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- *Increased Policy Rate*
- *Removing Lending Restrictions*
- *Removing Deposit Rate Floor*
- *Quantitative Tightening*
- *Market based exchange rate*
- *Halting the Devolvement Process of Lending to the Government*
- *Sector-focused funding initiatives*

- Ensuring sound *governance and transparency*
- BB has curated a *roster of accredited* Chartered Accountant Firms
- BB has charted a *roadmap* for the banking sector's adoption of *IFRS9*
- BB has *modernized* its sustainable finance policy

Exchange Rate Stability

- Encourage individuals and investors to retain their foreign currencies
- BB has permitted OBOs to offer an interest/pro fit rate markup over a benchmark rate for term deposits in foreign currency.
- BB has taken initiative to make RFCD accounts more attractive
- BB has introduced measures to boost FDI.
- BB has revised the foreign currency retention limits
- BB has intensified its oversight of import prices

Enhancing the Remittance Inflows

- Dual Incentive Scheme
- Increased Remittance Limits
- Expanded Remittance Channels
- Streamlined Banking Regulations
- Efficient Remittance Disbursement
- Promotion of Official Channels
- Combating Unofficial Channels
- Tax remission on IT freelancers

Market-oriented Exchange Rate

In order to bring more flexibility in the foreign exchange market:

- BB introduced a crawling peg system for buying and selling of foreign currencies.
- Crawling Peg Mid-Rate (CPMR) was initially set at Taka 117.00 per USD.
- The bank for CPMR was also widened from $\pm 1\%$ to $\pm 2.5\%$.
- BB will keep the new regime in review and will adjust the parameters of the regime as needed.
- The crawling peg system will be an interim arrangement before moving to a fully flexible market based system in the near future.

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Formation of Three Task Forces for Financial Stability

- A six-member task force has been created to assess banking sector vulnerabilities and formulate resolution plans and the Taskforce's ToR has already been approved by the board of BB.
- Evaluate financial health, non-performing assets, and major risks in the banking sector.
- Review financial indicators of weaker banks, isolating non-performing assets and assessing provisions, liquidity, and net capital.
- Strengthen governance and risk management to enhance crisis resilience.
- Recommend regulatory improvements to limit external influence on banks and reform ownership structures.
- Conduct asset quality review (AQR) gradually for the banks.
- Develop recovery frameworks and propose legal updates, including amendments to the Bangladesh Bank Order.
- Publish a White Paper on banking sector challenges and reforms.
- Two other Taskforces on stolen asset recovery and strengthening Bangladesh Bank are also in progress.

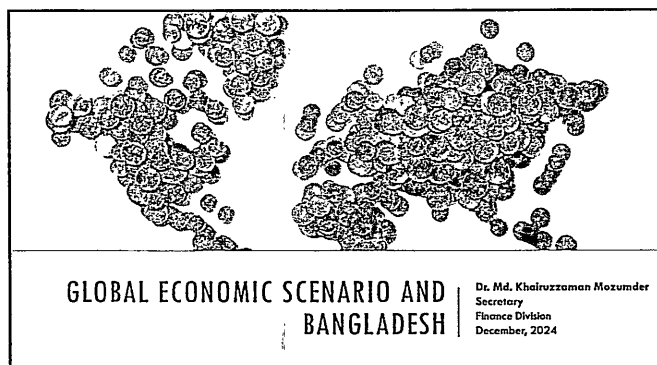
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Near-term Macroeconomic Issues and Challenges

- ❖ The external sector started to improve, by surging workers' remittances and gradual increasing in foreign exchange reserves.
- ❖ The inflation is still at elevated levels; BB continued to maintain tight policy rates.
- ❖ Balancing between inflation and economic growth in the economy is crucial in present context.

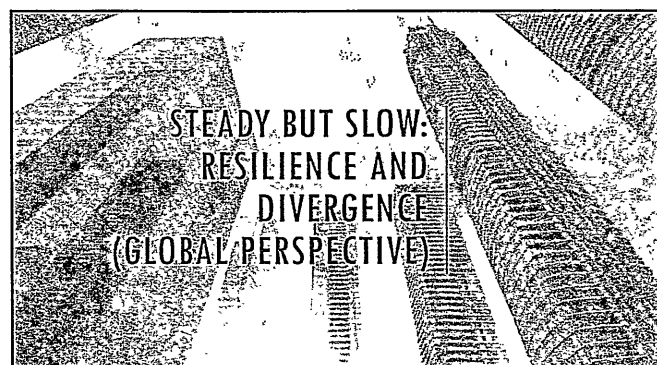
Thank You All

35



OUTLINE

- o Steady but Slow: Resilience and Divergence (global perspective)
- o Economy of Bangladesh: Decades of achievements and recent development
- o Recent policy measures
- o Debt sustainability
- o Challenges



GLOBAL GROWTH OUTLOOK (CONT..)

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 stagflation 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 5.9 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 value from 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.

GLOBAL GROWTH OUTLOOK (CONT..)



Deepening property sector woes in China or, elsewhere, a disruptive turn to tax hikes and spending cuts could also cause growth disappointments.

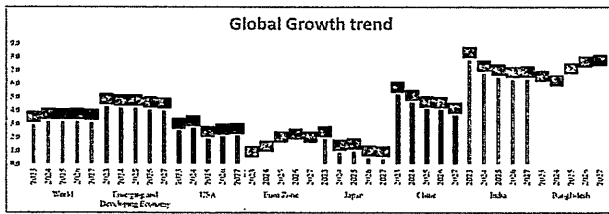


Fiscal consolidation is crucial for managing debt-to-GDP ratios and building resilience against future shocks. However, an overly aggressive approach—going beyond current plans—could hinder growth and reform momentum.

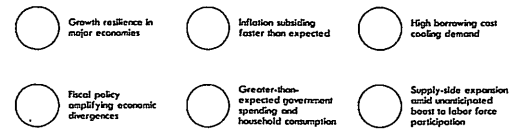


Short-term fiscal boost in the context of elections: Many countries are expected to elect their national governments in 2024—a "Great Election Year." In this context, policymakers may postpone fiscal adjustment or commit to new expansionary measures.

WORLD GROWTH OUTLOOK



DRIVERS OF GLOBAL OUTLOOK



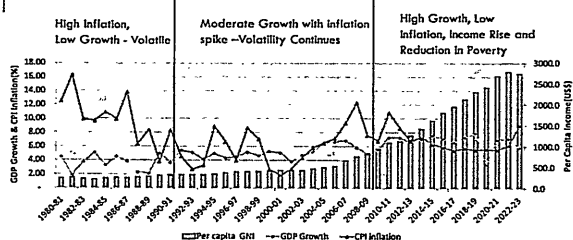
WORLD ECONOMY: INFLATION SCENARIO

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

ECONOMY OF BANGLADESH: DECADES OF ACHIEVEMENTS AND RECENT DEVELOPMENT

BANGLADESH'S ECONOMIC PROGRESS IN THE LAST 40 YEARS



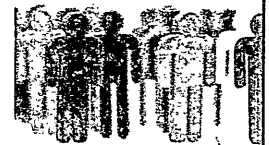
BANGLADESH: DEVELOPMENT PHILOSOPHY

More Growth vs. Inclusive Growth

- 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.

The Inclusive growth strategy of the 8th FYP includes following pivotal themes

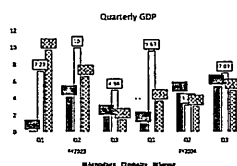
- Promote labor-intensive, export-oriented manufacturing-led growth
- Promote agricultural diversification
- Infuse dynamism in SME enterprises
- Strengthen modern services sector
- Push exports of non-factor services
- Promote ICT-based entrepreneurship
- Strengthen overseas employment



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 mechanism;
- In Q3 of FY24 the growth of 3 sector is higher than the Q2 of FY23.

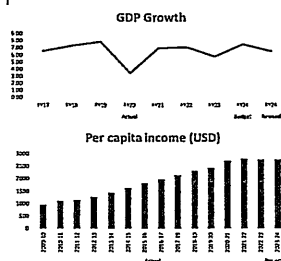


MACROECONOMIC SITUATION OF BANGLADESH (2)

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

	2020-21 (Actual)		2021-22 (Actual)		2022-23 (Actual)	
Nominal GDP (Lakh Crore BDT)	35.30		39.72		44.90	
Nominal GDP (Billion USD)	416.2		460.2		451.5	
Real GDP Growth	6.94		7.10		5.78	
	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)	Lakh Crore Taka	Sector-Wise Contribution (%)
Real GDP	28.34	100	30.35	100	32.10	100
Agriculture	3.19	12.1	3.29	11.6	3.50	11.3
Industry	8.90	36.0	9.81	36.9	11.68	37.65
Service	13.38	51.9	14.15	51.5	15.84	51.05

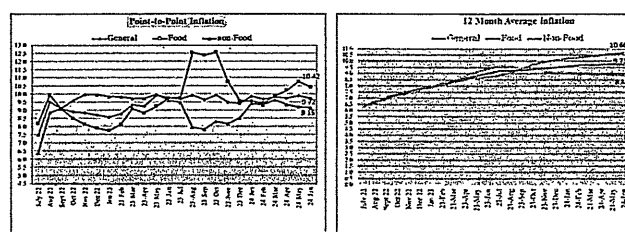
MACROECONOMIC SITUATION OF BANGLADESH (3)



- 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 2022-23 is 452 Billion US\$ which is 4 times bigger compared to 2009-10 GDP size;
- 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.

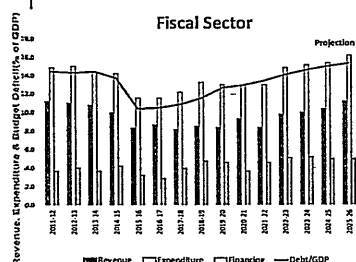
MACROECONOMIC SITUATION OF BANGLADESH (4)

Inflation showing up trend since January 2023



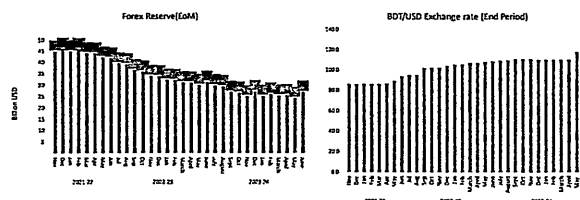
MACROECONOMIC SITUATION OF BANGLADESH (5)

Fiscal Sector

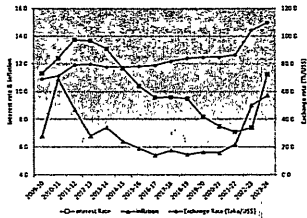


- Government always try to restrain deficit within 5% of GDP, though in COVID times, it was more than 5%;
- Stringent fiscal discipline and Public Finance Reform measures have contributed to contain government debt at well below threshold level of debt sustainability;
- Rise in subsidy since FY22 is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

MACROECONOMIC SITUATION OF BANGLADESH (6)



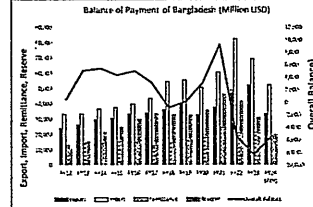
MACROECONOMIC SITUATION OF BANGLADESH (7)



Monetary Sector

- Latest Monetary Policy has been formulated to contain inflation by compromising growth to some extent.
- The policy rate will be 9.00 from 8.50. Standing Lending Facility (SLF) will be 10.50 and Standing Deposit Facility (SDF) will be 7.50 making the policy rate corridor to 150 basis points (+/-).
- Growing peg exchange rate management system has been introduced to reduce exchange rate volatility and enhance foreign exchange stability.
- The broad money (M2) growth is projected to 8.2 in Dec 2024 which is as the same level of 8.2 for June 2024.
- Domestic credit growth has projected to 10.7 percent from 10.5 percent in June 2024 (y-o-y).
- Exchange rate against US\$ experienced depreciation due to large BOP deficit and Fed rate increase.

MACROECONOMIC SITUATION OF BANGLADESH (8)



External Sector

- Trade balance recorded a deficit amounting to USD 18.69 billion during FY24 (upto Apr).
- Current account balance was 5.7 billion deficit due to the stern measures by the gov (upto Apr), which was 5.7 888 USD deficit during FY2023;
- Overall balance deficit of USD 5.6 billion during FY24 (upto Apr), which is 8.8 billion USD deficit during FY2023;
- Export was USD 37.34 billion in FY24 (upto May); with a negative growth of 5.9 percent than previous year same period;
- The wage earners' remittances in FY24 is 23.9 Billion USD [which is 10.66 percent higher than the previous period]

RECENT POLICY MEASURES

GOVERNMENT MEASURES SO FAR

Fiscal	Monetary	Structural
- Creating additional fiscal space to accommodate higher subsidy bills - Price adjustment of fuel - Fiscal austerity - Expansion of social protection, particularly food subsidy - Renewed emphasis on agriculture - Higher SD and RD on luxury import items - Reduced tariff and para-tariff on certain essential food imports	- Restricting import of less important products and commodities; Higher L/C margin - Intense supervision on opening L/Cs - Changes in ERQ system - Providing FOREX liquidity to the market - Greater flexibility to exchange rate of Taka - Increase Repo rate	- Budget support from the DPs to strengthen both BOP and fiscal - IMF Program - Gradual move towards a more flexible exchange rate regime - Management of FOREX reserve - Periodic adjustment of fuel price, move to adjust power and gas price - Expediting reform in revenue - Negotiation with the DPs for budget support program

CAUSES OF INFLATION

- Exchange rate depreciation
- Imported Inflation
- Pent up domestic Demand after Covid-19
- Impact of Election
- Supply chain management system

POLICY ACTIONS FOR INFLATION CONTAINMENT

RESTORING PRICE STABILITY WHILE PROTECTING THE VULNERABLE (SUPPLY MANAGEMENT)

- Increased spending on subsidized food, electricity, gas and fertilizers in the domestic market;
- In 2024-25 revised budget the subsidy, incentive and cash transfer amount is Tk. 1,20,585 crore which was 1,12,487 crore in FY 2023-24 revised budget;
- Sales of essential commodities through TCB to the low-income people at lower prices;
- Regulatory duty on sugar reduced to 20% from 30%;
- VAT levied on local production and trade of soybean and palm oil was exempted, import duty reduced from 15% to 5%;
- Import duty for rice with effect until Aug 31, 2022 has been slashed to 25% from 62.5%;
- Increase the social safety net coverage and allowance amount.



INFLATION CONTROL (DEMAND MANAGEMENT)

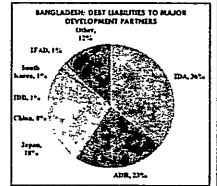
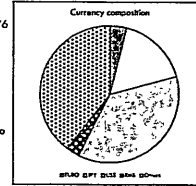
- To control imported inflation various stringent measures have been taken. 100% LC margin for luxury goods and 75% LC margin for other goods (excluding essential commodities, medicine, fuel, raw material, capital machineries etc.
- Regulatory duties on some luxury goods
- Tightening monetary policy with supporting fiscal policy
- Cut government expenditure without hampering the growth
- Control imported inflation
- The policy rate will be 8.5 from 8.0. Standing Lending Facility (SLF) will be 10.0 from 9.5 and Standing Deposit Facility (SDF) will be 7.0 from 6.5 making the policy rate corridor to 150 basis points (+/-).



DEBT SUSTAINABILITY

EXTERNAL DEBT STATUS OF BANGLADESH

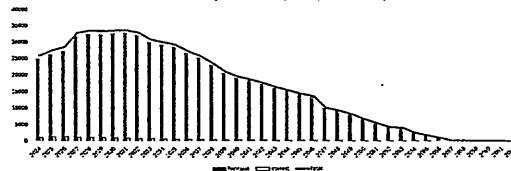
- Total external debt (PPG): USD 70.76 billion (as of Jun 2023)
- Outstanding external debt is 14.5% of GDP
- All are long MTL loan with grace period and long repayment period
- Debt redemption profile is smooth, no real hump in any particular year
- Unlike Sri Lanka, no eminent threat



EXTERNAL DEBT STATUS OF BANGLADESH

Debt redemption profile is smooth, no noticeable hump in any particular year

Debt Redemption Profile (Principal+Interest)



Sources: ERD

EXTERNAL DEBT SUSTAINABILITY OF BANGLADESH

Bangladesh is in the safe zone of foreign debt indicator set up by IMF

IMF Article-IV Consultation Mission has recently assessed Bangladesh in the following way

Debt Indicator	Threshold of Debt Risk	Score of Bangladesh
Foreign debt/GDP (%)	40%	11%
Foreign debt/export (%)	180%	88%
Foreign debt repayment/export (%)	15%	12%
Foreign debt repayment/Government Revenue (%)	18%	14%

Overall assessment of IMF: "Bangladesh has a low risk of external debt distress and a low risk of overall debt distress"

NEAR-TERM
MACROECONOMIC
CHALLENGES

Inflation

Pressure on exchange rate

LDC graduation

Global Political Uncertainty

Thank You

Module:4

E-Governance

**Digital Service Delivery, mobile governance and
citizen engagement**

Md Roushon Jamal

PhD (Australia)

Director (Deputy Secretary)

Bangladesh Public Administration Training Centre

[LinkedIn](#) | [Research Gate](#) | [Google Scholar](#) | 01718143199

Group Presentation

Module 04

How Artificial Intelligence and IoT can be incorporated in
the Service Delivery Process in your Office?

Total marks= 50

Select a Ministry/Department/Office

Current status of service delivery

Plan to incorporate AI and IOT

Expected Results/Impacts

Challenges and opportunities

Presentation: Five minutes

Q/A: Three minutes

 বাংলাদেশ সাহিত্য একাডেমি
 বাংলাদেশ পুস্তক প্রকাশনা পরিষদ
 ঢাকা

Application Information Network Operational Encryption Access control End-user education Disaster recovery

DATE: 10/10/2014 TIME: 10:10 AM

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संस्कृत-भाषा-पुस्तक-सूची

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Part 3: *Exercises* 1-10

11/15/2011



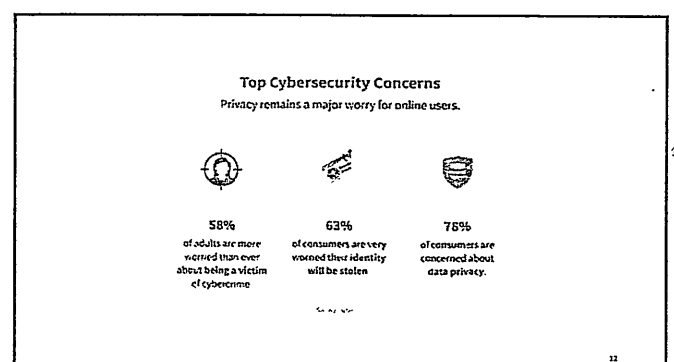
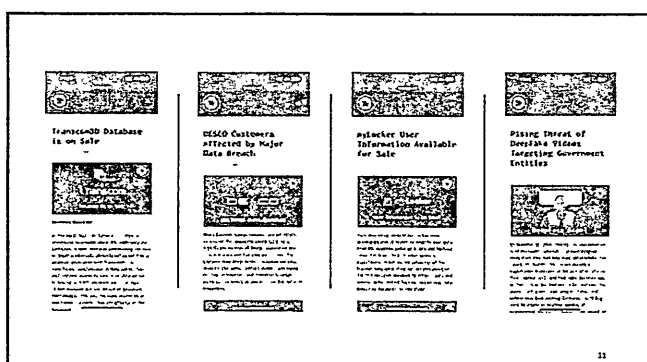
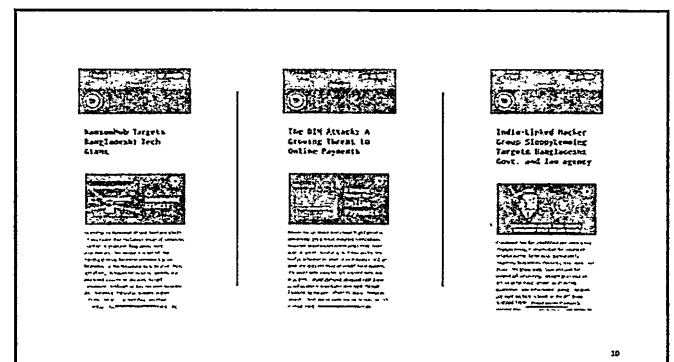
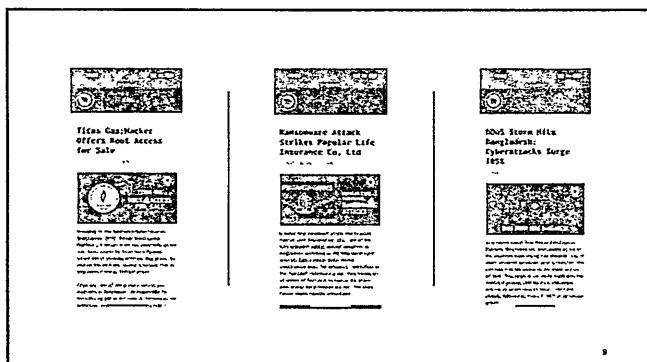
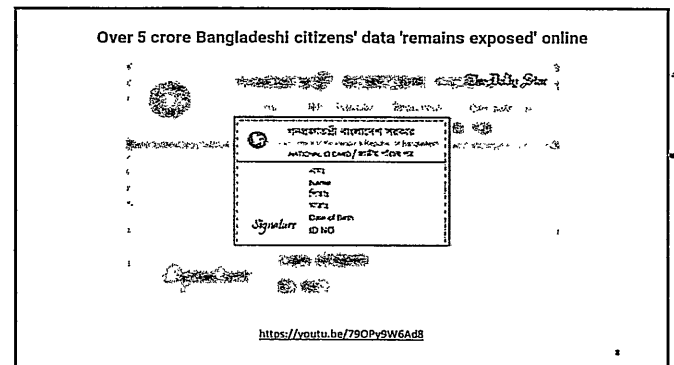
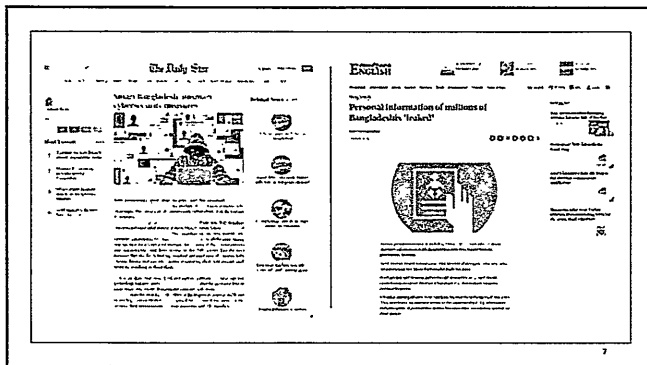
निम्नलिखित तथ्यों को ध्यान में रखकर उत्तर दीजिए।

111

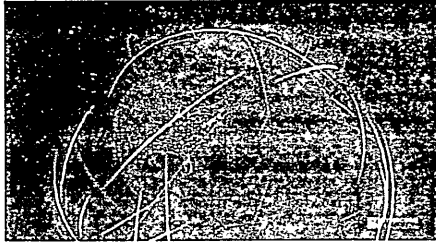
உயிரின வளர்ச்சி மற்றும் பராமுனைப்பின் பற்றி

44-38861-1000

524



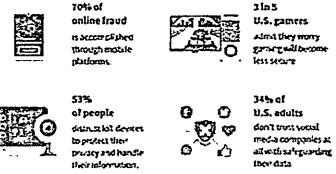
Cost of Cyber Crime



<https://youtu.be/MHO7aHELNs>

Devices and Platforms at Risk

Reasons to worry about our favorite gadgets and online communities.



Source: McAfee, Statista, and other sources

14

Cybersecurity terms and Industry buzzwords

15

Phishing

A technique used by hackers to obtain sensitive information. For example, using hand-crafted email messages designed to trick people into divulging personal or confidential data such as passwords and bank account information.

16

Google

17

img alt="Google search results for 'TrustedBank' showing a phishing email."/>

TrustedBank™

Dear valued customer of TrustedBank,

We have received notice that you have recently changed to another bank. The following amount from your checking account was in another country: \$125.25.

If this information is not correct, someone unknown may have access to your account. As a safety measure, please visit our website via the link below to verify your device's information.

[Click Here to Verify Device Information and Account Status](#)

Once you have done this, our Fraud Department will work to resolve this discrepancy. We are happy you have chosen us as your "Banking" web.

Thank you
TrustedBank

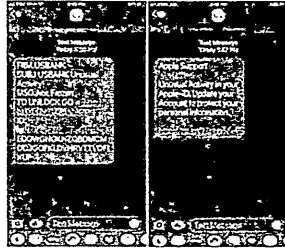
17

Smishing

18

Today 07:25

Your Santander Bank Account has been blocked.
All services have been withdrawn.
Go to <http://santander.onlineupdate.securesite.net.pk> to reactivate now.



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Vishing



Vishing is a form of phishing that uses the phone system or VoIP. Some vishing attempts are fully automated.



Others start automated but an attacker takes over at some point during the call.

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Social Engineering

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Social Engineering

Social engineering is the practice of using social tactics to gain information. It's often low-tech and encourages individuals to do something they wouldn't normally do, or cause them to reveal some piece of information, such as user credentials.

Social engineering uses social tactics to trick users into giving up information or performing actions they wouldn't normally undertake. Social engineering attacks can occur in person, over the phone, while surfing the Internet, and via email.

23

Social Engineering Tactics to Watch Out For

Your "friend" sends you a strange message

Your emotions are heightened

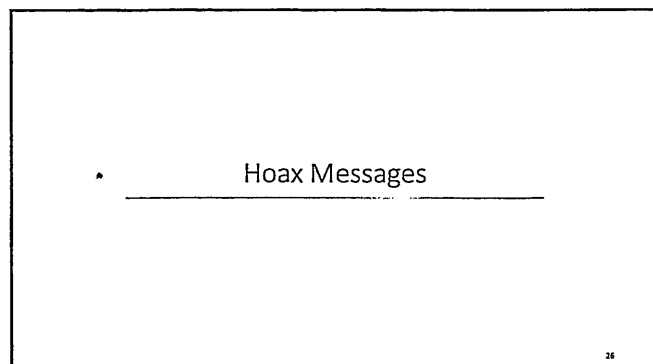
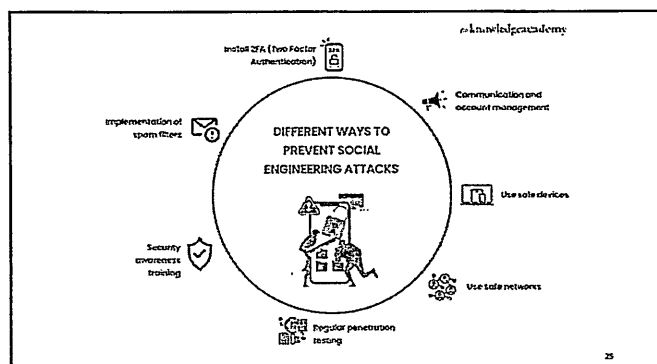
The request is urgent

The offer feels too good to be true

You're receiving help you didn't ask for

The sender can't prove their identity

24



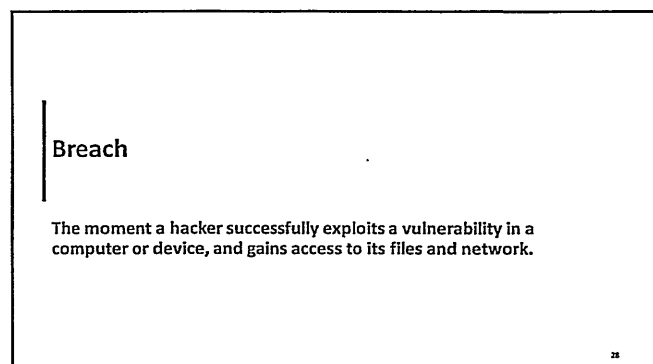
WhatsApp message: UH1994 KB1212 RJ1768 Send this message to 10 people. As soon as all of them have read your message, you will get an SMS from Whatsapp, with an activation code. Once you enter the activation code, you will no longer have to pay to use Whatsapp, which is going to charge for messages from new year 2013. \$ 4000

COVIDsafe app: The COVIDsafe App has detected you are now <20km from your nominated home address. Please register your reason for travel by calling 1300 114Y GOV (+61 1300 182 468) within 15 minutes of receiving this SMS (10:12am AEST Monday 27 April 2020). Thank you.

HOAX: A document with a large 'HOAX' stamp and a warning about a reward.

Phishing email: A screenshot of an email with a suspicious subject line and a link.

27



Malware

- An umbrella term that describes all forms of malicious software designed to wreak havoc on a computer.
- Common forms include - viruses, trojans, worms and ransomware.

29

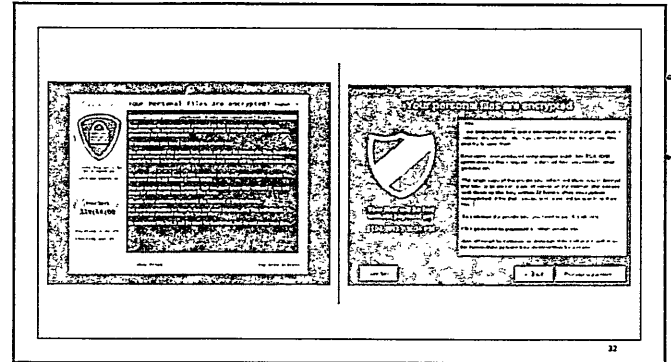
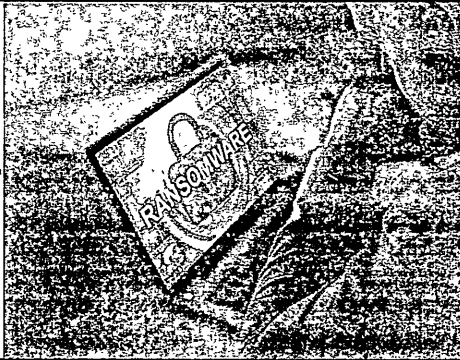
Virus

- A type of malware aimed to corrupt, erase or modify information on a computer before spreading to others.

30

Ransomware

- A form of malware that deliberately prevents you from accessing files on your computer – holding your data hostage. It will typically encrypt files and request that a ransom be paid in order to have them decrypted or recovered.
- For example, WannaCry Ransomware



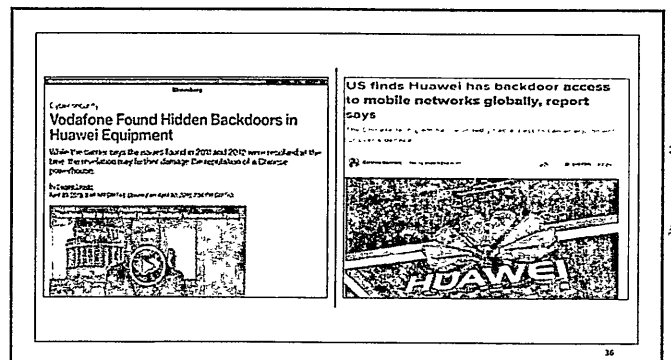
Trojan Horse

- A piece of malware that often allows a hacker to gain remote access to a computer through a "back door".
- Bad actors and cyber thieves use Trojans to gain access to your devices. A Trojan is a malicious program that pretends to be harmless to trick people into downloading it. Once installed, Trojans enable bad actors to spy on you, steal your sensitive data, and gain backdoor access to your device. Some of the evil actions can include:
 - Deleting data
 - Blocking data
 - Modifying data
 - Copying data
 - Disrupting the performance of computers or computer networks
- But unlike malware such as viruses and worms, Trojans cannot self-replicate. Cybercriminals lure unsuspecting users into taking action to download the Trojan onto their devices.

APT

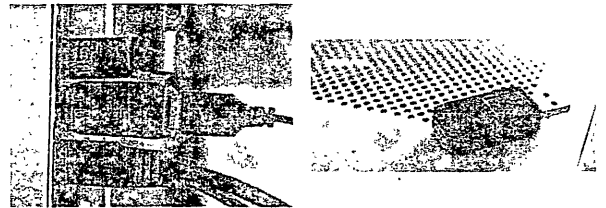
- APT (Advanced Persistent Threat) — A security breach that enables an attacker to gain access or control over a system for an extended period of time usually without the owner of the system being aware of the violation.
- Often an APT takes advantage of numerous unknown vulnerabilities or zero-day attacks, which allow the attacker to maintain access to the target even as some attack vectors are blocked.

Backdoor



Key Loggers

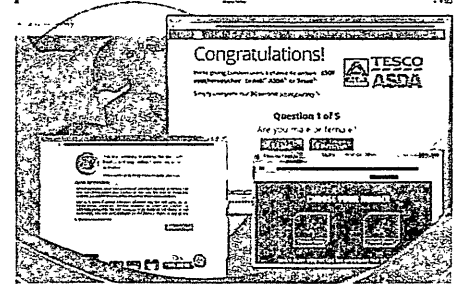
37



38

Adware

39



40

CYBER THREAT ACTOR

MOTIVATION

NATION-STATES



GEOPOLITICAL

CYBERCRIMINALS



PROFIT

HACKTIVISTS



IDEOLOGICAL

TERRORIST GROUPS



IDEOLOGICAL VIOLENCE

THRILL-SEEKERS



SATISFACTION

INSIDER THREATS



DISCONTENT

Cyber Crime Landscape

Bangladesh

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Cyber Crime Landscape: Bangladesh

- Investment Scam
- MFS Fraud
- Credit Card Hacking
- Social Media Account, e.g., Facebook, Google Account Hacking
- Indian Honey Trap
- Romance Scam
- Cryptocurrency Investment/Trading Scam
- Online Dollar Buy Sell Scam, i.e., PayPal Scam
- Identity Theft
- Cyber Bullying and Harassment
- Hacking of Web Application, Database, etc.
- Spreading of disinformation
- Child Pornography
- Online/Live Streaming Scams
- Online Betting
- Digital Forgery
- Impersonation to commit fraud
- Business Email Compromise
- Threat Email
- Threatening Call to commit fraud, extortion, etc.
- Call Spoofing to commit fraud
- Cyber Terrorism

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Cyber Security Challenges

Bangladesh

44

Cyber Security Challenges: Bangladesh

Bangladesh faces a number of cybersecurity challenges, including:

Weak Infrastructure: There is a lack of a comprehensive infrastructure for information safety.

Insufficient training: There is a lack of sufficient cybersecurity training and study.

Lack of public awareness: Many internet users believe that an anti-virus is sufficient for cybersecurity.

Few qualified cyber professionals: There is a severe shortage of well-qualified cyber professionals.

Economic and ethical decay: These factors have contributed to the growth of cybercrime in Bangladesh.

Some other cybersecurity threats include:

- Cloud vulnerabilities
- Internet of Things (IoT) attacks
- Advanced Persistent Threats (APTs)
- Insider threats
- Malware
- Distributed Denial of Service (DDoS) attacks
- Man-in-the-Middle (MitM) attacks
- Supply chain attacks

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Cyber Safety

Tips

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Stay Safe Online

- Use Strong, Unique Passwords
- Enable Two-Factor Authentication (2FA)
- Be Wary of Phishing Scams
- Keep Software Updated
- Use Secure Connections
- Backup Data Regularly
- Install Antivirus Software
- Limit Personal Information Sharing
- Secure Your Home Network
- Be Cautious with Mobile Devices
- Monitor Financial Statements

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OSINT

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Open Sources

Geolocation

To gather location data from devices like smartphones and GPS-enabled devices.

Online forums

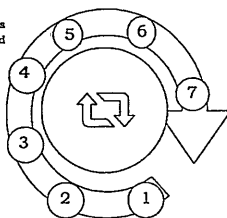
Reddit, Quora, and Stock Exchange are some popular forums

Public records

Government agencies, other organizations maintain public records. ie court documents, property records, business filings, and more.

Social media

Twitter, Facebook, LinkedIn and Instagram provide a wealth of information on individuals, companies, and organizations.



Dark web

Collection of websites, not indexed by search engines and require specific software to access.

Satellite imagery

Tool for gathering OSINT. Companies like Google Earth and DigitalGlobe provide satellite imagery that can be used to monitor activity in specific locations.

Search engines

Google, Bing, and Yahoo are great starting points for collecting OSINT.

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Safety Concerns While Collecting OSINT from the Dark Web

- Use Tor with a VPN
- Verify links
- Check your organization's policies and procedures
- Double-check URLs
- Avoid downloading files
- Close all apps
- Use a privacy-focused operating system
- Never give out personal information

50

Temporary SMS Verification tools to Open Email



- ✓ TextNow.com
- ✓ Receive-SMS-Online.com
- ✓ GRE.in
- ✓ FreeOnlinePhone.org
- ✓ ReceiveFreeSMS.com
- ✓ Receive-SMS.com
- ✓ ReceiveTxt.com
- ✓ SMS-Receive.net
- ✓ Receive-SMS-Online.info
- ✓ ReceiveSMSOnline.net
- ✓ Receive-SMSS.com
- ✓ ReceiveSMS.co
- ✓ Receive-A-SMS.com
- ✓ MyTrashMobile.com
- ✓ ReceiveTxt.com

51

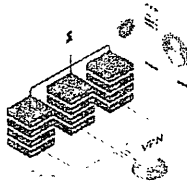
Temporary Email Verification online tools to Open Email



- ✓ 10minutemail.com
- ✓ 20minutemail.com
- ✓ 33mail.com
- ✓ 34nm.com
- ✓ shem.email
- ✓ anonymbox.com
- ✓ clipmail.eu
- ✓ deadaddress.com
- ✓ dispostable.com
- ✓ easytrashmail.com

52

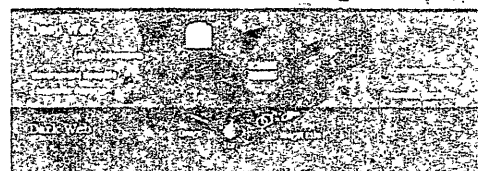
USE VPN



- ✓ ExpressVPN
- ✓ NordVPN
- ✓ IPVanish
- ✓ PureVPN
- ✓ CyberGhost
- ✓ Hotspot Shield
- ✓ ProtonVPN
- ✓ Private Internet Access VPN

53

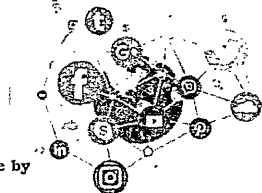
Surface Web

Exploring
The Hidden
Internet

Surface Web

- Also called:
 - World Wide Web
 - Cleartnet
 - Visible Web
- Topmost level of the web, searchable by surface crawlers

Examples: Bing, Google, Yahoo



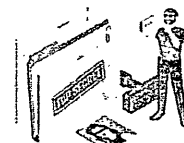
55

DEEP WEB

- Also called:
 - Deepnet
 - Invisible Web
 - Hidden Web
- Cannot be reached by traditional search engines

Examples include sites with:

- Academic information
- Medical records
- Legal documents
- Government resources
- Subscription information
- Scientific reports



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DARK WEB

- Also called: Darknet
- Small portion of the Internet that is intentionally hidden
- Restricted, encrypted,
- Often associated with criminal activity
- Secret communications
- Anonymous access to the Internet

Dark web is better known for dark content — meaning, illegal and sometimes disturbing materials. This can include:

- Stolen information.
- log-in credentials, hacked bank accounts, False Documents etc.
- Illicit substances.
- Drug, toxic chemicals that can cause other types of damage.
- Disturbing and dangerous items and services.
- murderers-for-hire
- human trafficking
- child pornography
- body parts
- guns

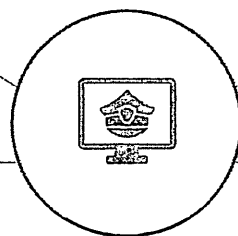
58

How to Access Dark Web

Download and install the TOR browser



Searching the Dark Web link



Consider VPN



Consider using DuckDuckGo as safe browser

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DARK WEB Hidden market places

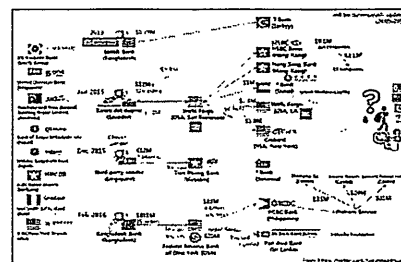
Hidden market places, examples include:

- ✓ Silk Road
- ✓ Alphabay
- ✓ Agora
- ✓ Torrez

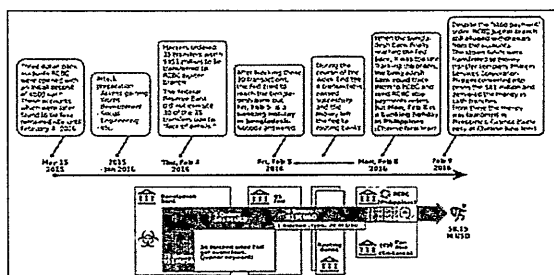
60

Bangladesh Central Bank Fraud - 2016

History of Bank Heist



Bangladesh bank Heist



Trap Setup

- In January 2015, an innocuous-looking email had been sent to several Bangladesh Bank employees.
- It came from a job seeker calling himself Rasel Ahlem. His polite enquiry included an invitation to download his CV and cover letter from a website.
- In reality, Rasel did not exist – he was simply a cover name being used by the Lazarus Group, according to FBI investigators,” the report says.
- At least one person inside the bank fell for the trick, downloaded the documents, and got infected with the viruses hidden inside.
- Once inside the bank’s systems, the Lazarus Group began stealthily hopping from computer to computer.
- The actual draining of the accounts happened only a year later, the report says, because the hackers were lining up the next stages, planning how to remove the money in such a way that it would not be possible to retrieve it.

What Happened in between February 4-7, 2016

On 4th Feb 2016

- Hackers attempted to steal \$951 million from the Bangladesh Central Bank (BCB) in Dhaka.
 - \$81 million sent to Rizal Commercial Banking Corporation in the Philippines via 4 (four) different transfer requests
 - Additional \$20 million sent to Pan Asia(Sri Lanka) Banking in a single request.
 - FED blocked \$850 million in other transactions.

About \$81 Million

- \$81 million was deposited into three accounts at a Rizal branch in Manila on 4th Feb 2016
- These accounts had all been opened a year earlier in May 2015, but had been inactive with just \$500 sitting in them until the stolen funds arrived in February 2016

Human Error

- In Manila, Philippines, workers at the Rizal Commercial Banking Corporation allowed the attackers to open accounts using fake driving licenses; these accounts were then used to receive and traffic stolen funds.
- There is evidence that the workers who installed the SWIFT system in BCB did not follow official guidelines and that could have opened up security vulnerabilities.
- There is also evidence of slack procedure in New York: There were numerous inconsistencies in the fraudulent SWIFT orders which should have been spotted.

Latest Hacks and Financial Community Response

What is new

Hackers Still

- Using phishing emails to compromise bank systems
- Around 250 days monitoring the transaction flow after penetrating the bank
- Use valid operator credentials to submit fraudulent SWIFT messages

Hiding evidence

- Is the only change Hackers simply crash the server after submitting messages
- An average of 72 hours is required to clear the money from the next correspondent

The Response

- Launch of SWIFT Customer Security Program
- More frequent patching of the systems
- Mandatory usage of 2FA for bank SWIFT operators
- Systems monitoring with business rules
- Adoption of a threat hunting program to detect attackers sooner

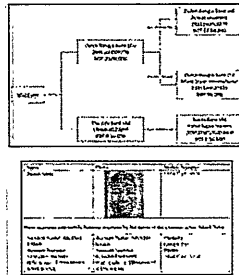
67

Case Studies

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ট্রান্স-ন্যাশনাল রোমান্স স্ক্যাম - ইন্ডিয়ান হানি ট্র্যাপ

- প্রবলে ফেনসবুকে বড়ো ও অকোপকন, ভারপের ডিভিও কপে খনিও আলাপচারিতা; একপক্ষের খনিও আলাপচারিতার ডিভিও ট্রান্স সম্পাদনা করে অন্যতরকে হুমকাসহ এবং বিপরীতমুখে ভুলভোগ্যের কাছ থেকে টাকা মুক্তির প্রস্তাব - যোগাযোগ এ কর্তব্যের চাপান ডিভিওন সূত্রী নারী আর এর পিছরে হন মনোনা ও যাকনালা ব্যক্তিরা। বাংলাদেশে সম্পূর্ণ ডিভিওন পেরেই এ জগদাধি। নোটা অকোপের টাকা হাতিয়ে নিতে ভারতীয় সূত্রী ভারতীয় বাংলাদেশিদের ও "মুখ ফিট" বেসেয়ে বসান। দেশের ব্যবসায়ী, সরকারী কর্মকর্তা, রাজনীতিবিদ, ডাক্তার সহ বিভিন্ন পেশার মানুষ এ খাঁয়ে পা নিয়ে পড়িয়েছেন খাচ নাম টাকা। কোনো কোনো কেউ টাকার পরিমাণ হুয়েয়ে কেটে টাকা।
- বাংলাদেশের প্রবন্ধপূর্ণ ব্যক্তিগত ফেনসবুকে প্রোমোশন ট্যাগে করে চক্রটির ভারতে অবস্থানরত নারী সদস্যরা ভারতীয় মিডিল সার্জিকের নারী কর্মকর্তা লেজে ফেনসবুকে ফোনেসপূর্ণ অ্যাকাউন্ট খুলে ফ্রেড রিভুয়েন্ট পাঠানো। ভারতীয় সরকারি-বেসরকারি ওরেকোইটি ও বেশ জব্বাবকারী চক্রের সদস্যদের কাছ থেকে ডিআইপি ও উভবিভাগের সফর সঞ্চার করা হয়। ভারতীয় সম্পত্তি সৈন্যবলের নিয়ে ফেনসবুকে থেকে আদায়ের ফ্রেড রিভুয়েন্ট পাঠানো। প্রবলে ভারত ফেনসবুকে ফ্রেড রিভুয়েন্ট পাঠিয়ে ট্রেড ট্যাগে করে। পাপাশাপি ভারতের +৯১ কোড সংখ্যিত মোবাইল নাম্বার বা ভারতীয় ও অন্যান্য দেশের ফোনেসনাম্বার সহর দিয়েও করা চাপান।



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ট্রান্স-ন্যাশনাল রোমান্স স্ক্যাম - ইন্ডিয়ান হানি ট্র্যাপ

- প্রভারক চক্রটির নারী সদস্যরা বিক্রটনের সাথে ঘিরে ঘিরে প্রেমের সম্পর্ক তৈরী করে এবং বোপালে ডিভিও কপের মাধ্যমে অরশন মুহুর্তের অগ্রিম ডিভিও রেকর্ড করতো। এরপর তারা সম্পাদিত স্ক্রীনশট ও স্ক্রীনশেবর্ড কাগি শাহরিয়ার ছায়েন (ভারতীয় নাম আকাশ সাহা) এর কাছে ভুলভোগ্যের প্রাকমেইন করার জন্য হুমকাসহ করে। এরপর কাগি শাহরিয়ার ছায়েন ভারত থেকে ফোনেসনাম্বারের মাধ্যমে ডিভিওনের সাথে যোগাযোগ করে সম্পাদিত স্ক্রীনশট ও স্ক্রীনশেবর্ড ভুলভোগ্যের অগ্রিমপ্রেমের ও অফিসের কলিংকারে প্রেরণ করবে মর্মে হুমকি দিয়ে প্রাকমেইন করে কোটা টাকা পর্যন্ত দাবি করে। দাবিকৃত অর্থ প্রেরণের জন্য ভুলভোগ্যকে একাধিক থাকে অ্যাকাউন্ট ট্রান্স করে ছায়েন ওরফে আকাশ সাহা। বাংলা অ্যাকাউন্টসমূহের মাধ্যমে প্রতি চান্সল ব্যয়ভোগ্য করে ছায়েন ওরফে আকাশ সাহা চক্রটির বিভিন্ন ভারতীয় থাকে অ্যাকাউন্টে ৫০০ অর্থ প্রেরণ করে। প্রুতমানে দেখা যায় যে, ভারতীয় থাকে অ্যাকাউন্টসমূহের বেশির ভাগই প্রেমজনন পেশাবাী নামক একজন ভারতীয় দৃষ্টি ব্যবসায়ী পরিচালন করে।
- প্রভারক কাগি শাহরিয়ার ছায়েন এবং বিক্রট উল যাকিন নিজেদের নাম পরিচয় গোপন করে ভুল ভারতীয় প্রেমস কর্তে ও অধার কার্ড ইস্যু করে আকাশ সাহা ও অর্থ সাহা নাম নিয়ে ভারতে বসবাস করে প্রভারকের কার্য করতো। চক্রটির অর্থ সাহা ভারতীয় দাবিকৃত বিশাল পাল বাংলাদেশে ভুল, এমআইডি কার্ড তৈরি করে কাগি সাহসহ হক বিশাল নাম ধারণ করে কাগি শাহরিয়ার ছায়েন ওরফে আকাশ সাহা এর পরিচয়ের সাথে পূর্ণাঙ্গিন ধরে বাংলাদেশে বসবাস করে আসছে। চক্রটির দুই জন সদস্য বাংলাদেশে বসবাস করে কার্যক্রম পরিচালনা করতো। তারা ছায়েন - বিশাল পাল ওরফে কাগি সাহসহ হক বিশাল এবং সাহা। চক্রটির ভারতে অবস্থানকারী সদস্যরা হলেন - কাগি শাহরিয়ার ছায়েন ওরফে আকাশ সাহা, নিখাত উল যাকিন ওরফে অর্থ সাহা, শূখা, হুশা, হায়াত, মোহনা, শীলনন মোবাইল, সনাতন ওরফে দিপেশ্বর নরর এবং মোহন মোটাই।

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Legal Framework to tackle Cyber Crime

- Telecommunication Regulation Act, 2001
- Cyber Security Act, 2023
- Pornography Control Act, 2008

Limitations:

There is no Data Protection Act in place.

At present, money laundering through Online Gambling/Betting is a serious concern for the country. But, there is no law in place to prevent Online Betting.

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Online Services Provided by Bangladesh Police

- Online GD
- 999
- Police Clearance Certificate
- Citizen Information Management System (CIMS)
- Crime Reporting Platforms - Hello CT, Inform ATU, etc.

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Technologies used by Bangladesh Police

- Crime Data Management System (CDMS)
- Automated Fingerprint Identification System (AFIS)
- Suspect Identification and Verification System (SIVS)
- DMP Renovated Information Management System (DRIMS)
- National Intelligence Platform (NIP)
- OSINT

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রিপোর্টিং প্ল্যাটফর্ম - সিআইডি

৯৯৯ সারসরি এসে
অভিযোগ প্রদান

ফেসবুক পেইজ
<https://www.facebook.com/cyberpolicebd>

ইমেইলের মাধ্যমে অভিযোগ গ্রহণ
cyber@police.gov.bd

সাইবার হেল্প লাইন
০১৩২০০১০১৪৬ - ৮

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ভিকটিম সাপোর্ট এর পরিসংখ্যান

সাল	ফেসবুক এ যোগাযোগ	সমাধান	সোবাইল এ যোগাযোগ	সমাধান	অভিযোগ গ্রহণ	নামনা রেকর্ড
২০২০	২৭৭৮৬	৭৬৮৮	৮৭৯২	৩৭২৪	১৪৩৪	৭
২০২১	৩২২৪২	৮২০৪	১০৭০৫২	২১০৯	৩৭৬	৫
২০২২	২৫৪৩৫	১৬৩২৮	২০৭৭	৬৮৫৯	২৫৭	৭
২০২৩	১৯৬৬২	১৫৩২১	৮৫৫০	৬৫৬৮	২৪১	৯
২০২৪	১৪২১৬	৯৭০৮	৭৫৫৬	৬১২৫	২৬২	৯

সরকারি প্রতিষ্ঠানে সামাজিক যোগাযোগ মাধ্যম ব্যবহার সংক্রান্ত নির্দেশিকা, ২০১৯

- সামাজিক যোগাযোগমাধ্যমের অপব্যবহার বা নিজ অ্যাকাউন্টের ক্ষতিকারক বিষয়বস্তুর জন্য সংশ্লিষ্ট কর্মচারী ব্যক্তিগতভাবে দায়ী হবেন এবং এ জন্য প্রচলিত আইন ও বিধিবিধান অনুযায়ী ব্যবস্থা গ্রহণ করা হবে।
- সাম্প্রদায়িক সম্প্রীতি বিনষ্ট বা আইনশৃঙ্খলার অবনতি ঘটতে পারে, এরূপ কোনো পোস্ট, ছবি, অডিও বা ভিডিও আপলোড, কমেন্ট, লাইক, শেয়ার করা থেকে বিরত থাকতে হবে। লিঙ্গবৈষম্য বা এ-সংক্রান্ত বিতর্কসূচক কোনো ভাষ্য-উপাত্ত প্রকাশ করা যাবে না। জনমনে অসন্মোহ বা অশ্রীতির মনোভাব সৃষ্টি করতে পারে, এমন কোনো বিষয় লেখা, অডিও বা ভিডিও ইত্যাদি প্রকাশ বা শেয়ার করা যাবে না। ভিত্তিহীন, অসত্য ও অশ্রীল তথ্য প্রচার থেকে বিরত থাকতে হবে। এ ছাড়া অন্য কোনো রাষ্ট্র বা রাষ্ট্রীয় গুরুত্বপূর্ণ ব্যক্তিদের নিয়ে বিতৃপ্ত মতবাসংবলিত পোস্ট, ছবি, অডিও বা ভিডিও আপলোড, কমেন্ট, লাইক ও শেয়ার করা থেকে বিরত থাকতে হবে।
- সামাজিক যোগাযোগমাধ্যম ব্যবস্থাপনার ক্ষেত্রে বিষয়বস্তু ও বক্তৃতা নির্বাচনে সরকারি কর্তৃকর্তা-কর্মচারীদের সতর্কতা অবলম্বন এবং অপ্রয়োজনীয় ট্যাগ, রেমার্কস বা শেয়ার করা পরিহার করতে বলা হয়েছে।
- <https://www.police.gov.bd/storage/upload/announcement/WzhtFbzeARoUJN0bPpKb5B4w5paDMXloIKUj6Jv.pdf>

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Thank you

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Outline

- 1 What is Industrial Revolution 4.0
 - o Time line for Industrial Revolution
- 2 4.0 Industrial Revolution
 - o Characteristics of 4IR
 - o Driving Forces of 4IR
 - o Generative AI
 - o 4IR: Governance and Policy Making

Advanced Course on Administration and Development (ACAD) 4IR and Emergence of AI

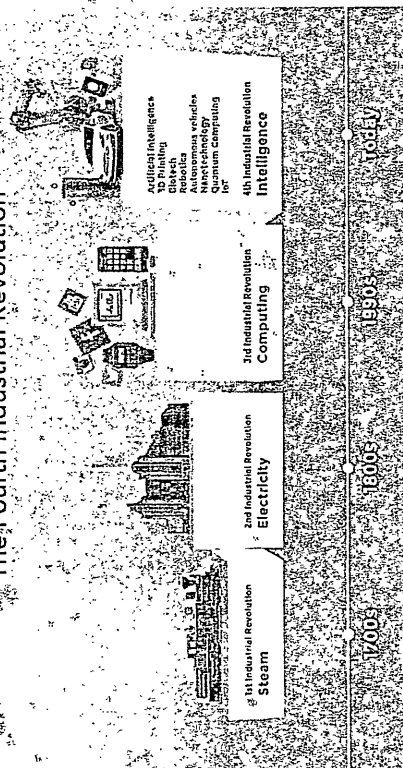
Professor Upama Kabir, PhD

Computer Science and Engineering, University of Dhaka

March 09, 2025

Time line for Industrial Revolution

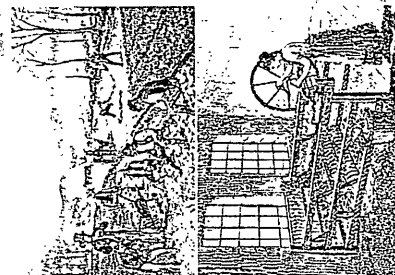
The Fourth Industrial Revolution



Industrial Revolution 4.0 (4IR)

Term 'Industrial Revolution'

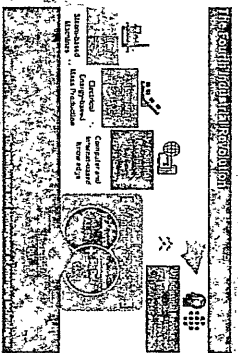
- o Used in the mid-18 century refers to 'transition'
 - ▣ Agricultural to Industrial society
- o Impact was revolutionary (1765-1830)
 - ▣ Changes in Society, Economy and Politics
 - ▣ People moving to big cities
 - ▣ Changes in economic and social organization
 - ▣ Wider distribution of wealth and increased international trade



Characteristics of 4IR

Characteristics of 4IR

- World heading towards an intelligent world, where things will be intelligent and able to sense and connect.
- IPv4 focuses on an information driven inter-connectivity among people, devices, and systems, which is used to enable enhanced decision making.

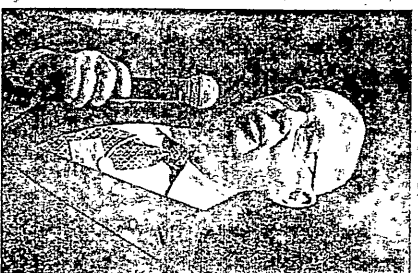


- Devices will be sensing organs, Network will connect them together, Clouds will be its digital brain – a source of intelligence.

2.0 Industrial Revolution

Professor Klaus Schwab in his textbook "The fourth industrial revolution" 2016

- The technologies that blurring the line between
 - Physical
 - Digital, and
 - Biological Spheres



Diving Forces of 4IR

Driving Forces of AIR

- Artificial Intelligence (AI)
- Robotics
- Security (e.g., Blockchain)
- The Internet of Things (IoT)
- VR (Virtual reality) and AR (Augmented Reality)
- Big-Data analytic
- Nano Technology
- 3D printing

- Drone Technology
- 5G/6G (coming) Technology

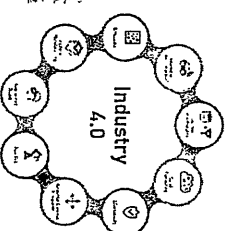


Figure 1: Nano-Technology

Characteristics of 4IR

An Example of a future factory

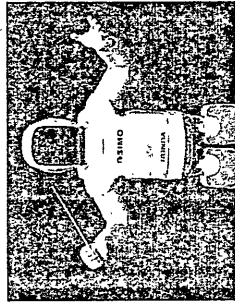
- o Smart Factory: No employee required
- o Real time customer interaction with all factory elements remotely
- o In the virtual space, customers perform a simulation of operational decisions
- o Decision executed remotely through hydraulic arms (advanced Robotics).
- o Devices armed with sensors and wireless connectivity are scattered throughout the factory, connected in an Internet of Things (IoT), are working quietly in the background to send data to the cloud.
- o Using real time with Edge Computing or on a far larger scale, i.e. Big Data Analytics & Artificial Intelligence with Cloud Computing!
- o What's more, there are only a fraction of the possibilities enabled by Industry 4.0!



Driving Forces of IIR

Robotics – Moving Intelligent Machines

- Robots are used routinely to carry out many tasks that people don't want to do
- Jobs are dangerous or uncomfortable to human
- Whatever it is macro or nano humanoid – they become the future

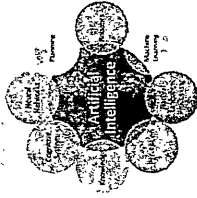


Driving Forces of IIR

Artificial Intelligence and Machine Learning

Intelligent and Autonomous Interaction between

- Machines
- Machine and Human
- Allow
 - quicker and independent decision-making in an intelligent way



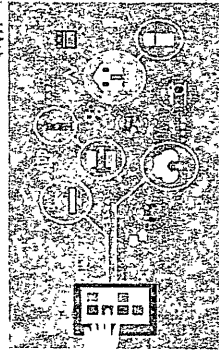
EXAMPLES OF ARTIFICIAL INTELLIGENCE



Internet of Things

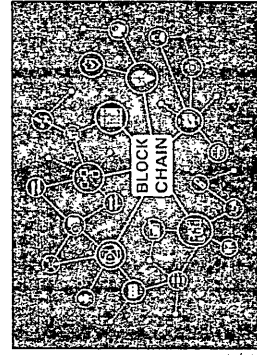
Internet of Things

- Device around us all are IoT
- Home appliances including fridge, light bulb and so on
- Transportation
- Manufacturing, agriculture etc.



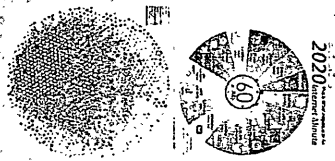
Security and Blockchain

- Need security and privacy of the data
 - Cyber and Cyberphysical security
 - IT security
 - Confidence and hiding of personal data from possible abuse
- Distributed ledger
- Integrated to form a modern finance, data storage, and supply chain management



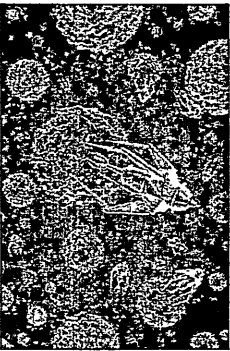
Big Data

- Volume: Size of the data
 - Facebook processes 500 TB/day
 - Walmart handles 1 million customer transaction/hour
 - Airbus generates 640 TB/flight (10 TB/30 minutes)
 - 72 hours of video uploaded to Youtube per minute
- Variety: Type and nature of the data
 - HTML(160749), XML(88383), PDF(65707), TIFF(46697)
- Velocity: Speed of generation and processing!
 - Traffic data, market data
- Veracity: Data uncertainty due to
 - Data inconsistency, Ambiguity, Latency



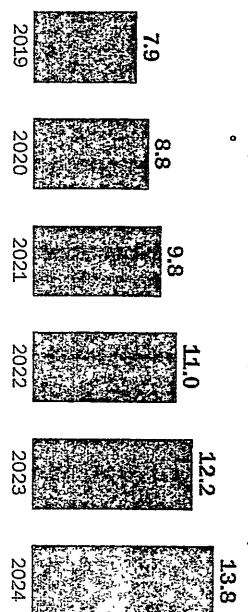
Nano Technology

Nano technology ("nanotech") is manipulation of matter on an atomic, molecular, and super-molecular scale. It refers to the particular technological goal of precisely manipulating atoms and molecules for fabrication of macro-scale products, also now referred to as molecular nanotechnology.



IoT Scalability

TOTAL CONNECTED IOT DEVICES (IN BILLIONS OF UNITS)

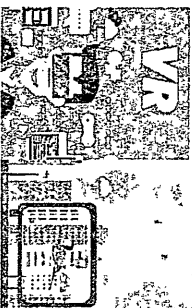


Source: P.C. Smart Things and Things Connected
Source: ABI Research IoT Market Monitor, June 2019

ABI Research

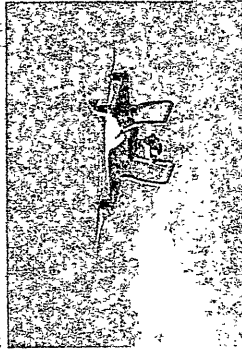
VR and AR

Augmented Reality (AR) consists of an interactive experience of a real-world environment whereby the objects that reside in the real world are augmented by computer-generated perceptual information sometimes across multiple sensory modalities. **Virtual Reality (VR)** completely replaces the user's real-world environment with a simulated one.



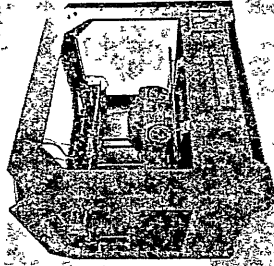
Drone Technology

Drone services involving the delivery of products, will increase exponentially in the years to come. Drones will be easily designed, implemented for security purposes, and capable of a wide variety of functions. As a crucial transportation technology of the fourth industrial revolution, drones will function to significantly reduce the speed and time of moving products around the globe.



3D Printing

3D printing materials will become a consumer dominated industry, whereby easy and accessible tools can be designed and created quickly for personal use. Not only will additive manufacturing allow for better packaging and labeling of products, but it will also allow companies to source materials for their industrial operations in a cost-effective and efficient manner.

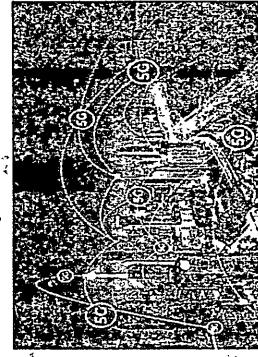


More about Artificial Intelligence

- Systems that think and act like human
- Systems that think and act rationally

5G Network

5G is much more than just enabling faster connections for smartphone. It, quite literally, has the potential to transform not only internet broadband service, but it will also enable new applications and use cases, from connected smart devices in the IoT, to autonomous vehicles, smart cities and connected factories; the list goes on.



PEAS for Artificial Intelligence

PEAS refers to:

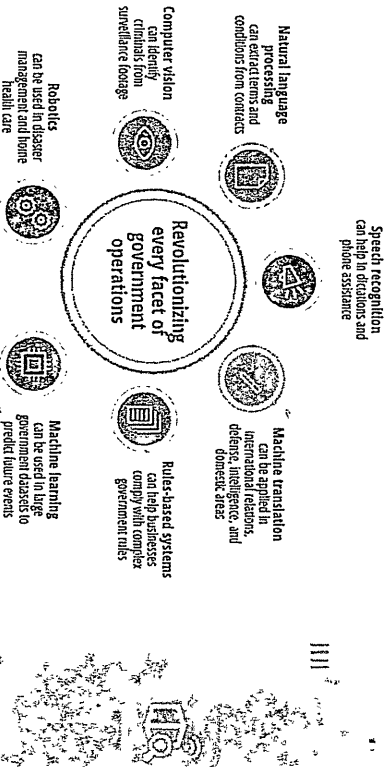
- Performance measure – Success of an agent
- Environment – (Fully) Observable, unobservable, static, dynamic, etc.
- Actuators – Delivers an output of action to the environment
- Sensors – Receptive parts of an agent or simply input

Example: Taxi driver

- Performance measure: safe, fast, comfortable (maximize profits)
- Environment: roads, other traffic, pedestrians, customers
- Actuators: steering, accelerator, brake, signal, horn
- Sensors: cameras, sonar, speedometer, GPS, odometer, accelerometer, engine sensors

Artificial Intelligence

Different types of AI can be used for different government problems



Components of an AI System

- An agent perceives its environment through sensors and acts on the environment through actuators.
- Human: sensors are eyes, ears, actuators (effectors) are hands, legs, mouth.
- Robot: sensors are cameras, sonar, lasers, actuators: grippers, manipulators, motors
- The agent's behavior is described by its function that maps percept to action.
- A fixed performance measure evaluates the rationality of an agent.

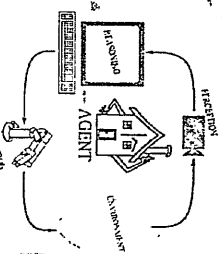


Figure 2

Example of AI

Commonly Used Examples of AI

- Uber:
 - ETAs for rides
 - Estimated ride delivery time on UberEATS
- AI Autopilot: Average flights of a Boeing involved 7 minutes of human-steered flight (takeoff & landing)
- Autonomous Vehicle: self-driving cars – up to 90
- Spam Filter: Gmail filters 99.9
- Smart Email: Categorization, Smart Reply
- FB: Suggests friends to tag with a photo (facial recognition: artificial neural network, ML)
- Amazon:
 - Quickly return a list of the most relevant products related to your search
 - Provide product recommendation (ANN)
- Smart Personal Assistant: Siri
 - Phone assistant: Siri
 - Alexa: accepts voice command to order items online, set reminder, answer questions

How Generative AI Works

- Data Input: Large datasets used for training (e.g., images, text, music).
- Model Training: The model learns the underlying distribution of the data.
- Generation Process: After training, the model generates new data that resembles the input data.
- Evaluation: Models are evaluated based on metrics like realism, diversity, and coherence.

Generative AI

- Generative AI refers to a subset of artificial intelligence (AI) techniques designed to create new content.
- Key Characteristics:
 - Creation of new, original content (text, images, audio, etc.)
 - Models learn from input data and can generate outputs similar to the input.
 - Examples: Text generation, image creation, music composition, etc.

Example of text-to-image generation

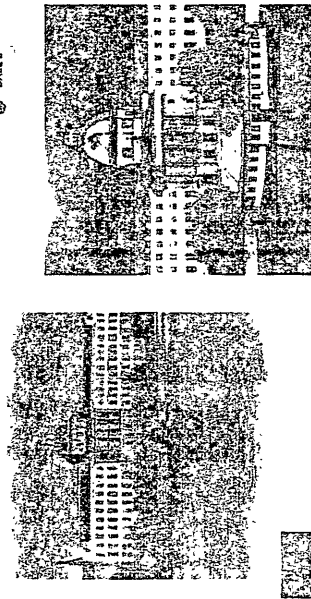


Figure 4: Baroque Painting of Czech National Library in Prague

How Generative AI Works

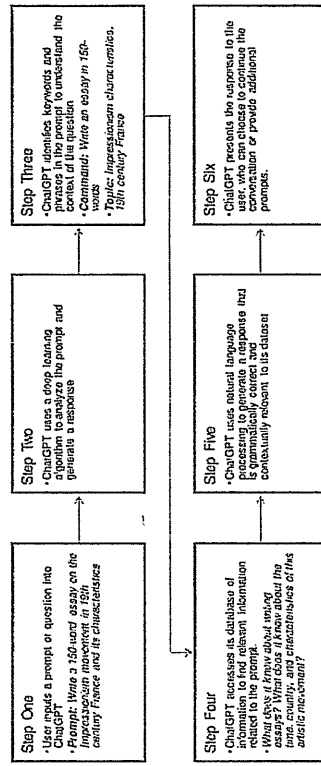


Figure 3

Ethics and Future of Generative AI

- Deepfakes and Misinformation:
 - Potential for misuse in creating misleading content or fake news.
- Creative Industries:
 - Impact on traditional industries like writing, music, and art. What does AI-generated content mean for intellectual property and ownership?
- Human-AI Collaboration:
 - Generative AI as a tool for enhancing creativity and problem-solving, rather than replacing humans.
- Regulations and Governance:
 - Growing call for frameworks to ensure ethical use and development of generative technologies.

AI Governance and Policy Making

Main Challenge:

- The behavioral problems including resistance to change and various level of acceptance by the governmental/Administrative body towards the new change.
- The main causes of resistance are risk and uncertainty among members within the organizations.

Challenges in Generative AI

- Bias and Ethics:
 - Models may inherit and propagate biases from training data.
 - Ethical concerns in AI-generated content (e.g., deepfakes).
- Data Privacy:
 - The risk of revealing private information through generated content.
- Quality Control:
 - Ensuring the generated content is high-quality, coherent, and accurate.
- Resource Intensity:
 - Training generative models requires significant computational power.

AI Governance

Some Issues:

- Traditional models of governance are being disrupted by technologies
- Existing governance infrastructure, particularly systems that assume the public sector is the primary actor responsible for making and enforcing appropriate rules, seems outdated.
- Challenge of adopting digital means of managing and securing information within and across large bureaucracies
- Public sectors are often criticised for being slow and cumbersome in their response (or lack thereof) to the fast pace of technology innovation.

4IR: Governance and Policy Making

Possible mode of operation:

- Adequate investment in education and skill based programs to ensure that technology supplements instead of replace the labor.
- Communicating and socializing the AI strategies with citizens is key to gaining wider acceptance for AI in governance.
- Update existing law of the organization as AI is expected to raise concern not only in the aspect of data security but also other various legal issues.
- Adopting the technology into the existing operations gradually by prioritizing them.
- Handle challenges for employment by reducing or replacing human labor with machine to increase productivity and efficiency.

Thank you.

Module:5

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

Full 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/EIA 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

- 1. Informing future policies
- 2. Providing accountability for resources invested
- 3. Policy Evaluation for suggesting Changes and adjustments
- 4. looking a new phenomenon for implementation and taking new policies
- 5. understanding of the merit, worth, and utility of a policy
- 6. Evaluating Policy Content, Evaluating Policy Implementation
- 7. Evaluating and Demonstrating impacts and value of a policy

Why Social Research is Relevant

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

Why Social Research is Relevant

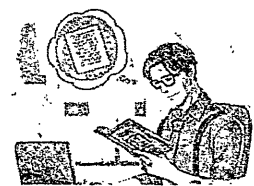
- 1. Finding the gap between people's expectation and demand
- 2. Tool for evaluation and provide feedback to the government
- 3. Supports to ensure continuous improvement and betterment
- 4. Research can reduce the cost of the services
- 5. Proper decision making
- 6. For making sustainable public policy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

Why Social Research is Relevant

- 1. To avoid discrimination of citizen's rights
- 2. Proper distribution of public money
- 3. Need based development
- 4. Proper utilization of government workforce
- 5. Improve efficiency
- 6. Improve government citizen relationship
- 7. Balanced development
- 8. Assist central government for national level policy
- 9. Enables the public servants to perform their job well
- 10. To facilitate social welfare

Why Social Research is Relevant

- 1. To continue social development process
- 2. To know public reaction about public policy
- 3. To predict human behavior
- 4. Take initiative to social reform
- 5. To make bridge between supply and demand
- 6. To know the effects on the community of development work
- 7. Finds the area to be developed
- 8. To upgrade the social values
- 9. 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 ideas or ideas of your study.

• Ask yourself
• What is my paper about?
• What techniques/design do I use?
• Why/What do I study?
• What will be the expected/real result?

A good title contains the fewest possible words (16 words or fewer) that adequately describe the contents and/or purpose of your Seminar Paper Writings (SP) 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

Avoid using jargon or abbreviations and technical word

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 research paper is important, providing adequate background in order to set the stage for the remainder of the paper. Therefore, the outlines of that section may include:

Background

Objectives/research questions of the Study (Maximum 1-3)

Justifications of the study

Literature Review



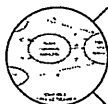
This section is dedicated to summarizing and reviewing empirical literature from previous relevant studies. The participants are requested to search, review and summarize the scholarly articles, books, monograph and other publications.



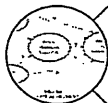
The purpose of the literature review is to explore research gap in terms of theory, method, scope, analysis, reliability and validity of previous study. It also helps the researcher to form

• conceptual/ theoretical/analytical frameworks.

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



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



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



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 civil servants of Bangladesh. The relevant HRD theories of the undertaken study are: Human Capital Theory, Resource-Based Approach of HRD, Motivational 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:
 - Quant: Random/stratified/systematic/cluster/multistage/
 - Qual: purposive/convenience/quota/snowball
- Techniques of Data Collection :
 - Quant: Questionnaire survey, secondary data (numeric), Randomized control treatment (RCT)/Randomised Controlled Trials (RCTs)—a popular impact evaluation technique.
 - Qual: Interview, Observation, Focus Group Discussion, Key Informant Interview etc.
- Data analysis :
 - Quant: Statistical tools employed (Descriptive/Inferential statistics), weighted average, trend analysis, central tendency, standard deviation, variance analysis, time-series and regression analysis.
 - Qual: 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

Recommendations	Actions	Who is responsible	Timeframe	Key performance indicators (KPI)

Conclusion



Conclusion is the wheel of a vehicle that leads the readers to move on i.e. the way forward derived from the findings. It should not be 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.



The conclusions relate directly to the research questions 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)

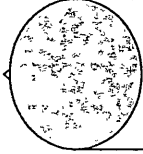
We use Turnitin web based software for similarity checking- maximum similarity 25%

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:6

Sustainable

Development Goals

Challenges of SDGs Implementation in Bangladesh :Finance & Institution

Md. Atikuzzaman
Director (Project & Development), BPATC
E-mail: atikuzzaman@gmail.com
Cell: 01727778316

"All the flowers of all the tomorrows are in the seeds of today." -Chinese Proverb

Philosophy of the Presentation



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



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

OUTLINE OF THE PRESENTATION

- Development Priorities in Bangladesh
- SDG Financial Implementation Strategies
- SDG Institutional Arrangement Strategies
- SDG Implementation Challenges and Way Forward

Starting of 21st Century

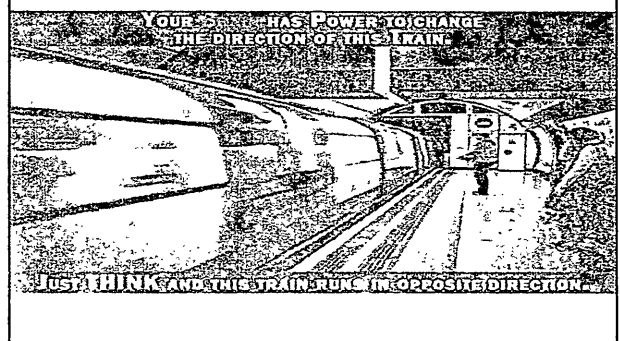
In human history, there was never been:

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

ILLUSION: Who is single



ILLUSION: Think the direction of Train





OUR COMMON FUTURE

THE WORLD COMMISSION
ON ENVIRONMENT
AND DEVELOPMENT

THE BRUNDTLAND
REPORT
OUR COMMON FUTURE

• *Humanity has the ability to make development sustainable- to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs".*

Our common future, the World Commission on Environment and Development, Oxford University Press, 1987

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.

Millennium Development Goals (MDGs)	MDGs	SDG	Sustainable Development Goals (SDGs)
8	Goals	17	
17	Targets	169	
65	Indicators	232	
Less comprehensive	Scope	Comprehensive	
Macro Level	Aspirations	Leave no one behind	
Halvo Targets	Trade-offs	Zero Targets	
Individual Goals	Interconnected and Cross-cutting goals		
11	Agencies	> 70	

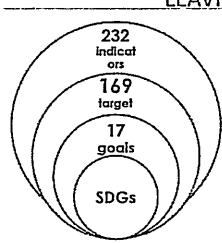
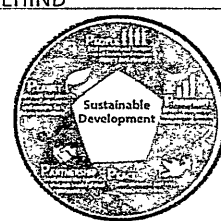
The Sustainable Development Goals (SDG): a set of universally applicable goals social, environmental and economy

From MDGs to SDGs

MDGs	SDGs
Adopted based on Millennium Declaration (2000)	Adopted based on Rio+20 Declaration (2012)
MDG was prepared Top Down	Bottom Up approach
8 Goals, 21 Targets & 60 Indicators	17 Goals, 169 Targets & 231 Indicators
Role of Institutions was missing	Strong Institution for access to justice, Rule of law, HR, Peace
Means of Implementation was absent	Each goal has its Means of Implementation
Whole Government Approach	Whole Society Approach

SDG Basics

LEAVING NO ONE BEHIND

PUT SUSTAINABLE DEVELOPMENT AT THE CORE

4/10/2025 10

What is new and different about the 17 SDGs?

First, and most important, these Goals apply to *every* nation ... and every sector. Cities, businesses, schools, organizations, *all* are challenged to act. This is called **Universality**

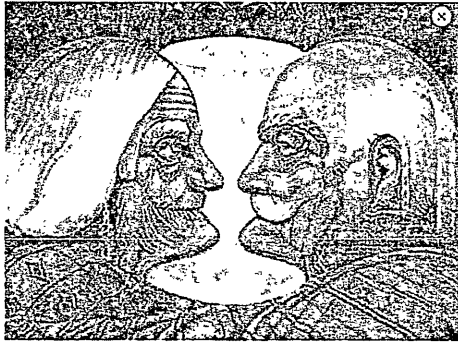
Second, it is recognized that the Goals are all inter-connected, in a system. We cannot aim to achieve just one Goal. We must achieve them all. This is called **Integration**

And finally, it is widely recognized that achieving these Goals involves making very big, fundamental changes in how we live on Earth. This is called **Transformation**

Basics of SDG

- What is the theme of SDG 2024?
- 'Leadership for Sustainable Development and Climate Justice'.
- What is new and different about the 17 SDGs?
 - Universality. Integration and Transformation
- What should be prioritized to bring Sustainable Development in Bangladesh?
- The term "Sustainable Development" includes priority in poverty reduction, human development, including health and job-oriented education and sustainable environmental management, all of which are primary in the context of Bangladesh.





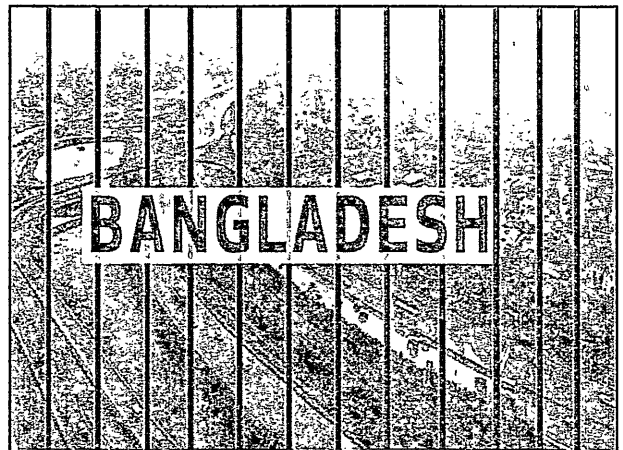
The 2024 Global SDG Index Ranking and Scores

Rank	Country	Score	Rank	Country	Score
1	Finland	86.3	46	United States	74.4
2	Sweden	85.7	56	Russia	73.1
3	Denmark	85.0	68	China	70.3
4	Germany	83.3	95	Nepal	67.2
5	France	82.7	107	Bangladesh	64.4
6	Austria	82.6	109	India	63.9
7	Norway	82.3	111	Kuwait	63.7
8	Croatia	82.2	137	Pakistan	57.0
9	UK	82.1	162	Afghanistan	48.2
10	Poland	81.7	167	South Sudan	40.1

Source: SDG Index and Dashboards Report, 2024

Country Comparison Bangladesh VS Singapore

- | | |
|---|---|
| <ul style="list-style-type: none"> • Bangladesh • Independence 1971 • GDP per capita 2,529 \$ (2023) • Corruption Index 149 (2024) • Education Expenditure 11.69% (2021) • Density 1,269 sq. kl (2024) • Human Capital Ranking 123 (2024) | <ul style="list-style-type: none"> • Singapore • Independence 1965 • GDP per capita 84,734 \$ (2023) • Corruption Index 05 (2024) • Education Expenditure 28.84% (2021) • Density 7,796 per sq kl (2024) • Human Capital Ranking 1 (2024) |
|---|---|



SDG GOALS



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



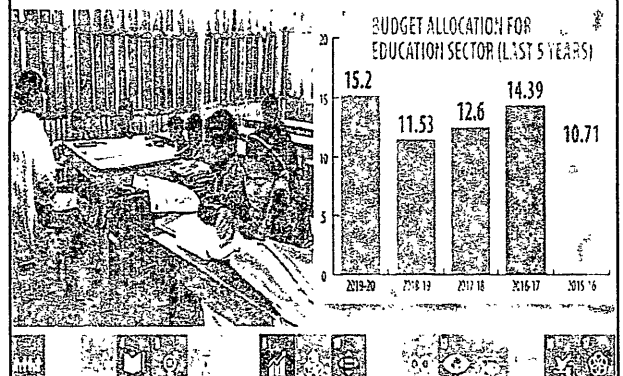
End hunger, achieve food security and improved nutrition and promote sustainable agriculture (8 targets, 13 indicators)

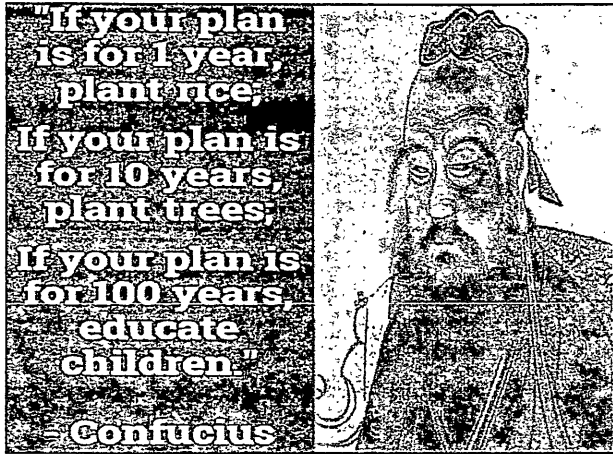


Ensure healthy lives and promote well-being for all at all ages (13 targets, 27 indicators)

17

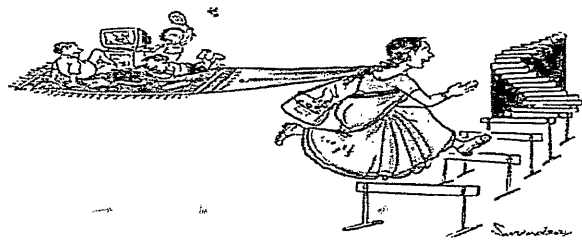
Priority for Education in Bangladesh



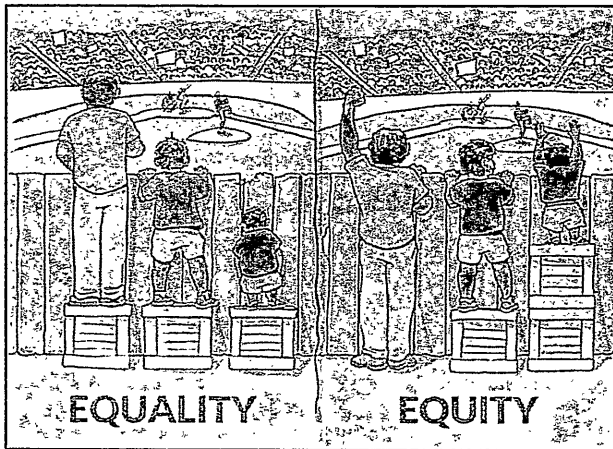
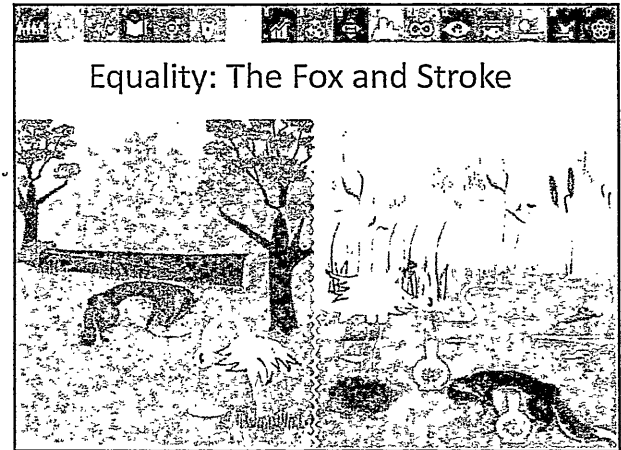


SDG GOALS	
	Ensure <u>inclusive</u> and <u>equitable</u> quality education and promote <u>lifelong learning</u> opportunities for all (10 targets, 11 indicators)
	Achieve <u>gender equality</u> and <u>empower</u> all women and girls (9 targets, 14 indicators)
	Ensure availability and sustainable management of <u>water</u> and <u>sanitation</u> for all (8 targets, 11 indicators)

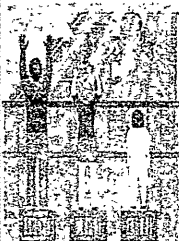
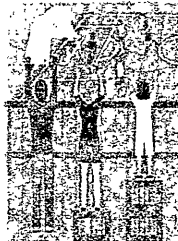
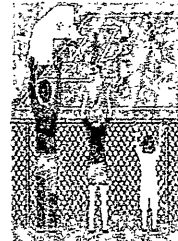
SDG goals and priorities in Bangladesh : Gender Equality

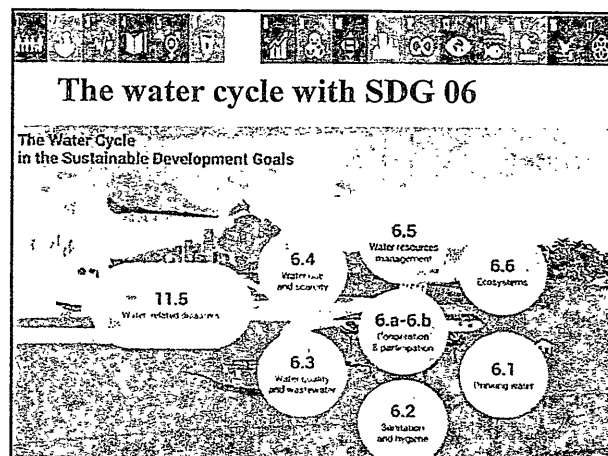
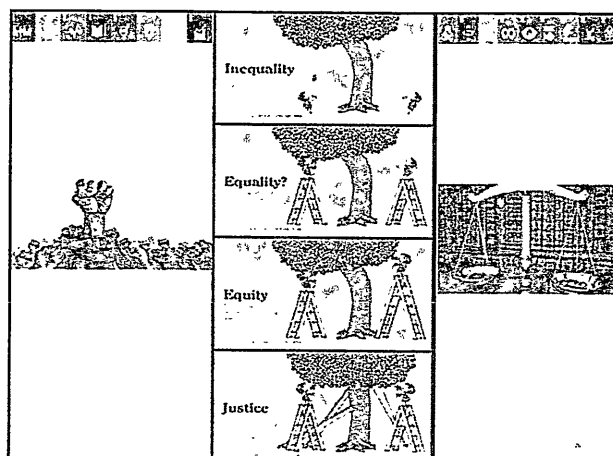


Achieve gender equality and empower all women and girls (9 targets, 14 indicators)



Equality, Equity and Justice

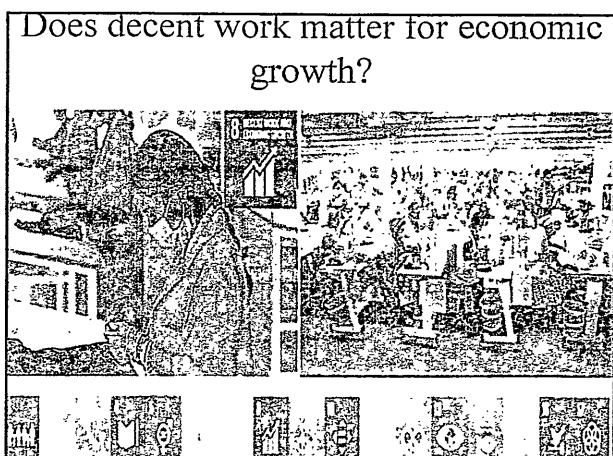
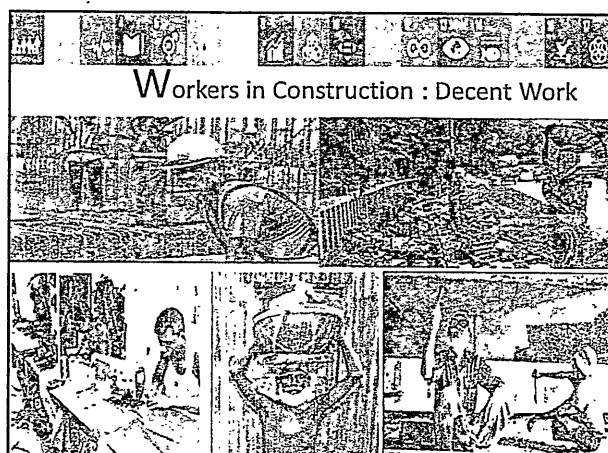
Equality	Equity	Justice
		



SDG GOALS

	Ensure access to <u>affordable, reliable, sustainable and modern energy</u> for all (5 targets, 6 indicators)
	Promote sustained, inclusive and sustainable <u>economic growth</u> , full and <u>productive employment</u> and decent work for all (12 targets, 17 indicators)
	Build resilient <u>infrastructure</u> , promote inclusive and sustainable <u>industrialization</u> and foster <u>innovation</u> (8 targets, 12 indicators)

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SDG GOALS

	Reduce <u>inequality</u> within and among countries (10 targets, 11 indicators)
	Make cities and human settlements <u>inclusive, safe, resilient and sustainable</u> (10 targets, 15 indicators)
	Ensure <u>sustainable consumption and production patterns</u> (11 targets, 13 indicators)

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SDG GOALS



Take urgent action to combat Climate Change and its impacts (5 targets, 8 indicators)



Conserve and sustainably use the oceans, seas and marine resources for sustainable development (8 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)

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SDG GOALS



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)

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1. Financing the SDGs in Bangladesh

- a. Limited Domestic Resource Mobilization
- b. Reliance on External Assistance and Foreign Direct Investment (FDI)
- c. The Role of Development Partners and Multilateral Institutions

4/10/2025

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2. Institutional Arrangements for SDGs Implementation

- a. Fragmented Governance and Institutional Coordination
- b. Weak Capacity of Local Governments
- c. Private Sector and Civil Society Engagement
- d. Monitoring and Accountability Mechanisms

4/10/2025

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3. Policy Recommendations for SDG Financing and Institutional Improvement

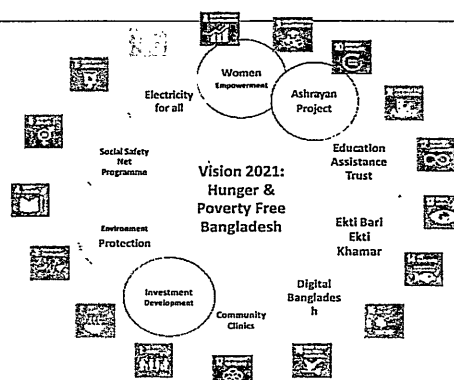
To address these challenges, Bangladesh can adopt the following strategies:

- 1. Diversify Financing Sources
- 2. Strengthen Domestic Resource Mobilization
- 3. Improve Governance and Institutional Coordination
- 4. Engage the Private Sector and Civil Society
- 5. Enhance Monitoring and Accountability

4/10/2025

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Special Initiatives and SDG

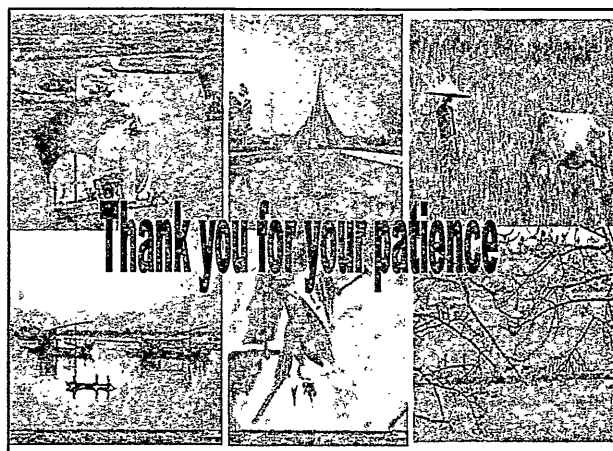


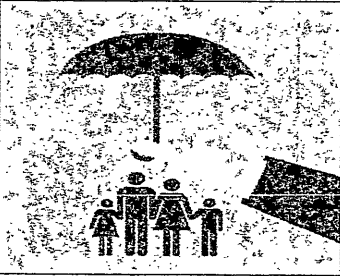
36

Final Point

- With concerted effort, strong governance, and effective collaboration between the public and private sectors, the country can overcome all challenges
- The Sustainable Development Goals (SDGs) aim to transform our world. They are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity.
- Live and let next/future generations to live

Group Exercise





SDG as a catalyst of
Poverty Reduction and Social Development

Abdul Baki
abaki_23@yahoo.com

Welcome to session!

Today's Agenda



- ❖ SDG 1: End poverty in all its forms everywhere
- ❖ SDG 1: key links with other SDGs
- ❖ SDG 2, 3 and 5: Key issues
- ❖ Challenges facing by Bangladesh
- ❖ Way forward

2

Three questions

- Among 17 goals, which one is the most important?
- Can Bangladesh achieve the UN's Sustainable Development Goals?
- Do you think special type of institutional set up is required to attain the SDGs?



3

Sustainable Development Report 2023

- Bangladesh has an SDG index of 65.9, ranking 101st out of 166 countries. This is better than India's (63.5) and Pakistan's (59.0), but worse than the indices of Thailand, Vietnam, Indonesia, Malaysia, and Sri Lanka.
- The report shows that, Bangladesh faces major challenges in actually achieving SDG 1 (No poverty), SDG 2 (Zero hunger), SDG 3 (Good health and wellbeing), SDG 6 (Clean water and sanitation), SDG 7 (Affordable and clean energy), and SDG 9 (Industry, innovation, and infrastructure).
- There seems to be no progress in terms of SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 11 (Sustainable cities and communities), and SDG 13 (Climate action), indicating significant difficulties in attaining these by 2030.
- Only SDG 4 (Quality education) and SDG 12 (Responsible consumption and production) are on track; but even then, there are valid concerns regarding the attainment of universal education, skill development, and ensuring the quality of education in Bangladesh.
- Among all SDG targets, only 30.9 percent of targets are on track, 41.2 percent have limited progress, and 27.9 percent are worsening. So, the business-as-usual approach will not help Bangladesh to achieve most of the SDGs.

4

What is Poverty



- Lacks the financial resources and essentials to enjoy a minimum standard of life
- Malnutrition, ill health, poor housing conditions, and illiteracy
- "Poverty is the deprivation of opportunities"
Amartya Sen

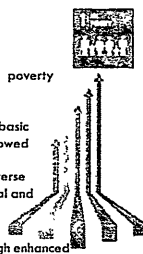
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SDG 1 Targets

- 1.1 Completely eliminate extreme poverty by 2030
- 1.2 Reduce by at least 1/2 the proportion of children, men and women living in poverty all across the globe.
- 1.3 Implement the appropriate social protection measures and systems for all
- 1.4 Ensure everyone, particularly the poor and the vulnerable can easily access basic services at affordable rates, have equal rights to economic resources, and be allowed ownership
- 1.5 Ensure that the poor are protected against vulnerability and exposure to adverse climate-related events such as floods and droughts, and other environmental social and economic disasters.

SDG 1 Means of Implementation

- 1.A Ensure mobilisation of resources from various sources to a common pool through enhanced development cooperation
- 1.B Formulate sound policy Frameworks at both the national and International levels based on gender-sensitive and pro-poor development approaches to boost investment towards the eradication of poverty.



8

WHERE WE STAND

- The COVID-19 pandemic caused extreme poverty to rise in 2020. The share of the world's population living in extreme poverty rose from 8.9% in 2019 to 9.7% in 2020, driven by increases in low- and lower-middle-income countries.
- In 2022, 712 million people (or 9% of the world's population) lived in extreme poverty, an increase of 23 million people from 2019.
- In the 75 most vulnerable countries, one in four people lives on less than \$2.15 a day – more than eight times the average extreme poverty rate in the rest of the world.
- By 2030, 590 million people may still live in extreme poverty if current trends persist.
- Despite increasing efforts to expand social protection programmes, significant coverage gaps left 1.4 billion children uncovered in 2023.
- Ending poverty requires comprehensive social protection systems, inclusive economic policies, investments in human capital, measures to address inequality and climate resilience, and international cooperation and partnership.

Source: Global Poverty Update September 2024, World Bank

Bangladesh in Global Hunger Index (GHI) 2024

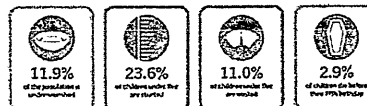
19.4
10.0–19.9
Moderate

20.0–54.9
Severe

55.0–74.9
Very Severe



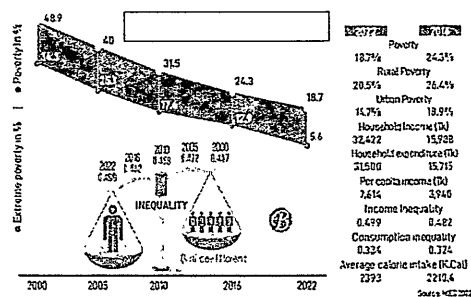
Bangladesh's GHI Score is based on the values of four component indicators:



Bangladesh has a level of hunger that is MODERATE with a score of 19.4, ranked 84th out of 127 countries. This is a three-position drop from the previous year.

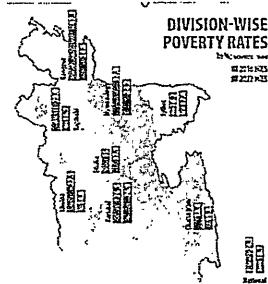
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Poverty and inequality trend in Bangladesh



11

Regional Poverty Trend

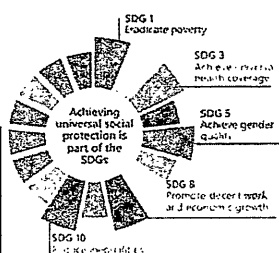


12



Key links to other SDGs

".....none was more important than the pledge they made "to spare no effort to free our fellow men, women and children from the object and dehumanizing conditions of extreme poverty." – Kofi Anan



10

Health and education are the critical sectors for LDCs

The situation remains dire for LDCs in SDG 3 (Good Health and Well-Being) and SDG 4 (Quality Education).

For SDG 3, the progress that has been achieved in combating diseases such as malaria, HIV and tuberculosis is now at risk. These countries also struggled to provide adequate healthcare services in the wake of the pandemic. In many regions, healthcare infrastructures are weak, leading to high maternal and child mortality rates, inadequate vaccination coverage, and a lack of access to essential medicines.

Education is another area where the impact of the pandemic is acutely felt. SDG 4 aims for inclusive and equitable education, but in many countries, particularly in South Asia and Sub-Saharan Africa, millions of children remain out of school. The digital divide has worsened this issue, as many students in low-income regions lack access to online learning resources, which were vital during the pandemic. The long-term impact on human capital development could be devastating, as millions of children face a lifetime of reduced opportunities due to loss of learning.

13

Notable Health Achievement in Bangladesh



- The improvement in life expectancy at birth from 50 years in 1971 to 72 years in 2021
- The reduction in child mortality from 251 in 1971 to 31 deaths per 1,000 live births in 2021
- The reduction in the total fertility rate from 6.6 in 1975 to 2.0 births per woman in 2021
- The expansion in coverage of childhood immunizations from 2% in 1978 to nearly 100% in 2021 as well as the elimination of polio
- The decline in the percentage of deaths in children younger than 5 years from diarrhea from 25% in 1970 to 2% in 2000
- The detection of more than 70% of cases of pulmonary-active TB and the completion of treatment in 90% of detected cases
- The reduction in the rate of open defecation from 34% to less than 1% between 2000 and 2015

14

Key Challenges in Bangladesh



- Inadequate Doctor-Patient Ratio (5.26 doctors per 10,000 people, which is low compared to the World Health Organization's (WHO) recommendation of at least one doctor for every 1,000 patients.)
- Overburdened Tertiary Hospitals
- Proliferation of Unregulated Pharmacies and Diagnostic Centers
- Reactive Health-Seeking Behavior
- High Out-of-Pocket Expenditures (out-of-pocket health expenditures reached about 69% in 2022 of total health expenditures, WHO's recommended maximum of 20%).
- Lack of Monitoring and Weak Accountability

15

Way Forward



- Support for Bold Innovations From "Outside the Box"
- Major Expansion of Government Funding for the Health Sector
- Development of a Strong and Accountable Primary Health Care System
- Creation of a Strong Professionalized Cadre/group of Community Health Workers
- Continuation and Further Enhancement of the Culture of Research and Evidence in Health Care
- Citizen Watchdog and Strong Civil Society Leadership

16

Key Challenges in Bangladesh



"Education is a human right with immense power to transform. On its foundation rest the cornerstones of freedom, democracy and sustainable human development". Kofi Annan.

- Due to the Covid-19 pandemic, there is a serious risk that learning loss as a consequence of school closures and lack of access to remote learning materials will undermine the cognitive capital of the country going forward.
- Public expenditure on education is around 2 percent of Bangladesh's GDP which is one of the lowest in South Asia and among the developing countries.
- Reaching almost 4 million out-of-school children at the primary level throughout the country with specific groups of children facing greater constraints to access, is a huge challenge to attain the targets of SDG4.
- Although the net enrolment rate is 97.97%, the dropout rate is also high (18.8%).
- Lack of teachers with professional training, adequate knowledge of their subjects, and pedagogical skills in secondary schools are also some issues that threaten to cripple the education system.
- To eradicate gender discrimination, rural-urban and economic disparity in the enrolment of secondary school children.

17

SDG 5: GENDER EQUALITY

The goal of SDG 5 is to achieve gender equality and empower all women and girls

WHAT



1 End discrimination against all women and girls



2 Eliminate violence against all women and girls



3 Eliminate all harmful practices such as child marriage



4 Recognize and value unpaid care and domestic work



5 Ensure women's participation and leadership in decision-making



6 Ensure universal access to sexual and reproductive health and rights

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Bangladesh in Gender equity



- Bangladesh's performance has been promising in some gender equality indicators while displaying a glaring lack of improvement in other indicators.
- The country has established gender parity in primary and secondary education, improved maternal mortality, and ensured the representation of women in national parliament.
- On the other hand, the labor force participation rate of women remains low, the percentage of NEET young adults is higher among women, child marriage and high gender-based violence prevails, and there is also a huge burden of unpaid domestic and care work on women.
- The Global Gender Gap report 2023 ranked Bangladesh 59 among 146 countries, improving from rank 71 in 2022 and found to be the best performing country in the South Asia region.
- This performance is mostly driven by the progress in the Political Empowerment sub-index. In this sub-index, Bangladesh ranked seventh among all 146 countries.
- The country's score (0.438) in Economic Participation and Opportunity sub-index is one of the lowest globally, ranking 139th.
- No significant improvement has been made in Health and Survival and the Educational Attainment sub-indices from last year.

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Key challenges in Bangladesh

- High prevalence of child marriage, which is one of the highest in the world and the highest among South Asian countries. The Global Gender gap report 2023 shows that percentage of girls married between the age of 15 and 19 years stood at 45.2 per cent in 2019.
- The adverse impact of the Covid-19 pandemic affected women disproportionately. More girls are facing the risk of becoming child brides in the aftermath of the pandemic due to the rise in school drop-out and economic hardship.
- There is also a high prevalence of violence against women in the country. The Violence Against Women (VAW) survey 2015 report shows that 54.7 per cent of married girls aged 15 or over experienced physical and/or sexual violence by their intimate partner at least once in their lifetime. This prevalence of gender-based violence in a lifetime has not seen much improvement and stood at 53.3 per cent in 2019.
- The Covid 19 pandemic has also added to the burden of unpaid domestic and care work.
- Needs to pay attention towards the promotion of equal pay. Safe and women friendly work environments also need to be provided for women.

20

As UNICEF report

- The economic cost of gender inequality: The world is missing out on \$10 trillion every year by not investing in women's rights.
- With the right policies and investments, achieving equality is within reach, and there is evidence that it makes for a better world and healthier economies.
- Six investment priorities to unlock change
 - Ensuring women farmers have access to land and resources, climate-resilient agroecology for sustainable food systems and food security for all.
 - Making sure girls go to and stay in school to close the gender gaps in education and opportunities.
 - Clean energy transition that includes gender-responsive financing and puts women in leadership.
 - Closing the digital gender divide and increasing women's leadership in science, technology and innovation.
 - Investing in social protection systems and the care economy to reduce poverty and create green jobs.
 - Climate policymaking led by women, redistributing resources to build their resilience to climate change and loss of biodiversity.

21

Financial gap

- The SDGs entail a huge financial gap for Bangladesh. This requires mobilising and leveraging various sources of financing, such as domestic revenue, foreign aid, private sector investment, and public-private partnerships.
- However, very low tax-to-GDP ratio has resulted in the growing dependency on external assistance for development projects, as well as it limits the fiscal space of the country for public spending on social sectors.
- Bangladesh spent only 1 percent of its GDP on public health and less than 2 percent on public education in 2020. These figures are below the lower-middle-income countries' averages of 1.5 and 3.9 percent, respectively, and the global averages of 6.9 and 4.5 percent.
- In contrast, there is inadequate private sector participation in SDG activities and too few public-private partnerships.

22

Conclusion

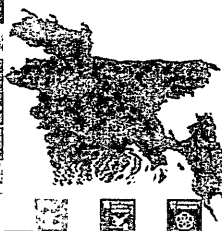
- It should be kept in mind that despite some notable progress on economic and social fronts over the past few decades, Bangladesh is facing its worst macroeconomic challenges in recent times.
- The ongoing crisis is a result of persistently high inflationary pressure, depleting foreign exchange reserves, low growth in exports and remittances, a growing debt-GDP ratio, and a foreign exchange crisis. Plus, graduating from the LDC status by 2026 will add additional pressure on the economy.
- In the rethinking process of attaining SDGs, critical institutional and political challenges need to be addressed. These are related to state capacity, ineffective regulation, and weak formal institutions.
- Therefore, undertaking critical institutional reforms is essential to make a significant departure from the business-as-usual process.

23



Thank you
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SDGs Progress Monitoring & Voluntary National Reviews (VNRs): Bangladesh Perspective

TRANSFORMING OUR WORLD

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT



Mohd. Monirul Islam
Additional Secretary
Ministry of CHT Affairs
(Ex Addl. Sec. SDGs, CAO)
Government of the People's Republic of Bangladesh
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Sustainable Development Goals (SDGs)



In September 2015 at the 70th UNGA, the Heads of States or Governments adopted a set of 17 goals backed-up by 169 detailed targets for the world's future through 2030.

PEOPLE
PLANET
PROSPERITY
PEACE
PARTNERSHIP

(1) Social (2) Environmental (3) Economic-balanced and Integrated manner

(i) Right to development
(ii) Human rights
(iii) Living standards across countries
(iv) Shared responsibilities and opportunities

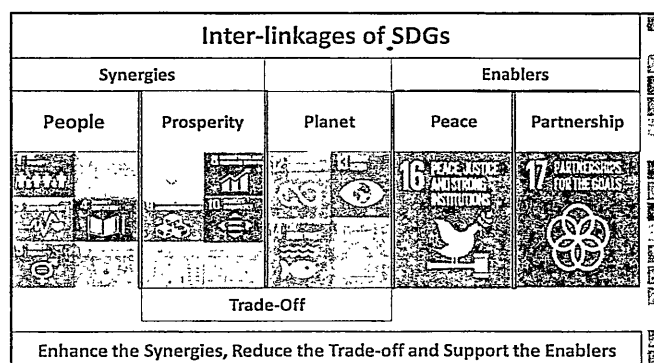
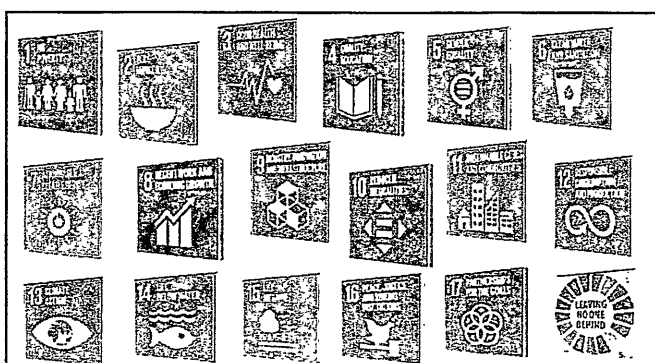
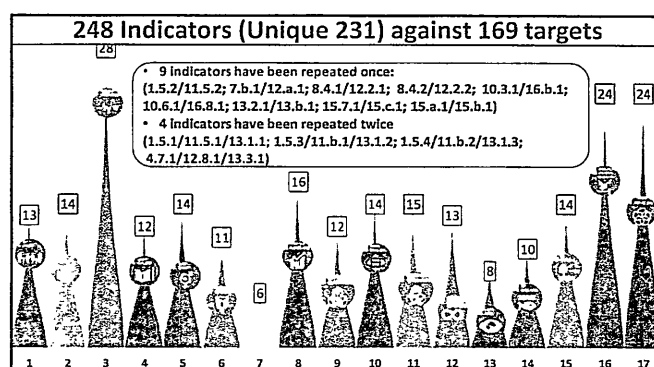
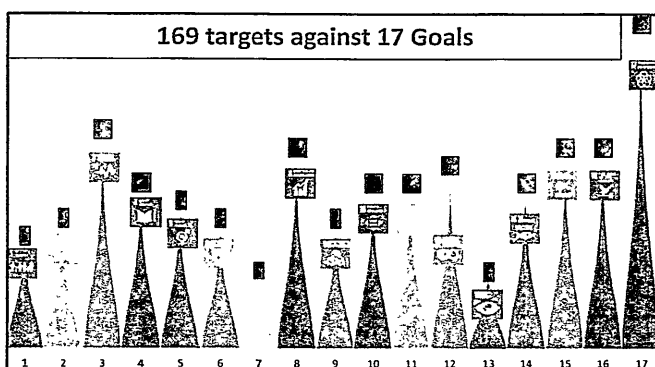
PEOPLE-CENTRED
UNIVERSAL

COMPREHENSIVE
FAR-REACHING

INTEGRATED
TRANSFORMATIVE

"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
(UN World Commission on Environment and Development 1987)

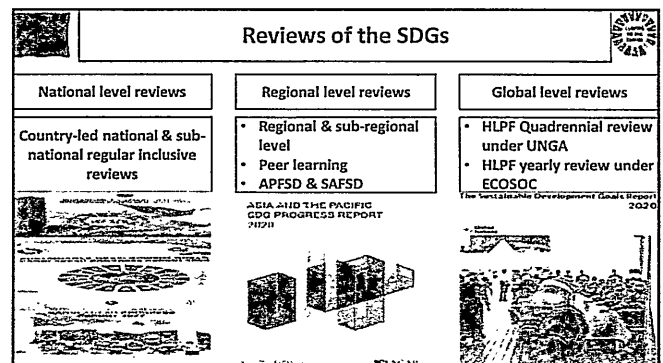
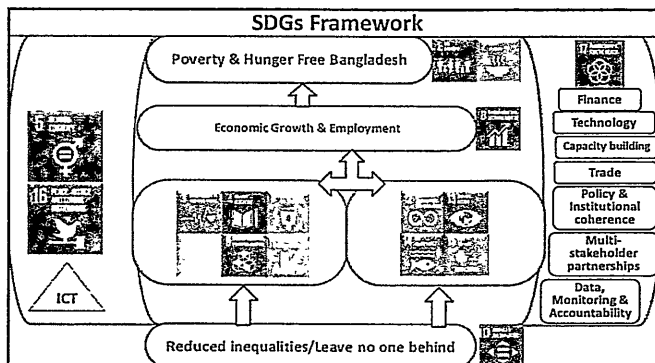
No "Business as usual"
✓ More innovation
✓ More technological development
✓ More capacity development
✓ More resources



Leave No One Behind: The Beauty of SDGs			
Word /Phrase	Goals	Targets	Total
'End'	SDG-1 & SDG-2	1.a, 2.1, 2.2, 3.2, 3.3, 5.1, 6.2, 8.7, 14.4, 15.7 & 16.2	2 Goals & 11 Targets
'for all'	SDG-3, 4, 5, 7, 8, & 16	1.1, 1.3, 3.8, 3.b, 4.3, 4.a, 6.1, 6.2, 7.b, 8.5, 8.8, 8.10, 9.1, 11.1, 11.2, 16.3, 16.9 & 17.12	6 Goals & 18 Targets
'Inclusive'	SDG-4, 8, 9, 11, & 15	4.a, 9.2, 11.3, 11.7 & 16.7	5 Goals & 5 Targets
'Equal/ equality'	SDG-5 & SDG-10	1.4, 2.3, 4.3, 4.5, 4.7, 5.5, 5.a, 5.c, 8.5, 10.3, 10.4 & 16.3	2 Goals & 12 Targets
'Equitable'	SDG-4	2.5, 4.1, 6.1, 6.2, 9.1, 15.6 & 17.10	1 Goal & 7 Targets
'Universal'	-	3.7, 3.8, 5.6, 6.1, 7.1, 9.c, 11.7 & 17.10	8 Targets
'Rights'	-	1.4, 3.b, 4.7, 5.6, 5.a & 8.8	6 Targets

No goal can be considered as met unless met for everyone. Hence, 'leave no one behind' imperative applies to all 17 goals.

Leave No One Behind: The Change of Focus			
BEYOND INCOME	Multidimensional Poverty Index (MPI)	- Health - Nutrition - Education - Water & Sanitation	- Housing - Gender - Disaster risk reduction - Access to Electricity - Access to ICT
BEYOND AVERAGE	Disaggregation of data based on	- Income - Wealth - Sex - Age	- Religion - Migratory status - Persons with Disabilities (PWD) - Geographic location - Employment status
BEYOND TODAY	Build the future we aspire to	- Climate change - Inequalities - Disaster - SCP - Efficient use of water/energy/	- resources 3R (Reduce, reuse & recycle) - Circular economy (rethink, repair, reuse, reduce, refuse, recycle, recover, regift) - Waste management



VNRs in the SDGs Declaration	
TRANSFORMING OUR WORLD THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT	47. Our Governments have the primary responsibility for follow-up and review, at the national, regional and global levels, in relation to the progress made in implementing the Goals and targets over the coming fifteen years. 72. A robust, voluntary, effective, participatory, transparent and integrated follow-up and review framework will make a vital contribution to implementation and will help countries to maximize and track progress in implementing this Agenda in order to ensure that <u>no one is left behind</u>.

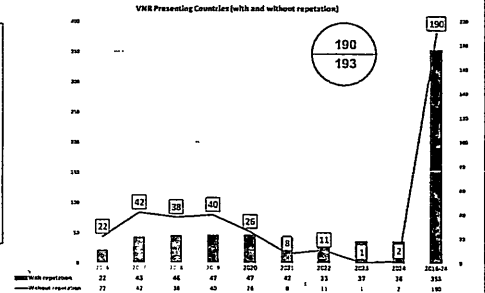
Important information related to Review of the SDGs	
	75. The Goals and targets will be followed-up and reviewed <u>using a set of global indicators</u>. These will be complemented by indicators at the regional and national levels which will be developed by member states, in addition to the outcomes of work undertaken for the development of the baselines for those targets where national and global baseline data does not yet exist.
	77. We commit to fully engage in conducting regular and inclusive reviews of progress at sub-national, national, regional and global levels.

Principles of Follow-up and Review of the SDGs

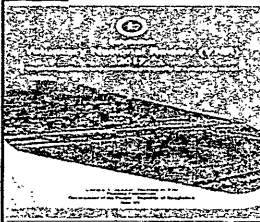
- They will be voluntary and country-led. Outcome from national level will be foundation for reviews at regional & global levels. Based on national official data sources.
- Track implementing the universal Goals & targets, including Means of Implementation.
- Identify achievements, challenges, gaps & critical success factors.
- Be open, inclusive, participatory and transparent for all people.
- Be people-centred, gender-sensitive, respect human rights & focus on the poorest, most vulnerable and those furthest behind.
- Build on existing platforms and processes, and respond to national circumstances, capacities, needs and priorities.
- Based on evidence, informed by country-led evaluations & high quality disaggregated data
- Require enhanced capacity-building support, including the strengthening of national data systems and evaluation programs
- Benefit from the active support of the UN system and other multilateral institutions

VNRs Presentation globally up to 2024

- 190 Countries have presented their VNRs at least once @the HLPF
- 163 countries have presented more than once.

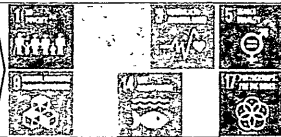


1st VNRs of Bangladesh in 2017



On 17th July 2017, Bangladesh presented the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 42 countries to apprise the world community where we are in implementing Agenda 2030.

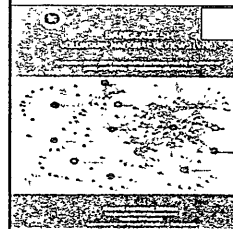
7 Goals were reviewed in 2017



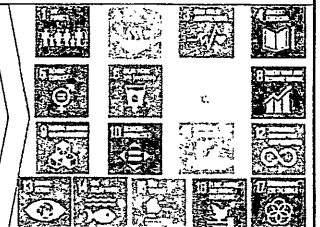
VNRs Report was prepared taking inputs from different Ministries/Divisions, and was shared with different stakeholders including government, NGOs, CSOs, Academia and Development Partners.

2nd VNRs of Bangladesh in 2020

On 17th July 2020, Bangladesh presented the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 46 countries to apprise the world community where we are in implementing Agenda 2030.



All Goals were reviewed in 2020

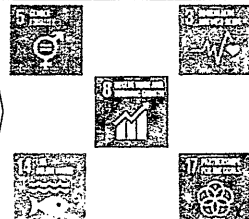


3rd VNRs of Bangladesh in 2025

In July 2025 Bangladesh will present the Voluntary National Reviews (VNRs) of SDGs at the HLPF along with 38 countries to apprise the world community where we are in implementing Agenda 2030.

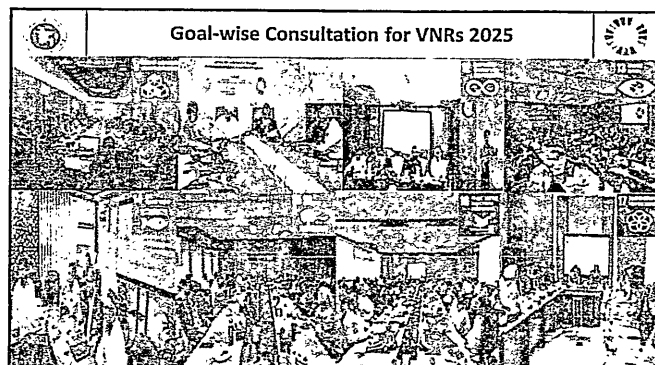
“Advancing sustainable, inclusive, science- and evidence-based solutions for the 2030 Agenda and its SDGs for leaving no one behind”

5 Goals will be reviewed in 2025



Structure and content of a VNRs report for the HLPF

1. Opening statement (Head of the Government: 700 words)
2. Highlights (A synthesis of one or two pages in length)
3. Introduction
4. Methodology and process for preparation of the review
5. Policy and enabling environment
 - a) Ensuring ownership of the Sustainable Development Goals and the VNRs
 - b) Integration of the Sustainable Development Goals in national frameworks
 - c) Integration of the economic, social and environmental dimensions
 - d) Leaving no one behind
 - e) Institutional mechanisms
 - f) Systemic issues and transformative actions
6. Progress on Goals and targets and evaluation of policies and measures taken so far
7. New and emerging challenges
8. Means of implementation (Finance, Technology, Capacity development, Trade, Policy and Institutional Coherence, Multi-stakeholder Partnerships, Localization of SDGs in the context of Bangladesh, Data, monitoring and accountability, Key Areas of International Cooperation)
9. Conclusion and next steps
10. Annexes



Goal-wise report structure

1. Introduction (of a particular goal)
2. Context (changing situation / background information / situation analysis of the goal in our perspective)
3. Progress against targets
 - o SDG progress report 2022 can be followed but analyse with updated information (June 2024+)
 - o Provide disaggregated data along with data source
 - o In absence of national data, data from International sources/ CSO source can be used
 - o Refer to newly approved/updated policies, strategies, laws etc for implementing the targets
 - o Progress on Goals and targets and evaluation of policies and measures taken so far
 - o Integration of the SDGs in national frameworks.
4. New and emerging challenges (obstacles; If challenges were overcome, explain how it was achieved so that it may be replicated; Effects of COVID-19 and how it was tackled)
5. Way forward (means of implementation and next steps –how can these challenges be mitigated?)

Key points for report preparations

- Best practices/ best cases (for implementing a target); (use appropriate pictures)
- Innovative cases (if any Innovative idea was used to implement a target) (use appropriate pictures)
- Business cases (done by private sector but contributing to SD) (use appropriate pictures)
- Collaborative cases (partnership with GO-NGO, PPP) (use appropriate pictures)
- Leave No One Behind (Write what actions are being taken with regard to LNOB of that goal)
- Annex
 - a. Indicators' baseline figures and latest available figures with source of data (Initially up to June 2024 data can be used; if updates are available during the finalization, can be inserted later)
 - b. List of participants attending the consultation meeting/workshop
- Picture showing the participation of the consultation meeting/workshop

Format to follow for Best cases/innovative cases/Business cases/Collaborate cases

- (a) Name of the project/initiative
- (b) Objectives of the project
- (c) Scope of work
- (d) Targeted population and number of beneficiaries (number of women & children, if any)
- (e) Total budget
- (f) Source(s) of fund
- (g) Special characteristics of the initiatives (for example: less time, less visits, less costs/GO-NGO collaboration/ Private sector initiatives with social cost sharing etc.)
- (h) Any other information of the initiative that might be relevant
- (i) Challenge to implement
- (j) Recommendation
- (*) Add some pictures with good resolution.

Important milestones of the Roadmap of VNRs of SDGs

- 3-5 December 2024, participated @ the preparatory workshop to be arranged by UNDESA
- 25-28 February 2025, participate and present highlights of VNRs of Bangladesh at the APFSD, UNESCAP
- By 1st week of April, prepare main message of VNRs (700 words) and send to UNDESA
- By 1st week of June, finalization of VNRs Report 2025 and send to UNDESA
- Publication of the VNRs document by GED, Planning Commission
- By 2nd week of June 2025, finalize the Audio-Video Materials and send to UNDESA
- By 1st week of July finalize the PPTs to be presented at the HLPF
- 14-23 July 2025, Bangladesh can arrange a side event during HLPF (if decided)
- 18-23 July 2025, VNRs to be presented at the HLPF

Institutional mechanisms for SDGs Implementation

SDGs Implementation and Review Committee

Division, District and Upazila Committees for SDGs Implementation Reviews

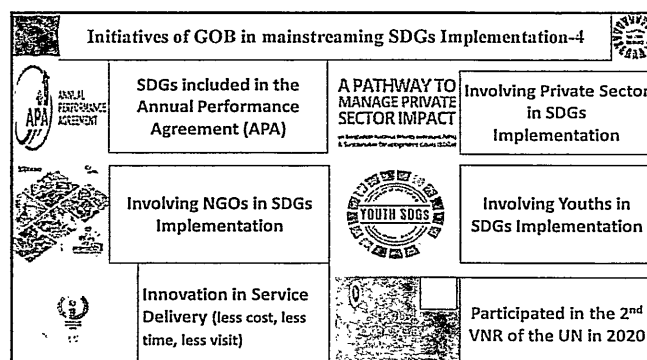
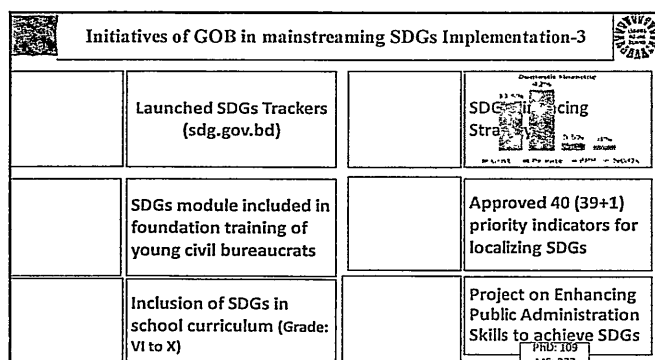
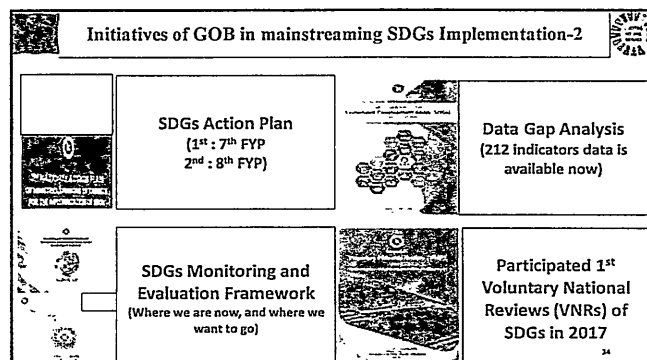
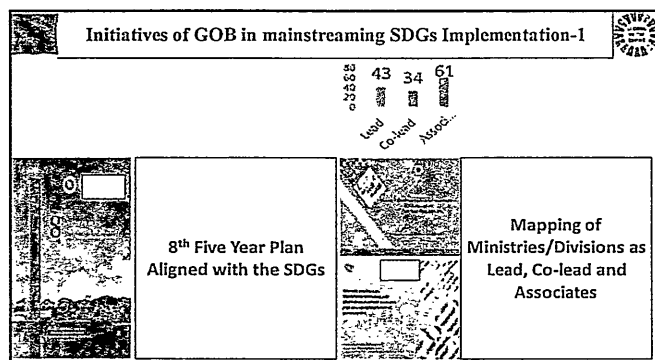
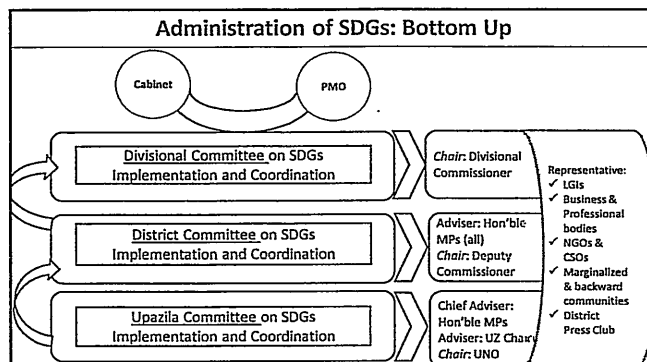
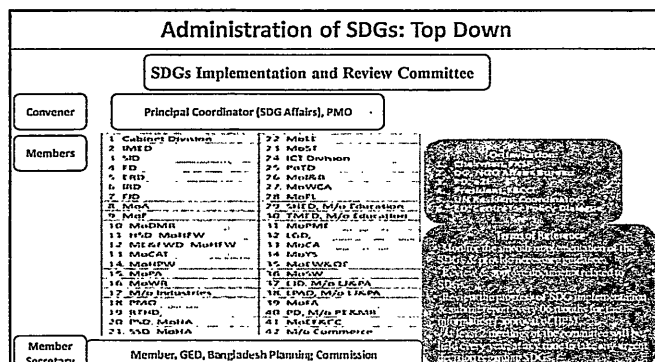
National Data Coordination Committee (NDCC)

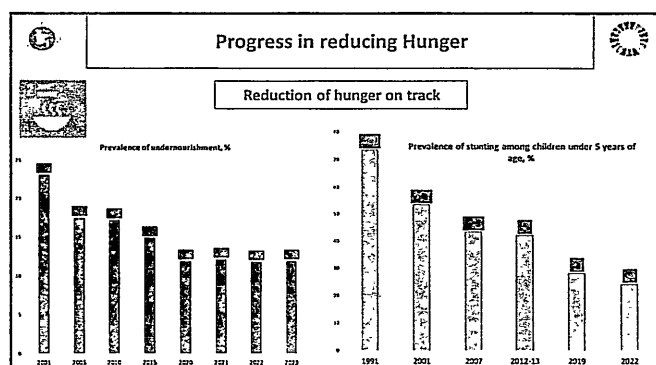
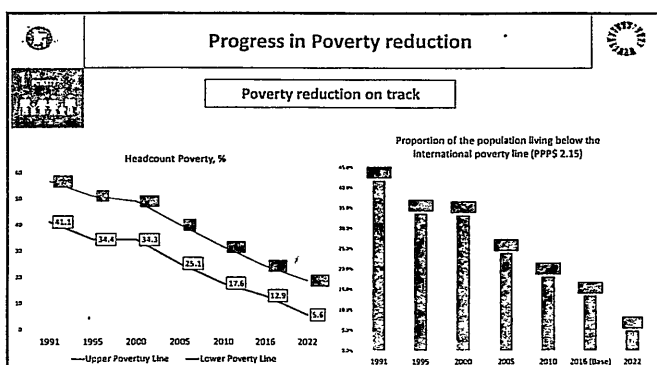
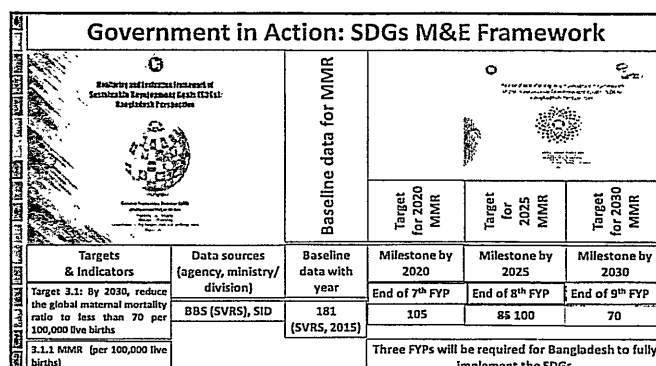
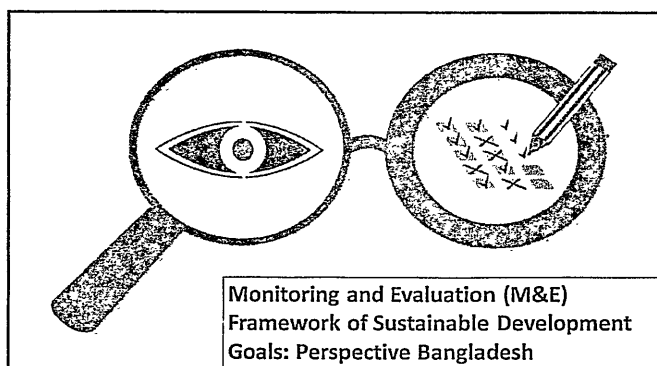
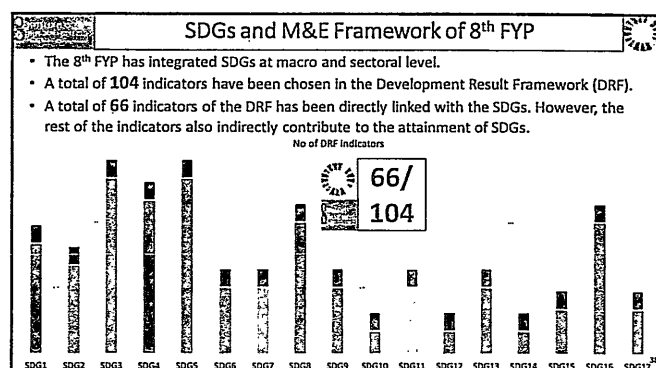
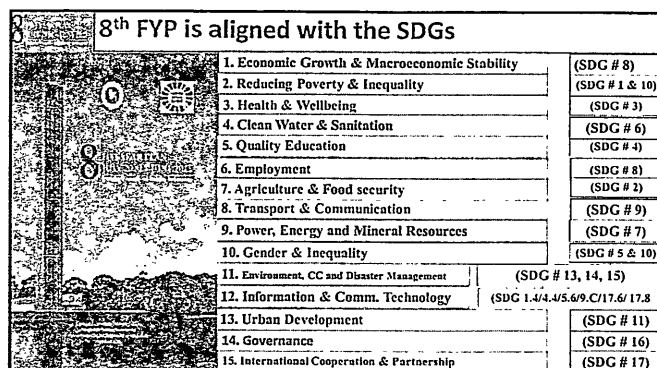
National Conference on SDGs Implementation Review (SIR)

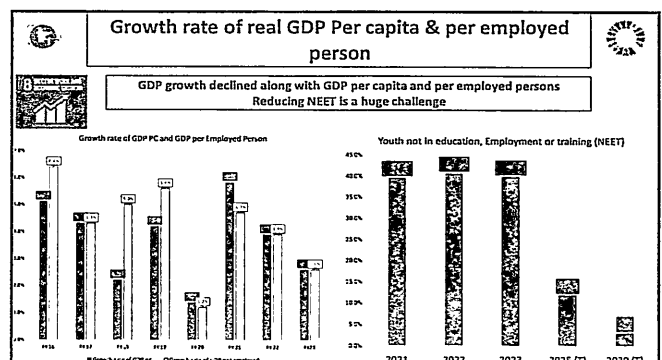
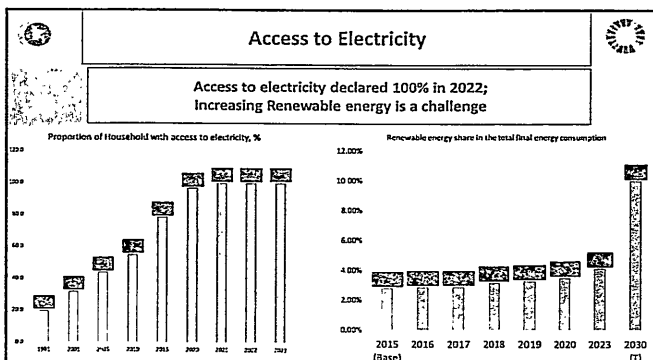
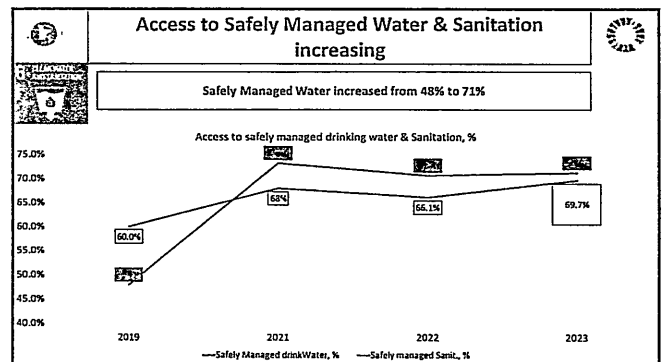
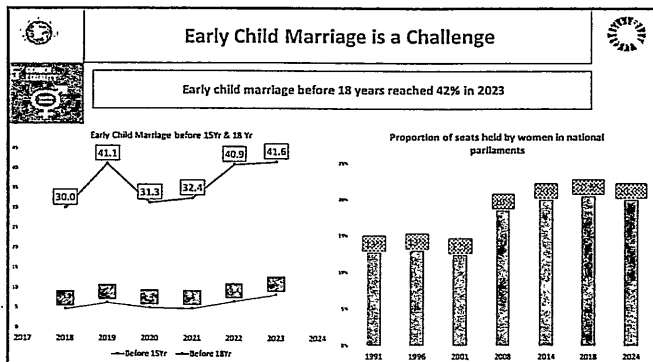
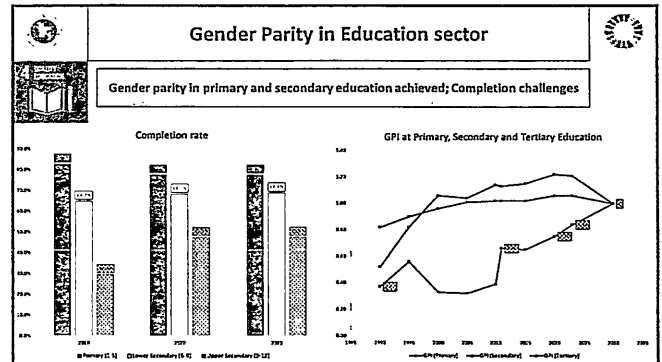
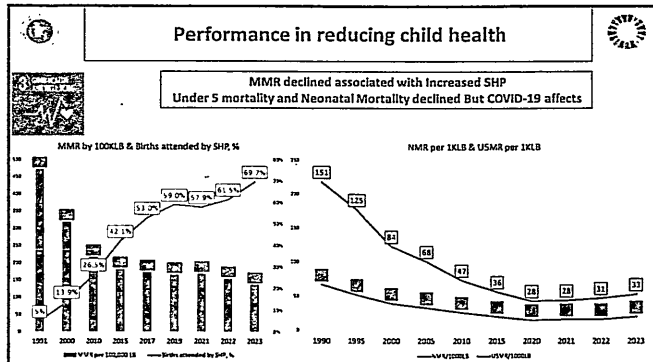
Framework of collaboration with the UN agencies

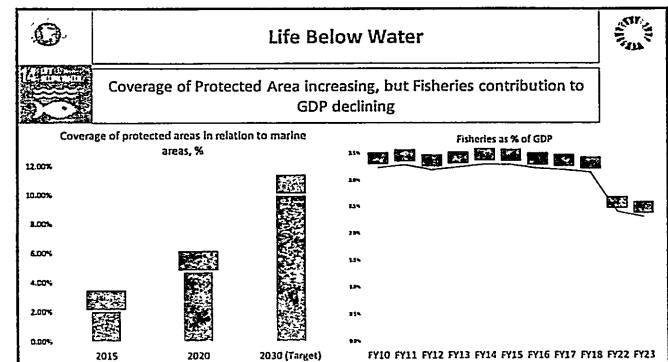
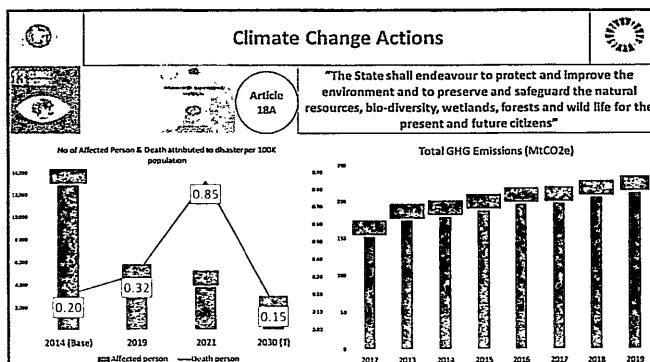
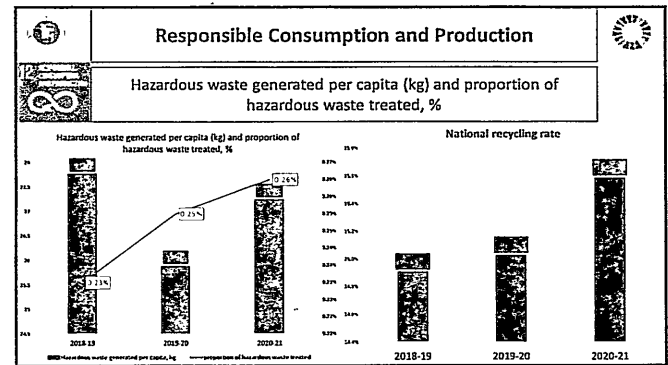
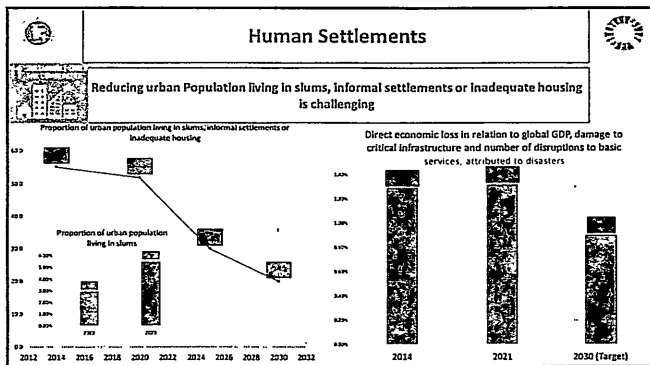
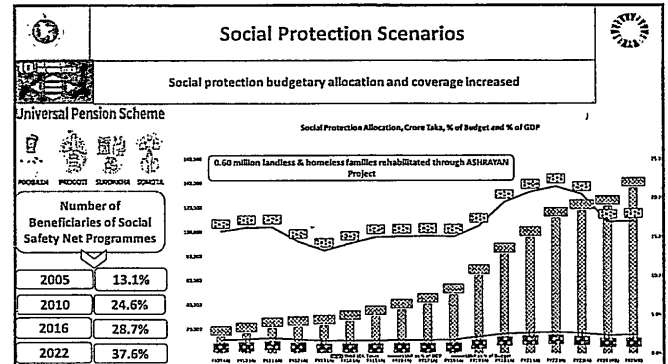
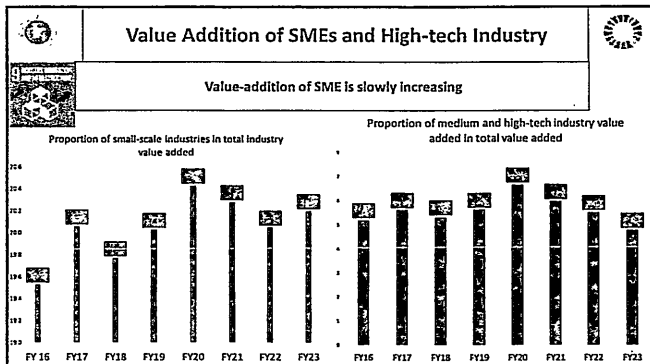
My Constituency Data Platform for the Hon'ble Member of the Parliament

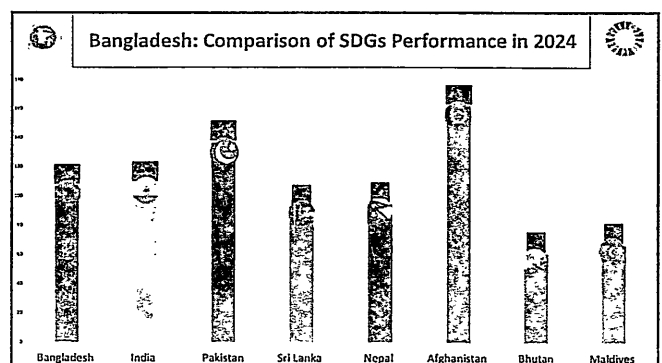
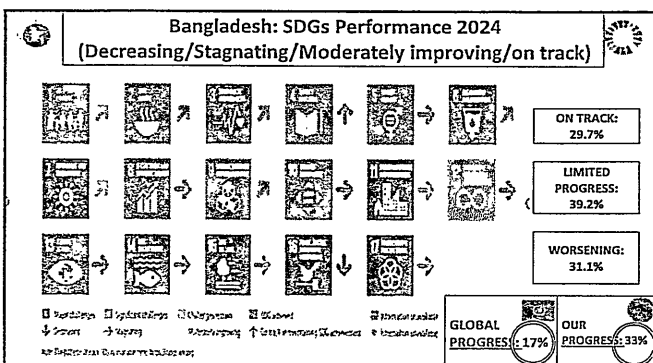
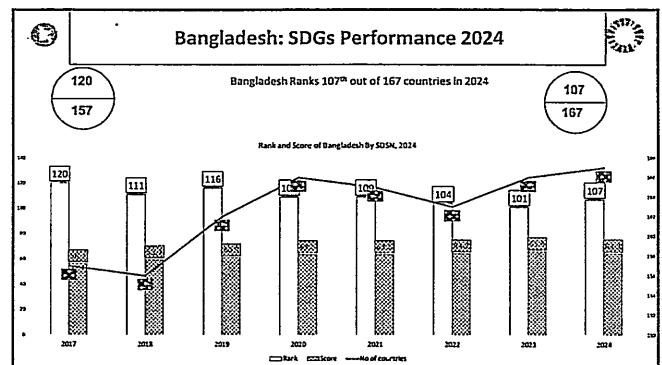
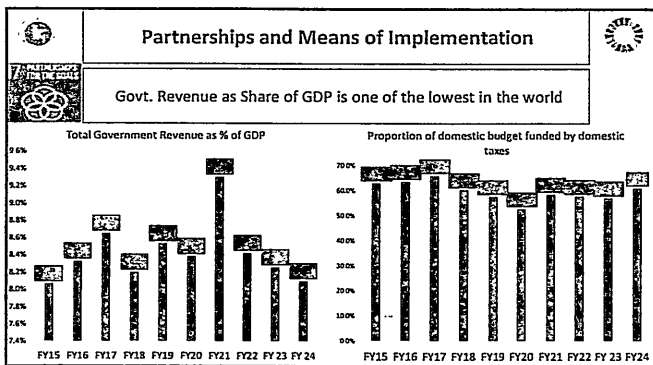
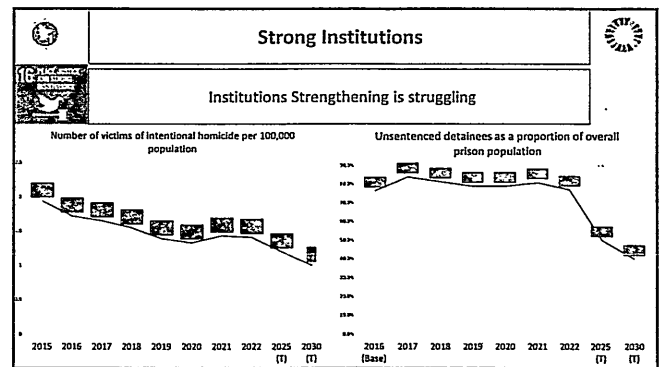
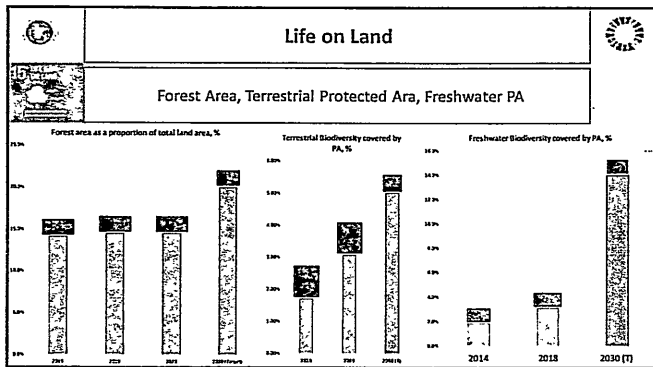
Following the Whole of the Society Approach

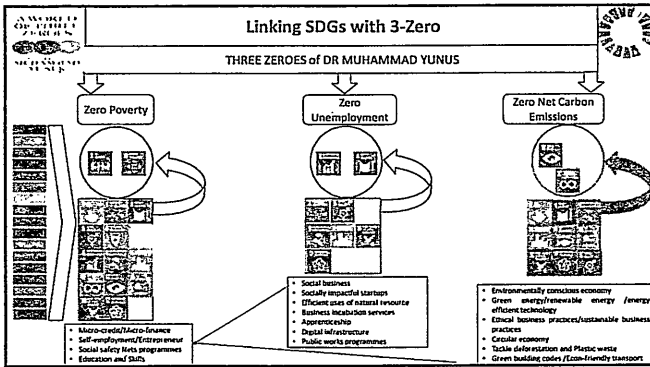












Thank You All

Module:7

Project Management and Financing

151st ACAD Training Course

Session Topics: (1) Project Proposal Development in Reference with MAF & SAF
(2) Project Appraisal

Presented by
Abu Sayed Md. Kamruzzaman, *ndc*
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Dhaka North City Corporation (DNCC)
Cell : 01711-192900, e-mail: ceo@dncc.gov.bd
Date : 12th March 2025
Organized by : BPATC

The topics can be divided into following subtopics

- Planning
- Project Concept
- Project Lifecycle
- Concept of Development
- Concept of MAF & SAF
- Project Proposal Development (DPP/TAPP/TPP/ FSP)
- Project Approval Process
- Project Management
- Project Appraisal

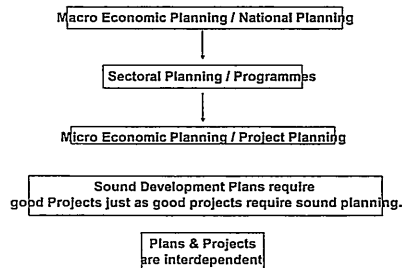
Planning

- 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



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, hence 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:

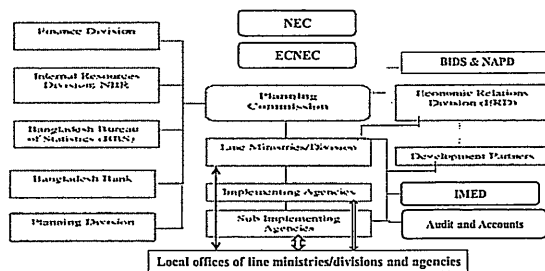
- 1953: Pakistan Planning Commission
- 1956: Provincial Planning Board created for East Pakistan & later renamed as East Pakistan Planning Department

After Liberation:

- Bangladesh Planning Commission was founded by the Father of the Nation Bangabandhu Sheikh Mujibur Rahman in 1972 as one of the first institutional milestones
- 1975: Project Implementation Bureau (PIB) under M/o Planning
- 1975: External Resource mobilization entrusted to ERD, under M/o Planning (Later ERD was placed under M/O Finance in 1988)
- 1977: Planning cells in different Ministries/ Divisions
- 1984: PIB was restructured as IMED under M/O Planning

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Development Administration in Bangladesh

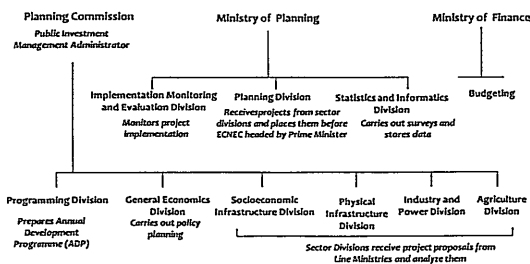


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Gross Domestic Product (GDP)

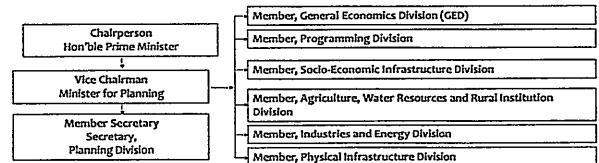
$$Y = C + I + G + X - M$$

Where, $Y = \text{GDP}$
 $C = \text{Consumption}$
 $I = \text{Investment}$
 $G = \text{Government Expenditure}$
 $X = \text{Export}$
 $M = \text{Import}$



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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; MDGs 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;

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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 role: 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, MDGs, 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

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Planning Commission Works Through Two High Powered Bodies:

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

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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 & approves 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

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OVERVIEW OF PLANNING PROCESS

14
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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 exports

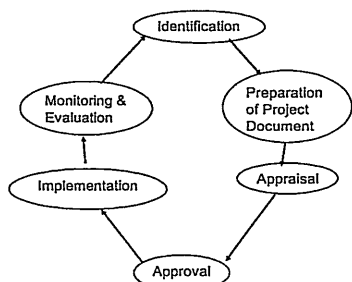
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Classification of Public Sector Projects

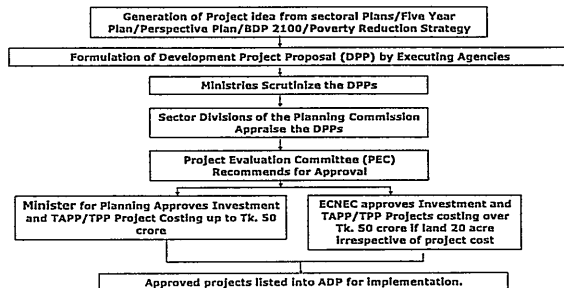
- Investment Projects/ Development Project Proposal(DPP)
- Technical Assistance Projects Proposal(TAPP)
- Technical Project Proposal (TPP)
- Study/Survey Projects(SP)
- Self Financing Projects(DPP)

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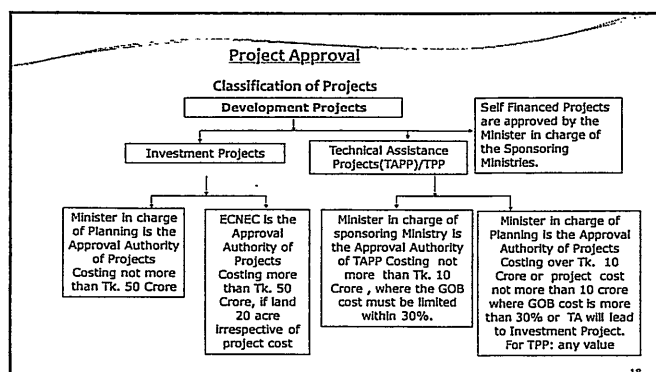
Project Cycle



Project Processing at a Glance



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Criteria for appraisal

Major criteria for appraisal

- > Relevancy of the project with the national priority, policy plans
- > Objective: S (Specific) M (Measurable) A (Achievable) R (Relevant) T (Time-bound) ?
- > Linkage among Objectives, Output and outcome
- > Existing projects of the agency, duplication (?)
- > Examination of the project duration generally 3 years
- > Overall sectoral allocation as well as MTBF. Consideration of necessary fund mobilization etc.
- > Project Costs, Unit Prices ok. ?
- > Land Acquisition - Properly done ?
- > BCR, NPV and IRR done properly ?
- > Manpower- Necessity and Clearance ?

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Major criteria for appraisal (Contd.)

- > Logical Framework, Procurement Plan (?)
- > For High Ways, roads for slow moving vehicle?
- > Morphological study for Bridges over 100 meter. Weighing machine for bridges
- > Impact on environment/climate change and vice-versa
- > Impact on poverty, women and children
- > What about Risk mitigation strategies?
- > If the proposed project is a phase of an earlier project then the Evaluation Report of previous phase prepared by IMED is needed to be considered
- > Having Exit Plan or not?
- > Impact on revenue budget after completion of the project

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Processing at Ministries/Divisions

- Project Scrutiny Committee (PSCo) will examine the project on the basis of appraisal criteria
- Ministry send the DPP to the Manpower committee of Finance Division
- Necessary steps should be taken for land acquisition and related documents should be attached in DPP (if necessary)
- After getting recast DPP/TAPP as per recommendation of PSC within 10 working days the ministry will send 20 copies to Planning Commission

Processing at Planning Commission

- > On the basis of the Appraisal criteria, PC carries out a complete appraisal of DPP
- > If the Planning Commission (PC) is not satisfied with the proposal, PC may return it to the Ministry/Division within 20 working days with comments. If not do PEC within addition 10 Le., total 30 days. If the unacceptable DPP is not returned to Ministry by 20 WD, the DPP has to be placed before PEC by next 10 WD along with reasons.
- > If the DPP needs revision due to inconsistency, error and incompleteness Planning Commission (PC) requests the Ministry/Division within 20 working days to revise and return the revised DPP to PC by 15 working days.
- > Incorporating the recommendations of PC, the corrected DPP must be submitted to the PC within 15 working days by the ministry

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Processing at Planning Commission (contd.)

- > Concerned sector division of PC submits DPP to the Project Evaluation Committee (PEC) headed by Member of the PC
- > For PEC meeting, notice needs to be served along with Working Paper at least 5 working days before the meeting
- > Minutes of the PEC meeting needs to be issued within 7 working days of the meeting
- > If recast is needed, the Ministry will send the recast DPP reflecting recommendations of the PEC within 20 working days to PC. Maximum 35 WD in exceptional cases. If delayed for genuine reasons DPP can be processed in concurrence of the HPM/HSPIM
- > If PEC recommends cost rationalization by IMED, IMED needs to do it within 15 WD and sends it to the PC & ministry. In this case the recast DPP needs to be sent to PC within 20 WD of Cost-rationalization meeting minutes.
- > If the DPP is not recast in accordance with the PEC decision of there are inconsistencies, PEC may be held again to appraise the DPP

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Processing at Planning Commission (Contd.)

At Ministry:

- Ministry send the DPP to the Manpower committee of Finance Division
- Necessary steps should be taken for land acquisition and related documents should be attached in DPP (if necessary)
- Ministry sends DPP to the Agency for recast
- If recast DPP is not sent within 35 days, it may be assumed that the sponsoring ministry will not undertake the project.

At Planning Commission:

- After receiving recast DPP after issuing of PEC minutes, Sector Division place the recast DPP to ECNEC or Planning Minister for approval within 07 days of receiving the DPP
- An approval order for each DPP has to be issued within 3 days of the Planning Minister's / approval/ECNEC approval

Informing ECNEC:

- Within 1 month of approval of investment project by the Planning Minister

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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 : Upto 50 crore. ECNEC >50 crore.

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Feasibility Study Projects

- For projects with cost estimate of Tk. 35 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 PDPP (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 DPEC.
- 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

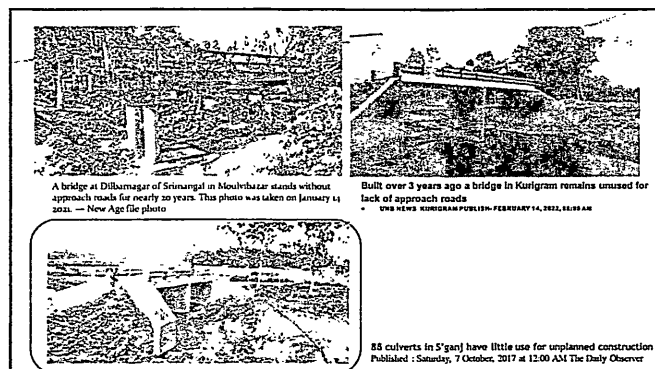
1st Revision

- 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.

MAF & SAF

- Ministry Assessment Format (MAF)
- Sector Appraisal Format (SAF)

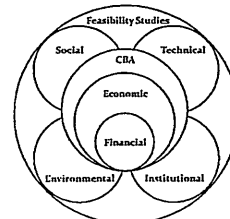
What is CBA

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 analysis
11. 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

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Discount Factor

$$FV = PV(1+R)^n$$

$$\Rightarrow PV = FV / (1+R)^n$$

$$\Rightarrow PV = FV \times 1 / (1+R)^n$$

$[1 / (1+R)^n]$ -- This part is called Discount Factor (D.F.)

We can easily calculate the Discounted value (Present Value) by multiplying D.F. with the Future value as projected in DPP

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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,
- $NPV = \text{Initial Investment Costs} + \text{the sum of present values of costs and benefits for each period within the investment horizon.}$ 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.
$$BCR = \frac{\text{Present value of benefit}}{\text{Present value of cost}}$$
- One should remember that a positive benefit is equal to a negative cost.
When,
 $BCR > 1$; the project is acceptable
 $BCR = 1$; Ambiguous
 $BCR < 1$; the project is rejected.

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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 of find out IRR quickly:

$$IRR = LRD + \frac{NPV_{LRD}}{NPV_{LRD} - NPV_{HRD}} \times (HRD - LRD)$$

- When,
LRD = Lower rate of discount at which NPV is positive
HRD = Higher rate of discount at which NPV is negative
 NPV_{LRD} = Net present value at LRD
 NPV_{HRD} = Net present value at HRD

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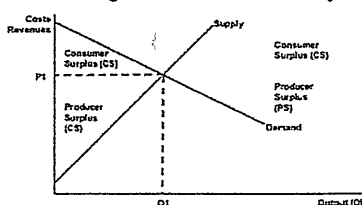
Some important Terms in preparing project documents

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 $IRR >$ market rate of interest then accept the project
- $IRR <$ market rate of interest then reject the project and
- $IRR =$ market rate of interest denotes ambiguity

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Showing allocative efficiency



Major differences between Financial & economic Analyses

	Financial	Economic
Perspective	Implementation agency (e.g. PDB)	Country economy (GOB)
Purpose	Profit maximization	Social welfare/Economic welfare
Coverage costs/benefits	of 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

1. Review the with and without case and identify the non-market effects and externalities relevant for the Economic Analysis and not included in the Financial Analysis. Note: In network sector projects (electricity, roads, water supply) the benefits are end user benefits and all costs incurred in the supply chain need to be accounted for.
2. Recast the financial cashflow with the above information
3. Remove all transfers (VAT, import taxes and subsidies paid or received by the executing agency and/or operating entity) from the market prices used in the DCF
4. Add the identified positive and negative externalities and non-market items
5. Identify and add significant indirect impacts and wider benefits if applicable. avoid double counting
6. Apply the conversion factors to move from market prices to shadow prices
7. Calculate the eNPV, eIRR and eBCR using the social discount rate
8. Analyze the sensitivity of the results to changes in the assumptions, especially the demand assumptions and calculate the guideline values

Identifying benefits of network-sector projects Power sector

Economic benefits	Valuation methods	Counterfactual
Increase and diversification of energy supply to meet increasing demand	Willingness to pay (WTP) for a certain energy consumption	- Displacement: better, more cost-effective alternative to meet a certain demand
Increase of security and reliability of energy supply	WTP for increased security and reliability of supply (e.g. value of lost load in electricity)	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply
Reduction of energy costs for substitution of the energy source	Voluntary replacement costs of the substitution (excluding energy consumption)	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply
Market integration	Cost savings (reduced transaction costs, reduced consumer surplus + producer surplus + corporate profit for electricity)	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply
Increased energy efficiency	Voluntary replacement costs of the energy waste (e.g. Shadow price of CO ₂ emissions)	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply
Reduction of CO ₂ emissions	Shadow price of CO ₂ emissions	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply
Reduction of air pollution	Shadow price of air pollution	- Displacement: better, more cost-effective alternative to increase security and reliability of energy supply

Identifying benefits of network sector projects (ii/iii)

Economic benefit	Valuation method	Counterfactual
Increase in efficiency for consumption	Variation in economic costs of the energy source fuel	Business as usual
Increase of comfort	Variation in economic costs of the energy source fuel	Economic energy cost sustained to maintain a thermal comfort temperature through the winter, the project introduction of energy production
Reduction of GHG emissions	Shadow price of GHG emissions	Business as usual
Reduction of air pollutant emissions	Shadow price of air pollutants	Business as usual

Identifying benefits of network sector projects
Transport sector

Effect	Valuation method
Travel time savings	- Stated preferences - Revealed preferences (multisource household/business surveys) - Cost saving method
Vehicle Operating Costs savings	Market value
Operating costs of carriers	Market value
Accidents savings	- Stated preferences - Revealed preferences (indirect wage method) - Human capital approach
Variation in route emissions	- With the TA compensation - Increment cost method
Variation in air pollution	Shadow price of air pollutants
Variation in GHG emissions	Shadow price of GHG emissions

social discount rate

$$r = \delta + \gamma g = \frac{1}{2} \alpha \gamma \alpha^2 + \gamma \alpha^2$$

The first part of the equation gives the δ of the first year (year 0). The second part shows the rate between year 0 and year 1. Assume that the rate is 1% for the second year of the equation results are:

1.1% year 0 (first year)
 1.1% year 1 (second year)
 1.1% year 2 (third year)
 1.1% year 3 (fourth year)
 1.1% year 4 (fifth year)
 1.1% year 5 (sixth year)
 1.1% year 6 (seventh year)
 1.1% year 7 (eighth year)
 1.1% year 8 (ninth year)
 1.1% year 9 (tenth year)

Source: A

Exercise
Estimate of the SDR for Bangladesh

An example from another country

Estimate of the SDR for Bangladesh by using the IMF and Bangladesh

Source: IMF and Bangladesh

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LFA Matrix summarizes the information available for applying the appraisal criteria used in project appraisal

	Relevance	Effectiveness	Efficiency	Impact	Sustainability
Overall Goal (OG)	The degree to which the project can be justified on the grounds of national or international priorities.	The extent to which the project is likely to achieve the objectives it has been set.	How resources are used to achieve the project's objectives.	The physical and economic benefits of the project.	The extent to which the project's effects will be sustained after the completion of the project.
Project Purpose (PP)					
Output (OP)					
Input (IP)					

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-The decision-making framework

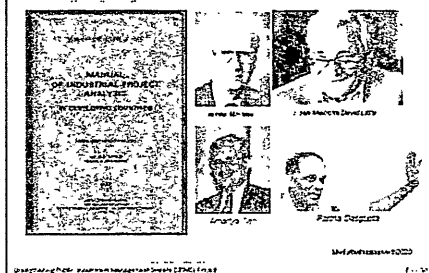
CBA Decision rules

CBA outcomes	EIRR < SDR ENPV < 0; EBCR < 1	EIRR > SDR ENPV > 0 EBCR > 1
FIRR < FDR FINPV < 0 FBCR < 1	NO GO	GO and Finance the gap
FIRR > FDR FINPV > 0 FBCR > 1	GO & Tax or Internalize the welfare costs	GO but no subsidies

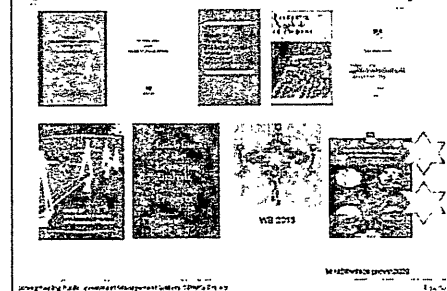
**Decision making
framework for
public funding
of development
projects**

ERR = Economic Internal Rate of Return
 FIR = 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

Thanks for your patient hearing and responses that made the sessions lively & interactive

Critical aspects of Complex and Big Projects management

Presenter: Mohammad Abdur Rouf
Secretary
Bridges Division
&
Executive Director
Bangladesh Bridge Authority

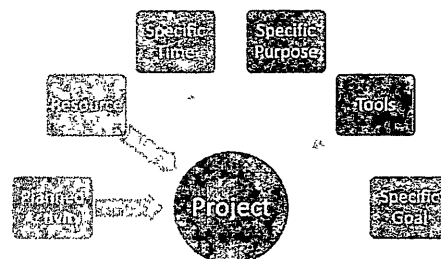
What is Mega Project

According to the Project Management Body of Knowledge (PMBOK), a megaproject is a large-scale, complex venture that typically

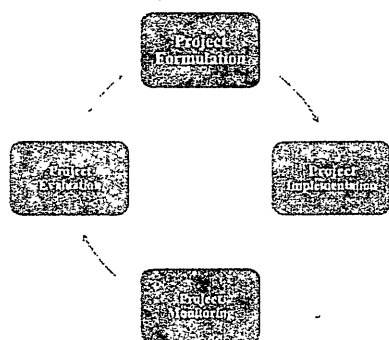
- costs more than \$1 billion
- takes many (at least 5 years) years to build
- involves multiple public and private stakeholders, and
- impacts millions (at least 1.0 million) of people.

Types of other Projects

- Investment projects (under ADP, JICA etc)
- Feasibility study projects
- Technical Assistance projects
- Projects from own-fund (BPC, BBA, Petrobangla etc.)



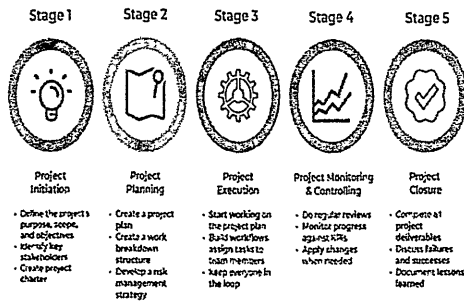
Project Cycle



Project management

- Project management can be defined as the discipline of applying specific processes and principles to initiate, plan, execute and manage the way that new initiatives or changes are implemented within an organization.
- Project management is different to management of business as usual activity, which is an ongoing process, as it involves creating new work packages to achieve agreed ends or goals.

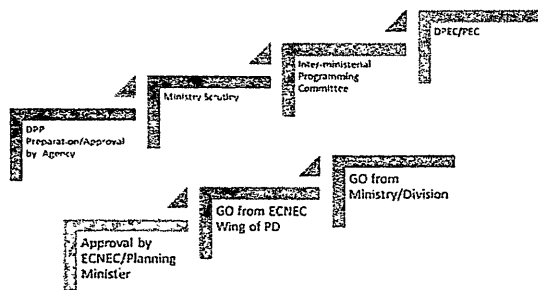
Stages of Project Management



Challenges in Project initiation stage

- Political or Personal Interest in Project Selection.
- Lack of :
 - Organizational Capacity.
 - Proper demand/ need Analysis
 - Technical Analysis
 - Management Analysis
 - Financial Analysis
 - Economic Analysis
 - Environmental Analysis
 - Social Analysis
 - Legal Analysis
 - Stakeholder Consultation.

Project planning stage



Challenges in Project planning stage

- Receiving the FSR from the Consultant.
- Faulty DPP.
- Project Funding.
- Unnecessary Project Cost.
- Inappropriateness of Project.

Challenges in Project execution and monitoring stage

- Conditionality of Development Partners.
- Fund Release.
- Variation.
- Complexity in Land Acquisition.
- Unchartered Utility Network.
- Tendency to award lowest bidder.
- Utility Relocation.
- Selection of the Tenderer/Party.
- Stakeholder's non co-operation.
- Political Unrest.
- Covid, SARS Pandemic, etc.
- Natural Disaster/Calamities

Challenges in Project execution and monitoring stage

- Exchange Rate.
- Price Escalation.
- Litigation/ Arbitration.
- Lack of Co-ordination among the Departments
- Lack of Expertise.

Challenges

- Additional Cost due to variations.
- Insufficient contingency sum allocation for Price Adjustment
- Late Commencement date due to Covid-19 pandemic; and global inflation in post pandemic.
- Insufficient provisional sum, utility diversion is neither within the scope of work nor included in the loan agreement.
- BREB underground diversion is very costly.

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Takeaways

- ❑ Padma Multipurpose Bridge is a Mega Project constructed by the own fund of the Government through overcoming all challenges;
- ❑ Padma Bridge is constructed considering Economic, Social, Environmental aspects/benefits with world class standards;
- ❑ The Bridge is generating revenues and saving valuable time of the people of 21 districts of South-West Bangladesh.

Metro Rail Projects: Time-bound Action Plan 2030

Line Color	Name of MRT Line	Expected Year of Completion	Type	Funding
Green	MRT Line-6	2025	Elevated	JICA
Red	MRT Line-1	2026	Elevated & Underground	JICA
Blue	MRT Line-3	2027	Elevated & Underground	JICA
Orange	MRT Line-2	2030	Elevated & Underground	JICA
Purple	MRT Line-5	2030	Elevated & Underground	JICA
Black	MRT Line-4	2030	Elevated & Underground	Asian Bank

Metro Rail Projects: Time-bound Action Plan 2030

Projects are being implemented by JICA ODA Loan

- Dhaka Mass Rapid Transit Development Project (Line-6)
- Dhaka Mass Rapid Transit Development Project (Line-1)
- Dhaka Mass Rapid Transit Development Project (Line-5): Northern Route

Projects are being Implemented by ADB ODA Loan

- Dhaka Mass Rapid Transit Development Project (Line-5): Southern Route [PRF] - ADB
- Dhaka Mass Rapid Transit Development Project (Line-5): Southern Route (ADB + Korean Exim Bank)

Challenges in operating the Metrorail (in general)

- Providing a one-time grant of 850 (eight hundred and fifty) crores taka as seed money to DMTCL for the commercial operation, maintenance and depreciation expenses of MRT Line-6;
- The experience of the metro rail operating companies shows that the maximum income for metro rail operation and maintenance is 60%-65% from rent.
- The remaining 35%-40% of the income is provided by subsidies from the government/local government or from non-rail businesses. As an alternative, Transit Oriented Development (TOD) Hub and Station Plaza should be constructed; and
- Like other projects, the government should make arrangements for repayment of foreign debt for the Metrorail project.

Challenges in operating the Metrorail (Line based)

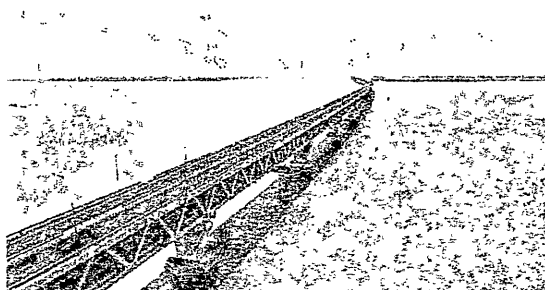
MRT Line-6

- Metro trains will operate from Kamapur Terminal Metrorail Station of MRT Line-6 in three and a half minutes on Headway; to start operating metro trains from both ends at the same time and to ensure safe and comfortable travel for passengers using Kamapur Terminal Metrorail Station, land owned by Bangladesh Railways has been allocated at a symbolic price in favor of DMTCL for the construction of a Scissor Crossing and two stabling lines towards Rajarbagh after Kamapur Terminal Metrorail Station.
- MRT Line-1
- Traffic management during service transfers and construction of Metrorail stations.

Challenges in Project closure stage

- Cost Overrun.
- Time Overrun.
- NPV, IRR, RoI.
- Payback Complexity.
- Conditional Loan.

Padma Bridge



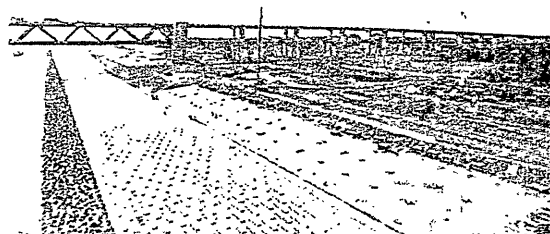
Project Name:.	Construction of Padma Multipurpose Bridge Project
Project Period (Original):	01 July 2007 to 30 June 2015
Project Period (Revised):	01 January 2009 to 30 June 2024
Project Cost (Original):	BDT 10,161.75 Crore
Project Cost (Revised):	BDT 32,605.52 Crore
Actual Cost:	BDT 30,770.14 Crore
Cost over-run (% of original Cost)	BDT 20,608.38 Crore (202.80%)
Date of Completion:	30 June 2024

- ☐ Padma Bridge was inaugurated on 25th June 2022;
- ☐ Experts from 20 Foreign Countries involved in Construction
- ☐ Daily Toll income: more than 2.0 crores (BDT)
- ☐ Daily Traffic: more than 15,000 vehicles
- ☐ Total Revenue Collected till 19.3.25: 2246.41 Crores
- ☐ Total Traffic till 19.3.25: 1.72 Crores

Challenges in Construction of Padma Bridge

- Difficulties in pile driving
- Difficulties in pile splicing
- Difficulties in truss fabrication
- Difficulties in truss erection
- Resettlement issues due to land acquisition
- Difficult construction conditions :
 - i. the river flow velocity of 4.6m/s in the main river channel has not been seen in conventional bridge construction conditions.
 - ii. the river water has high sand content and the construction channel is silted all the year round.
- Complexity in River training works

River Training Works



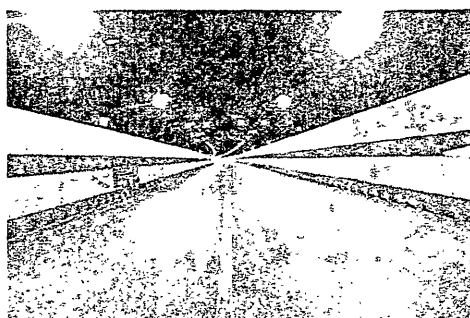
Challenges in operating the Metrorail (Line based))

- **MRT Line-5: Northern Route**
- Accelerate the acquisition of necessary land through transfer.

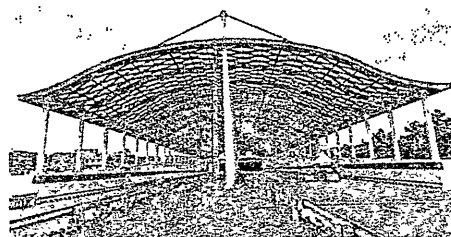
- **MRT Line-5: Southern Route**
- ❖ Accelerate the DPP approval of the investment project of MRT Line-5: Southern Route; and
- ❖ Implementing the project in coordination with Korean EDCF and ADB

Karnaphuli Tunnel- O&M

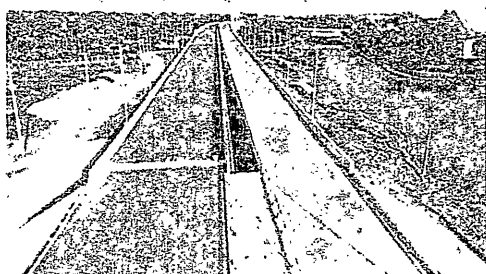
a) Name of O&M Operator	: China Communications Construction Company Limited (CCCC Ltd.)
b) Date of Contract Signing	: 07 December 2022
c) Commencement date	: 01 August 2023
d) Contract Value	: BDT 983. 83 crore
e) Completion Date	: 31 July 2028
f) Up to Paid Amount (Including Utility) From 01 August to 31 December 2024	: BDT 391.26 crore
g) Average Monthly Expenditure (From 01 August to 31 December 2024)	: BDT 23.02 crore
h) Up to Revenue from Toll (29 October 2023 to 28 February 2025)	: BDT 51.74 crore
i) Average Monthly Revenue from Toll	: BDT 3.04 crore



Inside of Karnaphuli Tunnel



• Rain Shelter of Karnaphuli Tunnel



• Viaduct of Karnaphuli Tunnel

Karnaphuli Tunnel

Reasons for higher expenses than income: According to the feasibility report,

- 7.6 million vehicles are expected to use the tunnel annually, but currently 1.29 million vehicles are using the tunnel annually.
- Income is lower due to reduced car usage of Tunnel.
- The higher expenses are a result of the monthly contract costs being greater than the income which is 19.98 Crores BDT.

Ways to overcome the described problem:

During the feasibility study for the Karnaphuli Tunnel-

- It was anticipated that several key developments like a well-developed road network, development of township, establishment of large-scale industrial development (CEIZ, KEPZ), implementation of planned deep-sea port in Sonadia island would significantly enhance its economic returns.
- However, since these projects are still in the planning or construction phase, their contributions have not yet materialized.
- Moreover, new connectivity with Cox's Bazar has not been achieved through the construction of Marine Drive.

- Restrictions for slow moving vehicle, two-wheeler, three-wheeler, vehicle with explosives, dangerous goods are also prime reason for poor economic performance.
- Additionally, given that the tunnel is only in its second year of operation, it is premature to comprehensively assess its economic performance in respect to the consideration of the feasibility study.

Question & Answer
(Open Discussion)
Thank You

স্বাগতম

Metroline Network of Bangladesh: Sharing of Experience and Knowledge in the context of Dhaka city

উপস্থাপনা: মোহাম্মদ আবদুর রউফ
সচিব,
সেতু বিভাগ
ও
নির্বাহী পরিচালক
বাংলাদেশ সেতু কর্তৃপক্ষ

ঢাকা মহানগরী ও পার্শ্ববর্তী এলাকার যানজট নিরূপণ ও পরিবেশ উন্নয়নের লক্ষ্যে বিশ্বব্যাংকের সহায়তায় প্রয়োজনীয় সমীক্ষা শেষে ২০০৫ সালে বাংলাদেশ সরকার The Strategic Transport Plan (STP) 2005 প্রণয়ন করে। STP-তে BRT (Bus Rapid Transit) Route (Line-1, Line-2, Line-3) ও MRT (Mass Rapid Transit) Route (Line-4, Line-5, Line-6) এবং ৩০০ কিলোমিটার দৈর্ঘ্যের মহাসড়ক উন্নয়ন পরিকল্পনা অন্তর্ভুক্ত করা হয়। উক্ত STP ২০০৮ সালে অনুমোদিত হয়। The Japan International Cooperation Agency (JICA) ও Dhaka Transport Coordination Authority (DTCA) ২০০৯ সালে দুই খণ্ডে Urban Transport Network Development Study (DHUTS) প্রকল্পে একটি সমীক্ষা পরিচালনা করে। DHUTS 1-এর অওতায় MRT Line-6 (উত্তর থেকে দক্ষিণ পর্যন্ত পরিকল্পিত রুট) এবং BRT Line-3 কে Prioritize করা হয়। DHUTS 2 এর অওতায় ২০১১ সালে MRT Line-6 এর উপর Feasibility Study সম্পন্ন করা হয়। পরবর্তীতে "ঢাকা যান চ্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (ডিএমআরটিডিপি)" শীর্ষক প্রকল্পের Development Project Proposal (DPP) গত ১৮ ডিসেম্বর ২০১২ তারিখ অবধি একনেক কর্তৃক অনুমোদিত হয়। প্রকল্পটি JICA'র অর্থায়নে বাস্তবায়িত হচ্ছে। উল্লেখ্য, বাংলাদেশ ও জাপান সরকারের মধ্যে ২০১০ সালের ২০ ফেব্রুয়ারি প্রথম কল চুক্তি স্বাক্ষরিত হয়। পরবর্তীতে JICA-এর সঙ্গে এমআরটি লাইন-৬ এর জন্য এপেক্সটি, এমআরটি লাইন-১ এর জন্য ডিএক্সটি, এমআরটি লাইন-৫: নর্দার্ন রুট এর জন্য ডিএক্সটি কল চুক্তি স্বাক্ষরিত হয়। এই কল চুক্তির অধীনে পরিমাণ সর্বমোট ৬,২৫,৪৪১ মিলিয়ন ইয়েন। এছাড়া ADB-এর সঙ্গে এমআরটি লাইন-৫: সাউদার্ন রুট (শিয়ারহাট) এর জন্য ৩৩.২৬ মিলিয়ন USD এর ১(এক)টি কল চুক্তি স্বাক্ষরিত হয়।

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ডিএমটিসিএল এর সুপকল্প

বীচবে সময়, বীচবে পরিবেশ
যানজট কমাতে মেট্রোরেল

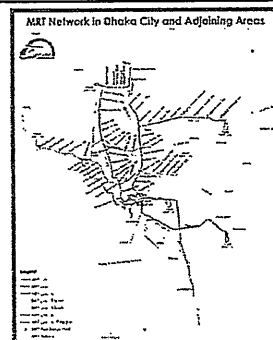
ডিএমটিসিএল এর অভিলক্ষ্য

দ্রুতগামী, নিরাপদ, নির্ভরযোগ্য, শীতাতপ নিয়ন্ত্রিত, সবর-সাপ্রদী, বিদ্যুৎ চালিত, পরিবেশবান্ধব ও দূরনিয়ন্ত্রিত অত্যাধুনিক প্রযুক্তিনির্ভর গণপরিবহন ব্যবস্থা প্রবর্তনের মাধ্যমে ঢাকা মহানগরী ও তৎসংলগ্ন পার্শ্ববর্তী এলাকার যানজট নিরূপণ

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ক্রম	এমআরটি লাইনের নাম	দৈর্ঘ্য (কিলোমিটার)	লাইনের রং	সম্ভাব্য সমাপ্তির সাল	ধরণ
১.	এমআরটি লাইন-৬	২১.২৬	সবুজ	২০২৫	উড়াল
২.	এমআরটি লাইন-১	৩১.২৪১	লাল	২০২৬	উড়াল ও পাড়াল
৩.	এমআরটি লাইন-৫: নর্দার্ন রুট	২০.০০	আকাশী	২০২৮	উড়াল ও পাড়াল
৪.	এমআরটি লাইন-৫: সাউদার্ন রুট	১৭.২০	কমলা	২০৩০	উড়াল ও পাড়াল
৫.	এমআরটি লাইন-২	৩৫.০০ সম্ভাব্য	বেগুনী	২০৩০	উড়াল ও পাড়াল
৬.	এমআরটি লাইন-৪	১৬.০০ সম্ভাব্য	নীল	২০৩০	উড়াল ও পাড়াল
২০৩০ কর্মসমাপ্তির জন্য অনুযায়ী মোট দৈর্ঘ্য=		১৪০.৮৩ কিলোমিটার			

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Total = 140.83 Kilometers

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এমআরটি লাইন-৬ বাণিজ্যিকভাবে চালু

- গত ২৮ ডিসেম্বর ২০২২ তারিখ মেট্রোরেলের উত্তর উত্তর আগারগাঁও পর্যন্ত অংশ প্রবন খাশে এবং গত ০৪ নভেম্বর ২০২৩ তারিখ আগারগাঁও থেকে মতিবিল পর্যন্ত অংশ দ্বিতীয় খাশে বাণিজ্যিকভাবে চালু করা হয়;
- শুরুকার ব্যক্তি প্রতিদিন সকাল ০৭.১০ মিনিট থেকে রাত ০৯.০০ ঘটিকা পর্যন্ত উত্তর উত্তর হতে মতিবিল স্ট্রেট এবং সকাল ০৭.৩০ মিনিট থেকে রাত ১০.১৪ মিনিট পর্যন্ত মতিবিল থেকে উত্তর উত্তর স্ট্রেট নির্ধারিত Headway (দুই মিনিটের মধ্যবর্তী সময়) অনুযায়ী মেট্রো বাণিজ্যিকভাবে চলাচল করছে;
- প্রতি শুরুর দুপুর ০৩.০০ ঘটিকা থেকে রাত ০৯.০০ ঘটিকা পর্যন্ত উত্তর উত্তর হতে মতিবিল স্ট্রেট এবং দুপুর ০৩.২০ মিনিট থেকে রাত ০৯.৪০ মিনিট পর্যন্ত নির্ধারিত Headway অনুযায়ী মেট্রো বাণিজ্যিকভাবে চলাচল করছে; এবং
- বর্তমানে দৈনিক গড়ে প্রায় ৩ লক্ষ যাত্রী উত্তর, আনন্দ ও প্রয়োজনে স্বল্প সময়ে মেট্রোরেলে যাতায়াতের সুবিধা ভোগ করছেন।

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-৬ এর প্যাকেজভিত্তিক বাস্তবায়ন অগ্রগতি (চলমান...)

পর্যায়ের প্রতিষ্ঠান: NKDM Association

প্যাকেজ নম্বর এবং প্যাকেজের নাম	অগ্রগতি	প্রকায়ী প্রতিষ্ঠান
সিপি-০১: বিশেষ এগারতর খুনি উন্নয়ন	১০০%	Tekyu Construction Company Limited
সিপি-০২: বিশেষ এগারতর পূর্ব কাজ	১০০%	ITD-Sinhydro JV
সিপি-০৩ ও ০৪: উত্তর উত্তর থেকে আগারগাঁও পর্যন্ত ১১.৭৩ কিলোমিটার ভায়াজাই ও ৯টি স্টেশন নির্মাণ	১০০%	Italian-Thai Development Public Company Limited (ITD)
সিপি-০৫: আগারগাঁও থেকে কারওয়ান বাজার পর্যন্ত ৩.১৯২ কিলোমিটার ভায়াজাই এবং বিমর সরিষা, ফার্মসেট ও কারওয়ান বাজার মেট্রোরেল স্টেশন নির্মাণ	১০০%	Tekken-Abdul Monem Limited-Abenku JV
সিপি-০৬: কারওয়ান বাজার থেকে মতিবিল পর্যন্ত ৪.১২২ কিলোমিটার ভায়াজাই এবং সাহাংগা, দিবা বিশ্ববিদ্যালয়, সাংসদেপ সড়িকায় ও মতিবিল মেট্রোরেল স্টেশন নির্মাণ	১০০%	SMCC-ITD JV
সিপি-০৭: ইলেকট্রিক্যাল ও মেকানিক্যাল সিস্টেম	১৮.৭০%	Marubeni-Larsen & Toubro (L&T) JV

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-৬ এর প্যাকেজভিত্তিক বাস্তবায়ন অগ্রগতি

প্যাকেজ নম্বর এবং প্যাকেজের নাম	অগ্রগতি	প্রকায়ী প্রতিষ্ঠান
সিপি-০৮: রোলিং স্টক (রেল কোচ) ও বিশেষ ইকুইপমেন্ট সংগ্রহ	২৬.২৮% Maintenance Support Service (MSS) চাকর	Kawasaki- Mitsubishi Consortium (KMC)
সিপি-০৯: Enterprise Resource Management System (ERMS)	পর্যায়ের দুখ্যায়ন কার্যক্রম চলমান	প্রকায়ী প্রতিষ্ঠান নিয়োগের কার্যক্রম প্রক্রিয়াক্রম
মতিবিল থেকে কমলাপুর পর্যন্ত ১.১৬ কিলোমিটার ভায়াজাই এবং কমলাপুর মেট্রোরেল স্টেশন নির্মাণ	৪৬.০৭%	সিপি-০৩ ও ০৪ এর প্রকায়ী প্রতিষ্ঠান তেরিফেপের নাথ্যে কাজ করছে

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করাট প্যাকেজ সিপি-০৭ এর বাস্তবায়ন অগ্রগতি

Item	MRT Line-6 CP-7: S&T, Electrical and Track		
	Total (number)	Completed (number)	Remarks
ASS	44	44	Functioning
RSS	2	2	Functioning
TSS	8	8	Functioning
ESS	8	8	Functioning
Lift	83	83	Functioning
Escalator	107	107	Functioning
Ticket Vending Machine (TVM)	88	88	Functioning
Passenger Gate (PG)	202	202	Functioning
TOM, EFO	98	98	Functioning
PSD Equipment	1320	1320	Functioning
TRACK	Main Line Up/Down 40.4Km Depot 30Km		
OCS	Functioning		
S & T	Functioning		
Physical Progress	98.10%		

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সিপি-০৮: রোলিং স্টক (রেল কোচ) ও বিশেষ ইকুইপমেন্ট সংগ্রহ কাজের বাস্তবায়ন অগ্রগতির সর-সংক্ষেপ

ক্রম	চুক্তি অনুযায়ী সরবরাহকৃত প্রধান আইটেম	পরিমাণ/সংখ্যা	উত্তর ভিত্তিতে সরবরাহ প্রায়	Taking over সনদের বাধ্যমে ডিএনটিসিএল এর নিকট প্রকল্প হতে হস্তান্তর	Taking over সনদের বাধ্যমে ডিএনটিসিএল এর নিকট প্রকল্প হতে হস্তান্তর
১	রোলিং স্টক (মেট্রো ট্রেন সেট) (৬ EMU কোচ/ট্রেন)	২৪ সেট মেট্রো ট্রেন	সংকল্পটি (২৪ সেট মেট্রো ট্রেন)	২০ সেট মেট্রো ট্রেন	০১ সেট মেট্রো ট্রেন
২	বিশেষ ইকুইপমেন্ট	৭২ ক্যাটাগরি (A to M)	সকল ক্যাটাগরি (৭২ ক্যাটাগরি)	৭১ ক্যাটাগরি	০১ ক্যাটাগরি

নথ্য: বিশেষ ইকুইপমেন্টের অন্তর্ভুক্ত সবশি আছে ০১টি লাইটন Maintenance Management System (MMS), যা ইন্ডোরে বাস্তবায়িত বিশেষ প্লট ও ইকুইপমেন্ট-এর ইন্ডোরে বাস্তবায়িত ফ্লোর কার্যক্রম সফটিং Computer Based ইন্ডোরে Software Integration এর নিকট Taking Over এর কার্যক্রম চলমান আছে।

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-৬ এর মতিবিল থেকে কমলাপুর পর্যন্ত অংশের বাস্তবায়ন অগ্রগতি

বিষয়	সেট সংখ্যা	সম্পন্ন সংখ্যা	সকল
পাইল	১৭টি	১৭টি (১০০%)	
পাইল কাশ	৬১টি	৫৭টি	সেপ্টেম্বর-২০২৪
ভায়াজাই পিয়ার	৩৯টি	৩৫টি	ফেব্রুয়ারি-২০২৪
স্টেশন কলার	৩০টি	৩০টি (১০০%)	
স্টেশন লেভেল	২১টি	২১টি (১০০%)	
স্টেশন ইন্ডোরে (শালা)	২টি	০৪টি	এপ্রিল-২০২৪
স্টেশন শালাসেট ওয়াল	১-১৪টি	৭০২টি	এপ্রিল-২০২৪
কমলাপুর স্টেশন নির্মাণ	Concourse level	১১০ মিটারের মধ্যে ১৫৭.০০ মিটার Concourse Level গ্রাউন্ড কাটিং সম্পন্ন হয়েছে	সেপ্টেম্বর-২০২৪
	Platform level	Platform, Track beam and slab এর কাজ চলমান রয়েছে	এপ্রিল-২০২৫
সার্বিক অগ্রগতি	১০০%	৪৬.০৭%	

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এমআরটি লাইন-৬ এর বৈদেশিক সহায়তা অংশের ঋণ সুদসহ পরিশোধের অগ্রগতি

ক্রম	কিস্তি নম্বর	পরিশোধের তারিখ	পরিশোধিত কিস্তি	পরিশোধিত সুদ	পরিশোধিত সুদসহ কিস্তি
১.	প্রথম	১৯ জুন ২০২০	৭,৮২,৯৬,৫৮০/-	৪৭,০২,৭২,৪৮০/-	৪৭,২২,৭৬,০৬০/-
২.	দ্বিতীয়	১২ নভেম্বর ২০২০	৭,৮২,৯৬,৫৮০/-	২,০৩,০০,২৯২/-	১০,২০,০০,৫৭২/-
৩.	তৃতীয়	০৬ মে ২০২১	৭,৮২,৯৬,৫৮০/-	২,২৯,০২,০০৮/-	১০,২২,০০,৫৮৮/-
মোট			২৩,৫৮,৮৯,৬৪০/-	৪২,০৬,৭৪,৭৮০/-	৭৫,৬৫,৬৪,৪২০/-

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উত্তরা উত্তর থেকে টাঙ্গী পর্যন্ত বর্ষিতকরণ

সম্ভাব্য দৈর্ঘ্য	: ৭.৫০ কিলোমিটার
সম্ভাব্য স্টেশন সংখ্যা	: ৫টি [দিয়াবাড়ি বাজার-সোনারগাঁও ছনপথ পশ্চিম- সোনারগাঁও ছনপথ পূর্ব-টাঙ্গী বাজার-টাঙ্গী মেট্রোরেল স্টেশন]
সম্ভাব্য মেট্রোরেল স্টেশন ও রুট এ্যানালিসিস	: উত্তরা উত্তর-দিয়াবাড়ি বাজার-সোনারগাঁও ছনপথ পশ্চিম- সোনারগাঁও ছনপথ পূর্ব-টাঙ্গী বাজার-টাঙ্গী রেলওয়ে স্টেশন

অগ্রগতি

Pre-feasibility Study সম্পন্ন হয়েছে। পরবর্তী কার্যক্রম গ্রহণের প্রক্রিয়া চলমান আছে।

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প্রকল্পের নাম	: ঢাকা হাঙ্গল রাস্তা পূর্ব-টাঙ্গী রেলওয়ে স্টেশন পর্যন্ত প্রকল্প (লাইন-১)
প্রকল্পের মেয়াদকাল	: ০১ সেপ্টেম্বর ২০১৯ হতে ৩১ ডিসেম্বর ২০২৬
প্রকল্পের প্রায়শচিত্ত	বেট : ৫০.১৭৭.০৬ কোটি টাকা খিওবি : ১৪.৫২৬.৭৪ কোটি টাকা (২৯.১১%) আইসি : ৩২.৪৫০.৩২ কোটি টাকা (৭০.৯৬%)
৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত প্রকল্পের অগ্রগতি	বেট : ৩,০৩০.২০ কোটি টাকা (৬০.৬২%) খিওবি : ২,৪১২.৪৮ কোটি টাকা (৬৬.৬৬%) আইসি : ৬১০.৭২ কোটি টাকা (১৯.৬৬%)
রুট	বিমানবন্দর রুট : বিমানবন্দর থেকে কমান্ডার্স (১২টি মেট্রোরেল স্টেশন) পূর্বের রুট : নতুন বাজার থেকে পিতলপত্র ডিও (১০টি মেট্রোরেল স্টেশন)
দৈর্ঘ্য	বেট : ৩১.২৪৫ কিলোমিটার পাঠান : ১২.৮৭২ কিলোমিটার উড়াল : ১৯.৩৬৯ কিলোমিটার
নির্মাণ কালের কনস্ট্রাক্ট প্যাকেজ	: ১২টি

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-১ এর গ্যাজেটভিত্তিক বাস্তবায়ন অগ্রগতি (চলমান...)

প্যাকজের নাম: NKDOS2

গ্যাজেট নম্বর এবং গ্যাজেটের নাম	অগ্রগতি	প্রকল্পের প্রকৃতি
সিপি-০১: পিতলপত্র ডিওর স্থানীয় উন্নয়ন	৮৯%	TOKYU CONSTRUCTION CO. LTD (Japan) and MAX INFRASTRUCTURE LIMITED- JV
সিপি-০২: ডিওর এলাকার পূর্ত কার্য ও ভবন নির্মাণ	দরপত্র অফার কার্যক্রম বিভিন্ন পর্যায়ে প্রক্রিয়াধীন	নিয়োগ প্রক্রিয়াধীন
সিপি-০৩: কমান্ডার্স থেকে রাস্তা পূর্ব পর্যন্ত বৈদ্যুতিক লাইন ও স্টেশন নির্মাণ		
সিপি-০৪: রাস্তা মেট্রোরেল স্টেশনের উত্তর প্রান্ত থেকে নতুন বাজার পর্যন্ত ৪.৪৪ কিলোমিটার দীর্ঘ পাতাল বৈদ্যুতিক লাইন এবং অফিস ভবন, বাজা, উত্তর বাজা ও নতুন বাজার পাতাল মেট্রোরেল স্টেশন নির্মাণ		
সিপি-০৫: রাস্তা থেকে নতুন মেট্রোরেল স্টেশন হয়ে নতুন বাজার মেট্রোরেল স্টেশনের উত্তর প্রান্ত পর্যন্ত ৩.৩৬ কিলোমিটার দীর্ঘ পাতাল বৈদ্যুতিক লাইন ও নতুন পাতাল মেট্রোরেল স্টেশন নির্মাণ		

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-১ এর গ্যাজেটভিত্তিক বাস্তবায়ন অগ্রগতি (চলমান...)

গ্যাজেট নম্বর এবং গ্যাজেটের নাম	অগ্রগতি	প্রকল্পের প্রকৃতি
সিপি-০৬: নতুন মেট্রোরেল স্টেশনের উত্তর প্রান্ত থেকে বিমানবন্দর মেট্রোরেল স্টেশন পর্যন্ত ৫.০৬ কিলোমিটার দীর্ঘ পাতাল বৈদ্যুতিক লাইন এবং বিমানবন্দর, বিমানবন্দর টার্মিনাল-৩ ও বিমানবন্দর পাতাল মেট্রোরেল স্টেশন নির্মাণ	দরপত্র অফার কার্যক্রম বিভিন্ন পর্যায়ে প্রক্রিয়াধীন	নিয়োগ প্রক্রিয়াধীন
সিপি-০৭: টার্মিনাল পর্যন্ত থেকে বাসু নদীর পূর্ব পর্যন্ত বৈদ্যুতিক লাইন ও স্টেশন নির্মাণ		
সিপি-০৮: বাসু নদীর পূর্ব পর্যন্ত থেকে ডিওর প্রকল্পের পূর্ব পর্যন্ত বৈদ্যুতিক লাইন ও স্টেশন নির্মাণ		
সিপি-০৯: টার্মিনাল ও টার্মিনাল-৩ ইলেকট্রিক্যাল ইনস্টলেশন সংক্রান্ত প্যাকেজ		
সিপি-১০: সিগন্যাল সিস্টেম, টেলিফোন/ইন্টারকম সিস্টেম, এন্টারপ্রাইজ রিসোর্স ম্যানেজমেন্ট সিস্টেম ও প্রাথমিক স্কিন জোরসু সংক্রান্ত প্যাকেজ		
সিপি-১১: অটোমেটিক ডোর কালেকশন সিস্টেম		
সিপি-১২: মেসিং সিস্টেম ও ডিওর ইন্টেলিজেন্স		

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প্রকল্পের নাম	: ঢাকা ম্যাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (শাইন-১): নর্থার্ন রুট
প্রকল্পের মেয়াদকাল	: ০১ জুলাই ২০১৯ হতে ৩১ ডিসেম্বর ২০২৮
প্রকল্পের প্রাকল্পিত ব্যয়	মোট : ৪১,২৩৮.৫৫ কোটি টাকা
খিওবি	: ২২,২১১.৫১ কোটি টাকা (২৯.৩৯%)
আইকা	: ২৯,০২৭.০৪ কোটি টাকা (৭০.৬১%)
৩১ জানুয়ারি ২০২৫ তারিখ ক্রমপুঞ্জিত ব্যয়	: ২,৮৯২.০০ কোটি টাকা (৭.০১%)
খিওবি	: ১,৯১০.২৬ কোটি টাকা (২৫.৭৬%)
আইকা	: ৯৮১.৭৪ কোটি টাকা (৩০.৩৭%)
রুট	: হোমোথ্রুথ থেকে ডাটারা [৪টি উল্লম্ব এবং ৯টি পাতাল মেট্রোরেল স্টেশনের সমন্বয়ে]
দৈর্ঘ্য	: মোট : ২০.০০ কিলোমিটার
	পাতাল : ১০.৫০ কিলোমিটার
	উল্লম্ব : ৯.৫০ কিলোমিটার
কম্প্রাইসড প্রকল্প	: ১০টি

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-৫: নর্থার্ন রুট এর প্যাকেজভিত্তিক বাস্তবায়ন অগ্রগতি (চলমান...)		
পরামর্শক প্রতিষ্ঠান: MFCA		
প্যাকেজ নম্বর এবং প্যাকেজের নাম	অগ্রগতি	প্রিন্সিপাল প্রতিষ্ঠান
সিপি-০১: হোমোথ্রুথ ডিশোর ভূমি উন্নয়ন	৩৮.৯৪%	TOA CORPORATION (Japan)- Speers Engineers Limited (Bangladesh) Joint Venture (JV) মুঠি নুস: ১১,১২,০০,০০,০০০ টাকা ২০ মে ২০২৩ হতে ১৬ জুলাই ২০২৭
সিপি-০২: ডিশো এলাকার পূর্ত কাজ ও ভবন নির্মাণ	দরপত্র অফার	-
সিপি-০৩: হোমোথ্রুথের হতে ডাটারা পর্যন্ত উল্লম্ব বোইন লাইন ও স্টেশন নির্মাণ	কার্যক্রম বিভিন্ন পর্যায়ে	-
সিপি-০৪: আদিন বামার ট্রানজিশন হতে মিরপুর-১ মেট্রোরেল স্টেশন পর্যন্ত পাতাল বোইন লাইন ও ৩টি মেট্রোরেল স্টেশন নির্মাণ	প্রক্রিয়াধীন	-

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৩১ জানুয়ারি ২০২৫ তারিখ পর্যন্ত এমআরটি লাইন-৫: নর্থার্ন রুট এর প্যাকেজভিত্তিক বাস্তবায়ন অগ্রগতি		
প্যাকেজ নম্বর এবং প্যাকেজের নাম	অগ্রগতি	প্রিন্সিপাল প্রতিষ্ঠান
সিপি-০৫: মিরপুর ১ স্টেশনের পর হতে কলকাতা মেট্রোরেল স্টেশন পর্যন্ত পাতাল বোইন লাইন ও ৩টি মেট্রোরেল স্টেশন নির্মাণ	দরপত্র অফার কার্যক্রম বিভিন্ন পর্যায়ে প্রক্রিয়াধীন	-
সিপি-০৬: কলকাতা স্টেশনের পর হতে ডাটারা ট্রানজিশন পর্যন্ত পাতাল বোইন লাইন ও ৩টি মেট্রোরেল স্টেশন নির্মাণ		-
সিপি-০৭: ই এম সি স্টেশন, সিগনাস স্টেশন, টেকনিক্যালিটিস্টিকন স্টেশন, ব্রাউনফিল্ড স্টেশন ও এফএসআইআই রিসোর্স মালেকস্ট স্টেশন		-
সিপি-০৮: রোশিং স্টক ও ডিশো ইন্টাইপসেট		-
সিপি-০৯: রোশিং স্টক ও ডিশো ইন্টাইপসেট		-
সিপি-১০: অটোমোবাইল ফোর কালেকশন সিস্টেম	-	-

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প্রকল্পের নাম	: ঢাকা ম্যাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (শাইন-৫): সাউদার্ন রুট [পিআরএফ]
প্রকল্পের মেয়াদকাল	: ০১ জুলাই ২০১৯ হতে ৩০ জুন ২০২৫
প্রকল্পের প্রাকল্পিত ব্যয়	মোট : ৪১১.৫৯ কোটি টাকা
খিওবি	: ১০৬.৫৪ কোটি টাকা (২৬.১৮%)
এইবি	: ২৮১.০৫ কোটি টাকা (৬৯.৮২%)
৩১ জানুয়ারি ২০২৫ তারিখ ক্রমপুঞ্জিত ব্যয়	: ২৯৫.৭২ কোটি টাকা (৭১.৮৫%)
খিওবি	: ৯৬.২০ কোটি টাকা (২৮.২০%)
এইবি	: ১৯৯.৫২ কোটি টাকা (৬৭.৬৫%)
রুট	: গাবতলী থেকে মাসারগান্ধি [৪টি উল্লম্ব এবং ১১টি পাতাল মেট্রোরেল স্টেশনের সমন্বয়ে]
দৈর্ঘ্য	: মোট : ১৭.২০ কিলোমিটার
	পাতাল : ১০.১০ কিলোমিটার
	উল্লম্ব : ৭.১০ কিলোমিটার

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এমআরটি লাইন-৫: সাউদার্ন রুট [পিআরএফ] প্রকল্পের বাস্তবায়ন অগ্রগতি	
- বর্তমানে বিনিয়োগ প্রকল্পের Procurement Document Preparation এর কাজ চলমান আছে; - বিনিয়োগ প্রকল্পের ভূমি প্রদান করে অনুমোদনের বিস্তৃত পরিকল্পনা কমিশনে প্রেরণ করা হয়; - এরই ধারাবাহিকতায় পরিকল্পনা কমিশন হতে ব্যয় নিরীক্ষার জন্য বলা হয়েছে। সেই অনুযায়ী ব্যয় নিরীক্ষা পূর্বক প্রায় ৬৮৯৭.৫২ কোটি টাকা প্রাকল্পিত ব্যয় কমিটে পুনর্গতি ভূমি পণ্ড ১২ নভেম্বর ২০২৪ তারিখ সড়ক পরিবহন ও মহাসড়ক বিভাগে প্রেরণ করা হয়েছে; - এইবি এবং কোরিগ্যান এগ্রিম ব্যাংক অর্থায়নের জন্য অগ্রদ প্রকাশ করেছে।	

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প্রকল্পের নাম	: ঢাকা ম্যাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (শাইন-২)
সম্ভাব্য রুট	: বোইন লাইন : গাবতলী থেকে কমলাপুর হয়ে মারামগঞ্জ থেকে সদর ব্রাক লাইন : পুলিশ থেকে দলহাট
দৈর্ঘ্য	: উল্লম্ব ও পাতাল সমন্বয়ে সম্ভাব্য মোট ৩৫ কিলোমিটার
অগ্রগতি	MIKT Line-2 এর Feasibility Study করার জন্য উন্নয়ন সহযোগী সংস্থা অনুদান করা হচ্ছে।
প্রকল্পের নাম	: ঢাকা ম্যাস র‍্যাপিড ট্রানজিট ডেভেলপমেন্ট প্রজেক্ট (শাইন-৪)
সম্ভাব্য রুট	: কমলাপুর থেকে মারামগঞ্জ থেকে মারামগঞ্জ
দৈর্ঘ্য	: উল্লম্ব ও পাতাল সমন্বয়ে সম্ভাব্য মোট ১৬ কিলোমিটার
অগ্রগতি	Feasibility Study করার জন্য উন্নয়ন সহযোগী সংস্থা EDCF কর্তৃক DOHWA Engineering Com. Ltd.-কে নিয়োগ করা হয়েছে। বর্তমানে Feasibility Study চলমান আছে।

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মেট্রোরেল পরিচালনায় অন্যতম চ্যালেঞ্জসমূহ

- এনআরটি লাইন-৬ এর বাণিজ্যিক পরিচালনা, রক্ষাবেক্ষণ ও অর্থায়ন ব্যয় নির্বাচের নির্দিষ্ট Seed Money হিসেবে অবশিষ্ট হিসেবে ১৫০ (আটশত পঞ্চাশ) কোটি টাকা মাত্র এককালীন ডিএমটিপিএল এর অনুকূলে অনুদান প্রদান;
- মেট্রোরেল পরিচালনাকারী কোম্পানিগুলোর অভিজ্ঞতা থেকে দেখা যায় যে, মেট্রোরেল পরিচালনা ও রক্ষাবেক্ষণের জন্য তাত্কা থেকে সর্বোচ্চ ৬০%-৬৫% আয় হয়ে থাকে। অবশিষ্ট ৩৫%-৪০% আয় সরকার/স্থানীয় সরকার এর নিকট থেকে ভর্তুকি অথবা Non Rail Business হতে যোগান দেয়া হয়ে থাকে। বিকল্প হিসেবে Transit Oriented Development (TOD) Hub এবং Station Plaza নির্মাণ করতে হবে; এবং
- অন্যান্য প্রকল্পের ন্যায় মেট্রোরেল প্রকল্পের বৈদেশিক ঋণ সরকার কর্তৃক পরিশোধের ব্যবস্থা রাখা।

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বাস্তবায়নাধীন প্রকল্পসমূহের চ্যালেঞ্জসমূহ

MRT Line-6

- MRT Line-6 এর কনসাপুর টার্মিনাল মেট্রোরেল স্টেশন হতে মেট্রো ট্রেন সাতটি ভিন্ন ভিন্ন Headway-তে পরিচালনা; উত্তম গ্রাউন্ড হতে একই সময় মেট্রো ট্রেন পরিচালনা শুরু করা এবং কনসাপুর টার্মিনাল মেট্রোরেল স্টেশন ব্যবস্থার কয়েক যাত্রাভ্রমণকারী যাত্রীদের নিরাপত্তা ও স্বাস্থ্যের যত্নসহ নিশ্চিত করা। কনসাপুর টার্মিনাল মেট্রোরেল স্টেশনের পরে রাসায়নিকের দিকে একটি Cissor Crossing ও দুটি Stabling Line নির্মাণের নির্দিষ্ট ডিএমটিপিএল এর অনুকূলে প্রতীক্ষা মূল্যে বাংলাদেশ রেলওয়ের মালিকানাধীন ডিহিল্ড জুমি বরাদ্দ।

MRT Line-1

- পরিবেশে হুমকির ও মেট্রোরেল স্টেশনসমূহের নির্বাণকালীন দ্রাবিক ব্যবস্থাপনা।

MRT Line-S: Northern Route

- হুমকির মাধ্যমে প্রয়োজনীয় জুমি গ্রাউন্ড বরাদ্দ করা।

MRT Line-S: Southern Route

- ❖ এনআরটি লাইন-৫: সাউদার্ন রুট এর খনিয়োগ প্রকল্পের রিপোর্ট অনুমোদন করা; এবং
- ❖ Korean EDCF এবং ADB এর সঙ্গে সমন্বয় করে প্রকল্পটি বাস্তবায়ন করা;

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খন্যবাদ

বাঁচবে সময়, বাঁচবে পরিবেশ
যানজট কমাতে মেট্রোরেল

April 10, 2025

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Deputy Director
IMED
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- IMED_01
 - (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



Physical Quantity Calculation

Name of the Project
Name of Agency/Division/ Ministry

[illegible]

- Weight of Each Item = $\frac{\text{Est. Cost of Each Respective Item}}{\text{Total Project Cost}}$
- Physical Percentage (%) of Item = $\frac{\text{Quantity of Item Transferred in Each Year}}{\text{Total Quantity of Respective Item for Whole Project Period}} \times 100$
- Financial Percentage (%) of Total Profit = $\text{Weight of Each Item} \times \text{Physical Percentage (\% of Item)}$

ବହୁଚ୍ଛେଦ ଆର୍ଥିକ ଓ ବାସ୍ତବ ପରିବର୍ଦ୍ଧନା

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॥ श्री गणेशाय नमः ॥
 ॐ नमो भगवते वासुदेवाय ॥
 श्री कृष्णाय नमः ॥
 ॐ नमो भगवते वासुदेवाय ॥
 श्री गणेशाय नमः ॥
 ॐ नमो भगवते वासुदेवाय ॥

How to Calculate Physical Percentage

- Weight of Each Item=(Est. Cost of Each Respective Item)/Total Project Cost
- Physical Percentage (%) of Item=(Quantity of Item Targeted in Each Year/Total Quantity of Respective Item for Whole Project Period)X100
- Physical Percentage (%) of Total Project=Weight of Each Item X Physical Percentage (%) of Item



Thank You

বাংলা ছকসমূহ

- ব্যয় বৃদ্ধি ব্যতিরেকে প্রকল্পের মেয়াদ বৃদ্ধির প্রস্তাব
- ক্রয় সংক্রান্ত অগ্রগতি
- প্রকল্প পরিবীক্ষণ ছক
- কার্য ক্রয় পরিকল্পনা বাস্তবায়ন সংক্রান্ত তথ্য (অননুমোদিত)

৭/১/১৬

Government of the People's Republic of Bangladesh
Ministry of Planning
Implementation Monitoring and Evaluation Division

Project Monitoring Form: IMED 01/2003 (Revised) (Page 1 of 4)
(For New/Approved/Revised Approved Project)

A. Project Identification

Code

A.1 Project Title:.....

--	--

A.2 Executing Authority:

(1) Ministry:

(2) Division:.....

(3) Agency/Lead Agency:

(4) Agency Type: ☐ Single ☐ Multiple

If Multiple (Other Than Leading Agency)

	Agency name	Code
1)		
2)		
3)		

(নোট : একাধিক সংস্থা দ্বারা বাস্তবায়িত প্রকল্পের ক্ষেত্রে যদি ভিন্ন ভিন্ন সংস্থার জন্য যদি ভিন্ন ভিন্ন PP থাকে, তাহলে প্রত্যেক PP 'র জন্য পৃথক ভাবে এই ফর্ম পূরণ করতে হবে। শুধুমাত্র একই PP কিন্তু ভিন্ন ভিন্ন বাস্তবায়নকারী সংস্থার ক্ষেত্রে Lead Agency ফর্মটি পূরণ করবে।)

A.3 ADP Sector Name:

A.4 ADP Sub-Sector Name:

A.5 Project Location (As per PP/TAPP):

Division/Metropolitan City	District	Upazilla

(নোট : প্রকল্পটি সারা দেশব্যাপী বিস্তৃত হলে জেলা-উপজেলার কোন তালিকা দিতে হবে না, শুধু মাত্র 'All Upazillas' লিখলেই হবে। অন্যথায় সংশ্লিষ্ট জেলা উপজেলার তালিকা সংযুক্ত করতে হবে।)

A.6 Probable Major Impact/Thrust of the Project (as per PCP/PP/TAPP) (Please tick multiple boxes, if necessary)

- | | | |
|--|--|---|
| ☐ Institutional dev. | ☐ Enhanced production | ☐ Income & employment generation |
| ☐ Poverty alleviation | ☐ Export oriented | ☐ Environmental protection/Dev. |
| ☐ Service oriented | ☐ Import substitution | ☐ Infrastructure development |
| ☐ Women development | ☐ Human development | ☐ Others (specify) |

Project Monitoring Form: IMED 01/2003 (Revised) (Page 2 of 4)

(For New/Approved/Revised Approved Project)

B. Project Objective, Components and Approval Status

Code

B.1 Project Title..

B.2 Project Objective (As Per PCP/PP/TAPP):

3	4	5	6
---	---	---	---

B.3 Components: (As per table E1 of PP/E(32) of TAPP/more detail) (Amount in Lakh Taka)

[illegible]

B. 4 Implementation Period : (Date will be 'DD-MM-YY')

(1) Original : _____
Date of Commencement _____

(as per PCP/PP/TAPP) Date of Completion

(2) Latest Revised (if applicable) : Date of Commencement

(as per PP/TAPP) Date of Completion

B. 5 Approval Status: (Please Tick)

(1) PCP:

Approved

unapproved

Approved

[If Unapproved no need to go for 2 & 3] ☐ Unapproved

Approved

[If Unapproved no need to go for 3] ☐ Unapproved

(3) Latest Revised PP/TAPP:

B. 6 Date of Approval:

Project Monitoring Form: IMED 01/2003 (Revised) (Page 3 of 4)
(For New/Approved/Revised Approved Project)

C. Project Cost and Project Aid

Code

C.1 Project Title:.....

--	--

C.2 ADP Program:

☐ Main (Investment)	☐ TA
☐ Self-financed	☐ Food-aided

C.3 Project Cost (As Per PCP/PP/TAPP)

(Amount in Lakh Taka)

Head	Original	Revised
1. GoB (Cash Foreign Exchange)	()	()
2. RPA (RPA Through GoB + RPA Other)		
3. DPA		
4. Monitised Food Aid/ Food Aid (Food)		
Sub -Total (1+2+3+4)		
5. Agency's/Project's/Beneficiary's Own Resources in Cash		
6. Agency's/Project's/Beneficiary's Own Resources in Kind		
Sub -Total (5+6)		
Total (1+2+3+4+5+6)		

C.4 Project Aid by Development Partner:

(DD-MM-YYYY)

Development Partner's Name	Amount (US\$) in Million	Exchange Rate (As Per agreement)	Date of Agreement and Effectiveness	Date of Loan/Grant Closing		Development Partner's Major Conditionality (s) for making credit effective
				Original	Revised	

966

Project Monitoring Form: IMED 01/2003 (Revised) (Page 4 of 4)

(For New/Approved/Revised Approved Project)

D. Project Director's Profile:

[Note: This form will be filled-in by the Project Director. IMED will send a pre-printed format with information available in IMED MIS and send it to the PDs once a year. The PDs will reflect the changes, if any.]

Code

D.1 Project Title:.....

D.2 Project Director/Head of the Project's Name:

D.2.1. Designation (Parent Office) and Pay Scale :

D.2.2. Date of Joining as PD:

D.2.3. Last Working Date of Previous Project Director (if any):

D.2.3. Previous Experience as Project Director (if any):

Project Code	Project Name	Joining Date as PD	Last Date as PD

D.3 Address

D.3.1 Official

.....

Phone

.....

Fax

.....

Residential

.....

Phone :
E-mail :

D.3.3 Whether PD lives in Project Location Yes ☐ No ☐

D.4 Project Director's Working Status:

1. Nature of Employment:

☐ Full time

☐ Part time

2. Employed for:

☐ Single Project

☐ Multiple Project

Project Director/

Authorized Signature

Date:

Secretary/Head of the Planning Wing / Branch

Authorized Signature

Date:

Head of the Agency/

Authorized Signature

Date:

Module:8

Procurement

Management

PPA, 2006 & PPR, 2008- An Overview

Md Rafiqul Islam
Director (Admin)
BPATC, Savar, Dhaka-1343

Objectives of the Session

- To give a basic understanding regarding Public Procurement
- To give an idea about the Public Procurement Act, 2006
- To know the details about Public Procurement Rules, 2008
- To Enhance the skill and capacity to manage the procurement process efficiently to avoid any financial irregularities in future in spending public money

Outline of the Session

- Different Aspects of Public Procurement
- Background of Legal Framework
- Important Features of PPA, 2006
- PPR, 2008- at a glance
- Chapters, Schedules & Rules of PPR 2008
- Various Issues in PPA 2006 & PPR, 2008
- Recap of the session

Different Aspects of Public Procurement

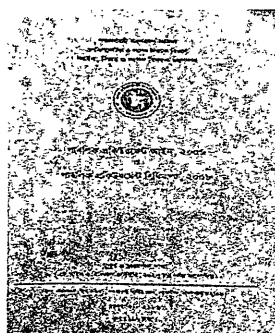
- What is Public Procurement?
- Various Terms & Abbreviations used in Public Procurement
- Principles of Public Procurement
- Types of Public Procurement
- Procurement Cycle/Steps of Public Procurement
- Different Procurement Methods for Goods, Works and Services
 - Thresholds of different procurement methods
 - Time limit for Tender Submission
 - Tender Security/Performance Security/Tender Validity
- Different Committees for Tender/Proposal
 - e-GP (e-government Procurement)

Abbreviations related to PPA & PPR

- PPA= Public Procurement Act
- PPR= Public Procurement Rules
- CPTU= Central Procurement Technical Unit
- BPPA= Bangladesh Public Procurement Authority
- CCGP= Cabinet Committee on Government Purchase
- CCEA= Cabinet Committee on Economic Affairs
- PE= Procuring Entity
- HOPE= Head of Procuring Entity
- AA= Approving Authority
- GFR= General Financial Rules
- DoFP= Delegation of Financial Power
- TS= Tender Security
- PS= Performance Security

Abbreviations related to PPA & PPR

- STD= Standard Tender Document
- REOI= Request for Expression of Interest
- RFP= Request for Proposal
- SAFE= Standard Application for Enlistment
- TEC= Tender Evaluation Committee
- TSC= Technical Sub-Committee
- TIAC= Technical Inspection and Acceptance Committee
- TOC= Tender Opening Committee
- NCT= National Competitive Tender



Public Procurement

- Public Procurement means Procurement using Public Funds.
- Procurement of goods, works or services by Public Entities/Public Authorities using public money
- Around 75% of ADP allocation spent on public procurement (approx. Tk 2 lakh crore)
- Around 45% of govt spending by public procurement (approx. Tk 3.5 lakh crore)
- Major economic activities of the public sector

Public Fund

- Any funds allocated to a procuring entity under government budget (Revenue & Development),
- Grants or loan, placed at the disposal of a procuring entity through the government by the development partners (WB, ADB, JICA, USAID, CIDA etc.)

Procuring Entity-PE

- An Official who invites tender having administrative and financial powers to undertake procurement of goods, works or services using public funds.

Head of the Procuring entity-HOPE

- Agency Head of PE's Organization; Secretary of a Ministry or a Division,
- Head of a Government Department or Directorate, or the Chief Executive of a local government agency, an autonomous or semi-autonomous body or a corporation, or a corporate body established under the Company Act.

Approving Authority-AA

- ▶ Who Approves Tender/Proposal as per Delegation Of Financial Powers
- approves the award of contract for the procurement of goods, works or services.

Tender Document

Document Prepared by PE

Tender/Proposal

Document Submitted by Tenderer/Applicant

Tenderer

Who competes in the Tendering Process

Supplier/Contractor/Consultant

Who is awarded with the Contract/Proposal

Principles of Public Procurement

- Free and Fair Competition (Sec 13)
- Integrity (Sec18 & 64)
- Transparency and Fairness (Sec 40)
- Accountability (Sec 29 & 30)
- Ensure Value for money (at right quantity/right quality/right price/right place/right time/right source/right process)
- Equal Treatment (Sec18 & 64)
- Non discrimination (Sec 25)

Types of Public Procurement

- Public Procurement of 3 types
 1. Goods and Related Services
 2. Works and Physical Services
 3. Services:
 - i) Consulting Services
Intellectual & Professional Services (advisory, design, ICT, technical know-how etc)
 - ii) Non-consulting Services (Physical Services)-
 - a. Operational/maintenance/survey/geological exploratory drilling
 - b. Security, Catering, Cleaning Services etc.
 - c. Agent for PSI, C&F, transportation of goods, transport service
 - d. Outsourcing

Goods and Related Services

- Raw materials,
- products and equipment,
- objects in solid, liquid or gaseous form,
- Electricity, and
- related services if the value of such services does not exceed that of the goods themselves;

Works and Physical Services

- All works associated with the construction, reconstruction, site preparation, demolition, repair, maintenance or renovation of railways, roads, highways or a building, an infrastructure or any construction work relating to excavation, installation of equipment and materials.
- physical services ancillary to works, if the value of those services does not exceed that of the works themselves.

Services

a. Intellectual & Professional Services (Consultancy Services)

- Intellectual and professional services regarding to be performed by consultants with advisory, design, supervision or transfer of a know-how nature

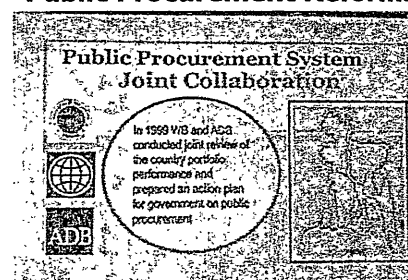
b. Non-consulting/Physical Services

- The supply of goods or execution of works relating to operation and maintenance of facilities or plant, surveys, exploratory drilling,
- Individual service oriented contracts regarding security services, catering services, geological services or third party services;

Background of Public Procurement in Bangladesh

- CGFR (Compilation of General Financial Rules) issued in 1930 under British rule followed in public expenditure and procurement;
- In GFR, PWD Code i.e. Form No 2908 for Goods and Form No 2911 for Works Procurement;
- Since independence in 1971, the public procurement practices have been influenced by WB, ADB and other donors since the bulk of public procurement is externally funded.

Public Procurement Reforms



**CPAR-2002 identified several deficiencies in public procurement system of Bangladesh
(Country Procurement Assessment Report)**

- Absence of sound legal framework governing public sector procurement
- Complex bureaucratic procedure causing delay
- Lack of adequate professional and competent staff to manage public procurement
- Generally poor-quality bidding documents and bid evaluation
- Ineffective contract administration
- Absence of adequate mechanism for ensuring transparency and accountability

**Main Elements of Procurement Reforms
1999-2002 World Bank (WB) and ADB
Key Recommendations**

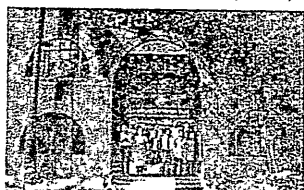
- Establishing a Public Procurement Policy Unit (i.e., CPTU)
- Creating Legal Framework (Procurement related Act, Rules etc.)
- Improving Procurement Management Capacity
- Streamlining Procurement Process & Financial Delegation
- Publishing Contract Awards
- Introducing Appeal Procedures

CPTU renamed as Bangladesh Public Procurement Authority (BPPA) on 18 Sep 2023

Central Procurement Technical Unit (CPTU)

Established:
4/2002

Institution for
Implementation of
Regulatory
Framework



Renamed through Bangladesh Public Procurement Authority Act, 2023

1 of 26



GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

The Public Procurement Regulations 2003



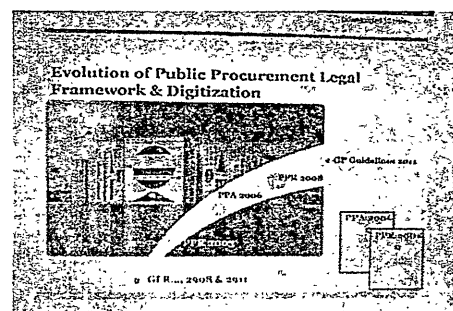
A Manual of Regulations for the Procurement of Goods
and Services under the Government of Bangladesh
Procurement Act, 2001

{3} The Public Procurement Regulations, 2003 shall remain in force until the rules under this Act are made.

**Total Regulations- 59
13 Chapters**

Legal Framework

- Public Procurement Act, 2006 (PPA, 2006)
- Public Procurement Rules, 2008 (PPR, 2008)
- Bangladesh e-GP Guidelines, 2011
- Delegation of Financial Powers-2015 (DoFP, 2015)
- Bangladesh Public Procurement Authority Act, 2023
- Standard Tender Documents (STDs)
[Total number of STDs/SRFP: 37
(PG-12, PW-11, PS-14)]



Delegation of Financial Powers-2015

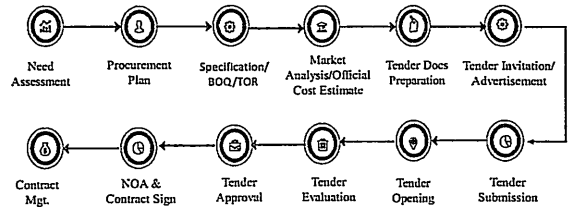
The orders regarding the delegation of financial authority, issued by the government from time to time, relating to the conduct of public procurement or sub-delegation of financial powers under such delegation.

আর্থিক ক্ষমতা অর্পণ
(Delegation of Financial Powers)
কর্তৃপক্ষ ও উদ্দেশ্য

১৯৭৭ সন
১৯৭৭ সন

১৯৭৭ সন
১৯৭৭ সন

Steps in Public Procurement Cycle



Steps/Stages in Public Procurement Cycle

1	Needs Assessment	9	Evaluation
2	Procurement Plan	10	Approval
3	Specification/BOQ/TOR	11	Notification of Award
4	Official cost estimate	12	Contract Award
5	Tender/Proposal Document preparation	13	Contract Execution
6	Advertisement and Committee Formation	14	Payment
7	Submission of Tender/Proposal	15	Warranty/Dispute Settlement
8	Tender/Proposal Opening		

Annual Procurement Plan (APP)

• ICT Division

- https://ictd.portal.gov.bd/sites/default/files/files/ictd.portal.gov.bd/page/b4c6db70_8251_4c41_a289_76f7992856f3/ICTD%20Project%20Procurement%20Plan%202024-25.pdf
- [https://ictd.portal.gov.bd/sites/default/files/files/ictd.portal.gov.bd/reports/a9f65ddb7b19_4245_bcaf_cfe609346c36/APP%202024-25%20\(01-07-2024\)%20\(1\).pdf](https://ictd.portal.gov.bd/sites/default/files/files/ictd.portal.gov.bd/reports/a9f65ddb7b19_4245_bcaf_cfe609346c36/APP%202024-25%20(01-07-2024)%20(1).pdf)

• DC Office

- <https://file-dhaka.portal.gov.bd/uploads/a8d7fcaa-57f1-4154-850f-73f13def9055/67a/ae2/c98/67aae2c9816d3227458792.pdf>

• Public Works Department

- https://pwd.portal.gov.bd/sites/default/files/files/pwd.portal.gov.bd/page/67052043_5708_4a29_839d_785681cf945a/2022-12-29-11-30-0610h302c6208e5dd562c2c522e41fab.pdf

Duration of different Stages in Public Procurement

- For Advertisement 7/14/21/28.....days
- Tender Opening –within 1 hour (after submission)
- Tender Evaluation- 2 to 3 Weeks (In case of TSC , 2 to 3 weeks more)
- Tender Approval – 1 to 2 Week
- Issuing Notification of Award (NOA) after Tender Approval- 7 days
- Acceptance of NOA in written- 7 working days
- Submission of Performance Security- 14 days (Nat'l)/28 days (for Int'l)
- Execution/Signing of Contract- 28 days (from the date of issuing NOA)

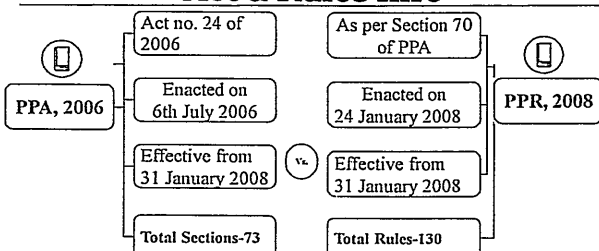
Procurement Processing and Approval Timetable									
Appraising Authority	Issuance of Sub-committee (TSC)	1st Tender Evaluation Committee (TEC) / 2nd Tender Evaluation Committee (TEC-2)	Project Director (Project Manager)/Authorized Officer/ Head of Procurement Unit (HOPU)	Board of Directors	Ministry Secretary	Cabinet Committee on Government Procurement (CCGP)	Total Procurement Estimated Cost	Actual Request	Required
Project Director (PC), or Project Manager (PM), or Authorized Officer (AO)	2 weeks	2 weeks	1 week Approval ↓ 1 week 2nd of TSC 2 weeks Approval	NA	NA	NA	4 weeks	4 weeks	4 weeks
Head of Procurement Unit (HOPU)	2 weeks	2 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	NA	NA	NA	6 weeks	6 weeks	6 weeks
Board of Directors	3 weeks	3 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	NA	NA	NA	6 weeks	6 weeks	6 weeks
Ministry/Minister	2 weeks	2 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	2 weeks Secretary Recommendation	NA	NA	8 weeks	8 weeks	8 weeks
Cabinet Committee on Government Procurement (CCGP)	3 weeks	3 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	10 weeks	10 weeks	10 weeks
A. Simple Cases	3 weeks	3 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	10 weeks	10 weeks	10 weeks
B. Complex Cases	3 weeks	3 weeks	1 week Approval of TSC ↓ 1 week 2nd of TSC 2 weeks Approval	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	2 weeks Secretary Recommendation	10 weeks	10 weeks	10 weeks

Cabinet Committees

- CCGP
 - Microsoft Word - 2803-????? ???
- CCEA
 - Microsoft Word - 2802-????? ???

- <https://www.youtube.com/watch?v=YgK0G9h6orc>

Act & Rules Info



PPA, 2006	PPR, 2008
Total Chapters-9	Total Chapters-9
Total No of Sections- 73	Total No of Rules- 130 (Sub-rules 1000) 14 schedules
Standard Tender Documents (STDs) [Total number of STDs/SRFP: 37 (PG-12, PW-11, PS-14)]	

STD FOR GOODS AND RELATED SERVICES

For National only

STD	Used for
PG 1	SRFQ
PG 2	LTM/OTM (up to tk. 25.00 Lacs)
PG 3	OTM (above tk. 25.00 lacs)
PG7A	Framework Agreement through OTM
PG7B	Framework Agreement through LTM

Schedule I PPR, 2008

STD FOR WORKS AND PHYSICAL SERVICE

STD	Used for
PW 1	SRFQ
PW 2A	OTM (up to tk. 3.00 Crores)
PW 2B	LTM (up to tk. 3.00 Crores)
PW 3	OTM (without prequalification above tk. 3.00 crore)
PW3A	One Stage Two Envelope Method
PQW 4	Prequalification documents for Works(above tk. 35 crore), Maintenance (above tk. 3.5 crore)

STD FOR INTELLECTUAL AND PROFESSIONAL SERVICE

STD	Used for
PS 3	SRFA (Lump sum, selection of Individual consultant)
PS 4	SRFA (Time based, selection of Individual consultant)
PS 5	SRFP (Simple Lump sum contract up to 1 crore)
PS 6	SRFP (Simple time based contract up to 1 crore)
PS 7	SRFP (Complex and Lump sum contract above 1 crore)
PSN	SRFP (Physical/Non-consulting service)

Amendments to PPA, 2006

- ✓15 July 2007
- ✓16 June 2009
- ✓12 November 2009
- ✓July 18 2010
- ✓01 August 2016

Amendments to PPR, 2008

- ✓12 August 2009
- ✓29 March 2011
- ✓01 April 2012
- ✓24 November 2016
- ✓10 June 2018

Key Features of PPA 2006 (9 Chapters, 73 Sections)

• Chapter 1 [section 1-4]
Preliminaries & Definitions

Chapter 3 [section 9-30]
Principles of Public Procurement
(Participation in procurement process, Complaints and Appeal)

Chapter 2 [section 5-8]
Preparation of Tender Documents/Proposals
(Committee and approval of tender and proposal)

Chapter 4 [section 31-36]
Procurement Methods

Key Features of PPA 2006 (9 Chapters, 73 Sections)

Chapter 5 [section 37-39]
Intellectual and Professional Services
(Procedure and application)

Chapter 7 [section 64]
Professional Misconduct,
Offences, Cancellation of Contract etc

Chapter 6 [section 40-63]
Processing of Procurement:
(Advertisement, Tender Preparation, Opening, Evaluation, Approval, Contract signing etc.)

Chapter 8 [Section 65]
Electronic Govt Procurement (e-GP)

Chapter 9 [Section 66-73]
Miscellaneous
(Concession Contract, Procurement on National Emergency, Provision for Rules)

PPA, 2006 Section 2. Definitions

(1) Approving Authority (AA)	(11) Tender or Proposal
(2) Delegation Of Financial Power (DOFP)	(12) Tender Document
(3) Applicant	(13) Tenderer
(4) Opening Committee	(14) Prescribed
(5) Quotation	(15) Moral Rule
(6) Works	(16) Goods
(7) Procurement	(17) Consultant
(8) Procuring Entity (PE)	(18) Public Procurement
(9) Head of the Procuring Entity (HOPE)	(19) Administrative Authority
(10) Contractor	(20) Pre-qualification

PPA, 2006
Section 2. Definitions

(21)	Framework Agreement	(30)	Review Panel
(22)	Advertisement	(31)	In written
(23)	Person	(32)	Public Procurement
(24)	Professional & Intellectual Services	(33)	Public fund
(25)	Rule	(34)	Supplier
(26)	Physical Services	(35)	Short List
(27)	Standard	(36)	Related Services
(28)	Evaluation Committee	(37)	Services
(29)	Responsive		

PPR, 2008
Rule 2. Definitions

(1)	Approving Authority (AA)	(16)	Responsive
(2)	Approval process	(17)	Contract Price
(3)	Secondary Places or Places	(18)	Contractor
(4)	Delegated Procurement	(19)	Day-works
(5)	Act	(20)	Schedule
(6)	Delegation Of Financial Power (DOFP)	(21)	Defect
(7)	Applicant	(22)	Defects Correction Certificate
(8)	e-Govt Procurement	(23)	Defects Liability Period
(9)	Opening Committee	(24)	Tender or Proposal
(10)	Multiple Dropping	(25)	Tender Document
(11)	Quotation	(26)	Tenderer
(12)	Works	(27)	Day
(13)	Procurement	(28)	Force Majeure (Unexpected Event)
(14)	Procuring Entity (PE)	(29)	Moral Rule
(15)	Head of the Procuring Entity	(30)	Goods

PPR, 2008
Rule 2. Definitions

(31)	Consultant	(46)	Evaluation Committee
(32)	Project Manager	(47)	Evaluation Report
(33)	Intended Completion Date	(48)	Review Panel
(34)	Public Procurement	(49)	In written
(35)	Provisional Sum	(50)	Completion Date
(36)	Administrative Authority	(51)	Public fund
(37)	Pre-qualification	(52)	Supplier
(38)	Form or Format	(53)	Short List
(39)	Framework Agreement	(54)	Related Services
(40)	Advertisement	(55)	Sub-consultant
(41)	Person	(56)	Sub-contractor
(42)	Professional & Intellectual Services	(57)	CPYU
(43)	Physical Services	(58)	Services
(44)	Standard	(59)	Conflict of Interest
(45)	Primary Place		

PPA, 2006

Chapter I (Section 1 to 4)
(Preliminaries & Definitions)

Section	Subject Matter
Sec 1	Title
Sec 2	Definitions
Sec 3	Application and Relevance
Sec 4	Dominance of Act
Chapter II (Section 5 to 8) (Preparation of Tender Documents/Proposals, Committee etc)	
Sec 5	Preparation of Tender Document, Distribution and Evaluation
Sec 6	Opening Committee
Sec 7	Evaluation Committee
Sec 8	Approval of Tender or Proposal

PPA, 2006

Chapter III (Section 9 to 30)
(Principles of Procurement)

Sec 9	Easily availability of procurement related Act, rules etc.
Sec 10	Form of communication
Sec 11	Annual Procurement Plan etc.
Sec 12	Procurement related documents
Sec 13	Competition in procurement
Sec 14	Tender validity, Tender security
Sec 15	Preparation of Specification and TOR
Sec 16	Social Issues to be considered
Sec 17	Translation and Publication of Documents
Sec 18	Maintaining secrecy of Procurement process
Sec 19	Rejection of Tender, Proposal or Quotation
Sec 20	Approval of procurement and Notification of Award

PPA, 2006

Sec 21	Publishing and Notification of Contract Execution
Sec 22	Contract Administration and Management
Sec 23	Maintaining Records of Procurement
Sec 24	Post-Review of Procurement
Sec 25	Non-discrimination
Sec 26	Qualifications of Persons
Sec 27	Joint Venture
Sec 28	Conflict of Interest
Sec 29	Right to Complain
Sec 30	Lodging complaint to the Administrative Authority, Appeal etc.

PPA, 2006

Chapter IV (Section 31 to 36) (Procurement Methods and their application)	
Sec 31	Application of Open Tendering Method for procurement of Goods, works etc.
Sec 32	Application of other Tendering Method for procurement of Goods, works etc.
Sec 33	Application of Open Tendering Method for International procurement of Goods, works etc.
Sec 34	Application of Two-stage, Quotation and other Tendering Method for International procurement of Goods, works etc.
Sec 35	Procurement for Embassy and National Flag Carrier Transport
Sec 36	Framework Agreement

PPA, 2006

Chapter V (Section 37 to 39) (Methods for Professional & Intellectual Services and their application)	
Sec 37	Procedure for procurement of Professional & Intellectual Services
Sec 38	Application of other methods for procurement of Professional & Intellectual Services
Sec 39	Selection of International Consultant for procurement of Professional & Intellectual Services

PPA, 2006

Chapter VI (Section 40 to 63) (Processing of Procurement)	
Sec 40	Advertisement
Sec 41	Distribution and submission of documents for Pre-qualification
Sec 42	Opening of Applications for Pre-qualification
Sec 43	Evaluation and decisions for Applications for Pre-qualification
Sec 44	Selling of Tender Document, pre-tender meeting etc.
Sec 45	Correction of Tender Document
Sec 46	Preparation and Submission of Tender
Sec 47	Tender Opening
Sec 48	Tender Evaluation
Sec 49	No Negotiation or Correction of Tender as precondition
Sec 50	Verification of post-qualifications after tender submission

PPA, 2006

Sec 51	Approval Process
Sec 52	Notification of Award and Signing of Contract
Sec 53	Completion of Tender Processing
Sec 54	Submission of Application for expression of interest for Professional & Intellectual Services
Sec 55	Opening of Application for EOI
Sec 56	Evaluation of Applications and approval of short list
Sec 57	Preparation and distribution of RFP Document
Sec 58	Opening of RFP
Sec 59	Evaluation of RFP
Sec 60	Negotiation
Sec 61	Approval process
Sec 62	Signing of Agreement/Contract
Sec 63	Completion of Proposal process

PPA, 2006

Chapter VII (Section 64) (Professional Misconduct, Offences etc)	
Sec 64	Professional Misconduct, Offences, Cancellation of Agreement/Contract
Chapter VIII (Section 65) (e-Government Procurement)	
Sec 65	Public Procurement by Electronic System (e-GP)

PPA, 2006

Chapter IX (Section 66 to 73) (Miscellaneous)	
Sec 66	Provisions related to Concession Contracts
Sec 67	Monitoring, coordination and management by CPTU (renamed as Bangladesh Public Procurement Authority-BPPA)
Sec 68	Special provision for public procurement on national emergency situations
Sec 69	Activities done on good faith
Sec 70	Power to formulation of rules
Sec 71	Govt role to clarify confusion
Sec 72	Authentic English Text
Sec 73	Repeal and Protection

Key Features of PPR 2008 (9 Chapters, 130 Rules)

• **Chapter 1 [Rule 1-3]**
Preliminaries & Definitions

Chapter 2 [Rule 4-12]
Preparation of Tender Documents/Proposals, Committees and approval of tender or proposal

Chapter 3 [Rule 13-60]
Principles of Public Procurement, Procurement Plan, Lot, Package, Tender validity, Tender Security, Performance Security, Contract Mgt, Complaints and Appeal, Review Panel

Chapter 4 [Rule 61-89]
Procurement Methods and their Procedures

Key Features of PPR 2008 (9 Chapters, 130 Sections)

Chapter 5 [Rule 90-102]
Processing of Procurement: Advertisement, Tender Preparation, Opening, Evaluation, Lottery, Approval, Contract signing etc.

Chapter 6 [Rule 103-126]
Intellectual and Professional services : Method and Procedure

Chapter 7 [Rule 127]
Professional Misconduct, Offences, Cancellation of Contract etc

Chapter 8 [Rule 128]
Implementation of e-Procurement (e-GP)

Chapter 9 [Rule 129-130]
Miscellaneous: Concession Contract, Responsibilities for Monitoring

PPR, 2008- At a Glance

CHAPTER ONE : PRELIMINARY AND DEFINITIONS (Rule 1 to 3)
CHAPTER TWO : PREPARATION OF TENDER OR PROPOSAL, COMMITTEE, ETC (Rule 4 to 12)
PART - 1 Preparation (Rule 4 to 6)
PART - 2 Committees (Rule 7 to 12)
CHAPTER THREE : PRINCIPLES OF PUBLIC PROCUREMENT (Rule 13 to 60)
PART - 1 General Guidelines (Rule 13 to 18)
PART - 2 Tender Validities and Security Deposits (Rule 19 to 28)
PART - 3 Preparation of Specifications and Maintaining Confidentiality (Rule 29 to 32)
PART - 4 Rejection of Tenders, Proposals etc. (Rule 33 to 35)
PART - 5 Approval Procedure, Notification of Award and Publication (Rule 36 to 37)
PART - 6 Contract Administration and Management (Rule 38 to 42)
PART 7 Maintaining Records of Procurement (Rule 43 to 44)
PART- 8 Procurement Post Review (Rule 45 to 46)
PART- 9 Qualification of Persons (Rule 47 to 53)
PART- 10 Joint Ventures (Rule 54)
PART - 11 Conflict of Interest (Rule 55)
PART - 12 Complaints and Appeals (Rule 56 to 60)

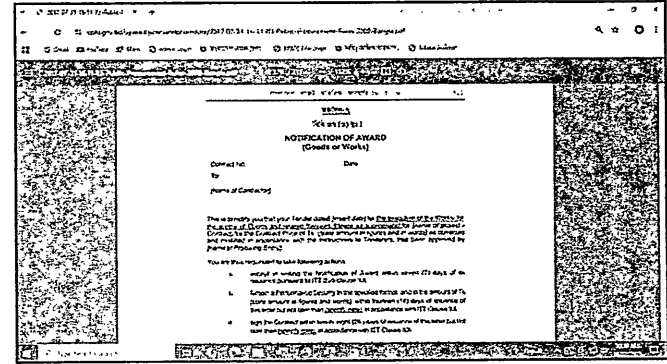
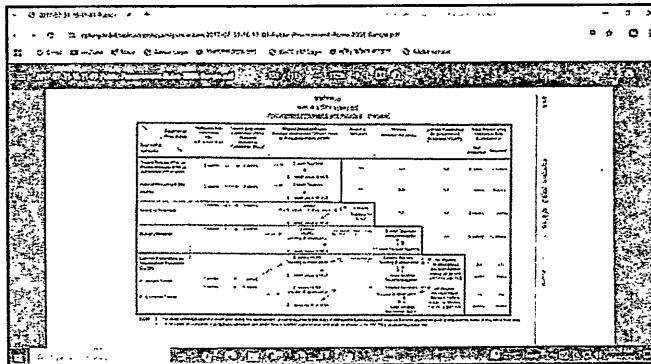
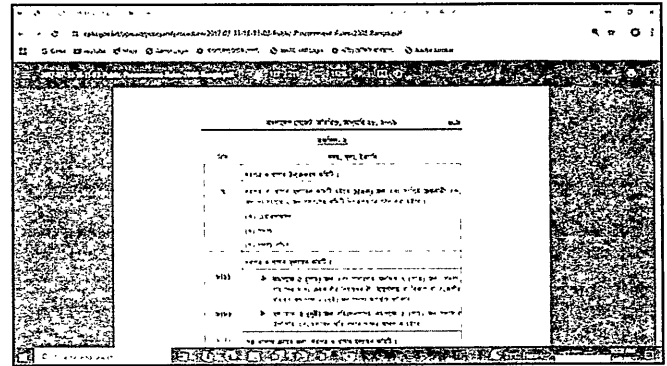
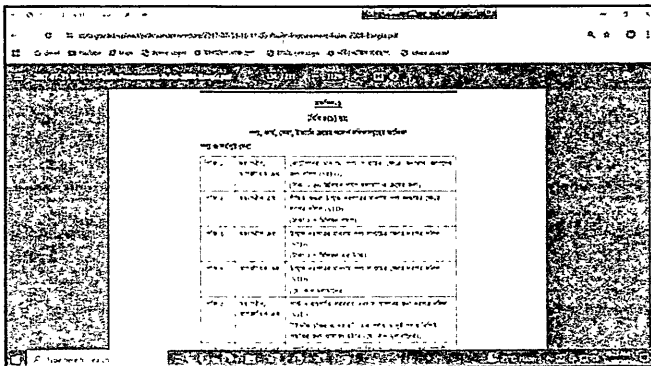
PPR, 2008- At a Glance

CHAPTER FOUR : METHODS OF PROCUREMENT FOR GOODS AND RELATED SERVICES, WORKS, PHYSICAL SERVICES AND THEIR USE (Rule 61 to 89)
PART - 1 National Procurement - Open Tendering (Rule 61 to 62)
PART - 2 National Procurement - Limited Tendering Method (Rule 63 to 64)
PART - 3 National Procurement - Two-Stage Tendering Method (Rule 65 to 68)
PART - 4 National Procurement - Request for Quotation Method (Rule 69 to 73)
PART - 5 National Procurement - Direct procurement Method (Rule 74 to 82)
PART - 6 International Procurement (Rule 83 to 88)
PART - 7 Framework Contracts (Rule 89)
CHAPTER FIVE : PROCESSING OF PROCUREMENT (Rule 90 to 102)
PART - 1 Advertisement (Rule 90)
PART - 2 Pre-qualification (Rule 91 to 93)
PART 3 Processing of Tenders (Rule 94 to 102)
CHAPTER SIX : PROCUREMENT OF INTELLECTUAL AND PROFESSIONAL SERVICES (Rule 103 to 126)
PART - 1 Methods and Procedures (Rule 103 to 112)
PART - 2 Processing of Expressions of Interest and Proposals (Rule 113 to 118)
PART - 3 Evaluation of Proposals, Negotiations and Completion of the Process (Rule 119 to 126)
CHAPTER SEVEN : PROFESSIONAL MISCONDUCT (Rule 127)
CHAPTER EIGHT : E-Government Procurement (Rule 128)
CHAPTER NINE : MISCELLANEOUS (Rule 129 to 130)

PPR, 2008: Schedules

Schedule No	Subject Matter
Schedule I	STDs/RFPs
Schedule II	Times & Values
Schedule III	Procurement Processing, Approval Timetable & Flow Charts of Methods
Schedule IV	Processing, Approval Procedure
Schedule V	Procurement Plan
Schedule VI	Contract Award, Reporting Format
Schedule VII	Notification of Award
Schedule VIII	Procurement Records
Schedule IX	Consultant Conflict of Interest
Schedule X	Invitation for Enlistment/ Invitation for Tenders
Schedule XI	Request for EOI
Schedule XII	Tender/Proposal Submission Forms
Schedule XIII	Code of Ethics for Public Procurement-2007
Schedule XIV	Purchase Proposal to Cabinet (CCGP)

Schedule-1



Subject	PPA, 2006 (73 Sections)	PPR, 2008 (130 Rules)
Chapter-1	Preliminaries & Definitions (Section 1 to 4)	Preliminaries & Definitions (Rule 1 to 3)
Chapter-2	Preparation of Tender Documents/Proposals (Section 5 to 8)	Preparation of Tender Documents/Proposals (Rule 4 to 12)
Chapter-3	Principles of Public Procurement (Section 9 to 30)	Principles of Public Procurement (Rule 13 to 60)
Chapter-4	Procurement Methods (Section 31 to 36)	Procurement Methods (Rule 61 to 89)
Chapter-5	Intellectual and Professional Services (Section 37 to 39)	Processing of Procurement (Rule 90 to 102)
Chapter-6	Processing of Procurement (Section 40 to 63)	Intellectual and Professional Services (Rule 103 to 126)
Chapter-7	Professional Misconduct, Offences, Cancellation of Contract etc. (Section 64)	Professional Misconduct, Offences, Cancellation of Contract etc. (Rule 127)
Chapter-8	Electronic Govt Procurement (e-GP) (Section 65)	Electronic Govt Procurement (e-GP) (Rule 128)
Chapter-9	Miscellaneous (Concession Contract) (Section 66 to 73)	Miscellaneous (Concession Contract) (Rule 129 to 130)

What is Procurement Method?

Page No. 10758

Act [Section- 31-34 & 37-39]

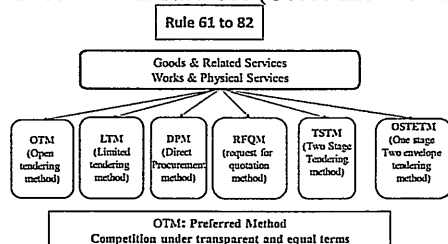
Procurement Method is the Procedure used in converting requirements or requisitions into Purchase Orders or Contracts

Established by PPA and elaborated in PPR (as we heard earlier)

★ Ensuring Value for Money ★

Rules- 61,62,69,74 & 103,104

Procurement Methods (Goods and Works)



Procurement Methods (Goods & Works)

SI	Procurement Method		Rule
1	Open Tendering Method	OTM	Rule 61-62
2	Limited Tendering Method	LTM	Rule 63-64
3	Two Stage Tendering Method	TSTM	Rule 65-68
4	One Stage Two Envelops Method	OSTEM	Rule 68A-D
5	Request for Quotation Method	RFQM	Rule 69-73
6	Direct Procurement Method	DPM	Rule 74-82

Procurement Methods

Intellectual & Professional Services

Methods of procurement for Services depend on the conditions to meet the Procuring Entity's specific needs

Choosing a method is contract strategic

CPTU-IPED Three-Week Training on Public Procurement Management HS-1 ESCB

Methods of Service Procurement

SI	Procurement Method	Short Form	Rule
1.	Quality and Cost Based Selection	QCBS	Rule 105
2.	Fixed Budget Selection	FBS	Rule 106
3.	Least Cost Selection (Max ^m 50 lacs)	LCS	Rule 107
4.	Selection Based on Consultants Qualifications	SBCQ	Rule 108
5.	Community Service Organization Selection	CSOS	Rule 109
6.	Single Source Selection (For Firm 20 lacs, For Individual Consultant 10 lacs)	SSS	Rule 110
7.	Design Contest Selection	DCS	Rule 111
8.	Individual Consultant Selection	ICS	Rule 112

Goods/Works & Services

Differences

Goods/Works	Services
> Product based – physical deliverables	> Knowledge based – intellectual deliverables
> Open competition, can be with Pre-qualification	> Open followed by short-listing
> Public opening of Tenders	> Non-Public Opening of technical proposals
> Price is a major evaluation factor	> Quality is a prime evaluation factor
More follows	

Goods/Works & Services

Differences

Goods/Works	Services
> Tender Security	> No such security
> Detailed Specifications	> Terms of Reference
> Single Envelope (Except OSTETM)	> Two Envelope
> No negotiations (Except Direct Procurement)	> Negotiations mandatory
> Tender Documents (TD) are used	> Requests for Proposals (RFP) are used
Short-listing is a particular characteristic	

CPTU-IPED Three-Week Training on Public Procurement Management HS-1 ESCB

Methods of Service Procurement (Rule 103-112)

Rule-103(4)

Preferred Methods

Two options according to nature & complexity

(a) Quality & Cost Based Selection (QCBS):

Consider the quality & cost of the services- Master plans, Feasibility studies, Design studies

(b) Fixed Budget Selection (FBS):

Available budget is fixed- For relatively simple assignment that is precisely defined

Procurement Method	Example of services
Least Cost Selection (LCS)	audits, architectural & engineering design of non-complex works
Community Service Organization Selection (CSOS)-	selection of reputable NGOs, Community Service or Voluntary Non-profit Organizations for implementation of community development projects
Single Source Selection (SSS)	for low value small assignments
Individual Consultant Selection (ICS)	Tender Document, Procurement assistances, Construction supervision, Project management
Selection Based on Consultants Qualifications (SBCQ)	executive assessment of strategic plans, high level, short-term legal expertise, project review expert
Design Contest Selection (DCS)-	Conceptual design for Monument, Museum, Research Centre, HQs etc.

Use of Consultants

Key areas

Preparation Services

Sector studies, Master plans, Feasibility studies, Design studies etc.

Implementation Services

Tender Document, Procurement assistances, Construction supervision, Project management, Quality management

Advisory services

Policy and strategy, Institution building, Training, Technical/Operation advice

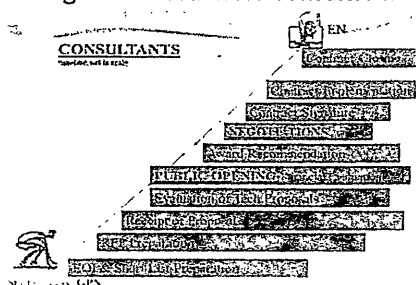
May also be unique and complex

OPTU-IMED Three-Week Training on Public Procurement Management HS-1 ESCS

Methods of Service Procurement (Rule 103-112)

Prior Approval of HOPE or AO	QCBS	Quality and Cost Based Selection
		Short listed consultants compete on the basis of quality and cost
	FBS	Fixed Budget Selection
		Simple and specific nature of services with a fixed budget
	LCS	Least Cost Selection (Max* 50 lacs)
		Standard or routine nature, and where the cost of the service is within the financial threshold
	SSS	Single Source Selection (For Firm 20 lacs, For Individual Consultant 10 lacs)
		Continuation of on-going or just completed, low value, speedy selection in emergency situation, rare experience/qualification, urgent need (catastrophic event)
	CSOS	Community Service Organization Selection
		Overall knowledge of community needs, local issues and community participation are paramount
Preferred	ICS	Individual Consultant Selection
		Qualified individual expert while no team work is required
	SBCQ	Selection Based on Consultants Qualifications
		Very small high quality assignments, preparation & evaluation of competitive proposal is not justified
Prior Approval of HOPE or AO	DCS	Design Contest Selection
		Technical excellence and innovation are of prime considerations

Stages of selection for Consultants

Splitting Procurement Object
(Item, Lot & Package)

Item

- A single article or unit in a list
- With an identified quantity 1.2.3.....etc.

Lot

- A multiple number of items grouped together.
- Any number of items can form a lot.

Package

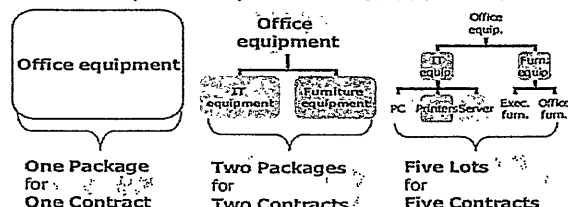
- A multiple number of lots grouped together.
- No package can have more than 5 lots.

Section 11(5)
&
Rule 17

Package/lot options

Slide No.15/50

Consider the following Procurement object as an example:
Office equipment consisting of 36 items, namely 10 PC, 5 Printers, 1 Server, 4 Executive desks, 6 Office desks, 4 Executive chairs and 6 Office chairs



OPTU-IPED

Three-Week Training on Procurement of Goods, Works & Services

E-learning Support

Important Issues in PPA & PPR

Sl	Subject Matter	Rule
1	Methods for Goods & Works Procurement	Section 31-34/ Rule 61-82
2	Advertisement/Tender Invitation	Section 40/ Rule 90
3	Different Committees for Tender/Proposal	Section 6-7/ Rule 7, 8, 16, 52
4	Tender Validity	Section 14-Ka/ Rule 19-28
5	Tender Security	Section 14/ Rule 22-26
6	Performance Security	Section 14/ Rule 27-28
7	Tender Approval	Rule 11, 36, 101
8	e-GP	Section 65/ Rule 128
9	Specification/TOR/BOQ	Section 15/ Rule 29
10	Annual Procurement plan (APP)	Section 11/ Rule 15-17
11	Framework Agreement	Section 36/ Rule 89

Important Issues in PPA & PPR

Sl	Subject Matter	Rule
12	Methods of Service Procurement	Section 37-39/ Rule 103-112
13	Embassy/Foreign Mission & Nat'l Flag Carrier	Section 35/ Rule 88
14	Concession Contract (BOT, BOO etc)	Section 66/ Rule 129
15	Professional Misconduct & Offences	Section 64/ Rule 127
16	Negotiation	Section 60/ Rule 122-123
17	Lottery	Section 49/ Rule 98-Ka
18	Tender Evaluation	Section 48/ Rule 98
19	e-GP	Section 65/ Rule 128
20	NOA & Contract Signing	Section 52/ Rule 102
21	Tender Document Preparation	Section 5 & 12/ Rule 4, 6, & 94-96

Public Procurement Committees PPA: Section 6 & 7

6 Different Types of Committees

1. Official Cost Estimate Committee (OCEC)
2. Tender/Proposal Opening Committee (TOC/POC)
3. Tender/Proposal Evaluation Committee (TEC/PEC)
4. Technical Sub-Committee (TSC)
5. Enlistment Committee (EC)
6. Technical Inspection and Acceptance Committee (TIAC)

(Rule-7, 8, 16 & 52)

Public Procurement Committees

Sl	Name of the Committee	No of Members	Rule
1.	Official Cost Estimate Committee (OCEC)	3	R-16(5) Ka & Kha
2.	Tender/Proposal Opening Committee (TOC)/(POC)	3	Rule 7
3.	Tender/Proposal Evaluation Committee (TEC)/(PEC)	5 to 7	Rule 8
4.	Technical Sub-Committee (TSC)	3	Rule 8(14)
5.	Enlistment Committee (EC)	3	Rule 52
6.	Technical Inspection and Acceptance Committee (TIAC)	3	

Official Cost Estimate Committee (OCEC) Rule 16.5 (Ka & Kha)

- 3 Members (2 from concerned PE, 1 from other PE)
- When Official Cost Estimate exceeds budget, it needs approval by HOPE
- When Official Cost Estimate within budget, it needs approval by PE

Tender/Proposal Opening Committee (TOC/POC) Rule-7

- 3 Members (2 from concerned PE, 1 from other PE)
For PE's 2 members, 1 from TEC

Enlistment Committee (EC)

Rule 52(3)

- 3 Members (2 from concerned PE, 1 from outside PE)
For PE's 2 members, 1 from PE's Technical units
- HOPE or AO approves the list and PE updates on annual basis
- Updates also need approval

Tender/Proposal Evaluation Committee (TEC/PEC) Rule 8

- Minimum 5 members and maximum 7 members (i.e. 5 to 7 members)
- At least 2 members from outside
- For PE's members, officers from Finance, Commercial or Technical units
- Officers from PE's line Ministry/Division/Agency
- For outside/external members, officers or specialists from other Ministry/Division/Agency or Universities/professional bodies/eminent specialists
- Officers with sound procurement knowledge, qualifications and high integrity should be preferred.

Technical Sub-Committee (TSC) Rule 8(14)

- Maximum 3 members
- Other Experts can be included
- TSC is procurement specific

PEC for Low value procurement Rule 9 Schedule II

- Minimum 3 members (2 from concerned PE)
- 1 from outside (within same Ministry/Division/Agency)

Goods and Related Services	Up to Tk 25 lakh (OTM & LTM) Up to Tk 5 lakh (DPM) Up to Tk 10 lakh (RFQM)
Works and Physical Services	Up to Tk 50 lakh (OTM & LTM) Up to Tk 10 lakh (DPM) Up to Tk 10 lakh (RFQM)
Services	Up to Tk 50 lakh (LCS) Up to Tk 5 lakh (SSS)

Important Rules of PPR 2008

- Rule 4 : Preparation of Tender Documents
- Rule 7: Tender or Proposal Opening Committee
- Rule 8: Evaluation Committee
- Rule 11: Tender or Proposal approval, etc.
- Rule 14 : Forms of communication

Important Rules of PPR 2008

- Rule 15: Procurement Planning
- Rule 16: Preparation of Procurement Plan, etc.
- Rule 17: Splitting of an Object of Procurement
- Rule 19: Determination of Validities

Important Rules of PPR 2008

- Rule 22: Tender Securities
- Rule 25: Forfeiture of Tender Security
- Rule 27: Performance Security

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Important Rules of PPR 2008

- Rule 29: Procedure for the Preparation of *Technical Specifications*
- Rule 30: Procedure for the Preparation of Terms of Reference
- Rule 33 : Rejection of Tenders, Proposals or Quotations
- Rule 38: Contract Administration
- Rule 42: Termination of Contracts

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Important Rules of PPR 2008

- Rule 43: Maintaining Records of Procurement
- Rule 45 : Procurement Post-Review
- Rule 48: Qualifications of Persons
- Rule 51: Pre-Qualification Procedure
- Rule 54: JVCA (Joint Venture Consortium Association)

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Important Rules of PPR 2008

- Rule 55: Conflict of Interest
- Rule 57: Submission of Complaints
- Rule 58 : Formation of Review Panels

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Important Rules of PPR 2008

- Rule 61: Use of Open Tendering Method
- Rule 63: Use of Limited Tendering Method
- Rule 65: Use of Two-Stage Tendering Method
- Rule 68A: Use of One-Stage Two Envelop Method
- Rule 69 : Use of RFQM
- Rule 74: Use of Direct Procurement Method

Important Rules of PPR 2008

- Rule 89: Framework Agreement
- Rule 90: Advertisement

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Important Rules of PPR 2008

- Rule 97: Opening of Tenders
- Rule 98: Evaluation of Tenders
- Rule 100 : Post-Qualification
- Rule 101: Approval Process
- Rule 102: Notification of Award and Signing of Contract

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Important Rules of PPR 2008

- Rule 105: Quality and Cost Based Selection (QCBS)
- Rule 106: Selection under Fixed Budget Method
- Rule 107: Selection under Least Cost Method
- Rule 108: Selection Based on Consultant's Qualification (SBCQ)
- Rule 109: Selection amongst Community Service Organizations (CSOs)

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Important Rules of PPR 2008

- Rule 110: Single Source Selection (SSS)
- Rule 111: Selection of Consultants under Design Contest Selection (DCS)
- Rule 113: Submission of EOI
- Rule 116: Preparation of Terms of Reference (TOR)

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Important Rules of PPR 2008

- Rule 119: Evaluation of Technical Proposal
- Rule 120: Evaluation of Financial Proposal
- Rule 121: Combined Evaluation
- Rule 122: Negotiation

100

Important Rules of PPR 2008

- Rule 127: Professional Misconduct
- Rule 128: e-Government Procurement (e-GP)
- Rule 129: Concession Contracts

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Direct Procurement Method (DPM) (PPR Rule 74 to 82)

Direct Procurement Method

Slip- No 2299

Rule- 74

- Procurement from one source
- Not competitive & not transparent process
- Could encourage abuse or fraud
- Never use for favoring a supplier/ contractor or to discriminate among suppliers/ contractors

HOPE shall strictly control use of DPM

OPTU-IPED

Three-Week Training on Procurement of Goods, Works & Services

Financial Support

Forms of Direct Procurement

Rule- 75

Forms of DPM as mentioned ...

- > Direct Contracting
- > Additional Delivery
- > Repeat Order
- > Variation Order
- > Extra Work Order 3

Apart from these:

- > Cash Purchase
- > Force account

OPTU-IPED

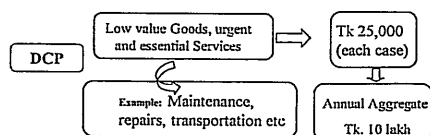
Three-Week Training on Public Procurement Management

M14

ESCR

Direct Cash Purchase (DCP)

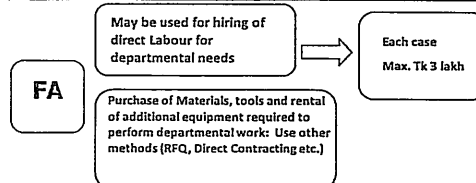
Rule- 81



- The purchase must be completed through an officer or a procurement committee consisting of no more than 3 (three) members.
- Payment can be made in cash or by cheque.
- No purchase order or contract signature is required.

Force Account

Rule- 82



Under Approved Budget: Rule-74(3)

Direct Contracting

Only one Supplier or Contractor to submit an offer

Rule -76

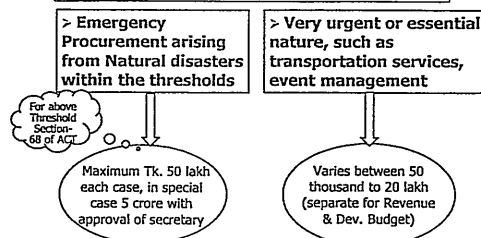
Proprietary nature which can be obtained only from the proprietary source

Critical plant components according to previously established contract condition

Exclusive dealer or manufacturer which does not have sub-dealers

Direct Contracting

Rule- 76



Direct Contracting

Rule- 76

- > Direct contracting with local communities in projects with poverty alleviation objectives

Mentioned In the Project Document

PIC procure small works, material and direct labour

OPTIMISED

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M-4

EACB

Financial Threshold

Rule-77 & 78

1

Additional Deliveries of Goods and Repeat Orders

Up to 15% of the original Contract price to be approved by original AA

2

Variation or Extra Work Orders

Exception

Exceptional cases urgently necessary to complete

Beyond 15% to 50% to be approved by next higher authority

DPM (Threshold)

Category	Each case Max ^m	Total in a FY Max ^m
DPM		
Direct Cash Purchase (DCP)	25 thousand	10 lakh
Force Account (FA) hiring labour	3 lakh	3 lakh
Very urgent or essential nature/ Event management/Transportation	50 thousand	20 lakh
Direct Contracting (post disaster/Nat'l Flag Carrier)	50 lakh	5 crore
Development/Revenue Budget (Direct Contracting)		
District Office	50 thousand	2 lakh
Division/Regional Office	1 lakh	5 lakh
Attached Department/Directorate	2 lakh	10 lakh
Ministry/Division	5 lakh	20 lakh

Request For Quotation (RFQ) Method (PPR Rule 69 to 73)

Request For Quotation Method: Definition

Act [Section- 32]

"Quotation" means the priced offer in writing received from Tenderers/Suppliers for the procurement of readily available standardised Goods, Works or physical Services subject to the financial limitation as prescribed by the Rules

• unit rate
• lump sum
• cost+fee

Request For Quotation Method (RFQM)
Rules [Rule- 69 to 73]

Request For Quotation (RFQ) Method

- At least 3 responsive quotations
- No Tender Security
- No Performance Security
- RM (Retention Money) to be kept
- No TOC, only TEC
- No Public Advertisement, only Circular by PE's Website, Notice Board, Issuing Letter by post, E-mail/Fax
- No Contract signing for Goods, only Purchase Order
- Contract for Works and Physical Services
- Valid and Updated Trade License, Latest TIN Certificate, Vat Registration Certificate, Bank Solvency Certificate

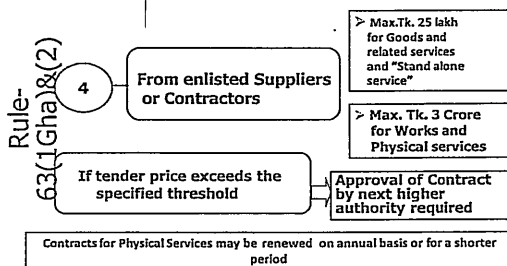
Threshold for RFQ Method

RFQM	
Revenue Budget (Max ²⁰)	
G ⇒	3 lakh (each case) 15 lakh in a year
W & P.S ⇒	6 lakh (each case) 25 lakh in a year
Development Budget (Max ²⁰)	
G ⇒	5 lakh (each case) 30 lakh in a year
W & P.S ⇒	10 lakh (each case) 60 lakh in a year

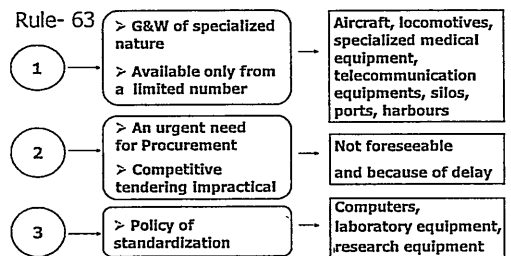
BD Foreign Mission – 20 lakh (each case)

Limited Tendering Method (LTM) (PPR Rule 63 to 64)

LTM: with Threshold



LTM: without Threshold



Threshold for LTM

•Goods & related services

Upto 25 lakh (each case)

•Works & physical services

Upto 3 crore (each case)

Lists

Type - examples

- Civil (Construction, Maintenance, Physical services etc.)
- Mechanical
- Electrical
- Others/Miscellaneous according to PE use

Limited Tendering with Threshold**Enlistment- [Rule 52]**

This method presupposes list of approved, qualified suppliers/contractors

Enlistment means engaging or securing a Person/Undertaking for his/her service or support for a possible future contract in the procurement proceedings

Enlistment Fee- Tk 5000/=

Renewal Fee Tk 2000/=

Invitation under LTM**Rule- 64**

- For Goods of a specialized nature invite from the potential Suppliers directly
 - For Procurement under Rule- 63(2), invite Tenders from enlisted Suppliers or Contractors
- Parallel adv. in PE's website, if any, and in brief in the local publications is recommended

Method with Limited Competition

Some provisions for LTM with Threshold**Rule- 63, 64 (below Thresholds)**

- LTM may be applied:
 - when time required and costs of going through OTM are high compared to value of contract
- Estimated contract value shall be stated in Bill of Quantities (Works below threshold)
- Tender security shall not be made mandatory
- Yes, performance security
- In case of procurement under Rule 63(2) Lump-sum Tender document may be used on the basis of Activity Schedule

Open Tendering Method (OTM) (PPR Rule 61 to 62)

Features of OTM (A-31 & R-61)

- Most preferred method to procure goods + related services; works + physical services;
- Providing opportunity for competition with equal and non-discriminatory terms;
- Tender invited through public advertisement;
- Govt. own factories or enterprises may participate in the public tenders;
- Minimum time allowed for tenderers to prepare and submit the tenders;
- An urgent national need time may be reduced;
- Only to pre-qualified applicant, if pre-qualification is done;
- Sign contract with the lowest evaluated responsive tenderer;
- Flow chart should be followed as per schedule;

TSTM

Rule No 65

Rule- 65

Turnkey Contracts or Contracts for large complex nature of plants

Supply, installation and commissioning of Processing Plants or works of complex nature, Communication Technology

- Not possible complete technical specifications in advance
- PE lacks the capability to prepare specifications
- Alternative Tech. approaches may not be available within the knowledge of PE

Two-Stage Tendering Method (Competitive)

CPD-1/20

Three-Stage Tendering for Procurement of Goods, Works & Services

Forming Support

OSTETM QAR 11.4/5/99

Applicable for same contracts as TSTM, but PE is capable of preparing the complete tender documents, incorporating full specifications, Bill of Quantities, Schedule of Requirements, Designs etc.

One-Stage-Two-Envelope Tendering Method (Competitive)
Only national procurement

OPTU/UPED Three-Week Tendering on Procurement of Goods, Works & Services Finance Support

Thresholds for Different Procurement Methods

Threshold

Goods & related services

Works & Physical services

Upto 25 lakh	⇒	OTM/LTM	Upto 3 crore	⇒	OTM/LTM
Upto 5 lakh	⇒	DPM/RFQM	Upto 10 lakh	⇒	DPM/RFQM

Financial Thresholds for Different Methods

Request for Quotation (RFQ) Method				
Budget	Goods & Related Services		Works & Physical Services	
	Each case max ^m	Annually max ^m	Each case max ^m	Annually max ^m
Revenue	3 lakh	15 lakh	6 lakh	25 lakh
Development	5 lakh	30 lakh	10 lakh	60 lakh
Limited Tendering Method (LTM)				
Rev/Dev	25 lakh		3 crore	
Direct Procurement Method (DCM)				
Direct Cash Purchase (Low value Goods, urgent and essential Services, Maintenance, repairs, transportation etc.)			Each case max ^m	Annually max ^m
			25 thousand	10 lakh
Force Account (each case/annual)			3 lakh	
Direct Contracting (Revenue/Development Fund)			Each case	Maximum
Emergency/Natural Disaster			50 lakh	5 crore
Very urgent or essential nature/event management			50 thousand	20 lakh
District Level			50 thousand	2 lakh
Division/Regional			1 lakh	5 lakh
Attached Dept/Directorate/Departmet			2 lakh	10 lakh
Ministry/Division			5 lakh	20 lakh

Procurement of Intellectual & Professional Services

QCBS or Quality & Cost Based Selection - Unlimited

LCS Least Cost Selection- Max^m Tk 50 lacs

SSS or Single Source Selection –

For Firm Tk 20 lacs

For Individual Consultant Tk 10 lacs

Tender Validity, Tender Security & Performance Security

Tender Validity (Rule 19-21)	Tender Security (Rule 22-25)	Performance Security (Rule 27)
60 to 120 days (validity period starts from tender opening up to Contract Signing)	(2% to 3% of Official Cost Estimate Rounded Fixed Amount)	5% to 10% of Contract Price for Goods & Works (Maximum 25%) 3% to 5% for IP Services

(If Official Cost Estimate is 5 lacs, 3% is 15,000/=, 2% is 10,000/=;
So Tender Security can be fixed as 9,000/= or 14,000/=)

Forfeiture of Tender Security (PPR Rule 25)

A Tender Security shall be forfeited if the tenderer

- (a) withdraws his Tender after the opening of Tenders but within the validity of the Tender security ; or
- (b) refuses to accept a Notification of Award ; or
- (c) fails to furnish performance security, if so required; or
- (d) refuses to sign the Contract; or
- (e) does not accept the correction of the Tender amount following the correction of arithmetic errors pursuant to Rule 98 (11).

Return of Tender Security (PPR Rule 26)

2a. Return of Tender Securities |— (1) No Tender securities shall be returned to the Tenderers by the Tender Opening Committee (TOC) after the opening of Tenders.

(2) No Tender security shall be returned to the Tenderers before award signing except to those who are considered non-responsive.

(3) Tender sources of non-responsive Tenders shall be returned immediately, after the Evaluation Report has been approved by the Procuring Entity.

(4) Tender sources of the responsive Tenderers shall be returned only after the awarded evaluated responsive Tenderer has signed the contract and submitted the performance security, even before the expiration of the validity period.

Rule-22

Tender Security

Fixed amount within 2%
of Official cost estimate in
item by item tendering

Fixed amount not more
than 3% of Official cost
estimate in others cases

For International

Only in the form of Bank
Guarantee issued by an
Internationally reputable
Bank

For National

Bank Draft

Pay Order

Bank Guarantee

- No Tender security for DPM, RFOM and LTM

Performance Security

Performance Security

Choice of Tenderer

Bank draft

Pay order

Bank
guarantee

Rule 27

Performance Security

Divisible Products	⇒	5% of contract value
Goods & services	⇒	10% of contract value
Works	⇒	5-10% of contract value
Physical Services	⇒	5% of contract value
Goods transportation	⇒	3% of contract value + 10% of goods value
Limited tendering	⇒	3-5% of contract value
Front loading	⇒	25% maxm. of contract value
Intellectual services	⇒	3-5% of contract value

[illegible]

Sell of Tender Documents

Rule- 94

Cost estimation	Documents fee
Upto 50 lakh	1 000 tk
Upto 2 crore	2 000 tk
Above 2 crore	4 000 tk

- No tender documents fee for RFQM



Rule- 90(2) Advertisement

Choosing News Paper

Choosing National Level Newspapers of wide daily circulation commonly known and ubiquitously accepted; carefully applying sound judgment



Avoid controversy in choice

140/10

Rule- 90(2)

Choosing news Paper

> Shall advertise in maximum 1 local or regional Govt. media listed newspapers for a maximum of 1 day;

- when estimated cost is more than Tk. 50 lakh and PEs are outside Dhaka, in addition to national daily

> reduce the size of the advertisement when cost is a factor and higher the number of newspapers

> ensure publication in each copy of every edition of the day if more than ONE edition on that particular day

Follow-up publication

141/10

Advertisement Rule 90(1)

Advertisement by Procuring entity (PE) for-

- ✓ Invitation for Prequalification (IFPQ)
- ✓ Invitation for Enlistment (IFE)
- ✓ Invitation for Tender (IFT)
- ✓ Request for Expression of Interest (REOI)

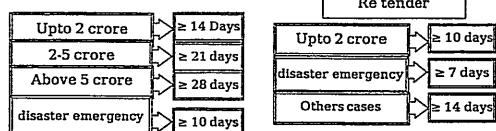


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Tender Submission Timeline

OTM

Rule- 61



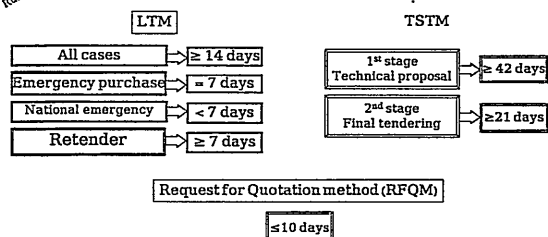
OTM (Int'l) Irrespective of Value ≥ 42 days

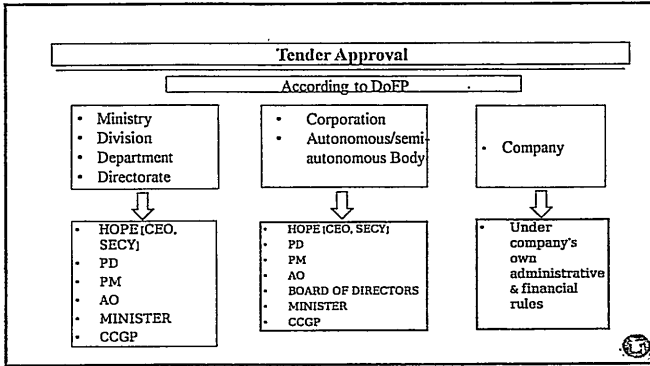
OTM (Int'l) ≥ 28 days

OSTETM: same as OTM

Tender Submission Timeline

Rule- 64.71





DoFP: Ministry/Division/Department/Directorate/Autonomous Body

In Crore Tk

Revenue	Adviser/Minister	CCGP	HOPE	Board of Directors	Chief Executive
Goods	50	>50	2	30	8
Works	100	>100	5	30	16
Services	20	>20	1	8	2

Development Budget	Adviser/Minister	CCGP	HOPE	Board of Directors	Chief Executive
Goods	100	>100	20	30	20
Works	100	>100	30	30	25
Services	30	>30	7	8	7

Thank You



Q & A

Session M4_2 Session: M4-2
Slide No.1/13

THIS SESSION WILL COVER
DIFFERENT ASPECTS OF:

Session M4_2

- Request for Expression of interest (REOI)
- Short-listing

Act [Section- 54-56],
Rules [Rule- 113-115]

CPTU MED Three week training on Public Procurement Management ESCB

REQUEST FOR EXPRESSION OF INTEREST Session: M4-2
Slide No.2/13

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

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SHORT-LISTING Session: M4-2
Slide No.3/13

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

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APPLICABILITY OF EOI Session: M4-2
Slide No.4/13

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**

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ADVERTISEMENT & SUBMISSION Session: M4-2
Slide No.5/13

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)

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ADVERTISEMENT: CHOOSING NEWSPAPER Session: M4-2
Slide No.6/13

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

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CONTENTS OF REOI

Session: PM-2
Slide No. 7/13

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)

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ESCB

SUBMISSION OF EOI

Session: PM-2
Slide No. 8/13

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**

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ESCB

EOI OPENING

Session: PM-2
Slide No. 9/13

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

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ESCB

SHORT-LISTING PROCESS

Session: PM-2
Slide No. 10/13

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 not <4 and >7, preferably 6

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ESCB

SHORT-LISTING PROCESS

Session: PM-2
Slide No. 11/13

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
- 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)



If OK, then PEC can recommend for approval of the HOPE

PE shall not practice this re-advertisement as a routine matter

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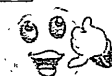
ESCB

SHORT-LISTING PROCESS

Session: PM-2
Slide No. 12/13

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

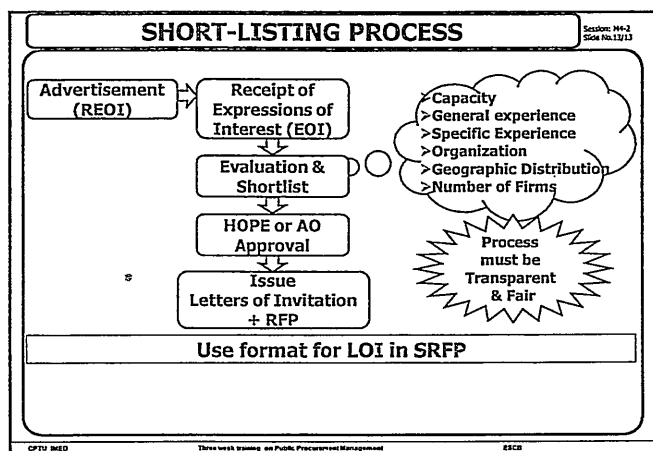


(4) not include more than 2 firms from the same country & at least 1 firm from a developing country (International)

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ESCB



SESSION M4_5

Session: M4-5
Slide No.1/31

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
Slide No.2/31

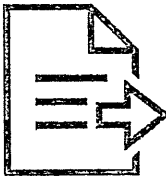
**Submission
Opening
Evaluation**

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PROPOSALS

Session: M4-5
Slide No.3/31

**Submission by Applicants
Opening by POC
Evaluation By PEC**



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SUBMISSION OF PROPOSAL

Session: M4-5
Slide No.4/31

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
Slide No.5/31

**Proposal Opening
Committee
and
Proposal Evaluation
Committee**

**Discussed in Earlier
Sessions**



CPTU IMED Three week training on Public Procurement Management ESCB

OPENING

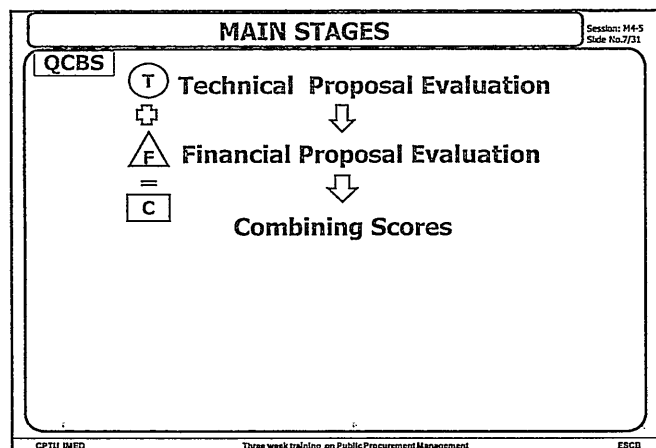
Session: M4-5
Slide No.6/31

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

CPTU IMED Three week training on Public Procurement Management ESCB



BROAD PRINCIPLES: QCBS

Session: H4-5
Slide No.8/31

Evaluation in two steps

- First quality & then cost
- No access to Financial Proposals until Technical Proposals evaluated by PEC & approved by HOPE, AO or AA (if below HOPE)
- PEC works continuously on each evaluation
- PEC members evaluate themselves only; no delegation

No FP before TP approval

CPTU IMED Three week training on Public Procurement Management ESCB

EVALUATION BY SET CRITERIA

Session: H4-5
Slide No.9/31

- Evaluate Technical Proposals in accordance with criteria set in RFP following provisions in the Act,2006 & Rules,2008
- Even Single Proposal duly received may be sent to PEC for evaluation
- Financial Proposal of even SINGLE technically qualified Applicant may be evaluated with approval of HOPE, AO or AA (if below HOPE)

May be single proposal or single technically qualified proposal

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SCORING IN EVALUATION

Session: H4-5
Slide No.10/31

- Each PEC member separately evaluates & scores &, then averaged
- Non-compliance with the mandatory requirement of TOR shall result in rejection of proposal
- Major difference in scores between PEC members are dealt with by PEC Chairperson

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TECHNICAL PROPOSAL

Session: H4-5
Slide No.11/31

5-General Criteria for Evaluation

- Specific experience
- Adequacy of the proposed Methodology & Work plan
- Key Staff's Qualification and Competence
- Transfer of knowledge i.e. Training, if any
- National participation; in case of International Procurement

May have sub-criteria

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GOOD PRACTICE OF GRADING

Session: H4-5
Slide No.12/31

Traditional Scoring

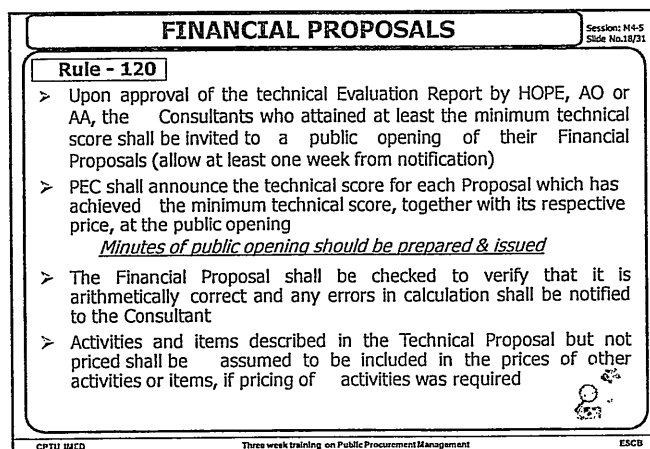
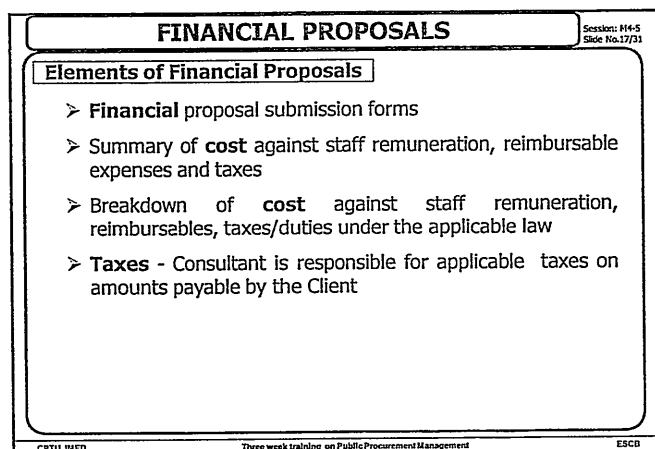
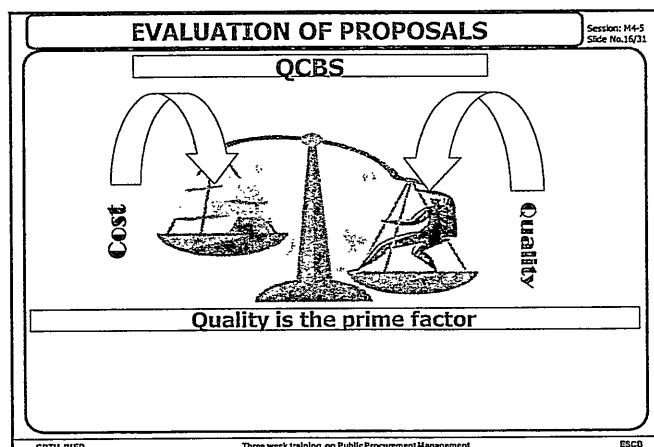
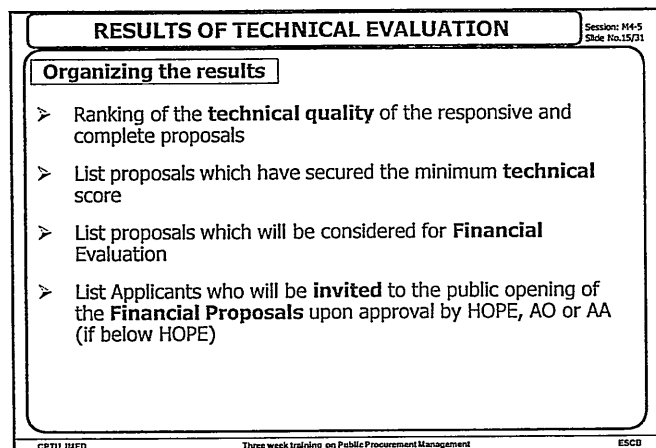
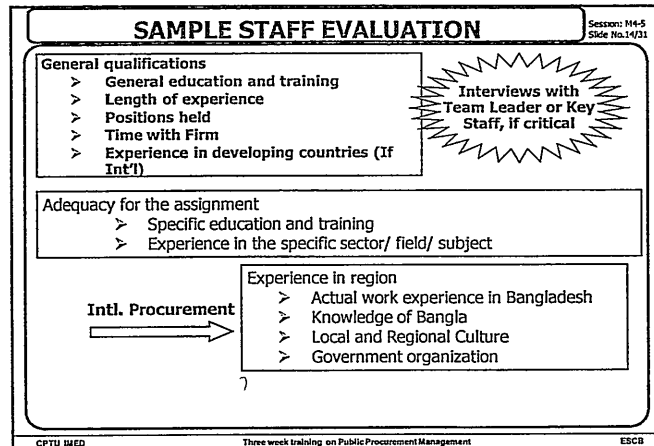
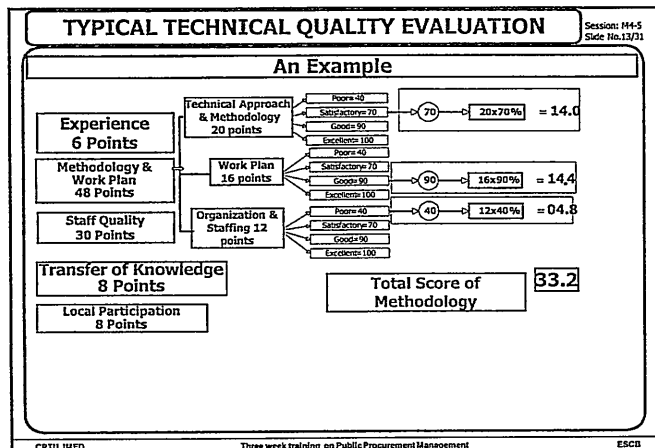
POOR = 40%

SATISFACTORY = 70%

GOOD = 90%

EXCELLENT = 100%

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CORRECTION ASPECTS IN EVALUATION

Session: M4-5
Slide No.19/21

- > 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: M4-5
Slide No.20/21

Step forward

 **QUALITY**
(TECHNICAL SCORE)
AND
 **COST**
(FINANCIAL SCORE) 

Next Combined Scores

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COMBINING FINANCIAL & TECHNICAL SCORES

Session: M4-5
Slide No.21/21

- ✓ 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: M4-5
Slide No.22/21

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: M4-5
Slide No.23/21

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: M4-5
Slide No.24/21

Generic Formulae

- ✓ F_m = Lowest priced Proposal
- ✓ F = Price of Proposal under evaluation

$$\text{Financial Score} = \frac{100 \times F_m}{F}$$

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Session: H4-5
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: H4-5
Slide No.26/31

HOW TO COMBINE SCORES ?

Rule - 121 Technical & Financial Scores

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

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Session: H4-5
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.	66	60	62	64

Technical Score weightage is 80% and Financial Score weightage is 20%

PROVIDE RANKING AND WHO WILL BE INVITED?

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Session: H4-5
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	84.18 [4 th]
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	93.75	18.75	84.35 [3 rd]

Consultant C will be awarded

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Session: H4-5
Slide No.29/31

APPLICABILITY IN OTHER METHODS

SFB: Fixed Budget

WHO WINS?

Highest Quality within Fixed Budget

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Session: H4-5
Slide No.30/31

APPLICABILITY IN OTHER METHODS (CONT.)

LCS: Cost is least

WHO WINS?

Least cost with the minimum qualification requirement

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APPLICABILITY IN OTHER METHODS (CONT.)

Session: 144-5
Slide No.31/31

SBCQ: Small & specialized advisory services

WHO WINS ?

Category	Qualifying Score (Relative)
A	High
B	Low
C	Medium-High

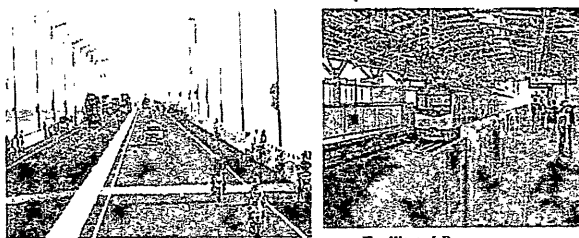
Qualification dominates

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ESCB

Welcome to the Electronic Government Procurement (e-GP) System



Facilitated By

Md. Masud Ahmed
Deputy Director, BPATC
Email: mahmedbpate@gmail.com

Presentation Outline

- ☐ Basics Goals and Principles Public Procurement
- ☐ About e-GP System
- ☐ e-GP at a Glance
- ☐ Terms of e-GP
- ☐ Base of e-GP Guideline
- ☐ e-GP Requirements
- ☐ TEC & TOC Formation in e-GP
- ☐ Security System of e-GP
- ☐ Present Statistics of e-GP System
- ☐ Advantages of e-GP
- ☐ Limitations of Present e-GP System

What Does Procurement Mean?

Procurement means the purchasing or hiring of Goods, or acquisition of Goods through purchasing and hiring, and the execution of Works and performance of Services by any contractual means

Public Procurement is Procurement using
Public Funds

What Does we Procure?

1. Goods
2. Works
3. Services

Join by Web: FolliEx.com/masudahmed030 Join by Tel: Send masudahmed030 to 37607



WHAT ARE THE GUIDING DOCUMENTS FOR PUBLIC PROCUREMENT

PPA-2006 AND PPR-2008 (A)

PPA-2006 AND PPR-2008, DoFP (B)

SEEKHOPE

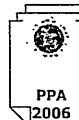
Guiding Documents PPA & PPR

PPA 2006 and PPR 2008

PPA 2006 & PPR 2008

Guiding principle in designing PPA & PPR

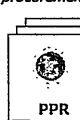
Primary legislation focuses on main public procurement issues



PPA 2006



Secondary legislation addresses those in details for a proper and effective public procurement



PPR 2008



Main Goals & Principles of Procurement

(1) Competition (Section 13)

How to ensure competition?

- Access to information for all
- Objective terms
- Clear criteria for qualification and evaluation
- Minimum time limits for submission of tenders
- Non-discrimination

Goals & Principles elaborated in Rules (PPR 2008)

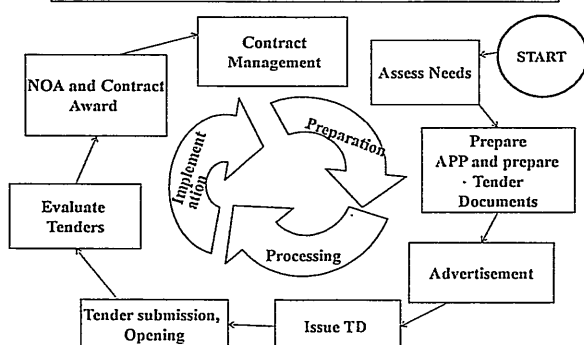
Main Goals & Principles of Procurement

2. Most Preferred Methods
3. Maintain standard of documents
4. Precise specification or TOR
5. Maintain integrity
6. Transparency
7. Accountability
8. Evaluation of tenders in compliance with pre-disclosed criteria (Section 48)
9. No negotiations in open tendering procedures as the main rule (Section 49)

Main Goals & Principles of Procurement

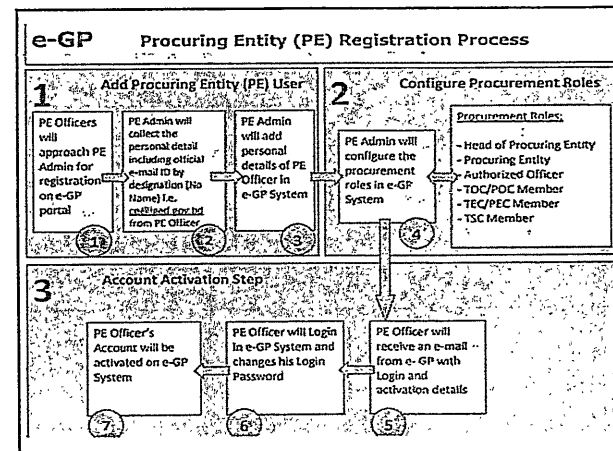
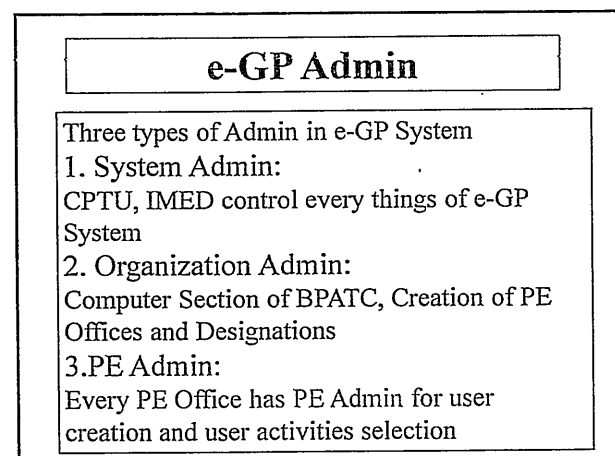
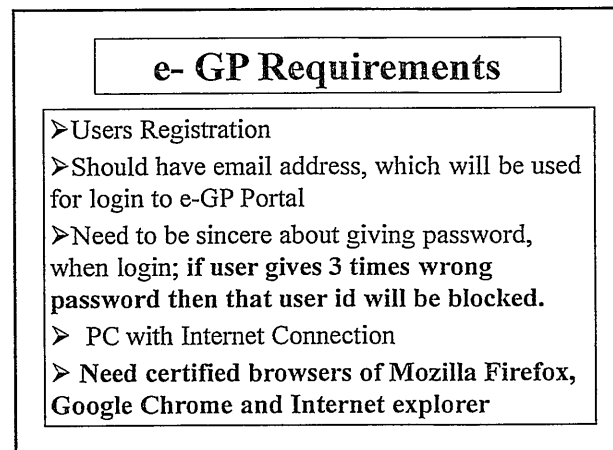
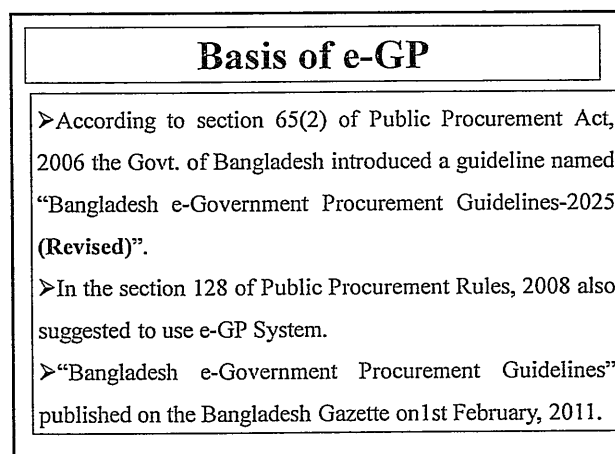
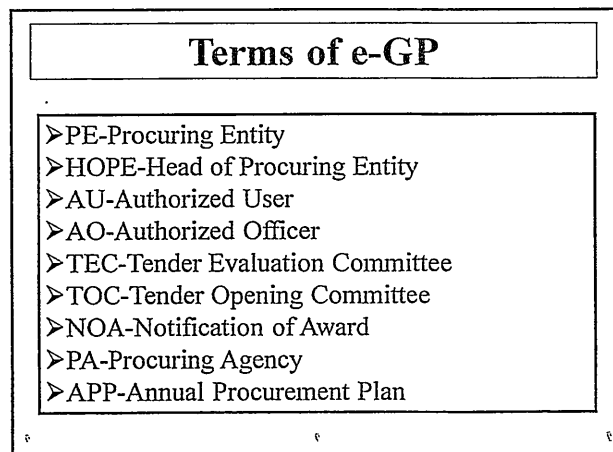
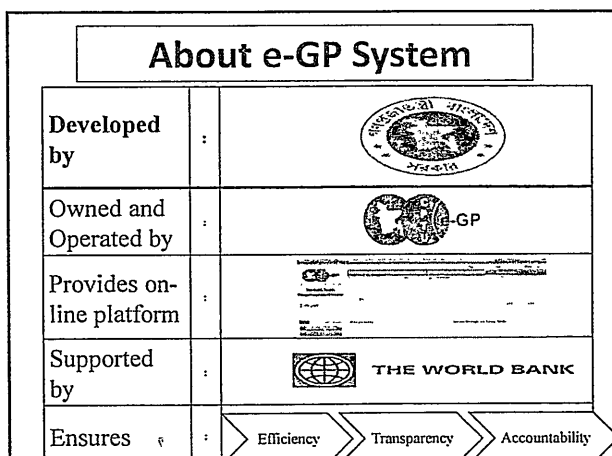
11. Mandatory negotiations in case of consultancy services (Section 60)
12. Contract award (Section 21-23 & 51-53)
 - Approval of successful tenderer
 - Notification of award to successful tenderer - NOA
 - NOA shall be published
 - Signing of contract
 - Notifying un-successful tenderers
13. Contracts shall be administered and managed according to PPR
14. Records of procurement shall be maintained

Procurement Cycle



e-GP System & Its Vision

- Web based system which encompasses the total procurement cycle and records the all procurement activities & provide tender opportunities to all potential tenderer's from Bangladesh and abroad.
- The vision is to enhance the efficiency, Accountability and transparency in public procurement through the implementation of a comprehensive e-GP solution to be used by all government organizations in the country.



Steps in e-GP

- 1 • Office Registration and Organization Admin Creation by CPTU
- 2 • PE Office, Designation and User Creation
- 3 • APP Creation and Approval by HOPE
- 4 • APP Publishing and Tender Creation
- 5 • TEC Formation and Approval by HOPE
- 6 • TOC Formation and Approval by HOPE

Steps in e-GP.....

- 7 • Documents Creation (TDS, Technical Specification, Required Papers, etc)
- 8 • Notice Preparation and HOPE Approval for publishing the Tender
- 9 • Notice, Tender will live in e-GP
- 10 • Bidder will see notice, buy documents and submit Tender through online
- 11 • Due time opened by TOC
- 12 • Evaluation by TEC

Steps in e-GP.....

- 13 • Evaluation approval by HOPE
- 14 • NOA Issuing by PE
- 15 • Bidder will accept NOA
- 16 • Contract Award to Bidder
- 17 • Releasing Tender Security
- 18 • Releasing Performance Security after warranty period

TEC & TOC Formation in e-GP

- TEC is consisted with maximum three members.
- Two members must be selected from PE Office.
- Another member from other PE Office.
- Even TEC may be consisted with only two members from PE Office.

- ✓ TOC is consisted with two members.
- ✓ One member must be selected from PE Office.
- ✓ Another member must be selected from TEC.

TEC & TOC Formation in e-GP

	TOC		TEC	
	Manual Tender	E-GP System	Manual Tender	E-GP System
Member Required	3	2	5-7	3
	One member outside the Org./PE	Both can be from the same PE but 1 must be from the TEC	At least 2 member from outside the Org./PE	2 members from PE office, 1 Other PE

Security system in e-GP

- After using three times wrong password, user will be blocked;
- When user will log in the system, then user will see last log in time;
- Submitted tenders are encrypted by Mega Hash Function;
- After opening members of TOC will decrypt;

E-GP : How we are doing

Period	Tenderers	Contract Awarded	Value Cr BDT
Jun-12	295	14	24
Jun-13	1,067	498	496
Jun-14	9,238	8,436	5,704
Jun-15	15,559	26,102	20,352
Jun-16	27,258	75,983	66,993
At Present	1,28,066	6,86,697	8,11,709

Present Statistics of e-GP System

e-Tender/e-Proposals : 7,77,059

Amount : Tk 610,000 crore

Registered govt. Agencies) 1478

Registered Banks & Branches 54 & 8K+

Registered Development Partners 16

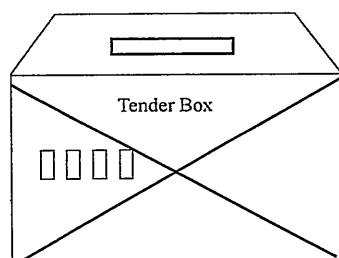
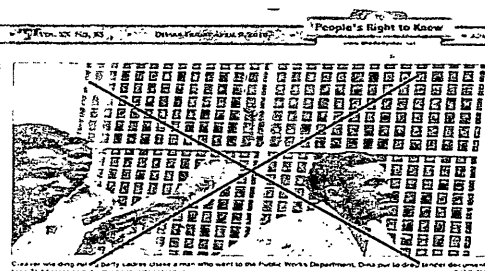
"Bangladesh spends approximately over \$10 billion annually on public procurement, comprising about 80% of its annual development program and 45% of total budget. Therefore, only about 1% savings of waste in procurement can build over 2000 more primary schools or 1500 km additional rural roads." CPTU

e GP Status of BPATC FY-17-18

S.L	Item Name	Status
01	No. of PE Office	1
02	Tender Invited	12
03	Contract Awarded	11
04	Under Preparation and Live Tender	00 & 00
05	Estimated Budget of contract awarded tender	5.01 Crore
06	Real Cost of contract awarded tender	4.29 Crore
07	Wastage minimized/Savings from Estimated Budget(5-6)	72.00 Lac
08	Savings in %	14.37%

Impacts of e GP

Item Name	2011-12	2018-19
Publication of procurement notices	-	100 %
Publication of information of contract award	-	100 %
Procurement lead time	95 days	43
Timely Tender Awarded	10%	90%
Share of rejected bids decreased	8%	3%
Average number of Bidders	4	22
Procurement Accomplished Electronically	-	65%
Improved market access and bidding environment compared to manual bidding		

Advantages of e-GP**Advantages of e-GP.....**

www.eprocure.gov.bd

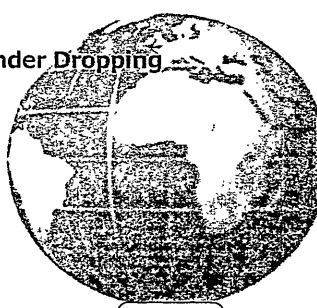
Advantages of e-GP...

Tender Dropping

Tender can be submitted from anywhere of the world

ই-টেন্ডারিং এ ঘরে বসেই দরপত্র জমা দেওয়া যায়

e-Tender Box



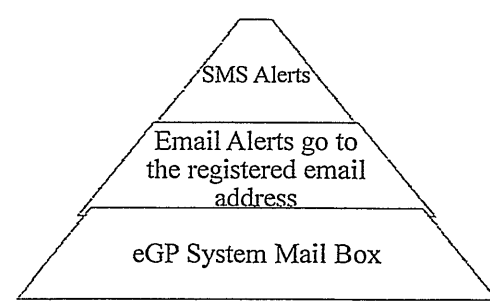
User Alert System in e-GP

SMS Alerts

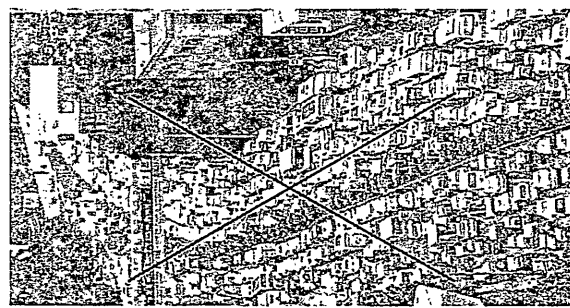
Email Alerts go to the registered email address

eGP System Mail Box

WWW.eprocure.gov.bd

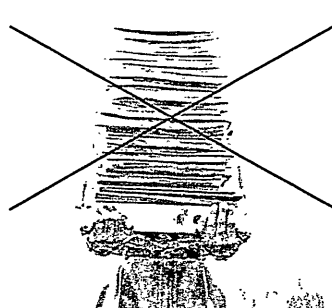


Advantages of e-GP...



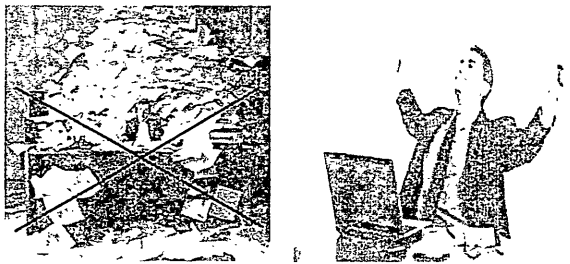
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Advantages of e-GP...



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Advantages of e-GP...

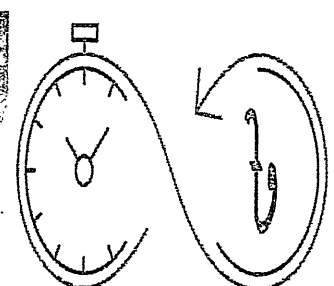


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Advantages of e-GP...

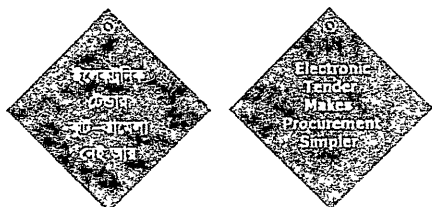
e-GP সময় ও ব্যয় কমাতে সহায়ক

e-GP saves time & cost increases competition



www.eprocure.gov.bd

Advantages of e-GP...



www.eprocure.gov.bd

Limitations of e-GP system

- Service Procurement till not included;
- Updated browsers are not supported;



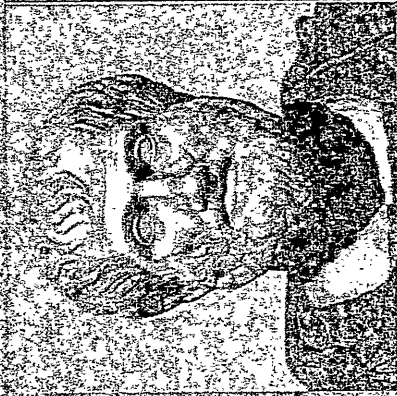
Thank You

Module:9

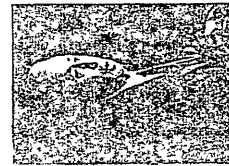
Development Partnerships and Negotiations

The Great Greek Philosopher Aristotle

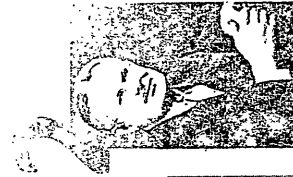
Man by nature is a social animal. Being a social animal, man can't live in isolation.



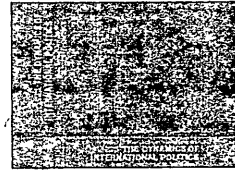
Meaning and Definition of International Relation



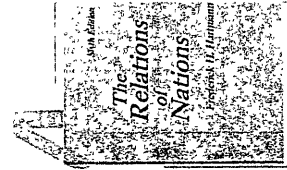
Hans Morgenthau
Defined international relations as a struggle for power between nations.



Quincy Wright defines international relations as "relations between groups of major importance in the life of the world at any period of history."



Norman Poddelford and George Lincoln
Defined international relations as the interaction of state politics with changing power relationships.



According to Hartmann
"International Relations as a field of study is focused upon the process by which states adjust their national interest to those of other states".



Harold and Margaret Sprout
"those aspects of interactions and relations of independent political communities in which some element of opposition, resistance or conflict of purpose or interest is present."

Issues in International Relations, Global Diplomacy and Negotiation (Bilateral, Regional and Multilateral Settings)

Dr. Farhana Iris
Joint Secretary

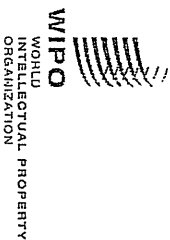
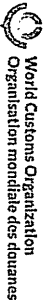
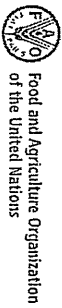


What is International Relation?

- International Relations (IR): Study of relations among states and non-state actors.
- International relations refer to the interactions between different countries and people from all over the world.
- It is complex and highly contested field

Platform for Discussion

One place where the world's nations can gather together, discuss common problems and find shared solutions.



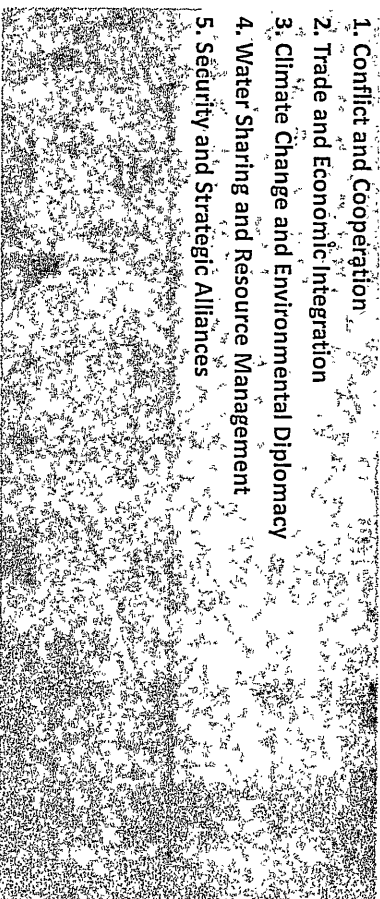
What is Global Diplomacy?

- Diplomacy: Art and practice of conducting negotiations between representatives of states.
- It is the established method of influencing the decisions and behaviour of foreign governments and peoples through dialogue, negotiation.
- The term *diplomacy* is derived via French from the ancient Greek *diplōma*, composed of *diplo*, meaning "folded in two," and the suffix *-ma*, meaning "an object."
- It is the substitute for the use of force or underhanded means in statecraft.
- It is a comprehensive national power to the peaceful adjustment of difference between states.

Is diplomacy a foreign policy?

Some issues in international relations include:

1. Conflict and Cooperation
2. Trade and Economic Integration
3. Climate Change and Environmental Diplomacy
4. Water Sharing and Resource Management
5. Security and Strategic Alliances



Great Metaphor/ Imagination



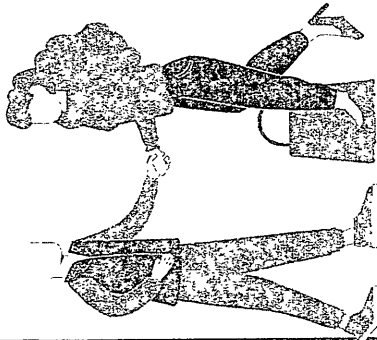
Rome

Rome inherited from the Greeks a revised and adapted to the task of imperial administration. As Rome expanded it often negotiated with representatives of conquered states, to which it granted partial self-government by way of a treaty.

The Roman Republic conducted foreign policy through a department. They established a foreign affairs department. The emperor was the ultimate decision maker in foreign affairs. Envoys were received with ceremony and magnificence and they and their aides were granted immunity.

Roman envoys were sent abroad with written instructions from their government. Sometimes a messenger or *lituitis* was usually two towns.

Legal responsibilities of *legatio* (embassy) to honor *legatus* (ambassador) was organized under a president. The *legatus* who were leading citizens chosen for their skill and loyalty were inviolable.



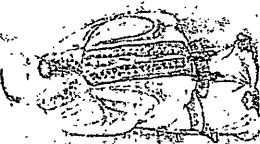
Ancient Diplomacy

Ancient Chinese diplomacy

By the 8th century BCE the Chinese had leagues, missions, and an organized system of polite discourse between their many "warring states."

The sophistication of the tradition, which emphasized the practical virtues of ethical behaviour in relations between states.

Zhuangzi Suggested
.....if relations between states are close, they may establish mutual trust through daily interaction;.....always to speak the truth and never to embellish it.



Zhuangzi ("Master Zhuang")



Ancient Greek diplomacy

Was characterized by negotiation, dialogue, and treaties, and was one of the most open diplomacies in history. Public negotiation, Treaties

Public Oaths. Common peace.

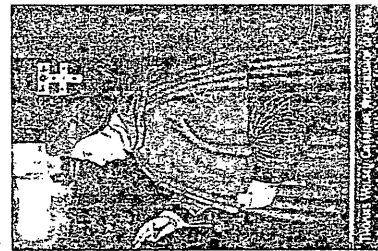
Heralds: The first diplomats, heralds were chosen by each city to communicate with foreigners. They were protected by Hermes, the messenger of the gods, who was associated with diplomacy.

Balance of power and the Concert of Europe

- In the 18th century, European diplomacy strove to maintain a balance between five great powers: Britain, France, Austria, Russia, and Prussia.
- After Napoleon's defeat, the Congress of Vienna was convened in 1814-15 to set new boundaries, re-create the balance of power, and guard against future French hegemony.
- It also dealt with international problems internationally, taking up issues such as rivers, the slave trade, and the rules of diplomacy.

The development and the spread of Italian diplomacy

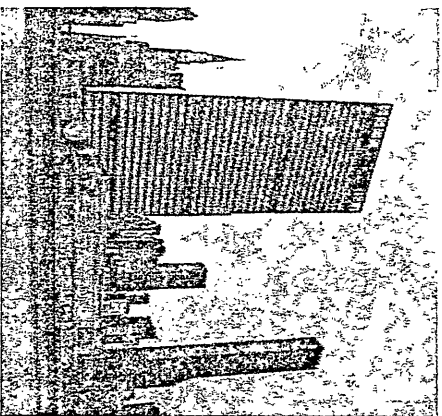
- Venice, Milan, and Mantua sent resident envoys to each other, to the popes, and to the Holy Roman emperors.
- Ambassadors served a variety of roles, including reporting events to their government and negotiating with their hosts. In addition, they absorbed the role of commercial consuls, who were not then diplomatic agents.
- England was among the first to adopt the Italian diplomatic system, and he initially even used Italian envoys.
- early 17th centuries, bureaucracies scarcely existed.
- Envoys remained personal emissaries of one ruler to another. Because they were highly trusted and communications were slow, ambassadors enjoyed considerable freedom of action.
- Their task was complicated by the ongoing religious wars, which generated distrust, narrowed contacts, and jeopardized the reporting that was essential before newspapers were widespread.



The United Nations and the changing world order

The UN, which replaced the League of Nations in 1946, was founded with 51 members. By the beginning of the 21st century, its membership had nearly quadrupled, though not all the world's countries had joined.

The new states were often undeveloped and technologically weak, with a limited pool of educated elites for the establishment of a modern diplomatic corps.



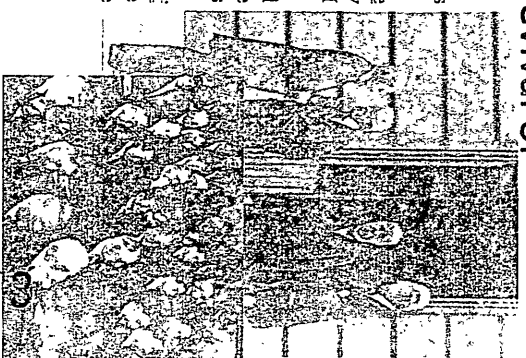
The League of Nations and the revival of conference diplomacy

The Paris Peace Conference took place amid much publicity, which was intensified by the newsreels made of the event.

United States President Woodrow Wilson had enunciated his peace program in January 1918, including "open covenants of peace openly arrived at" as a major goal for diplomacy in the post-World War I period.

Hundreds of journalists went to the conference only to discover that all but the plenary sessions were closed. Wilson had intended that the results of diplomatic negotiations be made public, with treaties published and approved by legislatures.

He largely achieved this goal, as the Treaty of the League of Nations—one of the key treaties set out for signature at Versailles at the end of the Paris conference—required that treaties be registered at the League before they became binding.



New styles of diplomacy

- Diplomatic immunity was breached, for the breakdown of old premises, mainly in new states.
- The new hazards were murder, maiming, and kidnapping. Diplomats were a target because they represented states and symbolized privileged elites.
- Propaganda- abetted by technology (Radio, TV.....)
- Emphasized on intellectual skill

- Conference diplomacy/summit diplomacy
- Club and Group Diplomacy
- Communication and Diplomacy: Change and Continuity
- From Negotiation to Mediation
- Rituals and Diplomacy
- Role of ??????

What is Negotiation?

- Raymond Cohen defined it, "as a process of communication between states seeking to arrive at a mutually acceptable outcome on some issue or issues of shared concern."
- Two or more parties involved;
- Presence of competition and compromise;
- Resolve the issue/problem through consultation/dialogue;
- Mutuality of interest; no unilateralism;

Diplomate

Negotiator must be persuasive, flexible, tenacious, and creative in developing new solution.
Or reframing issue from a new angle.
Must display reliability and credibility.
Stamina, precision, clarity, courage, patience and an even temper are necessary, though calculative. Impatience or anger may be used as a tactic.



Henry Kissinger, 1973.

UN Secretary-General Kofi Annan, 1998

Power Game

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

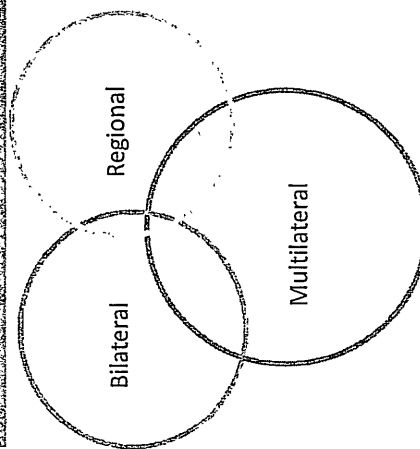
01

Competition:
Value addition: power comes out of capacity to solve a problem through value addition/Value creation.
Perception: Perception sometimes sets the reality. Critical test for effectiveness in a negotiation is what one has convinced opponent about his/her strength to achieve whether or not that can actually be done. North Korea/US Situation conflict is a played one. situational context: Doctor/Patient

02

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

The Field of International Negotiation



Bilateral
Core of Diplomatic Work
Complex and diverse
Come to encompass an ever greater array of actors and issues

Regional

Multilateral
Conference Diplomacy
High number of states and other actors involved
The technicality of issues at stake
The frequent necessity for consensus
The added value of soft labels and third-party facilitation

Key Concepts

- Value Creation and Value Claim: while
- Value Creation Value creation is an inclusive process(Integrative approach), it includes: Creating trust, sharing information, create a shared approach, mutually beneficial solution.
- Value Claiming Value Claiming is a (Distributive approach). Negotiation is always filled with uncertainty and tension. It involves:
 - a. Anchoring: First offer?
 - b) Best Alternative to a Negotiated Agreement(BATNA), and
 - c) Zone of Possible Agreement(ZOPA) and Walk Away point.

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Preparation

- Preparing in advance can improve one's confidence, give goals to work toward, and provide a strategy to base one's approach on. Before entering a negotiation, you need to prepare. There are several things to define
- Make assumptions that you can test later
- Investigate red flags and assumptions (use many sources and dig deep)
- Analyze strengths, risks and connections
- Be creative about how to solve the other side's interests

24

Several actors in a negotiating process at different stages of negotiations.

- Political leadership
- Negotiators
- Interest Groups
- Civil Society actors and Media
- International actors

21

Negotiation Process

- Preparation
- Exchange/Trade off
- Closing/Outcomes
- Learning

23

Trade Off: Implicit

- Bargaining is about creating value for both parties despite the differences. Yet, before discussions even begin, there are three levers that determine how the bargaining stage will play out:
 - Engaging (the "who"): How do you engage with each other? Is this a friendly conversation, or do you fall into enemy territory?
 - Framing (the "what"): How do you define the negotiation? For instance, is it a battle, partnership, or problem to be solved together?
 - Norming (the "how"): How do you relate to one another? What behaviors are established that characterize the negotiation? You typically define these levers in a negotiation's first few minutes simultaneously.
 - Trustworthiness – Are they honest and dependable?
 - Competency – Are they credible and able?
 - Likeability – Can you work well together?
 - Alignment of Interests – Are your interests aligned with theirs?

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Interests

- Interest is what the involved parties want to achieve. These must be two interests at least- Self and counterpart;
- Five elements surround basic human needs- dignity, equality, money; human and national values, such as value, identity.
- Understanding counterpart's interest set is equally important.
- Skills in understanding:
 - Esteem and fears: Identifying them. Iranians fear that US wants regime change and may do so forcefully. US fears Iran will cheat.
 - Experiences: Historical experiences frame outlook, positions and underpin interest. Islamic revolution in Iran and US sanctions on Iran.
 - Effective listening: Tools include: words, messages and body language. Questioning and research could be ways to discover inner thoughts.
 - Nature and areas of interests- converging, diverging, colliding and bridgeable ones.

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Agenda

- Several important issues in Agenda setting:
 - Issues- extremely critical, Taiwan issue at UNGA Agenda
 - Language- Value neutral
 - Sequencing –Equal opportunity for all parties.
- Approaches: Distributive and integrative approaches. The former one is negative and alienating, while the latter is positive and inclusive.

25

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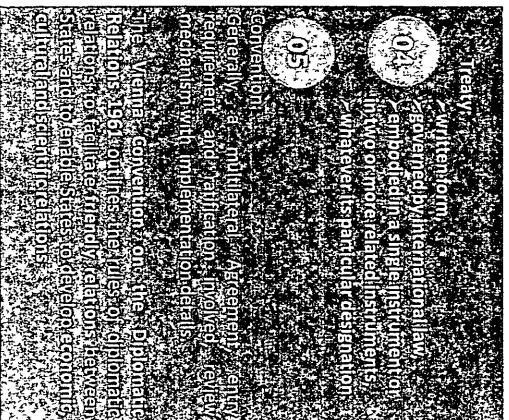
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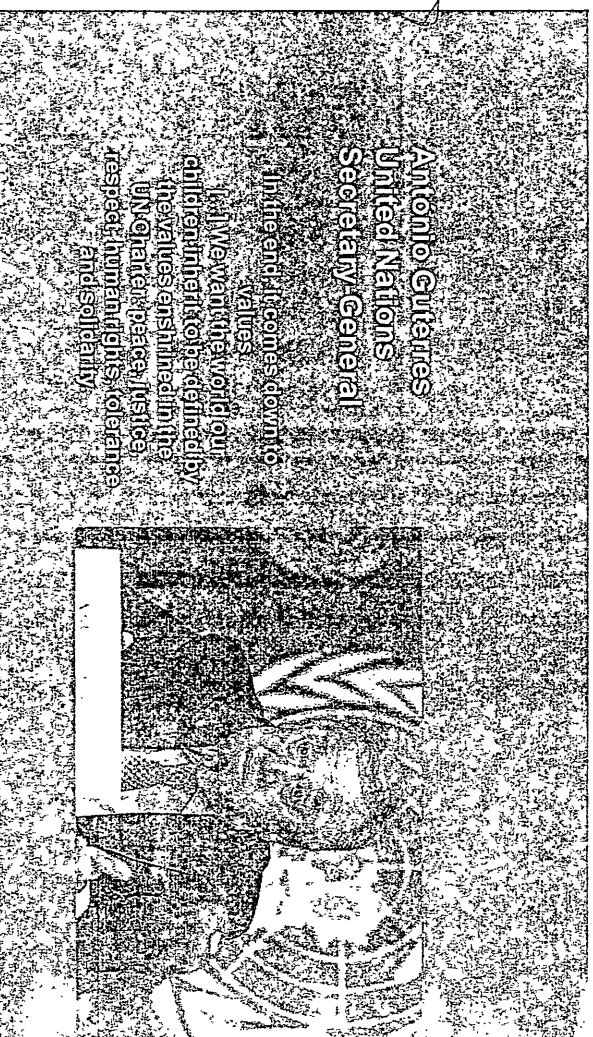
Outcomes

- 01 Minutes: An informal record/note on discussion between parties to recall the understanding reached, no legal validity as such.
- 02 MOU: Non binding understanding in principles between two or more parties for a short duration; often prelude to an Agreement, no legal validity.
- 03 Agreement: A legal document, with responsibilities of parties, generally longer duration, with a dispute resolution mechanism. Parties to the agreement have collateral rights, but the parties to MoU do not have collateral rights.



Communication

- Communication: Two audiences-Self and the Counterpart
- Framing the issue; (National Interest, Context/Linkage)
- Transforming information into influence; (Reinforcing arguments with facts)
- Turning disputes/conflicts into solutions.(Create momentum toward finding a common ground/solution)
- How do we do it?
- Self: Segregation/ Breaking of issues, Back up buy facts/evidence, articulation logical articulation and solution oriented proposals.
- Counterpart: Empathy, Treating problem, not people, building relationship.
- Create condition/offer incentives to generate a solution. Demonizing the counterpart does not help!
- Translating ideas into positions, and then to agreed text. Example: Both sides recognized that they should continue their dialogue to reach a solution.



International Development: Institutional Architecture, Foreign Aid and Development Paradigm

Prepared by:
Shabbir Ahmad Chowdhury
Secretary (Retired)
Ministry of Foreign Affairs, Dhaka
19 February, 2025

Outline:

- (i) International Development: Definition and elaboration
- (ii) Institutional Architecture: Definition and elaboration
- (iii) Foreign Aid and Development Paradigm: Definition and elaboration
- (iv) Success and failures of development mechanism
- (v) Interactive session

(i) International Development:

- (a) Definition: Assists in overall development
- (b) Mode of evaluation:
 - (1) Gross National Income (GNI) per capita:
2024 UN criteria:
LDC inclusion threshold: USD1088 ; Graduation threshold: USD1306 ;
 - (2) HDI:
(i) Life expectancy at birth (ii) Education (iii) GNI per capita
Best=1.0 ; Worst=0.0 ;
Japan =0.95 ; Bangladesh =0.65 ; Somalia = 0.40
 - (3) Gini co-efficient or index: (income inequality)
Best=0.0 (perfect equality); Worst=1.0 (Maximum inequality)
Japan: 0.3- ; Bangladesh: 0.4+ ; South Africa: 0.5+

(i) International Development: (continued)

- (4) (a) Gender Inequality Index (GNI):
Best=0.0, Worst= 1.00;
Canada, Sweden: 0.00 to 0.9 ; Bangladesh, Pakistan: 0.6 to 0.69
- (4) (b) Gender Development Index (GDI):
- (4) (c) Gender Empowerment Measure (GEM):
- (5) Corruption Perception Index (CPI):
Best=100; Worst=0;
Sweden: 90+ ; USA: 60+; Bangladesh: 10+ ; Madagascar: 10-

(i) International Development: (continued)

- (4) SDGs:
 - (1) No poverty (2) Zero hunger (3) Good health and well-being (4) Quality education (5) Gender equality (6) Clean water and sanitation (7) Affordable and clean energy (8) Decent work and economic growth (9) Industry, innovation and structure (10) Reduced inequality (11) Sustainable cities and communities (12) Responsible consumption and production (13) Climate action (14) Life below water (15) Life on land (16) Peace, justice and strong institutions (17) Partnership for goals

(ii) Institutional Architecture :

- (a) Definition: Institutional architecture for development is the system that coordinates among the modes of development for offering the appropriate development of a state or region. Such systems may be established by countries or international organizations.
- (b) Country: USAID (USA), JICA (Japan), CIDA (Canada), SIDA (Sweden), TICA (Turkey)
- (c) Region: TICAD (Tokyo International Conference on African Development), AGOA (African Growth and Opportunity Act);
- (d) International: UNDP, IMF, World Bank, ADB, IDB; SDG (UN system of SDG implementation)

(iii) Foreign Aid and Development Paradigm:

(a) Definition: Financial and technical support from other countries or international organizations is foreign aid. The appropriate system of such support is development paradigm

(b) Aid:

- (i) Aid should be inevitable, not desirable. It is effective when needed and properly utilized. Otherwise it can be counterproductive. Example: Japan, Sri Lanka, Bangladesh
- (ii) "Give the net, not the fish" principle should be followed

(c) Development Paradigm:

- (i) The appropriate mode of development need to be identified and then implemented accordingly
- (ii) Based on the requirement, the developments may take place on economic matters, infrastructure, human resources, social issues, healthcare, climate etc.

(iv) Success and failures of development mechanism:

- (a) Failure: (1) External and natural causes: Conflict between other states, pandemic, natural disasters
- (2) Internal causes: Mismanagement, political unrest; civil war
- Example: Some African countries; Gaza;

- (b) Success: Absence of the reasons of failure. Example: Japan

Bangladesh: Aid-Trade-Development Partnership-Strategic Partnership

Interactive session

Regional Trade Scenario in South Asia and Lessons for Bangladesh

151 Advanced Course on Administration and Development
(ACAD)

BPATC Savar
19 February 2025



MD. HAFIZUR RAHMAN
Administrator, FBCCI
Former Director General
WTO Cell
Ministry of Commerce

The Promise of Economic Integration in South Asia

The concept of regional economic integration is rooted in the idea that geographically proximate countries can achieve greater prosperity and development by cooperating more closely on economic matters.

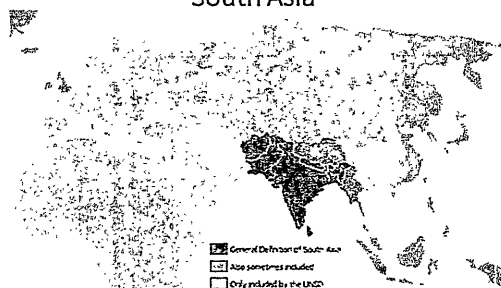
Such cooperation may include reducing trade barriers, harmonizing regulations, facilitating cross-border investment and enhancing infrastructure and connectivity.

Discussion Outlines



- Conceptual Framework of South Asia
- Geo-political Partnership
- Trade Coalition
- Development Alliances
- Challenges and Opportunities for Bangladesh
- Way forward

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 development of urban agglomerations and infrastructure.

Commonalities

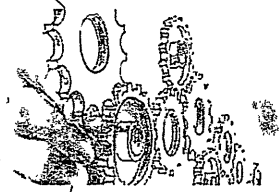
South Asian countries share some common features due to their shared history, culture, geography, and socioeconomic conditions. Here are some of the prominent features of South Asian countries:

5. **Socioeconomic challenges:** South Asian countries face several socioeconomic challenges, including poverty, income inequality, gender discrimination, and poor access to education, healthcare, and basic services.
6. **Political instability:** Political instability is a common feature in many South Asian countries, with frequent changes in government, civil unrest, and conflict affecting stability and development.
7. **High vulnerability to natural disasters:** South Asian countries are highly vulnerable to natural disasters such as floods, earthquakes, and cyclones, which can cause significant damage to infrastructure and human lives.
8. **Strategic location:** South Asia is located at a crossroads of major trade routes, and its strategic location has made it an important geostrategic and geopolitical region.

Geo-political Situation

Aftermath of the World War II Major Issues Shaping the Geo-political Changes

1. Globalization
2. 9/11
3. China's Joining in the WTO
4. Global Financial Crisis 2007-08
5. The Rise of Social Media
6. The Arab Spring
7. Falling Birth Rate
8. Climate Change Awareness
9. Migration and Refugee Crisis
10. Brexit
11. Rise of Right Wings
12. Ukraine War

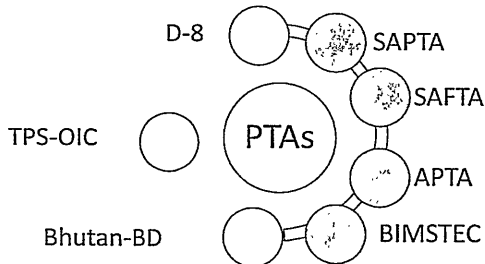


Geo-political Situation: Issues Affecting Bangladesh

Globalization:

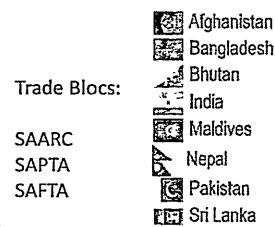
1. Single world society economically, politically, ideologically, socially, and culturally
2. Cross border movement of goods, services, people and knowledge
3. Individuals, groups and nations are interdependent to each other
4. Dependency on global value chain, information, online network, sky media, technological advancement
5. Slowbalization...

RTA Regime of Bangladesh



Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:



GDP Sizes of South Asian Countries

GDP (Million US\$)

Afghanistan	17,233.05
Bangladesh	437,415.33
Bhutan	2,898.23
India	3,567,551.67
Maldives	6,590.89
Nepal	40,908.07
Pakistan	337,912.30
Sri Lanka	84,356.86

GDP Sizes

• Afghanistan • Bangladesh • Bhutan • India
• Maldives • Nepal • Pakistan • Sri Lanka

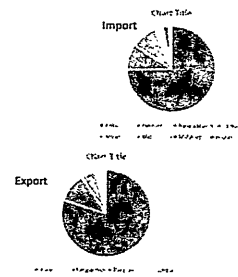


Intra SAARC Trade Flows

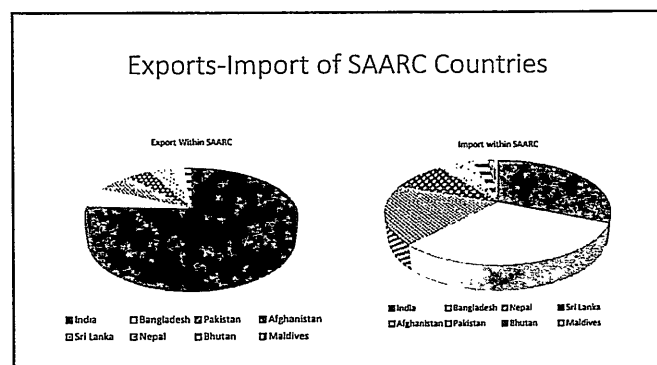
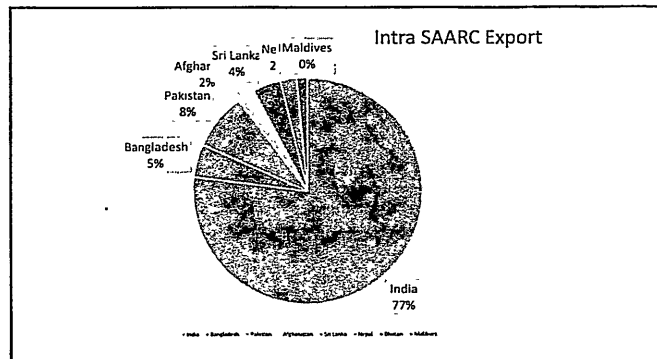
- With intra-regional trade at less than 5% of total trade
- South Asia is the least integrated region in the world, dwarfed by East Asia's 35% and Europe's 60%.

It's 20% cheaper for India to trade with Brazil than with its neighbor Pakistan.

Bangladesh's exports to India can potentially rise by 300%

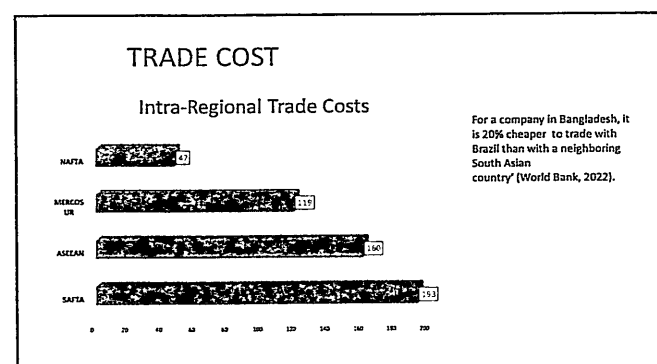


Exporters	2019	2020	2021	2022	2023
South Asian Association for Regional Cooperation (SAARC) Aggregation	29321502	24790526	39171360	39796869	32399035
India	22576472	18948431	30706383	31326316	24531329
Bangladesh	1368637	1181155	2089376	2245262	2035133
Pakistan	2392695	1722341	2012030	2218469	1987278
Afghanistan	708492	1030017	1201397	1372875	1362620
Sri Lanka	1162021	994757	1367067	1271986	1245935
Nepal	674267	629307	1348132	944913	819406
Bhutan	427741	274150	435968	405405	407471
Maldives	11177	10368	11007	11643	9863



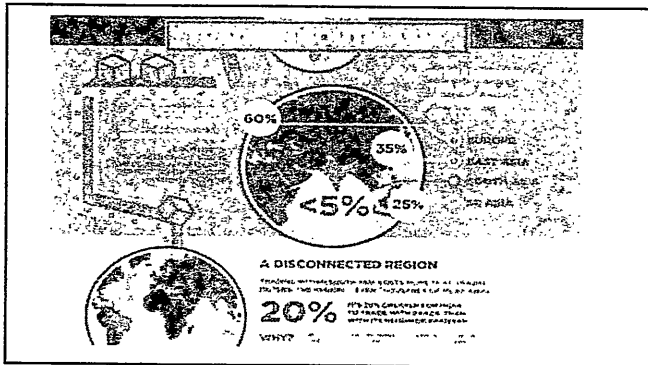
Comparative Trade Deficits with India and China
(Million US\$)

Countries	Trade deficit with India	Trade deficit with China
Afghanistan	462 (545-1007)	49.9 (9.09-59)
Bangladesh	11,690 (2,000-13,690)	16,690 (650-17,340)
Bhutan	630 (314-944)	180 (1-181)
India	-	101,020 (17,480-118,500)
Maldives	372 (50-422)	396 (5-401)
Nepal	10,900 (1,340-11,240)	2,327 (23-2,350)
Pakistan	539 (4-543)	21,538 (3,325-24,863)
Sri Lanka	4,875 (112-4987)	4,629 (519-5,148)
Total	30,468	146,875



Gross Domestic Product of Selected Economies in South Asia
(billion US\$)

Rank	Country	2024	2025	2026	2027	2028
5	India	4,105.38	4,511.85	4,951.62	5,427.39	5,944.38
33	Bangladesh	455.16	511.79	576.49	651.69	734.60
35	Vietnam	469.67	514.65	559.28	606.43	657.27
74	Sri Lanka	74.0	76.0	82.0	82.0	82.0
85	Myanmar	79.27	83.58	87.96	92.63	98.03
98	Nepal	45.46	49.94	54.40	59.10	64.20
165	Bhutan	2.86	3.09	3.366	3.57	3.80



SAARC

Despite these reservations, foreign ministers of the seven founding countries—Bangladesh, Bhutan, India, the Maldives, Nepal, Pakistan and Sri Lanka—met in New Delhi in August 1983 and adopted the declaration on SAARC, formally launching the Integrated Programme of Action (IPA).

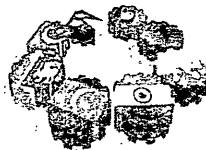
However, the then Indian Prime Minister (PM), Indira Gandhi, was not enthusiastic about formally establishing such a regional body. She believed that India's regional influence in South Asia would be diluted by the creation of such an organization as it would mean sharing power that India was predominantly exercising in the region (Dixit, 1997).

The 1st SAARC Summit was held in Dhaka, Bangladesh, on 7–8 December 1985.

SAARC

Areas of Cooperation

1. Human Resource Development and Tourism
2. Agriculture and Rural Development
3. Environment, Natural Disaster and Biotechnology
4. Economic, Trade and Finance
5. Social Affairs
6. Information and Poverty Alleviation
7. Energy, Transport Science and Technology
8. Education, Security and Culture
9. Others



SAFTA

- Last summit held in November 2014
- No summit could be arranged after 2014 due to geo-political conflict
- SAARC Motor Vehicles Agreement and SAARC Regional Railways Agreement still not finalized
- Other priority areas of cooperation:
 1. Reduction/Removal of Non-Tariff Barriers (NTBs) and Para-Tariff Barriers (PTBs)
 2. Energy Cooperation
 3. Trade Facilitation Measures
 4. Investment Cooperation
 5. Reduction of products in the Sensitive Lists
 6. SAARC Agreement on Trade in Services (SATIS)
 7. Improvement in Connectivity (rail, road, air, maritime) among Member States

SAARC

- South Asian Regional Standards Organisation (SARSO)

A SAARC Specialized Body has been established to achieve and enhance coordination and cooperation among SAARC Member States in the fields of standardization and conformity assessment and is aimed to develop harmonized standards for the region to facilitate intra-regional trade and to enhance access to the global market.

- SAARC Arbitration Council (SARCO)

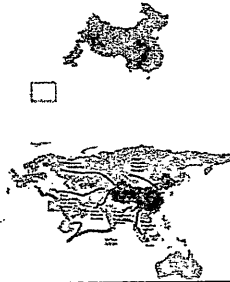
The Agreement for Establishment of SAARC Arbitration Council was signed during the Thirteenth SAARC Summit (Dhaka, 12-13 November 2005).

Causes of Lower Trade Volume in South Asian Countries

- Inadequate transport connectivity,
- Burdensome logistics and regulatory barriers,
- Historical political tensions,
- Cross-border conflicts and
- Security concerns.

Extra-Regional Geo-Politics

- Effect of BRI and CPEC
- 3,000 km Chinese infrastructure network
- China has been Developing a deep-water port at Gwadar in the Arabian Sea
- It will be a shortcut trade route between Europe and China
- Once operational, the existing 12,000 km journey for oil transportation to China will be reduced to just 2,395 km
- China Invested US\$ 65 Billion already
- China's BRI, supported by substantial US\$ 1 trillion investments, has made significant inroads into several South Asian countries, including Afghanistan, Bangladesh, Sri Lanka, Nepal and the Maldives
- Blue Dots Network (2019) and Build Back Better World (2021) as a counter to the BRI
- India's Neighborhood First' policy and 'Security and Growth for All in the Region' (SAGAR)



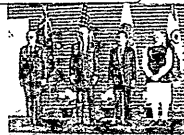
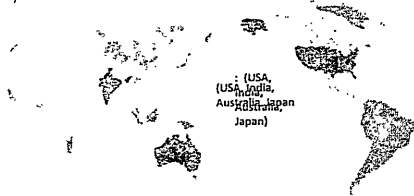
Barriers to Regional Integration in South Asia

- Political and historical tensions
- Economic asymmetries
- Infrastructure deficits
- Non-tariff barriers (NTBs)
- Regulatory differences
- Security concerns and fragile political contexts

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

1. Quadrilateral Security Dialogue (QUAD)



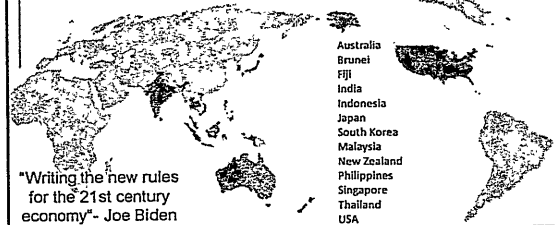
The grouping has risen and fallen in prominence over the years, but gained new traction following deadly border clashes between India and China in 2020, and a recent surge in Australian diplomatic and commercial confrontations with

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

2. Indo Pacific Economic Forum (IPEF), May 23 2022:

Area -tax, anti-corruption, clean energy and data and privacy



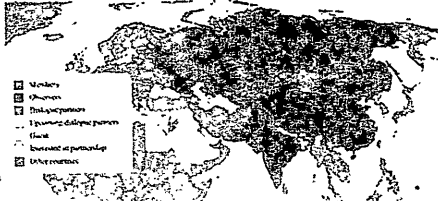
"Writing the new rules for the 21st century economy" - Joe Biden

Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Shanghai Cooperation Organization (SCO), 2001: Eurasian political, economic and security organization

Country	Accession period	Decision date
China		
Kazakhstan		
Kyrgyzstan		
Russia		
Tajikistan		
Uzbekistan		
India	15 June 2017	9 June 2017
Pakistan	15 June 2017	9 June 2017
Afghanistan	17 September 2021	16 September 2021
Maldives	16 December 2021	16 December 2021



Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism: Belt and Road Initiative (BRI)

Silk Road Economic Belt
21st Century Maritime Silk Road
Infrastructure building initiative
US\$ 150 Billion

Funded by:
Asian Infrastructure Investment Bank

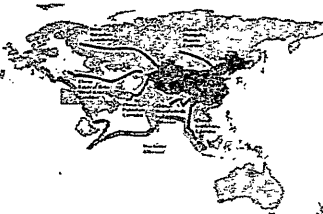


Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:
Belt and Road Initiative (BRI)

BRI investment by country in billion \$ from 2014 to 2018

Construction	Investment	Construction	Investment
Pakistan	31.9	Singapore	24.3
Nigeria	23.2	Malaysia	14.1
Bangladesh	17.5	Russian Federation	10.4
Indonesia	16.6	Indonesia	9.4
Malaysia	15.8	South Korea	8.1
Egypt	15.3	Israel	7.9
UAE	14.7	Pakistan	7.6



Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Trade Blocs:

APTA

- Bangladesh
- China
- India
- Laos
- Mongolia
- South Korea
- Sri Lanka



Geo-political Situation: Issues Affecting Bangladesh

Confronting Regionalism:

Trade Blocs:

BIMSTEC

- বাংলাদেশ
- ভুটান
- মিয়ানমার
- ভারত
- নেপাল
- শ্রীলঙ্কা
- থাইল্যান্ড



GDP Contribution

Trading Partner	GDP (US\$, in trillions)
European Union	17.18
United States	23.32
China	17.73
India	3.18
Bay of Bengal Economic Bloc (including India, Bangladesh, Indonesia, Myanmar, Sri Lanka and Thailand)	5.46

Source: World Development Indicators (World Bank, 'GDP (Current US\$)...').

Trade Intensity Index of BIMSTEC Member Countries

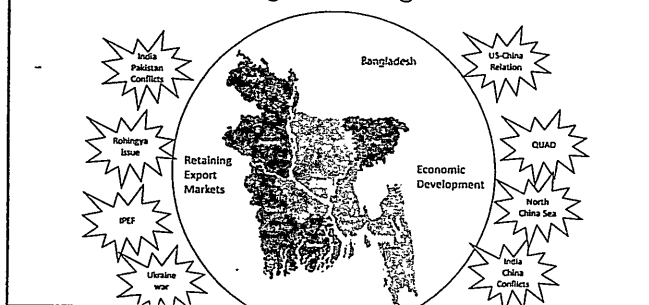
Year	Bangladesh	Bhutan	India	Myanmar	Nepal	Sri Lanka	Thailand
2004	4.97	35.68	1.67	15.32	26.50	6.70	1.07
2005	4.56	34.78	1.15	16.18	26.08	7.40	1.08
2006	3.96	30.02	1.10	17.40	25.34	6.99	1.12
2007	4.11	40.32	1.25	14.74	26.24	7.93	1.12
2008	4.13	29.60	1.00	14.47	21.63	5.98	1.11
2009	3.38	28.49	0.93	14.09	19.60	4.83	1.17
2010	3.41	23.99	0.89	11.87	19.44	5.05	1.01
2011	3.26	22.00	0.87	9.05	18.68	5.52	1.04
2012	3.01	23.80	0.88	10.04	18.47	6.95	0.98
2013	2.95	24.77	0.96	8.06	18.25	4.11	1.05
2014	3.00	25.04	1.11	6.83	18.40	4.86	1.12
2015	2.74	24.30	1.16	6.35	16.98	6.16	1.12
2016	2.74	25.96	1.20	6.35	18.18	4.77	1.06
2017	3.05	24.18	1.11	5.32	17.32	4.96	1.10

Source: ADB (2020).

Trade In BIMSTEC Region In 2021,
Intra-regional trade within the BIMSTEC
reached \$70 billion,

Association of Southeast Asian Nations or
ASEAN's \$600 billion in the same period.

Challenges for Bangladesh



Areas of Partnering

- Trade
- Energy Grid
- Transportation
- Investment
- Tourism
- R&D and Innovation
- Agriculture
- Health
- Education

Targeted RTAs 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

Challenges

- Keeping non-aligned status
- Maintaining trade relations
- Diversify export markets
- Graduation from the LDC status
- Climate change effect
- Resource mobilization

Opportunities

- *Joining trade blocks-RCEP, ASEAN*
- *Exploring regional markets*
- *Attract regional investment*
- *Enhance connectivity*
- *Utilize regional value chain*
- *Joining into Emerging regional value chains*
- *Utilizing digital trade*
- *Engage in Energy cooperation*
- *Engagement with external actors*

Strategy for Regional Alignment

Our constitutions 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

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

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

Overall

- Adequate measure should be taken to ensure food security and energy supply
- Conflicting zones must be avoided while procuring energy and food

Q and A

Thank You

Implications of LDC graduation

Miss out the benefits of being LDC

I. Preferential market access for goods

- Duty free, quota free market access

Most developed countries grant either full or nearly full duty-free, quota-free (DFQF) market access to LDCs, and an increasing number of developing countries have or are in the process of extending DFQF treatment to a significant share of imports from LDCs.

- Australia:** DFQF for LDCs since 2003, 100% coverage.
- Canada:** Generalized System of Preferences Least Developed Country Tariff Programme (LDCCT) since 2000. Covers 98.6% of tariff lines (excludes dairy and other animal products, meat, meat preparations, cereal products).
- European Union:** Everything But Arms (EBA) initiative under the Generalized System of Preferences, since 2002. Covers 99.8% of tariff lines.
- Japan:** GSP - Enhanced duty- and quota-free market access, since 2007. Covers 97.9% of tariff lines.
- Republic of Korea:** Presidential Decree on Preferential Tariff for LDCs, since 2000. Covers 89.9% of tariff lines.
- United States:** GSP for Least Developed Beneficiary Developing Countries (LDBDC), Covers 82.4% of tariff lines. Suspension of GSP in 2013, RMG is outside of GSP, subjected to about 16% tax.
- United Kingdom:** Least developed countries framework within the GSP. DFQF on all goods other than arms and ammunition.

II. Preferential rules of origin

In the EU, since 2011, the general threshold for non-originating materials is 70 per cent for LDCs and 60 per cent for other Generalized System of Preferences (GSP) beneficiaries.

- At least 30% (LDC) → at least 50 percent (GSP)
- In textile and apparel products, the rules of origin permit single-stage processing for LDCs while for developing countries they require double transformation.
- In the United States, an article produced in an LDC beneficiary of its GSP may count inputs from least developed and other beneficiary countries in its regional association towards the 35 percent domestic content requirement for satisfying the rules of origin on certain articles.
- The United Kingdom has less stringent rules of origin for LDCs for a number of products.
- Preferential market access for services and service suppliers - Services waiver

III. Special treatment under regional agreements

Certain regional trade agreements contain special provisions for LDCs, including longer or delayed implementation periods, more favorable rules of origin, and others.

- South Asian Free Trade Area (SAFTA)** (Bangladesh, Afghanistan, Bhutan, Maldives, Nepal, India, Pakistan, Sri Lanka)
- Asia Pacific Trade Agreement (APTAL)** (Bangladesh, China, India, Lao PDR, Republic of Korea, Sri Lanka; Mongolia)
- Preferential Tariff Arrangement-Group of Eight Developing Countries (PGA)** (Bangladesh, Egypt, Indonesia, Iran, Malaysia, Nigeria, Pakistan, Turkey) (Bangladesh, the only LDC, enjoyed a longer implementation period for tariff reduction)

Graduate or not to graduate in 2026?

New development:

1. New temporary government
2. Economic condition
3. Data issues

Pros: It's a statement of maturity of economy

Cons: Will lose benefits

Can we decide unilaterally?

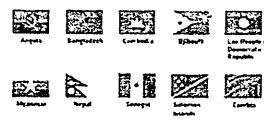
The United Nations Committee for Development Policy (UN-CDP) recommended Bangladesh

graduate in 2021, and the

country is scheduled to graduate

on November 24, 2026. Legally binding!!

10 LDCs are already members of WTO



- Only 8 countries have graduated from LDCs since its inception in 1971
- Bhutan, Maldives, Botswana, Samoa...

- The current decade is the era of LDC graduation - 16 countries including Bangladesh are expected to be graduated out of LDCs by 2029

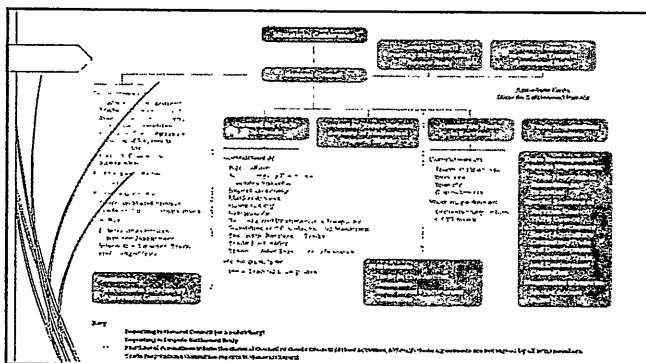
II. World Trade Organization (WTO)

History

Washington Consensus

- World Bank: Reconstruction of Europe and other developing countries
- IMF: Discipline the world monetary system
- GATT: Discipline the world trading system
- Free market, trade liberalization, liberalization of inward FDI, privatization, deregulation, competitive interest rates and exchange rates
- Market can correct itself → Does not need government's intervention

- The World Trade Organization (WTO) is an intergovernmental organization which regulates international trade. The WTO officially commenced on 1 January 1995 under the Marrakesh Agreement, signed by 123 nations on 15 April 1994, replacing the General Agreement on Tariffs and Trade (GATT), which commenced in 1948



Who runs WTO?

- The WTO has 166 members, accounting for 98% of world trade.
- DG: Ngozi Okonjo-Iweala
- Decisions are made by the entire membership. This is typically by consensus. The WTO's agreements have been ratified in all members' parliaments.

- The WTO's top-level decision-making body is the Ministerial Conference, which usually meets every two years.

- Below this is the General Council (normally ambassadors and heads of delegation in Geneva, and sometimes officials sent from members' capitals), which meets several times a year in the Geneva headquarters. The General Council also meets as the Trade Policy Review Body and the Dispute Settlement Body.

- Contributions are determined according to each Member's share of international trade (%), based on trade in goods, services and intellectual property rights for the last five years for which data is available. There is a minimum contribution of 0.015 per cent for Members whose share in the total trade of all Members is less than 0.015 per cent.

- BD: 0.135% of total trade volume

Bangladesh and trade related disputes at WTO

- Bangladesh has been a WTO member since 1 January 1995 and a member of GATT since 16 December 1972.

■ Acid Battery Case:

- The tariff rate in India for lead acid batteries was 40% tariff rate which was high for Bangladeshi exporters.
- As a result, export was not financially viable at that time.
- This scenario changed after the South Asian countries signed a regional preferential trading agreement called South Asian Preferential Trading Area (SAPTA).
- Under SAPTA, India agreed to give 60% tariff concession. As a consequence, effective rate of tariff came down to 16% which made battery export to India more viable for Bangladeshi exporters.
- Utilizing the benefit of tariff reduction, export of Bangladesh lead acid batteries to India has started to increase.

Financial Year	Lead Acid Battery export to India (USD)
1998/99	511181
1999/2000	1060905
2000/2001	1281240
2001/2002	0
2002/2003	0

Acid battery case....

- Rahim afrooz (Lucas Battery) was the major exporter
- Exide Industries Limited and Amara Raja Batteries Ltd. attempted to create obstacle by petitioning to the Directorate General of Anti-Dumping (DGAD) with dumping allegation.
- The DGAD started investigating the matter in January 2001
- In March 2001, DGAD concluded that dumping was happening and decided to carry on full investigations.
- In its final report in December 2001, DGAD stick to its initial findings.
- Consequently, DGAD proposed to impose *ad valorem* duty equivalent to 131%.

Complaint

- On 23 January 2004, filed complaint
- Bangladesh, as an LDC, BD had to pay 10% of that cost which is 15,000 USD to Advisory Center on WTO Law in Geneva
- Bangladesh won in 2006 - India repelled anti-dumping duties on battery
- Landmark case where a weaker economy won against stronger economy
- Many Anti-dumping cases:
- Pakistan imposed anti-dumping duty on hydrogen per oxide (HP) from Bangladesh.
- Jute sacks from India in 2018

Third party: United States — Rules of Origin for Textiles and Apparel Products

- Third party: Bangladesh; China; Pakistan; Philippines
- Date: Consultation requested: 11 January 2002
- Decision made: 20 June 2003
- **Complain**
- Violation of rules of origin applied by the United States to textiles and apparel products and used in administering the textile quota regime maintained by the United States under the Agreement on Textiles and Clothing (ATC).
- **Decision**
- The Panel rejected India's claim and concluded that although the objectives of protecting the domestic industry against import competition and of favoring imports from one Member over imports from another may in principle be considered to constitute "trade objectives" for which rules of origin may not be used, India had failed to establish that US rules of origin were being administered to pursue trade objectives in violation of law.

Important agreements under WTO

- Agreement on Trade-Related Investment Measures (TRIMs)
 - WTO members will not apply any measure that discriminates against foreign products
 - Quantitative restrictions, local content requirements or trade balancing requirements.
 - Agreement on Subsidies and Countervailing Measures (SCM)
 - Prohibits the use of local content and export subsidies for non-agricultural products
 - Trade-Related Aspects of Intellectual Property Rights (TRIPS)
 - IP rights have to be ensured for all technologies and products
 - Exemption from providing protection for pharmaceutical patents until 2033
 - General Agreement on Trade in Services (GATS)
 - Rules applied for goods are also applied for services to ensure "ensuring fair and equitable treatment of all participants"
 - The GATS provides that special priority shall be given to the LDC Members in world trade in services
 - Agreement on Agriculture
 - To establish a fair and market-oriented agricultural trading system
 - LDCs and net food importing developing countries (NFI DCs) may provide certain subsidies until the end of 2030
 - Trade Facilitation Agreement (TFA)
 - The TFA contains provisions for expediting the movement, release and clearance of goods, including goods in transit
 - LDC: Longer deadlines under the early warning mechanism. A longer grace period from dispute settlement
 - Sanitary and Phytosanitary Measures (SPS)
- The SPS Agreement addresses concerns on the application of food safety and animal and plant health regulations

III. Industrial Policies

- *Government's active role in promoting industrialization*
- *Government steers the direction of industrialization (Electronics, agro, etc.)*
- Specifically, industrial policy refers to "any type of selective government intervention or policy that attempts to alter the structure of production in favor of sectors"
- Trade policy (protection, lower import tariff, etc.)
- Fiscal policy (tax incentives, mass procurement by Govt., etc.)
- Special Economic Zones, EPZs

Washington Consensus disfavors industrial policy!!

History of industrial policy

- The history of industrialization has never been a pure market driven process
- The government supported industrialization in many forms depending on the stage of development and the structure of the economy.
- Protection: England protected her manufacturing for more than 350 years, the USA for about 100 years and S. Korea for 30 years
- Mass procurement by the government: e.g., Indian IT
- Allowing a few industries to become large: e.g., S. Korea's Chaebols (Samsung, Hyundai, LG).
- *The East Asian Miracle* (World Bank, 1993)
- "As late as 1968, effective rates of protection (ERPs) in Japan were quite high and exhibited the cascaded pattern from raw materials (low) to consumer products (high) that is typical of most developing countries."
- "Even by 1983, when Korea's success had become an established fact, most sectors were still protected by some combination of tariffs and non-tariff barriers."

Industrialization Policy is Back!

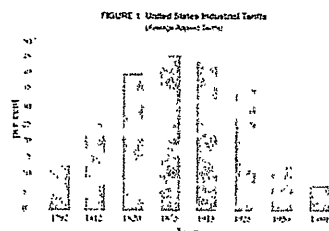
- "Industrial Policy is Back" runs the title of an article by Dani Rodrick et al. in Project Syndicate on Sep 28, 2023, which points out the current trends in commercial policies are being shaped by forces of de-globalization.
- The USA, UK, Germany, France, Japan, and South Korea are relying more on government support than before for a wide range of strategic industries such as electric vehicles, renewable energy, semiconductors, etc.
- In Europe, between 2014 and 2020, 67 billion euros were spent on "Smart Specialization" programs for innovation and firm development.
- Through the Chips and Science Act 2022, the U.S. government is spending \$39 billion in subsidies for chip manufacturing on U.S. soil.
- Modi's "Make in India" campaign: The Production Linked Incentive (PLI) Schemes in India have targeted 14 sectors for boosting domestic manufacturing.
- Similarly, Indonesia's "downstreaming" policies are encouraging the expansion of domestic industrial capacities.
- Needless to mention China's "Made in China" program which started in 2015, aims to upgrade the Chinese manufacturing sector.

Automobile industry

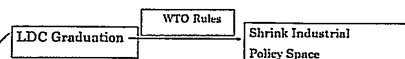
- Automobile industry as a strategic sector: entry point for all developed countries
- By strategic sector, I mean, the sector with high priority, but it will not flourish if left to market.
- As we know from the history of industrialization across the globe, the automobile has always been the precursor of the modern industrial sector. In fact, countries with large local markets have experimented with automobiles at a stage well below the per capita income of current Bangladesh.
- India, China, and Brazil are good examples.
- Hindustan Motors of India was established in 1942 and produced its first car in 1948 (Hindustan 10, later Ambassador).
- In fact, during the time of severe shortage of foreign currency in India during the 1960s, both of these automobile companies started to manufacture engines along with other important parts, of course with the help of the government.

Industrial policy: Tariff rates of the USA

Kicking
away
the
infanter!



Three Blocks Together



- Reduction of import tariffs
- Bans on import quotas for manufactured goods
- Limits on subsidies
- Higher local content requirements

Impact on Exporting Industries: Triple blow

- Conditional access to the market
 - No duty free quota free access to developing and developed countries
 - 70 percent of BD exports to these markets
 - Average tariff increase for Bangladesh would be about 9%
- Loss of favorable rules-of-origin conditions
 - From single stage transformation (fabric to clothes) → multiple stage transformation (fiber to fabric to clothes)
- Ban on export subsidy
 - 42 Types of subsidies are being given at present
 - Garments: Do not use duty draw back: 4%
 - Garments: Exports to Euro zone: 2%
 - Garments: Exports to countries other than USA, Canada, EU: 4%
 - Garments: Local value addition: 1%
 - Agriculture and agro-processing: 20%
 - Light engineering: 15%
 - Active Pharmaceutical Ingredients: 20%

Impact on Non-exporting Industries

- Its not Walton-RFL story too!
- Local demand driven growth!
- These industries enjoy many benefits from the government
- Can't provide fiscal incentives based on performances
- Lose some technical assistances from UN (e.g., dedicated technical assistance and capacity building program, like the EIF, the Investment Support Program for LDCs, the UN Technology Bank for LDC)

A few examples: WTO disputes regarding industrial policy

L. Brazilian Auto

- In 2013 and 2014, the European Union and Japan (later joined by several other countries as third parties) formally complained about the WTO compatibility of seven distinct industrial programs in Brazil.
- Government offered a series of tax benefits for domestic producers and for the sourcing of domestic inputs used in the production of automobiles (INNOVAR-AUTO)
- The most contentious issues were related to LCRs and to tax preferences offered to domestic (but not to foreign) producers.
- Brazil appealed the results of the Panel and lost it in 2018.

II. Chinese Wind Power

- The WTO trade dispute regarding China's wind sector stemmed from a 5,800-page petition
- United Steelworkers union filed with the Office of the United States Trade Representative in September 2010.
- US challenge China's Special Fund for Wind Power Equipment
- China won!

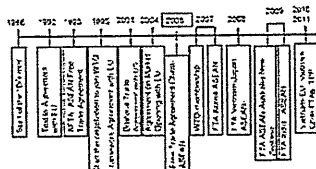
Politically motivated....

- United States aggressively challenged India's policies at the WTO, including the first ever counter notification challenging India's minimum price supports in the agricultural sector before the Agriculture Committee, 2018
- In *India-Export Related Measures*, the United States filed a challenge Special Economic Zones (SEZ) policy

Way forward...

I. Bilateral and regional trade agreements

- For some graduating LDCs, trade is mostly intrn-regional and covered by regional trade agreements (RTAs) including bilateral agreements, so that the impact of graduation is likely to be limited.
- Best practice: Vietnam



II. Strengthening capacity for negotiation

- Need highly qualified pool of legal and trade experts
- Brazil successfully developed and utilized legal trade capacity in WTO dispute resolution by leveraging public-private partnerships and coordination in order to gather information and to define and advance Brazil's interests in WTO negotiations and dispute settlement
- Best practice: Brazil, India

III. A country complains only when it is badly hurt

- WTO discourages certain forms of intervention that harm *certain* (not necessarily all forms of) foreign commercial interests. And even when binding WTO rules exist, their enforcement is not undertaken by an independent referee, but rather by self-interested and adversely affected WTO members that may have cut corners, in particular during periods of acute economic stress.

IV. Resort to policies less regulated by WTOs

- There are policies that are less regulated by WTO rules such as migration, bailouts and state aids, competitive devaluations, investment incentives, export taxes, trade finance, and steps by subnational governments.

V. Providing support through exchange rate policies

- A policy domain not covered by WTO accords are exchange rates. This is important as a number of countries in their fast growth, catch-up phase have been accused by trading partners of maintaining under-valued exchange rates so as to promote national exports, arguably a form of industrial policy.

VI. Tricky Strategies

- Procrastination, "Catch me if you can"

WE HAVE TO OUTSMART WTO
WE SHOULD NOT GIVE UP POLICY SOVEREIGNTY VOLUNTARILY !

Thank you!

Module:10

Communication Competency

Art of Public Speaking

Understanding Language & Style: Choice of Worlds & Rhetorically Effective Sentences

Dr Shameem Reza
University of Dhaka

Bangladesh Public Administration Training Centre
18 March 2025

Word Choice

- Simplicity
- Preciseness
- Concreteness
- Simile
- Metaphor

Simplicity

"...language which is intelligible to those whom it is aimed ..."

The only thing we have to fear is the fear itself

- Franklin Roosevelt

*Not a new balance of power, but a new world of law,
where the strong are just and weak secure and peace
preserved*

- John Kennedy

Preciseness

The use of specific words rather than general words helps the speaker achieve preciseness ...

- | | |
|--------------------------------------|--|
| • <i>I left this morning</i> | <i>I left at 9:30 am</i> |
| • <i>I was listening to a record</i> | <i>I was listening to Tagore's
"Amra Sobai Raja.."</i> |
| • <i>He is from North Bengal</i> | <i>He is from Rangpur</i> |
| • <i>He is middle-aged</i> | <i>He is fifty</i> |

Concreteness

- Concreteness makes the difference between effective and ineffective speaking. The concrete word points to a real object or a real event that the listener associates with objective experience.

Abstract

Democracy

Creature

Middle east

Concrete

Government of Bangladesh

Cat, Mouse, Cow

United Arab Emirates

Simile

A simile is a figure of speech which *explicitly* expresses a comparison between two things unlike in most respect but alike in the respect in which they are compared.

He works like a horse

Mahi runs like a deer

Sit not, like a figure on our silver coin, looking ever backward

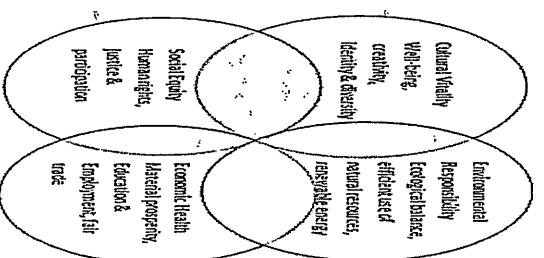
- Wendell Phillips

https://www.youtube.com/watch?v=4GLSsX7Rg2s&ab_channel=Idd1019

Metaphor

A metaphor is a figure of speech which *implies* an identity between two different things.

https://www.youtube.com/watch?v=8SMs8iC7khw&ab_channel=Miramax



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

Acknowledgement and References

- The support and contribution of Ms. Sonam Saha, Mr. Md. Imran Hossain Bhuiyan and Mr. Alvy Al Srijohn of the Department of Development Studies, DU is gratefully acknowledged.
- The use of selected literature, Official Reports, and web-based materials are gratefully acknowledged. A full list of reference literature is available on request

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Cross-cutting Agendas

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

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Cross-cutting Agendas

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

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Informal Economy, Inflation & Decent Employment

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

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Cross-cutting Agendas

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

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Reenergizing the education sector and Preparing It for the Future Pandemics

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

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Cross-cutting Agendas

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

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

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Reenergizing the education sector and Preparing It for the Future Pandemics

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

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

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

Rebuilding and Strengthening the Public Health Sector

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

Area of Priority: Humanitarian and Conflict-zone contexts

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

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Areas of Priority: Inequality, Power and Exclusion

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

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

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

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

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

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

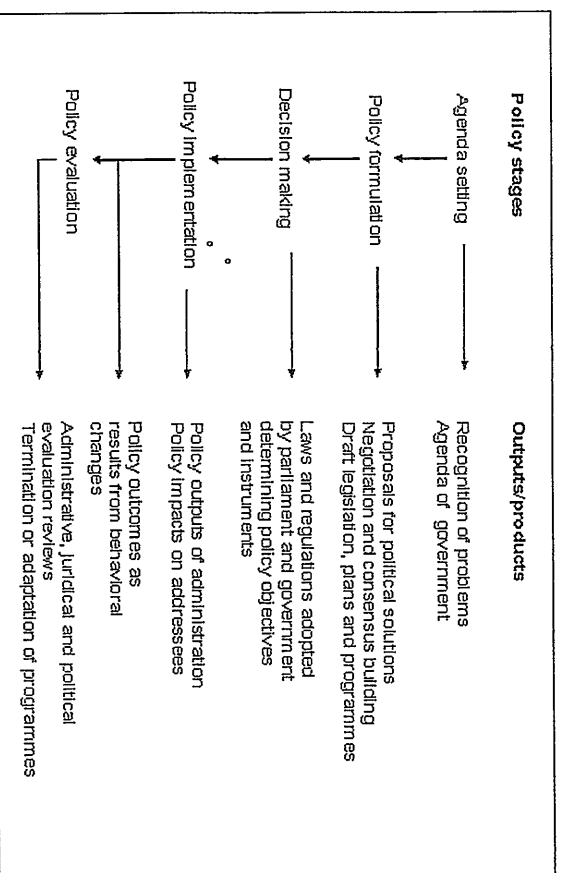
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Areas of Priority: Social Development and Inclusive Governance

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

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Overview of Public Policy Change

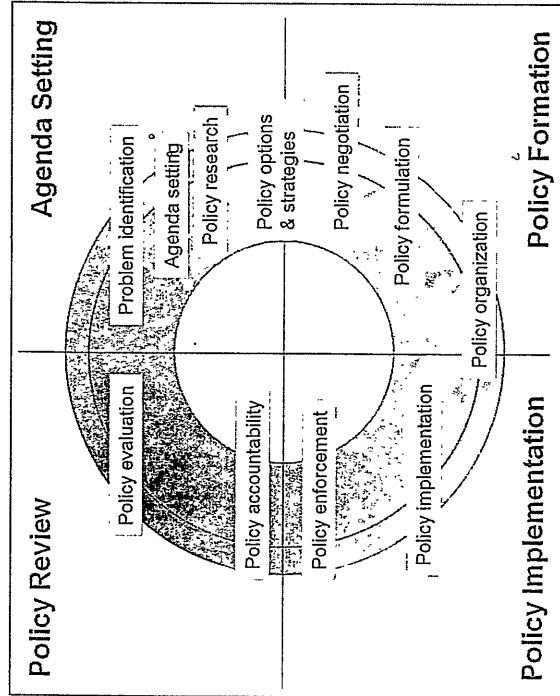


Areas of Priority: Sustainable Development (including SDGs)

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

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Economia International

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.

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 (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.

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 (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.

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

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.

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.*

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

The 'Public' and the 'Public Sector'

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

Compiled and presented by Professor Dr.
Niaz Ahmed Khan

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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.

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.

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.

Policy: Tossing the Concept (Continued)

Stuart S. Nagai'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', '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).

Public Policy and Development: Some Reflections

Outline

- Introduction to the study of public policy;
- Definitions and typology;
- Approaches, dynamics, and process/cycle;
- Selected Development Priorities for Policy Intervention

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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

- 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.

Module:11

Fitness and

Well-being

Occupational Health Hazards And Its Management

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Session Plan

We will discussed about :

- What is occupational health hazards ?
- Common types of occupational health hazards ?
- Prevention occupational health hazards ?
- Preventive management of chronic low back pain.
- Treatment of chronic low back pain and Other Chronic pains.
- Rehabilitation

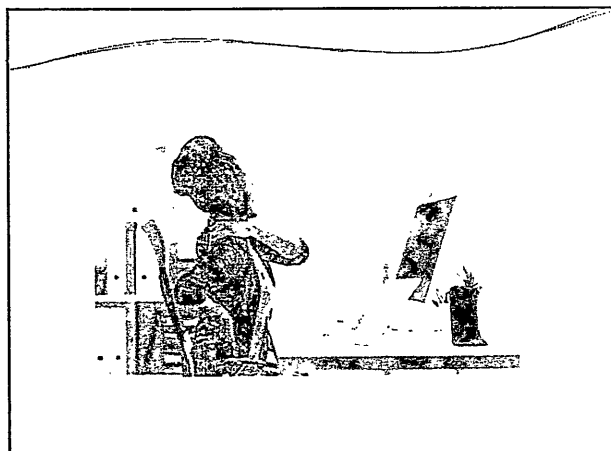
Occupational Health Hazards

Occupational health hazards are risks associated with working in specific occupations . The Occupational Safety and Health Administration (OSHA) describes five categories of occupational hazards:

- Physical hazards
- Chemical hazards
- Biological hazards
- Ergonomic hazards

Ergonomic hazards are workplace conditions that can cause musculoskeletal disorders,

- Awkward Postures:
- Repetitive Motions:
- Forceful Exertions:
- Poor Workstation Design:
- Static Positions:
- Vibration:
- Direct Pressure:
- Work Stress:
- Extreme Temperatures:
- Noise:
- Slippery Surfaces:
- Poor Quality Chairs and Workstations:



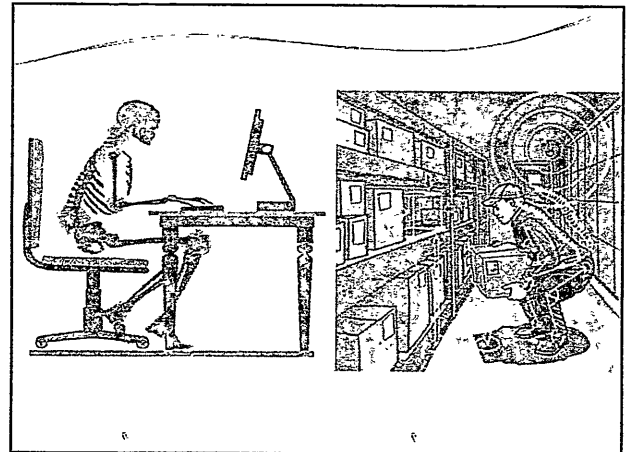
Ergonomics Health Hazards

Ergonomic hazards are workplace conditions that can cause musculoskeletal disorders, cardiovascular issues, and increased risk of obesity and certain cancers, stemming from prolonged sitting and lack of movement.

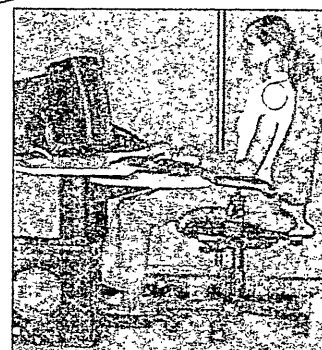
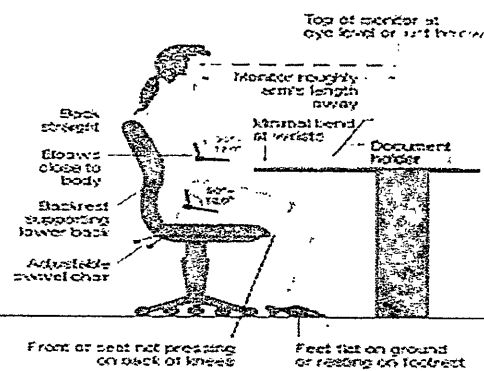
Sedentary office work poses ergonomic health hazards

Musculoskeletal Disorders (MSDs)

- > Back and Neck Pain:
- > Carpal Tunnel Syndrome:
- > Shoulder and Arm Pain:
- > Muscle Weakness and Stiffness:
- > Increased Risk of Heart Disease:
- > High Blood Pressure:
- > Obesity and Weight Gain:
- > Type 2 Diabetes:
- > Some Types of Cancer:
- > Premature Death:
- > Eye Strain:
- > Stress and Mental Health:
- > Poor Air Quality:



Workstation ergonomics: ideal set-up



- Top of monitor at or just below eye level
- Head and neck balanced and in-line with torso
- Shoulders relaxed
- Elbows close to body and supported
- Lower back supported
- Wrists and hands in-line with forearms
- Adequate room for keyboard and mouse
- Feet flat on the floor

What is occupational pain?

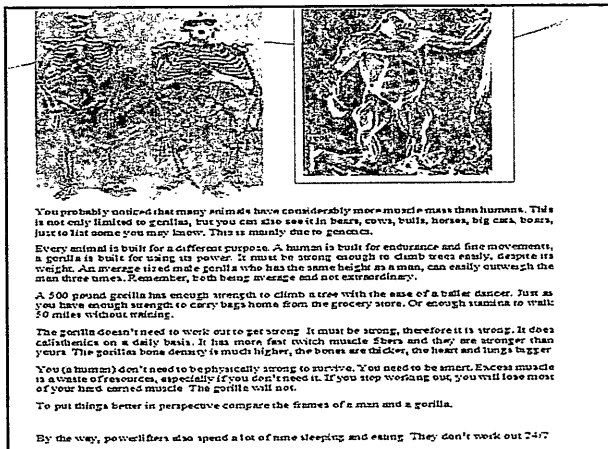
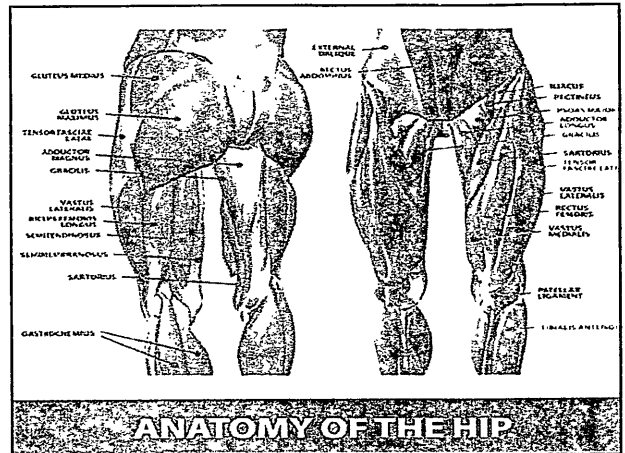
- > An occupational pain are a group of painful disorder which accepted as a consequence of prolong and repeated works for daily life.
- > The pain occur due to work related musculoskeletal disorder (MSD) which causes injuries or diseases that involve muscles, nerves, tendons, joints or spinal discs.

Why Occupational Pain Occur

These work related pain occur due to :-

- > Muscle strain from overwork.
- > Repetitive movements.
- > Careless Postures.
- > Awkward working positions.

Snapped with HyperSnap-DX
http://www.hyperionics.com



Skeleton of Human And Gorila



Forms of Work Related Pains

- Bone pain (the pain can be deep or aching.)
- Muscle pain (generally less intense than bone pain)
- Tendon and ligament pain .
- Joint pain.

How to Deals With chronic Pain

- Hot and cold compression.
- Medication.
- Stretching and light exercise.
- Breathe right to ease pain. ...
- Read books and leaflets on pain. ...
- Counseling can help with pain. ...
- Distract yourself. ...
- Share your story about pain. ...
- The sleep cure for pain. ...
- Meditations.

Tips to Overcome With chronic Pain

- Managing stress. Emotional and physical pain are closely related, and persistent pain can lead to increased levels of stress. ...
- Talk to yourself constructively. Positive thinking is a powerful tool. ...
- Become active and engaged.
- Compare the pain with the worst pain previously experienced.
- Consult a professional.

Low Back Pain

Low back pain is defined as pain and discomfort, localized below the costal margin and above the inferior gluteal folds with or without leg pain.

Causes of back pain at work :

Lifting heavy or bulky loads.

Carrying loads awkwardly , possibly by one handed.

Pushing, pulling or dragging heavy loads.

Repetitive tasks such as packing products.

Bending, stretching, twisting and crouching.

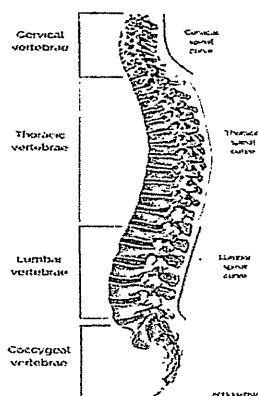
Preventing Back Pain at Work

- Pay attention to posture. When standing, balance your weight evenly on your feet. ...
- Lift properly. When lifting and carrying a heavy object, get close to the object, bend your knees and tighten your stomach muscles. ...
- Modify repetitive tasks. ...
- Listen to your body.

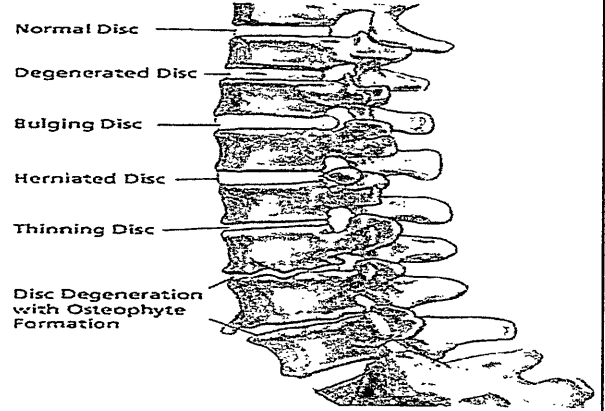
Treatment for LBP

- Ice application.
- Apply heat later on.
- Medications.
- Use support.

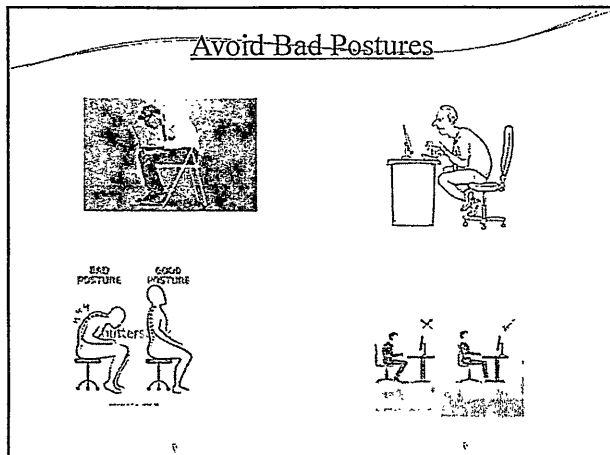
Vertebral Column



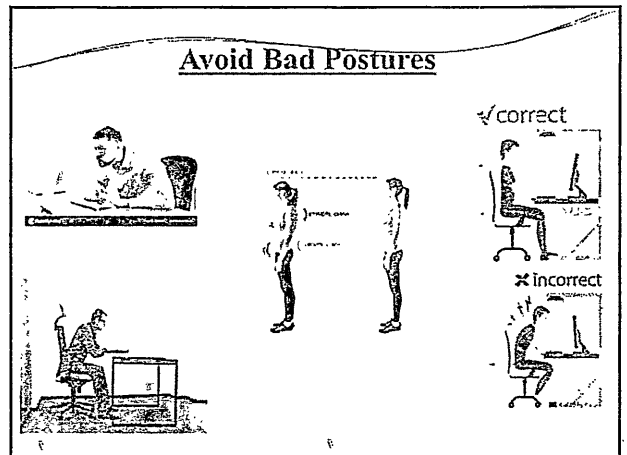
Examples of Disc Problems



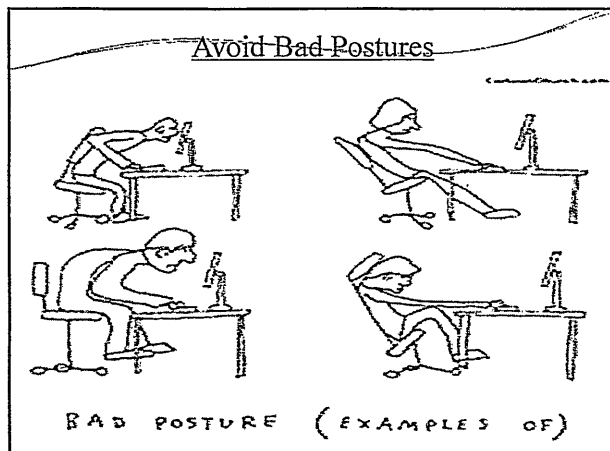
Avoid Bad Postures



Avoid Bad Postures



Avoid Bad Postures



Sports Injuries

- Sports injuries are injuries that occur in athletic or sporting activities.
- They can result from acute trauma, or from overuse of a particular body part.
- A sports injury involves damage to part of your body due to sports, exercise or athletic activities.
- A sports injury can be acute (sudden) or chronic (develop over time).

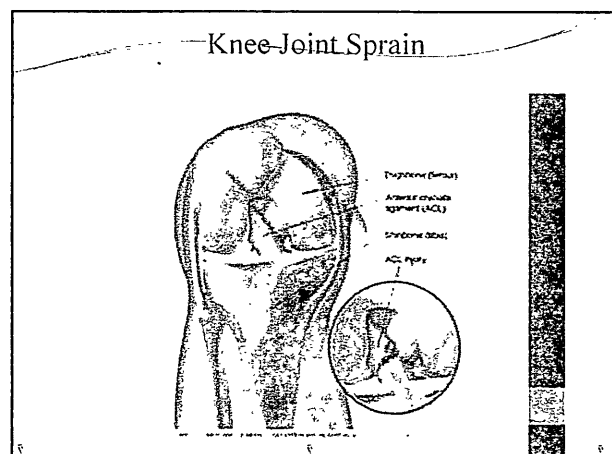
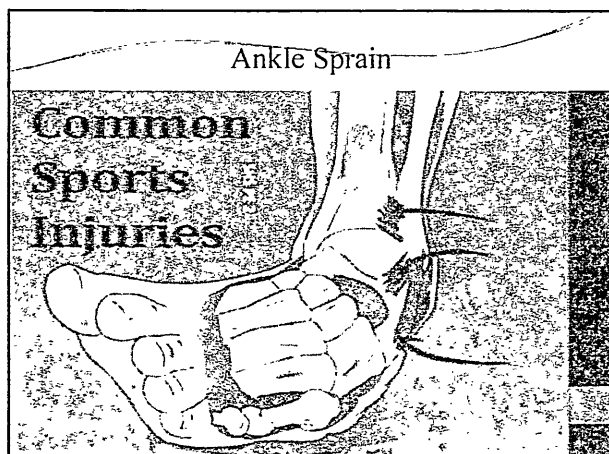
Types of Sports Injuries

Traumatic injuries can include:

- Contusion or bruise - damage to small blood vessels which causes bleeding within the tissues.
- Abrasion or open wound
- Strain - trauma to a muscle due to overstretching and tearing of muscle fibers
- Sprain - an injury in a joint, caused by the ligament being stretched beyond its own capacity
- Wound - abrasion or puncture of the skin
- Bone fracture
- Head injury
- Spinal cord injury

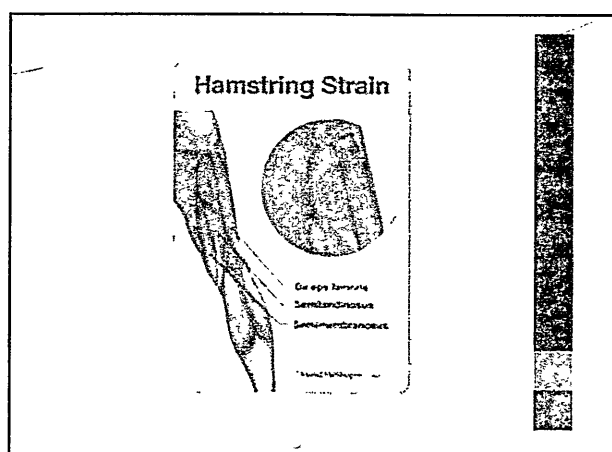
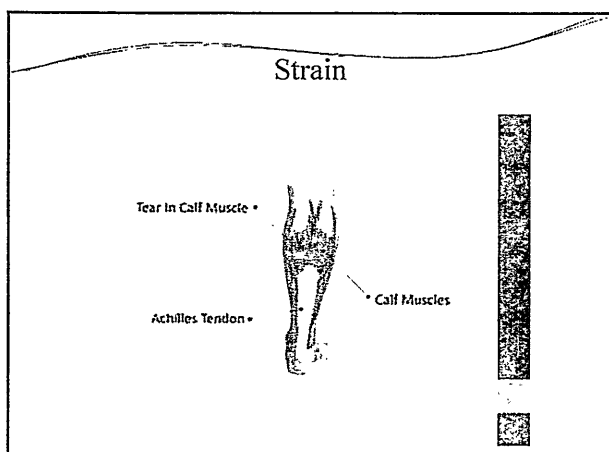
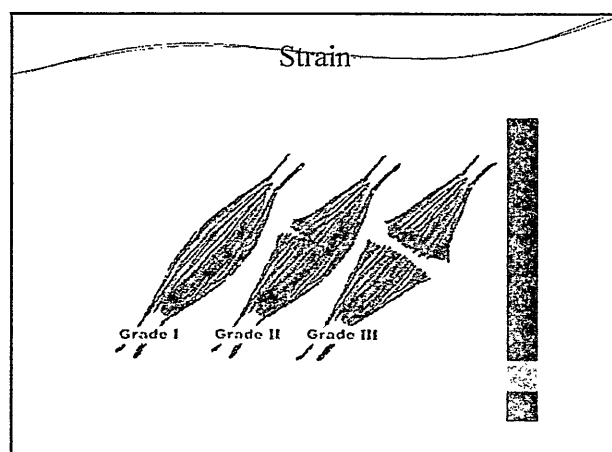
Common Sports Injuries

- Ankle sprain
 - Groin pull
 - Hamstring strain
 - Shin splints
 - Knee injury: ACL tear
 - Back pain
 - Tennis elbow ()
- Muscle pull/ Muscle cramp
Neck strain and pain
Frozen shoulder injury
Tennis elbow (epicondylitis)



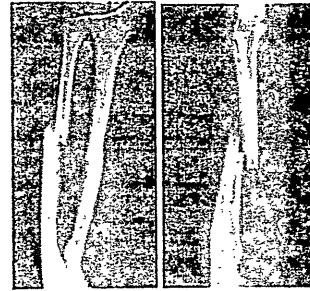
Strain

- Strain is a twist, pull or tear of muscles or tendon (a cord of tissue that connect the muscle to bone).
- It is also an acute, non-contact injury that results from over stretching or over contraction.
- Sometimes, a muscle would contract and generate a force that is significantly higher than what is usually does. The forceful contraction rapidly pulls the muscle- tendon unit, which can result to a muscle strain.
- The most common strains are located in lower limbs, such as the hamstring calf muscle.
- An individual who suffers a strain will feel a sudden sharp pain at the muscle belly. The muscle will be painful to touch and movement will be weak.
- The healing process usually take six to eight weeks.

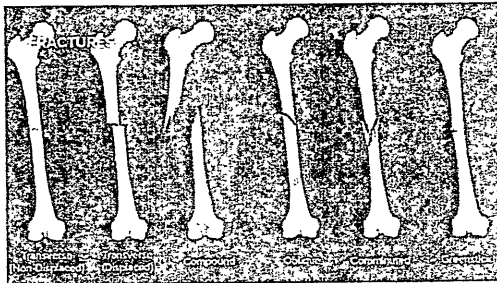


Fracture

- A fracture is a broken bone.
- The most common fracture are located at the upper limbs such as the hand and forearm.
- Fractures are common in growing bones because it is less dense.
- There are also a higher number of fractures in the upper extremities because it is not as strong as the bones of lower extremities.
- Fractures in the upper limb occur when individuals support their weight using their hands when they fall or slip.
- There are different types of fractures and the healing period is between three weeks to several months , depending on the severity of the injury.
- It is normally treated with immobilization by attaching a fixation or cast.



Types of Fractures



DISLOCATION

- Dislocation commonly occur in joints that allows greater range in motion.
- The most common dislocation are located at the upper limbs such as the elbows and shoulders. These joints are commonly affected when an individual uses his/her hand to support his/her weight when he/she falls.
- When the bone is pushed out of the proper alignment, the injury will cause a deformity and constant pain.
- The individual will not be able to move the affected limb. The pain will be relieved once the bone is repositioned.

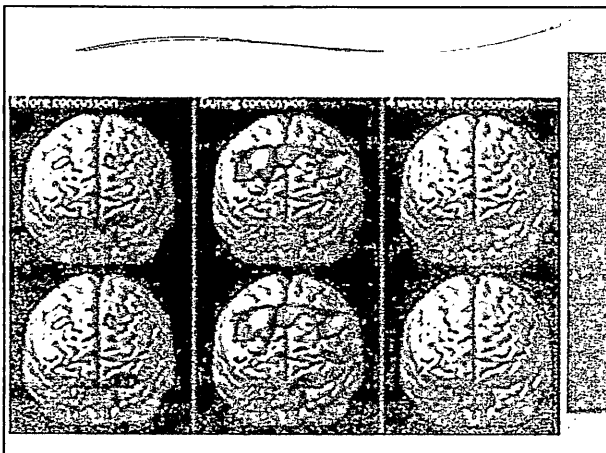
DISLOCATION

- Dislocation commonly occur in joints that allows greater range in motion.
- The most common dislocation are located at the upper limbs such as the elbows and shoulders. These joints are commonly affected when an individual uses his/her hand to support his/her weight when he/she falls
- When the bone is pushed out of the proper alignment, the injury will cause a deformity and constant pain.
- The individual will not be able to move the affected limb. The pain will be relieved once the bone is repositioned.



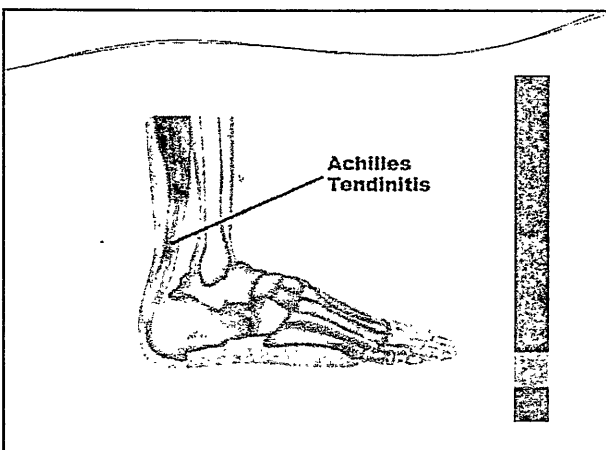
Concussion

- Concussion are life threatening injuries because they disrupt the normal function of the brain.
- A severe blow to the head could cause blood vessels in the brain to rupture. As the blood leaks out of the ruptured blood vessels, it will accumulate inside the skull. As the blood increases, the pressure inside the skull starts to build up. The accumulated blood will put pressure on the brain, blocking the blood supply to different areas of the brain.
- If the condition is not resolved immediately, the brain starts to die.
- It is important for the individual to go to a medical facility as soon as possible so the injury will not worsen.



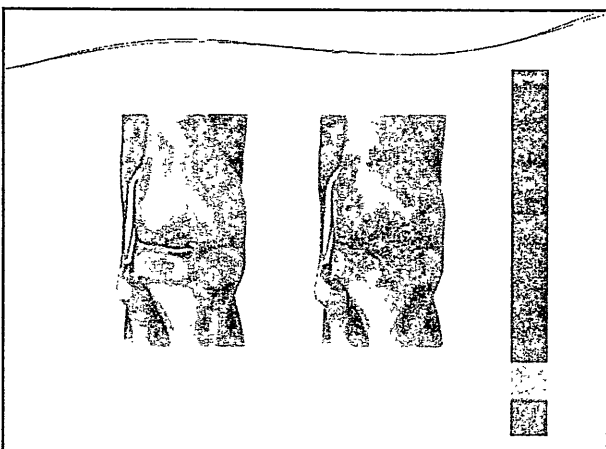
TENDINOPATHY/TENDINITIS

- The most common overuse injury in sports involves the muscle – tendon unit called tendinopathy or tendinitis.
- It is usually due to muscle imbalance between muscle pairs.
- The most common site of tendinitis in the upper limb involves the muscle – tendon units around the elbow (i.e. golfer's elbow, tennis elbow).
- The pain usually eases during activity but will worsen after playing.
- The individual should maintain fitness but avoid activities that utilize the injured muscle – tendon unit.
- The recovery period usually takes three weeks to several months.



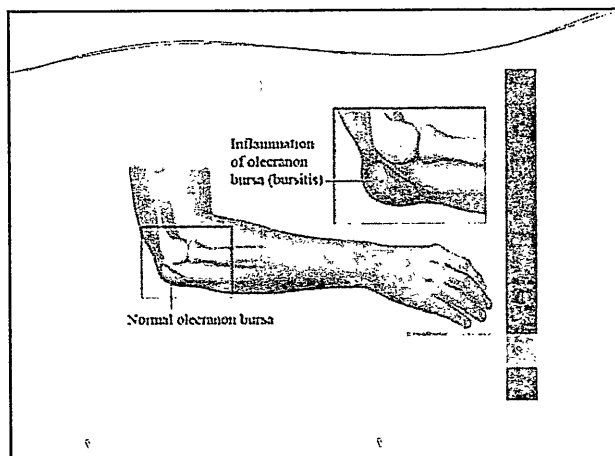
OSTEOARTHRITIS

- Osteoarthritis is the wear and tear of a joint that results in its deterioration.
- The friction deteriorates the cartilage that protects the bones from rubbing against each other. The knee joint is the common site for the degenerative changes that occur in the cartilage.
- An individual feels pain and a grinding sensation as it worsens. The condition further aggravates when the individual is overweight or obese.
- The recovery period takes several months because of poor blood supply to the area. In severe cases, doctors may recommend surgery to replace the joint.



BURSITIS

- The bursa is a sac – like musculoskeletal structure that provides support and cushioning to the joint. It protects commonly used joints such as the shoulders and knee from repetitive mechanical stress.
- This injury is common in swimmers and runners.
- The inflammation of the bursa interrupts the surrounding structures, causing pain during movement.
- The recovery period usually takes two weeks to a month.



COMMON INJURIES

DISLOCATION	injury to the brain
BRUISE	joint displaced
SPRAIN	soft tissue injury
FRACTURE	overstretched ligament
CONCUSSION	cracked or broken bone

INJURY DIAGNOSIS

TALK	
OBSERVE	
TOUCH	
ACTIVE MOVEMENTS	
PASSIVE MOVEMENTS	

SKILLS TEST

R.I.C.E. MANAGEMENT

REST	
ICE	
COMPRESSION	
ELEVATION	

NO H.A.R.M.

HEAT
ALCOHOL
RUNNING
MASSAGE

HARD & SOFT TISSUE INJURIES

Hard tissue injuries are bone injuries.

Soft tissue injuries involve damage to skin, muscles, tendons, ligaments or cartilage.

UNCONSCIOUSNESS

Concussion is a common cause of unconsciousness while playing sport.

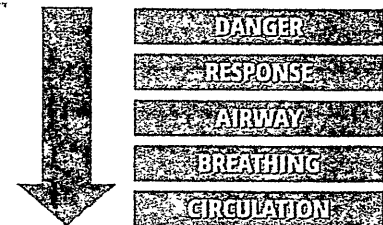
Common causes:

1. Fainting
2. Head injury
3. Heart attack or stroke
4. Asphyxia
5. Shock



Managing an Unconscious Patient

D.R.A.B.C. MANAGEMENT



DEHYDRATION

- When we exercise, especially in hot conditions, the body loses water as a result of sweating.
- If the performer does not re-hydrate by drinking lots of water, they may suffer from dehydration.



Factors in the prevention of sports injuries

- Warm up
- Stretching
- Taping and Bracing
- Protective Equipment
- Suitable Equipment
- Environmental factors
- Appropriate Training
- Psychology
- Nutrition

Warm Up

- Decreased number of injuries due to increased range of motion (ROM)
- Decreased stiffness of connective tissue leading to decreased likelihood of tears
- Increased cardiovascular response to sudden strenuous exercise
- Decreased sensitivity of muscle stretch

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Stretching

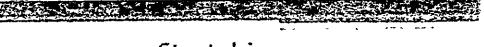
- Basic principles of stretching :
 - warm up prior to stretching
 - stretch before and after exercise/sport
 - stretch gently and slowly
 - stretch to the point of tension but not pain

- ## Stretching
- Static stretching:
 - the stretch position is assumed slowly and gently held for 30-60 sec and relaxed
 - the athlete should not experience any discomfort.
 - Static stretching produces least amount of stretch and is the safest method to increase flexibility.

Stretching

Proprioceptive Neuromuscular Facilitation Stretching(PNF) :

- Performed by alternating contraction and relaxation of both agonist and antagonist muscles
- PNF stretching may produce greater flexibility than other stretching techniques
- Major disadvantage is tendency to overstretch
- Performed under supervision.



Stretching

- Types of stretching :
 - Static stretching
 - Ballistic stretching
 - Proprioceptive neuromuscular facilitation stretching

Stretching

- Ballistic stretching:
 - the muscle is stretched to near its limit, then stretched further with a bouncing movement.
 - stretching a muscle against increased tension heightens the chances of injury, hence not commonly used
 - it is particularly used in gymnastics ballet and dance under appropriate training where maximum ROM is advantageous

Stretching

 Pectoral stretch	 Groin stretch	 Isolated hamstring stretch
 Bent-knee hamstring stretch	 Quadriceps stretch	 Standing calf stretch
 Hip flexor stretch	 Popliteal stretch	 Hip adductor stretch
 Ankle rotation	 Chest/shoulder hip stretch	

*Complete the exercises using proper technique to prevent injury.

[illegible]

Nutrition

- Inadequate repletion of glycogen occurs due to undernutrition causes a reliance on fat and protein stores resulting in protein breakdown which in turn leads to soft tissue injury.
- Intense training causes skeletal muscle breakdown which is exacerbated by inadequate protein intake.
- Inadequate hydration may compromise blood flow to working muscles increasing susceptibility to injury.
- Inadequate intake of micronutrients like calcium, phosphorus result in altered bone metabolism resulting in injury.

Warm Up

The possible benefits of warm up include :

- Increased blood flow to muscles
- Increased delivery of oxygen to muscles due to increased break down of oxyhemoglobin
- Decreased vascular resistance
- Reduced muscle viscosity leading to smoother muscle contraction
- Increased speed of nerve impulses
- Enhanced metabolism

Factors in the prevention of sports injuries

- Warm up
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- Protective Equipment
- Suitable Equipment
- Environmental factors
- Appropriate Training
- Psychology
- Nutrition

Tips-to-prevent sports injury

- Listen to your body or fuel the body.
- Stay hydrated.
- Warm up and Cool down. Every workout should begin with a warm up and end with a cool down period. ...
- Stretch. Dynamic stretches before and after you work out. ...
- Play smartly but not hard
- Limit repetitive movements. Inhibit Overuse
- Take pain seriously. Muscle fatigue is real
- Use the right dress and equipment.
- Have fun, reduce emotional stress and be relaxed
- Proper Rest. ...



Common Sports Injuries

- **Broken bone:** A broken bone (bone fracture) can happen when sudden force is applied to a bone.
- **Cartilage tear:** Cartilage is a tough but flexible shock absorber that covers and protects the ends of some bones. Cartilage injuries can occur in joints such as your knee and shoulder.
- **Concussion:** A concussion is a brain injury caused by a bump or blow to your head.
- **Dislocation:** Dislocation occurs when the end of a bone moves out of its normal position in a joint. For example, if your shoulder pops out of its socket, it's dislocated.

Types of Sports Injuries

Bruise

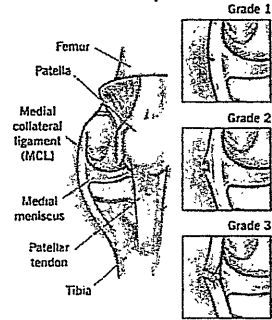


Abrasion



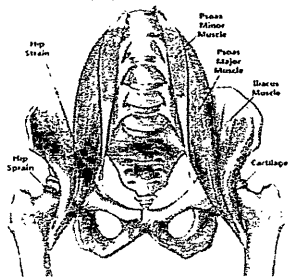
Knee Joint Sprain

Knee sprain

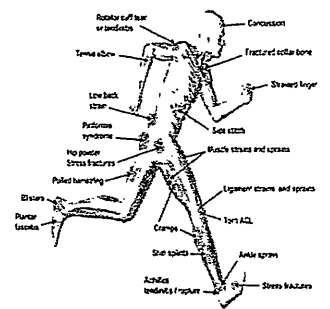


Strain vs Sprain

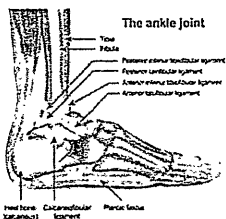
Hip Sprain and Strain



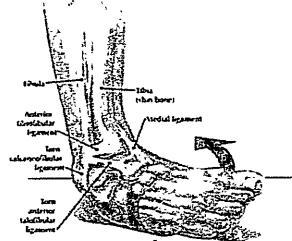
Hip Joint Sprain and Strain



Structures of Ankle Joint

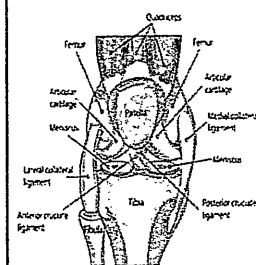


Normal

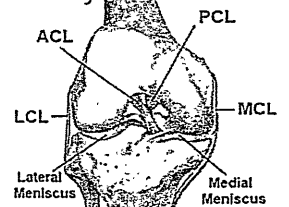


Sprain

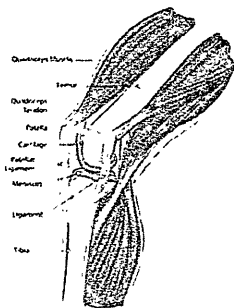
Structures of Knee Joint



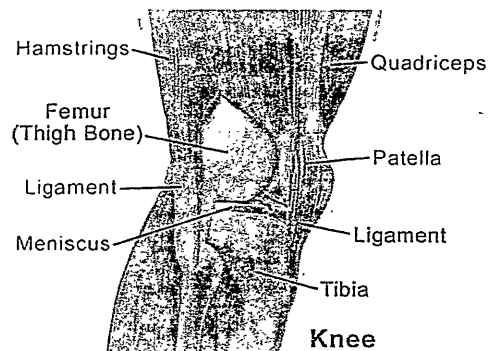
Knee Ligaments



Muscles of Knee Joint



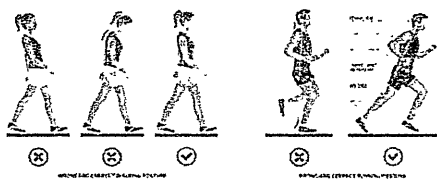
Muscles of Knee Joint



Technique of Brisk Walking

 CHECK YOUR BODY POSTURE

THE PHYSICAL ACTIVITY COUNCIL



Technique of Walking

- > Swing your arms.
- > Keep your head up.
- > Back straight and abdomen flat.
- > Point your toes straight ahead.
- > What are the 4 steps to a great walking technique?
- > Bend your elbows 90 degrees.
- > Partially close your hands, but do not clench them.
- > With each step, the arm opposite your forward foot comes straight forward, not diagonally.
- > As the forward foot goes back, the opposite arm comes straight back



Technique of Walking

- > Hold your head high and your chin parallel to the ground, looking forward, not down.
- > Keep your neck, shoulders and back relaxed, engaging your abdominal muscles. ...
- > Swing your arms loosely and freely with a slight bend in your elbows.
- > Walk steadily, rolling your foot from heel to toe.
- > What are the rules for brisk walking?
- > Brisk walking at a rate of 50-70% of your maximum heart rate, can be beneficial to your health. Calculate your maximum heart rate by subtracting your age from 220 beats per minute (bpm).

Technique of Walking

- Start slowly in order to warm up, and cool down by slowing down.
- Keep the shoulders down and relaxed while maintaining a long, straight back.
- Roll the foot forward from the heel.
- Gradually start including hills into your walking routes.
- What is the best time for a brisk walk?

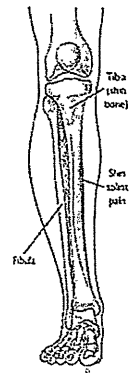
Preventions

- o Proper warm-up
- o Reduce sports related emotional stress.
- o Using proper equipment
- o Stop when fatigue

"Muscle fatigue takes away all your protective mechanisms and really increases your risk of all injuries." You can always come out to play again next weekend — if you don't get injured today.

Shin splint

Shin splints refer to the pain and tenderness along or just behind the large bone in the lower leg. Shin splints develop when the muscle and bone tissue (periosteum) in the leg become overworked by repetitive activity. Shin splints often occur after sudden changes in physical activity



Treatment

- The treatment for an any ankle sprain is Rest, Ice, Elevation and Compression. The goal is to limit internal bleeding and cut down on swelling.

Management and Treatment of shin splint

- **Rest:** Take a break from sports, running and other activities to give your muscles and bones a chance to recover. You may need to rest and take it easy for a few weeks or longer.
- **Ice:** Apply a cold compress to your shins every 10 to 20 minutes, three to four times a day, for a few days. Ice helps relieve the swelling and pain of shin splints.
- **Pain relievers:** Over-the-counter (OTC) nonsteroidal anti-inflammatory drugs (NSAIDs) can ease pain and swelling.
- **Supplements:** A vitamin D3 supplement (1000 to 2000 IU daily) may help. Discuss supplements with your healthcare provider.

Management and Treatment of shin-splint

- **Shin splint stretches:** Gently stretching and flexing your lower leg muscles may be helpful.
- **Slow increase in activity level:** When you do become active again, start slowly. Increase your activities gradually to reduce the risk of shin splints returning.
- **Supportive shoes and shoe inserts:** For people who have flat feet, shoe inserts (orthotics) can be effective at relieving the pain of shin splints. Orthotics support your arches and reduce stress on the muscles and bones in your lower legs.
- **Physical therapy:** Physical therapy can help you get moving again by strengthening your legs and reducing your chance of repeated injury.

- **Tendinitis:** Tendinitis occurs when your tissues that connect muscles to bones (tendons) become swollen and inflamed. It's caused by repetitive movements over time. An example is jumper's knee (patellar tendonitis).
- **Sprains:** A sprain happens when a ligament stretches too much or tears. Ligaments connect bones and stabilize joints. These injuries can be mild or severe, and they're common in your ankle, knee and wrist.
- **Strains:** A strain occurs when you overextend a muscle and it stretches or tears. Examples include hamstring strain, back strain and abdominal strain.

Tibial Compound Fracture



Treatment

Sports injuries can be treated and managed by using the P.R.I.C.E.S... DR. ABC, and T.O.T.A.P.S regimes:

- P – Protect
- R – Rest
- I – Ice
- C – Compression
- E – Elevation
- S – Stabilize

Common Sports Injuries

- Sprains and strains.
- Knee injuries.
- Swollen muscles.
- Achilles tendon injuries.
- Pain along the shin bone.
- Rotator cuff injuries.
- Fractures (broken bones)
- Dislocations.

• 4 steps to sports injury prevention

- Listen to your body.
- Stay hydrated.
- Use the right equipment.
- Have fun, reduce emotional stress.

ADDITIONAL TIPS

- Drink enough water based on activity and temperature levels
- Educate athletes on proper nutrition for performance
- Supervise equipment maintenance
- Encourage athletes to speak with an athletic trainer, coach or physician if they are having any pain.



ADDITIONAL TIPS

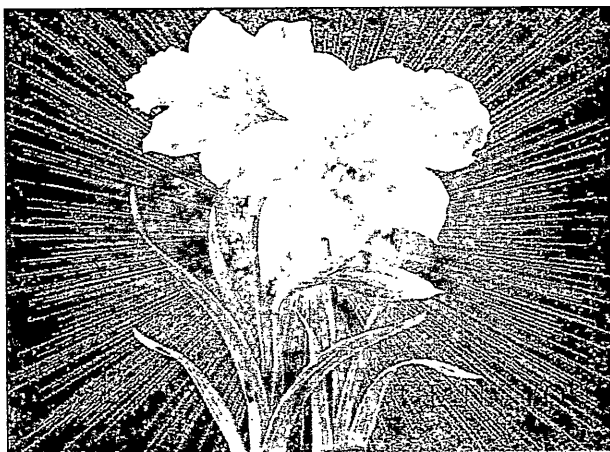
- Enforcing warm-up and cool down routines
- Encouraging proper strength training routines
- Mandating pre-competition physical exams



Sport is friendship ;
Sport is health,
Sport is education,
Sport is life,
Sport brings the world together.

Juan Antonio Samaranch
1996 Olympic Games Opening Ceremony

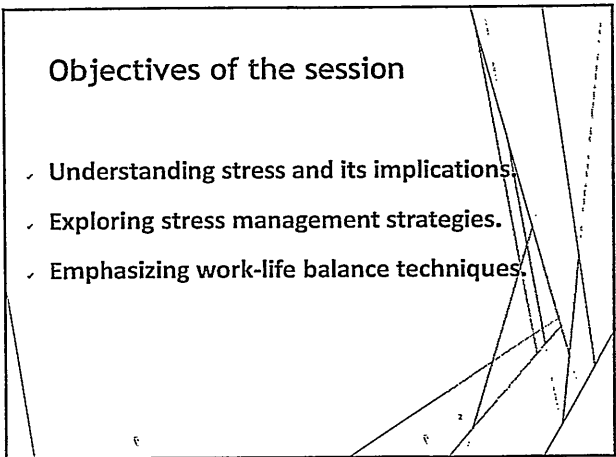
Question And Answer



**Stress Management
&
Strategies for Work-Life Balance**

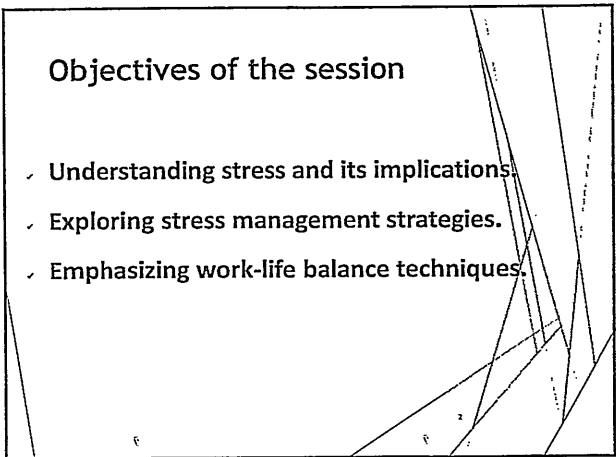
**BM BENOJIR AHMED
DIRECTOR, BPATC**

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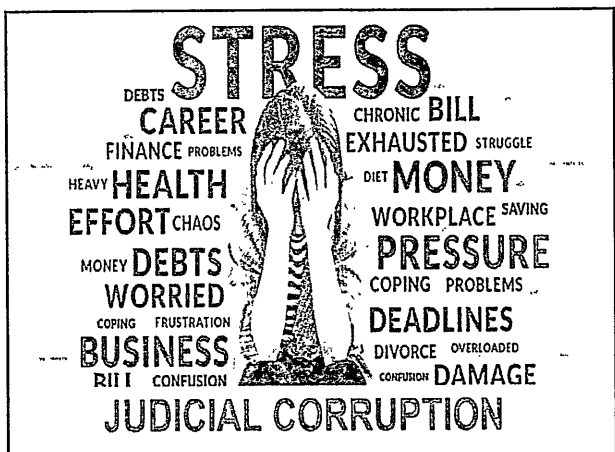
Objectives of the session

- ✓ Understanding stress and its implications.
- ✓ Exploring stress management strategies.
- ✓ Emphasizing work-life balance techniques.

- 
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- ✓ Understanding stress and its implications.
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 - ✓ Emphasizing work-life balance techniques.

SESSION OUTLINE	
1. Understanding Stress	
2. Types of stress	
3. Stress: Triggers	
4. Early Warning Signs of Stress	
5. Responses to Stress on different level	
6. Health: body-mind relationship	
7. Benefits of Stress Management	
8. Stress Management Techniques	
9. Time management	
10. Mindfulness	
11. Work-Life Balance	
12. WELL Concept	
13. Stress Management in Professional Life	
14. Q&A	

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What is Stress?

Stress is our mind or body's response or reaction to a real or imagined threat or event or change. It is a physical and psychological response to demands or pressures.

The threat, event or change are commonly called stressors. Stressors can be both internal (thoughts, beliefs, attitude) or external (loss, tragedy, change)

Importance of addressing stress in professional life:
High-stress levels can lead to burnout, reduced productivity, and health issues.

Examples: Civil servants may experience stress due to high workloads, policy changes, or public scrutiny.

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When are we Stressed?

It's when we -

1. Feel under pressure
2. Don't feel in control
3. Struggle to cope with things

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- # When are we Stressed?
- It's when we -
1. Feel under pressure
 2. Don't feel in control
 3. Struggle to cope with things

Major TYPES OF STRESS			
Acute Stress	Chronic Stress	Eustress	Distress (Negative Stress)
Short-term stress that arises in reaction to an immediate challenge. Example: A last-minute deadline.	Long-term stress resulting from ongoing challenges. Example: Continuous workload pressure.	Motivational stress that enhances performance. Example: Preparing for a promotion interview. Creativity, problem solving, change, birth of child, a marriage, buying first home or car, moving to a new place or job, perform something challenging	Overwhelming stress leading to dysfunction. Example: Excessive workload leading to burnout, over physical-mental stimulation / exhaustion, ineffective problem solving, prolonged & life-threatening illness, low self-esteem, death of loved one, losing job, serious injury, divorce, being abused
		Healthy Stress	Unhealthy Stress, Unexpected

Responses of Stress on Different Levels		
Physical	Mental/Emotional	Behavior
1. Muscle tension 2. Headaches 3. Fatigue 4. Digestive issues 5. Heart-related symptoms 6. Changes in appetite 7. Sleep disturbances 8. Sweating 9. Weakened immunity 10. Breathing issues	1. Feeling overwhelmed or helpless 2. Increased irritability or mood swings 3. Anxiety or excessive worrying 4. Difficulty concentrating or making decisions 5. Persistent sadness or feelings of depression 6. Low self-esteem or feelings of inadequacy 7. Forgetfulness	1. Changes in sleeping patterns (insomnia or oversleeping). 2. Eating too much or too little. 3. Social withdrawal or avoiding responsibilities. 4. Increased use of substances like alcohol or tobacco. 5. Procrastination or neglecting work and deadlines. 6. Nail-biting, restlessness, or other nervous habits.

STRESS: TRIGGERS	
External Triggers:	Internal Triggers:
1. Workload Pressure 2. Financial Struggles 3. Relationship Conflicts 4. Unstable Environment 5. Noise Pollution 6. Health Crises 7. Lack of Support 8. Traffic Congestion 9. Unexpected Events 10. Workplace Politics	1. Perfectionism 2. Self-Doubt 3. Negative Thinking 4. Fear of Failure 5. Need for Control 6. Low Self-Esteem 7. Overthinking 8. Unrealistic Expectations 9. Guilt or Regret 10. Lack of Resilience

Severity of symptoms (hierarchy)		
Mental	Emotional	Physical
Complete Mental Confusion	Suicidal Depression	Brain ailments
Destructive Delirium	Apathy	Heart ailments
Paranoid Ideas	Sadness	Endocrine ailments
Delusions	Anguish	Liver ailments
Lethargy	Phobias	Lung ailments
Dullness	Anxiety	Kidney ailments
Lack of concentration	Irritability	Bone ailments
Forgetfulness	Dissatisfaction	Muscle ailments
Absent-mindedness	-	Skin ailments

Body-mind connection
Physical Health Impact: Cardiovascular diseases, weakened immunity, hypertension. Psychological Effects: Burnout, anxiety, depression. Example: Long-term stress can lead to chronic illnesses and reduced efficiency.

Mind-Body Connection	
Stress Leads to the automatic release of 3-Key hormones: adrenalin, nonadrenalin, cortisol	
Increases	Decreases
➤ Mental activity ➤ Respiration ➤ Heart Rate ➤ Blood Pressure	➤ Libido ➤ Digestive System ➤ Excretory System (Kidneys/ Ureters/ Bladder/ Urethra) ➤ Pain perception

Benefits of Stress Management

1. Improved Decision-Making
2. Enhanced Productivity
3. Better Health
4. Stronger Emotional Resilience
5. Positive Workplace Relationships
6. Increased Adaptability
7. Greater Job Satisfaction
8. Work-Life Balance
9. Improved Public Service Delivery
10. Prevention of Burnout (physical/mental collapse)

STRESS MANAGEMENT STRATEGIES

Mind-Body Practices

1. Engage in meditation to center your mind
2. Practice deep breathing for immediate relaxation
3. Explore progressive muscle relaxation for full-body relief
4. Immerse yourself in the flow of yoga
5. Embrace mindfulness to stay present in the moment

Movement and Activity

1. Incorporate regular exercise into your routine.
2. Reconnect with peace by spending time in nature
3. Try stretching or gentle movements to stay active.

Tips:

- Consistency is the key
- Find what works for you
- Be patient

Lifestyle Modification/Adjustment

1. Lifestyle Adjustments
2. Nourish your body with a balanced diet.
3. Prioritize quality sleep to recharge.
4. Foster meaningful connections with those around you.
5. Set boundaries and create space for yourself.
6. Cultivate a mindset of gratitude.
7. Master the art of saying "No" when needed.
8. Consider seeking professional counseling for guidance.
9. Maintain a healthy work-life balance to avoid burnout.
10. Focus on time management and building discipline.
11. Enroll in a stress management program if possible.
12. Commit to an overall healthy lifestyle for long-term benefits.

TIME MANAGEMENT

Causes of wasted time

- ✓ Inability to set priorities
- ✓ Inability to say NO
- ✓ Inability to delegate responsibility
- ✓ Inability to accept anything less than perfect

Steps of GOOD time management

- ✓ Prioritization and delegation
- ✓ Focus on essential tasks
- ✓ Monitor current time use
 - ✓ Analyze time use
 - ✓ Make a schedule

MINDFULNESS

Mindfulness is being fully present and aware of the moment. It can be done through meditation, gratitude and journaling.

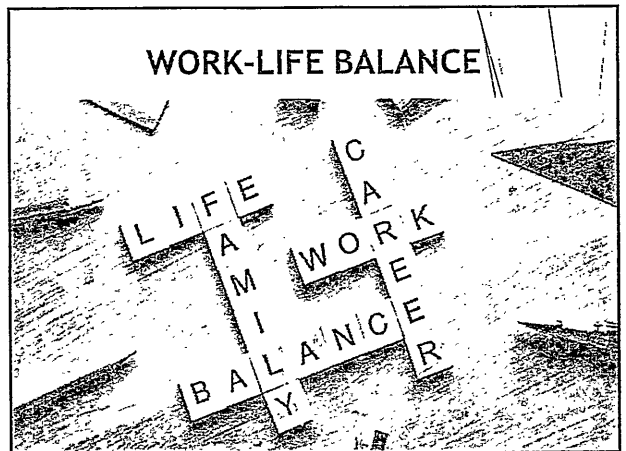
5-Ways to Practice Mindfulness

1. Stop what you're doing and take a breath
2. Take a moment to notice the sensation of your breath
3. Putting down phone
4. Doing one thing at a time
5. Find full moments in everyday task
6. Notice the moves you already made

Mindfulness: PEACE NOT PIECES!

BE AT PEACE,
NOT IN PIECES

WORK-LIFE BALANCE



Work-Life Balance: Practical Ways

1. Set Clear Boundaries
2. Allocate Quality Time for Family
3. Adopt a No-Work-at-Home Policy
4. Pursue Hobbies and Interests
5. Take Paid Vacations
6. Plan and Manage Time Effectively
7. Take Short Breaks During Work
8. Maintain a Healthy Lifestyle
9. Advocate for Flexible Work Schedules
10. Create a Holistic Routine

STRESS MANAGEMENT IN PROFESSIONAL LIFE

Prepare a Plan of Action

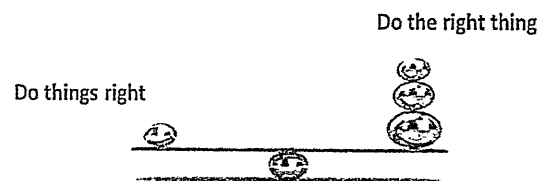
1. Define Goals and Priorities
2. Identify Stress Triggers
3. Develop Alternative Strategies
4. Seek Support from Your Network
5. Master Time Management
6. Maintain Work-Life Balance
7. Practice Mindfulness Techniques
8. Advocate for a Flexible Schedule
9. Encourage Open Communication
10. Collaborate with Supportive Leadership

STRESS MANAGEMENT IN PROFESSIONAL LIFE

Please note:

1. Effective Stress Management Helps
2. Break the hold Stress has on life
3. Proper Management can help to be happier, healthier and more productive
4. The Ultimate goal is a balanced life (work, relationship, health)
5. WELL Concept helps manage stress

Getting the Balance Right



THE WELL CONCEPT

W - Worship
E - Energy
L - Love
L - Legacy

MASTER STRESS

M - Maintain healthy eating	S - Start Journaling
A - Avoid social isolation	T - Take deep breaths
S - Stay informed	R - Rest and sleep well
T - Talk to others	E - Engage in gratitude
E - Engage in mindfulness	S - Step outside into nature
R - Relax, play, exercise	S - Seek support from friends, family, professionals

Definition of HEALTH by WHO

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.



6-DIMENSIONS OF HEALTH

MENTAL	EMOTIONAL	SOCIAL
1. Knowing our interests 2. Learning new things 3. Taking responsibility 4. Making good decisions 5. Setting & achieving goals	1. Expressing feelings positively 2. Dealing with stress, anger & other emotions healthily 3. Respecting yourself	1. Respecting others 2. Accepting differences 3. Mutual support 4. Listening & bettering communication
SPIRITUAL	PHYSICAL	ENVIRONMENTAL
1. Connected w/Self & world 2. Sense of peace 3. Awareness of purpose 4. Unconditional love 5. Making a difference	1. Eating healthy 2. Exercising 3. Getting enough sleep 4. Caring for our bodies 5. Avoiding 'risky' behaviors	1. Our relationship with surroundings...Air, water, land, scenery, noise, etc. 2. Taking care of our world

Negative Attitude

A negative attitude will NEVER give us a positive life

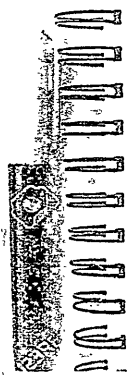
Do any of the following "symptoms" apply to us?

1. Finding something wrong in every situation
2. Being pessimistic about outcomes
3. Being unhappy because our expectations were not met
4. Believing that things will go wrong
5. Being easily distracted by irritations
6. Being unpleasant to be around
7. Complaining and finding fault

Steps to building A positive attitude

1. Change focus, look for the positive
2. Make a habit of doing it now
3. Developing an attitude of gratitude
4. Get into a continuous education program
5. Build positive self-esteem
6. Stay away from negative influences
7. Learn to like the things that need to be done
8. Start day with a positive activity

ANY
QUESTIONS?



THANK YOU

Module: 12

Contemporary Issues

Climate Change and Disaster Global Targets National Action Agenda

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Brief Outline of the Presentation

- Weather, climate, climate change
- Impacts of climate change
- Climate change adaptation, mitigation, loss & damage
- Climate change and disaster
- Global targets
- National climate initiatives, such as:
 - National Adaptation Programme of Action (NAPA)
 - National Adaptation Plan (NAP)
 - Nationally Determined Contribution (NDC)
 - Bangladesh Climate Change Strategy and Action Plan (BCCSAP)
- National and international climate finance

Weather

The state of the atmosphere at a particular place and time as regards to heat, cloudiness, dryness, sunshine, wind, precipitation, etc.

Climate

□ Climate is usually defined as the "average weather" over a period of time ranging from 30 years to thousands or millions of years.

□ The classical period is 30 years, as defined by the WMO. These quantities are most often surface variables such as temperature, precipitation, and wind.

Climate Change

□ Climate change is any long-term significant change in the "average weather" of a region or the earth as a whole. Average weather may include average temperature, precipitation and wind patterns.

□ It involves changes in the variability or average state of the atmosphere over decades to millions of years.

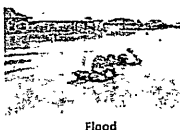
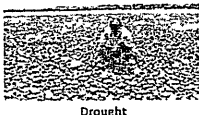
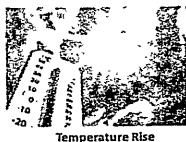
□ In recent usage, especially in the context of environmental policy, the term "climate change" usually refers to changes in modern climate.

"... any significant change in climate over time, whether due to natural variability or as a result of human activity (IPCC:2007).

... a change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable time periods (UNFCCC)

Climate Change Impacts

- Temperature rise
- Shrinking of glaciers
- Sea Level Rise (SLR)
- Erratic and excess precipitation
- Floods
- Flash flood
- Riverbank erosion
- Drought
- Cyclone and storm surge
- Salinity intrusion



Impacts of Climate Change on Different Sectors

- Agriculture, fisheries and livestock
- Livelihood
- Food security
- Infrastructure
- Communication system
- Water
- Health

Climate Change Impact on Economic Growth

- Impacts on economic growth
- Socio economic impact
 - Poverty impact
 - Impact on women
 - Impact on children
 - Marginalized people
 - Disable
 - Elderly people

Some Definitions

Climate Change Adaptation

Adaptation refers to adjustments in ecological, social or economic systems in response to actual or expected climatic stimuli and their effects. It refers to changes in processes, practices and structures to moderate potential damages or to benefit from opportunities associated with climate change

Mitigation

Mitigation means making the impacts of climate change less severe by preventing or reducing the emission of greenhouse gases (GHG) into the atmosphere.

Definition of Loss & Damage

Loss and damage means different things to different groups and there is no agreed upon definition of loss and damage within the UN Framework Convention on Climate Change (UNFCCC). However, loss and damage can generally be understood as the negative impacts of climate change that occur despite, or in the absence of, mitigation and adaptation

Climate Change and Disaster

- Around 80% disaster related with climate change impacts
- Earth quake, fire, infrastructure collapse, do not have direct linkage with climate change.
- Climate change acts as a risk multiplier, intensifying the frequency, duration, and impact of natural disasters.
- Rising global temperatures fuel extreme weather events like heatwaves, and wildfires.
- Warmer oceans lead to stronger storms and heavier rainfall.
- Drier conditions create the perfect environment for wildfires and droughts.

Global Target on Climate Change Mitigation

Global Initiatives to address climate change:

- UNFCCC
- KP
- PA
- Our expectation and reality
 - Temperature rise from pre-industrial level up to 1.5 degree/well below 2 degree C by 2100
 - However, It is going to reach up to 4 degree C, considering the BAU emission level
- Success and challenges
 - Each and every country prepared and implementing their nationally determined contribution (NDC) according to PA to keep the temperature rise up to 1.5 degree/well below 2 degree C by 2100 from the pre-industrial level
 - International mechanism existed to monitor the temperature rise, such as global BTR, compliance committee and global stock take
 - International financial mechanism and technology development and transfer mechanism existed
 - Climate linked technologies are available, although more are needed, particularly on adaptation
 - Enormous financial capacity to address climate change
 - No firm commitment from developed and polluter countries
 - Limited fund flow from developed to developing country
 - Limited technology transfer, expensive technology

Global Mitigation Scenario

What are we aiming for?

Keeping temperature increase well below 2°C and pursue 1.5°C as the goal of Paris Agreement

What is the pre-2020 contribution?

Collectively countries are not on track for sufficiently ambitious to establish a path that will get the world to 2030 emission levels consistent with the well below 2°C and 1.5°C goal at the end of the century

What will NDCs contribute?

Emission levels resulting from NDCs are 4 to 6 GtCO₂e/yr lower than the current policy trajectory in 2030, but the remaining Gap is in the order of 11 to 13.5 GtCO₂e/yr compared with 2°C scenarios and 16 to 19 GtCO₂e/yr compared with 1.5°C

Global Mitigation Scenario

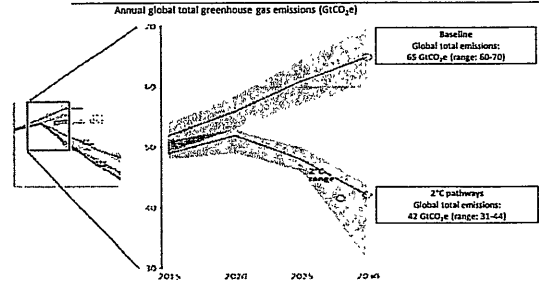
Will this be sufficient to stay well below 2°C?

Without enhanced ambition the likely global average temperature increase will be in the range of 3.0 - 4°C by the end of the century. The carbon dioxide budget for the 2°C scenario will be close to depleted by 2030, and the 1.5°C budget exceeded by far

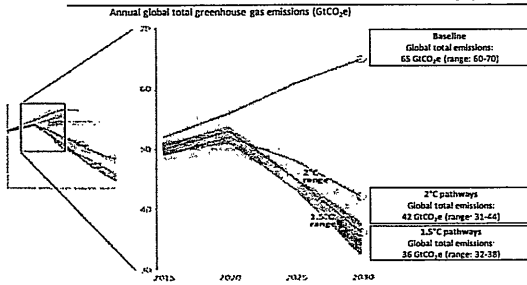
Can the 2030 Gap be bridged - and how?

- Sectoral emission reduction potentials in 2030 are sufficient to bridge the Gap
- Gradual coal phase-out will be critical as will carbon dioxide removal
- Non-state action initiatives will be an important part of equation

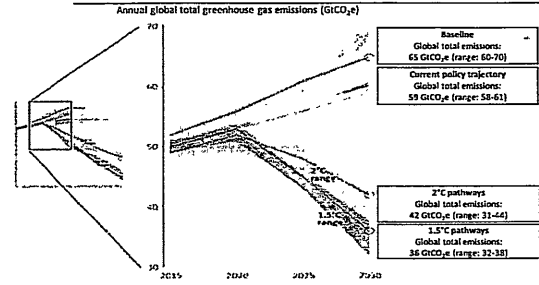
NDC contributions and the emissions gap



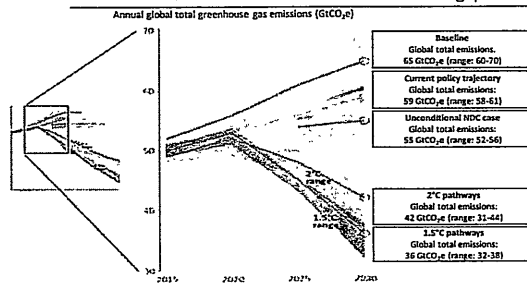
NDC contributions and the emissions gap



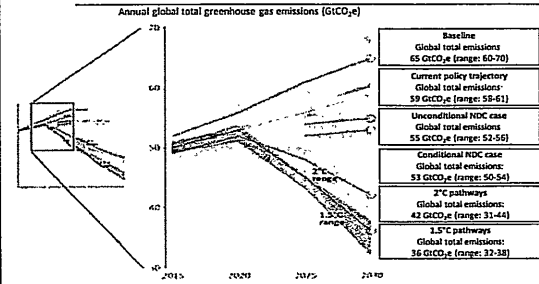
NDC contributions and the emissions gap

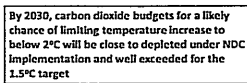


NDC contributions and the emissions gap



NDC contributions and the emissions gap





- Without enhanced ambition the likely global average temperature increase will be in the range of 3.0 – 4.0°C by the end of the century. The carbon dioxide budget for the 2°C scenario will be close to depleted by 2030, and the 1.5°C budget will be exceeded
- The Emissions Gap in 2030 is in the order of 11 to 13.5 GtCO₂e/yr compared with 2°C scenarios and 16 to 19 GtCO₂e/yr compared with 1.5°C
- The Facilitative Dialogue in 2025 and the 2026 revisions of the NDCs are the last opportunity to get on a path to close the 2030 emissions gap

- We don't know exactly the global GHG emission scenario in the coming years/decades/century and it has direct linkage with the future climatic impacts and the adaptation needs.
- We don't know how to identify the sustainability of adaptation actions, how they may differ between places, or what we might do once we are not sure about adaptation limits, sustainability of adaptation actions
- If the people of our coastal areas decided that they do not want to live with salinity intrusion? What would their options be? Could they build embankment? Could they raise the level (how much) of entire area? is it feasible? Is it sustainable? How much would it cost? Who would pay? Who would be the winners and who might be the losers? How would these changes have long term impact on nature/ecosystem/biodiversity?

—

- A process of incorporating new technology into existing systems or workflows. It involves identifying the benefits of new technology, assessing its compatibility, and implementing it effectively.
- Adaptation technology mostly supports national/sub-national/local issues and needs local expertise to develop the appropriate adaptation options and technology.
- Vulnerable developing countries in general do not have enough research institution/capability to find our appropriate technology for adaptation
- Private sector and development partner even UN agencies and MDBs are less interested on adaptation technology than the mitigation technology
- Adaptation technology has less market value and small market than the mitigation technology
- In contrast, mitigation technology might be useful globally and supports different country and different geographical areas such as technology on renewable energy and energy efficiency

What is most Important: Adaptation or Mitigation

- Both adaptation and mitigation are crucial in addressing climate change, but they serve for different purposes.
- Mitigation focuses on reducing or preventing the causes of climate change, mainly by cutting down on greenhouse gas emissions. This can involve transitioning to renewable energy, improving energy efficiency, carbon sink or enhancing carbon capture technologies.
- Mitigation aims to limit the extent of future climate change and its impacts.
- Adaptation involves adjusting to the already-existing or anticipated impacts of climate change. This could mean building resilient infrastructure, improving agricultural practices, protecting water resources, or planning for sea-level rise.
- Adaptation is about managing the unavoidable consequences of climate change.
- However, if global community cannot take ambitious mitigation actions immediately, adaptation might not be feasible or unsustainable
- As mitigation is preventative measure to address the climate change and to reduce the climate change impacts, so mitigation is the key to address climate change. However, adaptation is an issue of survival and to protect the rights of climate vulnerable people/country. We can't ignore/less prioritize the issue of climate change adaptation

Adaptation in Paris Agreement

- Article 2.1 (b) - Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production;
- Article 2.1 (c) Making finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.

Article 7 of the Paris Agreement Global Goal on Adaptation

1. Parties hereby establish the global goal on adaptation of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, with a view to contributing to sustainable development and ensuring an adequate adaptation response in the context of the temperature goal referred to in Article 2.
2. Parties recognize that adaptation is a global challenge faced by all with local, subnational, national, regional and international dimensions, and that it is a key component of and makes a contribution to the long-term global response to climate change to protect people, livelihoods and ecosystems, taking into account the urgent and immediate needs of those developing country Parties that are particularly vulnerable to the adverse effects of climate change.
3. The adaptation efforts of developing country Parties shall be recognized, in accordance with the modalities to be adopted by the Conference of the Parties serving as the meeting of the Parties to this Agreement at its first session.

Article 7 of the Paris Agreement

- 4. Parties recognize that the current need for adaptation is significant and that greater levels of mitigation can reduce the need for additional adaptation efforts, and that greater adaptation needs can involve greater adaptation costs.
- 5. Parties acknowledge that adaptation action should follow a country-driven, gender-responsive, participatory and fully transparent approach, taking into consideration vulnerable groups, communities and ecosystems, and should be based on and guided by the best available science and, as appropriate, traditional knowledge, knowledge of indigenous peoples and local knowledge systems, with a view to integrating adaptation into relevant socioeconomic and environmental policies and actions, where appropriate.
- 6. Parties recognize the importance of support for and international cooperation on adaptation efforts and the importance of taking into account the needs of developing country Parties, especially those that are particularly vulnerable to the adverse effects of climate change.

Article 7 of the Paris Agreement

- 7. Parties should strengthen their cooperation on enhancing action on adaptation, taking into account the Cancun Adaptation Framework, including with regard to:
 - (a) Sharing information, good practices, experiences and lessons learned, including, as appropriate, as these relate to science, planning, policies and implementation in relation to adaptation actions;
 - (b) Strengthening institutional arrangements, including those under the Convention that serve this Agreement, to support the synthesis of relevant information and knowledge, and the provision of technical support and guidance to Parties;
 - (c) Strengthening scientific knowledge on climate, including research, systematic observation of the climate system and early warning systems, in a manner that informs climate services and supports decision-making;
 - (d) Assisting developing country Parties in identifying effective adaptation practices, adaptation needs, priorities, support provided and received for adaptation actions and efforts, and challenges and gaps, in a manner consistent with encouraging good practices;
 - (e) Improving the effectiveness and durability of adaptation actions.

Current status of negotiation under Global Goal on Adaptation

- COP29 launched the Baku Adaptation Road Map a vehicle through which fostering implementation of adaptation could be supported and advanced
- Parties also established the Baku high-level dialogue on adaptation, to be convened on the margins of each CoP session, with the aim of identifying ways of enhancing the implementation of the United Arab Emirates Framework for Global Climate Resilience.
- Parties also affirmed that the agenda item on matters relating to the global goal on adaptation is a standing agenda item that will continue post COP30.
- Parties were also agreeing the modalities and outputs of the UAE-Belém work programme, and in providing direction to the work of the technical experts up to COP30.

Current status of negotiation under Global Goal on Adaptation

- Eight groups of technical experts are tasked with producing a set of no more than 100 indicators that are globally applicable and constitute a menu of nationally applicable options.
- It was also significant that Parties agreed that this set should include indicators that assess the 'means of implementation' as part of a broader set of enabling factors for the implementation of adaptation action.
- Developing countries had to fight hard for this specific reference, despite the fact that Parties recall, in the same decision, their previous decision to note with concern that the adaptation finance gap is widening.

National Efforts and Actions

- Bangladesh adopted BCCSAP, NAPA, updated NAPA, NDC and NAP
- Bangladesh has been trying to implement its BCCSAP, NDC and NAP
- Bangladesh NAP identified 8 sectors, 11 climate stress areas, 6 goals and calculated the finance needs for its implementation
- It identified 113 projects up to 2050 covering all the sectors and stress areas
- Bangladesh adopted its updated NDC and trying to implement it both conditional and unconditional
- Bangladesh is going to submit its latest version of NDC by 2025
- Based on NAP and NDC Bangladesh has been working to update its sectoral policies and plans
- Bangladesh tries to integrate climate change issues into the different planning tools and documents

National Efforts and Actions

- Bangladesh created dedicated climate fund, Bangladesh climate change trust and climate fiscal framework.
- We are trying to get funding from GCF, AF, LDCF, MDBs, UN agencies, bi lateral partner and from other international sources
- We spent significant amount of finance from our ADP to address the climate change issues
- Bangladesh is active in the COP process and try to contribute through the different committee's of UNFCCC

Concept of Climate Finance

- ✓ Still a grey area and there is no universal accepted definition.
- ✓ In general, finance used for adaptation and mitigation activities in developed and developing countries are termed as climate finance.
- ✓ Finance flowing from developed to developing countries, including support for mitigation, adaptation, L & D, technology transfer and capacity-building is termed as climate finance under UNFCCC.
- ✓ Mitigation projects include renewable energy, energy efficiency and fuel switch, forestry and land use change, sustainable urban transport, mitigation in agriculture and livestock sector, technical assistance and capacity building dedicated to addressing GHG emission reduction.
- ✓ Adaptation projects imply that part of the project is dedicated to a specific adaptation purpose such as water, agriculture, infrastructure, health, communication system, technology development and capacity building.

Issues on Climate Finance

- Adaptation and mitigation financing
- New and additional
- Adequate and predictable
- Loan vs. grant
- Public vs. private
- Bilateral and multilateral
- Access of climate finance
- International financial transaction cost and the risk

Windows of Climate Finance (National)

- ☐ The Bangladesh Climate Change Trust
- ☐ The Bangladesh Climate Change Resilience Fund
- ☐ Finance through Annual Development Programme
- ☐ Finance through private sector
- ☐ Finance through NGOs

Funding from ADP

- ❖ Bangladesh lose around 1-2 % of GDP due to climate change impacts.
- It may goes up to 9%
- ❖ Bangladesh spend around 1% of GDP and 10% of ADP for the climate linked activities. Gradually these costs are in increasing trend
- ❖ To implement the NAP, Bangladesh needs 230 billion USD up to 2050
- ❖ To implement conditional NDC we need around 175 billion USD and unconditional NDC we need 45 billion USD
- ❖ In maximum cases these will be generated nationally
- ❖ Maximum money will be utilized by the government entity

Windows of Climate Finance (International)

- ☐ Funding under UNFCCC
 - Green Climate Fund (GCF)
- ☐ Global Environment Facility (GEF)
 - Least Developed Countries Fund (LDCF)
 - Special Climate Change Fund (SCCF)
 - GEF trust fund
- ☐ Adaptation Fund (AF)
- ☐ Funding Under UN Agencies
 - UNDP
 - Food and Agricultural Organization (FAO) of UN
 - WHO
 - WFP
 - IFAD
 - UNICEF

Windows of Climate Finance (International)

- ☐ Funding Under MDBs (Multi-lateral Development Banks)
 - World Bank
 - IFC
 - ADB
 - IDB
 - European Bank of Reconstruction and Development
 - KfW
- ☐ Funding through bilateral Partners
 - USAID
 - SIDA
 - GIZ
 - FCDO
- ☐ Funding Through NGOs
 - Caritas
 - Oxfam
 - Action Aid
 - Islamic Relief
- ☐ Private sector

Bangladesh Experience with International Climate Fund

- ERD works as NDA of GCF
- MoEFCC works as focal point of GEF
- PKSF and IDCOL is the national accredited entity both for GCF
- PKSF is the national accredited entity for adaptation fund as well
- Bangladesh got around 500 USD from GCF
- Bangladesh got around 30 million USD from LDCF
- We have one project under adaptation fund
- We have two projects under GEF trust fund
- We have some projects linked with climate change under MDBs and UN agencies
- There are some private initiatives, particularly for climate change mitigation

Way Forward

- Bangladesh is one of the most vulnerable country due to climate change impacts. The intensity and frequency of different disaster related events increased significantly
- Ver soon Bangladesh will be graduated from its LDC status and targets to become developed country within 2041.
- Climate change is one of the major challenges to achieve our target
- CC impacts made our development challenging as well as to address the climate change adaptation mitigation and loss and damage
- We need ambitious investment to achieve that target and to make the achievement sustainable. Investment needed both on adaptation and mitigation.
- Food security, water security, livelihood, shelter, infrastructure, health, communication system as well as addressing disasters are very challenges for a vulnerable country like us.
- Every investment decision should have strong linkage with climate change adaptation and mitigation.
- Government tougher with international and bilateral entities, private sector, NGOs should have significant role to address the climate change issues in grass root level and to implement NAP, NDC and BCCSAP

Thank You

National Energy Policy

M. Tamim
Vice Chancellor, IUB

What is Policy, Act, Rule and Regulation?

- Data driven evidence based policy is a good start because policy can often precede law. Policies are found everywhere we go, whether it be the government, office or the gym. They are typically informed by how people would like to see the space defined. They are often aspirational in nature and do not typically have legal implications if they are not followed.
- The act is the main source from which rules and regulations derive their power. Acts are embodiment of laws on a particular matter whereas rules provide a complimentary source of guidelines for proper conduct. Regulation elaborate in implementation stage

Policy Issues

- Policy is shaped by
 - Civil servants, committees, interest and pressure groups, lobbyists, Think Tanks, donors, academics, subject matter experts.
- Stages of policy formulation
 - Agenda setting, formulation, evidence-gathering, debate, evaluation, implementation.
- Public policy
 - A decision by the government of choosing alternate path. Policy-making is prone to iterations, reversals and sudden changes of approach which are difficult to predict

General issues in an Energy Policy

- Energy Security
 - Affordability
 - Accessibility
 - Availability
- Fuel mix
- Efficiency, conservation, environment
- De-carbonization
- Self reliance
- Subsidy
- Land or other factors of production

National Energy Policy 1996

In recognition to the importance of energy in socio-economic development, the Government of Bangladesh paid continuing attention to the overall development of energy sector. It involved survey, exploration, exploitation and distribution of indigenous natural gas; establishment of petroleum refining facility and distribution systems; and establishment of power generation plants and networks for transmission and distribution of electricity.

National Energy Policy 1996

- To provide energy for sustainable economic growth so that the economic development activities of different sectors are not constrained due to Shortage of energy,
- To meet the energy needs of different zones of the country and socio-economic groups.
- To ensure optimum development of all the indigenous energy sources.
- To ensure sustainable operation of the energy utilities
- To ensure rational use of total energy sources
- To ensure environmentally sound sustainable energy development programs causing minimum damage to the environment
- To encourage public and private sector participation in the development and management of the energy sector.

Highlights of NEP 1996

- T&D loss set at 23%, actual was 36%
- Energy efficiency and conservation
- Development of Peat and Coal
- Harnessing new renewable (wind/solar)
- Tariffs of different type of final energy will be fixed on the basis of economic cost. When it is decided to give any subsidy it will be made at end users' level.
- Area based energy planning
- Rooppur power plant
- 2nd refinery
- Rural-urban and East zone-West zone disparity
- Strategic storage

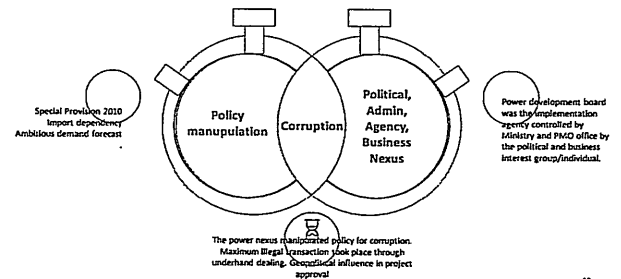
NEP 2004

- Almost same as 1996 policy with data updates
- Proposed REDA and ERC
- Public private joint venture in oil, gas and power sectors

Evolution of Bangladesh Energy Policy

- 1973 Petroleum Act was the first energy policy (first PSC)
- The first and only comprehensive policy was the NEP 1996
- No policy was properly followed including 1996
- Ad hoc nature of stop-gap solution
- Power sector planning without integration of finance and energy (2005, 2010, 2016, 2023)
- Influence of activists and interest group (reactive, not proactive)
- Lack of consultation and discussion
- Policy used for political agenda and corruption

Designed to promote corruption



Demand Forecast

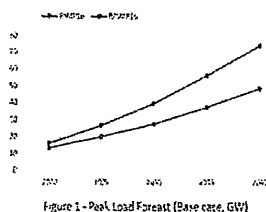


Figure 1 - Peak Load Forecast (Base case, GW)

- Inflated demand forecast based on highly ambitious economic growth
- The Power System Master Plan 2016 was revisited to artificially increase demand
- An arbitrary target of 30% and 40% renewable target was set for 2030 and 2041

Gas Demand Supply Plan (PB July, 2023)

Fiscal Year	Demand (MMcfd)			Supply (MMcfd)			Total Supply
	Scenario 1	Scenario 2	Scenario 3	Onshore	Offshore	LNG	
2023-24	4734	3883	2788	2179	0	850	3029
2024-25	4956	3965	2498	2427	0	980	3407
2029-30	6655	5092	3091	2122	100	2130	4352
2034-35	7399	6072	3785	1238	880	3555	5673
2039-40	7758	6986	4890	874	820	3555	5249

Note: Scenario 1 Gas distribution Co demand, Scenario 2 includes Power Division demand, Scenario 3 is IEPMP 2023 demand forecast

Power Sector

Mired by rampant political intervention and corruption
o o o

01

Special
Provision Act
2010

Introduced with the pretext of emergency but used as a tool of corruption and nepotism

02

Oil-based
Rental/Capacity
payment

Delaying baseload power plants, number of oil-based rental plants were awarded under crony capitalism. The capacity market was flooded with them costing taxpayers large amount of money

03

Over Capacity

The PSMP 2016 was revised to ramp up the demand forecast. The EI motivated political ambition added 5000 MW overcapacity

04

Import
Dependency

Both PSMP 2010 and 2016 were planned for high import dependency exposing Bangladesh to international price and supply fluctuation. Post Covid and Ukraine war

05

Taka
Depreciation
Inflation

The power sector was designed on the false economy hope. Foreign currency reserve depletion, taka depreciation and inflation failed the sector



BPDB being the single buyer, planner, executioner, upstream regulator, and producer was easily controlled and manipulated by the ministry and political masters.

Energy Sector

Neglected and mismanaged by poor leadership
o o o

01

Special
Provision Act
2010

Gazprom was awarded 30 wells at \$22million/well. SP14 service contract, LNG curtailment monopoly from India

02

Deficit Gas
Supply Plan, No
Exploration

Neglecting local EEP created import dependency. Even with LNG import, the PS supply plan will create severe gas shortage until 2027.

03

LNG/HFO/Coal
Import

High risk was taken on spot LNG price despite weak economy. Private HFO import allowed additional profits for power plants. Inadequate coal import facility increased cost.

04

T&D Loss

It is estimated that 200 MWs are unaccounted for gas costing almost \$1 billion in LNG import terms

05

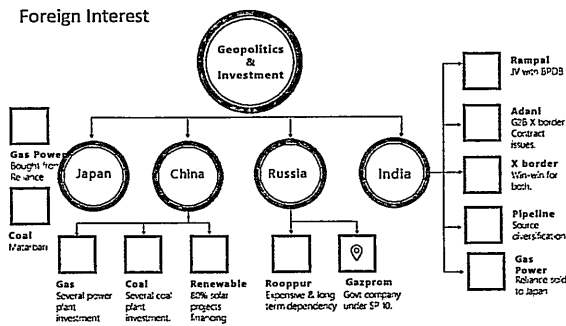
Taka Depreciation
Foreign shortage

Dollar shortage hampered the ability to import fuel causing power outage, reduced industrial output. In addition, taka devaluation increased the local energy price



Petrobangla being a highly technical organization has been led by bureaucrats for years who has been revolving frequently. The lack of continued technical leadership with long term planning has turned a once glorious corporation to a mere skeleton.

Foreign Interest



4/10/2023

15

Way Forward

Evaluation of current status and a prudent transition plan needed to ensure energy security
o o o

Rigorous onshore/offshore exploration
Both onshore and offshore drilling for gas exploration should be opened for international bidding. RARPC only policy has failed. Coal extraction may be re-examined

Restructuring power and energy sectors
The concentrated authority of planning, executing, marketing, upstream regulating while both BPDB and Petrobangla easy target of political manipulation. The planning part must be separated through an independent body.

Transition plan with renewable emphasis
The current power generation capacity is heavily dependent on fossil fuel. A transition plan considering the existing contractual obligations, grid integration, regional and national demand and resources must be taken to reduce fossil fuel dependency

Reduce system loss

Gas system loss can only be reduced through new policy adaptation. Metered gas connection at import ports may be introduced. Grid upgrading will reduce power system loss.

Cross Border Trading

Import from Indian exchange, Bhutan, Nepal and Myanmar will be beneficial for Bangladesh. Preference may be given to renewable sources.

Operational efficiency

Proper utilization of base, intermediate and peak load plants along with day time solar generation will reduce generation cost. The NEDC (system operator) needs modernizing and being independent.

Media Relations & Effective Public Relations Management

Critical Reflections on Functions of Media

Dr Shameem Reza
University of Dhaka

Bangladesh Public Administration Training Centre
08 April 2025

Critical Functions of Media

- Initiate political debates
- Influence public opinion
- Help propagate ideology
- Work as vital 'soft power'
- Transmit social & cultural values

How China Is Reshaping the Coronavirus Narrative | NYT News
<https://www.youtube.com/watch?v=LwqhvRcBrK4>

Outstanding Issues in BD Media Sector

- Media ownership and investment
- Licensing in broadcast media
- Media laws and regulations
- Pressures on the news media
- Professionalism in the media

Media Governance in Bangladesh: Rhetoric and Reality of Broadcasting Policy
<https://archive.thedailystar.net/forum/2012/May/media.htm>

Key Contributions

- Encourage critical debates
- Help secure public consent
- Shape national security issues
- Set development agendas



Media Relations & Effective Public Relations Management

Public Relations Management/ Strategic Communication & Effective Media Relations

Dr Shameem Reza
University of Dhaka

Bangladesh Public Administration Training Centre
08 April 2025

PR Man Natabar Mittir [Jana Aranya]
<https://www.youtube.com/watch?v=GkiVdXUMIn0>

Public Relations (PR): Key Aspects

- Strategic communication process
- Mutually beneficial relationship
- Shaping public opinion/perception
- Establishing positive brand image
- Communicating internal & external public

What is public relations
<https://www.youtube.com/watch?v=hFvGBdnTuAE>

Strategic Communication
<https://www.youtube.com/watch?v=MfqPp37KCBO>

Effective Media Relations

Learn how to engage with the media

Preparation for any emergency response
(Must be ready to respond to criticism)

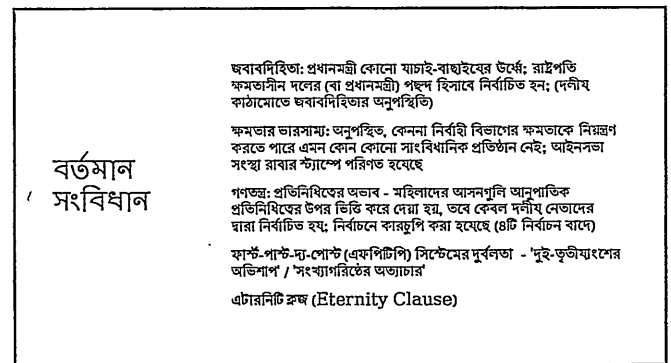
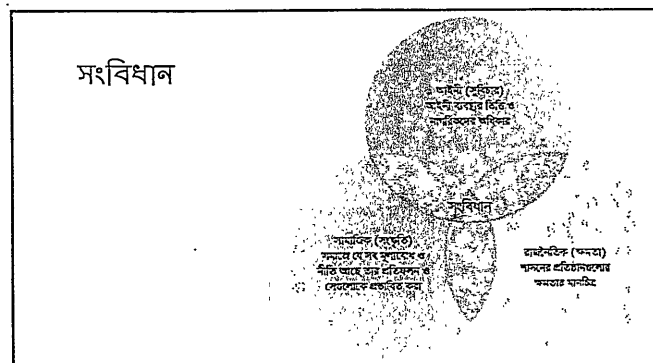
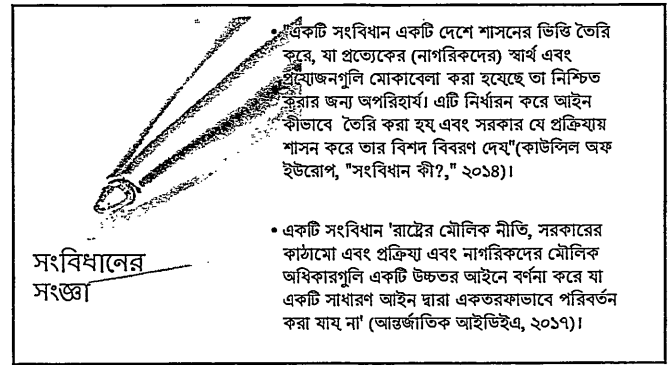
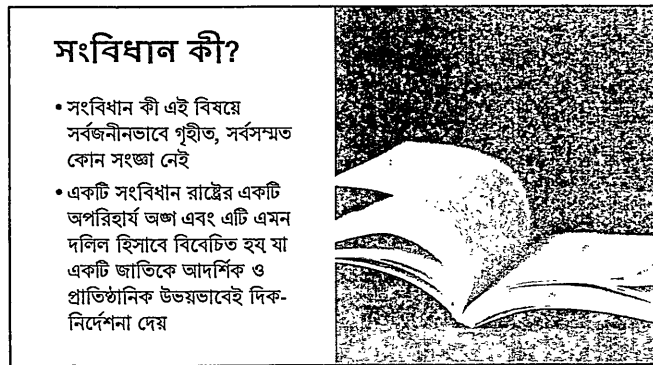
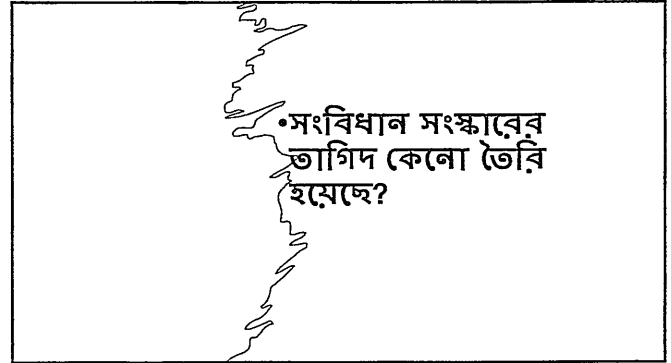
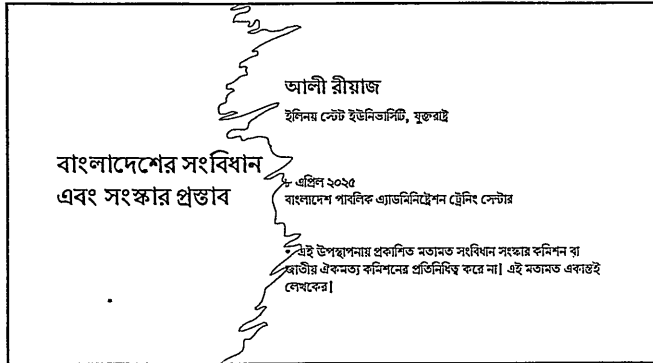
Develop your skill to effectively use
Internet media

Deal with the visuals carefully, as they
convey strong messages

Rapport building with the media
(Long-term and trusting relationships with media)

Communication Strategy for Effective PR

Develop a communication strategy for effective information dissemination through appropriate media and communication channels, aiming at building mutually beneficial relationship with organisations and stakeholders; building trust; establishing communications with internal and external public; and managing/influencing opinion.



এটারনিটি ক্লজ, বেসিক স্ট্রাকচার ডকট্রিন

"এটারনিটি ক্লজ (ক্রিয়মান অনুচ্ছেদ) একটি সাংবিধানিক বিষয় যা সংশোধন করা যায় না। এই ধারাগুলি মানবাধিকার, গণতন্ত্র এবং আইনের শাসনের ন্যূনতম সংবিধানের বৃদ্ধি ক্রিয়ামূলক হওয়া কঠোর চর্চা চিহ্নিত করা হয়েছে।"

"বেসিক স্ট্রাকচার ডকট্রিন (বেসিক কাঠামো বসতল) - এ কথা রয়েছে যে সংবিধানের কিছু বেসিক বৈশিষ্ট্য আইন প্রণয়নকারী সংস্থা দ্বারা পরিবর্তন করা যায় না। এই বৈশিষ্ট্যগুলি সংবিধানের বেসিক কাঠামো হিসাবে বিবেচিত এবং অপরিবর্তনীয়।"

১৯৭২ সালের সংবিধানে কোনও চিরন্তন অনুচ্ছেদ ছিল না, যদিও গণপরিষদ হিসাবে এটি যুক্ত করার বিশেষ অধিকার ছিল।

এটিই আদালতকে "বেসিক স্ট্রাকচার ডকট্রিন" উদ্ভাবন করতে প্ররোচিত করেছিল।

ভারতে, যদিও এটি ১৯৬৯ সালে শঙ্করী প্রসাদ বনাম ভারত সরকার মামলায় প্রথম উল্লেখ করা হয়েছিল, তবে সবচেয়ে বিস্তৃত ব্যাখ্যা আসে ১৯৭৩ সালে কেশবানন্দ ভারতী বনাম কেরালা রাজ্য মামলায়।

বাংলাদেশে আনোয়ার হোসেন চৌধুরী বনাম বাংলাদেশ (অষ্টম সংশোধনী মামলায়) ১৯৮৯ সালে বেসিক স্ট্রাকচার ডকট্রিন-এর কথা বলা হয়।

এটারনিটি ক্লজ

বাংলাদেশের সংবিধানের পঞ্চদশ সংশোধনীর মাধ্যমে ২০১১ সালে সংবিধানের ৭খ অনুচ্ছেদ প্রবর্তন করা হয়।

সংবিধানের এক-তৃতীয়াংশ সংশোধন অযোগ্য করা হয়েছে।

২০১১ সালের 'এটারনিটি ক্লজ', মৌলিক কাঠামোর বাইরে চলে গেছে - উদাহরণস্বরূপ, অনুচ্ছেদ ৪(ক), যা অফিসে শেখ মুজিবুর রহমানের একটি ছবি প্রদর্শন করার প্রয়োজন করে।

আমি যদি না করি? (অনুচ্ছেদ ৪ এবং অনুচ্ছেদ ৭(ক) (১)(খ))।

১. ধারা-৪৮(৩): প্রধানমন্ত্রী বা প্রধান বিচারপতি নিয়োগের সময় ব্যক্তিগত রাষ্ট্রপতি প্রধানমন্ত্রীর পরামর্শ অনুযায়ী কাজ করবেন।

২. প্রধানমন্ত্রী একাধিক পদে রয়েছেন- সংসদ নেতা, দলের প্রধান, প্রবন্ধের সংসদীয় কমিটির প্রধান

ক্ষমতার
এককেন্দ্রীকরণ

৩. অনুচ্ছেদ ৭০: দলের বিরুদ্ধে ভোট দিতে বাধা, প্রধানমন্ত্রীর পদপরিহার নিষিদ্ধ - (অন্যান্য অভিজ্ঞতা - যুক্তরাজ্য ২০২২ - দলকে ক্ষমতা থেকে অপসারণ না করে ছয় মাসেরও কম সময়ে ৩ জন প্রধানমন্ত্রী)

৪. সমস্ত সাংবিধানিক সংস্থার নিয়োগ প্রধানমন্ত্রীর এখতিয়ারভুক্ত (সংবিধানের ৪৮(৩) অনুচ্ছেদের কারণে; নির্বাচন কমিশনের জন্য সার্চ কমিটি পদ্ধতিতে কোনও পার্থক্য হয়নি)

নির্বাহী বিভাগের আধিপত্য?

১. জরুরি অবস্থা জারির ক্ষমতা- রাষ্ট্রপতি জরুরি অবস্থা ঘোষণা করতে পারেন, প্রধানমন্ত্রীর পাল্টা স্বাক্ষর প্রয়োজন (দ্বাদশ সংশোধনীতে প্রধানমন্ত্রীর পাল্টা স্বাক্ষর যুক্ত করা হয়েছে)

২. মৌলিক অধিকার (১৪১খ ও ১৪১গ) স্থগিত করা; নাগরিকদের অধিকার সমুদ্রত রাখার জন্য আদালতের ক্ষমতা সীমিত / হ্রাস করা

বিচার
বিভাগের
স্বাধীনতা
(!)

১. সংবিধানের ২২ ও ৯৪ (৫) অনুচ্ছেদে বিচার বিভাগের স্বাধীনতা উল্লেখ করা হয়েছে, এছাড়া ১০৯ অনুচ্ছেদে অধস্তন আদালতের বিষয়ে হাইকোর্টকে ক্ষমতা দেওয়া হয়েছে।

২. অনুচ্ছেদ ২২; সরকারের নির্বাহী বিভাগ থেকে বিচার বিভাগের স্বাধীনতা রাষ্ট্রকে নিশ্চিত করতে হবে।

৩। সংবিধানের ৯৫ (১) অনুচ্ছেদ 'প্রধান বিচারপতি রাষ্ট্রপতি কর্তৃক নিযুক্ত হইবেন এবং প্রধান বিচারপতির সহিত পরামর্শক্রমে রাষ্ট্রপতি অন্যান্য বিচারককে নিয়োগদান করিবেন। (৯৫ (১) (গ) অনুচ্ছেদ অনুযায়ী সুপ্রিম কোর্টের বিচারক হিসাবে নিয়োগের জন্য আইন দ্বারা নির্ধারিত যোগ্যতা থাকতে হবে।

অনুচ্ছেদ ১১৫, অনুচ্ছেদ ১১৬

জুডিশিয়াল সার্ভিসেস বা বিচারবিভাগীয়
দায়িত্বপালনরত ম্যাজিস্ট্রেট পদে ব্যক্তিদের নিয়োগ
বিচার বিভাগের রাষ্ট্রপতি কর্তৃক প্রণীত বিধি অনুযায়ী প্রণীত বিধি
স্বাধীনতা
কীভাবে অদৃশ্য
হয়

অনুযায়ী করা হবে। ৪৮ (৩) এ ব্যতিক্রম করা হয়নি।
• বিচার-কর্মবিভাগে নিযুক্ত ব্যক্তিদের এবং
বিচারবিভাগীয় দায়িত্ব পালনরত ম্যাজিস্ট্রেটদের
নিযুক্তি (কর্মস্থল নির্ধারণ, পদোন্নতি ও ছুটি
মঞ্জুরিসহ) ও শৃঙ্খলাবিধান রাষ্ট্রপতির ওপর ন্যস্ত
থাকিবে এবং সুপ্রিম কোর্টের সহিত পরামর্শক্রমে
রাষ্ট্রপতি কর্তৃক তাহা প্রযুক্ত হইবে।

সংবিধান সংশোধন

১৯৭২ সালের সংবিধান - ১৪২ অনুচ্ছেদ,
সংসদে ২/৩ সংখ্যাগরিষ্ঠতা

১৯৭৮ - গণভোটের বিধান প্রবর্তন [পঞ্চম
সংশোধনী, ১৯৭৯] - প্রস্তাবনা, অনুচ্ছেদ ৮,
৪৮, ৫৬, ৫৮, ৮০, ৯২ক, এবং ১৪২।

১৯৯১ - দ্বাদশ সংশোধনী, গণভোট
প্রয়োজন: প্রস্তাবনা, অনুচ্ছেদ ৮, ৪৮, ৫৬
এবং ১৪২।

• বিধানটি সম্পূর্ণরূপে বাদ দেয়া হয়,
ত্রয়োদশ সংশোধনী, ২০১১

সংস্কার প্রস্তাবের মূল বিষয়গুলো

• সংবিধান সংস্কার কমিশন একটি কার্যকর গণতন্ত্র, যৌগিক মানবধিকার
সুনির্দিষ্টকরণ এবং জবাবদিহিতা প্রতিষ্ঠার লক্ষ্যে সাতটি প্রধান বিষয়কে গুরুত্ব
দিত্তা বিবেচনা করেছে। সেগুলো যথাক্রমে:

১. ১৯৭১ সালের স্বাধীনতা যুদ্ধের মহান আদর্শ এবং ২০১৪ সালের
প্রশাসনিক বিধানের জনআকাঙ্ক্ষার প্রতিফলনস্বরূপ সংবিধান ও রাষ্ট্রের মূলনীতি
এই প্রবেশ "সাম্য, মানবিক মর্যাদা, সামাজিক ন্যায়, বহুত্ববাদ ও গণতন্ত্র"
প্রত্যয়

১. ক্ষমতার প্রাতিষ্ঠানিক ভারসাম্য প্রতিষ্ঠা
২. প্রধানমন্ত্রী পদের একচ্ছত্র ক্ষমতা হ্রাস
৩. অন্তর্বর্তী সরকার কাঠামোর সুনির্দিষ্ট প্রত্যয়
৪. বিচার বিভাগের বিকেন্দ্রীকরণ ও স্বাধীনতা
৫. সচিবশ্রী স্থানীয় সরকার ব্যবস্থার সুনির্দিষ্টকরণ
৬. প্রাথমিক অধিকারের আওতা সম্প্রসারণ, সাংবিধানিক সুরক্ষা ও
কলনযোগ্যতা নিশ্চিতকরণ।

কয়েকটি সংস্কার প্রস্তাব

ক্ষমতার প্রাতিষ্ঠানিক ভারসাম্য প্রতিষ্ঠা

কোন একক ব্যক্তি বা প্রতিষ্ঠানের কাছে রাষ্ট্রক্ষমতা যেনো কেন্দ্রীভূত
হতে না পারে এবং রাষ্ট্রের তিনটি অংশ এবং নির্বাহী বিভাগের দুটি পদ
তথা প্রধানমন্ত্রী ও রাষ্ট্রপতির মধ্যে ক্ষমতার ভারসাম্য থাকে, সেজন্য
কমিশন কিছু নির্দিষ্ট চেক-এন্ড-বালেন্স ব্যবস্থাসহ জাতীয়
সাংবিধানিক কাউন্সিল নামক একটি সাংবিধানিক সংস্থা প্রবর্তনের
সুপারিশ করেছে।

কাউন্সিল সাংবিধানিক প্রতিষ্ঠানের নিয়োগ প্রক্রিয়াকে স্বচ্ছ ও
জবাবদিহিমূলক করবে। রাজনৈতিক বোঝাপড়ার মাধ্যমে যৌথ
সিদ্ধান্তে উপনীত হওয়ার কাঠামোবদ্ধ চর্চা ও সংস্কৃতি তৈরিতে সহায়ক
হবে। জাতীয় স্বার্থ ও গুরুত্বপূর্ণ বিষয়ে রাজনৈতিক ঐকমত্য সৃষ্টিতে
ভূমিকা রাখবে।

দ্বিকক্ষ বিশিষ্ট আইন সভার সুপারিশ করা হয়েছে

প্রধানমন্ত্রীর পদের একচ্ছত্র ক্ষমতা হ্রাস

প্রধানমন্ত্রীর একক ইচ্ছায় নির্বাচন কমিশনসহ অন্যান্য সাংবিধানিক প্রতিষ্ঠান
ও সশস্ত্রবাহিনী প্রধানের নিয়োগ বন্ধ হবে।

প্রধানমন্ত্রী সংসদে অনাস্থা ভোটের মুখোমুখি হলে ৭০ অনুচ্ছেদ দ্বারা সুরক্ষা
পাবেন না।

একই সাথে সরকার প্রধান ও দলীয় প্রধান হিসেবে থাকতে পারবেন না।

দুই মেয়াদের বেশি কোন ব্যক্তি প্রধানমন্ত্রী হতে পারবেন না।

[পরোক্ষ - সংসদের স্থায়ী কমিটিগুলোর প্রধান হবে বিরোধী দল থেকে]

অন্তর্বর্তী সরকার কাঠামোর সুনির্দিষ্ট প্রস্তাব

যাতে শান্তিপূর্ণ উপায়ে ক্ষমতা হস্তান্তরে সংকট ও সাংবিধানিক
অনিশ্চয়তা সৃষ্টি না হয় সেজন্য কমিশন অন্তর্বর্তী সরকারের বিধান
রাখার সুপারিশ করেছে।

অন্তর্বর্তী সরকারের প্রধান উপদেষ্টা বাছাইয়ের দায়িত্বভার জাতীয়
সাংবিধানিক কাউন্সিল-এর কাছে অর্পণ করা হয়েছে।

বাছাই প্রক্রিয়া যথাসম্ভব গ্রহণযোগ্য করার জন্য ভারসাম্যমূলক
সমঝোতা প্রক্রিয়া প্রস্তাব করা হয়েছে। বাছাই ও নিয়োগে অনিশ্চয়তা
নিরসনে সম্মতীমা নির্দিষ্ট করে দেয়া হয়েছে।

বিচার বিভাগের স্বাধীনতা ও বিকেন্দ্রীকরণ

১. কমিশন বিচার বিভাগ বিকেন্দ্রীকরণের প্রস্তাব করেছে - সুপ্রিম কোর্টের একক চরিত্র অক্ষুণ্ণ রেখে দেশের সকল বিভাগীয় শহরে হাইকোর্ট বিভাগের মর্যাদা ও এখতিয়ার সম্পন্ন একটি করে স্থায়ী আসন প্রবর্তনের প্রস্তাব করা হয়েছে।
২. বিচার বিভাগের স্বাধীনতা নিশ্চিত করতে সুপ্রিম কোর্টের প্রত্যক্ষ তত্ত্বাবধানে একটি বিচারিক সচিবালয় প্রতিষ্ঠার সুপারিশ করেছে।
৩. সুপ্রিম কোর্টের বিচারক নিয়োগের জন্যে বিচার বিভাগীয় নিয়োগ কমিশনের (জেএসি) প্রস্তাব করেছে।
৪. স্থায়ী এ্যাটর্নী সার্ভিস প্রতিষ্ঠার সুপারিশ করা হয়েছে।

শক্তিশালী স্থানীয় সরকার ব্যবস্থা সুনিশ্চিতকরণ

একটি স্থানীয় সরকার কমিশন গঠন, জেলা ও সিটি কর্পোরেশন পর্যায়ে সমন্বয় কাউন্সিল গঠনের প্রস্তাব করা হয়েছে।

স্থানীয় সরকারের কর আদায়ের ক্ষমতা, আর্থিক স্বাধীনতা ও প্রশাসনিক ক্ষমতা বৃদ্ধির ব্যবস্থা করা হয়েছে।

রাষ্ট্রপতি নির্বাচনে স্থানীয় জনপ্রতিনিধিদের অংশগ্রহণ নিশ্চিত করবার জন্য ইলেক্টোরাল কলেজ সিস্টেম (নির্বাচক মণ্ডলী) প্রবর্তনের সুপারিশ করা হয়েছে।

মৌলিক অধিকারের আওতা সুস্পষ্টায়ণ, সাংবিধানিক সুরক্ষা ও বলবৎযোগ্যতা নিশ্চিতকরণ
সংবিধানে 'মৌলিক অধিকার' 'স্বাধীনতা' নামে সনবিভক্ত একক সনদ প্রবর্তনের প্রস্তাব করা হয়েছে।
মৌলিক অধিকারের আওতাকে সুস্পষ্টায়ণ, সাংবিধানিক রক্ষণবচ ও নিশ্চয়তা প্রদান এবং
অন্যদলের মাধ্যমে বলবৎযোগ্যতা নিশ্চিত করা হয়েছে।
জরুরি অস্থির সময়েও আদালতে মৌলিক অধিকারের বলবৎযোগ্যতা কার্যকর থাকবে।
রাষ্ট্রের সক্ষমতা বৃদ্ধি সাপেক্ষে অর্থনৈতিক অধিকারগুলোকে সাংবিধানিক নিশ্চয়তা প্রদানের
সুপারিশ করা হয়েছে।

সংবিধান সংশোধনে গণভোটের
বিধান যুক্ত করার সুপারিশ - দুই
কক্ষের দুই-তৃতীয়াংশের সমর্থন
এবং গণভোট

কেনো সংবিধান
সংস্কার?

- জবাবদিহিমূলক একটি শাসন ব্যবস্থা তৈরি
- নাগরিকের অধিকার সুরক্ষা করা
- ব্যক্তি যেন রাষ্ট্রের চেয়ে বড় না হয়ে ওঠে
- অংশগ্রহণমূলক রাজনৈতিক ব্যবস্থা প্রতিষ্ঠা