

INTERNATIONAL CERTIFICATION–BASED SKILLS TRAINING

Transforming Bangladesh's Workforce for the Global Job Market

THE CHALLENGE



Global Skills Demand Evolving



Lack of Recognized Certifications



Limited Wage Growth Abroad

THE REFORM IDEA

Integrate Internationally Recognized Certifications into Skills Training



Global Recognition



Better Jobs Overseas



Higher Income & Remittance

THE CHANGE PATHWAY



Certified Skills



Global Acceptance



Better Employment



Economic Growth

EXPECTED IMPACT



Skilled Workforce with Global Mobility



Improved Wages for Migrant Workers



Stronger Remittance Inflow



Sustainable Human Capital Development

Mohammad Walid Hossain

Additional Secretary, Finance Division

CHANGE – INNOVATION – REFORM ACTION PLAN (CIRAP)

Modernizing Network Topology and Licensing Framework in Bangladesh's Telecommunications Sector



Why This Reform Matters

- ▶ Higher operational costs
- ▶ Network inefficiencies & latency
- ▶ Barriers to service convergence
- ▶ Slower regulatory decision-making

A policy-ready, future-proof reform pathway is essential.

Core Reform Focus

Network Topology Modernization



- ▶ Strengthening domestic peering
- ▶ Improving network resilience
- ▶ Reducing international bandwidth dependency

Licensing Framework Simplification



- ▶ Technology-neutral licensing
- ▶ Enabling converged services
- ▶ Reducing administrative complexity

Policy Innovation Approach



Evidence-
Based Reform



Pilot-Driven
Learning



Short-Term
Implementation



Stakeholder-
Centric Design

Inspired by 

3-Month Action Roadmap



Month 1

Policy Readiness



Month 2

Pilot Implementation



Month 3

Review & Scale-Up

Expected Outcomes

- ✓ Faster regulatory decisions
- ✓ Improved network efficiency
- ✓ Reduced operational bottlenecks
- ✓ Strong foundation for long-term reforms

Impact Vision

A resilient, efficient, and innovation-friendly telecommunications ecosystem enabling Smart Bangladesh.

Md. Jahirul Islam

Additional Secretary
Posts & Telecommunications Division

ENSURING COST & TIME DISCIPLINE IN DEVELOPMENT PROJECTS

Introducing Official Cost Estimate (OCE) in Project Cost Determination



IMPLEMENTATION ROADMAP		KPIS	KEY PERFORMANCE INDICATORS (KPIs)		
Establish OCE Cells	Capacity Building	Cost Increase below 20%	Revision-free for at least 2 years	Cost Increase below 20%	Efficient Public Investment

Dr Anjan Kumer Dev Roy
Additional Secretary, Planning Division

Designing a Standardised KPI Framework for Power Sector Development Projects

WHY CHANGE?

- 50+ power sector projects running simultaneously
- No unified KPI definitions across projects
- Output focused monitoring, weak outcome tracking
- Limited comparability across Generation, Transmission & Distribution



INDICATOR DESIGN GAP

- Inconsistent KPI definitions & units
- Absence of Outcome & Risk KPIs
- Misalignment among Power Division, Planning Commission & IMED
- Limited KPI literacy among project teams

INNOVATION PROPOSED

Standardised, Outcome-linked & Comparable KPI Framework

If KPIs are standardised and outcome-focused

Then Monitoring becomes evidence-based and comparable

So that Project decisions improve and revisions reduce



WHAT MAKES IT DIFFERENT

- Sector-specific KPI Taxonomy
- Outcome & Risk-sensitive Indicators
- Comparable across all Power Projects
- Future-ready Foundation for Digital Dashboards



KEY DELIVERABLES

- Standard KPI List (Time, Cost, Physical, Outcome, Risk)
- KPI Definitions, Formulae & Data Sources
- Baseline-Target Setting Guidelines
- Cross Agency Alignment Framework

3-MONTH PILOT ROADMAP (KPI DESIGN ONLY)

Month 1

- Project Categorisation (G-T-D)
- Draft KPI Taxonomy

Month 2

- Pilot Testing in Selected Projects
- Baseline Data Mapping

Month 3

- KPI Refinement & Validation
- Power Sector KPI Handbook

LONG-TERM IMPACT

- Transparent & Results-based Monitoring Culture
- Reduced Subjectivity in Project Assessment
- Strong Foundation for Smart Monitoring Systems
- Sustainable Governance Reform in the Power Sector

Nur Ahmed

Additional Secretary, Power Division

Establishment of a One-Stop Diaspora Support Center (OSDSC)

An Integrated Service Model for Bangladeshi Migrants Living Abroad



1. Background & Policy Alignment

Nearly 10 million Bangladeshi expatriates significantly contribute to the national economy through overseas employment and remittances. However, they often face fragmented and uncoordinated services, when seeking administrative, consular, legal or emergency





According to Section 8 of the Wage Earners' Welfare Board Act, 2018, ensuring migrant welfare is a state responsibility, in this context, establishing a coordinated, trackable, and institutional support mechanism.

3. Core Reform Proposal

The key reform is the establishment of a **One-Stop Diaspora Support (OSSDSC)** where:

- ✓ All migrant complaints and service requests are registered in a
- ✓ Central case-management system
- ✓ Each case is assigned to a designated Case Officer

2. Problem Statement & Root Causes

-  All migrant complaints and service requests
-  Central case-management system
-  Each case is assigned to a Designated Case Officer
-  The entire process is brought under end-to-end digital tracking.

4. International Experience

- 
- ✓ Faster complaint resolution
- ✓ Improved service credibility
- ✓ Higher trust among migrant communities

“From fragmented help to accountable diaspora governance.”

Policy Planning & Management Course (PPMC)

Bangladesh Public Administration Training Centre (BPATC)

Barrister Md Golam Sorwar Bhuiyan

Additional Secretary, Wage Earner's Welfare Board

DIGITAL TRANSFORMATION IN HEALTH GOVERNANCE

Introducing an **Online Audit Clearance Tracking & Management System**

For Doctors and Health Service Professionals



WHY THIS REFORM MATTERS

- ✓ Long delays in audit clearance
- ✓ Fragmented records across offices
- ✓ Manual files, lack of transparency
- ✓ Unnecessary stress for health professionals
- ✓ Online application & real-time tracking
- ✓ Automated SMS & email notifications
- ✓ Paperless, transparent & accountable process

THE REFORM SOLUTION

- ✓ A centralized digital audit clearance portal
- ✓ Integrated audit, HR & finance verification
- ✓ Secure & Verifiable Records (nel.Eat)
- ✓ Online application & real-time tracking
- ✓ Automated SMS & email notifications
- ✓ Paperless, transparent & accountable process

KEY INNOVATIONS



A STEP TOWARDS SMART & ACCOUNTABLE HEALTH ADMINISTRATION

Md. Huzur Ali
Additional Secretary
Health Services Division

Change, Innovation & Reform Action Plan (CIRAP)

Reforming BSEC's Marketing & Sales System to Recover Loss-Making Factories

Losses: Where & Why?

-  Single Buyer Dependency
-  Weak Marketing
-  Tender-Driven, Reactive Sales 
-  Lack of Branding & Segmentation



Gazi Wires

Single Buyer Dependency

Eastern Tubes

Weak Branding & Market Segmentation

Atlas Bangladesh

Post-Honda Market Vacuum

STRATEGIC OBJECTIVE

Transform BSEC's Marketing & Sales System to:

MARKET-DRIVEN | INSTITUTIONAL | RESULT-FOCUSED

- ✓ Break-even → Profit
- ✓ Govt Market → Private + Mixed Market
- ✓ Individual-based → Institutional System

Core Reform Idea: MARKET-DRIVEN FRAMEWORK



✓ Factory-Specific Marketing Strategies



Product-Specific Value Propositions



Data-Driven Sales Process



Data-Driven Sales Process



Institutional & Repeatable Process

0-3 MONTHS → 6-12 MONTHS

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Separate Marketing ✓ Client Database Setup ✓ Price & Position Reset | <ul style="list-style-type: none"> ✓ CRM System Launch ✓ Enter Private Market ✓ Branding & Diversification |
|---|---|

- ✓ Recovery of Loss-Making Factories
- ✓ Institutional Marketing System
- ✓ Sales Growth & Sustainability

————— **M. Anwarul Alam, Chairman** —————
Bangladesh Steel Engineering Corporation (BSEC)

Change • Innovation • Reform Action Plan (CIRAP)

Establishing a Modern Conservation Laboratory at the **NATIONAL ARCHIVES of BANGLADESH**

Preserving the Past. Protecting the Nation's Memory.

• The Core Challenge

- Deterioration of Fragile Archival Documents
- No Scientific, Climate-Controlled Facility
- Risk of Irreversible Loss of Heritage

• The Reform Vision

Establishment of a World-Class Conservation Laboratory to Ensure:

- Scientific Repair & De-Acidification
- Controlled Temperature & Humidity
- Extended Lifespan of Records
- Enhanced Access for Researchers



Following International Archival Standards

• Pilot Implementation (3 Months)



• Expected Impact

- Improved pH & Strength of Documents
- Zero Fungal or Pest Damage
- 20%+ Increase in Durability

• Estimated Investment



Standard Operating Procedures



Trained Workforce



Ongoing Budget Support

Kh Joherul Islam

Director General
National Archives and Libraries

CHANGE • INNOVATION • REFORM ACTION PLAN (CIRAP)

Strengthening Anti-Corruption Governance in Bangladesh

POLICY REFORM FOCUS

**Amendment of the Anti-Corruption Act (including the Private Sector)
& Drafting a National Anti-Corruption Strategy**

WHY THIS REFORM MATTERS

- Corruption remains a critical barrier to sustainable development and justice
- Existing legal frameworks primarily target the public sector, leaving major gaps
- Bangladesh lacks a comprehensive national anti-corruption strategy
- Alignment required with UNCAC commitments & SDG-16 (Effective Institutions)

The Core Problem

- Inadequate coverage of private sector corruption
- Weak strategic direction beyond fragmented initiatives
- Absence of a clear framework for integrity within anti-corruption institutions themselves

The Reform Proposition

- 1 **Legal Expansion:** Anti-corruption law to explicitly cover both public and private sectors
- 2 **Strategic Coherence:** Preparation of a National Anti-Corruption Strategy with clear priorities and actions
- 3 **Institutional Integrity:** Specific safeguards to prevent corruption within the Anti-Corruption Commission

EVIDENCE & GLOBAL LEARNING

- **Singapore:** Zero-tolerance and comprehensive reforms
- Broad legal coverage led to lower governance costs & higher trust
- International best practices: Partial reforms do not work

THEORY OF CHANGE (AT A GLANCE)

- Comparative legal & policy review
- Multi-stakeholder consultations
- Zero-Draft preparation
- Validation through workshops & seminars
- Submission of finalized drafts to competent authority

Reduced Corruption → Lower Development Costs
Improved Governance & Justice

“Anti-corruption is not a sectoral issue — it is a national governance responsibility.”

Md Humayun Kabir

Additional Secretary, Cabinet Division

Co-Financing, Blended Concessional Finance & Carbon Trading Frameworks to Reduce Bangladesh's External Debt Burden & Enhance Sustainable Development Financing Capacity



Theory of Change



1 Context

- ✓ Bangladesh as an LDC facing a qualitative shift in development financing
- ✓ Reduced concessional loans' grant of grants or rushing to higher-cost-rates
- ✓ Foreign debt servicing to projected reach -\$4 billion in FY2024-25, nearly 25-30% higher than previous year's of this fiscal year.

5 Policy Alignment

- ✓ This CIRAP aligns it with: Vision 2041, 8th Five-Year Plan, Debt Sustainability Framework
- ✓ National Adaptation Plan Recognized global com/exerer's on...
- ✓ Finalize SOP & craft policy recommendations

S M Jakaria Huq
Additional Secretary, ERD

SMART LABOUR INSPECTION FOR SMART GOVERNANCE

GPS & AI-Enabled Real-Time Monitoring of Labour Inspectors



WHY CHANGE?

- ✓ Inspections not visible in real time
- ✓ Delayed, paper-based reports
- ✓ Weak accountability & data gaps

HOW (3-MONTH PPMC PILOT STAGE)?

- 👤 Stakeholder Consultation
- ⚙️ System Requirement & Design
- 📁 Tender & Vendor Readiness

WHAT IS THE INNOVATION?

- 📍 **GPS-Enabled Inspection Tracking**
- 🧠 **AI-Based Risk Scoring of Factories**
- 📊 **Live Dashboard for Decision-Makers**
- 🕒 **Time-Stamped Digital Reports**

KEY KPIS

- ✓ Inspection Coverage ↑
- ✓ Report Submission Time ↓
- ✓ GPS Validation Rate ↑
- ✓ High-Risk Factory Identification ↑

PPMC MESSAGE :

“From paper-based control to real-time accountability.”

Md Humayun Kabir

Additional Secretary, Ministry of Labor and Employment

CIRAP | Change · Innovation · Reform



Launching a Quality Digital Framework for Impact Assessment of DoYD Training Programs

Ministry of Youth and Sports



Background



DoYD under Ministry of Youth & Sports provides technical, entrepreneurial, and employment-focused training programs annually



Lack of a rigorous mechanism to assess whether the training leads to actual employment, increased income, or entrepreneurship



Absence of proper and evidence-based impact assessment has hindered effective prioritization of budget allocation and decision-making

Problem Overview

Key issues hindering impact assessment of training programs



Lack of outcome-based KPIs



Weak post-training follow-up system



Limited digital databases and data collection tools



Launching a web & mobile-based tracking system



Lack of monitoring & research capabilities

Proposed Reform & Stage-Based Implementation Strategy

Stage I: PILOT & SYSTEM SETUP First 3 Months

- ✓ Forming an Impact Assessment Taskforce
- ✓ Developing standardized KPIs & data collection tools
- ✓ Launching a web & mobile-based tracking system

Stage II: EXPANSION & INSTITUTIONALIZATION Next 6-12 Months

- ✓ Extending the framework nationwide
- ✓ Training local officials on data collection & analysis
- ✓ Mandating regular follow-ups & annual Impact Assessment integration

Expected Outcomes

- ✓ Evidence-based evaluation of training programs
- ✓ Prioritized and effective budget allocation
- ✓ Enhanced sustainability of Youth Development initiatives



Shah Mohammad Mahboob
Additional Secretary, Ministry of Youth and Sports

Simplifying Occupancy Certificate (OC) Issuance & Establishing Accountability for Construction Defects

WHY IT MATTERS



CORE PROBLEM

- OC issuance is lengthy, complex and uncertain
- Multiple agencies, no single checklist
- No clear liability after OC for construction defects
- Citizens face harassment, delay & legal risk

ROOT CAUSES



GLOBAL GOOD PRACTICE

UK | USA | Singapore

- ✓ Online Application
- ✓ Stage-Wise Inspection
- ✓ Professional Self-Certification
- ✓ OC within **5~15** Working Days

PROPOSED REFORMS

1 Digital OC Platform

- ✓ Online Application

2 Stage-Wise Inspection

- ✓ Standard Checklist Steps

3 Defect Liability Framework

- ✓ Clear Responsibility Matrix

4 Time-Bound Service

- ✓ Max **15** Working Days

THEORY OF CHANGE

Digital Process + Standard Inspection + **Clear Accountability**

Fewer Errors & Re-Inspections

Faster OC Issuance

Higher Safety, Trust & Investment

STAKEHOLDERS & RISK CONTROL



SUCCESS METRICS

- ✓ Avg. Processing Time **< 15** Days
- ✓ On-Time Service **95%**
- ✓ Citizen Satisfaction **90%**

!Risk Mitigation: SOPs • Training: Digital Audit Trail

Md. Sarwar Alam

Additional Secretary
Ministry of Housing and Public Works