



Cover Story

Grand Opening Bangladesh Embassy Complex in Thimphu

Nestled within the visionary framework of development outcome in terms of happiness, the Kingdom of Bhutan's early recognition of Bangladesh as an independent country on December 6, 1971—making it the first country to do so—forged an unbreakable bond between the two nations. This legacy of foresight and friendship was celebrated anew with the inauguration of the landmark Bangladesh Embassy Complex in Thimphu on September 9, 2025, symbolizing the deepening roots of a partnership over half a century.

Her Royal Highness Princess Eeuphelma Choden Wangchuk graced the occasion as Chief Guest, underscoring the event's significance. She was joined by a distinguished assembly including Bhutan's Prime Minister H.E. DASHO Tshering Tobgay, Chief Justice H.E. Justice Norbu Tshering, and other high officials. From Bangladesh, Senior Secretary and Member of the Physical Infrastructure Division of Bangladesh Planning Commission Mr. M A Akmal Hossain Azad and Foreign Secretary Mr. Asad Alam Siam were



Message

This is a timely publication to showcase PID's monumental work in national development planning, formulating sectoral programs, strategies and its financing, review and appraisal of projects for approval by the authority and disseminate key insights and best practices. My sincere appreciation to our editorial board, content creators, contributors, and pre-press team for their hard work and dedication.

I look forward to sharing our continued progress in future editions.

Member (Senior Secretary)
Physical Infrastructure Division
Bangladesh Planning Commission

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present, alongside business leaders and dignitaries from both countries.

The new complex marks a significant milestone in strengthening diplomatic and cultural relations between the two nations, as highlighted by officials from both countries during the opening. The Chancery complex, built on a land gifted by the Government of Bhutan, including a residence for Ambassador, designed by renowned Bangladeshi architect Professor Rafique Azam, as a low-storied building blending Bangladeshi modern design with Bhutanesse context incorporating elements symbolizing water flow from the Himalayas to the Bay of Bengal uses materials like fair-faced concrete, mahogany wood and glass to connect with nature, stands as a permanent testament to this enduring friendship, initiated with a groundbreaking ceremony attended by His Majesty Jigme Khesar Namgyel the King of Bhutan on November 27, 2023.

Looking ahead, both nations are poised to transform this historical camaraderie into a dynamic engine for mutual progress. High-level discussions on the sidelines of the inauguration centered on enhancing collaboration in trade, hydropower, energy, agriculture, and ICT. The prospect of a Free Trade Agreement and improved air and physical connectivity emerged as key



The inauguration party

pathways to boost bilateral trade and people-to-people exchanges.

This new diplomatic landmark is more than a building; it is a bridge. As both countries advance on their respective development paths, this partnership, grounded in a shared history of respect and recognition, offers a robust framework to jointly champion an agenda of regional peace, sustainable cooperation, and inclusive development for the prosperity of both peoples.

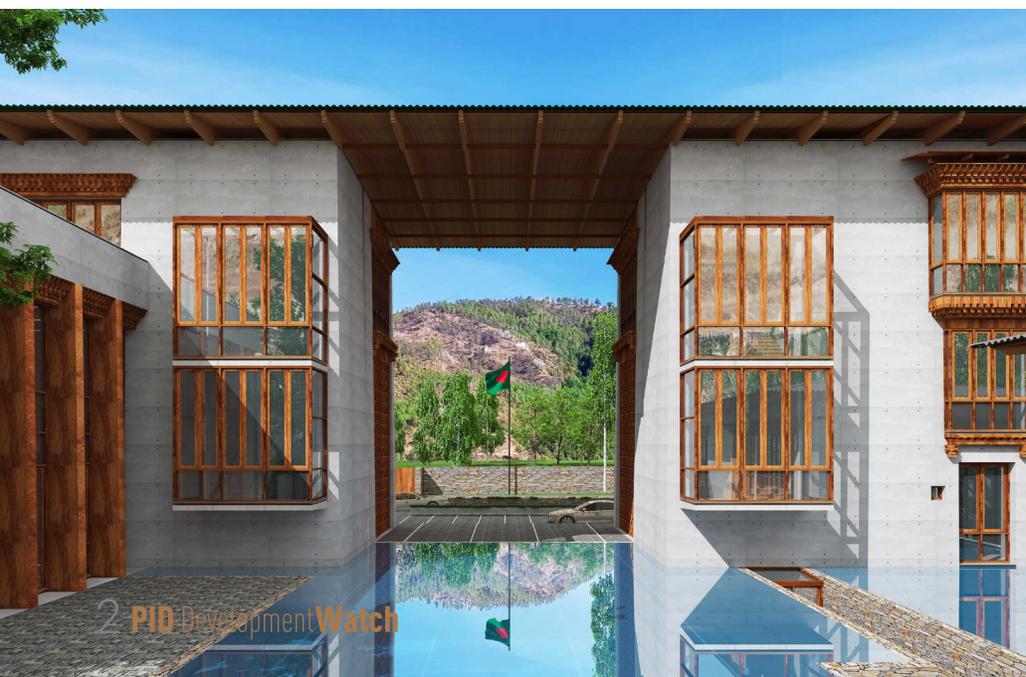
The two sides explored the prospects of signing a Free Trade Agreement (FTA), enhancing connectivity to boost trade and discussed the possibility of greater air connectivity between the two countries. The meeting also reviewed

progress on the Bhutanese Special Economic Zone (SEZ) in Kurigram and examined the potential of linking this SEZ with Gelephu Mindfulness City.

The Timing of the inauguration ceremony marked with a new transformation of Bangladesh embarking on a new path following the mass uprising spear-headed by valiant students and joined by the common people during July-August 2024.

Interim Government of Bangladesh is committed to build a new Bangladesh to ensure greater benefits and wellbeing of the people. As a part of this new journey, Bangladesh moves forward to further deepening and consolidating partnership with the trusted friend Bhutan.

Member PID, Bangladesh Planning Commission Mr. Azad, in his deliberation highlighted about the historical ties that are binding the two countries into everlasting friendship evolved over time since 06 December 1971. Bhutan occupies a special place in the hearts of the people of Bangladesh. In addition, on behalf of Bangladesh, he showed gratitude to her Royal Highness for gracing the event with her esteemed presence.



Please scan the QR Code to watch the videography of the story of newly built Bangladesh Embassy Complex in Bhutan.



Planning Bangladesh's Roads, Cities, Safety and National Security
Sector Division, Bangladesh Planning Commission

What is PID?

The Physical Infrastructure Division (PID) leads the planning, programming and appraisal of Bangladesh's major infrastructure, urban development, public safety, and defence investments - ensuring growth, jobs and improved living standards for all citizens, especially the underserved.

PID's 3 Core Functions

Sectoral Planning



Defining sector roles for national goals

Programme Planning



Allocating resources across sectors

Project Planning



Appraising and evaluating projects

PID's ADP Coverage

Managing a Major Share of Bangladesh's Development Program

22 Ministries & Divisions	4 Core ADP Sectors	Key Agencies & Forces RHD, BBA, BR, LGED, DPHE, PWD, BSC, POLICE, RAB, BGB, EinC, CAAB
Transport Roads, Railways, Ports & Telecom	Housing & Public Works Urban & Disaster Infrastructure	Public Order & Safety Law & Security
		Defence Armed Forces & Security

What PID Manages in the ADP

 Investment Projects	 Technical Assistance	 Feasibility Studies	 Pipeline Projects
---------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------

Development Budget & Partners

- GoB Funding
- Foreign Loans
- Foreign Grants



Why PID Matters

Building Bangladesh's Future: From Highways to Housing, from Safety to Security.

Showcasing Project of PID

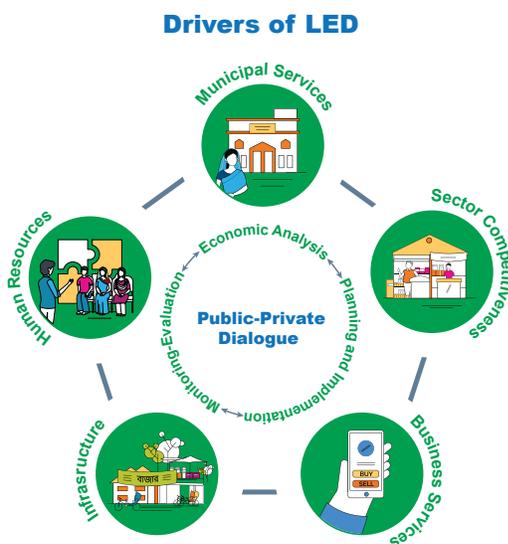
PRABRIDDDHI, a Local Economic Development (LED) project, is jointly financed by the governments of Bangladesh and Switzerland, implemented by the Local Government Division (LGD) with technical assistance from Swisscontact. It supports 7(seven) municipalities to make its economies more competitive, inclusive and resilient by:

- Delivering services for local businesses and citizens.
- Improving MSME competitiveness in key sectors.
- Promoting PPP+ academia for jobs and investment.
- Piloting “Bangla LED Model” fits municipal reality.

The Bangla LED Model, a local adaptation of Swiss development model has attracted international attention at the World Urban



Forum 2025 in Cairo, as a best-practice example for making secondary cities in the Global South more competitive, inclusive and resilient. UN Habitat is featuring PRABRIDDDHI cases in its LED manuals developed with Erasmus University.



Inspired by the Swiss experience with strong local governance and competitive micro-SMEs, the Bangla LED Model is activated by the above five drivers to through a meaningful public-private dialogue among the key stakeholders.

A Tool for managing urban and MSME growth, the Municipality Competitiveness Index (MCI), was developed with BIDA. It’s a data-driven tool to assess how business-friendly cities are and to identify reform priorities and target investments to unlock local economic potential.

Key Achievements

- Supported 38,000 entrepreneurs and 50,000 municipal service users
- Created 75,000 additional labour days
- Increased local income by 120 million taka
- Municipalities generated 80 million taka in extra revenue
- Mobilized new LED funds with 20% co-financing from public and private actors
- Nearly 45% of entrepreneurs and consumers reported positive experiences
- 225 municipal staff across 22 municipalities trained in LED tools (mapping, economic analysis, service design) contributed to stronger local development outcomes.

PRABRIDDDHI show cased its campaign in a regional workshop in Cox’s Bazar in November 2025 to the top policy making body of the project, the PSC, with Secretary LGD as the Chief Guest. Key stakeholders brought together alongside municipal leaders and project delivery vendors and local entrepreneurs, the torch bearer of the project went through a lively dialogue with the Secretary, celebrated together the Global Recognition of the project with anticipation of a follow up project to scale its success with broader goals and targets for meaningful decentralization, strengthen municipal finance and build investment-ready cities.



DMTCL: Metro Rail

Dhaka Mass Transit Company Limited (DMTCL), established in 2013, is developing six MRT lines to tackle Dhaka’s traffic congestion, pollution and long travel times. MRT Line-6 is partially operational, while Lines 1, 4 and 5 are under construction or approval. The phased development of these lines will create an integrated, high-capacity metro network, improving urban mobility, reducing travel time, and promoting sustainable transportation across Dhaka.



HSIA: Third Terminal

The Hazrat Shahjalal International Airport (HSIA) Expansion Project is a JICA-funded initiative launched in 2017 to meet Bangladesh’s growing air traffic demand. The project includes construction of the 3rd Terminal, cargo terminals, aircraft parking aprons, taxiways and modern passenger facilities. Implemented by Aviation Dhaka Consortium, the project is nearing completion, with the Defects Notification Period running until June 2026.



BBA: Elevated Expressway

The Dhaka Elevated Expressway Project is transforming urban mobility by easing Dhaka’s chronic traffic congestion through a 47-kilometer elevated corridor connecting Hazrat Shahjalal International Airport to Kutubkhali. Implemented as a PPP project by Bangladesh Bridge Authority (BBA), it leverages private financing and international expertise. As of 2025, construction progress stands at 78%, with partial operation since September 2023 carrying over 41 million vehicles, the expressway creates a seamless and uninterrupted route that substantially reduces travel time for commuters.



CPA: Matar Bari Deep Sea Port



Chattogram Port Authority (CPA) is developing Matarbari Port which represents Bangladesh’s landmark entry into deep-sea port infrastructure. Located in Moheshkhali, Cox’s Bazar, and financed by GoB, CPA, and JICA, the project recently reached a major milestone with the April 2025 signing of the civil works contract. Designed to accommodate large mother vessels featuring deep drafts (upto 18.5m), the port will significantly reduce logistics costs, handle up to 1.1 million TEUs annually and position Bangladesh as a key maritime and commercial hub with integrated power plants and logistics in South Asia by 2030.

BR: Jamuna Rail Bridge

Jamuna Rail Bridge marks a major milestone in Bangladesh’s railway development. Built parallel to the existing Jamuna Bridge, this dedicated dual-gauge double-track rail bridge removes long-standing limits on speed, axle load, and train frequency. Implemented by Bangladesh Railway with financing from JICA under the Japan–Bangladesh Comprehensive Partnership, the bridge will increase daily train capacity from 38 to 88, reduce travel time, support regional freight movement along the Trans-Asian Railway and ease road congestion while boosting national connectivity and economic growth.



Sector Plans for 3 Priority ADP Sectors

One of the key mandates of the Sector Divisions of the Planning Commission is to formulate Sector Plans that serve as an interphase between the medium-term plans and the ADP. Accordingly, PID has constituted three Committees, each led by a Wing Chief, to prepare Sector Plans for three major ADP sectors: Transport, Water, Sanitation and Hygiene (WASH), and Public Order and Safety (PO&S). These Sector Plans will present a transformative opportunity to reimagine public investment in Bangladesh by shifting from a project-centric approach to a results-driven investment



framework. By aligning limited public resources with citizen priorities and strengthening institutional capacity for sustainable service delivery, the initiative aims to make these sectors models of effective governance that support

national development and enhance the quality of life for all Bangladeshis. The proposed framework will provide both a strategic vision and a practical roadmap for consultation, development and implementation. It is designed to ensure that each Sector Plan becomes a living document - one that actively guides decision-making, project prioritization and performance monitoring, while driving measurable improvements in sectoral outcomes. Broad-based consultations with relevant Ministries, Divisions, Agencies, Development Partners and other stakeholders will be conducted throughout the preparation process to ensure ownership, relevance and impact.

Monsoon Tree Plantation

Earlier this year, the Planning Commission welcomed the monsoon season by planting trees across the PC



campus. Approximately 300 trees were planted to transform the premises into a greener and more vibrant space. The programme was attended by Member PID and officers from all the Divisions of PC which contributed to the success of the initiative by planting a wide variety of fruit-bearing, timber and medicinal trees. Saplings were planted in front of different blocks of the Commission, in open courtyards, along internal roadsides and in designated areas of the compound, ensuring maximum green coverage.



This initiative has set an example of taking a meaningful step towards nurturing an environmentally conscious administrative culture and supporting a greener, more sustainable future.

PID Bids Farewell

During the second quarter of the current fiscal year, PID organized two warm and memorable farewell gatherings to honour two of its Wing Chiefs who were internally transferred as Division Chiefs within the Planning Commission.

Earlier, Additional Secretary Mr. Babul Mia, Wing Chief of TSC Wing, was appointed as Chief of the Agriculture, Water Resources and Rural Institutions Division. Subsequently, in



December, Additional Secretary Dr. Shah Md. Helal Uddin, Wing Chief of Physical Planning and Housing-1, assumed charge as Chief of the Socio-economic Infrastructure Division. On both occasions, officials of PID came together to celebrate their distinguished contributions to the Division. The gatherings provided an opportunity to reflect on shared experiences, exchange fond memories, and express heartfelt gratitude for their leadership, professionalism, and dedication to public service. Colleagues also extended their best wishes for continued success in their new and more challenging assignments.

Project Inspection

Top officials of PID frequently visit project locations at pre-appraisal stage for gathering opinions from stakeholders, demands for the proposed investment, justification of particular sites. Officials also visit ongoing projects for considering revision proposals and for resolution of implementation challenges. During the second quarter Member of PID visited 10 projects of different Ministry/Divisions, Chief of PID visited 17 projects of transport sector and urban developments. Wing Chiefs also made 36 project visits during the same period. Junior and mid-level officers have accompanied seniors during these visits.



Flotilla West project of BNS Mongla, Khulna



BAF ADCC North project, Sokhipur, Tangail



Osmani International Airport expansion project of CAAB, Sylhet



Kadamrasul bridge project of LGED, Bandar, Narayanganj



Integrated Infrastructure Development project, RCC, Rajshahi



LGCRRP project, Ghorashal Municipality, Narsingdi



ECNEC: Project Approval

In the second quarter (October-December 2025) of the current fiscal, the Executive Committee of the National Economic Council (ECNEC), chaired by Chief Adviser Professor Dr. Muhammad Yunus, approved 64 development projects. The total cost of the approved projects will be financed through a combination of sources. The

government will provide the largest share amounting to Tk 32118.93 crore. In addition, Tk 22186.29 crore will be financed through foreign loans, while Tk 390.84 crore will be contributed from the implementing agencies' own funds. Four ECNEC meetings cleared these projects focused on infrastructure, rural development and social sectors, with a strong emphasis on using domestic resources. Among these

projects 24 projects were appraised and recommended by Physical Infrastructure Division (PID) comprising 12 new, 9 revised, and 3 time extension projects. Key new approvals include construction of flats for rehabilitation of the families of July uprising victims, linking the Karnaphuli Tunnel to the Chattogram-Cox's Bazar Highway, land registration automation, green development of Narayanganj.

PEC: Project Review and Appraisal

PID is engaged in review and appraisal of infrastructure development projects across 22 ministries and divisions, managed through its 6 Wings. PID has done review and appraisal of 44 development projects during the 2nd quarter comprising 29 new projects and revisions of 15 ongoing project. Among these projects 18 were done by Water Supply and Housing Wing, 10 by Physical Planning Wing, 5 each by Roads and Railway Wing, and 3 each by Communication and TSC Wing. For these projects Project Evaluation Committee (PEC)/Special PEC, 11 meetings were held in October, 18 in November and 16 in December. The new projects included Expansion of regional road of CHTs, Broad-gauge

railway (84km) connecting Bhomra land port with Navaron Residential flats for families of 36 July martyred, Armed police mountain battalion HQ of CHTs, Court buildings for Chief Judicial Magistrates, Piloting smart water meter in Dhaka city, Water sanitation system for Iztema ground, BAF barrack in Cox's Bazar, Renovation of Chancery in Paris.

Other notable projects include some revision proposals like third terminal of HSIA, Flotilla West of BNS, Counter Terrorism and International Crime Prevention Centre, BIGM research and training facilities, Procurement of 35 dredger, Connecting road at Lebukhali-Rampur-Mirzaganj, Railway overpass of Kushtia Regional Road etc.



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