



**SADIQ AHMED**

She listened intently as we described these issues and stated firmly that she was committed to implementing all necessary reforms. She said she would empower her finance minister, Saifur Rahman, and his team and provide all required political support. That was a stunning message and a clear signal of her delegated and inclusive management style, which is somewhat rare

The reform programme was not only comprehensive, but also tough in many areas requiring careful political management. One such sensitive reform was the liberalisation of the exchange rate. In May 2004, I received a phone call from Finance Minister Saifur

Kamal Bhai promised to brief the PM. I then called the finance minister and briefed him about my conversation with Kamal

Moving forward, the main lesson is that only comprehensive and sustained economic reforms hold the key to improved economic performance. A second message is that there is no alternative to a first-rate economic team working seamlessly under the guidance of a strong finance minister. A final message is that astute political leadership is the ultimate key to success. The example set by Begum Khaleda Zia through her uncompromising political support for the reform programme and delegation of responsibilities to a competent reform team seals her place as a core champion of economic reforms in Bangladesh.

Bhai. The next day, Finance Secretary Zakir Bhai called to say the PM had approved. This is a strong testimony to Khaleida Zia's sound leadership. In similar tough situations involving banking, privatisation, and energy pricing reforms, the then PM again provided solid backing to her economic team. This was a remarkable demonstration of her reform

and investment. The surge in exports by 17.2 percent was truly remarkable. These laid the foundations for growth of employment and incomes. Average labour productivity expanded by 3.9 percent, supporting the rise in real wages and incomes. Poverty declined by an unprecedented 9.5 percentage points over the five years of 2000-2005.



**MD. ARIFUJJAMAN**

Theoretically, legal aid is supposed to fill this gap. In practice, it often

Establishing magistrate and civil courts at the upazila level would not be revolutionary. It would be corrective. Litigants would spend less on travel and lose fewer working days. District courts would see

Neighbouring countries have experimented with bringing justice closer to citizens through local courts and community-based dispute resolution mechanisms like Gram Nyayalayas, which are

Bangladesh does not need sweeping new laws or ambitious declarations. It needs functional courts where disputes arise, and legal aid offices where poverty resides. A justice system that cannot be accessed cannot protect.



**VISUAL: FREEPIK**

farmer from Bakshiganj, filed a civil suit after a neighbour encroached on his land. To attend hearings, he travelled more than 60 kilometres to the district court. Each visit meant losing a day's wage and paying for

<div style="display: flex; justify-content: space-between; align-items: center;">  <div> <b>AHQ, E in C's Branch, Works Directorate, Dhaka Cantonment</b>  <b>Invitation for Tenders</b> </div> </div>					
<div style="display: flex; justify-content: space-between;"> <span>Notice No. 300/Ad/68/E-3/14</span> <span>Dated: 06 January 2026</span> </div>					
<b><u>Military Engineer Services</u></b>					
1	Ministry/Division		Ministry of Defence		
2	Agency		Military Engineer Services		
3	Procuring entity name		E in C		
4	Procuring entity district		Dhaka		
5	Procurement method		Open Tendering Method (OTM)		
6	Budget and source of funds		GOB		
7	Development partners (if applicable)		None		
8	Project/programme name (if applicable)		Construction of Cancer Center at Dhaka CMH (2nd Phase)		
9	Selling of tender will commence from		15 January 2026 (During office hour).		
10	Selling of tender will close on		29 January 2026 (During office hour).		
11	Last date & time of submission of tender		01 February 2026 at 1200 hours.		
12	Date & time of opening of tender		01 February 2026 at 1230 hours.		
13	Name & address of the office(s)				
	- Selling tender document		Tender Selling & Information Centre at GE (Army) Central Dhaka & AHQ, E in C's Branch, Works Directorate, Dhaka Cantonment.		
	- Receiving tender document		Tender Selling & Information Centre at GE (Army) Central Dhaka		
	- Opening tender document		Tender Selling & Information Centre at GE (Army) Central Dhaka		
14	Eligibility of tenderer		a. MES enlisted contractors Class 'C' for Lot No. 15(a). b. On receipt of DGFI clearance with others Department (equivalent classes) contractors may also apply for tender. c. Contractors having experience in similar works with enlistment in other govt., semi, government & autonomous organization may also apply. d. Having experience of similar work mentioned in Lot No. 15(a) amounting Tk. 2,60,00,000.00 in a single tender during last 05 (Five) years.		
15	Brief description of works				
Lot No.	Identification of Lot	Location	Price of tender document (non-refundable)	Tender Security in the form of Bank Draft/Pay Order in favour of AHQ, E in C's Branch, Works Directorate, Dhaka Cantt. (Taka)	Completion time in weeks/ months
1	2	3	4	5	6
a.	Manufacture & Supply of furniture for Construction of Cancer Center at Dhaka CMH (2nd Phase) (GP-01).	Cancer Center Dhaka CMH	5000.00	11,20,000.00	12 (twelve) months
16	Name of official inviting tender		Director of Works		
17	Designation of official inviting tender		Director of Works		
18	Address of official inviting tender				
	Army Headquarters, E in C's Branch, Works Directorate, Dhaka Cantonment, Web address: <a href="http://www.army.mil.bd">www.army.mil.bd</a>				
19	Contact details of official inviting tender		Tel No. 9832870, Fax No. 9832882 E-mail: <a href="mailto:wksdte@army.mil.bd">wksdte@army.mil.bd</a>		
20	The procuring entity reserves the right to accept or reject all tenders				

**XEN E/M**  
 For Director of Works  
 Works Directorate  
 Engineer in Chief's Branch  
 Dhaka Cantonment  
 Tel: Mili: 8711111 Ext: 2886  
 Civil: 9832886

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