



... Consulting for change

Practice Areas

- Urban and Rural Infrastructure
- Water Resources and Environment
- Water Supply and Waste Management
- Climate Resilience and Adaptation
- Transportation
- Health and Education
- Trade, Finance and Private Sector
- Governance and Local Government

Services

- Project Preparatory Technical Assistance
- Project Management Consultancy
- Design Supervision Management
- Capacity Building
- Monitoring & Evaluation
- ICT and Automation
- Public Private Partnerships
- Result measurement and assessments



Since 1999

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ADSL STORY

The Associates for Development Services Limited (ADSL) was established in 1999 in Bangladesh with humble beginnings. With little more to show than a determination to achieve significant results, the organization has since gone on to become an important player in the development consulting services arena.

ADSL offers a range of technical advisory services to multilateral, bilateral, governmental and non-governmental organizations based both in Bangladesh and abroad. The organization addresses social and economic constraints while seeking opportunities for poverty reduction and sustainable development. Its expert consultants identify and implement appropriate action plans to reduce economic barriers and build on opportunities.

ADSL has crafted a reputation for itself thanks to its expert knowledge and ability to successfully implement projects in the sectors of education, health, economic growth, infrastructure building, institutional support and governance. The organization provides its clients with tailored consulting advice and appropriate approaches drawn from cases originating from various countries. It adapts these practices to the scenarios at home, working closely with local experts to achieve results.

ADSL has developed its in-house capacity over the years and has created a network of experts dedicated to providing quality services. The organization has worked on projects in Azerbaijan, Bangladesh, India, Pakistan, Mongolia, Sri Lanka, Vietnam and is registered with the World Bank (its vendor ID no. being 91678 and the Asian Development Bank (its CMS number being 002514) as a consulting firm. **ADSL is also an ISO 9001:2015 certified company.** In addition, ADSL provides consulting services to projects supported by international organizations such as the Asian Development Bank, the World Bank, International Finance Corporation (IFC), Department for International Development, the European Commission, Japan International Cooperation Agency and more.

ADSL TEAM

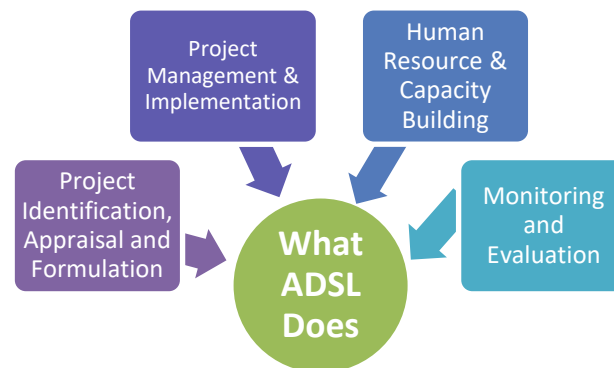
The ADSL team is comprised of technical and administrative staff, with responsibility of overall management resting on the shoulders of the Board of Directors. All the Directors boast illustrious careers and are renowned in their relevant sectors. ADSL concentrates on quality and timely completion of projects, having a pool of qualified senior associates in different disciplines on call to be utilized at all stages of project management as and when needed. The organization has a Project Management Unit (PMU) that enables a one point communication platform for clients and consultants alike. In addition to its core staff and associates, ADSL maintains close ties with professional, academic and research institutions both within and outside the country.

Its integral role in the development sector has been increasing significantly over the years and numerous noteworthy resource persons in Bangladesh and beyond have worked with ADSL efficiently with the utmost satisfaction.

ADSL's Board of Directors is comprised of the following individuals: Managing Director Mr. Md. Golam Kabir; and Directors Ismail Hossain Patwary and Zahidur Rahman. The Board of Directors is supported by competent in-house professionals and support staffs in the regular payroll of ADSL comprising of 2 advisors (Dr. A H M Karim, former Chairman of ADSL and Mohd. Feroz Iqbal, former Chief Engineer of Roads and

Highways Department-RHD), 5 directors, 4 engineers and 25 staffs for business development as well as effective implementation of the consulting assignments. The directors are from universities and colleges, eminent retired public servants, private sector and INGO with long experience and expertise in development planning, public administration, finance, project design and implementation. Currently, about 100 professionals, including 36 engineers, are working in 13 development projects/consulting assignments being implemented by ADSL in association with other national and international agencies. In addition, depending on the nature of a particular assignment, ADSL brings together the services of specialists and additional supporting staff from its pool of associates and roster of consultants, including international experts across the regions.

WHAT WE DO



In addition to its main market in Bangladesh, the organization has implemented projects in Azerbaijan, Sri Lanka and Mongolia with plans to initiate more ventures in other developing countries in the South Asian region. ADSL provides a wide range of short and long term technical advisory services through international and national experts who participate in missions, projects, programs and studies. Some of the important services that ADSL engages in are outlined below.

- **Project Identification, Appraisal and Formulation:** As the first step in the strategic planning process, ADSL identifies the feasibility of a project before devoting significant time and resources to its implementation. With this initial assessment complete, the organization then examines the viability of the project more closely – appraising the benefits of proceeding with the venture. Next, in the Project Formulation stage, ADSL identifies the scope of work associated with the project and estimates the expected costs to be incurred as part of the project’s activities.
- **Project Management and Implementation:** As part of its Project Management service, ADSL uses its skills and experience and knowledge of processes and methods to achieve project objectives. In this context, a project can be defined as a unique venture undertaken to attain planned objectives, which can be defined in terms of outputs, outcomes or benefits. In the Project Implementation stage, ADSL puts all its visions and plans into action. At this stage, all the activities described in a work plan are carried out, involving the coordination of a wide range of activities, the overseeing of a team and the management of a budget among other issues.
- **Human Resource Capacity Building:** For ADSL, Human Resource Capacity Building means much more than simply providing training. It means equipping individuals with the understanding, skills and access to knowledge that enables them to perform effectively, while looking into management structures, processes and procedures that will enhance their productivity. ADSL recognizes that the

need for capacity building is always changing and that any programme addressing it must be suited to the local context and organisation.

- **Monitoring and Evaluation:** The purpose of ADSL's Monitoring and Evaluation system is to provide accurate and timely information related to the company's various interventions and projects so that management at all levels of decision-making can determine what made an initiative a success or a failure. Furthermore, the monitoring and evaluation system brings to light what lessons can be applied when implementing future projects. By determining what worked and what did not in a project, better decisions will be made and resources will be allocated more efficiently for future ventures.

OUR MARKET

Since its establishment ADSL has worked in different areas of activities in various markets and sectors, expanding its expertise and cementing its position as an invaluable multi-sector consulting company. This section highlights the important work ADSL has conducted in different markets across Bangladesh.

- **Urban infrastructure:** ADSL provides support to physical infrastructure projects initiated by the government, mainly under the leadership of the Local Government & Rural Development directorate. The organization fulfills planning and quality assurance roles when undertaking projects with partners in this sector. In the past, ADSL has reviewed the European Commission's support to Bangladesh for disaster preparedness. Furthermore, the organization has experience evaluating coastal embankment rehabilitation programs and strategies for city development aimed at poverty alleviation.

- **Rural infrastructure:** ADSL's engineers, M&E specialists and gender experts have been working alongside its associate firms with the Ministry of Chittagong Hill Tracts Affairs to implement a six year area development programme supported by the Asian Development Bank. ADSL is part of a team dedicated to bringing economic opportunities and proper physical infrastructure to the region in a sustainable and efficient way – thereby playing an important part in improving the livelihood of those living in the area.

- **Climate Change:** ADSL has implemented a number of climate resilience projects. From the years of experience in implementation and supporting implementation of project both at urban and rural contexts; it has acquired solid expertise in climate resilience, mitigation and adaptation projects. The key areas of expertise included review policy, regulatory and institutional framework for emergency and environmental matters; monitoring and evaluation of climate change impacts on the livelihoods of people in urban and rural settings; mechanism for identifying and validating issues, opportunities and alternatives; design and implement of climate resilient infrastructures, ensuring that climate resilience principles are adequately considered; and updating master plan of selected municipality towns mainstreaming climate change mitigation and adaptation measures. For example, (i) ADB funded technical assistance project TA-8913WEG: subproject 1 developing integrated urban development plan in selected DMC cities incorporating urban climate resilience principles, (ii) Rapid Strategic Environmental Assessment of the Waste of Energy Engagement (W2E) of the Danida supported climate change adaptation and Mitigation Program (CCAMP) in Bangladesh.

- **Regional Development:** ADSL is now preparing and implementing the "Haor Flood Management and Livelihood Improvement Project" alongside the Government of Bangladesh with funding provided by JICA. The goal of this project is to manage the recurrent flooding which takes places in the Haor (back swamp)

regions of the country and to enhance the area's living standards through livelihood improvement interventions. The project will be implemented in twenty nine Haorarea stretches in five districts, namely Sunamganj, Habiganj, Netrokona, Kishoreganj and Brahmanbaria in the northeast of Bangladesh.

- **Water Supply and Management:** ADSL has entered a partnership with Mott MacDonald to work with Dhaka Water Supply and Sewerage Authority (DWASA) to implement the Dhaka Environmentally Sustainable Water Supply project (DESWSP). This project, just started recently, aims to supply the city of Dhaka with reliable and sustainable water by developing a new surface source to replace the decreasing groundwater supply. ADSL's responsibility includes supporting the Project Management Unit in overall project management and implementation, ensuring that all works are carried out in accordance with Asian Development Bank standards such as its environmental and social safeguards requirements.

- **Renewable Energy:** ADSL has been an emerging player in the renewable energy, market in Bangladesh. In the recent years, it has contributed various client it assessing the needs and programming interventions so that the country can be positioned onto right launching pad for emerging renewable market. It has recently been involved among other, waster-to-energy (Danida), sustainable energy (World Bank), and Renewable energy and energy efficiency program (GIZ).

- **Trade and Industry:** ADSL has made great strides in the field of trade and industry, providing technical capacity support in projects aimed at fine tuning Bangladesh's trade regime. The organization is building the capacity of relevant trade bodies by providing policy support and capacity development programs with the aid of WTO research and the formation of integral partnerships. For example, ADSL is currently engaged in a European Commission supported trade policy programme with Bangladesh's Ministry of Commerce and the Export Promotion Bureau with the goal of formulating a comprehensive trade policy for the country.

- **Private Sector Development:** ADSL provides institutional services in private sector development. These services include institutional strengthening and management as well as human resourcedevelopment. Furthermore the organisation offers services in project management and administration. The aim of providing these services is to facilitate the process by which associated projects promote economic growth and reduce poverty by building private enterprises.

- **Public Financial Management:** Along with partner firms Ecorys and PMTC, ADSL has worked with the Planning Commission of Bangladesh to break down macro level outputs from the country's 6th Five Year Plan to actionable measures that are easier to link with development projects. The organisation assisted the partner firms in strengthening appraisal, approval and monitoring mechanisms, which in turn assisted in the implementation of effective budget development strategies – leading ultimately to better governance and accountability.

- **Governance:** ADSL is actively involved in improving systems of governance, both at local government bodies and the central government. With support from JICA, ADSL is currently working with IC Net of Japan, in implementing "National Integrity Systems Implementation" Technical Assistance, in collaborating with the Cabinet Division of the Government of Bangladesh. In addition, it is also working with Nippon Koei and IC Net, with support from JICA, with a view to supporting Local Government Division to implement "Upazila Governance and Development Project".

● **Education:** ADSL offers extensive services in the education sector, particularly in the area of human resource development and its management from primary to tertiary levels. The organization has substantial experience in non-formal post-literacy programs and continuing education. It is currently in partnership Sweco, Danmark working with the Ministry of Education and the Directorate of Secondary and Higher Education to implement the Secondary Education Sector Investment Program (SESIP) with project funding provided by Asian Development Bank. The overall objective of SESIP is to reduce poverty in Bangladesh by establishing a more relevant secondary education in terms of quality, efficiency and equity through developing the secondary education sector as a whole. Along with same consortium, it is also involved in implementing ADB funded Second Teaching Quality Improvement Project.

● **Health:** ADSL has provided its services in both macro and specialized settings in the health sector. It has contributed to the formulation of the country’s National Health Policy with the partnership of the Health, Nutrition and Population Sector Program (HNPS). The organisation has also delivered diverse health related projects, from an urban primary healthcare project in association with the Asian Development Bank to a demand side health financing and voucher scheme in partnership with the European Commission. Apart from policy formulation and project preparation, ADSL has conducted studies to assess the impact of numerous health related interventions.

Quality Control System

When evaluating whether one of its project is successful, ADSL measures its performance against quality standards to determine whether the organisation is meeting its expectations. Having an effective quality control system can reveal the weaknesses in a process, allowing prompt action to be taken to rectify areas of deficiency. The significant features of ADSL’s quality control system are described below.

- Mapping out and determining steps to meet client expectations, thereby creating a platform for action
- Defining and communicating parameters related to job responsibilities, project time frames and process bottlenecks and indicators
- Identifying risks associated with a project and assigning resources accordingly, thereby curtailing problems at an early stage
- Providing the consulting team with logistics planning and delivery services and following up with them routinely
- Informing clients on work done and progress made on a regular basis, ensuring minimal disruptive feedback
- Maintaining confidentiality and objectivity at all stages of the project

OUR PROJECTS

Since inception, ADSL has been involved in implementing 127 projects funded by various development partners including the Asian Development Bank, the World Bank, KfW, IFC, European Commission, UN agencies, DFID, JICA, USAID, DANIDA, and AusAID. It has also implemented projects financed by the Government of Bangladesh. A list of projects will include the following:

Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
Rural, Urban and Coastal Area Development				
1. Feasibility Study in Khulna including Climate Risk Assessment and Environmental and Social Impact Assessment (Preparatory Studies for Additional	Khulna City Corporation (KCC)/ Ramboll, Denmark	Bangladesh	KfW	Nov 2019 – Present

Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
Climate Adaptation Infrastructure to be implemented under the Khulna component of the FC financed Climate Change-Adapted Urban Development (CCAUD) Project				
02. ADB TA-9283 BAN: Preparing the City Region Investment Program - CRDP II Recruitment of PPTA Consultants (49329-002) Project	ADB/LGED/Lahmeyer IDP	Bangladesh	ADB	Mar 2017 - Dec 2017
03. Design Review and Construction Supervision Consultant for Construction of Four Bridges and Local Roads in the Ganja-Gazakh Region under Road Network Development Investment Program	Ministry of Transport /IRD Engineering	Azerbaijan	ADB	May 2016 - Feb 2017
04. ADB TA-8913 REG: Subproject 1 Developing Integrated Urban Development Plans in Selected DMC Cities Incorporating Urban Climate Resilience Principles (48317-002)	ADB/LGED/ICF	Bangladesh	ADB	Jan - Dec 2016
05. Special Assistance for the Project Implementation (SAPI) of the Upazila Governance and Development Project (UGDP), funded by JICA	Local Government Division / KRI International Corp., Japan	Bangladesh	JICA	Sep 2015 - Mar 2016
06. Design, Construction Supervision and other Related Services for Haor Flood Management and Livelihood Improvement Project (LGED Part)	Local Government Engineering Department (LGED), MLGRD&C	Bangladesh	Japan International Cooperation Agency (JICA)	Jul 2015 - Apr 2022 (On-going)
07. Northern Bangladesh Integrated Development Project (NOBIDEP) - Benefit Monitoring and Evaluation Consulting Services	LGED, MLGRD&C	Bangladesh	JICA	Dec 2014 - Jun 2019 (On-going)
08. Capacity Building - Mobile Support Team (CBMST) for the ADB TA 8128 BAN: Preparing Coastal Towns Infrastructure Improvement Project – Consulting Firms (44212-012)	ADB/LGED/GHK	Bangladesh	ADB	June 2013 - February 2013
09. ADB TA 8128 BAN: Preparing Coastal Towns Infrastructure Improvement Project (44212-012)	ADB/LGED/GHK	Bangladesh	ADB	Dec 2012 – Aug 2013
10. Project Implementation Consultant (PIC) for Second Chittagong Hill Tracts Rural Development Project – Phase II	Ministry of CHT/ LGED	Bangladesh	ADB Loan	Nov 2012 – Jun 2019 (On-going)
11. Design & Supervision Consultancy (D&S) Services under Sustainable Rural Infrastructure Improvement Project (SRIIP)	LGED	Bangladesh	ADB Loan	Jul 2012 – Dec 2017
12. Mid-Term Review of EC Support to Bangladesh Disaster Preparedness Project (BDPP)	Sub consultant (EC Framework)	Bangladesh	EC	May-Jun 2008
13. Formulation Mission for Promotion of Development and Confidence Building in Chittagong Hill Tracts, EC Framework Lot-13	Sub consultant (EC Framework)	Bangladesh	EC	Jan-Mar 2006
14. Identification Mission – Strengthening Support to Local Governance EC Framework Lot-7	Sub consultant (EC Framework)	Bangladesh	EC	Sep-Dec 2005
15. Appraisal Mission – Bangladesh Disaster Preparedness Program: EC Framework Lot-6	Sub consultant (EC Framework)	Bangladesh	EC	May-Jul 2005
16. Final Evaluation – Coastal Embankment Rehabilitation Project EC Framework Lot 2	Sub consultant (EC Framework)	Bangladesh	EC	Jun-Aug 2004
17. City Development Strategy and Poverty Alleviation	GHK, UK	Bangladesh	DFID	Nov-Dec 2001
18. Programmatic Environmental Assessment (PEA) of Rural Road Improvement Activities under Integrated Food Security Program	CARE-Bangladesh	Bangladesh	USAID	Mar-Apr 2001
19. Situation Analysis and Baseline Survey of Chittagong Hill Tracts Building Project	Anutech	Bangladesh	AusAID	Jan-Feb 2000
Water Supply, Sanitation and Sewerage				

	Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
20.	ADB Loan: Dhaka Environmentally Sustainable Water Supply Project (DESWSP): Management Design and Supervision Consultancy (MDSC)	Dhaka WASA	Bangladesh	ADB	Apr 2016 – Jun 2020 (On-going)
21.	Technical and Support Services for the Evaluation of WASHplus Program in Bangladesh	Sub-consultant to Social Impact Inc., USA	Bangladesh	USAID	01 Oct 2015 - 10 Feb 2016
22.	External Evaluation of the Water and Sanitation Project (WSP): Bangladesh	Sub-consultant to ICF, USA	Bangladesh	The World Bank	April 2016
Power and Renewable Energy					
23.	Consultancy Services to Support Implementation of the Project “Expansion and Strengthening of Power System Network Under DPDC Area” under Chinese G-to-G Loan	Dhaka Power Distribution Company Limited (DPDC)	Bangladesh	Chinese G-to-G Loan	Sept 2019 - Oct 2024 (On-going)
24.	Renewable Energy and Energy Efficiency of Bangladesh	GFA Consulting Group, Germany	Bangladesh	GIZ	Sep 2016 Aug 2018
25.	Rapid Strategic Environment Assessment of the Waste to Energy (W2E) of the Danida supported Climate Change Adaptation and Mitigation Program (CCAMP) in Bangladesh	COWI A/A, Denmark	Bangladesh	Danida	May-Jun 2014
26.	External Evaluation of the Lead Energy Sector Management Assistance Program (ESMAP) and Asia Sustainable and Alternative Energy Program (ASTAE)	ICF Consulting Ltd., UK	Bangladesh	World Bank	Oct-Nov 2015
Trade, Investment, Private Sector, PFM, and M&E					
27.	ADB TA-9068 BAN: Strengthening Capacities of Small and Medium-Sized Enterprise Stakeholders to Access Bank Financing and Services - CS1 Strengthening Capacities of Small and Medium-Sized Enterprise Stakeholders to Access Bank Financing and Services (36200-023)"	Bangladesh Bank and SME Foundation	Bangladesh	Asian Development Bank (ADB)	21 August 2019 - Present (On-going)
28.	Construction Supervision of the Designed Works at Ramgarh, Sheola, Bhomra, and Benapole (Package No. BLPA/S-2) for Bangladesh Regional Connectivity Project-1 (BRCP-1)	Bangladesh Land Port Authority (BLPA)	Bangladesh	The World Bank/ IDA	November 2019 to Present
29.	Technical Assistance for the Bangladesh Small and Cottage Industries Corporation (BSCIC) under PRISM	Delegation of the European Union to Bangladesh	Bangladesh	European Union	Jan 2017 – June 2021 (On-going)
30.	Independent Verification Consultant (International Professional Services Firm) for Support Implementation of the Revenue Mobilization Program for Results: VAT Improvement Program (VAT Online Project)	Economic Relations Division (ERD), Ministry of Finance, GOB	Bangladesh	The World Bank	Mar 2016 – Jun 2020 (On-going)
31.	M&E Data Collection and Surveys Management Firm in Support to IFC Bangladesh Investment Climate Fund Results Measurement (Contract # 7169745)	IFC Bangladesh	Bangladesh	IFC/DFID/ EU/ NORAD	16 Jan 2014- 15 Sep 2015
33.	Fund Manager for Trade in Global Value Chains Initiative (TGVCI) Programme	Implementing Partner of Cardo UK	Bangladesh, Kenya, Africa	DFID	Sep 2013 – Oct 2016
34.	Fiduciary Risk Management (FRA) and Public Expenditure and Financial Accountability (PEFA) in Bangladesh	Sub-consultant	Bangladesh	DFID	Aug-Oct 2013
35.	Public Investment Management (PIM) under Strengthening Public Expenditure Management Program (SPEMP)	World Bank/GoB	Bangladesh	World Bank	Dec 2012- Nov 2013
36.	TA 7604-BAN: Supporting Governance Management Project - National Board of Revenue Component	ADB/GoB	Bangladesh	ADB	Oct 2012 – Ongoing
37.	Bangladesh Trade Policy Support Program (TPSP)	Cardno/ Ministry of Commerce	Bangladesh	EU	Sep 2011- Aug 2015

Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
38. Implementation of Monitoring and Evaluation (M&E) for IFC Bangladesh (Contract # 7159894)	IFC Bangladesh	Bangladesh	IFC/DFID/EU/ NORAD	Jul 2011-15 Jan 2014
39. Baseline Surveys and Sector Studies in Agribusiness, Light Engineering, and Textiles & Apparels Sectors in Bangladesh [with value chain analysis of agro-food processing (seed, poultry, food processing); light engineering (foundry and electrical products) and textile and garmenting sectors]	IFC-SEDF	Bangladesh	IFC	Jun-Nov 2009
40. Strategic Review of the Ministry of Commerce, GoB	Ministry of Commerce/EC, Sub-consultant	Bangladesh	EU	Oct 2008 - Apr 2009
41. SME Sector Development Program for Strategic Support to SME Sector, Training & Capacity Building: Component 4: Targeted SME Capacity Building	Ministry of Industry	Bangladesh	ADB	Sep 2008–Jun 2009
42. Study on Diagnosis of Electrical Merchandise in Bangladesh	IFC-SEDF	Bangladesh	IFC	Jun-Oct 2008
43. Implement Monitoring and Evaluation Systems of IFC-BICF and IFC-SEDF (Contract #7147365)	IFC Bangladesh	Bangladesh	IFC/DFID/NORAD	May 2008 - May 2011
44. Final Evaluation of SouthAsia Enterprise Development Facility (SEDF)	Sub-consultant (EC Framework)	Bangladesh	EU	Feb-May 2008
45. Bangladesh Trade Support Program Lot 1: Strengthening Bangladesh Foreign Trade Institute	BTSP/West Midland Enterprise, UK	Bangladesh	EU	Nov 2007 – Dec 2008
46. Bangladesh Trade Support Program Lot 3: Strengthening Bangladesh Tariff Commission	BTSP/ACE, Spain	Bangladesh	EU	Jul 2007 – Dec 2008
47. Feasibility Study on Bilateral Trade within SAARC Region: India-Bangladesh & Pakistan-Bangladesh	Sub-consultant (EC Framework)	Bangladesh, India and Pakistan	EU	Jul - Nov 2007
48. Identification Study of EC Trade and Private Sector Programme 2007-2008 in Bangladesh (LOT No: 10, Request no. 139461)	IBM, Belgium	Bangladesh	EU	Jul – Aug 2007
49. Bangladesh Light Engineering Industry Survey	IFC-SEDF	Bangladesh	IFC	Jun-Nov 2007
50. Bangladesh Service Sector Study (GATS and Service Sector) Sectors: Financial, Health Telecommunications, Education, Tourism and Retail	Sub-consultant (EC Framework)	Bangladesh , India and Pakistan	EU	Jan - Aug 2007
51. A Market Survey for Research on Demand Trend for Labour Force in Bangladesh	JICA Bangladesh Office	Bangladesh	JICA	Jun-Jul 2003
Governance				
52. Upaziala Governance and Development Project (Management of Block Grant Fund to Upazilas and their Capacity Building)	JV partner with KRC, Japan	Bangladesh	JICA	2018-2022
53. End-line Survey for National Integrity Strategy (NIS) Support Project in the People's Republic of Bangladesh	Sub-consultant to IC Net, Japan	Bangladesh	JICA	Jun - Sep 2016
54. Baseline Survey for National Integrity Strategy (NIS) Support Project of Japan International Cooperation Agency (JICA)	Sub-consultant to IC Net, Japan	Bangladesh	JICA	Nov 2014 - Jan 2015
55. National Integrity Strategy (NIS) Support Project of Japan International Cooperation Agency (JICA)	Sub-consultant to IC Net, Japan	Bangladesh	JICA	Oct 2014-Jan 2017
56. Implementation of the Mission on the Good Governance Strategy in Bangladesh	Sub-consultant to IC Net, Japan	Bangladesh	JICA	Jun-Nov 2013
Education and HRD				
Secondary Education:				
57. Field Survey of 'Learning Assessment of Secondary institutions-2017' (LASI-2017) under Secondary Education Quality and Access Enhancement Project (SEQAEP)	DSHE, Ministry of Education, GOB	Bangladesh	The World Bank	Oct 2017 - Dec 2017

	Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
58.	Second Upper Secondary Education Development Project (CONTRACT No. 7.QCBS13/01), Vietnam	Ministry of Education and Training (MOET), Vietnam	Vietnam	ADB	March 2016 - Present (On-going)
59.	Follow-up Impact Evaluations for Additional Class Teachers (ACT) and Developing Reading Habit (DRH) Programs under Additional Financing of SEQAEP	Monitoring and Evaluation Wing (MEW), Directorate of Secondary and Higher Education (DSHE), Ministry of Education (MOE)	Bangladesh	The World Bank	Oct - Dec 2016
60.	Field Survey for "Learning Assessment of Secondary Institutions, 2015"	MEW, DSHE, MOE	Bangladesh	The World Bank	Aug 2015 - Feb 2016
61.	"SD1-Program Management Consultancy" under the "ADB Loan No. 3047-BAN: Secondary Education Sector Investment Program (SESIP)"	DSHE, MOE, GOB	Bangladesh	ADB	Jul 2015 - Dec 2017 (Extended)
62.	Baseline Survey for Impact Evaluation of Additional Class Teachers (ACT) Program and Developing the Reading Habit (DRH) Program under Secondary Education Quality Enhancement Project (SEQAEP)	MEW, DSHE, MOE	Bangladesh	World Bank	Nov 2014 – Mar 2015
63.	"Teacher Education and Management Consultancy" under the ADB Loan 2859-BAN: Second Teaching Quality Improvement in Secondary Education (TQI-II) Project	DSHE, MOE	Bangladesh	ADB	Jun 2014 – Jun 2017 (Extended)
64.	Baseline Survey for the Impact Evaluation of the e-Science Project under SEQAEP	World Bank	Bangladesh	World Bank	May – Jun 2014
65.	Assessment of Education Quality (Grades 6 and 8) under SEQAEP	SEQAEP and MEW, DSHE, MOE	Bangladesh	World Bank	Jul 2013 – May 2014
66.	Implementing Learning Assessment Survey 2012 under SEQAEP	SEQAEP, DSHE, MOE	Bangladesh	The World Bank	Jan-Oct 2012
67.	Thematic Global Evaluation of European Commission Support in the Education Sector in Partner Countries (including Basic and Secondary Education)	Sub-consultant (EC Framework)	Bangladesh	EC	May 2010
68.	Mapping of the Education Sector in Bangladesh (Private Schools)	IFC	Bangladesh	IFC	Jun-Aug 2009
69.	Secondary Education Modernization Project-II, Package 1 (ADB Loan: 2096), Sri Lanka	Sub-consultant Cardno ACIL, Australia	Sri Lanka	ADB	Jan-Apr 2009
70.	ADB Loan – 2101 – BAN: Teaching Quality Improvement in Secondary Education Project	DSHE, MOE	Bangladesh	ADB	Dec 2005 – Jun 2011
71.	ADB PPTA No. 4532-BAN: Secondary Education Sector Improvement Project II	ADB	Bangladesh	ADB	May-Nov 2005
72.	Service Package No. S.1: Monitoring and Evaluation Program, Management and Studies under Female Secondary School Assistance Project: Phase II (FSSAP-II)	DSHE, MOE	Bangladesh	World Bank	Oct 2004 – Jul 2006
73.	Research Study on School Management Committees and their Operations under Secondary Education Sector Improvement Project (SESIP), ADB Loan No. 1690-BAN (SF)	DSHE, MOE	Bangladesh	ADB	Jul-Nov 2004
74.	Research Study on Training Needs Analysis and Impact Assessment under Secondary Education Sector Improvement Project (SESIP), ADB Loan No. 1690-BAN (SF)	DSHE, MOE	Bangladesh	ADB	Jul-Nov 2004
75.	ADB PPTA: Second Education Sector Development Project	Ministry of Science and Technology, Mongolia	Mongolia	ADB	May-Nov 2000

	Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
76.	PCR of Bangladesh Open University (BOU) Project	ADB-Bangladesh Residence Mission (BRM)	Bangladesh	ADB	Feb-Apr 2000
77.	Pre-Feasibility Study of a Female Secondary Stipend Project	DSHE/AusAID	Bangladesh	AusAID	Dec 1999 – Jan 2000
78.	A Situation Analysis Study for a Female Secondary Stipend Project	DSHE/AusAID	Bangladesh	AusAID	Oct-Nov 1999
Primary Education:					
79.	ADB TA-9276 BAN: Support to Primary Education Development - Study on Gender Disparity in Dropout and OOSC of PEDP3 in Bangladesh (42122-015)	Asian Development Bank (ADB)	Bangladesh	ADB	20 Sept 2019 - Present On-going
80.	Technical Assistance (TA) for providing “Support to Develop the Diploma in Primary Education (DPED) Courses Materials (Revision and Refinement) and Conduct Monitoring”, financed by Unicef and NAPE	Unicef Bangladesh and National Academy for Primary Education (NAPE), Directorate of Primary Education (DPE), Ministry of Primary and Mass Education (MoPME)	Bangladesh	Unicef	Jan 2015 – Jan 2016
81.	National Student Assessment (NSA) 2013	DPE, MOPME	Bangladesh	World Bank	Nov 2013 – Jan 2014
82.	Study into the role of the private sector in primary education for the urban poor in Bangladesh	CfBT Education Services, India	Bangladesh	DFID	Jul-Nov 2012
83.	A Pilot Study of the 2002 and 2008 National Assessments among Grade 5 Students in the Selected Schools	The Amsterdam Institute for International Development (AIID), The Netherlands	Bangladesh	Dutch Foreign Affairs, The Netherlands	Jul-Sep 2010
84.	Administering and Management of National Students’ Assessment-2008 of Classes III and V under PEDP-II	DPE, MOPME, GOB	Bangladesh	ADB	Nov 2008 – Apr 2009
85.	A Post-Activity Study for the JICA funded project, “Strengthening Primary Teacher Training on Science and Mathematics in Bangladesh” under PEDP-II	PADECO/JICA	Bangladesh	JICA	Sep-Dec 2007
86.	Second Primary Education Development Program (PEDP II): Package B: Quality Improvement through Organizational Development and Capacity Building - Technical Support Team (TST-1) [ADB Loan No. 2015-BAN (SF)]	Sub-consultant/ ACCC Canada	Bangladesh	ADB	Dec 2006 – Jun 2009
87.	National Assessment of Pupils of Grades 3 and 5, 2006	DPE, MOPME, GOB	Bangladesh	ADB	Nov 2006 – Apr 2007
88.	Assessment of Educational Needs of Disabled Children in Bangladesh under Basic Education and Policy Support Activity	Creative Associates International, Inc./ USAID	Bangladesh	USAID	Jan-Feb 2005
89.	A Baseline Survey/Pre-Activity Study for the JICA funded project, “Strengthening Primary Teacher Training on Science & Mathematics in Bangladesh” under PEDP-II	PADECO/JICA	Bangladesh	JICA	Jan–Apr 2005
90.	A Baseline Survey on Primary Education in Mymensingh District	PADECO/JICA	Bangladesh	JICA	Oct 2003 – Jan 2004
91.	A Baseline Survey on Primary Education in Gazipur District under the IDEAL (Intensive District Approach to Education for All) Project, DPE	DPE/UNICEF-Bangladesh Country Office (BCO)	Bangladesh	UNICEF	Jun-Nov 2003
92.	Third Party Supervision of Education Quality under the IDA-assisted Primary Education	DPE	Bangladesh	IDA/The World Bank	Mar-Nov 2003

Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
Development Project (PEDP) for Dhaka, Khulna and Rajshahi Divisions				
93. A Formative Study on the Impact of the IDEAL Project (Primary Education)	DPE/JICA Bangladesh Office	Bangladesh	JICA	Oct 2001-Apr 2002
94. National Assessment of Pupil Achievement in Grades 3 and 5 under Second Primary Education Sector Project	National Curriculum and Textbook Board (NCTB)/DPE	Bangladesh	ADB	Sep 2001-Mar 2002
95. A Baseline Survey on Primary Education in 13 IDEAL Districts under the IDEAL (Intensive District Approach to Education for All) Project, Directorate of Primary Education (DPE)	DPE/UNICEF-BCO	Bangladesh	UNICEF/World Bank	Jul 2001-Mar 2002
96. Administering Achievement Tests in Grades 1-5 of Selected IDEAL, Non-IDEAL, and Experimental Schools under Directorate of Primary Education (DPE)	NCTB/DPE/UNICEF-BCO	Bangladesh	UNICEF	Sep 2000 – May 2001
TVET/Skill Development:				
97. Implementation of the Preparatory Survey for Education Program in Bangladesh (focused on TVET)	Sub-consultant to IC Net, Japan	Bangladesh	JICA	Apr - Oct 2016
98. Industry Sector Human Resources Needs Survey in Bangladesh (focused on TVET)	Sub-consultant to IC Net, Japan	Bangladesh	ICNET	Dec 2015 - Feb 2016
99. ADB PPTA No.4799-BAN: Skills Development Project	PINZ, New Zealand	Bangladesh	ADB	Feb-Aug 2007
Non-Formal Education:				
100. Post-Literacy and Continuing Education for Human Development- 2 (PLCEHD-2): Package S4 - Curriculum Development and Program Implementation (CDPI) [ADB Loan 1881-BAN (SF)]	Bureau of Non-Formal Education (BNFE)	Bangladesh	ADB	May 2010 – Jan 2012
101. Mid-term Review of Ongoing and Formulation of Future Non-formal Education Program in Bangladesh	Sub-consultant (EC Framework)	Bangladesh	EC	May-Jul 2009
102. Support to Non-formal Primary Education in Bangladesh (Evaluation of Proposals)	Sub consultant (EC Framework)	Bangladesh	EC	Jun-Jul 2006
103. Research Study to Identify Strengths and Weaknesses in the Existing Education Plans/Programs in Addressing Educational Needs of WFCL	ILO	Bangladesh	ILO	May-Oct 2005
104. Study on Non-formal Education (NFE) and its Contribution to the Elimination of the Worst Forms of Child Labor (WFCL)	ILO	Bangladesh	ILO	May-Oct 2005
105. Project Administrative Services: Post-Literacy and Continuing Education for Human Development Project 2 (PLCEHD-2 [ADB Loan # 1881-BAN(SF)]	Directorate of Non-Formal Education (DNFE)	Bangladesh	ADB	Feb 2003-Aug 2007
106. A Formative Evaluation Study for the Total Literacy Movement (TLM) in Bangladesh under the Directorate of Non-formal Education	DNFE/JICA Bangladesh Office	Bangladesh	JICA	Dec 2002 – Feb 2003
107. Final Evaluation of the Project: Introduction of Family Life Education (FLE) through Non-formal Education Program (FLE for Adolescents and Adults)	DNFE	Bangladesh	UNFPA	Oct 2002 – Jan 2003
Health and Population				
108. Assessment of Healthcare Providers in Bangladesh	World Health Organization (WHO)	Bangladesh	WHO	24 June 19 – 23 Dec 19
109. Providing Financial and Administrative Support to Implement the Improved DSF Initiative of the Ministry of Health and Family Welfare (MOHFW) under Technical Assistance of WHO	Sub-consultant/ Crown Agents Limited	Bangladesh	DFID	Feb2015 – Nov 2016

Project Title	Client/Partner	Country	Funding Agency	Duration (Start-End)
110. Technical Assistance for Services Procurement Consultancy for the Procurement Logistics and Management Cell (PLMC) Component under Physical Facilities Development (PFD) Operational Plan (OP)	Sub-consultant/ Crown Agents Limited	Bangladesh	DFID	May 2014 – Apr 2015
111. Technical Assistance for Updating National Malaria Strategic Plan 2014-2020 under Joint Donor Technical Assistance Fund (JDТАF)	Sub-consultant/ Crown Agents Limited	Bangladesh	DFID	April – July 2014
112. Support Ministry of Health and Family Welfare in Developing a Monitoring Systems for Demand Side Health Financing	Sub-consultant (EC Framework)	Bangladesh	EC	Oct-Nov 2008
113. ADB PPTA: Preparing a Urban Environment and Primary Health Care Sector Development Program	Asian Development Bank	Bangladesh	ADB	May-Dec 2008
114. Program Support Office (PSO) under the Health Nutrition and Population Sector Program (HNPSP) 2007-2010	Ministry of Health and Family Welfare, Government of Bangladesh	Bangladesh	World Bank	Jul 2007- Jun 2010
115. Assessment and Development of Alternative Options under HNPSP under UN Collaborative Health Initiative in the Chittagong Hill Tracts (CRIS 17585)	Sub-consultant (EC Framework)	Bangladesh	EC	Jul-Aug 2007
116. Mid-term Review of Sante/2004/080-420: Safe Motherhood Project	Sub-consultant (EC Framework)	Bangladesh	EC	Jun-Jul 2007
117. Benefit Incidence Analysis in the Health Sector	Ministry of Health and Family Welfare	Bangladesh	GoB	Dec 2006- Jun 2007
118. Public Expenditure Review in the Health Sector (2003-2004)	World Bank	Bangladesh	GoB	Mar-Jun 2006
119. Evaluation of NGO Contracting in Bangladesh Health Sector	World Bank	Bangladesh	World Bank	May-Oct 2004
120. ADB PPTA: Second Urban Primary Health Care Project	Sub-consultant to GRM International	Bangladesh	ADB	Feb-Jul 2004
Multi-Sectors				
121. Research and Training Network (RTN) Component under SASEC	ADB	Bangladesh and South Asia	ADB	Aug 2011 – Dec 2012
122. Preparation of a Background Study on Growth and Employment in Relation to the Integrated Farming Systems Development Programme 2013-2017 in Bangladesh	Harewelle International Ltd., United Kingdom	Bangladesh	DANIDA	Jun – Aug 2011
123. Final Evaluation of BRAC Implemented (2002-2007) Challenging the Frontiers for Poverty Reduction Project (CFPR-I)	Sub consultant (EC Framework)	Bangladesh	EC	April-May 2007
124. Appraisal of the Proposed Five-Year Plan (2007-2011) Project Proposal of Community Development Centre (CODEC) – Bangladesh	COWI	Bangladesh	DANIDA	Aug 2006
125. A Study on Role of Sectoral Priorities, Returns to Labour and Factor Proportions in the Pro-Poor Growth Process in Bangladesh	Planning Commission	Bangladesh	GoB	Jun-Nov 2006
126. Formulation Mission – Support to Justice Systems	Sub consultant (EC Framework)	Bangladesh	EC	Jun-Aug 2006
127. Identification Mission – Combating Child Trafficking in Bangladesh EC Framework Lot-7	Sub consultant (EC Framework)	Bangladesh	EC	Jul-Sep 2005

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