

NDC SEMINAR PAPER



Seminar Proceedings on Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh

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**NATIONAL DEFENCE COLLEGE
BANGLADESH**

**Seminar on
Navigating Economic Uncertainty in the Rapidly
Changing Geopolitical Context - Options for Bangladesh**



**Organized by
National Defence College**

18 June 2026



**NATIONAL DEFENCE COLLEGE
BANGLADESH**

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Foreword

The strategic landscape of the twenty-first century is being shaped by accelerating geo-political shifts, evolving economic realities, technological transformation, and increasing uncertainty within the global system. As nations seek to secure their interests amidst these changes, the ability to anticipate challenges, adapt to emerging trends, and build sustainable national capabilities has assumed unprecedented importance.

For Bangladesh, these developments present a complex mix of opportunities and challenges. The country's remarkable economic achievements and growing international engagement have strengthened its position in the global arena. At the same time, increasing interdependence within the international economic system underscores the need for greater preparedness, flexibility, and strategic agility in responding to external developments. In this context, a comprehensive understanding of the relationship between geopolitical developments and economic outcomes is essential for safeguarding national interests and sustaining long-term progress.

The seminar entitled “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh” was undertaken as part of the academic and strategic learning framework of the National Defence Course 2026. Through extensive research, critical reflection, and professional dialogue, the seminar examined contemporary global developments and their potential implications for Bangladesh's future trajectory. The exercise also provided an opportunity to explore practical pathways for enhancing national resilience and strengthening economic security in an increasingly dynamic international environment.

The proceedings presented in this volume embody the intellectual efforts of the Course Members, SDS, Resource Persons, and Sponsor SDS who contributed to this important endeavour. The observations and proposals contained herein offer valuable perspectives on strengthening national capacity, promoting economic adaptability, and supporting informed decision-making in the face of emerging strategic challenges.

It is expected that this publication will serve as a useful reference for policy-makers, practitioners, scholars, and future leaders engaged in addressing the complexities of an evolving geo-economic environment. More importantly, it is hoped that the ideas generated through this seminar will contribute to the broader national discourse on building a secure, competitive, and resilient Bangladesh.

The dedication, professionalism, and commitment demonstrated by all those involved in the conduct of this seminar are highly appreciated and warmly acknowledged.



Lieutenant General Md Faizur Rahman

BSP, SGP, ndc, afwc, psc

Chief Patron

Editorial

The contemporary global order is undergoing significant transformation, driven by shifting geo-political alignments, strategic competition among major powers, technological advancements, climate-related challenges, and disruptions in global trade and supply chains. These developments have contributed to increasing economic uncertainty, highlighting the growing interdependence between economic security and national security. In such a complex environment, the ability of states to anticipate emerging challenges and strengthen national resilience has become increasingly important.

Against this backdrop, the seminar titled “Navigating Economic Uncertainty in the Rapidly Changing Geo-political Context: Options for Bangladesh” was organised by the Course Members of the National Defence Course at the National Defence College. The seminar was designed to facilitate informed discussions on the implications of evolving geo-political and economic developments for Bangladesh and to explore policy options for sustaining economic stability, resilience, and national prosperity.

Bangladesh has achieved remarkable socio-economic progress over the past decades through sustained economic growth, industrial expansion, poverty reduction, and human resource development. However, the changing global environment presents new challenges. Geo-political tensions, energy market volatility, inflationary pressures, supply chain disruptions, and climate-related risks have created uncertainties that require strategic attention. As a developing economy increasingly integrated into the global system, Bangladesh must continuously adapt to these changing realities.

The theme of the seminar is particularly relevant to the National Defence Course. Modern national security extends beyond traditional military dimensions and encompasses economic stability, technological preparedness, energy security, and institutional resilience. Accordingly, a comprehensive understanding of the nexus between geo-politics, economics, and national security is essential for future strategic leaders. The seminar provided an important platform for examining these issues from multidisciplinary perspectives and for fostering constructive policy discourse.

The proceedings reflect the collective efforts of distinguished speakers, subject-matter experts, faculty members, and Course Members. Their analyses and recommendations are expected to contribute to ongoing discussions on economic resilience, strategic preparedness, and sustainable national development.

Sincere appreciation is extended to all speakers, resource persons, researchers, moderators, and participants for their valuable contributions. Gratitude is also conveyed to the Commandant of National Defence College, Faculty, Directing Staff, and Course Members of the National Defence College for their commitment and support in the successful conduct of the seminar.

It is hoped that the insights generated through this seminar will contribute to informed policy-making and strategic thinking, thereby supporting Bangladesh’s continued journey toward a secure, resilient, and prosperous future.



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Overview of the Seminar

The National Defence Course (NDC) 2026 conducted a seminar on the theme, “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh,” to examine the implications of emerging geopolitical and geo-economic developments on Bangladesh’s economic security and long-term development prospects. The seminar was organized against the backdrop of a rapidly evolving international environment characterized by strategic competition among major powers, geo-economic fragmentation, supply chain realignments, technological rivalry, energy insecurity, and increasing uncertainty in global trade and financial systems.

As a highly trade-dependent and globally integrated economy, Bangladesh has achieved remarkable socio-economic progress through export-led growth, overseas employment, and participation in global value chains. However, these achievements have also created structural dependencies on external markets, imported energy, foreign technologies, and international labour markets. With Bangladesh graduating from Least Developed Country (LDC) status and aspiring to become a developed nation by 2041, there is a growing need to reassess national economic strategies and strengthen resilience against external shocks and emerging geopolitical challenges.

The seminar was designed to facilitate rigorous academic discourse, strategic analysis, and policy-oriented discussions among Course Members (CMs) of the National Defence Course 2026. It sought to generate a comprehensive understanding of the changing global economic environment, identify Bangladesh’s vulnerabilities and opportunities, and formulate policy options for enhancing national economic resilience and strategic autonomy.

The seminar was conducted in two phases. The first phase, comprising Syndicate Seminars, was held on 11–12 May 2026 at the National Defence College. Five syndicates were assigned regional perspectives covering the Middle East, North Asia (China–Russia Region), South and Southeast Asia, Europe and the Americas, and Africa. Each syndicate conducted research, prepared a keynote paper, and presented its findings through structured presentations followed by

interactive discussions, rapporteurs' reports, and observations from Syndicate Senior Directing Staff (SDS) and designated Resource Persons.

The second phase, the Central Seminar, was held on 18 June 2026 at the NDC Auditorium. A specially constituted Group X synthesized the findings and recommendations of all five syndicates into a consolidated keynote paper addressing the broader national theme. The seminar included keynote presentations, interactive question-and-answer sessions, rapporteurs' observations, expert commentary, and concluding remarks by distinguished speakers and policymakers. The proceedings benefited from the participation of senior military officers, academics, practitioners, resource persons, and Course Members, ensuring a multidisciplinary approach to the discussion.

The proceedings also included interactive sessions, rapporteur reporting, and expert evaluations from prominent figures such as Dr. Hossain Zillur Rahman, Former Advisor to the Caretaker Government & Executive Chairman, Power and Participation Research Centre (PPRC) and Zonayed Abdur Rahim Saki, MP, the Honourable State Minister for Planning of the Peoples' Republic of Bangladesh as a Chief Guest.

The seminar deliberations explored the impact of major geopolitical developments on global trade, investment, technology, energy security, labour mobility, and supply-chain resilience. Particular attention was given to Bangladesh's strategic positioning within competing geopolitical and economic spheres, including its relationships with major trading partners, development partners, energy suppliers, and labour-receiving countries. Discussions also examined the implications of great-power competition, technological transformation, regional conflicts, and changing patterns of global economic governance.

A notable feature of the seminar was its emphasis on integrating regional analyses into a coherent national-level assessment. The findings from the syndicate studies were synthesized to develop a Strategic Resilience Framework aimed at strengthening Bangladesh's capacity to anticipate, absorb, adapt to, and recover from external economic shocks. The discussions underscored the importance of diversification, institutional reform, technological advancement,

energy security, human capital development, and economic diplomacy as essential pillars of national resilience.

Overall, the seminar successfully achieved its objectives by fostering critical thinking, encouraging informed policy dialogue, and generating practical recommendations for navigating economic uncertainty in an increasingly complex geopolitical environment. The proceedings provide a comprehensive analytical foundation for understanding emerging geo-economic challenges and offer a strategic roadmap for enhancing Bangladesh's economic security, competitiveness, and resilience in pursuit of its long-term national development goals.

Executive Summary

The National Defence Course (NDC) 2026 Central Seminar on “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh” examined the implications of emerging geopolitical and geo-economic transformations for Bangladesh’s economic security and long-term development. The contemporary international environment is increasingly characterized by strategic competition among major powers, geo-economic fragmentation, technological decoupling, protectionist trade policies, supply-chain reconfiguration, and heightened volatility in energy and financial markets. These developments are reshaping the global economic architecture and creating unprecedented challenges for developing economies.

Bangladesh has achieved remarkable socio-economic progress through export-led industrialization, overseas employment, and integration into global value chains. However, these achievements have also generated structural dependencies on external markets, imported energy, international labour demand, foreign technologies, and global supply chains. As Bangladesh transitions beyond LDC status and advances towards the national vision of becoming a developed nation by 2041, strengthening economic resilience and strategic adaptability has become an urgent policy priority.

The seminar synthesized findings from five regional studies covering the Middle East, North Asia (China–Russia Region), South and Southeast Asia, Europe and the Americas, and Africa. Through a comprehensive assessment of emerging geopolitical dynamics, the seminar identified strategic vulnerabilities, opportunities, and policy options necessary for enhancing Bangladesh’s resilience in an increasingly uncertain global environment.

Objectives of the Seminar

The seminar sought to:

- Examine the implications of evolving geopolitical and geo-economic developments on Bangladesh’s economic security.

- Assess regional and global developments affecting trade, investment, energy security, labour mobility, technology transfer, and supply chains.
- Identify Bangladesh's structural vulnerabilities and emerging strategic opportunities.
- Evaluate the risks associated with geopolitical competition, geo-economic fragmentation, and external economic shocks.
- Formulate a Strategic Resilience Framework to strengthen national competitiveness, economic security, and strategic autonomy.

Seminar Deliberations and Expert Insights

The seminar was conducted in two phases. During the Syndicate Seminars, five syndicates examined regional geopolitical developments and their implications for Bangladesh. The Central Seminar subsequently consolidated these findings into an integrated national-level assessment. Deliberations involved keynote presentations, interactive discussions, rapporteurs' observations, and expert commentaries from distinguished academics, practitioners, and policymakers.

The discussions highlighted that geo-economics has emerged as a principal instrument of national power. Strategic competition among major powers is increasingly influencing trade flows, investment patterns, technological access, energy security, and financial systems. Participants observed that economic issues can no longer be viewed separately from strategic and security considerations.

Expert commentators emphasized that Bangladesh must transition from a growth-centric development model towards a resilience-centric framework. Sustained economic progress will depend on diversification, innovation, institutional effectiveness, human capital development, and strategic economic diplomacy. A recurring observation throughout the seminar was that resilience must be treated as a national capability requiring coordinated action across government institutions, the private sector, academia, and development partners.

Key Findings and Policy Implications

The seminar identified several interconnected vulnerabilities that could undermine Bangladesh's long-term economic security:

- Excessive concentration of exports in the ready-made garments sector and dependence on a limited number of export destinations.
- Growing reliance on imported energy, exposing the economy to global price fluctuations and supply disruptions.
- Heavy dependence on remittance inflows from a narrow range of overseas labour markets.
- Limited domestic productive capacity and excessive dependence on imported intermediate goods and technologies.
- Weak technological and innovation capability relative to regional competitors.

The seminar further noted that governance shortcomings, low domestic resource mobilization, weaknesses in the financial sector, and institutional inefficiencies amplify these vulnerabilities. The cumulative effect is a tightly interconnected risk environment in which shocks in one sector can rapidly cascade across trade, employment, inflation, fiscal management, and foreign exchange stability.

Policy Implications: The Policy Action (PACT) Framework

To address these challenges, the seminar proposed a phased Strategic Resilience Framework structured around the PACT Framework: Secure, Enable, and Explore.

PACT 1 - Secure (2026–2028): Institutional Reform and Strategic Stabilization

- **Priority actions include**

- Establishing a National Geo-Economic Resilience and Coordination Mechanism under the highest level of government.
- Strengthening governance in taxation, banking, energy management, and public administration.
- Accelerating Free Trade Agreements (FTAs) and Comprehensive Economic Partnership Agreements (CEPAs) to mitigate post-LDC graduation risks.
- Enhancing compliance with evolving international trade and sustainability standards.

PACT 2 - Enable (2028–2033): Diversification and Capability Development

- **Key priorities include**

- Diversifying exports into pharmaceuticals, ICT services, agro-processing, technical textiles, shipbuilding, leather products, and light engineering.
- Expanding renewable energy generation and strengthening national energy security.
- Investing in STEM education, Technical and Vocational Education and Training (TVET), digital skills, and future workforce development.
- Strengthening migration governance and expanding overseas employment opportunities in high-skilled sectors.

PACT 3 - Explore (2033–2041): Innovation-Led Growth and Global Competitiveness

- **Long-term priorities include**

- Transforming Special Economic Zones into innovation-driven industrial ecosystems.

- Increasing national investment in research and development and fostering technology transfer.
- Developing advanced manufacturing capabilities and strengthening domestic industrial value chains.
- Enhancing transport, logistics, and connectivity infrastructure to position Bangladesh as a regional economic and logistics hub.
- Deepening economic diplomacy while maintaining balanced relations with major powers and regional partners.

Conclusion

The seminar concluded that Bangladesh's development achievements remain significant; however, the prevailing growth model is increasingly exposed to external geopolitical and geo-economic disruptions. The changing global environment necessitates a strategic shift from dependence-based growth towards resilience-based development.

The proposed PACT Framework provides a practical and phased roadmap for strengthening economic security, enhancing competitiveness, and safeguarding strategic autonomy. Through institutional reform, economic diversification, technological advancement, human capital development, and proactive economic diplomacy, Bangladesh can transform vulnerabilities into strategic opportunities. Effective implementation of these recommendations will strengthen national resilience, improve economic competitiveness, and support the realisation of Bangladesh's vision of becoming a developed, prosperous, and resilient nation.

Address of the Chief Guest



Zonayed Abdur Rahim Saki, MP

Honorable State Minister

Ministry of Planning

Government of the People's Republic of Bangladesh

Bismillahir Rahmanir Rahim

Commandant, National Defence College

Senior Directing Staffs,

Esteemed Resource Persons,

Course Members of National Defence Course 2026,

Ladies and Gentlemen,

Assalamu Alaikum and a very good day to you all.

It is indeed a privilege to be present at the National Defence College and to participate in this important seminar on “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh.” I would like to convey my sincere appreciation to the Commandant, faculty members, and organisers for bringing together such a distinguished gathering to deliberate on issues that are central to Bangladesh’s future

The theme of today’s seminar is particularly relevant because Bangladesh stands at a historic crossroads. We are navigating a rapidly changing global environment while simultaneously undertaking a profound national transformation. The emergence of new geo-political realities, economic uncertainties, technological disruptions, and shifting power centres requires us to think strategically and act decisively.

Our national response must begin with strengthening the foundations of democracy and accountable governance. Political stability, public trust, and effective institutions are indispensable for sustainable economic progress. Therefore, our commitment to political reform and institutional renewal is not merely a political objective; it is a strategic necessity for national development and long-term resilience.

Equally important is the pursuit of economic democratization. Economic growth must create opportunities for all segments of society and generate meaningful employment for our people. To achieve this objective, Bangladesh must foster an investment-friendly environment, encourage entrepreneurship, and remove unnecessary barriers that impede business, production, and innovation.

In this regard, three priorities deserve particular attention. First, achieving greater energy self-reliance through enhanced domestic resource exploration and the expansion of renewable energy sources. Second, promoting a competitive and enabling business environment through regulatory reforms and improved ease of doing business. Third, ensuring transparency, accountability, and integrity within the financial sector so that national resources are utilized for productive and inclusive growth.

As we prepare for graduation from the Least Developed Country category, careful planning and strategic adaptation will be essential. This transition should be approached not with apprehension, but with confidence and preparedness. By enhancing competitiveness, diversifying exports, and strengthening economic fundamentals, Bangladesh can transform this challenge into an opportunity for accelerated development.

At the international level, Bangladesh will continue to uphold a balanced and pragmatic foreign policy guided by the enduring principle of friendship with all and malice toward none. Our engagement with global partners must always be driven by one paramount consideration of the national interest of Bangladesh. Strategic autonomy, constructive cooperation, and economic diplomacy will remain key pillars of our engagement with the world.

Finally, true national strength extends beyond economic indicators. Sustainable sovereignty requires social cohesion, national unity, and a shared sense of purpose. By nurturing our cultural heritage, creative industries, blue economy, green economy, sports, and education sectors, we can build a more inclusive and united society capable of meeting future challenges with confidence.

I commend the National Defence College for promoting strategic thinking on issues of national importance and congratulate all participants for their valuable contributions. I am confident that the recommendations emerging from this seminar will enrich national discourse and support informed policymaking.

I wish the seminar every success and the National Defence College continued excellence in shaping the strategic leaders of tomorrow.

Thank you.

Address of the Commandant



Lieutenant General Md Faizur Rahman

BSP, SGP, ndc, afwc, psc

Assalamu Alaikum

Hon'ble State Minister, Ministry of Planning,
Distinguished Guests from Civil and Military Organizations,
Esteemed Resource Persons,
Faculty of NDC, Course Members,
Ladies and Gentlemen,

Good afternoon

Indeed, it gives me immense pleasure to offer my appreciation and concluding thoughts on this important seminar. The theme, “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh”, reflects the realities of our time. This seminar has provided a holistic approach for Bangladesh to navigate ongoing global geo-economic shifts and secure its development trajectory toward a prosperous, sustainable future.

Today's seminar has highlighted a reality which no nation can ignore. The global economic landscape is becoming increasingly complex and unpredictable. Geopolitical tensions, shifting trade patterns, supply chain disruptions, energy insecurity, technological competition, climate-related challenges, and financial volatility are reshaping the world economy at an unprecedented pace. These

developments are creating both risks and opportunities for countries across the globe, including Bangladesh.

This seminar is the result of a structured and collaborative effort. In the initial phase, the National Defence College finalized the seminar theme and identified five critical sub-themes. To ensure smooth execution, five senior directing staff and five external resource persons were assigned to guide the course members in their research and paper writing. Each group later presented their findings during syndicate seminars, which helped to test and refine ideas through open discussion.

The seminar began with a keynote presentation by the National Defense Course members titled “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh.” In the second session, rapporteurs presented their report, and the Sponsor Resource Person and Sponsor SDS also shared their comments.

One of the key messages from today’s seminar is that economic resilience is no longer merely about growth; it is about adaptability. In a world where geopolitical developments can rapidly influence trade routes, commodity prices, investment flows, and financial markets. Bangladesh must strengthen its capacity to anticipate change and respond effectively.

Perhaps the most encouraging message from today’s seminar is that uncertainty should not be viewed solely as a threat. History shows that periods of global transformation often create new avenues for growth and innovation. Countries that prepare strategically, invest wisely, and remain adaptable are often the ones that emerge stronger. Bangladesh possesses many of the attributes necessary to succeed—an energetic population, a dynamic private sector, strategic geographic location, and a proven record of resilience.

I sincerely appreciate today’s presenters for your well-researched and thoughtful presentation. The clarity, structure, and relevance of your work reflect the quality of learning we aim to foster at the National Defence College. I extend my thanks to the entire National Defence Course 2026 for your dedication, teamwork, and thoughtful engagement throughout this seminar.

At NDC, we are committed to nurturing strategic minds equipped with the intellectual discipline, interdisciplinary knowledge, and ethical compass necessary to address contemporary global and national challenges. The curriculum is designed not only as a learning programme, but also as a platform for developing strategic thinking and leadership. The presence and contributions of our distinguished faculty and resource persons are central to this vision. I extend my gratitude to the external resource person, Dr Hossain Zillur Rahman, and the senior directing staff, Rear Admiral Mir Ershad Ali and Major General Md Masudur Rahman, who worked closely with the course members. Your mentorship and support were essential in developing the content and sharpening the arguments presented today.

I would also like to express my appreciation to the distinguished audience present today. Your participation—from academic, civil, and military spheres—has added great value, and your thoughtful questions and observations have helped to ensure that the seminar was not only informative but also engaging and relevant.

Ladies and Gentlemen,

Let us carry forward the insights gained from this seminar and apply them to strengthen Bangladesh's capacity to navigate economic uncertainty and geopolitical change. Together, let us foster strategic thinking, informed policymaking, and national resilience to secure a prosperous and sustainable future for our nation.

Thank you all.

May Allah bless us all.

Remarks by Sponsor Senior Directing Staff

Rear Admiral Mir Ershad Ali

OSP, NPP, BCGM, ndc, psc, MPhil (LPR)

Hon'ble State Minister, Ministry of Planning,
Commandant, National Defence College,
Distinguished Guests,
Faculty Members, Resource Persons, and Course Members,
Ladies and Gentlemen,
Assalamu Alaikum and a very good afternoon.

It is both a privilege and a pleasure to stand before this distinguished audience at the Central Seminar, organised by the National Defence College. This seminar forms a vital part of our academic calendar, and its significance is further elevated by the collective presence of esteemed professionals, scholars, policymakers, and military leaders from home and abroad.

I would like to extend our sincere appreciation to all invited guests and institutional partners for joining us today. Your presence reflects the importance of the topic we are addressing and strengthens the intellectual environment in which such strategic conversations can flourish.

Today's seminar represents the culmination of a rigorous academic process within NDC. Over the past several weeks, our Course Members have engaged in an in-depth research, structured discussions, and analytical exchanges through a series of syndicate seminars. These sessions offered an opportunity to explore the seminar theme from multiple angles, culminating in today's final keynote presentations.

The central theme-“Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh” is of great relevance in the current global context. We are living in an era where economics and geopolitics are more interconnected than ever before. Events taking place thousands of miles away can affect inflation, trade, investment, food security,

energy prices, and employment opportunities in countries around the world. The assumptions that guided economic planning for decades are being tested by a rapidly evolving global order characterized by strategic competition, technological disruption, changing trade alliances, and heightened uncertainty.

The sub-themes explored in the lead-up to this seminar were-

- Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context- Options for Bangladesh - Middle East Region Perspective.
- Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh- North Asian (China-Russian) Region Perspective.
- Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh- South and South-East Asian Region Perspective.
- Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh- America and European Region Perspective.
- Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context - Options for Bangladesh- African Region Perspective.

These issues were approached with critical depth and intellectual seriousness by the Course Members, guided ably by five designated resource persons and supported by the wisdom and commitment of the respective Syndicate SDSs, whose contributions I gratefully acknowledge.

The discussions throughout this seminar have highlighted several important realities. First, uncertainty is becoming a permanent feature of the global economy rather than a temporary disruption. This requires a shift in mindset. Economic planning can no longer rely solely on predictions of stability; it must be based on flexibility, preparedness, and strategic foresight.

Second, Bangladesh must continue strengthening its economic competitiveness. The global marketplace is changing rapidly. Automation, artificial intelligence, digital trade, and technological innovation are reshaping industries and labor markets. Countries that invest in knowledge, skills, research, and innovation will be better positioned to succeed. Therefore, our investments in education, technical training, and digital transformation are not merely social priorities; they are strategic economic imperatives.

Third, we must recognize the growing importance of economic security. In recent years, disruptions in global supply chains have demonstrated the risks associated with excessive dependence on a limited number of markets, suppliers, or products. Building greater resilience requires diversification-not only of exports but also of investment sources, energy supplies, and economic partnerships.

Bangladesh has significant opportunities in this regard. Beyond traditional manufacturing sectors, there is considerable potential in pharmaceuticals, information technology services, agro-processing, light engineering, shipbuilding, and the emerging digital economy. Unlocking these opportunities will require coordinated efforts between government, industry, academia, and financial institutions.

Another key lesson from today's discussions is the importance of regional connectivity. Bangladesh occupies a strategically important location at the crossroads of South and Southeast Asia. By enhancing transport links, trade facilitation measures, logistics infrastructure, and regional cooperation, the country can strengthen its role as a regional economic hub. Improved connectivity has the potential to generate investment, create employment, and increase competitiveness.

At the same time, economic strength ultimately depends on the confidence of citizens, investors, and businesses. Confidence is built through policy consistency, institutional effectiveness, transparency, and good governance. In a world where capital and talent can move across borders, countries that foster a predictable and supportive environment will attract greater investment and innovation.

Ladies and gentlemen,

One of the defining characteristics of successful nations is their ability to remain confident during periods of uncertainty. Confidence does not mean ignoring risks; it means acknowledging them while maintaining faith in our capacity to address them. Bangladesh has repeatedly demonstrated such confidence throughout its history.

As policymakers, researchers, business leaders, and citizens, we have a shared responsibility to ensure that our economic progress remains inclusive, sustainable, and resilient. The solutions to contemporary challenges will require informed dialogue, evidence-based policymaking, and strong collaboration among all stakeholders. The conversations initiated here today should not end with this seminar. They should continue in our institutions, workplaces, universities, and policymaking forums.

Let us move forward with a clear vision: a Bangladesh that is resilient in the face of uncertainty, competitive in the global economy, innovative in its approach to development, and inclusive in sharing the benefits of growth. By strengthening our institutions, empowering our people, embracing innovation, and fostering strategic partnerships, we can confidently navigate the challenges ahead and seize the opportunities of tomorrow.

I once again thank the organizers, speakers, participants, and all those who contributed to the success of this seminar. May the insights generated here serve as a catalyst for meaningful action and continued progress.

I wish you all good health, success, and continued dedication to the development and prosperity of Bangladesh.

Thank you.

Remarks by Resource Person

Dr. Hossain Zillur Rahman

Former Advisor to the Caretaker Government & Executive Chairman
Power and Participation Research Centre (PPRC)

Hon'ble State Minister, Ministry of Planning,
Commandant, National Defence College
Faculty Members,
Course Members,
Ladies and Gentlemen,

Assalamu Alaikum and a very good morning.

At the outset, I would like to express my sincere gratitude to the National Defence College for inviting me to participate in this important seminar. The theme, “Navigating Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh,” is both timely and highly relevant, particularly as nations across the world confront unprecedented economic and strategic challenges.

The contemporary global environment is characterized by shifting power dynamics, strategic competition among major powers, disruptions in supply chains, technological transformation, and increasing economic volatility. For a developing nation like Bangladesh, these changes present both risks and opportunities. Therefore, economic resilience can no longer be viewed merely as the ability to recover from shocks; rather, it should be understood as the capacity to anticipate change, adapt strategically, and transform challenges into avenues for sustainable growth.

In this regard, governance and implementation efficiency deserve special attention. While discussions often focus on corruption, an equally significant challenge lies in delays, inefficiencies, and prolonged implementation of development projects. Timely execution of national priorities, effective utilization of public resources, and enhanced institutional accountability are essential prerequisites for accelerating economic progress. Likewise, consistent

derperformance in development programme implementation and revenue collection requires comprehensive policy and institutional reforms.

Another critical area is human capital development. Bangladesh has made remarkable achievements in expanding access to education. However, access alone is insufficient. The pressing challenge today is ensuring quality education and market-relevant skills. A disconnect between educational outcomes and labour market requirements has contributed to graduate unemployment while skilled positions in several sectors continue to be filled from abroad. To remain competitive in an increasingly knowledge-driven global economy, Bangladesh must invest in skills development, innovation, research, and technological competence.

Despite these challenges, there are compelling reasons for optimism. The resilience, adaptability, and entrepreneurial spirit of the people of Bangladesh remain among the nation's greatest strengths. Our farmers, entrepreneurs, and young professionals have repeatedly demonstrated their ability to embrace innovation and adapt to changing circumstances. This human potential, if effectively harnessed, can serve as the foundation for future prosperity.

In conclusion, Bangladesh's path forward lies in strengthening governance, improving implementation efficiency, developing quality human capital, diversifying economic partnerships, and embracing innovation. By doing so, the country can successfully navigate economic uncertainty and transform geopolitical shifts into strategic opportunities.

Thank you once again to the National Defence College for this opportunity. I wish the seminar every success and look forward to the insightful discussions that will follow.

Thank you.

Keynote Paper

NAVIGATING ECONOMIC UNCERTAINTY IN THE RAPIDLY CHANGING GEOPOLITICAL CONTEXT - OPTIONS FOR BANGLADESH

Abstract

National Defence Course 2026 was tasked for a research-based seminar on the topic, “Navigating Geo-economic Uncertainty: A Strategic Resilience Framework for Bangladesh”. This study examines Bangladesh’s exposure to emerging geo-economic uncertainties driven by great-power rivalry, trade fragmentation, supply chain disruptions, and energy insecurity. Bangladesh’s development, heavily reliant on ready-made garment exports, Gulf remittances, imported energy, and foreign technology faces growing systemic vulnerabilities in the volatile geostartegic landscape. Drawing on insights from five regional seminar papers by the National Defence College, the research identifies five key strategic vulnerabilities: export and market concentration, energy dependence, remittance exposure, limited domestic productive capacity, and weak technological innovation. To address these challenges, the study proposes a comprehensive Strategic Resilience Framework (SRF) composed of five interlinked levers: export diversification, energy security, remittance and human capital resilience, domestic production capacity, and technology capability. These are supported by cross-cutting enablers such as finance, connectivity, governance, and economic diplomacy. This adaptable framework aims to enhance Bangladesh’s economic stability, competitiveness, and strategic autonomy. The study recommends a phased policy roadmap emphasizing immediate market access preservation, energy diversification, migration skill upgrades, and domestic industrial strengthening, progressing toward long-term innovation-led growth and regional integration. This research offers a holistic approach for Bangladesh to navigate ongoing global geo-economic shifts and secure its development trajectory toward a prosperous, sustainable future.

Introduction, Concise Literature Review and Theoretical Foundation

Background and Strategic Context

The geo-economic landscape of the world has undergone a major transformation and the world is currently witnessing a major global power shift. The post-Cold War era of growing globalization is giving way to strategic competition, geo-economic fragmentation, supply chain realignment, economic coercion and technology rivalry. The global economic environment has been transformed by great-power competition; mostly between the United States and China, the Russia-Ukraine conflict, war in the Middle East, sanctions, tariff disputes and limits on advanced technologies.

Traditionally, geopolitics was shaped by military power, diplomacy, and territorial influence. Today, global influence increasingly depends on control of capital flows, trade routes, supply chains, technology, cyberspace, finance, industrial capacity, and critical infrastructure, redefining the foundations of national power.

The IMF argues that geo-economic fragmentation is no longer a theoretical risk but an emerging reality, as strategic competition, trade restrictions, investment screening, export controls, and geopolitical alignments increasingly shape the movement of goods, capital, technology, and economic partnerships across the world. (IMF, 2025; Maggiori, 2026).

Recent global developments have highlighted the growing interdependence of economic and national security. Trade disruptions, energy shocks, and shifting investment patterns have created uncertainty for Bangladesh, while competition over technology and critical minerals is accelerating global value-chain fragmentation and reshaping economic security dynamics. (Reuters, 2026; Pax Silica Initiative, 2026).

These changes create severe consequence for Bangladesh. Over the past three decades, the country has seen tremendous economic success. The success is driven by export-led growth, worker mobility, integration into global supply

chains and growing worldwide connectedness. But it has also resulted in increasing dependence on imported energy, international labour markets, external technologies, external financing and global supply chains (World Bank, 2025; Reuters, 2026). These vulnerabilities are expected to become more pronounced as Bangladesh progresses towards graduation from Least Developed Country (LDC) status.

At this backdrop, the NDC undertook five seminars in phase-1, which studied on geo-economic uncertainty in the Middle East, China-Russia, South and Southeast Asia, the US and Europe, and Africa to identify regional dynamics essential for Bangladesh to recalibrate economic priorities. The findings of these phase-1 seminars were synthesized for a holistic national Strategic Resilience Framework (SRF) to address significant vulnerabilities in Bangladesh.

Statement of the Problem

Bangladesh's vulnerability to external shocks has intensified due to increasing exposure to interconnected geo-economic risks, compounded by the absence of an analytical and policy-oriented integrated framework to address these vulnerabilities, in the context of geo-economic transformation and competition.

Research Gap from the Five Regional Papers and Limitations of the Research

The phase-1 seminar conducted at NDC studies examined geo-economic dynamics, emerging risks, and strategic opportunities across key regions of the world, and assessed their implications for Bangladesh's economic security, competitiveness, and long-term development. The key note research paper is bounded by certain limitations. This is Primarily a qualitative analysis supported by secondary data, and strategic synthesis of five regional seminar papers. The rapidly changing geopolitics and its effect on trade, energy, and technology may shift over time.

Research Objective

To develop an integrated Strategic Resilience Framework for Bangladesh to navigate through geo-economic uncertainty.

Specific Research Objectives

The study seeks to achieve the following specific objectives:

- Identify major geo-economic uncertainty drivers affecting Bangladesh.
- Synthesize the key findings of the five previous regional seminar papers.
- Assess Bangladesh's major strategic vulnerabilities.
- Develop a Strategic Resilience Framework that addresses key vulnerabilities through evidence-based mechanisms.
- Recommend feasible, time-bound, and actionable policy measures to enhance national resilience.

Research Questions

Primary Research Question

How can Bangladesh build strategic economic resilience against geo-economic uncertainty through an integrated national resilience framework?

Secondary Research Questions

- What are the main geo-economic uncertainty drivers affecting Bangladesh?
- What key findings emerge from the five previous regional seminars?
- What is Bangladesh's principal strategic vulnerabilities?
- How the key vulnerabilities can be addressed effectively?

Methodology and Scope

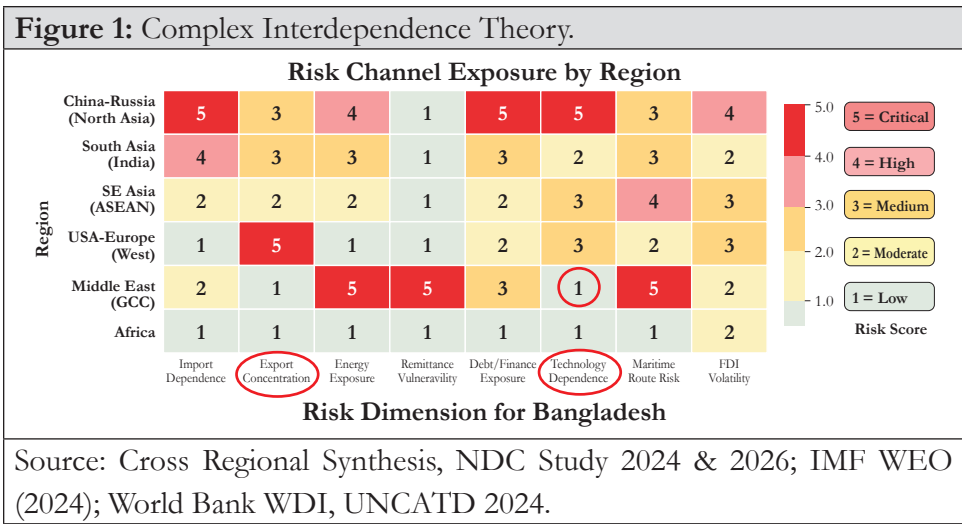
The study adopts a qualitative design based on document analysis, strategic synthesis, and comparative assessment of five regional seminar papers and

secondary sources. It applies vulnerability-resilience, transmission-channel, and policy actionability analyses, focusing on trade, energy, remittance, industrial, and technological resilience. Governance, finance, connectivity, innovation, and economic diplomacy are treated as cross-cutting enablers. The objective is to identify practical measures to strengthen Bangladesh's capacity to absorb and adapt to external shocks.

Concise Literature Review for Theoretical Foundation

This research is grounded in three interrelated bodies of literature. Geo-economics involves the use of trade, investment, technology, sanctions, and financial instruments to pursue strategic objectives, while geo-economic fragmentation disrupts global economic linkages (Aiyar et al., 2023; Babić et al., 2024). Economic resilience is determined by a state's ability to absorb and adapt to shocks through diversification, innovation, and effective institutions (World Bank, 2024; IMF, 2026b). Complex Interdependence Theory explains how interconnected trade, finance, energy, and technology channels transmit disruptions across economies, underscoring Bangladesh's need for strategic resilience (Keohane & Nye, 2001).

The concept of strategic resilience complements Complex Interdependence Theory. The concept emphasized the ability of Bangladesh to anticipate risks, absorb shocks, adapt to changing circumstances, and manage vulnerabilities effectively. This study combines insights from geo-economic fragmentation, economic resilience, the five NDC seminar papers, and Complex Interdependence Theory to develop a Strategic Resilience Framework aimed at enhancing Bangladesh's economic security, competitiveness, and strategic autonomy.



Note: Scores are indicative and based on relative exposure within each region (1=Low, 5=Critical) across eight economic vulnerability channels.

The Geo-Economic Landscape; Regional Analysis and Transmission Channels for Bangladesh

The Global Geo-Economic Landscape

“Geo-economics is the use of economic instruments to promote and defend national interests and to produce beneficial geopolitical results” (Blackwill and Harris, 2016, p.20).

The post-Cold War era was characterized by globalization, free trade, and growing economic interdependence. However, the contemporary international environment increasingly reflects the use of trade, technology, finance, and energy as instruments of strategic competition. International institutions such as the United Nations and the World Trade Organization have become less effective in managing geopolitical rivalries, particularly affecting developing economies. This is not a temporary disruption but a structural transition from a largely unipolar order to a fragmented and evolving multipolar system.

Characteristics of Contemporary Geo-Economic Instability

Current geo-economic instability differs from previous periods in three significant ways:

- Multi-directional shocks: Economic disruptions emerge simultaneously from multiple regions and sectors.
- Structural transformation: The shift represents a retreat from rules-based globalization rather than a temporary cyclical downturn (Prasad, 2026).
- Asymmetric impacts: Developing economies such as Bangladesh are disproportionately affected compared to larger economies.

Key Drivers of Current Geo-Economic Uncertainty

Table 1: Key Drivers of Current Geo-Economic Uncertainty.		
Driver	Description	Global Impact
US-China Strategic Competition	Technology rivalry, tariffs, industrial policy	Supply-chain relocation
Russia-Ukraine Conflict	Energy and food disruptions	Inflation and commodity volatility
Middle East Conflict	Energy and maritime insecurity	Higher energy costs
Trade Protectionism	Tariffs and subsidies	Reduced trade efficiency
Technology Decoupling	Restrictions on AI and semiconductors	Fragmented innovation ecosystem
Supply Chain Reconfiguration	“China+1” strategy	Investment relocation

Regional Analysis: The Great Power Triangle and the Middle East

Bangladesh is positioned at the intersection of competing geopolitical and economic interests involving China, India, Western powers, and the Middle East.

- **China.** China is Bangladesh's largest trading partner, major supplier of machinery and industrial inputs, and a key development partner.
- **India.** India is Bangladesh's second-largest trading partner, with bilateral trade exceeding USD 13 billion annually. However, trade remains highly asymmetrical, with Bangladesh maintaining a substantial deficit.
- **USA, Japan and Western Allies.** The United States and European Union collectively account for approximately 70% of Bangladesh's RMG exports (The Daily Star, 2026). Japan remains a significant investor in strategic infrastructure.
- **Middle East.** The Middle East accounts for approximately 31% of global oil production and 18% of natural gas production (Sahibzada, 2023). It is also home to around 7–8 million Bangladeshi migrant workers, generating nearly 70% of remittance earnings.

Bangladesh's Geo-Economic Landscape

Bangladesh's geo-economic significance stems from its strategic location between South and Southeast Asia and its access to the Bay of Bengal.

Bangladesh currently faces a geo-economic trilemma:

- Sustaining economic growth,
- Managing LDC graduation in 2026, and
- Preserving strategic autonomy amid intensifying great-power competition.

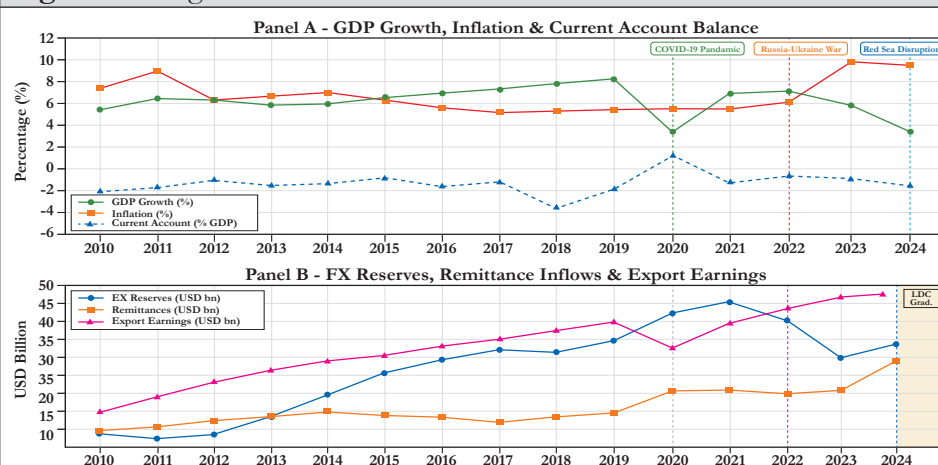
Recent Middle East tensions illustrate this vulnerability. Rising energy prices and maritime disruptions are expected to increase Bangladesh's energy import bill by approximately USD 3 billion, while shipping costs have increased significantly (IMF, 2024; World Bank, 2024).

Bangladesh Key Macroeconomic Indicators

Table 2: Bangladesh Key Macroeconomic Indicators

Indicator	Value
GDP (Nominal)	~USD 450 billion
GDP Growth (FY2025)	~3.7%
Inflation Rate	8–9%
Government Debt	~32% of GDP
Fiscal Deficit	~4.6% of GDP
Current Account Balance	–1.5% of GDP
Tax-to-GDP Ratio	Below 7%
FX Reserves (2026)	~USD 34.65 billion
Remittances (FY2024-25)	>USD 30 billion
Sources: IMF (2025-26), World Bank (2025-26), Bangladesh Bank (2026).	

Figure 2: Bangladesh's Macroeconomic Indicators: 2010-2024



Source: IMF, World Bank, Bangladesh Bank

Figure-2 shows that while Bangladesh's economy remains resilient, global geo-economic shocks have increased inflation, weakened external balances, and put pressure on foreign exchange reserves.

Transmission Channels to Bangladesh

Global geo-economic shocks affect Bangladesh through eight interconnected channels:

- Export Market Concentration.
- Energy Prices and Fuel Availability.
- Import and Industrial Inputs.
- Remittance and Overseas Labour Markets.
- Foreign Exchange Reserves and Balance of Payments.
- Maritime Routes and Shipping Costs.
- Technology Access and Digital Infrastructure.
- Development Finance and Debt Exposure.

Key Findings of Five Syndicate Seminars

NDC's regional syndicate studies revealed that:

- **Syndicate 1** highlighted that the Middle East remains central to energy and remittance security.
- **Syndicate 2** underscores that China remains Bangladesh's largest trading partner, but bilateral trade is highly imbalanced, generating a substantial deficit. Russia's engagement is centred on strategic energy cooperation through the Rooppur Nuclear Power Plant.
- **Syndicate 3** concluded that although ASEAN economies like Indonesia, Singapore and Malaysia are Bangladesh's major import source whereas the export is very negligible except remittance from Malaysia and Singapore.
- **Syndicate 4** founded that The US and EU absorb more than two-thirds of Bangladesh's exports. LDC graduation may lead to the loss of preferential market access, particularly under the EU's EBA scheme.
- **Syndicate 5** underscores that Bangladesh-Africa trade remains limited, but growing opportunities exist in pharmaceuticals, ICT, agro-processing, and economic diplomacy through peacekeeping networks.

Major Vulnerabilities

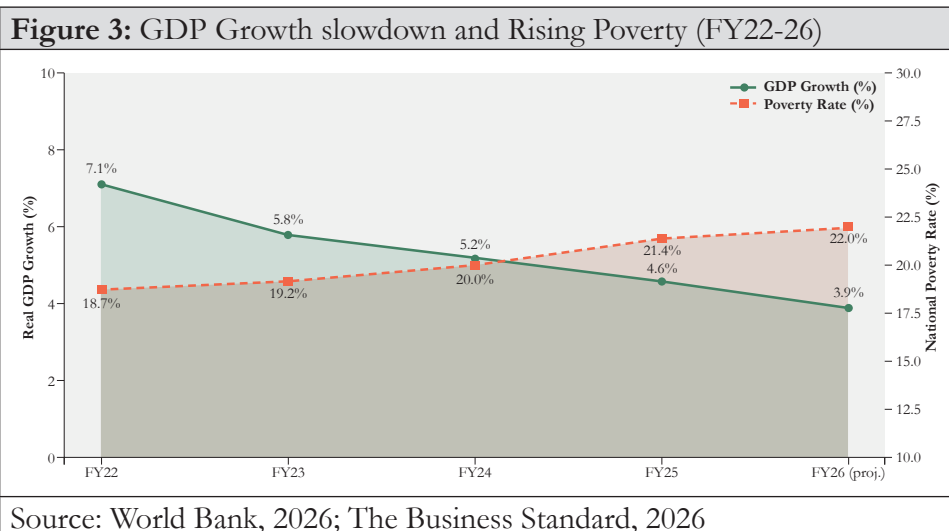
The five regional studies reveal five recurring vulnerabilities: export concentration, energy dependence, remittance exposure, limited productive capacity, and weak technological capability. These vulnerabilities collectively shape Bangladesh's geo-economic risk profile. These vulnerabilities and policy responses are examined further in subsequent paragraph.

Bangladesh's Strategic Vulnerabilities

Introduction

Now moves from this global and regional picture to examine how these pressures translate into Bangladesh's internal weaknesses.

Bangladesh's GDP growth is projected to slow to 3.9 per cent in FY26, down from earlier projections of 4.6 per cent, whilst inflation remains elevated at approximately 8.5 per cent. Poverty has also risen sharply, with the national poverty rate increasing from 18.7 per cent in 2022 to 21.4 per cent in 2025, adding approximately 1.4 million people to the ranks of the poor.

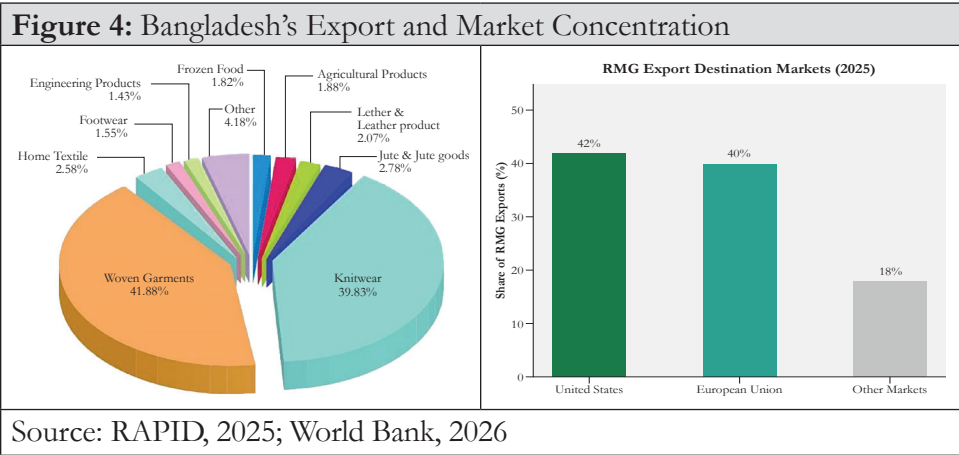


These figures show that our economy is under pressure, and our resilience is weakening.

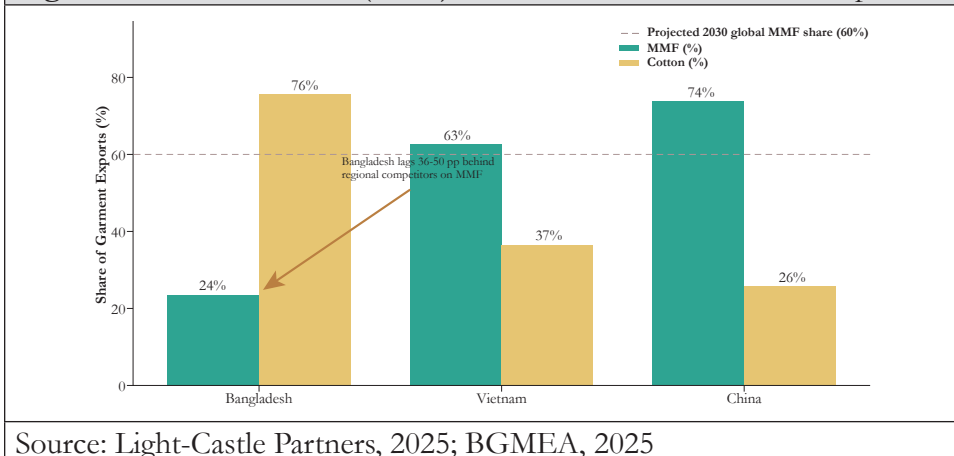
Vulnerabilities

Export and Market Concentration

Ready-made garments (RMG) account for approximately 84 per cent of total merchandise exports, leaving the economy acutely exposed to sector-specific and destination-market shocks. The United States and the European Union collectively absorb more than 80 per cent of RMG exports, creating a bilateral dependency that constitutes a strategic constraint.



Within RMG, there is also a composition problem. Bangladesh currently exports approximately 24 per cent of its garments in man-made fibre (MMF) categories, compared with 74 per cent for China and 63 per cent for Vietnam.

Figure 5: Man-Made Fibre (MMF) vs Cotton Share in Garment Exports

Global garment exports are projected to reach USD 1,121 billion by 2030, with 60 per cent expected to be MMF-based. The European Union's Eco-design for Sustainable Products Regulation requires recycled content and recyclability standards that MMF products satisfy more readily than virgin cotton likely to be effective soon. Vietnam has secured an EU Free Trade Agreement (FTA); Bangladesh has not.

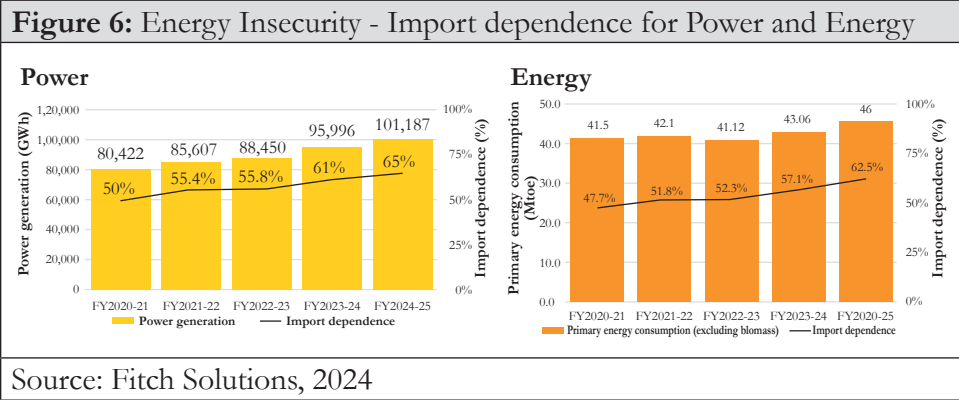
Whilst Bangladesh's 230-plus LEED-certified factories provide manufacturing credibility, the absence of MMF product capability and backward linkage infrastructure means that post-LDC graduation will produce a competitive disadvantage. For example, Bangladesh would face a 12% tax on its export after LDC graduation, whereas Vietnam's tax on her export had already

reduced to zero. India is also on the verge of signing an FTA with EU in the beginning of 2027 resulting a similar severe competition for market access. This combination of export and product concentration amplifies the macroeconomic impact of external demand and trade-policy shocks.

Energy Insecurity

Energy insecurity is a central geo-economic vulnerability because Bangladesh's growth model is energy-intensive yet increasingly import-dependent. Recent

analysis indicates that domestic gas production is declining whilst reliance on imported liquefied natural gas (LNG) is expected to rise substantially, making the economy more exposed to global price volatility and supply disruptions.



The World Bank’s 2026 update stresses that the ongoing Middle East conflict could significantly increase energy import costs, widen the current account deficit, and intensify inflationary pressures (World Bank, 2026; World Bank, 2026b).

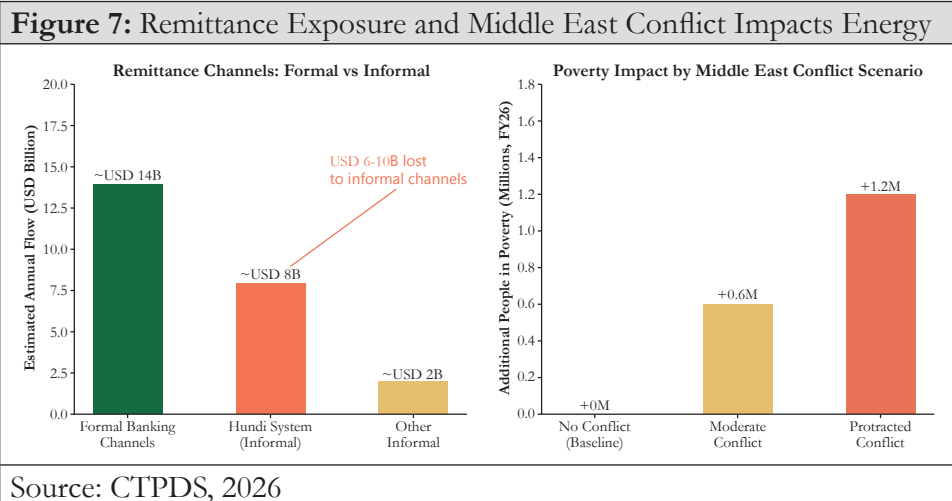
In addition, the country’s capacity payments to idle power plants reached Tk 26,000 crore in FY25, putting further pressure on the budget. The power sector’s financial losses exceeded Tk 43,000 crore in FY25 due to high import costs and low tariff adjustments.

The vulnerability is not purely financial. Energy insecurity is also strategic: an unreliable, expensive energy supply undermines the industrial base and sends negative signals to prospective investors. Reliance on imported LNG, without adequate domestic exploration or meaningful renewable alternatives, has locked the country into an import-dependency trap.

Remittance and Labour-Market Exposure

Remittances play a critical stabilising role in Bangladesh’s external accounts and rural livelihoods. The World Bank notes that whilst remittances were strong in FY25 and the first half of FY26, they remain vulnerable to regional labour-market and policy developments beyond Dhaka’s control (World Bank, 2026; World Bank, 2026b). The hundi system channels an estimated USD 6–10

billion annually outside formal banking channels, depriving the exchequer of tax revenue and exposing migrants to fraud.



Most Bangladeshi migrant workers are in low skill, low wage jobs, which are vulnerable to layoffs, nationalisation policies, and automation. UNDP estimates that up to 8.8 million people in the Asia Pacific region could fall into poverty due to Middle East related shocks. Bangladesh also faces a growing reputational challenge. This, together with lack of international certification on vocational skills, language efficiency and quality education reduce access to higher skill sectors and increases migration costs. This reputational and skill issue are locking Bangladesh into a “low skill, low wage migration cycle”

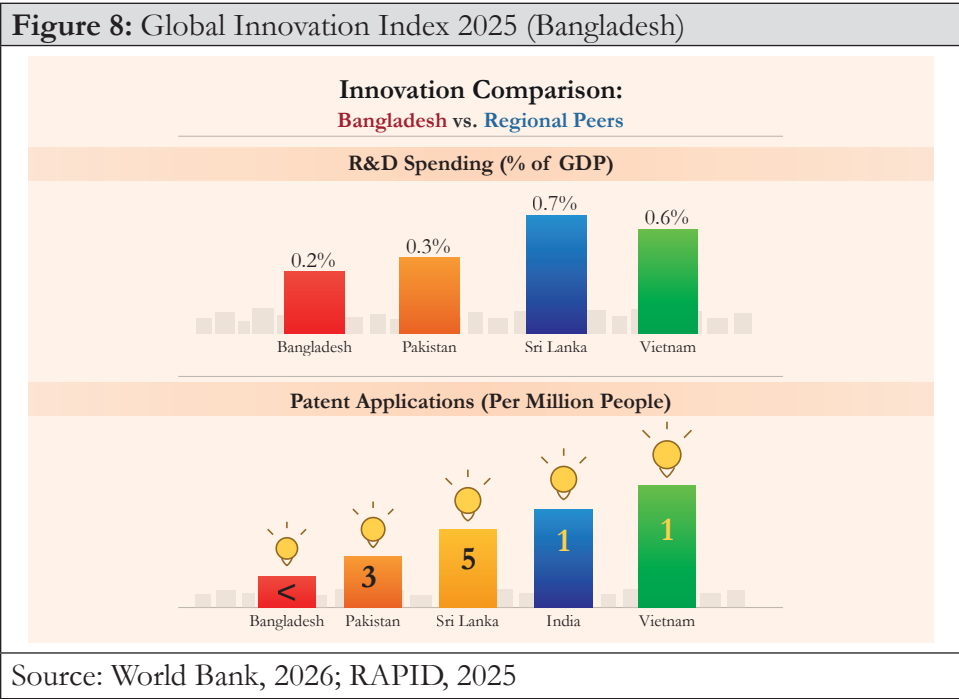
Limited Domestic Productive Capacity

Bangladesh’s large and youthful population is sometimes cited as a natural buffer that insulates the economy from external shocks through domestic demand. The core problem is a deep import dependence for intermediate inputs, capital machinery, and active ingredients across key industries. Pharmaceuticals rely on imported active ingredients; RMG depends on imported fabric and accessories; light engineering draws heavily on foreign components. This import dependency constrains economic autonomy and perpetuates vulnerability to supply disruptions and currency depreciation.

In addition, manufacturing is dominated by one cluster—that is RMG. Agriculture and informal services still absorb a large share of the workforce but with low productivity. Weak SME finance, limited technology adoption, and fragmented supply chains prevent domestic industries from achieving the scale needed to substitute imports meaningfully or absorb labour released by export shocks.

Weak Technological and Innovation Capability

Recent reports underline that Bangladesh lags regional peers on multiple indicators of technological and innovation capability, including R&D spending as a share of GDP, patenting activity, and firm-level innovation adoption. Digital connectivity has improved, but broadband quality and digital public infrastructure (DPI) remain limited.



From a geo-economic perspective, weak innovation capacity reduces the ability to leverage new opportunities created by global reconfiguration of supply chains, such as near-shoring, friend-shoring, and the growth of services trade (The Diplomat, 2026). It also constrains the scope for industrial upgrading

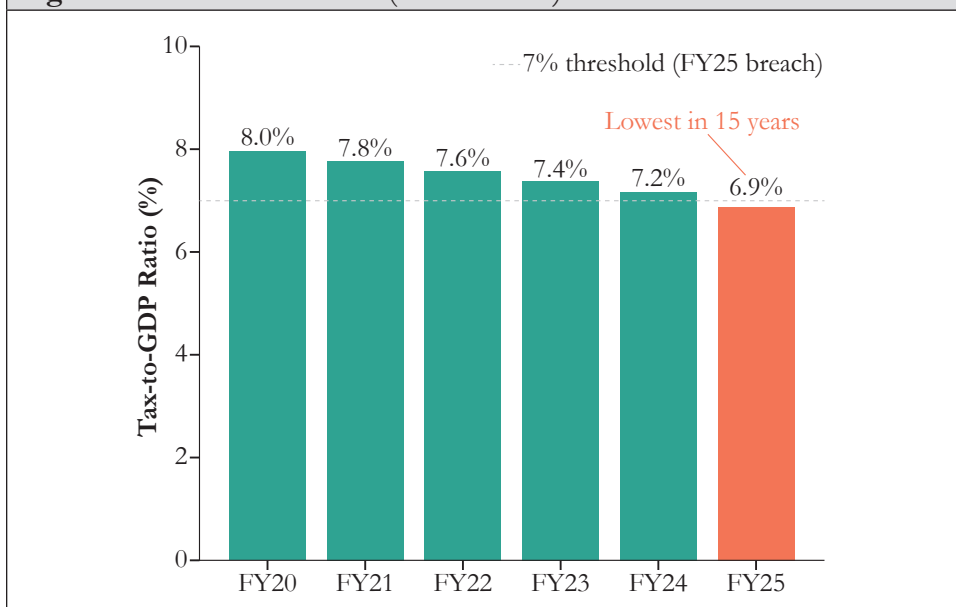
within RMG, including MMF-based product development, advanced design, and branding. This reduces our competitiveness in a volatile and rapidly changing global environments (RAPID, 2025).

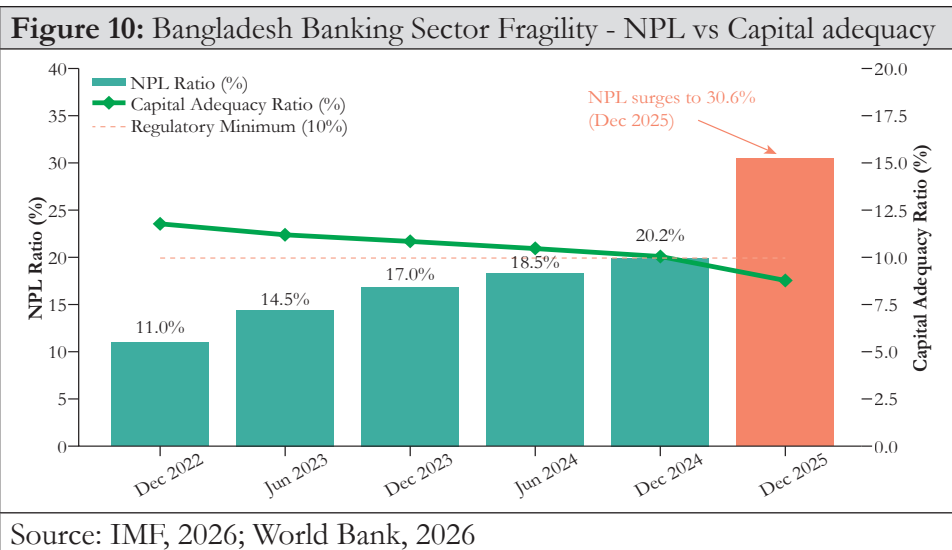
Institutional and Governance Constraints

The tax to GDP ratio below 7 per cent severely limits Government's fiscal space. Public financial management and investment execution remain weak. Even when funds are available, they do not always translate into high quality infrastructure. This calls for the NBR to increase their reach and collection

In the Banking sector, the NPL ratio increased from 20.2 per cent in 2024 to 30.6 per cent becoming one of the highest in the world in 2025. Capital adequacy which is now -2.64%, has fallen below regulatory minimums (12.5%).

Figure 9: Tax-to-GDP Ratio (FY20-FY 25)

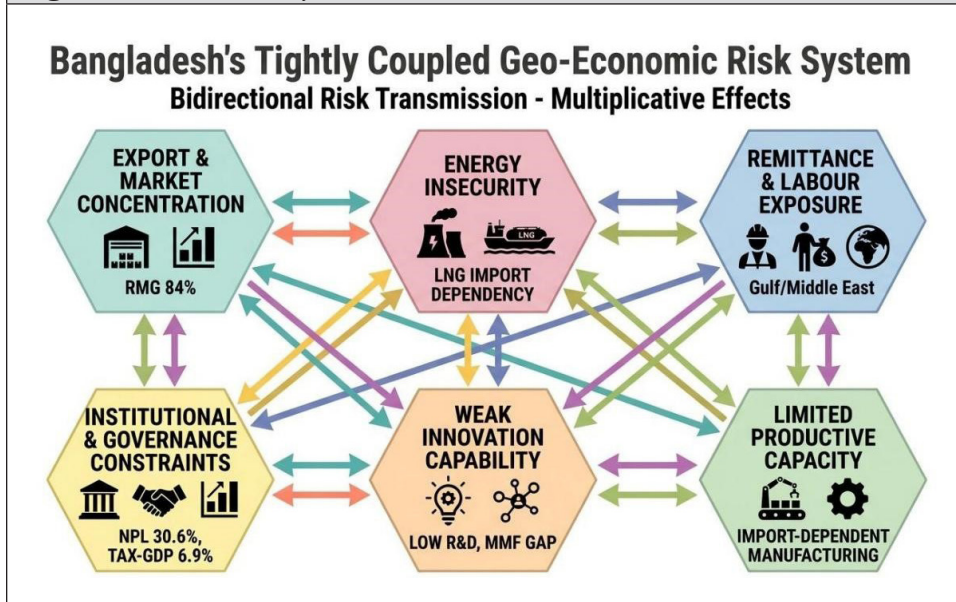




These problems reflect deeper governance failures—poor credit discipline, political interference, and weak supervision—and they feed back into the real economy by constraining credit to productive sectors and increasing systemic risk. The business environment also suffers from red tapism, slow approvals, and bureaucratic inertia too. The UNCTAD World Investment Report (2023) similarly notes that policy unpredictability and administrative bottlenecks limit Bangladesh’s ability to attract diversified FDI.

Vulnerability Interactions

These five vulnerabilities do not operate in isolation; they reinforce one another. Export dependence and energy insecurity interact through production costs and foreign exchange constraints. Remittance shocks compress household consumption and erode foreign reserves, while stronger domestic capacity could absorb returnee labour and reduce structural dependence on overseas employment. Energy insecurity undermines industrial competitiveness, deterring the foreign investment that could otherwise help restructure the export base. A simultaneous deterioration in exports and remittances, a plausible scenario during a global recession or prolonged Gulf conflict, would severely pressure currency stability and reserve adequacy, while weak domestic capacity and innovations leave few mechanisms to compensate.

Figure 11: Vulnerability Interactions

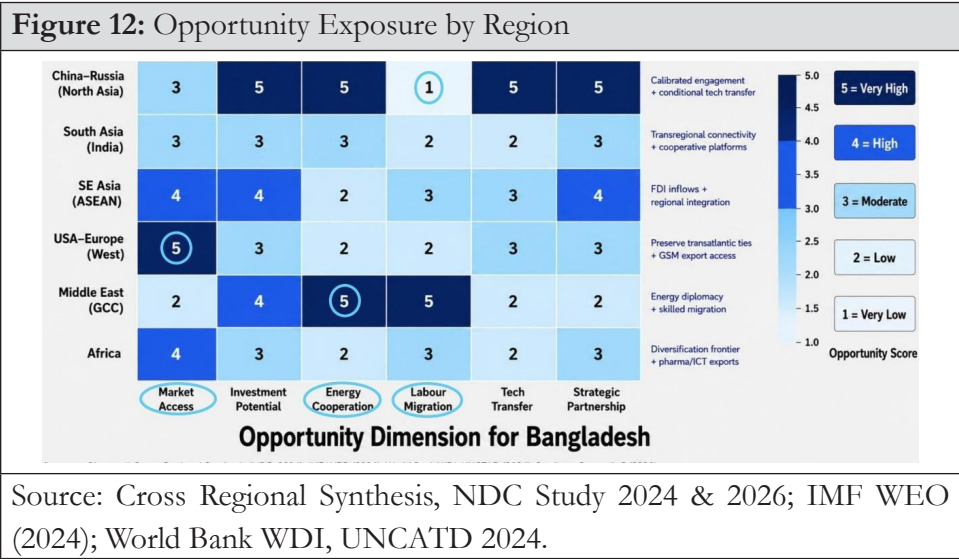
Bangladesh's five core vulnerabilities: export dependence, energy insecurity, remittance exposure, weak domestic market capacity and weak innovation and technology, are individually serious and collectively systemic. In the language of systems risk, these vulnerabilities are multiplicative rather than additive: shocks in one domain quickly transmit to others, and constrained policy space makes it difficult to break negative feedback loops. The Vulnerability Resilience Analysis conducted in this chapter demonstrates that resilience is constrained at each point by structural concentration, import dependence, skill gaps, and underutilised domestic demand.

Strategic Resilience Framework for Bangladesh

Purpose of the Framework

This chapter deals with the core concept of the paper meaning the Strategic Resilience Framework (SRF) for Bangladesh. This SRF considered the previously discussed geo-economic analysis and vulnerability assessment, and combined them into a focused, integrated, straight forward and actionable set of policy directions. The risk dimensions previously identified also opened

the windows and opportunity by region. Study team has identified a heatmap engagement map shown below:



Note: Scores are indicative and based on relative opportunity exposure within each region (1=Very Low, 5=Very High) across six opportunity dimensions.

The prospective SRF may be seen as an Architecture of Mutual Interdependence where the lever on the left interplays with the CCE on the right. Five main levers are Export and Market Diversification, Energy and Resource Security, Remittance and Human Capital Resilience, Domestic Productive Capacity, and Technological and Innovation Capability. They define Bangladesh’s policy dimensions for adaptability and competitiveness. These six cross cutting enablers makes the foundation.

Levers give leverage to overcome vulnerability and again the Cross-Cutting Enablers support the levers for effective and efficient operation to achieve integrated outcomes. Outcomes are economic stability, competitive growth, sustainable development, and adaptive capacity which collectively define the nation’s resilience performance.

Conceptual Framework

The conceptual framework is shown below:

Figure 13: Conceptual Framework



Lever 1 - Export and Market Diversification

Purpose. Reduce reliance on very limited products and on very narrow markets, especially the dependence on RMG exports to Western countries.

Policy Direction. The immediate focus is to preserve continued access to the EU market by fast-tracking GSP+ qualification or negotiating FTAs. At the same time, Bangladesh should strongly pursue a Product-Market Diversification Strategy in different competitive non-RMG sectors like on pharmaceuticals technical textiles, agro-processing, ICT and digital services, leather goods, ceramics, light engineering, and shipbuilding etc (Syndicate 5, 2026; Syndicate 2, 2026).

Lever 2 - Energy and Resource Security

Purpose. Reduce Bangladesh's vulnerability to fuel-price fluctuations, supply disruptions, and strategic pressures through global energy chokepoints.

Policy Direction. Accelerate offshore gas exploration in the Bay of Bengal through international bidding. Expand LNG storage capacity and diversify LNG suppliers beyond the Middle East to include Australia, the United States, Mozambique, Nigeria and other relevant countries (Syndicate 5, 2026; Syndicate 1, 2026). The Rooppur Nuclear Power Plant should be considered as a strategic energy asset (Syndicate 2, 2026). To meet the renewable energy target of 40% by 2041, Bangladesh should invest in large-scale solar projects.

Lever 3 - Remittance and Human-Capital Resilience

Purpose. Shift from volume-based, low-skilled migration to value-based, skill-diverse migration reducing vulnerability to Gulf labor nationalization policies and all sorts of automation. Bangladesh will also need to work on to repair the branding issue created by historical illegal migration.

Policy Direction. Comprehensive 'TVET' reforms are universally important that should produce workers competitive in Gulf technology sectors, European care industries, East Asian manufacturing, and maritime labour markets (Syndicate 1, 2026; Syndicate 4, 2026). Introduce digital remittance systems to replace or eradicate, as appropriate, informal hundi channels.

Lever 4 - Domestic Productive Capacity and Market Depth

Purpose. Strengthen ability of Bangladesh to withstand economic shocks by developing local production capacity (including dedicated economic zones/ areas) reducing reliance on single-source imports, and expanding the domestic market itself.

Policy Direction. Bangladesh Export Processing Zone (BEPZ), Bangladesh Economic Zone (BEZ) and Special Economic Zone (SEZ) reforms should be implemented by transforming current assembly platforms into centers for technology transfer. The Textile sector should develop backward linkages by producing domestic yarn, fabric, and chemicals. This initiative should target to gradually reduce import content in RMG exports by 40–50%. In the highly promising pharmaceutical sector, measures should be taken to increase API production through public-private investments.

Lever 5 - Technological and Innovation Capability

Purpose. Strengthen productivity, competitiveness, and strategic autonomy through increased investment in R&D, arranging technology transfer, and building an innovation ecosystem.

Policy Direction. Increase in R&D investment from the current 0.3–0.5% of GDP to 1.5–2% in the medium term. All major FDI and infrastructure agreements include mandatory technology transfer, workforce training to develop human capital (Syndicate 2, 2026).

Cross-Cutting Enablers (CCE)

Strategic levers depend on a set of CCEs for their effective operation, which are appended below:

Table 3: Tabular presentation of cross-cutting enablers			
CCE	Strategic Role	Key Actions	Concerned Institutions
Financial Stability	Maintain macroeconomic stability	Diversify foreign reserves, strengthen fiscal and monetary discipline, expand the sovereign wealth fund, etc.	MoF
Connectivity and Infrastructure	Reduce transportation costs and enhance price competitiveness	Implement National Port Strategy (sea, land, and air), expand SEZs, and digitalize customs	PMO, MoS, MoF

Table 3: Tabular presentation of cross-cutting enablers			
CCE	Strategic Role	Key Actions	Concerned Institutions
Human Capital Development	Build a globally competitive and resilient workforce	Reform TVET, expand higher education quality, promote STEM and digital skills, strengthen language training, incentivize returnee reintegration, align skills with global demand (care economy, maritime, ICT)	MoE, MoEWO
Energy and Climate Governance	Ensure sustainable energy security and climate resilience	Diversify energy mix (gas, LNG, renewables), expand storage and efficiency, climate adaptation projects, implement Paris Agreement commitments, establish carbon trading mechanisms, and regional power trade.	MoPEMR, MoEFCC
Economic Diplomacy	Balance relations among major global powers	Pursue FTAs with EU, Japan, India, ASEAN, GCC; maintain non-alignment	MoC, MoFA
Governance and Foresight	Ensure policy coherence and anticipate shocks and shape policy to overcome	Integrate investment bodies under one-stop service; promote good governance. Establish national foresight center and crisis simulation unit	PMO, CD

Strategic Resilience Framework Matrix

The SRF Matrix connects Bangladesh's key vulnerabilities to resilience levers, policy actions, responsible lead institutions, and prospective timelines showing in table 4.

Table 4: Strategic Resilience Framework Matrix				
Vulnerability	Resilience Lever	Policy Response	Concerned Institution	Time Frame
Export concentration	Export and Market Diversification	Product-market strategy; FTAs; GSP+, CEPA, EPA	MoC, PMO, MoFA	Short–Medium
Energy insecurity	Energy and Resource Security	Exploration of Offshore gas; enhance LNG storage; increase storage facilities for liquid hydrocarbons; promote renewable energy like solar; ensure optimal utilization of nuclear power (SMR); regional power trade; and improve the distribution grid.	MoPEMR, MoST	Short–Long
Remittance exposure	Remittance and Human-capital resilience	Reform and promote TVET; sensitizing citizens to invest in human capital, integrating global & local alliances for international certification; digital remittance; returnee reintegration.	MoE, MoEOW	Short–Medium

Table 4: Strategic Resilience Framework Matrix				
Vulnerability	Resilience Lever	Policy Response	Concerned Institution	Time Frame
Weak domestic capacity	Domestic Productive Capacity and Market Depth	SEZ reform; backward linkages; API production; agro-processing; SME upgrading	PMO, MoI, MoC	Medium
Technology gap	Technological and Innovation Capability	Research and Development; investment; tech transfer clauses; AI; cybersecurity; university-industry links	PMO, ICT Division, UGC	Medium–Long

Scenario Application

The Strategic Resilience Framework is evaluated the SRF against a stress-test horizon, simulating five global disruptions as follows:

Export Market Disruption. Post-2029, facing full EU tariffs without GSP+ and shrinking US market access, a legacy policy model would devastate the RMG industry. Under the SRF, export and market diversification targets ASEAN, Gulf, African pharma, and Chinese DFQF markets, while Lever 4 absorbs employment shocks and Governance and Foresight enablers deploy for new trade agreements.

Energy Price Shock (> USD 30/barrel). If petroleum spikes by more than 30 dollars a barrel due to conflict in the Middle East, Lever 2 activates strategic petroleum reserves and diversifies LNG procurement, while Lever 3 protects returning citizens from Gulf labor shocks, and the Financial Stability enabler safeguards the budget

Remittance Decline (>15%). Lever 3 (Human-Capital Resilience) activates skilled skill-based migration to Japan, South Korea, and Europe. Digital remittance channels are expanded to formalize informal flows. Lever 4 absorbs returning workers through SME and agro-processing expansion.

Import Dependency Shock. Final stress test addresses out Import Dependency on China for raw materials and heavy machinery. Lever 4 accelerates local production of yarn, fabric, and APIs to substitute imports, Lever 5 sources advanced machinery from alternative networks, and Lever 1 secures raw components from Southeast Asia and India to sustain manufacturing.

Final Remarks

Good governance is essential for effective and efficient SRF implementation. Clearly defined roles, a transparent decision-making process, coordinated oversight, and accountability ensure levers function properly.

Conclusion and Recommendations

This study sets out to answer a fundamental question: How can Bangladesh build strategic economic resilience against geo-economic uncertainty through an integrated national resilience framework?

Key finding of this study is Bangladesh's exposure to external shocks through multiple transmission channels. The study revealed that export concentration, energy dependence, remittance exposure, limited domestic productive capacity, technological weakness, LDC graduation and institutional limitations form an interconnected system of vulnerabilities. Subsequently it developed a Strategic Resilience Framework (SRF) built around five resilience levers namely Export and Market Diversification, Energy and Resource Security, Remittance and Human Capital Resilience, Domestic Productive Capacity, and Technological and Innovation Capability and six supporting cross-cutting enablers.

Building on these findings, this chapter synthesizes the conclusions, identifies the new understanding generated by the research, mentions its limitations, and

presents actionable policy recommendations for strengthening Bangladesh's economic resilience.

Concluding Remarks

The study concludes that Bangladesh's dependencies increase the impacts of global uncertainty on our economy and reduce policy flexibility during crises.

The evidence further shows that Bangladesh's vulnerabilities reinforce one another which are systemic rather than sectoral. Therefore, only policy interventions are unlikely to generate durable resilience. Future economic security shall depend on Bangladesh's ability to unlock its potentials through diversifying its export basket, strengthening domestic productivity, transforming human capital, securing energy supplies, and improving technological capability simultaneously.

The central finding of this research is that Bangladesh must move from a model of dependence-based growth to one of resilience-based growth. Strategic resilience does not mean economic isolation rather fostering diverse interdependence, where no single market, energy source, technology provider, labour destination, or geopolitical partner can significantly disrupt national growth.

New Comprehensions from the Study

This research contributes new understanding in four important areas. First, it integrates the findings of five separate regional studies (NDC seminar phase -1) collated into a single national analytical framework. Second, it demonstrates that Bangladesh's geo-economic vulnerabilities are interconnected and should be treated as a system of risks rather than isolated challenges. Third, it develops an innovative Strategic Resilience Framework (SRF). Finally, the study identifies the concept of Strategic Economic Resilience which links economic security, competitiveness, and strategic hedging within a single national framework.

Recommendations: Unlocking Potentials, Rather Fixing Constraints

The study aligns the Strategic Goals with Policy Action Lines (PACT) in a Framework, which provides a practical roadmap for Bangladesh from 2026 to 2041 grouped in short, medium and long-term period. The roadmap is organised into three overlapping action pillars.

PACT 1 is Secure; it focuses on protecting the economy by strengthening institutions, ensuring energy security, improving logistics, and reducing vulnerability to external shocks. PACT 2 is Enable; which concentrates on building national capability. It promotes tech and vocational education training (TVET) and STEM education, migration governance, quality production and industrial upgrading to support long-term growth. P-ACT 3 is Explore; it aims to unlock future opportunities through the blue economy, offshore resources, R&D, innovation and advanced manufacturing. Throughout this time travel, good governance, low inflation, and financial discipline remain essential conditions for success. A comprehensive strategic roadmap to making ‘Vision 2041 a reality one’ can be explained in graph 1.

Graph 1: Bangladesh Vision 2041: The P-ACT Strategic Roadmap for National Transformation

P-ACT Pillars	Strengthen & Stabilize 2026–2028	Transform & Diversify 2029–2033	Lead & Compete 2034–2041	VISION 2041
	Phase: Strengthen & Stabilize	Phase: Transform & Diversify	Phase: Lead & Compete	
 PACT 1: SECURE Focuses on macroeconomic stability, energy security, trade access, and institutional resilience to protect the nation from external shocks.	101: Institutional Reform 2 Renewable Energy 3 Digital Product Passports 4 FTA readiness 5 Port/Logistics reform	201: Achieving the Energy Diversification Threshold, inflation control, and upgrading remittance resilience	301: Establishing a world-class logistics corridor, trade security, and a macro-resilience anchor	By 2041, Bangladesh will be a high-income, shock-resilient economy that delivers prosperity through sound governance and macro-financial stability.
 PACT 2: ENABLE Aims to build human capital, deepen capital markets, and enhance productivity through education reform and industrial upgrading.	102: Migration Governance 2 TVET & 3rd Language training 3 STEM Education 4 MMF textile base establishment	202: Expanding the skilled workforce, aligning export skills, and creating a high-value industrial base	302: Developing a globally competitive workforce, deep capital markets, and a resilient migration system	PACT 1: SECURE → Stabilize economy, secure energy & trade, reduce external shocks. PACT 2: ENABLE → Build human capital, deepen markets, enhance productivity.
 PACT 3: EXPLORE Targets future growth by unlocking innovation, strategic resources (like the Blue Economy), and advanced manufacturing leadership.	103: Blue Economy mapping 2 RD&D seed funding 3 Pharma Tech 4 Innovation cluster pilots	203: Commercializing resources, moving RD&D to industry pipelines, establishing green-blue finance	303: Achieving advanced manufacturing leadership and securing strategic innovation-led exports	PACT 3: EXPLORE → Unlock innovation, resources, and future industries.
RIDER CLAUSE: THE FOUNDATION OF REFORM Ongoing progress requires maintaining good governance, NPL (Non-Performing Loans) below 15%, and an inflation rate lower than 5%.				

Short-Term Priorities (2026–2028)

Strengthen National Governance and Economic Resilience Mechanisms

The first priority should be strengthening governance and institutional coordination. Bangladesh should establish a National Geo-Economic Resilience Council (NGRC) under the Prime Minister's Office to monitor global economic developments, assess risks, economic diplomacy and coordinate national responses.

Targeted institutional reform must be treated as a national strategic priority. Therefore, comprehensive reforms should focus on key institutions in revenue administration, banking and finance, energy management, port operations, and education administration. Strengthening good governance, transparency, accountability, and the rule of law across these sectors will improve policy implementation, enhance public trust, attract investment.

Launch an Export Survival Mission Addressing LDC Graduation

With LDC graduation approaching, Bangladesh should fast-track FTAs and CEPAs with EU, UK, ASEAN, GCC countries, South Korea, and selected African economies. The compliance support for EU sustainability standards and digital product passport requirements must become a national priority.

Medium-Term Priorities (2028–2033): Transform and Diversify

Develop Human Capital Through STEM Education and Skills Transformation

The key source of resilience in Bangladesh is the industrious and innovation-minded attitude of the people. The future competitiveness of Bangladesh will depend on the quality of its human resources which is also essential

for addressing the skill gap by 2030. Therefore, a national STEM (Science, Technology, Engineering and Mathematics) Education Initiative should be introduced immediately from secondary school level. Scholarships, research grants, innovation competitions, and industry-linked training programmes should be expanded in AI, robotics, data science, renewable energy, and advanced manufacturing.

In addition to Bangla and English, a third foreign language should be introduced at the secondary level to enhance international employability and global competitiveness. Simultaneously, strict measures must be taken to curb illegal migration and strengthen compliance with international migration regulations.

Transform the Export Through Diversification and MMF-Based RMG Production

Bangladesh must reduce excessive dependence on traditional RMG exports and limited number of export markets. While the garment sector will remain important, the country should accelerate the transition towards MMF based garments, technical textiles, recycled textiles, and sustainable apparel products to remain competitive after LDC graduation. At the same time, export diversification should focus on pharmaceuticals, leather goods, ICT services, agro-processing, shipbuilding, ceramic and light engineering products.

Accelerate Renewable Energy and Energy Security Programmes

Energy insecurity remains one of Bangladesh's most significant vulnerabilities. Solar energy should be expanded in households, industries, educational institutions, economic zones, and government facilities through tax incentives, low-interest loans, and net-metering systems. Industries should be encouraged to install rooftop solar systems and develop renewable energy clusters. Alongside renewable energy, Bangladesh should continue offshore gas exploration, LNG diversification and effective utilization of nuclear energy. POL reserve capacity and refining capacity also should be increased to double.

Long-Term Priorities (2028–2041): Lead and Compete

Strengthen Domestic Production, Innovation, and Technological Capability (2028–2041)

To reduce dependence on imported technology, industrial inputs, and foreign expertise, Special Economic Zones should be transformed into innovation and manufacturing hubs where industries, universities, research institutions, and entrepreneurs work together. RD&D expenditure should gradually increase to at least 1% of GDP by 2041, while support should be provided for potential startups, SMEs, and high-value manufacturing industries.

Major foreign investment projects (FDI) should include technology transfer requirements, workforce training, and local supplier development programmes. Special attention should be given to, active pharmaceutical ingredients (API), leather processing, electronics, ITC, and renewable energy technologies.

Position Bangladesh as a Regional Economic and Connectivity Hub

Taking advantage of the strategic crossroad, Bangladesh's investments should focus on modernising ports, logistics infrastructure, rail and waterways, and economic corridors.

The country should deepen economic engagement with regional entities while ensuring balanced and strong relationship with major global powers. Economic diplomacy should become a driver of national development.

By transforming its geographic location into an economic advantage, Bangladesh can become a major trade, logistics, manufacturing, and services hub in the Bay of Bengal region.

Concluding Policy Message

Bangladesh cannot eliminate global shocks and uncertainties, but it can unlock its potentials to build the capacity, withstand uncertainty and advance from

here. If implemented effectively, these measures are expected to strengthen Bangladesh's economic security, improve competitiveness, reduce strategic vulnerabilities, and support the national vision of becoming a developed and resilient nation.

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Rapporteur Reports

Ist Part: Rapporteur Reports on the Keynote Paper [Brigadier General Arman]

Topic: Navigating Geo-Economic Uncertainty in the Rapidly Changing Geopolitical Context: Options for Bangladesh

Venue: National Defence College, Bangladesh (18 June 2026)

These documents detail a comprehensive research initiative by the National Defense College (NDC) designed to evaluate the impacts of a shifting geo-economic landscape on Bangladesh's national security and growth. The primary seminar paper identifies critical strategic vulnerabilities, including a heavy reliance on garment exports, energy import dependency, and a lack of technological innovation amidst intensifying global power competition. To address these issues, the research proposes a Strategic Resilience Framework (SRF) that synthesizes findings from multiple regional studies covering areas like the Middle East, Asia, and the West. Complementary administrative instructions outline the methodological structure and scheduling for the 2026 seminars, ensuring a rigorous academic approach to policy recommendation. Ultimately, the sources advocate for proactive economic recalibration to safeguard Bangladesh's autonomy as it nears its graduation from Least Developed Country status. As the core argument progressed, the seminar identified three core problems in Global Context.

Firstly, Power Shift. Global power is moving from military muscle to economic control over supply chains, capital, and technology.

Next, Fragmentation. US-China rivalry, the Middle East conflict, and Western sanctions are breaking down free global trade.

Finally, The Trilemma. Bangladesh is struggling to maintain growth, handle LDC graduation (2026), and avoid getting trapped in great-power rivalries.

The study revealed 5 Strategic Vulnerabilities of BD, namely Export Concentration, Energy Dependence, Remittance Risks, Weak Industrial Base, Low Innovation.

The team proposed Pragmatic Strategic Resilience Framework to survive external shocks. They are: Diversify Exports, Secure Energy, Upgrade Labor Skills, Build Local Industry, and Boost R&D Funding.

The Critical Enablers identified are:

Economic Diplomacy. Fast-track free trade deals with the EU, Japan, and India while maintaining strict geopolitical non-alignment.

Financial Discipline. Clean up banking failures, reduce non-performing loan, and prevent illegal money channels i.e. hundi.

The paper presented is practical and well-structured. It links clear vulnerabilities to concrete policy levers and timelines. The central message of this research is that Bangladesh must transition from a model of dependence-based growth to resilience-based growth.

Through global flashpoint analysis, it is highlighted that mere economic development cannot guarantee a nation's security or sovereignty, evidenced by the vulnerabilities exposed in GCC countries' defence collaborations amid the US-Israel-Iran conflict, despite their wealth and military agreements with Western powers. Moreover, the inadequacy of Bangladesh's recent defence budget for Armed Forces modernization raises concerns.

The paper addresses the risks of the Chinese loan trap, comparing the harsher terms of Chinese loans (4-6% over 10-15 years) with the more favourable terms from the World Bank and IMF (1-2% over 20-40 years). Bangladesh's financial obligations, such as the upcoming \$2.67 billion repayment for the Padma Bridge Railway Link Project, exemplify these risks amidst soaring national debt levels.

Economically, Bangladesh's consumption rate stands at 78% of GDP, compared to China's 56.5%. With Bangladesh's domestic investment at 28.5%

of GDP and China's at 40.6%, the former bridges its investment gap through foreign capital and remittances. The paper advocates channelling remittances into productive investments, lowering local manufacturing costs, and improving SME financing to strengthen domestic growth.

Moreover, the Bangladesh Standards and Testing Institution (BSTI) requires a significant overhaul to ensure national quality assurance, as it currently only covers a limited range of products.

The exploration of renewable energy, especially geothermal and wave energy, presents promising opportunities for Bangladesh, albeit with technical constraints, emphasizing the need for focus on these areas.

Lastly, a shift in foreign policy from multilateralism to strategic hedging is recommended, allowing Bangladesh to foster relationships with multiple global powers for economic and security benefits without binding military alliances. The competitive landscape for trade, energy, and technology is anticipated to continue evolving in the future.

2nd Part: Rapporteur Question & Answer Session with Summary Reports [Brigadier General Rafiq]

Second rapporteur summarized the question-and-answer session. Total 17 questions were asked mostly the discussion broadly focused five areas: the geo-economic landscape, Bangladesh's strategic vulnerabilities, the Strategic Resilience Framework, policy options and key recommendations.

Cluster 1: Macroeconomic Resilience, Trade, and Investment

- **Combatting Financial Drain.** Capital flight and Non-Performing Loans (NPLs) severely drain the economy. To counter this, regulators and the central bank must establish a strong deterrent message of constant surveillance. Furthermore, diminishing foreign reserves are heavily linked to trade mis invoicing; a central pricing database is needed to monitor commodity values and stabilize reserves.

- **Formalizing Remittances.** The informal “Hundi” system diverts \$6–10 billion because it offers zero paperwork, better exchange rates, and instant delivery. Formal banking channels must adopt these competitive features to substitute the illegal market effectively.
- **Overcoming FDI Barriers.** Unlike Vietnam, Bangladesh struggles to attract Foreign Direct Investment (FDI) due to a lack of single-window services, ready land, and uninterrupted energy. Establishing a one-stop service, realigning national logistics policies, and leveraging Special Economic Zones are critical for technology transfer and competitiveness.
- **Expanding Trade Horizons.** Export diversification is urgent. Bangladesh has openings to market pharmaceuticals and electronics in Africa. Meanwhile, expedited negotiations for Economic Partnership Agreements with countries like Singapore will support the goal of becoming a \$1 trillion economy by 2034, aided by the deferred LDC graduation timeline.

Cluster 2: Geopolitics, Strategic Autonomy, and External Vulnerabilities

- **External Shocks as Core Threats.** Because Bangladesh relies heavily on an export-oriented economy, its internal vulnerabilities are fundamentally intertwined with and driven by external geopolitical uncertainties.
- **Diplomatic Balancing.** Strategic state visits are prioritized to address distinct economic needs: Malaysia for labour market diversification, China for technology transfer and manufacturing infrastructure, and Russia for energy diversification.
- **Monitoring Global Shifts.** The government is actively watching geopolitical shifts, such as potential US-Iran treaties, to explore cheaper oil markets, though it is acknowledged that Iran’s logistical supply chains will take time to stabilize.
- **Military and Homeland Security.** While the resilience framework primarily focuses on economic and geopolitical shocks rather than direct

military threats, maintaining homeland security is recognized as a vital prerequisite for sustaining economic activities during crises.

Cluster 3: Energy Security and Innovation Frontiers

- **Scaling Renewable Investments.** The current 2% budget allocation for renewable energy represents preliminary feasibility studies. Funding will expand to 30–40% in coming years when actual investments are required, alongside private sector incentives and tax holidays for solar and electric vehicles.
- **Cost of Diversification.** Moving away from a sole reliance on cheap Middle Eastern energy is necessary to buffer against shocks. While this diversification will initially increase import bills and pressure inflation, it is a required step for long-term strategic resilience.
- **Targeting the Space Economy.** Establishing a “Blue Sky” aviation manufacturing economy is unfeasible because Bangladesh lacks necessary minerals like aluminium and iron. Instead, the country is focusing on the highly profitable, non-militarized space communication sector as its next innovation frontier.

Cluster 4: Human Capital and the Future of Labour Migration

- **Bypassing Unskilled Labor Risks.** As Gulf countries begin restricting unskilled labour, Bangladesh is executing a massive educational overhaul. Through 750 institutions, the government is focusing on technical, vocational, and postgraduate diplomas to produce a highly skilled workforce ready for diverse international markets by 2029.
- **Language Integration.** To increase the global competitiveness of its migrant workforce, target-country third-language skills are actively being incorporated into technical and vocational training enhancements.

Cluster 5: Governance, Domestic Security, and Framework Feasibility

- **Governance as a Stabilizer.** Good governance is viewed as the ultimate tool to check inflation, ensure food security, and maintain internal stability. Establishing an accountable environment must begin at the top levels of government to set a precedent.
- **Limitations of the Framework.** The presented Strategic Resilience Framework serves primarily as a policy direction. Its main weaknesses include a lack of quantitative analysis, strict prioritization, and the absence of a concrete implementation structure coordinating across various ministries.

Alternative Perspective, and their Prospects, few participants also argued about the prospects of the blue economy, space management etc. A participant also pointed on the long practice of inefficiently, mismanaged projects that cost heavily on the public money and none have pushed strong recommendations with actionable plans. The Chairman addressed the issue and argued that accountability at all levels could only solve the issues. However, HPM himself has set examples by good practices and there are high chances of expected change within the administration in coming days.

Summary of Findings

The seminar generated three main findings. First, Bangladesh's external exposure is now a strategic issue, not only an economic issue. Second, resilience must be built through integrated capability across exports, energy, remittances and domestic production. Third, strategic autonomy does not mean isolation. It means remaining globally connected while avoiding excessive dependence on any single market, supplier, labour destination, energy source or geopolitical partner.

Closing Remarks

In conclusion, the question-and-answer session showed that the Strategic Resilience Framework offers a practical way to move Bangladesh from shock

management to resilience building. It also meets the broader objective of the college seminar by encouraging informed discourse, strategic analysis and policy-oriented thinking on national economic security. The key takeaway is clear: Bangladesh cannot control global uncertainty, but it can reduce vulnerability through diversification, domestic capability, skilled human capital, institutional coordination and managed interdependence. This framework therefore provides a timely

pathway for protecting development gains and supporting Bangladesh's national aspiration toward 2031 and 2041.

2nd Session: Question & Answer and Comments by Panellists

Opening of the Session. The moderator invited group members to lead the session and took the first question.

Question 1: Military and Strategic Autonomy. Participant Air Commodore Ashraf (Bangladesh Air Force) thanked the speakers and noted that in an uncertain world, a strong, credible military is necessary for strategic autonomy. Pointing to global examples, he asked how the panel assesses the importance of building a deterrent military force for Bangladesh in support of the presented development pathway, observing that this element was missing from their framework.

Answer: Brigadier General Javed, a panellist responded that while military resource allocation is important, the seminar's problem statement focused on economic and geopolitical shocks rather than direct security threats. However, he noted that if the Strategic Resilience Framework (SRF) is implemented, homeland security will become a vital concern to maintain economic activity. Jaffar added that military development has already been addressed separately in the political party's pre-election manifesto.

Question 2: African Export Markets. Colonel James Muhumuza (Uganda) asked how Bangladesh plans to make its exports competitive in the African market-an economic battleground for global powers like the US, Russia, France, and China. Answer: Air Commodore Razzak acknowledged that

major powers are competing in Africa, but stated that Bangladesh already has openings and can successfully market products like pharmaceuticals, garments, and electronics there to generate new opportunities.

Question 3: Renewable Energy Budget. A participant from Sri Lanka pointed out a discrepancy: the government set a renewable energy target of 20% by 2030 and the panel suggested 40% by 2041, yet the current budget allocates only 2% to renewable energy and 98% to fossil fuels. He asked if these goals are realistic.

Answer: A panellist explained that renewable energy requires extensive pre-feasibility work before major investments are made; thus, the budget will increase to 30–40% in subsequent years when actual investment is needed. Another panellist added that private sectors are being encouraged to produce raw materials domestically, and the government is incentivizing individual solar power and electric vehicles (EVs) through tax holidays to reduce petroleum reliance.

Question 4: Non-Performing Loans (NPLs) and Capital Flight. A participant from Pakistan, Brigadier Mubassir shared a metaphor about his daughter running a “trade surplus” with him to discuss how capital flight and NPLs drain an economy. He asked who the responsible “father” in this equation is, and how Bangladesh can leverage control over it.

Answer: A panellist Director Shakil, BB answered that many who siphoned funds fled during the transition. To stop new actors from repeating this vicious cycle, the central bank and regulators must consistently convey a strong message that they are watching, serving as a deterrent.

Question 5: Language Training and Energy Import Diversification. A participant suggested coupling technical vocational training (TVET) with target-country language skills, and asked if diversifying energy imports away from the cheaper Middle East would be too costly.

Answer: A panellist confirmed that third-language skills are incorporated into TVET enhancements. Another panellist acknowledged that diversifying energy sources will initially increase import bills and pressure inflation, but relying

solely on a single source (like the Middle East) makes the country vulnerable to shocks. Managing this balance and buffering reserves are recommended.

Question 6: Attracting Foreign Direct Investment (FDI). Joint Secretary Sharifa asked why Vietnam successfully attracts FDI while Bangladesh struggles. Answer: Joint Secretary Anup explained that Vietnam benefits from ASEAN zero-tariff trade, RCEP supply chain access, uninterrupted energy, and special economic zones with ready land. Furthermore, Vietnam features a one-stop service where companies can be set up in 7 to 14 days. Another panellist added that a CPD policy paper recommended Bangladesh establish a similar single-window service, realign its national logistic policy, and lower the cost of doing business to attract investors.

Question 7: Trade Opportunities with Iran. A participant asked if Bangladesh could take advantage of cheaper oil from Iran if the US-Iran treaty is signed and sanctions are lifted.

Answer: A panellist noted this would be a new opening but cautioned that Iran has been out of the global market for decades, so supply and logistical chains will take time to stabilize. Relevant ministries are monitoring the situation to explore opportunities once the market opens.

Question 8: Food Security. A participant pointed out Bangladesh is losing garment export ground to Vietnam and asked why food security was omitted from the framework.

Answer: A panellist responded that good governance checks inflation, which naturally encompasses food inflation and internal stability. Another panellist added that vulnerabilities were prioritized, and because Bangladesh is currently quite sufficient in food security, it was not the main focus, though it remains a target for relevant ministries.

Question 9: Blue Sky Economy (Aviation). A participant (Air Commodore Maksud) asked if Bangladesh has missed the boat on globalization due to rising protectionism, and queried if a “Blue Sky Economy” (aviation sector) could be an economic frontier similar to China, Turkey, Malaysia, and Singapore.

Answer: A panellist explained that the aviation sector requires massive investments, deep backward linkage industries, and raw minerals (like iron and aluminium) that Bangladesh does not produce. Instead, they suggested focusing on space communication resilience, as Bangladesh is already operating in space and can generate revenue there without militarization.

Question 10: Middle East Labor Market Shifts. A participant raised concerns about Middle Eastern countries (like Kuwait) reviewing worker policies, noting Bangladesh receives \$30 billion in remittances primarily from 5 million unskilled workers in the Gulf.

Answer: Brigadier General Javed explained that the government and national universities are pushing postgraduate diplomas (PGD) and utilizing 750 institutions to upgrade labour skills. The strategy aims to produce skilled manpower ready for international markets by 2029, bypassing the vulnerability of unskilled labor.

Question 11: Weaknesses of the Strategic Framework. A participant asked what the biggest weakness of the presented framework is.

Answer: Commodore Bashar stated that the framework is mainly a policy direction. Its primary weaknesses are the lack of quantitative analysis, prioritization, and concrete implementation structures, which require further coordination and budget allocation across multiple organizations.

Question 12: Timeline Feasibility and Trade Agreements. Commodore Naim Rahman (Bangladesh Navy) pointed out that an economic partnership agreement with Japan took over 7 years to negotiate. He asked if the 2031 and 2041 targets are realistic, given these slow timelines and the requested deferral for LDC graduation.

Answer: A panellist stated that feasibility studies are complete, and Bangladesh is actively negotiating agreements with Singapore and EA to solve market diversification. The LDC graduation shift to 2029 actually provides more time to prepare for the government's target of becoming a \$1 trillion economy by 2034, ultimately supporting the 2041 goals.

Question 13: Geopolitical Diplomacy (Russia, China, Malaysia). Director General Nazmul, MOFA asked how upcoming high-level state visits to Russia, China, and Malaysia fit into the seminar's context.

Answer: Panellists explained that diplomacy and market sourcing are critical for economic diversification. Malaysia helps labour market diversification, China is vital for manufacturing infrastructure and tech transfer, and Russia is important for energy diversification (such as the Rooppur power plant).

Question 14: Good Governance and Accountability. A General from the Bangladesh Army asked if Bangladesh currently has the environment (independent media, checks and balances) to support the “good governance” condition mentioned in the framework.

Answer: A panellist stated that good governance must start from the top, citing recent examples of parliamentary transparency and top officials actively checking on absent doctors and workers, signalling a gradual shift toward accountability.

Question 15: Managing Foreign Reserves. Group Captain Peter Odesola (Nigeria) asked how the framework intends to balance external foreign reserves to navigate economic shocks.

Answer: Panellists explained the framework addresses banking reform and NPLs. They highlighted that reserve depletion heavily stems from trade mis invoicing (under- and over-invoicing). They recommended a central pricing database to monitor commodity values to stop this vicious cycle and bolster reserves.

Question 16: Internal vs. External Vulnerabilities. Brigadier General Mahmud argued that internal vulnerabilities-such as failing to explore offshore gas for a decade and keeping export baskets narrow-are a more central threat than external geopolitical uncertainties.

Answer: Panellists responded that because Bangladesh is heavily export-oriented, internal vulnerabilities are fundamentally driven by external shocks. They noted the framework's risk-opportunity matrix balances both internal production pillars and external factors.

Question 17: Hundi System (Informal Remittance). A participant (Brigadier General Alim) asked how government policies can be simplified to combat the informal “Hundi” remittance channels, which handle \$6–10 billion.

Answer: Joint Secretary Anup, a panellist explained that Hundi thrives because it offers better exchange rates, zero paperwork, and instant delivery. Since criminal enforcement failed, formal channels must adapt to offer effective market substitution, learning from places like the Philippines which licensed illegal money exchangers.

The moderator concluded by stating the Strategic Resilience Framework will help navigate geoeconomic uncertainty and safeguard Bangladesh’s trajectory. Thanks were given to the panellists, Senior Directing Staff Rear Admiral Mir Ershad Ali, Dr. Hossain Zillur Rahman, and Honourable State Minister for Planning Mr. Zonayed Abdur Rahim Saki, MP.

Key Findings: Cluster of Questions and Answers

Cluster 1: Macroeconomic Resilience, Trade, and Investment

- Combatting Financial Drain.
- Formalizing Remittances.
- Overcoming FDI Barriers.
- Expanding Trade Horizons.

Cluster 2: Geopolitics, Strategic Autonomy, and External Vulnerabilities

- External Shocks as Core Threats.
- Diplomatic Balancing.
- Monitoring Global Shifts.
- Military and Homeland Security.

Cluster 3: Energy Security and Innovation Frontiers

- Scaling Renewable Investments.
- Cost of Diversification.
- Targeting the Space Economy.

Cluster 4: Human Capital and the Future of Labour Migration

- Bypassing Unskilled Labor Risks.
- Language Integration.

Cluster 5: Governance, Domestic Security, and Framework Feasibility

- Governance as a Stabilizer.
- Limitations of the Framework.

Closing Remarks

In conclusion, the question-and-answer session showed that the Strategic Resilience Framework offers a practical way to move Bangladesh from shock management to resilience building. It also meets the broader objective of the college seminar by encouraging informed discourse, strategic analysis and policy-oriented thinking on national economic security. The key takeaway is clear: Bangladesh cannot control global uncertainty, but it can reduce vulnerability through diversification, domestic capability, skilled human capital, institutional coordination and managed interdependence. This framework therefore provides a timely pathway for protecting development gains and supporting Bangladesh's national aspiration toward 2031 and 2041.

Participants of the Seminar

Faculty and Staff Officers

Ser	Rank and Name	Appointment
1.	Lieutenant General Md Faizur Rahman, BSP, SGP, ndc, afwc, psc	Commandant
2.	Major General Md Masudur Rahman, ndc, psc	Senior Directing Staff (Army-1)
3.	Rear Admiral Mir Ershad Ali, OSP, NPP, BCGM, ndc, psc, MPhil (LPR)	Senior Directing Staff (Navy)
4.	Air Vice Marshal Md Shafiqul Islam, BUP, ndc. fawc, psc, GD (P)	Senior Directing Staff (Air)
5.	Major General Md Moshfequr Rahman, BSP, SGP, SUP, ndc, psc (Retd)	Senior Directing Staff (Adjunct-2)
6.	Major General Md Rashed Amin, OSP, rcds, ndc, psc (Retd)	Senior Directing Staff (Adjunct-1)
7.	Additional Secretary Mohammad Shaheen, ndc	Senior Directing Staff (Civil)
8.	Brigadier General Md Nishatul Islam Khan, ndc, afwc, psc	College Secretary
9.	Captain Mohammad Manzur-Ul-Karim Chowdhury, (H1), BSP, BCGM, psc, BN	Colonel General Staff
10.	Colonel Mohammad Saifullah Mirazul Alam	Colonel Administration
11.	Colonel GM Shamsuzzaman, afwc, psc	Director, Research & Academic
12.	Lieutenant Colonel G M Mamunur Rashid, psc, G+, AD	Senior Research Fellow-2
13.	Lieutenant Colonel Mehedi Hassan, afwc, psc, Inf	General Staff Officer-1 (Training)
14.	Lieutenant Colonel Md Badrul Ahsan Khan, afwc, psc, Engrs	Senior Research Fellow-1

Ser	Rank and Name	Appointment
15.	Lieutenant Colonel Hasan Hafizul Haque, psc, Inf	General Staff Officer-1 (Administration)
16.	Major Mohammad Saiful Islam, Sigs	General Staff Officer-2 (Network Administrator)
17.	Major A K M Hasibul Hossain Nabi, ASC	Messing Officer
18.	Major Md Hasib Bin Nuruddin, ASC	Mechanacal Transport Officer
19.	Major Mohammad Razibul Alam Bhuiyan, psc, Inf	Company Commander
20.	Major Mohammad Rafi Uddin Ahmed, psc, G, Arty	General Staff Officer-2 (Coordination)
21.	Major Md Sumon Reza, Inf	General Staff Officer-2 (Administration)
22.	Major Sayad Shahriar Khaleque, psc, Inf	General Staff Officer-2 (Planning & Coordination)
23.	Major M. K. Habib, Inf	General Staff Officer-2 (Staff Duties)
24.	Major Md Musfiquir Rahman, Inf	Coordinator (SDS Army y)
25.	Major Md Rezwan Ahmed, Inf	Staff Officer to Commandant
26.	Major Emrul Hasan, Inf	General Staff Officer-2 (Accounts)
27.	Lieutenant Commander Surzina Rahman, (S), BN	General Staff Officer-2 (Training Support)
28.	Lieutenant Commander Md. Asif Mehraj, (X), BN	Coordinator (SDS Navy)
29.	Squadron Leader Muhammad Asaduzzaman, Admin	Coordinator (SDS Air)
30.	Squadron Leader Md Rasel, Edn	General Staff Officer-2 (Protocol)
31.	Captain Mahmud Emtiaj Rasel, AC	Staff Captain

Ser	Rank and Name	Appointment
32.	Captain Md Gulzar Hossain, Sigs	Quarter Master
33.	Senior Assistant Secretary Ahmed Sabbir Sazzad	Research Coordinator
34.	Assistant Professor (Political Science) G. M. Shakur	Research Fellow
35.	Assistant Director (Library) Md Nazrul Islam	Assistant Director (Library)

Course Members of National Defence Course-2026

International Course Members			
Ser	Rank	Name	Country
1.	Senior Captain	Yue Zhiqiang	China
2.	Senior Colonel	Tian Chunyan	China
3.	Brigadier	SR Chadha	India
4.	Brigadier	Saminder Singh	India
5.	Air Commodore	R Vijayadev, VM	India
6.	Commodore	Nilesh Khokle	India
7.	Colonel	Fauzan Zuhdi	Indonesia
8.	Colonel	Edward Mururu Kailikia	Kenya
9.	Colonel	Abdullah bin Ibrahim Al Ghannam	KSA
10.	Staff Colonel (Engineer)	Saleh bin Ali Al Amri	KSA
11.	Captain	Bader bin Shabab Al Harbi	KSA
12.	Colonel	Saeed bin Salem Al Shahrani	KSA
13.	Colonel	Hatem Saeed Abdullah Baraiq	KSA
14.	Colonel	Fawaz bin Mubarak Al Dawsari	KSA
15.	Colonel	Meshari A J M A Alhouti	Kuwait
16.	Colonel	Mohammed S M S S Alfadhala	Kuwait
17.	Brigadier General	Samsyawal bin Muhamad	Malaysia
18.	Colonel	Aliou Sidibe	Mali
19.	Brigadier General	Suraj Gurung	Nepal
20.	Colonel	Ngusha David Akpagher	Nigeria

Ser	Rank	Name	Country
21.	Colonel	Akeem Amoo	Nigeria
22.	Group Captain	Taiye Peter Odesola	Nigeria
23.	Group Captain	Otobong Iwat	Nigeria
24.	Colonel	Malik Badar Khalifa Al-Kalbani	Oman
25.	Brigadier	Mubashir Ahmad	Pakistan
26.	Staff Brigadier General	Yahia Ahmed A A Basahl	Qatar
27.	Brigadier	H H S P S De Silva, RSP, USP	Sri Lanka
28.	Air Commodore	K R P Ekanayake	Sri Lanka
29.	Colonel	Henry Meinulf Komba	Tanzania
30.	Colonel	James Muhumuza	Uganda
31.	Colonel	Lufwendo Kabukabu	Zambia

Bangladesh Army			
Ser	Rank	Name	
1.	Brigadier General	Mohammad Emdadul Haque, psc	
2.	Brigadier General	Mohammad Nur Hossain, BSP, psc	
3.	Brigadier General	Abdul Wares Khan, SUP, psc	
4.	Brigadier General	Fida Mahmud, afwc, psc	
5.	Brigadier General	Md Yeasir Jahan Hossain, PBGM, BGOM, psc	
6.	Brigadier General	Ahmed Sharif Manee, BSP, afwc, psc	
7.	Brigadier General	Mohammad Baker, afwc, psc	
8.	Brigadier General	Md Nurun Nobi, psc	
9.	Brigadier General	Sufi Mohammad Moinuddin, SUP, afwc, psc	
10.	Brigadier General	Muhammad Azharul Islam, afwc, psc	
11.	Brigadier General	Kazi Shazzad Hossain, afwc, psc	
12.	Brigadier General	Mir Md Nazmul Farhad, psc	
13.	Brigadier General	Muhammad Shafiqul Islam, afwc, psc	
14.	Brigadier General	Omar Bin Masud, afwc, psc, G+	
15.	Brigadier General	Sharif Ahammad Rayhanul Karim, BGBM, psc	
16.	Brigadier General	Md Mehedi Hossain Kabir, BSP, SUP, BGBM, PBGM, psc, lsc	
17.	Brigadier General	Muhammad Mahmud Hasan, PSC, G+	

Ser	Rank	Name
18.	Brigadier General	Masud Parvez Chowdhury, psc
19.	Brigadier General	Mohammad Masud Parvez, afwc, psc
20.	Brigadier General	Mohammad Farid Uddin, SUP, afwc, psc
21.	Brigadier General	Md Mizanur Rahman Al Mamun, psc
22.	Brigadier General	Md Rafiqul Islam, afwc, psc
23.	Brigadier General	Mohammad Zillur Rahman, afwc, psc, G
24.	Brigadier General	Mohammad Zahid Hossain, psc
25.	Brigadier General	Md Enamul Haque, psc
26.	Brigadier General	Md Zabed Hossain, SUP, psc
27.	Brigadier General	Mohammad Tarikul Islam, afwc, psc
28.	Brigadier General	Abu Hayder Mohammad Rasheluzzaman, afwc, psc
29.	Brigadier General	Rooslan Ur Rahman, SUP, psc
30.	Brigadier General	Mohammad Moshir Rahman, afwc, psc
31.	Brigadier General	Md Golam Rabbani, psc
32.	Brigadier General	Mohammad Arman Mallick, afwc, psc, G+
33.	Brigadier General	Abdul Alim Chowdhury, SGP, psc
34.	Brigadier General	Md Delwar Hossain Talukder, BSP, afwc, psc
35.	Brigadier General	Md Kamal Pasha, psc
36.	Brigadier General	Tanvir Haider, PPMS, psc, G
37.	Brigadier General	Selim Azad, hdmc, psc
38.	Brigadier General	Md Mafizul Islam Rashed, afwc, psc
Bangladesh Navy		
39.	Commodore	Mia Mohammad Naim Rahman, (G), NGP, ncc, psc, BN
40.	Commodore	M Munirul Alam, (S), NGP, psc, BN
41.	Commodore	Mohammad Mahabbat Ali, (G), NGP, psc, BN
42.	Commodore	Mirza Ali Akbar Shirazi, (N), OSP, afwc, psc, BN
43.	Commodore	Mahmudul Haque Majumder, (L), NPP, hdmc, afwc, psc, BN
44.	Commodore	Kutub Uddin Md Amanat Ullah, (G), NUP, afwc, psc, BN
45.	Commodore	A B M Shamsul Alam, (E), psc, BN
46.	Commodore	Mohammad Abdul Kader, (E), NPP, BCGMS, psc, BN

Ser	Rank	Name
Bangladesh Air Forces		
47.	Air Commodore	Shah Kawsar Ahmed Choudhury, BSP, psc, GD(P)
48.	Air Commodore	Md Maksudul Alam, BUP, psc
49.	Air Commodore	Hasan Ashrafuzzaman, GUP, afwc, psc
50.	Air Commodore	Abu Zafar Md Hasan, BUP, fawc, psc
51.	Air Commodore	A K M Abdur Rajjaque GUP, psc
52.	Air Commodore	Abul Kashem Mohammed Faisal, fawc, psc
53.	Air Commodore	Md Syedul Amin, psc, PhD
54.	Air Commodore	Sheikh Sazzad Hossain, psc
Bangladesh Civil Service		
55.	Additional Secretary	S M Nazim Uddin
56.	Joint Secretary	A.S.M Hasan Al Amin
57.	Joint Secretary	Dr. Mohammed Hossain Sarker
58.	Joint Secretary	Md Gheas Uddin
59.	Joint Secretary	Ruhul Amin Miah
60.	Joint Secretary	Anup Kumar Talukder
61.	Joint Secretary	Md. Shamsud Douza
62.	Joint Secretary	Mohammad Abdul Hai, BPAA
63.	Joint Secretary	Mohammad Golam Kibria
64.	Joint Secretary	Sharifa Ahmed
65.	Joint Secretary	Md Ohidul Islam
66.	Joint Secretary	Khandker Sadia Arafin
67.	Joint Secretary	Md Ahasan Ullah
68.	Commissioner	Khaled Mohammad Abu Hossain
69.	Director General	Nayem Uddin Ahmed
70.	Director General	Muhammad Nazmul Hoque
71.	Deputy Director General	Md. Ziaul Hassan, BVMS, PAMS
72.	Director	Shakil Ezaz

Invited Guests

Ser	Name	Rank and Organization
1.	Zonayed Abdur Rahim Saki, MP	Honorable State Minister Ministry of Planning
2.	Dr. Hossain Zillur Rahman	Former Advisor to the Caretaker Government & Executive Chairman Power and Participation Research Centre (PPRC)
3.	Dr. Mohammad Mahfuz Kabir	Director Research Bangladesh Institute of International and Strategic Studies (BISS)

Moderator/Coordinators

Ser	Name	Rank	Remarks
1.	Rear Admiral Mir Ershad Ali, OSP, NPP, BCGM, ndc, psc, MPhil (LPR)	Senior Directing Staff (Navy)	Seminar Sponsor SDS
2.	Brigadier General Md Nishatul Islam Khan, ndc, afwc, psc	College Secretary	Chief Coordinator
3.	Colonel G M Shamsuzzaman, afwc, psc	Director, Research and Academic	Coordinator
4.	Lieutenant Colonel G M Mamunur Rashid, psc, G+, AD	Senior Research Fellow	Associate Coordinator
5.	Lieutenant Colonel Md Badrul Ahsan Khan, afwc, psc, Engrs	Senior Research Fellow	Associate Coordinator
6.	Senior Assistant Secretary Ahmed Sabbir Sazzad	Research Coordinator	Assistant Coordinator
7.	Assistant Professor (Political Science) G.M. Shakur	Research Fellow	Assistant Coordinator
8.	Md Nazrul Islam	Assistant Director (Library)	Assistant Coordinator



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