

Reflections

The 115th Senior Staff Course (SSC)



Bangladesh Public Administration Training Centre
Savar, Dhaka



Participants of the 115th Senior Staff Course with Rector and Course Management Team



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Rector

Secretary to the Government
Ministry of Public Administration &

Course Adviser

115th Senior Staff Course
Bangladesh Public Administration Training Centre
Dhaka, Bangladesh

Message

In view of the 5 August student-citizens uprising Bangladesh bureaucracy has been given a new opportunity to undertake a stock taking exercise to check if we, the civil servants, are delivering quality, unbiased services to the citizens without bowing to any undue pressure or influence. In this context, the training program for 35 Joint Secretaries in the 115th Senior Staff Course gives them time to reflect on what policies we are making and whether their implementation is meeting their intended goals.

I am happy to learn that the participants of the 115th Senior Staff Course (SSC) are publishing a souvenir to keep the memories of their training alive. Looking at this magazine the participants will be able to reminisce their training events, places visited, and camaraderie forged with other course participants.

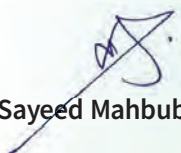
Bangladesh Public Administration Training Centre is 'home away from home' for our civil servants. During the six-week residential training program the officers took part in a panoply of activities. In addition to actively engaging with resource persons in classes to hone their leadership and strategic thinking skills, they also enjoyed the beauty of BPATC during morning walk/jog, took part in extracurricular activities and visited places/factories of excellence to learn new good practices. I strongly believe it is a great opportunity to express their feelings, thoughts, experiences and remarkable memories through the publication of the souvenir.

BPATC, on a regular basis, arranges value-adding training for senior government officers at the rank of Joint Secretary or equivalents, who are discharging important responsibilities in formulating, executing and evaluating public policies, decisions and activities to serve the citizens better. To build a developed and prosperous Bangladesh, free from all types of exploitation and injustice, it is vital to create a contingent of committed and professional civil servants, who possesses high level of professionalism, patriotism and integrity.

The courses are designed to enhance knowledge, skill and capacity of the participants so that they can perform their responsibilities effectively and efficiently. I am confident that the Senior Staff Course is successful in achieving its objectives. I hope the diverse experience attained, new networks built and knowledge gained during the course will help the participants throughout their professional life in achieving the desired socio-economic development of Bangladesh.

It is a praise worthy initiative of the souvenir committee to publish this souvenir despite their busy course work and hectic schedule.

I wish all the participants of the 115th Senior Staff Course the very best in their future endeavors and a glorious future in their professional and personal life.


Sayeed Mahub Khan



Course Director
115th Senior Staff Course
Bangladesh Public Administration Training Centre
Dhaka, Bangladesh

Message

As the Course Director of the 115th Senior Staff Course (SSC), it brings me great pleasure to learn that the participants of this course are preparing to publish a souvenir to preserve the fond memories of their 45-day experience at BPATC.

This course, which began on 10 November 2024, involved 35 government officials at the Joint Secretary level. As a comprehensive program, it focused on essential topics such as Public Policy, Governance, Diplomacy and Negotiation Techniques, Sustainable Development, Project and Procurement Management, Information and Communication Technology (ICT), e- Governance, and contemporary issues like SDGs, Public-Private Partnerships, and Innovation. In addition, participants also engaged in a variety of sports and extracurricular activities. I am confident that these experiences will significantly contribute to enhancing their efficiency in public service delivery and their efforts in establishing good governance within the country.

I strongly believe that these trained officials will be better positioned to foster innovation and implement best practices in their respective roles within the public sector. I commend their dedication, creative problem-solving, and commitment to making this course truly meaningful.

I extend my sincere appreciation to the participants for creating this visually appealing and colorful souvenir. I also wish them continued success in both their professional careers and personal endeavors.

Dr. Md. Mohoshin Ali



President

Souvenir & ICT Committee, 115th Senior Staff Course
Bangladesh Public Service Administration Centre
Dhaka, Bangladesh

Message from the President

As we come to the conclusion of this remarkable 115th Senior Staff Course for 35 Joint Secretaries to the Government in BPATC, I am both humbled and honored to share this take-home message. It has been a privilege not only to serve as the President of the Souvenir Committee but also to participate as one of the brilliant trainees in this transformative journey.

Over the course of these Forty Five days, we have had the opportunity to learn, grow, and reflect on the critical role we play as public servants. The knowledge shared, the discussions held, and the bonds formed during this time have left an indelible impact on all of us. The training has reinforced our commitment to delivering better governance, effective leadership, and a brighter future for the people of Bangladesh.

As a participant, I have personally witnessed the wealth of knowledge and expertise that each of you brings to the table. Together, we have contributed to a dynamic and enriching learning environment that will undoubtedly inspire us in our ongoing efforts to serve our country with integrity, dedication, and professionalism. This policy-level training has enhanced our knowledge and equipped us with essential skills in policy management, task efficiency, stress management, conflict resolution, negotiation, and team leadership. The policy evaluation exercise would prove invaluable in shaping and assessing future policies.

This souvenir publication stands as a testament to our collective commitment to excellence and the continuous pursuit of improvement. It serves as both a reflection of the journey we have undertaken and a reminder of the immense responsibility we carry as senior bureaucrats in shaping the future of Bangladesh.

On behalf of the Souvenir Committee, I extend my heartfelt thanks to all those who have contributed to the success of this training program. May the knowledge and experiences gained during these 45 days guide and empower us as we continue our service to the nation.

On behalf of the participants of the 115th Senior Staff Course, I wish to extend my deepest gratitude to respected Course Advisor Mr. Sayeed Mahbub Khan, Secretary to the Government of Bangladesh and Rector of BPATC, as well as Course Director Dr. Md. Mohoshin Ali, MDS for their insightful guidance and unwavering support throughout the duration of this course. My sincere appreciation also goes to the two course coordinators, Mr. Pankaj Ghosh, Director and Mr. A N M Sajidul Ahsan, Deputy Director for their invaluable assistance and dedication. I would also like to express my profound thanks to the entire supporting staff of BPATC for their cooperation and continuous help, which contributed significantly to the smooth execution of the program.

Finally, I offer my heartfelt congratulations to the BPATC Authority for their visionary leadership and tireless efforts in ensuring the success of this course.

Dr. Md. Taibur Rahman

Course Management Team (CMT)

Course Adviser



Sayeed Mahbub Khan
Rector, BPATC
Secretary to the Government

Course Director



Dr. Md. Mohoshin Ali
MDS (P&S)

Course Coordinator



Pankaj Ghosh
Director



Abu Naser Mohammad Sajidul Ahsan
Deputy Director

Souvenir Committee



Dr. Md. Taibur Rahman
President



Rahnuma Nahid
Member



Rokeya Khaton
Member



Molla Mohammad Anisuzzaman
Member



S.M. Tuhinur Alam
Member



Md. Harun Or Rashid
Member



Mohammad Jahirul Quayum
Member Secretary

Committees at a glance

Mess Committee

Md Sarwar Morshed Chowdhury	President
Md. Abdulla Harun	Member
Jakia Parvin	Member
Samia Alam	Member
Kabir Mahmood	Member

Souvenir & ICT Committee

Dr. Md. Taibur Rahman	President
Rahnuma Nahid	Member
Rokeya Khaton	Member
Molla Mohammad Anisuzzaman	Member
S.M. Tuhinur Alam	Member
Md. Harun Or Rashid	Member
Mohammad Jahirul Quayum	Member Secretary

Sports Committee

Faisal Muzaffer Mahmud	President	Md. Shahidul Islam	Member
Md. Lutfor Rahman	Member	Tahera Haque	Member
Syed Rashedul Hossen	Member	Masuma Akter	Member
Mahedi Masuduzzaman	Member	Md. Zahangir Alam	Member
Sheikh Noor Mohammad	Member	Md. Abdus Salam	Member Secretary

Cultural Committee

Mustain Billah	President
Rokeya Khaton	Member
Rokonuzzaman	Member
Satyakam Sen	Member
Md. Monwar Hasan Khan	Member
A K M Maksudul Arefin	Member
Khondoker Md. Nazmul Huda Shamim	Member
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Study-Tour Committee

S M Shaheen Parvez	President
Molla Mahmud Hassan	Member
Mohammed Masud Alam Siddique	Member
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Waheda Sultana	Member
Molla Mohammad Anisuzzaman	Member
Rokonuzzaman	Member
Mohammad Ziaul Hoque	Member
Md. Sarwar Morshed Chowdhury	Member Secretary

Committees of the 115th Senior Staff Course



Mess Committee



Souvenir & ICT Committee

Committees of the 115th Senior Staff Course



Cultural Committee



Sports Committee

Committees of the 115th Senior Staff Course



Study-Tour Committee





PARTICIPANTS INFORMATION

PARTICIPANTS INFORMATION



GOLAP

MD. SARWAR MORSHED CHOWDHURY

Joint Secretary



BATCH
20th BCS



CADRE
BCS (Administration)



CONTACT
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BLOOD GROUP
O Positive



DATE OF BIRTH
28 August

Official Address : Bridges Division, Setu Bhaban
Banani, Dhaka-1212

Present Address : Building No. 17, Flat No. 803
Japan Garden City, Tajmahal Road (Ring Road)
Mohammadpur, Dhaka- 1207

Permanent Address : Chawkmukhtar Ward No. 2, Naogaon Municipality
Naogaon Sadar, Naogaon-6500

Name of Spouse : Shumona Anwar

Spouse Profession : Home Maker

Children : 02 girls

Hobby : Watching Cricket

Favorite Quote : Don't worry, be happy.

E-mail : sarwarbcs20@gmail.com



S M SHAHEEN PARVEZ

Joint Secretary



SHAHEEN

Official Address : Trading Corporation of Bangladesh
TCB Building, Karwan Bazar, Dhaka

Present Address : Flat-2S B4, Building- Bashanti
Lake City Concord, Khilkhet, Dhaka

Permanent Address : Holding- 531, Women College Road
Cumilla Adarsha Sadar, Cumilla

Name of Spouse : Musharrat Jebin

Spouse Profession : Govt. Service

Children : Noor-E-Fatiha (Daughter)
Nureem Abdullah (Son)

Hobby : Angling

Favorite Quote : Is it me you are looking for?

E-mail : shaheenparvez95@yahoo.com

 **BATCH**
20th BCS

 **CADRE**
BCS (Administration)

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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
09 October





HARUN

MD. ABDULLA HARUN

Joint Secretary

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20th BCS

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BCS (Administration)

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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
30 April

Official Address : Medical Education & Family Welfare Division
Bangladesh Secretariat, Dhaka

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Road No-6, Riazbugh, Khilgaon-Taltola, Dhaka

Permanent Address : Village - Dohalia, Post office - Hathibandha,
Thana - Nalitabari, District - Sherpur

Name of Spouse : Farjina Afroz Polen

Spouse Profession : Housewife

Children : 01 boy(s), 02 girl(s)

Hobby : Watching Movie, Listening Song

Favorite Quote : 'If you want to shine like a sun, first burn like a Sun'

E-mail : harun.abdulla@gmail.com



DR. MOLLA MAHMUD HASSAN

Joint Secretary

Official Address : MDS, BCS Administration Academy
Shahbagh, Dhaka-100

Present Address : BCS Administration Academy
Shahbagh, Dhaka-1000

Permanent Address : Mohonpur, Rajshahi

Name of Spouse : Sunjida Ahmed

Children : 01 girl(s)

E-mail : mahmud_72@yahoo.com



MAHMUD



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BLOOD GROUP
A Positive



DATE OF BIRTH
02 February





RAHNUMA

RAHNUMA NAHID

Joint Secretary



BATCH
20th BCS



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BLOOD GROUP
AB Positive



DATE OF BIRTH
10 July

Official Address : Socio-Economic Infrastructure Division
Bangladesh Planning Commission

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Banani Model Town, Dhaka-1213

Permanent Address : Holding No-434, Village-Ashrafpur
PO/Upazila/PS-Cumilla, District-Cumilla-3500

Name of Spouse : Md. Shaukat Ali Khan

Spouse Profession : Ex-Private Banker

Children : 1 (one) girl and 2 (two) boys

Hobby : Gardening

Favorite Quote : "Be grateful for every blessing of Almighty Allah and
religious, humane, honest, respectful".

E-mail : rahnuma073@gmail.com



SHEIKH NOOR MOHAMMAD

Joint Secretary



NOOR

Official Address : Ministry of Housing and Public Works
Present Address : Rupali-6, Eskaton Garden Govt. Officers' Quarter
Ramna, Dhaka
Permanent Address : Shaheed Zia Road
Fire Service Lane, Jhenaidah
Name of Spouse : Masuma Khatun
Children : Nushera Tazreen (Daughter)
Hobby : Enjoying the beauty of nature
Favorite Quote : Think positive be positive
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 **BATCH**
21st BCS

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BCS (Administration)

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 **BLOOD GROUP**
O Positive

 **DATE OF BIRTH**
01 January





KABIR

KABIR MAHMOOD

Joint Secretary

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Present Address : 230/C, Khilgaon, Road no. 06, Dhaka-1219

Permanent Address : Vill. Jankhar Khar Kandi
Upazila- Jajira, Dist- Shariatpur

Name of Spouse : Jesmin Akter

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BATCH
21st BCS



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BCS (Administration)



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BLOOD GROUP
B Positive



DATE OF BIRTH
01 January



ROKONUZZAMAN

Joint Secretary



ROKON

Official Address : Bangladesh Council of Scientific and Industrial Research (BCSIR)
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Dr. Qudrat-I-Khuda Road, Dhanmondi, Dhaka-1205

Present Address : 825, Baitul Aman Housing Society
Road # 4A, Adabor, Dhaka-1207

Permanent Address : Village & P.O.- Dhamura
Upazila- Wazirpur, District- Barisal

Name of Spouse : Zafreen Akhter Tany

Spouse Profession : Researcher

Children : 2 Daughters

Hobby : Travelling, Gardening

Favorite Quote : "If you want to walk fast, walk alone.
But if you want to walk far, walk together."

E-mail : rz77000@gmail.com

 **BATCH**
21st BCS

 **CADRE**
BCS (Railway Transportation and Commercial)

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 **BLOOD GROUP**
O Positive

 **DATE OF BIRTH**
02 May





ZIAUL

MOHAMMAD ZIAUL HOQUE

Joint Secretary



BATCH
21st BCS



CADRE
BCS (Public Works)



CONTACT
+88 01711 988791



BLOOD GROUP
B Positive



DATE OF BIRTH
15 January

Official Address : Ministry of Youth and Sports

Present Address : House-262/C (3rd Floor), Elephant Road, Dhaka

Permanent Address : Village- Sholakandi, Union- Ziarkandi
Upazila- Titas, District- Cumilla

Name of Spouse : Kamrun Nahar

Spouse Profession : Housewife

Children : 01 boy

Hobby : Reading Books

Favorite Quote : It is easy to make thing Complex,
But tough to make thing Simple.

E-mail : ziahp19@gmail.com



MD. ABDUS SALAM

Joint Secretary



ABDUS SALAM

Official Address : Budget Branch, Health Services Division
Ministry of Health and Family Welfare

Present Address : Barnali-1, Eskaton Garden Govt. Officers Quarters
Eskaton Garden Road, Ramna, Dhaka-1000

Permanent Address : Bukabunia, Up: Bamna, Dist: Barguna

Name of Spouse : Professor Ferdousi Alam

Spouse Profession : Govt. Service in BCS Education Cadre

Children : 01 boy(s), 01 girl(s)

Hobby : Sports

Favorite Quote : "Ask not what your country can do for you-Ask
what you can do for your country"
-John F Kennedy

E-mail : salammdabdus@yahoo.com

 **BATCH**
21st BCS

 **CADRE**
BCS (Police)

 **CONTACT**
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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
15 June





MASUMA

MASUMA AKTER

Joint Secretary



BATCH
20th BCS



CADRE
BCS (Administration)



CONTACT
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BLOOD GROUP
AB Positive



DATE OF BIRTH
09 March

Official Address : Economic Relations Division
Ministry of Finance
Sher-e-Bangla Nagar, Agargaon, Dhaka

Present Address : Flat no. A2, House no. 39/4/A
North Pirobag, Mirpur 2, Dhaka

Permanent Address : Flat no. A2, House no. 39/4/A
North Pirobag, Mirpur 2, Dhaka

Name of Spouse : Md. Shamsuzzoha

Spouse Profession : Private Service

Hobby : Gardening

Favorite Quote : No two things have been combined
better than knowledge and patience

E-mail : makter72@yahoo.com



MOHAMMED MASUD ALAM SIDDIQUE

Joint Secretary



MASUD

Official Address : Dhaka North City Corporation
Present Address : 1/9/3-A, Tolar bag, Mirpur-1, Dhaka
Permanent Address : Village: Mashkora, Post: Morkota
Upazilla: Chauddagram, District: Cumilla
Name of Spouse : Shaila Sohani
Spouse Profession : House Wife
Children : 1) Aria Sabah, 2) Tanzilla Sabah - (Girls)
Hobby : Travelling, Gardening
Favorite Quote : Had I known how listening is superior to speaking,
I would not have wasted my life preaching.
E-mail : masud_siddique@yahoo.com



BATCH
20th BCS



CADRE
BCS (Administration)



CONTACT
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BLOOD GROUP
AB Positive



DATE OF BIRTH
16 December





SATYAKAM

SATYAKAM SEN

Joint Secretary



BATCH
20th BCS



CADRE
BCS (Administration)



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BLOOD GROUP
B Positive



DATE OF BIRTH
12 August

Official Address : Dept. of Jute, Ministry of Textiles and Jute
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Present Address : Flat No. 3/402, Eastern Pantha Green
73/1/I, Green Road, Dhaka-1215

Permanent Address : Flat No. 3/402, Eastern Pantha Green
73/1/I, Green Road, Dhaka-1215

Name of Spouse : Dipali Bakshi

Spouse Profession : Assistant Teacher
Naznin School and College, Dhaka-1215

Children : Shubharthi Sen (Son), Shubhashri Sen (Daughter)

Hobby : Listening Music

Favorite Quote : সত্য যতক্ষণে পায়ে জুতার ফিতা বেঁধে শেষ করে,
মিথ্যা ততক্ষণে অর্ধেক দুনিয়া ঘুরে ফেলে।

E-mail : sensatya2017@gmail.com



S.M. TUHINUR ALAM

Joint Secretary

Official Address : Rajshahi Development Authority (RDA), Rajshahi
Present Address : W-12/C, Rajshahi University, Rajshahi
Permanent Address : Palpara, Akkelpur, Joypurhat
Name of Spouse : Dr. Sherina Sultana
Spouse Profession : Professor, Rajshahi University
Children : Nuzhat Tuhin, Anonnyo Tuhin
Hobby : Reading, Angling
E-mail : tuhin15007@gmail.com



TUHIN



BATCH
21st BCS



CADRE
BCS (Administration)



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BLOOD GROUP
O Positive



DATE OF BIRTH
17 July





TAHERA

TAHERA HAQUE

Joint Secretary

Official Address : Industry and Energy Division
Bangladesh Planning Commission

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Permanent Address : 81, East Tejturi Bazar, Tejgoan, Dhaka

Name of Spouse : Farid Ahmed

Spouse Profession : Service

Children : 1 boy(s), 1 girl(s)

Hobby : Music

E-mail : h.tahera@yahoo.com

 **BATCH**
20th BCS

 **CADRE**
BCS (Administration)

 **CONTACT**
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 **BLOOD GROUP**
O Positive

 **DATE OF BIRTH**
05 May



MD. HARUN OR RASHID

Joint Secretary



HARUN

Official Address : 10 Hohikishore Roy Road, Mymensingh

Present Address : 6/C-7, Shwapnonagar R/A-1, Mirpur-1216

Permanent Address : Village-Dubail, P.O. Kaoraid
Gaffargaon, Mymensingh

Name of Spouse : Rebeka Zabin

Spouse Profession : Housewife

Children : 1 Boy and 1 Girl

Hobby : Fishing

Favorite Quote : Well done is better than
well said-Benjamin Franklin

E-mail : mhrashid73@yahoo.com



BATCH
20th BCS



CADRE
BCS (Administration)



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BLOOD GROUP
B Positive



DATE OF BIRTH
15 February





DILARA

DILARA BEGUM

Joint Secretary



BATCH
21st BCS



CADRE
BCS (Administration)



CONTACT
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BLOOD GROUP
AB Positive



DATE OF BIRTH
13 January

Official Address : Ministry of Women and Children Affairs
Bangladesh Secretariat

Present Address : Flat # 202, Korotoa Government Offices' Quarter
House # 4, Road # 36, Gulshan # 2, Dhaka

Permanent Address : House # 2, Road # B, Sector # 9
Uttara Model Town, Dhaka

Name of Spouse : Monir Hossain Chowdhury

Spouse Profession : Government Service (Joint Secretary)

Children : 1 girl(s)

Hobby : Listening to Music, Cooking and Reading

Favorite Quote : Female Intuition is Unbeatable

E-mail : dilara15002@gmail.com



SYED RASHEDUL HOSSEN

Joint Secretary



RASHEDUL

Official Address : Institute of Public Finance Bangladesh (IPF)
Finance Division

Present Address : 1/E, Sobhanbagh, E-type Government
Officers Quarter, Dhaka

Permanent Address : Village: Kawnia Kandi, Post: Khanepur
Upazilla: Nababgonj, District: Dhaka

Name of Spouse : Miss Bibi Khadiza

Spouse Profession : Government Service

Children : Yana Hridita Syed (girls)

Hobby : Practice Mindfulness

Favorite Quote : "The test of the morality of a society is
what it does for its children."
– Dietrich Bonhoeffer

E-mail : rashedul_hossen@yahoo.com

 **BATCH**
20th BCS

 **CADRE**
BCS (Administration)

 **CONTACT**
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 **BLOOD GROUP**
A Positive

 **DATE OF BIRTH**
01 February





FAISAL

FAISAL MUZAFFER MAHMUD

Captain



BATCH

Armed Forces Batch: 94 B



SERVICE

Bangladesh Navy



CONTACT

+88 01730 312660



BLOOD GROUP

AB Positive



DATE OF BIRTH

28 November

Official Address : Commanding Officer SOLAM

Present Address : Commanding Officer's Residence, SOLAM
Lobonchara, Khulna

Permanent Address : 407/1-A, Road no 24, South Paik Para
Mirpur, Dhaka

Name of Spouse : Shifat-E-Hyder Chowdhury

Children : 01 boy(s); 02 girl(s)

Hobby : Reading

Favorite Quote : Anything can happen will happen

E-mail : faisal1158@gmail.com



MD. SHAHIDUL ISLAM

Joint Secretary



SHAHID

Official Address : Ministry of Public Administration
Present Address : Central Circuit House
Circuit House Road, Ramna, Dhaka-1217
Permanent Address : Vill- Bhirindia, Post- Santanpara
Upzila- Palash, Dist- Narsingdi
Name of Spouse : Kazi Nishat Rasul
Spouse Profession : Government Service
Children : One son and one daughter
Hobby : Travelling
Favorite Quote : "Beauty is truth, truth beauty, -that is all
ye know on earth and all ye need to know"
- Jhon Keats
E-mail : shahidbcs21@gmail.com

 **BATCH**
21st BCS

 **CADRE**
BCS (Administration)

 **CONTACT**
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 **BLOOD GROUP**
O Positive

 **DATE OF BIRTH**
30 June





MUSTAIN BILLAH

MUSTAIN BILLAH

Joint Secretary

Official Address : Ministry of Public Administration

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Mirpur DOHS, Dhaka

Permanent Address : Vill+PO: Barishat , PS: Sreepur, Dist: Magura

Name of Spouse : Nasrin Sultana

Children : Aorko, Avrho - 2 boy(s)

Hobby : Travelling, Watching TV and Playing Tennis

Favorite Quote : Life is Beautiful

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 **BATCH**
21st BCS

 **CADRE**
BCS (Administration)

 **CONTACT**
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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
15 October



A.K.M. MAKSUDUL AREFIN

Joint Secretary



AREFIN

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Government Officers Quarters, Ramna, Dhaka

Permanent Address : Vill+Po. Kaoraid, Upazila-Sreepur, Dist.-Gazipur

Name of Spouse : Umme Khayir Kulsum

Spouse Profession : Govt. Service

Children : 02 (Two)

Hobby : Documentary on Countries

Favorite Quote : Manus Manusher Jonno

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 **BATCH**
13th BCS

 **CADRE**
BCS (Railway Transportation and Commercial)

 **CONTACT**
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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
02 February





JAHIR

MOHAMMAD JAHIRUL QUAYUM

Joint Secretary

 **BATCH**
21st BCS

 **CADRE**
BCS (Customs & Excise)

 **CONTACT**
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 **BLOOD GROUP**
B Positive

 **DATE OF BIRTH**
27 August

Official Address : Macroeconomics Wing, Finance Division
Bangladesh Secretariat, Dhaka

Present Address : House 26/C, Road 20, Sector 3
Uttara, Dhaka 1230

Permanent Address : House 26/C, Road 20, Sector 3
Uttara, Dhaka 1230

Name of Spouse : Rebecca Quayum

Spouse Profession : Consultant

Children : Namira Quayum (Daughter)
Shadman Quayum (Son)

Hobby : Travelling, Reading

Favorite Quote : Life is to be lived, not worked

E-mail : m.j.quayum@gmail.com



KHONDOKER MD NAZMUL HUDA SHAMIM

Joint Secretary



SHAMIM

Official Address : Local Government Division
Present Address : House- PA 67/2, Flat- C2, ANZ Building
Middle Badda, Dhaka-1212
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Betagi, Barguna
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Hobby : Travelling, Reading News
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 **DATE OF BIRTH**
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MONWAR

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Joint Secretary



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Children : 1 (One) Son & 1 (One) Daughter

Hobby : Gardening, Listening Music, Travelling

Favorite Quote : এই সুন্দর পৃথিবী ছেড়ে মন যেতে নাহি চায়,
তবুও মরন কেন এখান থেকে ডেকে নিয়ে যায়,
কে জানে কোথায়?
না না না না যাব না- মন যেতে নাহি চায়।।

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 **DATE OF BIRTH**
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MONIR

MOLLA MOHAMMAD ANISUZZAMAN

Joint Secretary



BATCH
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Name of Spouse : Sohana Sharmin

Spouse Profession : College Teacher

Children : One Son & One Daughter

Hobby : Watching Cricket, Watching TV, Reading Book

Favorite Quote : “মোর নাম এই বলে খ্যাত হোক, আমি তোমাদেরই লোক”

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Joint Secretary



ZAHANGIR

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Name of Spouse : Mst. Khurshida Khatun

Spouse Profession : House Wife

Children : 02 (two) boys and 01(one) girl(s)

Hobby : Reading novel and Fishing

Favorite Quote : "Remember that there is only one important time and it is Now.
The present moment is the only time over which we have
dominion. The most important person is always the person
with whom you are, who is right before you, for who knows if
you will have dealings with any other person in the future? The
most important pursuit is making that person, the one
standing at your side, happy, for that alone is the pursuit of life."
— Leo Tolstoy, The Emperor's Three Questions

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Spouse Profession : Social Worker

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Hobby : Religious practice

Favorite Quote : Only Allah can help you if you have faith on Allah

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BLOOD GROUP
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DATE OF BIRTH
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SAMIA ALAM

Joint Secretary



SAMIA

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 **DATE OF BIRTH**
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ATIQ

DR. A.K.M. ATIQUL HAQUE

Joint Secretary



BATCH
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BLOOD GROUP
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Spouse Profession : Additional DIG, Bangladesh Police
Children : 1 boy(s), 1 girl(s)
Hobby : Movie, Music, Chess
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District: Patuakhali

Name of Spouse : Sultana Akter

Children : 1. Tanzeel Rahman - boy
2. Zafnun Rahman Nithia -girl

Hobby : Chess

Favorite Quote : "The biggest villain in our lives tends to be our
own thoughts manifested by fear, hate,
disappointment and frustration.
The strongest force to fight against it is faith & love."

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SUMON

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ROKEYA

ROKEYA KHATON

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Hobby : Travelling, Listening Music and Gardening

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can change your whole day

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JAKIA



BATCH
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BLOOD GROUP
O Positive



DATE OF BIRTH
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Joint Secretary



BATCH
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BLOOD GROUP



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Spouse Profession : Government Service

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Abstracts of
Policy Evaluation Papers
&
Creative Writings



Roll No. 101

Addressing the Crisis of Basic Subjects Teacher in the Government Medical Colleges of Bangladesh: Challenges and Strategic Solutions

Md. Sarwar Morshed Chowdhury

Joint Secretary
Project Director, Bridges Division



The shortage of teachers in basic medical subjects in government medical colleges poses a critical challenge to the quality of education in Bangladesh. This crisis jeopardizes the quality of medical education, depriving students of the essential knowledge required for clinical excellence and weakening the foundation of the country's healthcare system. This study explores the current situation of the faculty crisis & key factors behind the crisis. It also examines the impact of this shortage on medical education quality, student performance. Through a mixed-methods research design, including interviews with medical students, trainees, educators, administrators, and policymakers, as well as quantitative data analysis, this study provides a

comprehensive understanding of the challenges. Strategic solutions proposed include the revision of recruitment policies to attract qualified candidates, enhanced financial and professional incentives for educators, the establishment of robust faculty development programs, and the integration of technology to optimize teaching and learning. The study concludes with a roadmap for implementing these solutions, emphasizing the importance of government commitment, resource allocation, and stakeholder collaboration. Addressing this crisis is critical to ensuring the production of competent medical graduates and a resilient healthcare system capable of meeting the nation's growing needs.



Roll No. 103

An Evaluation on the Effectiveness of **Medical Waste Management policy in Bangladesh**

Md. Abdulla Harun

Joint Secretary
Medical Education & Family Welfare Division
Bangladesh Secretariat, Dhaka



Public health and environmental sustainability are largely depended on effective medical waste management. This research aims to provide a comprehensive overview of existing policy of medical waste management and also focuses on the waste management practices in Dhaka city. Through an extensive review of literatures, including scholarly articles, web reports, and statistical data, this study attempts to shed light on developing medical waste management policy interventions for effective management of the hazardous waste. It delves into the existing laws and regulations, scrutinizes the current practices, and identifies a huge gap between the causes of problem and existing policy directives.

This paper recommended the policy interventions as they are more effective, more efficient and ensure equity. It is also identified the policy interventions will improve internal environment of health care establishments,

reduce medical waste related health hazards, decrease substandard health care establishment, improve natural environment, increased private investment as well as increased efficiency of government offices. Furthermore, the study also explores various solutions and innovations that have been proposed for implementation, such as technological advancements and community engagement. The research concludes that a strong and integrated, multi-disciplinary approach is essential for addressing the challenges and leveraging the opportunities in medical waste management in Bangladesh.





Roll No. 104

Towards Excellence in Research: An Analysis of the Research Policy of Bangladesh Civil Service Administration Academy in the Case of Research Proposal Selection

Dr. Molla Mahmud Hassan

Joint Secretary
MDS, BCS Administration Academy

This study evaluates the effectiveness of Bangladesh's National Digital Commerce Policies 2018 and 2021 in fostering trade and commerce. With the rapid expansion of internet access and the growing importance of digital platforms, the research investigates how these policies have contributed to economic growth, employment generation, and enhanced consumer experiences. Using a mixed-method approach, the study combines surveys of 160 participants—including entrepreneurs, consumers, and policymakers—with Key Informant Interviews (KIIs). The findings reveal significant improvements in market access, digital

infrastructure, and consumer trust. However, challenges persist, including limited digital literacy, insufficient financial support for SMEs, and cybersecurity concerns. Despite these obstacles, the policies have successfully fostered innovation, expanded trade opportunities, and facilitated the growth of digital platforms. The study highlights the need for enhanced policy measures, including targeted SME support, robust cybersecurity frameworks, and digital literacy programs, to maximize the potential of digital commerce in driving sustainable economic growth in Bangladesh.





Roll No. 105

To create a healthier planet,
global capitalism will have to shift to a
democratic eco-socialist world system,
and a pluralistic, holistic health care system.

Rahnuma Nahid

Joint Chief (Joint Secretary)
Socio-Economic Infrastructure Division
Bangladesh Planning Commission



Introduction

With the advent of industrial revolution, a new type of society developed in the Western societies named as industrial capitalism and has since spread all over the world (Magdoff and Magdoff 2005). In other words the over use of fossil-fuels in the industrial and agricultural production of today's capitalist economy which has become a "Global Capitalism" (Baer).

Biomedicine has been termed as an "outgrowth" of global capitalism and in this connection health and disease pattern should be discussed in relation to political social,

economic and cultural factors that emerge from capitalist expansion. Health inequalities persist within and between countries as those structural factors produce social inequalities which ultimately result in health disparities. The term "health disparities" in short, refers to disproportionate or excess morbidity, mortality, and decreased life expectancy as well as unequal access to health care and other health-supportive resources (e.g., insurance or access to good nutrition) in disadvantaged groups in the society or in the world at large (Baer et al 2007).

How Biomedicine have Become a Part of Global Capitalism

Globalization, commercialization through capitalism and many other associated socio-cultural factors have shaped the lives of people. An interconnection should be made both on immediate and fundamental factors affecting people's health and the crisis should be analysed from different dimensions of local



and larger global forces (Link and Phelan, 1995, as cited in Baer and Singer 2007)). Otherwise, understanding of the health of individuals, or the epidemiology of groups, will be fractional. And, similarly, consequent interventions for improvement may be limited and only short lived. As a discipline, anthropology has lagged in its attention to the nature and transforming influence of capitalism. Critical medical anthropology (CMA), in contrast, attempts to find out the causes of health-related issues within the context of the class and imperialist relations inherent in the capitalist world system.

Biomedicine must be seen in the context of the capitalist world system. World- system operates in the health sector in the form of international health agencies, foundations, national bilateral aid programs, all multinational including drug firms, medical technology producers and suppliers, agribusiness, commercial bay food suppliers, industries of chemical fertilizers ad pesticides and a hegemonic medical culture that support such activities in particular nations and locals.

In addition, a broader practice of medical hegemony has been fostered by biomedicine which can be termed as medicalization. As pointed out by Baer et al. (2003: 14) “One factor driving medicalization is the profit to be mace from discovering new diseases in need of treatment”. Change in social structure by increasing the controlling authority of the physicians and health institutions that is hospitals are is a significant outcome of medicalization. These issues will now be explored in further detail mostly on the basis of the discussion by Baer et al in their book “Medical Anthropology and the World System” (1997; 2003).

Important Issues Regarding Capitalist Exploitation in Health and Disease

Firstly, as said by Baer et al. (2003) that class relations reveal in all levels of health care system in advanced capitalist nations. The profit making motive of biomedicine facilitates it into capital-intensive mode of production by using high-technology, wider use of drugs, and medical complexes as service providers. States are being augmented by the resource from the corporate-controlled foundations and thus legitimize their involvement in health care.

Secondly, In addition, the World Bank has become a significant actor in providing health policies as a part of its loan disbursement in health sectors from international and bilateral agencies and matching funds from recipient governments. It encourages the free-market economy in a particular country through conducting country specific health sector analysis. Consequently, health problems are taken care of by capitalist mode of solution. In this relation, Walt argues (1994, as cited in Baer et al. 2003: 40) “national policy makers sense that Bank staff [appear to be] more driven by pressure to lend than a desire for successful implementation.”

Another important aspect is that the developing countries have become persecute by the capitalist expansion in their health sectors and in that process of dependency. They were bound to take health care models of advanced capitalist nations. In this regard Paul’s argument can be presented (p.40, as cited in Baer et al.) “medicine has from the beginning functioned in the service of imperialism, supporting logically the voracious search for ever wider markets ad profitable deals”. By using their political influence, local elites in developing countries have made a connection with international

agencies and, foundations and bilateral aid programs to determine the health policies **(example of SAP)**. These entire capitalist agents have preferred curative rather than preventive approaches to health care for all classless of people in their society for making as much profit as they can earn.

For example, according to Baer et al. (2007), a critical factor contributing to health disparities' around the world is the emergence of new infectious disease and new vector-borne diseases. diverse factors have contributed to the changing profile of infectious diseases in the world, including the breakdown of public health prevention systems in poorer countries; the social disinvestment in health in debt-ridden nations under pressure from development banks and wealthy lender nations in the name of structural adjustment policies in 1980s ; the increase concentration of people living in crowded megacities which are sometimes unhygienic, motor vehicle and jet pollution by increasing local as well as global travel ,deforestation and environmental degradation because of global warming. All of these are rooted in the present capitalist world system. Maximum profit and economic growth is the main objective of the capitalist economies even by exploiting and deteriorating living condition of the vast majority of the world's population (Foster 2002).

Need for a Pluralistic Holistic Health Care System

Biomedicine usually focuses specific parts of the body such as the heart, the lungs etc. Mental illness also has come under the discussion of biomedicine by giving importance to social disability, welfare and crime. Existence of alternative practitioners has also been considered under medical pluralism such as homeopaths, herbalists, osteopaths, chiropractors, and naturopaths, who are held

in contempt by many biomedical physicians.

Above all Western spiritual or Eastern mystic based alternative therapies are still exist worldwide, despite persisting biomedical dominance, Fabrega and other social scientists comment .In the modern societies nothing is out of the grasp of corporate globalization. It has control over economic, political and cultural processes throughout the world and creates social fragmentation and uncertainty about social institutions and values, emphasises consumerism for brings about "hybridity" to blend together of elements from different cultures and parts of the world. Health is considered as an achieved status obtained through education, prevention, and lifestyle by people from higher socioeconomic categories. They have obsessed about their health and illness (Fabrega 1996, as cited in Baer et al. 2007), thus resulting in the phenomenon of the "worried well".

Consequently, they are seeking for a more systematic and procedural approach to healing and with the help of medical insurance companies , all results in " increasing interest in holistic , medical traditions and the growth of health-promoting and life extension industries that compete with orthodox biomedicine" (Fabrega ,p.142). Connor (2004), for example, found that many of her respondents in a suburb of an Australian city, reported that they and other household members followed a "mixed therapy regime" in which they used a CAM therapy either prior to or in combination with biomedical treatment.

Global Democratic Eco-Socialism

Thus it can be said that the growing crisis of today's world that has developed over the last couple of decades has resulted not only in a brutal capitalism, but also a more brutal imperialism (Foster 2005). The imperialism of

money and power has tightened its hold through technological advancement in biomedicine everywhere in the attempt to extract greater profits. In this pursuit, an alternative global system should be emerged which would be dedicated to meeting people's basic needs, public ownership of means of production, social equity and justice in health, democracy, and environmental sustainability. As a result, Western scientists, and even some business leaders have begun to recognize that the capitalist system is the key to solutions to the health and diseases crisis and the ways capitalism utilizes natural resources without considering for long term consequences. Most importantly, a pluralistic and holistic health care system will not be possible without the elimination of social inequalities within and between nations. This type of increasing social equality is possible only under the system of global social system.

Capitalism might become unsustainable and ecologically, economically, politically, and morally must be superseded by an alternative global social system. It is claimed by Foster with reference to socio-ecological movement in Cuba, Venezuela and Bolivia that resistance and challenge to the present world system of capitalism is growing more widespread and socialism as a socio-political movement seems to be coming back.

In Cuba, health has been an important factor since its revolution in 1959. Health and health care during the revolution have been recognized and propagandized as major achievements of the revolutionary experience (Gordon n.d.). During the revolution, Cuban people have been trained to access to health care and to expect appropriate health care through the use of media. This non-commercial medium facilitates the general public to proper orientation and advice regarding health care.

However, lessons from the historical experience of socialism demand a process of planning in the new global social system which incorporates active participation of the population. Magdoff and Magdoff (2005) mention, in this regard, that the socialist system in Soviet Union failed because there was a growing interest of privatization of the means of production as a road toward wealth and security for bureaucrats. It ignored general mass in the name of political reforms which was designed to improve the efficiency of production and distribution, even though public ownership of the means of production should be in the heart of true socialism. Although it is the only effective means for democratic participation in economic decisions and for the fulfilment of genuine popular needs including environmental sustainability (Foster 2002). Such democratic involvement is absent in capitalist economy which puts the market in command.



Conclusion

It could be stated, in conclusion, that a joint effort is essential at this stage which would include medical professionals from biomedicine with complementary and alternative medical systems. Researchers, medical anthropologists and critical medical anthropologists, mainstream political and economic institutions along with progressive social movements for creating an alternative global system of social equality and providing the basic health needs for all of humanity. Magdoff and Magdoff emphasize by saying that “A new society is needed because the evils are part of the DNA of the capitalist system”

(p.38). But in creating such an alternative system, the experience of previous socialist should be considered to prevent the setback. Socialism by its very nature must be built by the people in accord with their wishes. The result should be development of global democracy and economic democracy based upon meeting social needs and sustainable environment. People should be empowered with the aim, as it is mentioned in Coburn (2000: 1174) by Farmer (1999) “In the world in which we now live, the task is one of being anthropologists of “health and equity”, anthropologists of “health and Justice”.





Roll No. 107

Evaluating the Effect of Increased Fines for Smoking in Public Places

Insights from the Smoking and Tobacco Product Usage (Control) Act, 2005 in Bangladesh

Kabir Mahmood

Director

Bangladesh Petroleum Corporation, Chottogram



This research examines the effect of the Smoking and Tobacco Products Usage (Control) Act, 2005, in Bangladesh, focusing on the effectiveness of increased fines and enforcement mechanisms in reducing smoking in public places. Using a mixed-methods approach, the study integrates survey data from university students, insights from key informant interviews with public officials and health experts, and a review of secondary literature. Findings reveal that while public awareness of smoking restrictions has improved, enforcement remains inconsistent, with gaps in monitoring, resource allocation, and public communication. The study highlights the socio-cultural barriers to compliance, such as the affordability of

tobacco products and ingrained smoking habits, alongside the limited reach of awareness campaigns targeting youth and marginalized groups. Additionally, secondhand smoke continues to pose significant health risks, particularly for vulnerable populations like children and pregnant women. Despite these challenges, there have been notable reductions in smoking exposure in restaurants and public transport since the implementation of increased fines. The report concludes by identifying key policy and enforcement gaps and provides actionable recommendations to enhance compliance, improve public health outcomes, and align with the government's vision for a tobacco-free Bangladesh by 2040.



Roll No. 108

An assessment of the effectiveness of the National Integrated Multimodal Transport Policy of Bangladesh on Air Quality in Dhaka City

Rokonuzzaman

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Bangladesh Council of Scientific and Industrial Research (BCSIR)

Ministry of Science and Technology

This study evaluates the effectiveness of the National Integrated Multimodal Transport Policy (NIMTP) in improving air quality in Dhaka, Bangladesh, a city known for its high population density and severe air pollution resulting primarily from vehicle emissions. With the projected population of Dhaka expected to reach 24.6 million by 2035, the urgency to address air quality issues is paramount. This research is driven by the need to assess whether the NIMTP, implemented to reduce emissions and promote sustainable transport, meets its environmental goals. Employing a comprehensive data-driven approach, the study analyzes air quality indicators, vehicle emission data, and policy implementation challenges from 2013 to 2024. Findings indicate that vehicle emissions significantly contribute to air pollution with motor vehicles. The research identifies several

challenges hindering the effective implementation of the NIMTP, including infrastructural limitations, lack of public awareness, and inadequate integration of transport modes. Furthermore, recommendations for modifying the policy's effectiveness are proposed, emphasizing the need for crosscutting legislation and a collaborative framework involving various stakeholders. The study concludes that while the NIMTP possesses the framework for fostering improved air quality, its success relies heavily on addressing implementation challenges and ensuring comprehensive stakeholder engagement to realize its full potential in mitigating air pollution and promoting public health in Dhaka. This approach aligns with national objectives and sets a precedent for sustainable urban transport policies in similar contexts globally.





Roll No. 109

National Youth Policy 2017: An Evaluation on Human Resource Development

Mohammad Ziaul Hoque

Joint Secretary
Ministry of Youth and Sports

The National Youth Policy of Bangladesh 2017 depicts a strategic framework designed to capitalize the nation's demographic advantage by empowering youths through developing into human resources. This research assesses the policy's efficacy across three vital areas: training and development, job creation and entrepreneurship promotion. It identifies implementation gaps and suggests actionable recommendations to tackle challenges such as inadequate infrastructure, limited funding, insufficient credit support and ineffective monitoring systems. The study seeks to evaluate the alignment of skill enhancement programs with labor market demands, the success of employment initiatives in mitigating youth unemployment, and the ability of entrepreneurial initiatives to encourage innovation and self-sufficiency. Additionally, it investigates the factors that obstruct the policy's execution and offers evidence-based recommendations for enhancement. Utilizing a mixed-methods approach, the research incorporates both qualitative and quantitative analyses. Primary data were collected through structured interviews with key informants alongside surveys of young beneficiaries. Secondary data were derived from government reports and pertinent academic literature. Despite

some advancements, deficiencies persist in the accessibility and quality of training facilities, particularly in rural regions. Over the past decade, merely 20.53% of trained youth have transitioned into self-employment, underscoring the necessity for improved credit support and stronger connections with the private sector. Moreover, monitoring frameworks are excessively centralized, hindering effective oversight of local initiatives. Principal recommendations include the standardization of training durations in accordance with national and international standards, modernization of training facilities, increased budget allocations, and an expansion of credit programs for self-employment. The suggestion to establish a decentralized monitoring framework and a centralized database for youth is also put forth to enhance accountability and transparency. Particular attention is directed towards closing the gender gap in NEET (Not in Education, Employment and Training) rates. By addressing both structural and institutional challenges, the National Youth Policy 2017 has the potential to transform the youth of Bangladesh into a productive and skilled workforce.



Roll No. 110

Assessing the Effectiveness of Community Eye Center at Primary-Level Hospitals in Bangladesh following National Health Policy 2011: A Case Study on Shere Bangla Medical College Hospital, Barishal

Md. Abdus Salam

Joint Secretary
Budget Branch, Health Services Division
Ministry of Health and Family Welfare

The National Health Policy 2011 of Bangladesh emphasizes strengthening primary-level healthcare services to ensure accessible and affordable eye care for all. This study assesses the effectiveness of the Community Eye Center (CEC) under Shere-Bangla Medical College Hospital (SBMCH), Barishal as a model for delivering primary-level eye care. The study examines the center's capacity, service delivery, infrastructure, and alignment with the National Health Policy objectives. Data were collected through patient records, staff interviews, and on-site observations to evaluate the quality, accessibility and outcomes of eye care services provided. Findings reveal that the CEC plays a significant role in reducing preventable blindness by

offering essential services, such as vision screening, cataract management and referrals. However, challenges persist, including inadequate human resources, limited equipment, and overcrowding, which hinder optimal service delivery. Despite these limitations, the center effectively addresses the needs of underserved populations, reflecting its importance in achieving universal eye health coverage. The study recommends increased investment in infrastructure, capacity-building programs for healthcare personnel, and better integration of eye care services into the primary healthcare system. Strengthening CECs like SBMCH can significantly contribute to the National Health Policy's goals of ensuring equitable and quality eye care across Bangladesh.





Roll No. 111

Evaluation of AIIB's Assistance in Financing Development Projects of Bangladesh

Masuma Akter

Joint Secretary

Economic Relations Division, Ministry of Finance

This study evaluates the effectiveness of the Asian Infrastructure Investment Bank's (AIIB) assistance in financing development projects in Bangladesh. It aims to examine the efficiency and timeliness of project implementation, identify challenges, and propose practical recommendations to improve the influence of AIIB's investments. Bangladesh is set to graduate from the Least Developed Country (LDC) status in 2026, a significant milestone in its development journey. While LDC graduation marks substantial progress, it also introduces new challenges. LDC graduation will come with a loss of eligibility for the most concessional loans and grants from international financial institutions, such as the World Bank and ADB. We will need to borrow from alternate sources to mitigate this challenge. In this context, AIIB will play an increasingly crucial role in providing financing for development projects to ensure that Bangladesh continues its growth trajectory. The research utilized both qualitative and quantitative approaches, analyzing data from relevant literature, policy documents, and primary sources. Findings are generated from interviews with Project Directors, officials from related ministries, and a Focus Group Discussion (FGD). AIIB has

played a significant role in financing Bangladesh's infrastructure development, with USD 3.8 billion committed to 23 projects across sectors such as budget support, power and energy, transport and water and sanitation. AIIB stood beside Bangladesh with COVID support and budget support during pandemic. AIIB provided USD 1.85 billion as budget support to Bangladesh during 2019-2024. However, the study identified challenges, including delays due to land acquisition, inefficiencies in project execution, and high borrowing costs influenced by rising interest rates. Time overruns affected 55% of ongoing projects, leading to cost escalations and additional commitment fees. Implementing Agencies should streamline land acquisition and approval procedures, and emphasize projects that generate revenue and have significant impact. ERD should utilize multi-currency borrowing to reduce exchange rate risks, and improve negotiation capabilities for securing concessional financing. For AIIB it is essential to establish digital platforms for fund disbursement, set up a resident office in Bangladesh, collaborate with concessional lenders for co-financing, and concentrate on projects that promote sustainability.

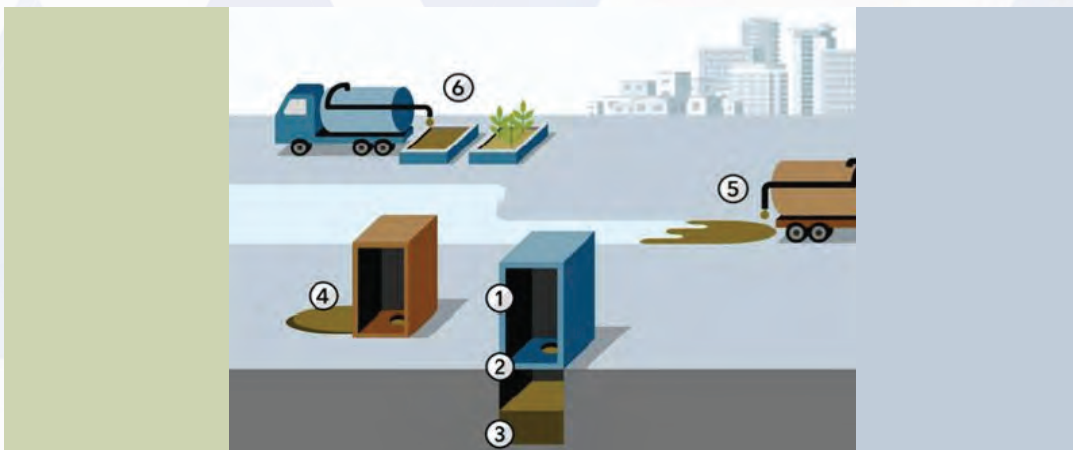


Roll No. 112

On-site Sanitation Compliance Assessment: A Case Study of Baridhara area under Dhaka North City Corporation

Mohammed Masud Alam Siddique

Joint Secretary
Dhaka North City Corporation



Onsite sanitation and disposal of human wastes are largely unregulated in Bangladesh. According to a field survey, there are some on-site sanitation technologies, so promoting the dissemination of technologies and financial models needs to be available to the residents. The main aim of this study is to prepare an on-site sanitation compliance rating of the building/structures of Baridhara area under Dhaka North City Corporation. This study adopts a mixed-methods approach, combining quantitative surveys with qualitative interviews and focus group discussions. For both the primary and secondary sources of quantitative data, face-to-face household interviews are conducted using questionnaires survey. The collected data is analyzed using different statistical methods to identify the compliance

for the holdings under the study area. The data is classified into 5 classes (Compliance, partially compliance, off-site sanitation facilities, not compliance & not assessed) based on assessment results. The findings of the survey is that, most of the residents of Baridhara have a lack of knowledge and understanding regarding the on-site sanitation compliance. It is very alarming that 44 % buildings at Baridhara do not have a septic tank and connect their toilet contents directly to the storm drainage system. Among 550 holdings only 05 are fully complied with based on the criteria and BNBC standards; 203 holdings have partially complied. The study suggests need for better integration of on-site sanitation and FSM into urban sanitation planning.



Roll No. 113

An Assessment of 'ONE DAY ONE WORD PROGRAMME' in Achieving Quality Education at the Primary Level of Moulvibazar Sadar Upazilla

Satyakam Sen

Director (Joint Secretary)

Dept. of Jute, Ministry of Textiles and Jute

It is quite evident that although the extent of Primary Education has increased convincingly in Bangladesh the quality issue remained neglected for decades. This study found several reasons behind it. In Bangladesh, the Ministry of Primary and Mass Education is mandated to ensure quality education and also the overall success of this sector according to the Allocation of Business of the Rules of Business. A number of initiatives have been taken so far to remove the deficiency. One of them is the 'One Day One Word Programme' introduced in October, 2018 all over the country. The essence of the plan is that every child of the primary level will be taught one Bangla and one English word everyday. This way when a child will enter into the secondary level he will be able to continue his studies without any hesitation

using the huge vocabulary learnt at the primary level. The present study deals whether this method of word teaching can bring any positive result in attaining standard level of Primary education. Sixteen schools of Moulvibazar Sadar Upazilla have been selected as the study area. Besides, the Senior Secretary and 30 other respondents have been interviewed as key informant and general data source respectively. The study found that more than 75% students could show convincing change within a year. Measures have also been adopted to upgrade the rest few nonperformers with extra care at the same time. The research found the programme as a unique and a very effective one as a means of Quality enhancement in the academic sector of Bangladesh





Roll No. 114

Evaluating the building construction with reference to Rajshahi Development Authority Act, 2018: **An Analysis for Sustainable Urban Development**

S.M. Tuhinur Alam

Chairman (Joint Secretary)

Rajshahi Development Authority (RDA), Rajshahi



This study evaluates Section 27 of the Rajshahi Development Authority (RDA) Act, 2018, which regulates building construction to ensure sustainable urban development in Rajshahi, Bangladesh. Based on qualitative approach and using the Policy Cycle paradigm, the study investigates its strengths, shortcomings, and enforcement challenges of the provision. Thematic analysis of interviews demonstrates its usefulness in fostering long-term urban growth and building code compliance.

However, difficulties such as resource restrictions, limited enforcement, ambiguity in clauses and weak enforcement mechanisms

hinder its effectiveness. A case study of the Padma Residential Area exposes significant enforcement loopholes, including inadequate financial penalties and lack of improved monitoring mechanism, which jeopardize regulatory compliance. To address these challenges, the study recommends introducing an improved monitoring system and strengthening enforcement mechanisms through a series of stages. The study aims to improve the existing monitoring mechanism of Rajshahi Development Authority (RDA) Act, 2018 for enhancing the effectiveness of section 27, and adds actionable recommendations for improvement.



Roll No. 116

The Acquisition and Requisition of Immovable Property Act, 2017: Evaluation of Procedural Transparency and Fairness in Acquisition

Md. Harun Or Rashid

Joint Secretary

10 Hohikishore Roy Road, Mymensingh

Land acquisition for public purposes is crucial for national development, yet it has been plagued by issues such as delays, inadequate compensation, and social unrest. To address these problems, Bangladesh enacted the Acquisition and Requisition of Immovable Property Act, 2017, aiming to enhance transparency, fairness, and compensation. Despite its goals, challenges remain in its implementation, including bureaucratic inefficiency, land disputes, court injunctions, and manpower shortages. Compensation often fails to reflect market value, and non-monetary losses like disrupted social ties are overlooked. To evaluate the procedural transparency and fairness in the implementation of the Act, this study used a qualitative case study and process evaluation approach, reviewing legislation and government documents to understand the land acquisition framework. It gathered primary data through semi-structured interviews with stakeholders in Mymensingh District, such as officials and displaced landowners. The research explored themes like compensation fairness,

transparency, and procedural delays, evaluating the Act's strengths and weaknesses. The data were analyzed using thematic analysis to assess its effectiveness. Despite the Act's intentions, delays persist due to bureaucratic inefficiency, land disputes, judicial interference, and poor inter-agency coordination. Compensation remains inadequate, often failing to reflect market value or account for social and economic losses. Transparency issues also exist, with reports of bribery and unclear communication from local authorities. The study found that, while the Act provides a more structured process, it faces challenges with corruption and insufficient compensation. Public trust is low due to these issues. The study recommends simplifying legal processes, revising compensation frameworks to include both monetary and non-monetary losses, enhancing public participation, improving dispute resolution, and strengthening social safeguards, including better rehabilitation programs. These reforms could improve the fairness and efficiency of land acquisition processes.





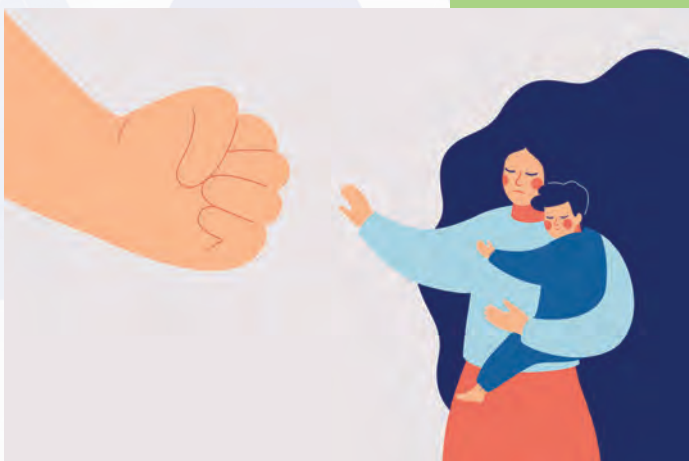
Roll No. 117

Tackling Violence at Home: **An Evaluation of the Effectiveness of the Domestic Violence** **(Prevention and Protection) Act, 2010**

Dilara Begum

Joint Secretary

Ministry of Women and Children Affairs



Domestic violence is an unacceptable violation of the fundamental human right to feel safe within one's own home. Despite its widespread presence across all social classes, it remains a deeply complex and difficult issue to address. The Domestic Violence (Prevention and Protection) Act, 2010, was introduced with the primary purpose of protecting victims, particularly women and children, from domestic abuse and providing mechanisms for redress and support. While the legislation marked a pivotal advancement in addressing a major social problem, its effectiveness remains significantly limited. This analysis examined the efficacy of the law by utilizing a qualitative approach. To this end, it critically explores how well the Act has been implemented, by

identifying its successes, shortcomings, and potential areas for improvement. The most key finding of this analysis is the minimal occurrences of utilizing this law which can be attributed to the lack of clarity in some provision of the law, reliance on similar laws that provides stern redress system and above all lack of awareness even of the responsible officers, service providers and advocacy organizations. Amendment of some of the provisions of the law is required which must be supported by comprehensive, multi-pronged approach that prioritizes victim support, institutional capacity-building, and societal change is essential to bridge the implementation gap.



Roll No. 118

Effectiveness of Child Labor Policies in Bangladesh: Evidence from National Child Labor Survey 2013 and 2022

Syed Rashedul Hossen

Director (Joint Secretary)

Institute of Public Finance Bangladesh (IPF), Finance Division



This study explores the effectiveness of child labor policies in Bangladesh, analyzing data from the National Child Labor Survey (NCLS) of 2013 and 2022. Despite significant strides in policy formulation and international commitment to eliminating child labor, challenges remain in eradicating this persistent issue. Drawing on data from two consecutive surveys, this paper investigates trends in child labor prevalence, the demographic characteristics of affected children, and the impact of existing policies on reducing child labor. The analysis identifies key factors influencing child labor, including

socio-economic conditions, educational access, and enforcement of labor laws. It also assesses the role of government and non-government organizations in implementing child protection programs. The findings highlight both improvements and ongoing gaps in policy effectiveness, providing crucial insights for future policy adjustments to better combat child labor in Bangladesh. This study contributes to the growing body of research on child labor, offering evidence-based recommendations for more effective policy interventions and sustainable solutions to eliminate child labor.



Roll No. 119

National Plan for Disaster Management: An Assessment of The Utilization of BN's Potentialities

Faisal Muzaffer Mahmud

Captain
Commanding Officer SOLAM
Bangladesh Navy



Bangladesh is known for having recurring natural disasters like flood, cyclone, storm surge, riverbank erosion etc. Each of these disasters caused significant challenges to national security, development, and the well-being of the population. On the other hand, Bay of Bengal provides Bangladesh with enormous opportunity in terms of cost-effective sea lines of communication, essential trade and commerce and living and non-living resources in the sea. But severe marine pollution becomes rising concern for maritime nation like Bangladesh. Considering the recurring nature natural disasters, effective disaster management is a critical area of concern. The Bangladesh Navy (BN), with its

extensive maritime and amphibious capabilities, plays a crucial role in the country's National Plan for Disaster Management (NPDM). This paper assesses the potentialities of the Bangladesh Navy in disaster management, examining the resources, strategies, and capabilities that the Navy contributes to disaster relief and preparedness. This paper aimed to analyze the possibility for widening the scope of NPDM 2021-2025 and to highlight the strength, opportunity, challenges of utilizing the Bangladesh Navy's potential in the modified NPDM framework, explore case studies of past disaster responses, and provide recommendations for optimizing the Navy's role in future disaster management efforts.



Roll No. 120

Birth Registration Coverage of Abandoned Baby under the Baby Home Management Guideline in Bangladesh

Md. Shahidul Islam

Joint Secretary

Ministry of Public Administration

As per the law of the land Birth registration is a mandatory issue for every child in Bangladesh. It specially records the date, place, parent's name and the gender of the child. Without birth registration children could slip out of their rights of protection and access to essential services like health and education. 56% of the newborns (between 0 to 5 year) are registered on birth. in Bangladesh. This study focuses on the birth registration coverage of government Baby Homes under Baby Home Management Guidelines. Baby Homes provide shelter to and take guardianship of abandoned, claimless, destitute and endangered babies between 0-7 years of age with due acceptance, admission and registration of babies received from different sources. The aims of this study is to find out whether the Baby Home Management guidelines complement the birth registration activities of the abandoned and claimless children in the homes and support to complete the registration process properly to protect their rights and future well-being. The method of the study includes physical visit to the baby homes, consultation of institutional documents, discussion with service providers and talk over telephone with Social Welfare Department and Birth registration authority to collect relevant data and information.

Baby Homes guidelines has instruction for birth registration of the babies. But it does not

complement effectively for completion of registration process. Although birth registration is mandatory by law, it has not been rolled out squarely in all Chotomoni Nibas (Government baby homes). Lack of awareness and seriousness of the baby home management authority along with regular monitoring from higher authority also created a lapse in birth registration. Claimless and abandoned babies are provided with options like "unavailable" and "unknown" to be written in the place of their parent's name. This facilitated to solve the problem of completing registration process. But later it created some new problems in day to day lives of the children like health, education and socialization. The study suggested to introduce "Institutional Guardian's name" instead of "parent's name" in birth registration for abandoned and claimless babies accommodating a relevant field in the online form of birth registration. This inclusion should be well circulated among government and non-government service providing agencies so that they can bring necessary changes for inclusion of "Institutional Guardian's name" instead of parent's name for abandoned and claimless babies. This inclusion could solve the problems in birth registration rising out of writing "unknown" in place of parent's name of abandoned babies.



Roll No. 121

Evaluating the Effects of the **Electric Vehicle Policy 2023** on **Traffic Congestion in Dhaka City:** **Emphasis on Easy Bikes**

Mustain Billah

Joint Secretary
Ministry of Public Administration

Dhaka, the capital of Bangladesh, was recognized as one of the prominent megacities globally. A significant portion of the city's population belonged to the middle class, necessitating daily commutes for various employment opportunities. In this context of unstructured urban living, residents faced considerable challenges in their quest for survival. The pervasive issue of environmental pollution adversely affected the health of city inhabitants and diminished their productivity. The proliferation of unregulated industrial facilities, particularly within the ready-made garment sector, posed a substantial environmental risk. Daily commutes predominantly relied on public transportation, which was heavily dependent on fossil fuels, thereby exacerbating air pollution levels in the city. The increasing population density led to severe traffic congestion, further complicating the daily lives of residents.

In response to these challenges, the government introduced the Electric Vehicle Policy 2023, aimed at mitigating carbon emissions and alleviating traffic congestion, aligning with global standards. This policy sought to curtail fossil fuel consumption in transportation and enhance labor efficiency by reducing time lost in traffic. The rise in the availability of easy bikes contributed to the



worsening traffic situation, as these vehicles were both accessible and affordable for the public. However, their proliferation also intensified congestion on the roads.

This research primarily investigated the impact of easy bikes on carbon emissions and traffic congestion following the implementation of the electric vehicle policy. The study assessed public sentiment towards easy bikes, which were favored for their convenience and lower fares, while also acknowledging their role in traffic congestion issues. The objective was to critically evaluate the effectiveness of the motor vehicle policy, with the expectation that it would lead to an increase in electric vehicle usage, thereby reducing carbon emissions and pollution levels. To achieve this, interviews with policymakers, transport operators, drivers, passengers, industrial representatives, and other stakeholders, along with data analysis, were conducted to ascertain the policy's outcomes.



Roll No. 122

Supply chain of edible oil

A.K.M. Maksudul Arefin

Joint Chief (Joint Secretary)

Bangladesh Trade and Tariff Commission

The supply chain of edible oil is a critical component of the global food industry, ensuring the seamless movement of oilseeds, crude oils and refined products from producers to consumers. It encompasses a series of interconnected processes, including cultivation, extraction, refining, packaging and distribution. Efficiency in this supply chain is pivotal, as edible oils are staple commodities in households and industries. Key challenges include fluctuations in raw material availability due to climate variability, logistical disruptions and rising consumer demand for sustainable and healthier oil options. Advanced technologies, such as blockchain and IoT, are increasingly being adopted to enhance traceability, improve inventory management and ensure quality compliance. Additionally, strategies such as contract farming, local production and diversification of sources are being implemented to mitigate risks. The future of the edible oil supply chain

lies in the integration of sustainable practices, adoption of renewable energy in production and collaborative efforts among stakeholders to achieve resilience and efficiency.

The purpose of this descriptive study is to give a broad overview of the effects of a government order on the marketing and distribution of edible oil in Bangladesh; it is not meant to be a comprehensive examination. This report does not address sustainable, social, economic, or environmental issues. Every piece of information used in this report was gathered from secondary sources. This study will benefit current industries for process improvement and legal compliance as well as prospective investors who plan to engage in this sector. This study can be used by scholars to analyze market conditions, and it can be used in part by Bangladeshi government officials to monitor the market and make decisions.





Roll No. 123

Trade Liberalization for Export Diversification: the Need for Effective Implementation of the National Tariff Policy

Mohammad Jahirul Quayum

Joint Secretary
Macroeconomics Wing, Finance Division
Bangladesh Secretariat, Dhaka



Trade policy of Bangladesh is riddled with high tariff protection. In order to promote export diversification through trade liberalization and tariff rationalization the Ministry of Commerce has issued the National Tariff Policy (NTP). Although the Bangladesh Trade & Tariff Commission played an instrumental role in drafting the tariff policy the implementation role rests with the National Board of Revenue (NBR), which has no direct reporting line with the Ministry of Commerce. Whether a revenue focused NBR has taken steps for implementation of the NTP and if not, how to push NBR for effective implementation of the NTP is the subject of this policy evaluation paper. The study has used qualitative research methods such as Key Informant Interviews (KII) with trade experts both from the public

and private sector, a Mentimeter survey to get a feel of the general perception about tariff policy setting and a thorough review of relevant literature, policy documents, trade-related publications and relevant loan documents of development partners. It has been identified that one of the development

partners, the World Bank, put adoption of the tariff policy as a precondition for a budget support loan which led to issuance of the National Tariff Policy rather quickly by Bangladesh Government. Both the private sector and NBR took little interest in the NTP. In absence of any direct reporting line between NBR and the Ministry of Commerce there has not been much pressure on NBR to implement the NTP. It has been found out that the existing trade policy dualism, current high tariff protection given to local manufacturers and over dependence of NBR on import duties as a revenue source work as deterrents in implementing the National Tariff Policy. This evaluation paper suggested some steps to facilitate effective implementation of the National Tariff Policy.



Roll No. 124

Effectiveness of Child Labour Elimination Policy, 2010

Khondoker Md. Nazmul Huda Shamim

Joint Secretary
Local Government Division

Child labour is an acute issue that adversely affects millions of children across the globe. It violates the rights of the children by depriving them from their childhood, education, rest, recreation, early age development and opportunities for a better future. Despite significant social progress in many areas, child labour remains a persistent challenge in



Bangladesh for long. Since the child labour survey 2013 conducted by the Bangladesh Bureau of Statistics (BBS) we could not reduce the number over the years. Now it has become

a pertinent question whether the country is in the right track to address child labour issue efficiently. This paper reviews relevant literature, government documents and collects data through Focus Group Discussion (FGD) and examines the effectiveness of the National Child Labour Elimination Policy 2010 in Bangladesh. The paper reveals that though

the inspectors conduct regular visit in the formal sectors, they are not going to informal sectors for inspection. The labour act has not given authority to the labour inspectors to monitor child labour situation exists in the informal sector. Moreover, the number of labour inspector are less than the required number which results in lack of enforcement measures also. This paper explores the challenges of the policy implementation in reducing child labour. Finally, recommendations are made for strengthening the policy to address the gaps in enforcement and social awareness.



Roll No. 125

The effectiveness of the "Guidelines for the Grid Integration of Solar Irrigation Pumps (SIP)" 2020

Md. Monwar Hasan Khan

Joint Secretary

Ministry of Industries



Irrigation is a critical sector in Bangladesh, heavily reliant on fossil fuels through diesel-powered systems or grid electricity. Solar irrigation offers a cleaner energy alternative, aligning with the Sustainable Development Goals (SDGs). To promote Solar Irrigation Pumps (SIPs), a well-structured business model is essential, emphasizing alternative uses for water and electricity after irrigation to enhance the viability of SIPs. Grid integration of SIPs is one such alternative, with its techno-economic feasibility being a key factor for acceptance among solar irrigation operators. The government of Bangladesh has issued "The Guideline for Grid Integration of Solar Irrigation Pumps (SIP)" in 2020 for integrating SIPs with the grid. Operators can leverage this facility by incorporating grid connection equipment into their projects, enabling the supply of surplus electricity to the distribution grid after meeting irrigation needs. The Guideline aimed to enhance sustainable agricultural practices in Bangladesh by promoting renewable energy

sources as well as make solar irrigation costing at per market competitive. The Guideline was published to promote renewable energy in the agricultural sector, to reduce dependency on fossil fuels and grid electricity and to ensure the sustainable integration of SIP into the national grid. Though the Guidelines published four years back, but the number of installation of new SIP is still not satisfactory level. SIP can be a big source of CO₂ emission reduction in Bangladesh if we fulfill the target of government of installing 45000 SIP by 2031. This study evaluates the effectiveness of the guidelines analyzing its objectives, implementation strategies, challenges faced, and outcomes. By leveraging existing data and stakeholder insights, the study identify key technical, economic, and infrastructural challenges to grid integration and provide policy recommendations to facilitate the large-scale integration of SIPs into the grid with consideration on the impact on energy efficiency, agricultural productivity, and socio-economic development.



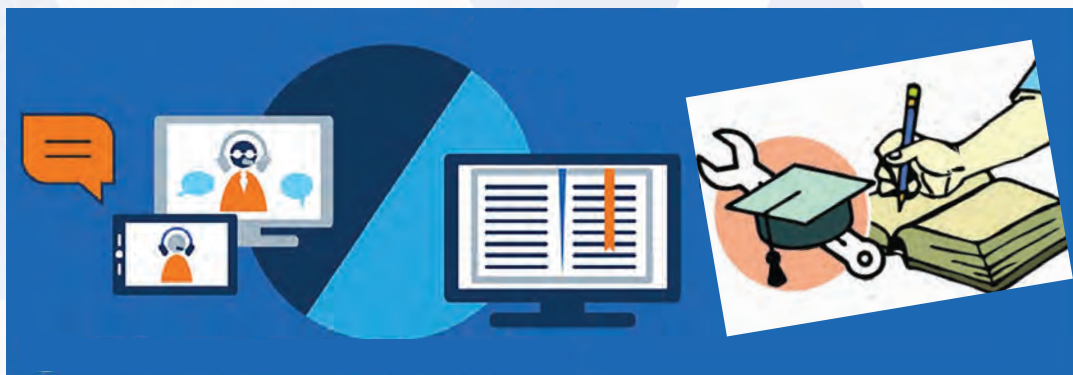
Roll No. 126

Evaluating the Efficiency, Equity, and Implementation of Grants for Technical and Madrasah Education Institutions, Teachers-Staff, and Students."

Waheda Sultana

Joint Secretary

Technical & Madrasah Education Division (TMED), Ministry of Education



This study, titled “Evaluating the efficiency, Equity, and Implementation of Grants for Technical and Madrasah Education Institutions, Teacher-Staff, and Students,” examines the effectiveness of grant allocation, distribution, and utilization processes in the Technical and Madrasah education sector of Bangladesh for the fiscal year 2023-2024. A total fund of 7.98 crore taka was allocated to support 478 institutions, 798 teachers/staff, and 12,027 students. The research investigates whether the allocated funds were sufficient, whether the sub-allocation process adhered to established guidelines, and whether the grant distribution system was efficiently managed. In this study mainly secondary data used and these data collected from TMED. In addition of these secondary data, some primary data or information also collected from some of the institute heads over phone call, what’s app. The findings reveal that, while the grant distribution adhered to certain

guidelines, gaps exist in fund sufficiency, equitable distribution, and compliance at the district and institutional levels. Challenges such as disproportionate fund distribution, insufficient allocations for underserved stakeholders, and inefficiencies in the processing system were identified. Many of the institute heads are not aware of the grant. This study underscores the importance of aligning grant allocation with stakeholder needs, ensuring compliance with policy guidelines, and improving the transparency and efficiency of fund management systems. Recommendations include increasing fund allocations, refining eligibility criteria, and strengthening monitoring mechanisms to enhance the overall impact of government grants on Technical and Madrasah education. This research contributes to policy discussions and provides actionable insights for optimizing future grant programs.



Roll No. 127

Effectiveness of Net Metering Policy in Promoting Renewable Energy in Bangladesh

Molla Mohammad Anisuzzaman

Joint Chief (Joint Secretary)

Industry and Energy Division, Bangladesh Planning Commission

Bangladesh's Net Metering Policy (NMP) aims to increase renewable energy share in the national grid, targeting 2000 MW of rooftop solar by 2030. However, rooftop solar adoption has been slower than expected. This study investigates barriers hindering the widespread uptake of rooftop solar under the NMP. A mixed-methods approach combines qualitative interviews with key stakeholders and quantitative data on NMP implementation. The study identifies several challenges, including high initial installation costs, limited financing options, low consumer awareness, technical limitations of the grid, and complex regulatory procedures. Socioeconomic disparities between urban and rural populations further exacerbate adoption gaps.

While the policy has benefited early adopters, it has not yet achieved significant impact on energy consumption or grid integration. The study recommends reforms to improve policy effectiveness, such as expanding financing options, streamlining regulatory processes, upgrading grid infrastructure, and launching awareness campaigns. In conclusion, while the NMP holds promise for transforming Bangladesh's energy sector, its full potential can be realized only by addressing these barriers and fostering an environment conducive to renewable energy adoption. With the right adjustments, Bangladesh can meet its renewable energy goals and contribute to the global fight against climate change.





Roll No. 132

Connecting the Unconnected: Factors and Extent of Digital Inequality and Effectiveness of National Telecom Policy 2018

Dr. Md. Taibur Rahman

Joint Secretary, Post & Telecommunications Division
Bangladesh Secretariat, Dhaka



1. Introduction

1.1 Background

Digital connectivity is essential for digital transformation, with universal and meaningful connectivity ensuring secure, affordable, and productive online access for all. This has become a key policy focus to drive social and economic development. Expanding broadband access is directly linked to GDP growth (ITU, 2024).

Bangladesh's primary development goal is to become a digitally empowered society and knowledge-based economy (Zaman & Rahman, 2024). Universal broadband can significantly transform society, with a 10% increase in broadband speed boosting GDP by 2-3% (Minges, 2015). However, rising internet use also exacerbates digital

exclusion, as digital inequality hinders economic and social progress, impacting ICT skills across demographics (Robinson et al., 2015; Asheq, 2017).

The National Telecom Policy 2018 and National Broadband Policy 2009 provide the foundation for expanding high-speed internet and addressing digital inequality. Despite this, only 39% of Bangladeshis use the internet, and the country lags in smartphone usage, internet speed, AI adoption, and freelancing (PTD, 2024).

This research tried to explore the factors, extent and depth of digital inequality and the role of relevant policy instruments particularly the National telecommunications Policy 2018 in achieving universal digital connectivity and zero digital disparity.

1.2 Literature Review

Ragnedda and Muschert (2019) analyzed digital divides and access inequalities, while, Kar et al. (2019) explored urban-biased digitization challenges in countries like India and Bangladesh, proposing the "Digital Nation" framework. Viktorovna (2016) identified sociodemographic factors contributing to digital inequality in Russia. Rashid (2016) highlighted gender-based digital exclusion in Bangladesh, and Mariscal (2005) emphasized the role of social capital in reducing Mexico's digital divide. Hsieh et al. (2008) explored digital access disparities between privileged and disadvantaged groups.

Gillwald (2017) argued that improving broadband alone isn't enough to reduce digital inequality in Africa. Mustafa et al. (2020) pointed out overlooked factors like security and service failures. Research on Bangladesh's digital divide is limited, with Rahman (2007) identified barriers like language and software costs. Rahman and Bhuiyan (2016) highlighted the role of community centers in bridging the digital divide. Chaklader et al. (2013) showed how low-cost wireless LANs could reduce the digital divide in rural areas.

Although several studies have focused on ICT adoption in Bangladesh, significant challenges remain in areas such as social, economic, and educational development.

1.3 Methodology

An exploratory study used a mixed-method approach, combining quantitative and qualitative data. A stratified random sampling technique was applied, interviewing 355 respondents from all 64 districts using a 36-question survey. Thirty participants were selected for focus group discussions (FGDs) through snowball sampling, with two sessions

held. Key informants included policymakers and professionals. The Delphi method was used for qualitative data collection, gathering expert opinions and seeking consensus.

2. Findings and analysis

The study outcome showed that the digital inequality exists in Bangladesh. Digital inequality observed mostly in rural part of the country and to the people having illiteracy comparing to the urban and literate people. The findings of the study are discussed in the following sub-sections.

2.1 Desktop Analysis based on secondary information

As of 2023, Bangladesh has seen significant growth in digital connectivity, with approximately 130 million internet users, or 72% of the population, up from 92 million in 2019. Social media use has surged, with Facebook reaching 45 million users (25% of the population). Mobile phone penetration is high, with 185 million subscribers, up from 159.78 million in 2019. This growth highlights Bangladesh's increasing reliance on mobile and internet technologies for communication, business, and education.

Despite these advancements, Bangladesh lags behind several countries in development indices. In 2024, it ranked 100th in the UN e-government index and only 39% of the population uses the internet, according to the ITU's ICT development index. Bangladesh also has the lowest smartphone usage rate in South Asia (52%) and trails in areas like internet speed, digital living standards, AI adoption, and freelancing, as reported by the World Bank in 2023.

Household access to digital ecosystem is not as claimed in the slogan of digital Bangladesh as can be seen from following data (BBS, 2022):

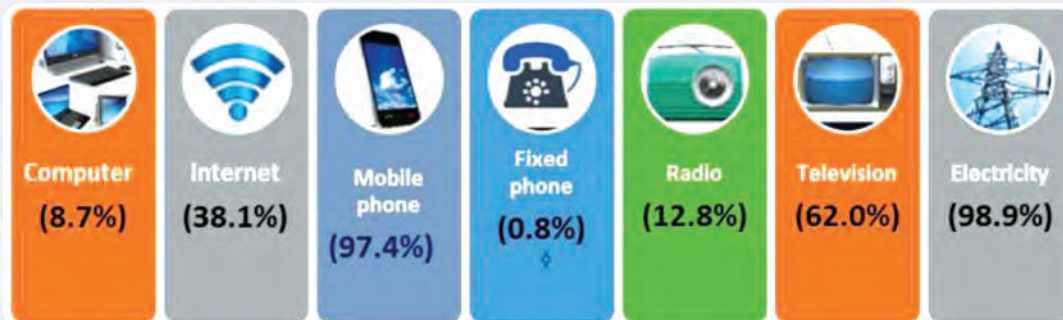


Figure 2.1: Proportion of HH with digital connectivity related access (Source: BBS, 2022)

- A total of 97.4 per cent households have mobile phones in the country, but **63.1 per cent of them do not feel the need to use internet.**
- **Around 52.2 per cent have smartphone access.** Division-wise, the percentage is highest in Dhaka at 54.2 per cent and lowest in Rajshahi division at 19.7 per cent.
- The **number of computer users** are highest in Chattogram division at 15 per cent, and lowest in Barishal division at 4 per cent, and **nationally only 8.7%.**
- **Computer ownership in rural Bangladesh is only 3.1% and 25.6% in urban areas which shows an acute digital inequality.**
- The rate of **internet users** rose from 6.7 per cent in 2013 to **38.9 per cent in 2022.**

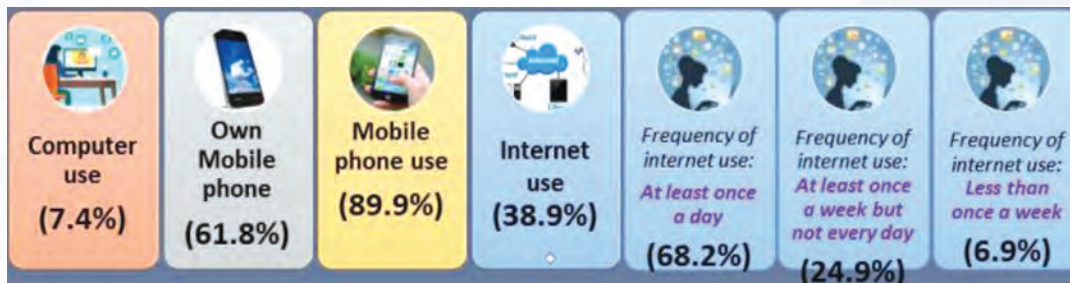


Figure 2.2: Proportion of individuals on use of ICT (Aged 5 years and over - in last 3 months)

2.2 Causes & Factors of digital inequality: Focus Group Discussion (FGD)

- The outcomes of the qualitative analysis are similar to the findings of Islam and Inan (2021) who found that the highly cited words in their word cloud were education (21), cost (14), income (12), internet (12) and ICT (11) regarding digital inequality.
- The findings reveal that the main factors contributing to digital inequality include a lack of basic education, literacy, skills in

using computers, mobile devices, and the internet; limited affordability. Additionally, a lack of awareness about the benefits of digitization and ICT usage, along with limited connectivity in remote or rural areas are important issues. The discussions also mentioned the restricted use of ICT within government services, and the need for designing user interfaces (UIs) in Bengali, alongside English as important factors.

2.3 Causes & Factors of digital inequality: Key Informants Interview results

The analysis of interview data revealed 18 factors (see Figure 3), of which 11 (61%) were also identified in the focus group discussions (FGD). Combined, the FGD and interview studies identified 23 factors, with 11 (48%) factors common to both. Five factors were

unique to the FGD, while seven were unique to the interviews. The factors identified solely through interviews are marked with an asterisk in Figure 3. All these factors have been reinforced and validated by the nation-wide survey results as well.

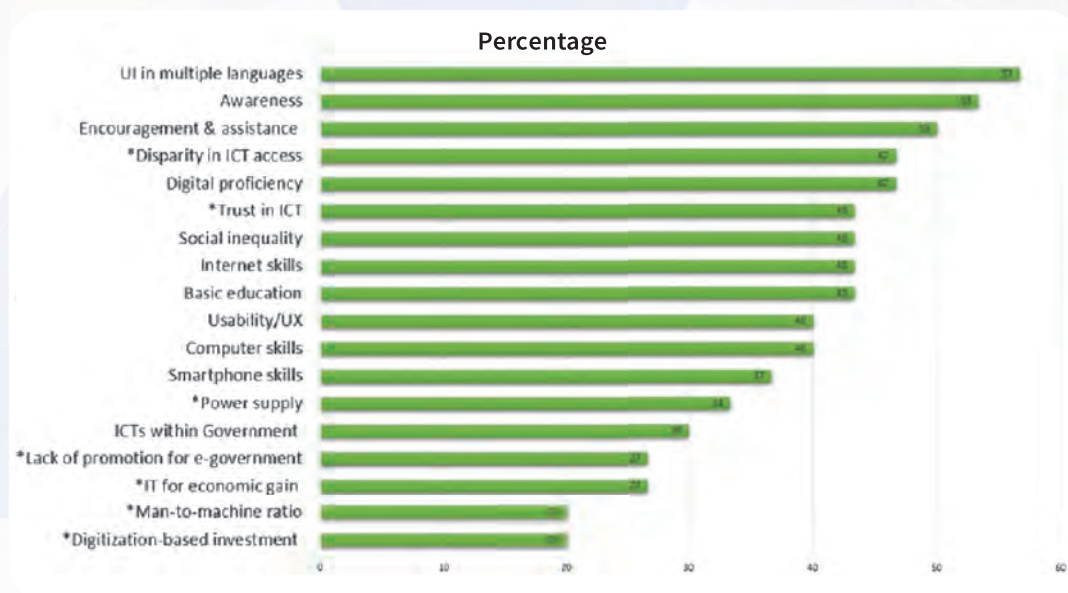


Figure 2.3 Factors unveiled from KII



2.4 Causes and factors of digital inequality: Nation-wide quantitative survey results

The survey results showed that all the factors revealed from the qualitative (FGD and semi-structured interviewing) studies were valid and well supported by the survey respondents (see Table 2.1). The strongly agreed factors were

general education, income differences, lack of digital/IT-based business investment, and the lack of user-friendly UI to make the ICT accessible for all. A comparative less agreement showed toward the ICT infrastructure, computer or device ownership, and user experiences with the internet, mobile, and computer.

Table 2.1. Causes & Factors of Digital Inequality in Bangladesh

No	Causes and factors of digital inequality	Score
1	Level of education	4.59
2	Computer and Smart Phone ownership	4.89
3	UI and content Language (e.g., Bengali, English)	4.72
4	Socioeconomic inequality	4.67
5	Low IT-based investment	4.59
6	Lack of promotion for e-government	4.25
7	Lack of understanding and awareness about ICT	4.23
8	Inability to use IT for economic gain	4.10
9	Access to internet bandwidth	3.98
10	Lack of promotion for e-commerce	3.98
11	Uses of ICT within Government	3.94
12	Internet skills	3.89
13	Disparity in access to the ICT	3.81
14	Power supply	3.81
15	Cost of bandwidth	3.81
16	Inadequate ICT infrastructure	3.79
17	Lack of trust in internet and ICT; cyber security	3.79
18	General digital skills	3.78
19	Digital literacy	3.74
20	Lack of familiarity with smart phones	3.63

Source: Author's analysis based on survey, KII and FGD

Note: "Scores are given based on KII and FGD in 1-5 scale where score 5 is most important cause and 1 is least important cause.

2.5 Access to internet

- Only 40% user have access to both broadband and mobile data.
- Only **9.3%** people have *highspeed broadband connection* access. This shows huge digital inequality in this research. This is reinforced by the following response that only around 14.7% are highly satisfied with internet speed and uninterrupted service.
- The finding shows, highquality internet

service is a serious issue and source of digital inequality.

2.6 Digital skill, support service & purpose of use

- Only 20% of respondents consider themselves highly skilled in using digital devices, and over 70% have never received training, though 82% are interested in learning. This highlights significant skill inequality in Bangladesh.

- While 80% of respondents use social media regularly, only 50% use it for productive purposes, reflecting impact inequality.
- About 50% of respondents seek digital services from providers, while the other half relies on family and friends, indicating the growing role of peer help globally. Policy should address this trend.

2.7 Challenges in accessing the digital technology

- High cost of device (64%) and internet (58%), lack of physical access (47.9%) and low

quality of service (24%) are the top four challenges in accessing the digital technology as identified by the respondents. These are also the causes for not having internet for people without access.

2.8 Denied opportunities and digital Security

- 61% respondents feel unsecure while using internet and less than 35% respondents do not know what to do about it. 38% respondents are reluctant to make online payments due to this insecurity.

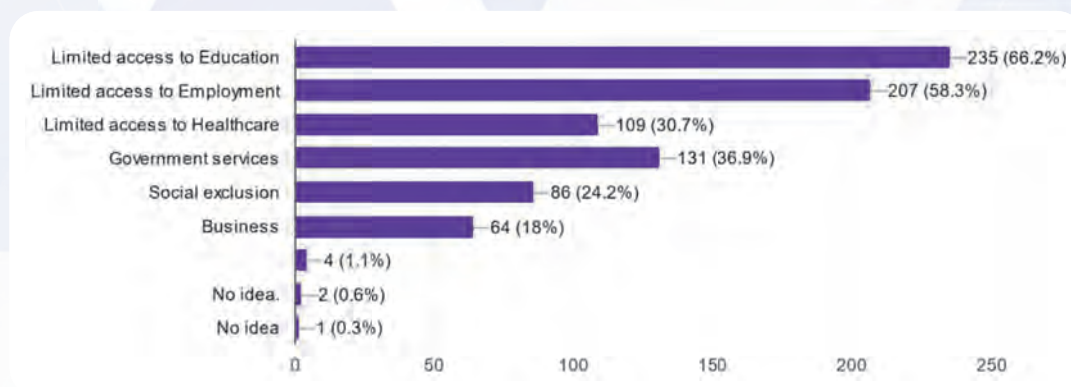


Figure 2.4: Impact of not having access to digital technology

- Most respondents think that digital inequality deprive them of opportunities in education (66%), employment (58%), health-care (31%) and government services (37%). Denied access to digital ecosystem deprives people beyond their imagination. Government and private sectors are increasingly providing services through digital media and those people cannot get that service easily. They have to rely on intermediary if they at all know about it. This impact is further aggravating the inequality and multiply the effects every day as gap keeps increasing with each new digital services introduced.

2.9 Reducing digital inequality

Most respondents (71%) believe that making digital devices and internet affordable is key to reducing digital inequality in Bangladesh. Other recommendations include favorable government policies (55%), digital literacy programs (48%), and improved internet

infrastructure in rural areas (47%). Additional measures include technical and financial support for marginalized groups, awareness campaigns on digital inclusion benefits, and incentives for devices and internet access. These responses have informed the recommendations in this research.

2.10 Evaluation of the National Telecom Policy 2018 in reducing digital inequality

Relevance:

The NTP 2018 mission statement (its section 3.2) aims to ensure affordable, integrated telecommunication services for all in Bangladesh. While ambitious given the country's socio-economic and infrastructure challenges, the policy is intended for long-term relevance, with provisions for regular review and revision. However, the goal of zero digital divide remains unachieved, necessitating in-depth evaluation and updates to maintain its effectiveness.

Coherence:

The NTP 2018's focus on digital inequality and universal access aligns with other national policies, including the Perspective Plan 2041, the 8th Five-Year Plan, and the SDG action plan. A taskforce on "Zero Digital Divide" was established to monitor progress. While these

objectives are widely accepted, discussions revealed that their effectiveness remains limited.

Effectiveness:

The NTP 2018 emphasizes (its section 3.2 and 4.2) the importance of accessibility, affordability, and capacity to use modern telecommunication services. However, analysis shows these objectives remain unmet.

- 67% of respondents feel the National Broadband Policy 2009 is outdated, and 50% believe the NTP 2018 does not adequately address digital inequality.
- 97% of participants argue policy targets should go beyond connectivity and content.
- Opinions on achieving policy targets vary: Ministry and regulator responses indicate failure, while service providers report partial success.
- Rural broadband deployment requires fiscal or regulatory incentives.

2.11 Policy gap and revision options

Based on the findings and discussions recommended components of the policies are shown in the below diagram:

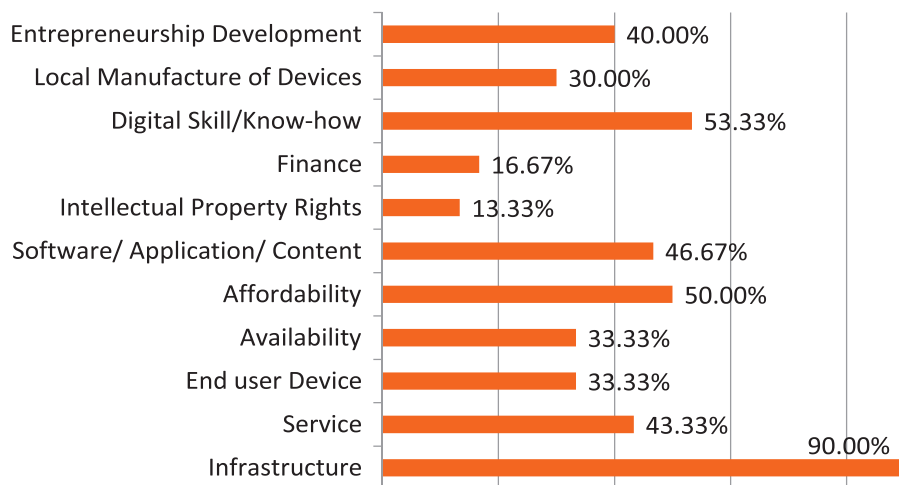


Figure: 2.5: Policy gap and revision suggestions

- Lack of coordination among government agencies and local government authorities and inability to finance the infrastructure development also got emphasis from the respondents;

3. Discussion

This study identifies key factors contributing to digital inequality in Bangladesh, uncovering five main elements—educational, infrastructural, social, economic, and usability—that encompass more than 20 underlying factors. The findings contribute to theory, practice, and future research.

3.1 Theoretical Contributions:

This research builds upon previous studies who examined factors like education, internet

access, and government roles in assessing Bangladesh's technological progress. They identified gaps in ICT education and guidance. This study expands on this by offering a more updated and comprehensive understanding of digital inequality in Bangladesh through a grounded theory approach. While many focused on improving ICT infrastructure, it did not address the underlying causes of digital inequality. In contrast, this research identifies these causes and provides actionable insights for government and other stakeholders. This research identified policy effectiveness in reducing digital divide. *The most important contribution this research has made is the “causes-dimensions-factors model for digital inequality in Bangladesh”.*

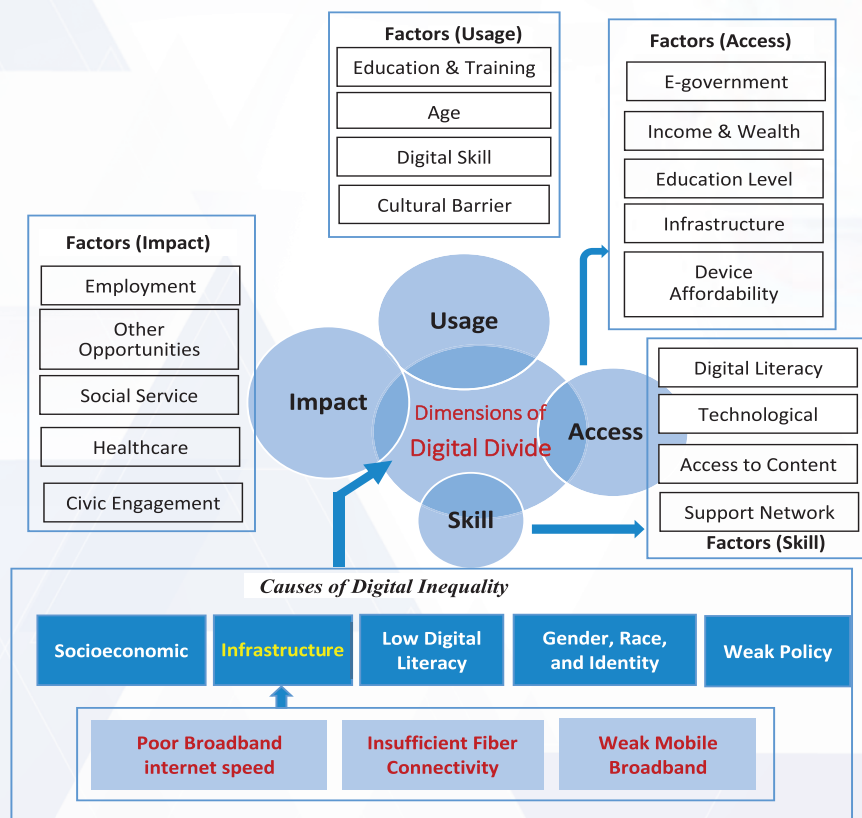


Figure 3.1: Causes-dimensions-factors of digital inequality in Bangladesh model
(Source: Developed by the Author)

4. Conclusion

Global studies show that access to broadband internet boosts welfare, increasing household consumption by around 10% after receiving mobile broadband, with similar effects on food and non-food spending. Extreme poverty in these households drops by 8 percentage points (e.g. Nigeria). The impact is particularly significant for rural areas, where mobile broadband leads to a 3% rise in labor force participation and a 2% increase in wage/salaried employment. Previous research confirms that the internet improves labor market outcomes by providing more job opportunities and expanding access to talent, thus promoting trade and enterprise growth. These findings highlight the role of mobile broadband in reducing poverty in Bangladesh. To achieve these benefits, addressing digital inequality and the digital divide is crucial. This research contributes to identify actions in

overcoming these challenges and supports Bangladesh's goal of becoming a real "Digital/Smart" nation, not just a propaganda.

5. Recommendations

This study recommends the following:

- I. Revise the National Telecom (2018) and Broadband (2009) Policies to strengthen broadband expansion, especially in rural areas.
- II. I. Address digital inequality in the new telecom policy, with a clear action plan and budget.
- III. Remove barriers to mobile internet adoption, focusing on affordability, digital skills, and vulnerable groups like women and people with disabilities.
- IV. Promote policies to enhance digital connectivity, including high-quality public services.
- V. Prioritize broadband access to reduce poverty, improve welfare, and foster inclusive economic growth.





Roll No. 133

The Effectiveness of Inclusive Education Policy Initiatives for Children with Disabilities at Primary School Level in Bangladesh

Rokeya Khaton

Joint Secretary

Ministry of Environment, Forest and Climate Change



This policy evaluation paper evaluates the effectiveness of inclusive education (IE) policy initiatives for children with disabilities (CWDs) at the primary school level in Bangladesh through the lens of equality, equity and human rights considerations. Despite various programs, CWDs continue to exhibit significantly lower school attendance rates compared to their non-disabled peers. Using a qualitative method, the study analyzes data from diverse secondary sources through thematic analysis. Findings reveal that while there have been improvements, such as increased net enrolment rates, significant challenges persist, including societal non-acceptance, insufficient educational facilities, and inadequate policy implementation. The study finds that the equity feature is completely neglected in the policy process to create equal access to education for

CWDs. The policy paper further reveals that improper policy strategy, which ignores the social context, follows the traditional problem-solving approach, neglects to bring about structural change and relies on the outmoded education system, are the main constraints to achieving effective outcomes in IE for CWDs in Bangladesh. In addition, policy initiatives are adopted with the aim of addressing problems with CWDs, not the system. Most importantly, scarcity of data is evidently a barrier to take evidence-based policy. This policy evaluation paper desires to enhance the academic literature on policy evaluation, serving as a resource for researchers and policymakers. The study concludes that to ensure effective IE for CWDs, policy measures must address above mentioned challenges holistically, considering both individual needs and societal integration.



Roll No. 124

কালজয়ী কবিতা

নাজমুল শামিম

যুগ্মসচিব

স্থানীয় সরকার বিভাগ

কবিতার মিছিলে গণতন্ত্রের মুক্তি আসে।
কলমের নিব ছুঁয়ে রক্তের স্রোত নামে,
শক্তি হাতে কবির লেখনি সৃষ্টি করে ইতিহাস,
বিবর্ণ সময় পশ্চাতে পড়ে থাকে।

মেশিনগান, মর্টার, গ্রেনেড, ট্যাংক, বোমা অথবা
কাঁদানে গ্যাসের উত্তাপে
বারুদের গন্ধের চেয়ে তীব্র বাঁঝালো
জনতার দান্তিক চেতনায় পরাভূত সব।

শক্তির সে এক অফুরান আধার,
কবির কবিতার সাজানো শব্দমালা
মুহূর্তে জনতাকে বিদ্রোহী করে,
মিছিলে মিছিলে মুখরিত পৃথিবী
সম্মিত ফিরে পায়।

রক্তের ঢেউ খেলে কবির মগজে,
দ্বিগুণ উচ্ছ্বাসে লিখে চলে একে একে
চির সবুজ অগ্নিঝরা সহস্র কবিতা।

মুষ্টিবদ্ধ জনতার হাত, মুখে মুক্তির শ্লোগান,
আকাশ বাতাস কেঁপে ওঠে অহরহ।
সবার মুখে বাজে চেতনার কবিতা, আর
গণতন্ত্রের স্বপ্ন চোখে জনতার ঢল নামে।

তারপর অবরুদ্ধ জনপদ... ..
উদ্যম বৃকে সাহসী যুবক,
তাক করা রাইফেল, গুলি, রক্ত এবং
সেই রক্তজলে স্নান করে প্রদীপ্ত শপথ।

পীচঢালা পথে শায়িত তরুন, গতিরুদ্ধ ট্যাংক,
অবশেষে... ..
বিজয়ের কাক্ষিত স্বপ্ন
বাস্তব হয়ে ওঠে,
রক্তের সিঁড়ি বেয়ে কবির কবিতা হয়
কালজয়ী বাণী, মুক্তির প্রতিচ্ছবি।

Memorable
Moments



Memorable Moments



Rector in the Inaugural Ceremony



Course Director in the Inaugural Ceremony



Participant in the Inaugural Ceremony



Participant in the Inaugural Ceremony

Memorable Moments



Group Photo at National Mausoleum



With the VC of Dhaka University



Class in Action

Memorable Moments



Class in Action



Class in Action



During Break Time

Memorable Moments



Snowtex Visit Group Photo



Snowtex Factory Visit



Cox's Bazar Tour

Memorable Moments



Cox's Bazar Tour



Visit to Khurushkul Special Ashrayan Project in Cox's Bazar



Cox's Bazar Tour

Memorable Moments



Beach Party



Beach Party



First Cultural Night

Memorable Moments



Pitha Uthshob



Pitha Uthshob



Pitha Uthshob

Memorable Moments



Blend of Maturity, Talent and Wisdom



A Cheerful Moment During Break Time



In the Dining Area

Memorable Moments



Marathon Start



Marathon Winners



Badminton Tournament

Memorable Moments



Players in Action



Victory Day Celebrations at National Mausoleum



With Our Class Attendant Siraj

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আমরা-ই শীর্ষে

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- ৫৫ টি মেরিন ডিলার
- ৯০২ টি এজেন্সি
- ১২৪৯ টি এলপিজি ডিলার

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- অনুমোদন ব্যতিরেকে ইমারত নির্মাণ করা, পুকুর/ জলাধার/ জলাশয় ভরাট করা আইনত দণ্ডনীয় অপরাধ।
- ইমারত নির্মাণ বা ভূমি উন্নয়নের পূর্বে কর্তৃপক্ষের নিকট হতে ভূমি ব্যবহার ছাড়পত্র গ্রহণ করা আবশ্যিক।
- রাজশাহী উন্নয়ন কর্তৃপক্ষ কর্তৃক অনুমোদিত ও বিএনবিসি মোতাবেক প্রণীত কাঠামো নকশা অনুসারে ইমারত নির্মাণ নিশ্চিত করা আবশ্যিক।
- ইমারত নির্মাণের পর বসবাসের পূর্বে বিএনবিসি অনুসারে বসবাসকারীকে অবশ্যই ব্যবহার সনদপত্র (Occupancy Certificate) গ্রহণ করতে হবে।
- ডেভেলপারের সাথে ভবন নির্মাণ চুক্তির পূর্বে অথবা ডেভেলপার কর্তৃক নির্মিত ইমারত বা এপার্টমেন্ট ক্রয়ের পূর্বে নির্মাণ অনুমোদন এবং প্রযোজ্য ক্ষেত্রে ডেভেলপারের নিবন্ধন আছে কি-না তা যাচাই করা আবশ্যিক।
- রাজশাহী নগরীকে একটি পরিকল্পিত ও নান্দনিক নগরী হিসেবে গড়ে তুলতে সকলের সহযোগিতা কাম্য।

চেয়ারম্যান
রাজশাহী উন্নয়ন কর্তৃপক্ষ



বাংলাদেশ বিজ্ঞান ও শিল্প গবেষণা পরিষদ (বিসিএসআইআর) বিজ্ঞান ও প্রযুক্তি মন্ত্রণালয়



বিসিএসআইআর-এর কার্যাবলী

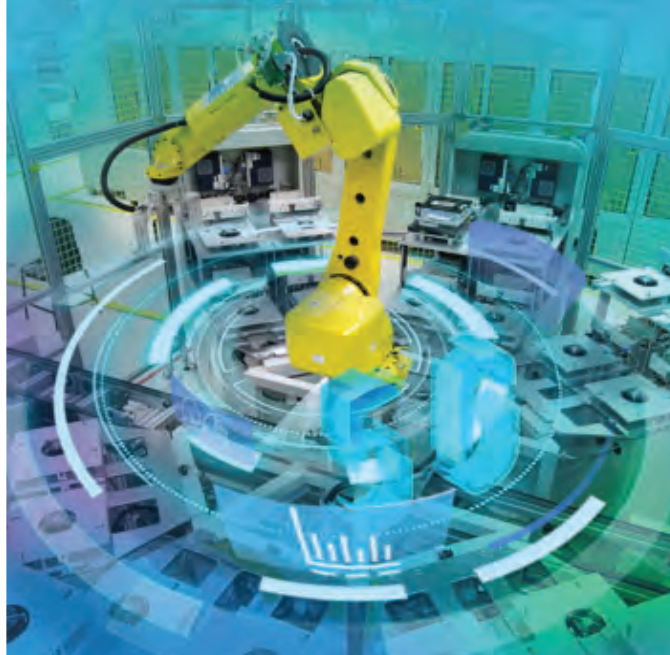
- (ক) শিল্পের প্রতিষ্ঠা ও উন্নয়নের সাথে সম্পর্কিত বিভিন্ন সমস্যার সমাধান এবং সরকার কর্তৃক নির্দেশিত বিষয়াবলী বাস্তবায়নকল্পে বিজ্ঞান, শিল্প ও প্রযুক্তি গবেষণার প্রবর্তন, উন্নয়ন ও দিক নির্দেশনা প্রদান;
- (খ) বিজ্ঞান ও শিল্প গবেষণা কার্যক্রম পরিচালনার জন্য পরীক্ষাগার, ইনস্টিটিউট ও সংগঠন প্রতিষ্ঠা ও সংরক্ষণ এবং উন্নয়নের ব্যবস্থা গ্রহণ;
- (গ) আইনের আওতায় প্রতিষ্ঠিত ও অনুমোদিত বিশ্ববিদ্যালয় ও অন্যান্য গবেষণা প্রতিষ্ঠানসমূহের সুনির্দিষ্ট বিজ্ঞান, শিল্প ও প্রযুক্তি গবেষণা কর্মসূচী ও প্রকল্পের জন্য সহায়ক অনুদান প্রদান;
- (ঘ) বিশ্ববিদ্যালয় বা অন্য কোন গবেষণা প্রতিষ্ঠান কর্তৃক পরিচালিত গবেষণা কর্ম হইতে উদ্ভূত আবিষ্কার ও উদ্ভাবনের বাণিজ্যিক ব্যবহারের পদক্ষেপ গ্রহণ;
- (ঙ) পরিষদের আওতাধীন গবেষণা কাজে ফেলোশিপ প্রবর্তন ও প্রদান;
- (চ) বিজ্ঞান, শিল্প ও প্রযুক্তি বিষয়ের উপর তথ্য সংগ্রহ এবং উক্ত বিষয়সমূহের উপর বৈজ্ঞানিক প্রবন্ধ, প্রতিবেদন ও সাময়িকী প্রকাশকরণ;
- (ছ) শিল্প ও গবেষণা প্রতিষ্ঠান প্রতিষ্ঠায় উৎসাহ প্রদান এবং প্রয়োজনীয় উদ্যোগ গ্রহণ;
- (জ) অন্যান্য দেশের বিজ্ঞান, শিল্প ও প্রযুক্তি গবেষণা প্রতিষ্ঠানসমূহের সাথে পারস্পরিক যোগাযোগ স্থাপন;
- (ঝ) পরিষদ কর্তৃক প্রতিষ্ঠিত ইনস্টিটিউট ও গবেষণাগারে উদ্ভাবিত গবেষণা প্রক্রিয়ার পেটেন্ট গ্রহণ এবং উহা শিল্প প্রতিষ্ঠানে ব্যবহারের প্রয়োজনীয় কার্যক্রম গ্রহণ;
- (ঞ) গ্রন্থাগার, সংগ্রহশালা, পরীক্ষামূলক বাগান ও ঔষধিশালা প্রতিষ্ঠাকরণ;
- (ট) এই আইনের লক্ষ্য ও উদ্দেশ্য বাস্তবায়নের জন্য অন্যান্য কার্য ও বিষয়াদি সম্পাদন।

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