



# NADA 1<sup>ST</sup> DEVELOPMENT DIALOGUE

**Venue:** Auditorium (Level 2)  
National Academy for Development Administration  
**Date:** 31<sup>st</sup> May 2025, Saturday - 1<sup>st</sup> June 2025, Sunday

“Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh.”

## Book of Abstracts



NATIONAL ACADEMY FOR DEVELOPMENT ADMINISTRATION (NADA)  
MINISTRY OF PUBLIC ADMINISTRATION



# Book of Abstracts of the

# NADA 1<sup>ST</sup> DEVELOPMENT DIALOGUE

“Accelerating Inclusive Development Through  
Effective Development Administration for  
a Prosperous Bangladesh.”



**NATIONAL ACADEMY FOR DEVELOPMENT ADMINISTRATION (NADA)  
MINISTRY OF PUBLIC ADMINISTRATION**

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©All rights reserved  
Published in 2025  
ISBN: 978-984-37-0299-9 (Print), 978-984-37-0449-8 (Online)  
DOI: <https://doi.org/10.64101/nada.jun2025>

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Cover design created by **Next Step Communications** and used with their permission.

#### **Cite this Publication as (APA format):**

Fariba, M. H., Islam, S. M. R., & Bhuiyan, A. N. (Eds.). (2025). *Book of Abstracts of the 1<sup>st</sup> Development Dialogue: Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh* (31 May–1 June 2025, Dhaka, Bangladesh). National Academy for Development Administration (NADA). <https://doi.org/10.64101/nada.jun2025>

#### **Cite an abstract in this publication as (APA format):**

AuthorLastName, A. A., & AuthorLastName, B. B. (2025). Title of the abstract. In M. H. Fariba, S. M. R. Islam, & A. N. Bhuiyan (Eds.), *Book of Abstracts of the 1<sup>st</sup> Development Dialogue: Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh* (pp. X–Y). National Academy for Development Administration (NADA). <https://doi.org/10.64101/nada.jun2025>

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# Rector's Note

The idea of the Development Dialogue was not born out of formality—it emerged from a deeply felt institutional need. As the National Academy for Development Administration (NADA) began its journey to serve as a think tank and a training ground for the country's administrative leadership, we quickly realized that there was no single platform in the public sector landscape that brought together research, policy, and administrative practice in a structured and thematic way. This realization planted the seed of what would become the 1<sup>st</sup> Development Dialogue.

In the course of our training activities, academic interactions and policy engagements, we observed that while development is widely discussed in plans and reports, the strategic understanding of development administration—how it operates, evolves, and delivers—remains scattered across institutions and disciplines. There was a gap between what we knew and what we practiced. And perhaps more importantly, a gap between the challenges we face and the collective reflections we need to address them. The Development Dialogue was envisioned to fill that space—not only as a seminar series, but as a national platform for structured reflection, cross-ministerial learning, and evidence-informed discussion.

In this inaugural dialogue, which is going to be held under the theme **“Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh,”** we invited civil servants, researchers, development partners, and institutional stakeholders to submit their thoughts and findings across seven thematic domains. The response we received—both in volume and in intellectual diversity—speaks to the timeliness and relevance of this initiative. The selected full papers presented in this 1<sup>st</sup> Development Dialogue explore crucial dimensions of development: governance, innovation, resilience, equity, and the future-readiness of public administration. They not only diagnose problems but also offer pathways forward.

The benefits of initiating such a dialogue are manifold. Firstly, it elevates the role of administrators as contributors to national knowledge—not just



implementers, but thinkers and researchers in their own right. Secondly, it promotes a more integrated and adaptive culture of governance, where ministries and agencies can learn from one another and from emerging scholarship. And finally, it positions NADA not only as a training institution, but as an intellectual hub where ideas for reform, collaboration, and innovation are incubated and amplified.

As Rector of NADA, I take great pride in this milestone. The 1<sup>st</sup> Development Dialogue is only the beginning. It is our ambition to institutionalize this as an annual convening, expanding the network of contributors and deepening the impact of our conversations. I invite all participants of this dialogue—policy practitioners, researchers, and aspiring public leaders—to treat this program and its publications not just as a record of an event, but as a resource to build upon, challenge, and take forward.

Let us continue to reflect, question, and innovate—together.

Warm regards,

**Dr. Md. Shahidullah**

**Rector (Secretary)**

National Academy for Development Administration (NADA)

## Why Development Dialogue is Necessary



The 21<sup>st</sup> century has brought with it a set of complex, interconnected challenges—from climate change and rapid urbanization to digital disruption and widening socio-economic inequality. For countries like Bangladesh, navigating this intricate development landscape requires more than just ambitious policy frameworks; it demands institutional learning, evidence-based policymaking and collaborative governance. In this context, a structured and inclusive Development Dialogue is not a ceremonial event—it is a strategic necessity.

Development Dialogue is essential for bridging policy, practice, and people. It creates a reflective space where bureaucrats, researchers and development actors come together not only to diagnose systemic challenges but to also co-create actionable solutions. Research from the World Bank, OECD and leading Bangladeshi think tanks has consistently shown that institutional effectiveness is enhanced when governance systems engage in horizontal knowledge sharing and periodic introspection. A dialogue of this nature brings together multiple ministries, administrative tiers and thematic experts under one platform—encouraging inter-ministerial coherence, contextual relevance and a shift from siloed implementation toward systems thinking.

The inception of the 1<sup>st</sup> Development Dialogue by the National Academy for Development Administration (NADA) emerges from this conviction. As Bangladesh's newest institutional effort under the Ministry of Public Administration, NADA recognized a critical gap in how development administration was being conceptualized and discussed. While individual training modules and academic publications existed, there was no singular national space dedicated to strategically exploring development administration through research, debate and multi-stakeholder engagement. Thus, the Development Dialogue was envisioned not as a one-time seminar but as a living platform—a recurring, institutionalized mechanism for dialogue, learning and reform.

Anchored in the theme **“Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh,”** this first dialogue called for research and participation across seven broad thematic areas—from governance and service delivery to economic planning, human capital and future-oriented innovations. The response was encouraging: numerous abstracts were submitted by civil servants, academicians and development professionals across the country. Following a rigorous review process, selected full papers were chosen to reflect both the intellectual rigor and practical insights that define Bangladesh's development journey today.

This publication, a compilation of the proceedings and abstracts of selected papers of the 1<sup>st</sup> Development Dialogue, stands as both a record and a resource. It encapsulates not just the discussions held but the spirit in which this dialogue was conceived—a spirit of reflection, partnership and collective aspiration. It is our hope that this document contributes to the growing movement toward vision-driven, evidence-based and people-centered development administration in Bangladesh and beyond.

# About NADA

The National Academy for Development Administration (NADA) is a modern, state-of-the-art training institution under the Ministry of Public Administration of Bangladesh. Established to address the evolving challenges of governance and development, NADA aims to create a pool of competent, visionary and skilled civil servants who are equipped to lead and manage development initiatives across sectors. The academy is strategically located in Rupnagar, Mirpur, Dhaka with easy access to major government offices, making it a central hub for training, research and capacity-building.

NADA's vision is to become a center of excellence in administrative transformation and sustainable development through human resource development. Its mission includes imparting quality training, fostering research, encouraging strategic studies and promoting continuous professional learning.

With this framework, NADA designs and delivers training programs tailored to the evolving needs of Bangladesh's public sector, focusing particularly on development administration, planning, project management and strategic governance.

Among NADA's core offerings are its three flagship courses: Development Administration (DA), Sustainable Development and Project Management (SDPM) and Leadership and Strategic Management (LSM). These programs are carefully structured to serve different tiers of civil servants—from entry-level officers to joint secretaries—integrating theoretical knowledge with hands-on practical learning. Specialized modules cover topics such as economics, public procurement, international trade, infrastructure development and negotiation of international contracts. The DA course, for example, uniquely fills the skill gap created after the merger of the Economic and Administration cadres, equipping BCS Administration officers with analytical and technical expertise in development functions.

The institution also stands out for its comprehensive infrastructure. Housed in a 13-storeyed building, NADA boasts modern classrooms, seminar halls, an auditorium containing more than 200 seats, a language lab, computer lab, gymnasium, dormitories and a rooftop swimming pool. It hosts a wide range of facilities to ensure not only academic rigor but also physical and mental well-being. Furthermore, the academy fosters global linkages through collaborations with international entities such as JICA, TICA, KOICA etc., enhancing its training relevance through exposure to international best practices.

Beyond training, NADA is emerging as a think tank, aiming to publish research through its journal Development Administration Review and conducting strategic studies to inform policy. Its leadership is committed to innovation, inclusion and global engagement, making NADA a pivotal institution in Bangladesh's journey toward sustainable, inclusive development.



## 1<sup>st</sup> Day: 31<sup>st</sup> May 2025, Saturday

### 09:00-10:30 : Opening Session

- 9:00-09:05 : Recitation from Holy Books
- 09:05-09:10 : Welcome Address by **Dr. A.B.M. Mahbub Alam**, (Additional Secretary), Member Directing Staff (MDS), (Administration), NADA
- 09:10-09:20 : Address by the Special Guest **Mr. A.N.M. Moinul Islam**, Additional Secretary, Career Planning & Training Wing, Ministry of Public Administration
- 09:20-09:30 : Address by the Chief Guest **Mr. Iqbal Abdullah Harun**, Secretary, Planning Division
- 09:30-09:40 : Address by the Chairperson **Dr. Md. Shahidullah**, Rector (Secretary), National Academy for Development Administration (NADA)
- 09:40-10:30 : Keynote Presentation on theme **“Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh.”** by Professor **Dr. Niaz Ahmed Khan**, Vice Chancellor, University of Dhaka

### 10:30-11:00 : Refreshments

### 11:00-1:15 : Seminar Session

- 11:00-11:05 : Introductory Speech by **Dr. A.B.M. Mahbub Alam** (Additional Secretary), Member Directing Staff (MDS)- (Administration), NADA
- 11:05-11:45 : **Paper Presentation: Do Public-Private Partnerships (PPPs) Catalyze Inclusive Growth in Bangladesh?**  
**Mr. Najmus Sayadat**, PhD, Joint Secretary and Member (Finance), Bangladesh Rural Electrification Board (BREB) and **Mr. Md. Emtiazul Hassan Mazumder**, Consultant, PPP Authority  
Open Forum Discussion led by **Mr. Md. Hafizur Rahman**, (Retd. Additional Secretary), Administrator, FBCCI
- 11:45-12:25 : **Paper Presentation: How Much Gender Income Inequality Accrues Due To Climate-induced Migration? New Evidence from Bangladesh**  
**Dr. Azreen Karim**, Senior Research Fellow, Bangladesh Institute of Development Studies  
Open Forum Discussion led by **Mr. Towfiqul Islam Khan**, Senior Research Fellow, Centre for Policy Dialogue (CPD)
- 12:25-01:10 : **Paper Presentation: From Crisis to Coordination: Examining Organisational Performance of Healthcare System to Tackle Covid-19 Pandemic in Bangladesh**  
**Mr. G. M. Sharfaraz** (Senior Assistant Secretary), PhD Candidate, University of Manchester, UK  
Open Forum Discussion led by Professor **Dr. Syed Sharfaraz Hamid**, Dean, Faculty of Law, Bangladesh University of Business and Technology (BUBT)
- 01:10-01:15 : Closing remarks by **Dr. A.B.M. Mahbub Alam** (Additional Secretary), Member Directing Staff (MDS)- (Administration), NADA

## 2<sup>nd</sup> Day: 1<sup>st</sup> June 2025, Sunday

<b>9:00-11:00 : Seminar Session</b>	
09:00-09:05	: Introductory Address by <b>Ms. Kazi Hosna Ara</b> (Joint Secretary), Member Directing Staff (MDS)- (Research, Publication and International Liaison), NADA
09:05-09:45	: <b>Paper Presentation: The impact of social protection programs on the household savings behavior in Bangladesh</b> <b>Ms. Sayla Sowat Siddiqui</b> , PhD, Assistant Professor, BRAC Business School, BRAC University and <b>Mr. Tanvir Bashar</b> , Deputy Chief, General Economics Division, Bangladesh Planning Commission Open Forum Discussion led by <b>Ms. Murshida Sharmin</b> , Joint Secretary, Civil Registration and Social Security Branch, Cabinet Division.
09:45-10:25	: <b>Paper Presentation: The Role of Artificial Intelligence and Big Data in Modern Development Administration</b> <b>Mr. Mohammad Mamun</b> , Senior Research Officer, Bangladesh Public Administration Training Centre (BPATC) Open Forum Discussion led by Professor <b>Dr. A.B.M. Shawkat Ali</b> , Vice Chancellor, Bangladesh University of Business and Technology (BUBT)
10:25-11:05	: <b>Paper Presentation: Aspiration for Job Role: A Motivational Perspective from Bangladesh Civil Service</b> <b>Dr. Mohammad Kamrul Hasan</b> , Deputy Secretary, Ministry of Public Administration and Senior Tutor, University of Manchester, UK Open Forum Discussion led by <b>Dr. Md. Jahid Hossain Panir</b> , Member Directing Staff (MDS), Bangladesh Public Administration Training Centre (BPATC)
11:05-11:10	: Closing remarks by <b>Ms. Kazi Hosna Ara</b> (Joint Secretary), Member Directing Staff (MDS)- (Research, Publication and International Liaison), NADA
<b>11:10-11:30 : Refreshments</b>	
<b>11:30-01:00 : Closing Session</b>	
11:30-11:40	: Summary and Highlights by <b>Ms. Kazi Hosna Ara</b> (Joint Secretary), Member Directing Staff (MDS)- (Research, Publication and International Liaison), NADA
11:40-11:50	: Address by the Special Guest <b>Mr. Muhammed Ali Armağan</b> , Country Coordinator, Turkish Cooperation and Coordination Agency (TIKA)
11:50-12:00	: Certificate Distribution
12:00-12:10	: Address by the Chief Guest <b>Mr. Md. Rezaul Maksud Jahedi</b> , Secretary, Local Government Division
12:10-12:20	: Address by the Chairperson <b>Dr. Md. Shahidullah</b> , Rector (Secretary), National Academy for Development Administration (NADA)
12:20-12:30	: Vote of thanks by <b>Dr. A.B.M. Mahbub Alam</b> , (Additional Secretary), Member Directing Staff (MDS), Administration, NADA

## Do Public-Private Partnerships (PPPs) Catalyze Inclusive Growth in Bangladesh?

Najmus Sayadat, PhD<sup>[1]</sup> and  
Md. Emtiazul Hassan Mazumder<sup>[2]</sup>

### Abstract

Public-Private Partnerships (PPPs) have the potential to bring macroeconomic benefits by accelerating a nation's GDP growth and serving as a key driver of inclusive growth. The Bangladesh Public-Private Partnership Act, 2015 underscores the importance of extensive infrastructure investment by incorporating private participation alongside the government across various sectors. The Act also aims to meet the basic needs of the people of Bangladesh, expedite socio-economic development, and enhance living standards. Under the current regulatory framework for PPPs, out of the 78 projects in the pipeline, twelve are either fully operational, partially operational, or at the construction stage. For the projects that are fully or partially operational, it is crucial to understand whether they embody the key premises of being drivers of inclusive growth. Thus, this paper seeks to answer the following question: To what extent have these projects been successful in achieving inclusiveness? The term 'inclusive growth' promotes

the idea that society can achieve a balance between economic freedom and wealth creation, as well as equal opportunities and well-being. This paper explores the perspective of inclusive growth in terms of equal opportunities and well-being from the standpoint of access to services. The study employs a mixed method research approach and case study as research strategies. Data and information have been collected from respondents on five operational and partially operational PPP projects in the road, port, health, water, and information communication technology sectors. Findings reveal that all the projects act as inclusive growth driver but with varying degree. It is expected that the research findings will encourage policymakers and implementers to adopt and implement projects through private investment, which will act as a true catalyst for driving the inclusive growth of Bangladesh.

**Keywords:** *Public-Private Partnership (PPP), inclusive growth, access to services, equal opportunities, case study, operationalization*

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[1] Joint Secretary and Member (Finance), Bangladesh Rural Electrification Board (BREB)

[2] Consultant, PPP Authority

## Aspiration for Job Role: A Motivational Perspective from Bangladesh Civil Service

Dr. Mohammad Kamrul Hasan<sup>[1]</sup>

### Abstract

This research investigates the motivational elements that affect job satisfaction and role preferences among members of the Bangladesh Administrative Service (BAS). By utilizing established motivational frameworks—namely Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor Theory, Self-Determination Theory (SDT), and the Job Characteristics Model (JCM)—the study analyzes the interplay between intrinsic and extrinsic motivators and various demographic and professional factors, including tenure, educational background, and personal interests, in shaping the career paths of public sector employees. Based on a survey responded by 100 BAS officials, the results reveal a significant inclination towards job assignments that correspond with their academic qualifications (53%) and personal interests (35%). Intrinsic motivators, such as autonomy, task significance, and intellectual satisfaction, are identified as primary sources of motivation. A substantial portion of the participants, who are predominantly experienced and well-educated (80% holding master’s degrees and 20% possessing PhDs), emphasize the importance of roles that promote self-actualization, competence, and meaningful

contributions to the nation’s development. The findings underscore the essential function of job design in boosting employee motivation. By aligning job roles with employees’ educational backgrounds and career aspirations, organizations can enhance engagement and satisfaction, which is consistent with Herzberg’s focus on intrinsic motivators rather than hygiene factors. Additionally, the JCM highlights the significance of autonomy, task significance, and skill variety in maintaining motivation. Public administration organizations are advised to prioritize role alignment, intellectual engagement, and avenues for self-actualization within their job design frameworks. By focusing on these motivational factors, organizations can improve employee performance, foster commitment, and enhance overall effectiveness, thereby cultivating a motivated and content workforce. This study enhances the comprehension of motivation in public sector management, providing practical recommendations to improve job satisfaction and organizational efficiency.

**Keywords:** *Motivation, Public Sector, civil service, job satisfaction, public administration*

[1] Deputy Secretary, Ministry of Public Administration And Senior Tutor, University of Manchester, UK

## The Role of Artificial Intelligence and Big Data in Modern Development Administration

Mohammad Mamun<sup>[1]</sup>

### Abstract

The integration of Artificial Intelligence (AI) and Big Data analytics in modern development administration holds transformative potential for accelerating inclusive growth and fostering prosperity in Bangladesh. This study aims to explore the role of AI and Big Data in enhancing decision-making, service delivery, and overall governance. Specifically, it examines their application in understanding cultural sensitivity, organizational behavior, and policy formulation. Given Bangladesh's diverse socio-cultural landscape, incorporating cultural awareness into AI systems is essential to ensure equitable outcomes.

The qualitative approach solely used for carried out of the present study such as critically reviewed the existing literature and observation including case studies of AI-driven initiatives and analysis of Big Data applications in public sector of the country. By contextualizing AI adoption within Bangladesh's cultural framework, the research highlights the need for cross-cultural competence and adaptive decision-making capabilities within AI systems. Hence, the study was carried out based on Desktop methodology.

Key findings indicate that AI, combined with Big Data, can revolutionize public administration by enhancing labor productivity, streamlining governance processes, and promoting innovation. Bangladesh's commitment to technological advancement, as evidenced by initiatives such as "AI for Innovative Bangladesh," has already yielded substantial growth in ICT export earnings and digital transformation. However, advanced technologies like blockchain, IoT, and quantum computing are yet to enable for ensuring efficient service delivery, while AI-driven insights improve policy decisions.

This research underscores the importance of integrating AI into development administration to achieve sustainable economic growth, with projections suggesting a potential doubling of GDP growth rates by 2035. By leveraging AI and Big Data, Bangladesh can foster an environment of innovation, inclusivity, and prosperity, aligning with the theme of the conference: "Accelerating Inclusive Development Through Effective Development Administration for a Prosperous Bangladesh."

**Keywords:** *Artificial Intelligence, Big Data, Development Administration, Cultural Sensitivity, Fourth Industrial Revolution, Public Sector, Evidence-based Decision*

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[1] Senior Research Officer, Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka-1343

## The impact of social protection programs on the household savings behavior in Bangladesh

Sayla Sowat Siddiqui, PhD<sup>[1]</sup>

Tanvir Bashar<sup>[2]</sup>

Samanta Islam<sup>[3]</sup>

### Abstract

This paper studies the association between social protection programs and the household savings behavior in Bangladesh. In this study, we use the data of the Bangladesh Integrated Household Survey (BIHS), conducted by the International Food Policy Research Institute (IFPRI). Using the extensive, representative survey of the rural households for the year 2011, 2015, and 2018, we estimate the effect of receipt of social protection by households on the household savings behavior. Our fixed effect model finds that the reception of social protection by the households is significantly and positively associated with likelihood of savings by the households. The coefficient of the social protection dummy in the fixed effect model is 0.0278 (significant at 5%) implying

that not receiving of social protection to receiving of social protection increases the probability of savings by 2.78 percentage point in Bangladesh. This outcome is important for the policymakers as it provides insights into whether social protection programs encourage financial resilience and how program design can improve household economic behavior.

**Keywords:** Household savings; Social protection

**JEL classification:** D13, I13, I31

[1] Assistant Professor, BRAC Business School, BRAC University

[2] Senior Assistant Chief, General Economics Division, Bangladesh Planning Commission & PhD Candidate, The Australian National University, Australia

[3] BRAC Business School, BRAC University, Dhaka, Bangladesh

## How Much Gender Income Inequality Accrues Due To Climate-induced Migration? New Evidence From Bangladesh

Azreen Karim<sup>[1]</sup>

### Abstract

How much gender income inequality accrues due to climate-induced migration? What are the key drivers in the gender gap governance framework to achieve gender parity across development dimensions among affected communities? We ask these questions by examining two (2) dimensions of gender parity: economic participation and opportunity and educational attainment.

This paper aims to investigate the impacts of climate change on gender gap across economic development dimensions i.e., income, education, employment and livelihood strategies. We identify a total of 403 climate affected internally migrated and non-migrated households in selected rural and urban sub-districts of coastal Bangladesh in destination locations only. We select a retrospective timeline of year 2020 due to occurrence of a major natural event i.e., Cyclone Aphan, and therefore adopt purposive sampling to identify migrated households triggered by this extreme event and other climate-induced natural disasters subsequently. We employ a mixed method approach and focus on 1001 male and 922 female members who had internally migrated to move out of climate risk areas. Our results show that women in climate migrated households in the

rural areas earned BDT 3627.5 less compared to the nationally representative amount as indicated (i.e., BDT 2359) which might accrue due to climate change.

This income differential is BDT 1452.3 among climate-migrated households in the urban locations compared with the nationally representative gender earnings gap i.e., BDT 5517, indicating climate-induced internal migration to urban locations being more favourable for women. We find significant gender gaps persist in day (casual) labourer (non-agriculture) and paid jobs category for migrated households in the rural and urban locations. We also find evidence of persisting wider gender gaps in the tertiary education sector in the rural areas for both household groups along with wider gender gaps in the higher secondary sector in the urban regions for climate-affected migrated households in the coastal belt. Policy wise, the earnings gap should be addressed through livelihood diversification and vulnerability reduction strategies focusing on gender safety net and network-based community groups prioritizing women's economic leadership to achieve equity in the governance framework.

**Keywords:** *Climate change; Income gap; Gender equity; Gender gap governance framework;*

*Economic participation and opportunity; Educational attainment; Coastal belt.*

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[1] Senior Research Fellow, Bangladesh Institute of Development Studies

# From Crisis to Coordination: Examining Organisational Performance of Healthcare System to Tackle Covid-19 Pandemic in Bangladesh

G. M. Sharfaraz<sup>[1]</sup>

### Abstract

Coordination is widely perceived as an essential function of crisis management in the public sector. However, the pre-pandemic public health policies of Bangladesh lacked a well-defined blueprint for intra and inter-organisational coordination, creating a void that the government had to fill as the pandemic unfolded. This situation served as an ultimate stress test for the country's political and administrative leadership, as well as for its societal and institutional resilience. In the past two decades, Bangladesh has confronted more than thirty epidemic outbreaks of various magnitudes, which stretch healthcare organisations to the limit, rendering standard operating procedures inapplicable and severely testing professional norms. Therefore, considering the context, this study focuses on analysing the factors influencing the crisis response mechanism of the health sector in Bangladesh during the pandemic in order to identify gaps in existing frameworks.

The research has applied qualitative method to probe the research objective and questions. Data was obtained through semi-structured interviews with key informants at the strategic level of health, administration, and non-government sectors. The findings indicated that trust-based informal coordination, supplemented by a hybrid approach with a shadow hierarchical mechanism, played a significant role in tackling the crisis at the periphery level, whereas the role conflict, fragmentation and duplication marred central level operation. This study has suggested a coordination framework for managing upcoming crises of this kind, providing an additional and modest contribution to the current national crisis management framework, specifically addressing the challenges encountered by the health sector in Bangladesh during the pandemic.

**Keywords:** *Crisis management, Collaboration, Coordination, Pandemic, Capacity, Public Sector*

[1] Senior Assistant Secretary, Ministry of Public Administration, Government of Bangladesh and PhD candidate at the GDI, University of Manchester, UK.



# Profile of the Keynote Speaker

**Professor Niaz Ahmed Khan**, Ph.D. has been appointed as the new Vice Chancellor of the University of Dhaka by the Honorable President of the People's Republic of Bangladesh. He is the immediate past Vice Chancellor (Acting) of Independent University, Bangladesh (IUB), and Professor (Grade 1) and former Chairman of the Department of Development Studies, University of Dhaka.

He holds a Ph.D. from the University of Wales Swansea, UK. He secured first positions (in the first classes) in all public examinations from the Secondary School Certificate (SSC) through Master of Social Sciences (MSS-Public Administration), and received a number of scholarships and recognition for his academic excellence such as the UK Commonwealth Scholarship, University of Wales Pro-VC's Honorary Fellowship, (Ford Foundation) Asia Fellowship, University of Chittagong Merit Scholarships, Gulmeher Gold Medal Award, and Cumilla Education Board Merit Scholarships, and Australian Leadership Award Fellowship. Dr. Khan subsequently pursued postdoctoral research in the University of Oxford, University College Swansea, and Asian Institute of Technology (AIT). His other professional qualifications include Diploma in Voluntary and Community Organisation (Swansea University; with distinction), Diploma in Personnel Management (Institute of Personnel Management; first class first), and (PG) Certificate in Interpersonal Skills for Volunteers (Lampeter University; with distinction).

Professor Khan's career reflects a rich blend of academic and practicing development management experiences gained in Bangladesh, Thailand and the UK. Besides serving as Bangladesh Country Representative of IUCN - the International Union for Conservation of Nature (the world's largest environmental network organization), some of his other senior development management positions include: Senior Programme Coordinator (CHT), UNDP-Bangladesh; Forest and Natural Resource Management Specialist (RETA 5900), Asian Development Bank (ADB); Chairman, Bangladesh Tropical Forest Conservation Foundation; and Manager (Operations),

PKSF (Rural employment Assistance Foundation). On the academic and research side, he held such positions as South Asian Fellow, Queen Elizabeth House, University of Oxford; Research Fellow, University of Wales Swansea; Professor of Public Administration, University of Chittagong; Asia Research Fellow, Asian Institute of Technology; Distinguished Visiting Researcher, The American University in Cairo; Senior Academic Adviser, BRAC Institute of Governance and Development; and Distinguished Visiting Professor, Asian University for Women (AUW). He has also extensively consulted for such organizations as the World Bank, United Nations, Asian Development Bank, United States Agency for International Development, Swansea Bay Racial Equality Council (Her Majesty's Government of UK), and Government of Bangladesh.

Dr. Khan has published prolifically (more than 170 refereed publications including some 50 in Web of Science and/or Scopus indexed journals) on such broad fields as research methodology, environment, natural resource management, and social/community development. Besides his affiliation with numerous professional societies, he is also involved in extensive journal editorial and management roles.

He regularly contributes to high panel government and civil society committees and boards, and acts as resource person, trainer and/or academic adviser to key national military and civil service training institutions including the National Defence College, Defence Services Command and Staff College, Bangladesh Army's Artillery Centre and School, Bangladesh University of Professionals, Bangladesh Public Administration Training Centre, National Academy of Planning and Development, Bangladesh Foreign Service Academy, Bangladesh Rural Development Academy, and Bangladesh Forest Academy. He has made substantial contribution to several national policy advocacy and advisory processes, and achieved several national and international recognitions - including the Special Recognition Award by the Balipara Foundation, India in recognition of his contribution to the policy and practice of social forestry and natural resource.

# Profiles of Attending Dignitaries

- **Md. Rezaul Maksud Jahedi** is serving as Secretary, Local Government Division, Ministry of Local Government Rural Development & Cooperatives. He has joined in this portfolio on 07 April, 2025. Prior to this, he served as Secretary of the Ministry of Youth and Sports. As a member of BCS Administrative service, He joined this service as Assistant Commissioner and Magistrate in 1994. Mr. Jahedi has long been serving in different capacities at field administration as well as Central Government. During his service, he has a wide range of experiences in field administration as Assistant Commissioner, Senior Assistant Commission, Nezarot Deputy Collector, Land Administration as Assistant Commissioner (Land) and RDC, Magistracy, Local Government Organizations as Upazilla Nirbahi Officer and Municipal Administrator, Project Management as Project Director, and Innovation and Creative activities. As part of his career, he served as Additional Secretary, Ministry of Public Administration, Director General (Additional Secretary) of Water Resources Planning Organization (WARPO) under Ministry of Water Resources, Additional Director General of Department of ICT, ICT Division, Ministry of Posts, Telecommunications and IT. Before that, he served as Deputy Director in Bangladesh Public Service Commission and Deputy Secretary under Road Transport & Highways Division, Ministry of Road Transport & Bridge from 2009 to 2016. As a Professional Civil Servant, he has a long-cherished dream to realize fulfilling the public interest. His areas of interest are evolutionary process of technological advancement of Bangladesh as well as world scenarios, policy formulation, public administration, disaster management, project management, digital economy leading to smart Bangladesh. Mr. Jahedi has achieved various national and foreign degrees during his professional life. Specifically, he acquired Master of Public Administration from Sun Yat Sen University in Republic of China with distinction, and Post Graduate Diploma in Project Management from University of Bedfordshire, United Kingdom. He has achieved M.Sc. in Disaster Management from University of Dhaka with the collaboration of Swiss Development Cooperation. He studied at IBA in Dhaka University. He was also awarded with Director General's Medal from BCS Administration Academy as the best Trainee Officer of the Law and Administration Course. He also secured the 2<sup>nd</sup> Position in Advanced Course on Administration & Development (ACAD) from Bangladesh Public Administration Training Centre. He has visited many destinations of the world for the purposes of training, seminars, workshops, negotiations and professional advancement. Mr. Jahedi widely toured USA, European countries like UK, France, Italy, Netherlands, Belgium, Switzerland, Turkey, Denmark etc., Asia and the Pacific countries, and SAARC countries. Mr. Jahedi was born in Mymensingh in 1969. He is married and blessed with two daughters and one son. His wife, Dr. Mahbuba Jahan Lotus, is working as Associate Professor in Dhaka Medical College and an eminent sonologist.
- **Mr Iqbal Abdullah Harun**, Secretary, Planning Division, Ministry of Planning, Bangladesh is a member of BCS (Administration) 10<sup>th</sup> Batch. Prior that he has served as Additional Secretary, Ministry of Environment, Forest and Climate Change, Bangladesh. He has a diverse public service career spanning from

finance management, economic management, diplomacy, national budget preparation, PFM reform, institutional capacity development to the management of environment, forests and climate change issues.

Mr Iqbal Abdullah Harun has rich experience in negotiations, cash and debt management, project management, training needs assessment, curriculum development, SDG Financing, public-private partnerships, Integrated National Financing Framework and municipal investment financing.

His long experience, relevant education and technical training in dealing with development issues and challenges in developing countries provided opportunities to work for Bangladesh with all major multilateral development institutions, including the United Nations, the World Bank, the International Monetary Fund and the United Nations Conference on Trade and Development (UNCTAD).

Mr Iqbal Abdullah Harun has master's degrees in geography and environment, government financial management (UK), economics (Japan). He is fluent in English, Japanese, Bangla and has completed level-2 in Spanish.

- **ANM Moinul Islam** is a dedicated civil servant with over 26 years of progressive experience in the Bangladesh Civil Service (Administration Cadre). He currently serves as Additional Secretary at the Ministry of Public Administration, where he also oversees the Career Planning and Training Wing.

Mr. Islam holds both bachelor's and master's degrees in Economics from the University of Rajshahi, which laid a strong academic foundation for his distinguished career in public service. Throughout his tenure, he has served in a variety of key administrative roles including Assistant Commissioner, Upazila Nirbahi Officer, Additional Deputy Commissioner, Deputy Director of Local Government, Chief Executive Officer of a Zila Parishad, Zonal Settlement Officer, Additional Divisional Commissioner, Rajshahi Division, Additional Secretary, Ministry

of Textiles and Jute. His diverse portfolio includes both field and central administration, policy planning, and capacity development.

He has completed numerous specialized training programs at home and abroad, including Mid-Career Training course at the National Centre for Good Governance (India), Public Administration Capacity Development course at Macquarie University (Australia), the Overseas Programme on Public Administration at NAPA (Vietnam), and the Sericulture Exposure Visit and the Executive Committee meeting of International Sericultural Commission, China which have enhanced his capabilities in governance, land management, and administrative reform.

- **Mr. Muhammed Ali Armağan** serves as the Deputy Coordinator of the Turkish Cooperation and Coordination Agency (TİKA) in Dhaka, Bangladesh. In this role, he has been instrumental in advancing TİKA's mission to foster development and humanitarian assistance across Bangladesh.

Armağan has played a pivotal role in implementing projects that span education, healthcare, and refugee support. Notably, he has overseen initiatives such as providing a school bus to Moin Uddin Memorial College in Teknaf, enhancing educational access in remote areas. His efforts have also extended to the Rohingya refugee camps in Cox's Bazar, where TİKA has led projects aimed at improving living conditions, including restoring playgrounds and supporting socio-cultural development.

Beyond his project management responsibilities, Armağan actively engages with local communities and stakeholders, reflecting TİKA's commitment to collaborative development. His work exemplifies the strong bilateral relations between Türkiye and Bangladesh, rooted in shared values and mutual respect.

Through his leadership, Mr. Armağan continues to contribute significantly to the socio-economic development of Bangladesh, reinforcing TİKA's role as a key partner in the region's progress.

# Profiles of Speakers and Experts

- **Professor A B M Shawkat Ali** has been working in universities across Asia, Australia, and the South Pacific in the area of Computer Science for over 28 years. He is a Professor and Vice-Chancellor at the Bangladesh University of Business and Technology (BUBT) and a Data Scientist Consultant for the industry. He also worked as a Senate and Council member (elected) and has chaired various programme evaluation and academic promotion committees. He obtained his PhD from Monash University, Australia, in Machine Learning. He has substantial experience as a lecturer, researcher, programme coordinator, research coordinator, Head of Department, Dean of School, and Acting Vice-Chancellor. He has published over 160 Books, Book Chapters, Journals, and Conference Papers. His research h-Index is 33. Under international collaboration, he established two international conferences in Fiji, the first in the South Pacific in Computer Science and Engineering. He has received over 8 million research grants from industry, government, and international communities such as the EU, the USAID, the World Bank, the Canadian Grant Authority, and the Australian industry. He has been awarded several awards, including the Bangladesh Expatriates' Award 2023 (Research Category), Project of the Year from Thales Australia, the Vice-Chancellor Research Excellence Award from The University of Fiji, the Outstanding Leadership Award from IEEE, the Top 10 Course Designers CQUniversity, Excellence in Supervision Award CQUniversity, and the Post-Graduation Publication Award Monash University. He is a Senior Member of IEEE, the world's largest professional organisation.
- **Mr. Md. Hafizur Rahman** is the Administrator of the Federation of Bangladesh Chambers of Commerce and Industry (FBCCI). He served in the Bangladesh Civil Service for almost 30 years. He was the Director General of the WTO Cell at the Ministry of Commerce, Government of the People's Republic of Bangladesh. He also served as a Member of the Bangladesh Competition Commission.  
  
Mr. Rahman holds an MBA in Business Administration from the Institute of Business Administration (IBA), University of Dhaka, and a Master's in International Economic Relations (MIER) from the Civil Service College, Dhaka. He also studied in English Literature and earned an MA degree from the University of Dhaka. He earned a Diploma in Regional Integration of the European Union, jointly organized by the CEDDET Foundation and the University of Barcelona, Spain. Additionally, he completed both the regional and advanced trade policy courses at the WTO, including advanced training in Intellectual Property and Trade, organized by the WTO and WIPO. His further training includes short courses on trade issues at Oklahoma University in the UK, and a Diploma in International Trade, Environment, and Sustainable Development from Macquarie University in Sydney, Australia. He has also studied the Management Appraisal System at the Asian Institute of Technology, Thailand, and participated in several expert-level training programs under the WTO on Intellectual Property Rights, Trade and Environment, and SPS issues. Mr. Rahman also received training on Competition and WTO Law through the ITTC WTO.

Mr. Rahman worked at the WTO Cell of the Ministry of Commerce, Bangladesh, for 16 years, where he was primarily responsible for Intellectual Property Rights and other WTO-related matters. He was a member of Bangladesh's trade negotiation committee and has extensive experience in trade negotiations at regional, bilateral, and multilateral levels.

In addition to his government service, Mr. Rahman is a frequent guest speaker on trade-related topics at the Institute of Business Administration, the University of Dhaka, the Bangladesh Foreign Trade Institute, the Bangladesh Public Administration Training Centre, and other institutions. He has delivered keynote speeches at numerous national and international seminars on trade issues, including events organized by the OECD, UNCTAD, and UNCDP. He has also authored several articles on intellectual property regimes and trade issues in Bangladesh.

- **Ms. Murshida Sharmin**, Joint Secretary of the Bangladesh Government, has a significant career in the field of Social Security. She has vast experience both in policy making and implementation of social security programs through her career. Since joining in the Cabinet Division, she is involved in inter-ministerial coordination and monitoring of the implementation status of the social security programs. Capacity building and providing training to the officials engaged in implementation of National Social Security Strategy (NSSS) across the Government are among the core responsibilities of Ms. Sharmin. She is also responsible to arrange meetings of the Central Management Committee (CMC) for Social Security and provides secretarial support to the Committee. Prior to joining the Cabinet Division, Ms. Sharmin has worked in the Secondary and Higher Education Division and Ministry of Land. While working in the field administration as Assistant Commissioner, she was involved in the monitoring of social security programs such as Old Age Allowance, Disaster Relief Programs, Vulnerable Women

Benefits. Distribution of Khas land (government land) among landless people was one of the prime tasks of Ms. Sharmin while working as Assistant Commissioner (Land) which was inclusively social security services towards the village poor. She has attended several training courses as well as international conferences on Social Security in Australia, Japan, Vietnam, Philippines, Turkey, Malaysia, Spain, Egypt and Thailand etc. Currently she is in charge of Civil Registration and Social Security Branch of the Cabinet Division and working as Project Director of technical assistance project named "Social Security Policy Support Project" as an additional charge.

- **Dr. Najmus Sayadat** joined the Bangladesh Civil Service (Administration) cadre in 2001 and currently serves as a Member (Finance) at Bangladesh Rural Electrification Board (BREB) under Power Division. Prior to this position he worked as Joint Secretary at the PPP Unit of the Finance Division and as Director for investment promotion at the PPP Authority. Dr. Najmus Sayadat holds a PhD degree in Public Administration, specializing in PPP policy implementation. He earned his Master's Degree in Economics from Ritsumeikan University, Japan, and an MBA Degree from the Institute of Business Administration, University of Dhaka. Additionally, he is an APMG certified PPP Professional and a JICA certified TQM Trainer.
- **Dr. Md. Jahid Hossain Panir** is a Joint Secretary to the Government of Bangladesh - currently working as a Member Directing Staff (MDS) at the Bangladesh Public Administration Training Centre-BPATC. Mr Panir is a Civil Servant, and also a Researcher. He has extensive hands on experiences of working at the field level. At the policy formulation level, he has worked in the Ministry of Public Administration, Economic Relations Division, Ministry of Finance and Ministry of Land. He had significantly contributed in land management reforms and digital innovations. Under his leadership, Ministry of Land won WSIS Prize for introducing LD Tax system. Mr Panir is also an Academic Instructor

& Training Curriculum Designer. He worked as an E-learning Specialist on lien. He is a Marketing Graduate from the University of Dhaka. He earned MSc in Management & Information Systems from IDPM, University of Manchester, UK. He is a Japan Govt Monbusho Research Fellow at Hitotsubashi University, Tokyo, Japan. Mr Panir obtained his PhD in Management majoring in IT-based Knowledge Management in the public sector. He contributed to the Partnership (MOU Signing) between Ministry of Public Administration and HUAZHONG University of Science and Technology, China. As a faculty, he facilitates knowledge in the areas of development informatics, knowledge management, public sector reform, knowledge innovation in the public sector. He has a number of publications published in peer reviewed journals.

- **Dr. Mohammad Kamrul Hasan** is a seasoned academic and public sector professional with over two decades of experience spanning governance reform, policy analysis, and development management. He is a Deputy Secretary to the Government of Bangladesh, currently working (on lien) as a Senior Tutor at the Global Development Institute (GDI), University of Manchester. His career reflects a blend of high-level policy formulation, civil service reform, and international collaboration, notably through roles with UNDP and IFC. Dr. Hasan holds a PhD in Development Policy and Management from the University of Manchester and has authored numerous scholarly and policy publications on governance, refugee crisis management, and innovation in public administration.
- **Professor Dr. Syed Sarfaraj Hamid** is a full time Professor of Law and Dean, Faculty of Law at Bangladesh University of Business and Technology. He is a legal researcher, writer and Advocate, Supreme Court of Bangladesh. He has about twenty-two years' academic track in legal academia. He was former fulltime faculty member in some prominent private universities of Bangladesh. He worked as the Head of the Department in different prominent

private universities. He is working as a subject expert of Bangladesh Accreditation Council (BAC), he is external subject expert member of different public and private universities. He is the reviewer of different law journals. He is the member of editorial board in some prominent journals too. Prof. Hamid is a prominent legal scholar, he has published 27 research articles in different reputed journals both in national and international. He has published four law books, which are very significant for the students of law, lawyers and judges. Prof. Hamid has keen interest in cyber and media law, family law, human rights, civil and criminal litigation and contract law. He is the pioneer instructor for Moot Court and Clinical Legal Education. Prof. Hamid has supervised so many law students both in undergraduate and graduate level in legal research. He has obtained his LL. B Hons. and LL.M both from University of Rajshahi. Later on he earned his PhD from Islamic University, Kushtia. Prof. Hamid attended so many conferences and workshops in Bangladesh and abroad. He has obtained so many awards for his outstanding performance and contributions. At present his research field is AI and ChatGPT and it's Legal Consequences.

- **Tanvir Bashar** is a member of the 28<sup>th</sup> BCS (Administration) cadre and currently serves as Deputy Chief at the General Economics Division of Bangladesh Planning Commission. He has previously worked in the Economic Relations Division and the Finance Division. Bashar holds an Honours and a Masters degree in Economics from the University of Dhaka and a Masters in Policy Economics from Williams College, USA. He is currently pursuing a PhD in Economics at the Australian National University, with his thesis expected to be submitted by June 2025.
- **Dr. Sayla Sowat Siddiqui** is working as an Assistant Professor of Finance at the BRAC Business School, BRAC University for last two and half years. She completed her PhD in Finance from Australian National University in 2022 with the university fellowship and Masters in Business Research from Queensland University

of Technology in 2013 with Endeavour Award of Australian Government. Sayla is passionate in complex data analysis and research publications. She has demonstrated ability to teach and assess advanced finance courses and possesses valuable corporate industry experience in financial planning and forecasting. In addition, Sayla is highly passionate about public speaking. While pursuing PhD at the Australian National University, Sayla won the Three Minutes Thesis Presentation award (ANU) and the International Speech Competition of Canberra City Toastmasters Club.

- **G.M. Sharfaraz** is a civil servant with fourteen years of extensive experience in field administration, having served in various capacities. He is presently undertaking his PhD at the GDI, University of Manchester, UK. His research aims to identify the nexus and gaps between organizational capacity building and crisis management in the public sector, with a specific focus on the healthcare sector's role in addressing the challenges posed by the Covid-19 pandemic.
- **Towfiqul Islam Khan** is an Economist by training and currently a Senior Research Fellow at the Centre for Policy Dialogue (CPD), Bangladesh. In his professional career of about two decades, he has undertaken research and published in several areas, including macroeconomic policy, public finance management, financing for development, inclusive society, poverty, and social protection. Khan is a member of the 'SDG Working Team' constituted under the Prime Minister's Office, Government of Bangladesh. He led the Research and Technical Support Team Support Team of the White Paper on the State of the Bangladesh Economy created by the present Interim Government of Bangladesh. Khan was previously a member of a number of technical committees set up by the Bangladesh government agencies, including the Bangladesh Bureau of Statistics (BBS), External Relations Division, Ministry of Commerce and NGO Affairs Bureau of Bangladesh. Khan received the Australian Leadership Award (ALA) in 2008.
- **Azreen Karim** is an applied development economist and currently working as a Senior Research Fellow at the Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh. Her current research interests include environmental, climate and disaster economics, international and development economics. Azreen's articles have appeared in international reputed journals, namely World Development, Journal of International Development, Natural Hazards, The Singapore Economic Review, and Review of Economics and Institutions. She has contributed Book Chapters in the book (s) titled Economics of Natural Disasters (World Scientific Publishing), Global Pandemic and Human Security: Technology and Development Perspective (Springer Nature), and Pandemics Risk, Response and Resilience (Elsevier). In 2015, she was awarded the prestigious Jan Whitwell Prize for best presentation of work undertaken by a doctoral student. She holds a Masters in Economics from York University, Toronto, Canada and a Ph.D. in Economics from Victoria University of Wellington, New Zealand. She has research collaborations with the United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), International Food Policy Research Institute (IFPRI), Chr. Michelsen Institute (CMI) Norway, World Bank Group, International Growth Centre (IGC), International Institute for Sustainable Development (IISD), International Centre for Trade and Sustainable Development (ICTSD), Sustainable Development Policy Institute (SDPI), Trade Knowledge Network (TKN) and Economic Research Institute for ASEAN and East Asia (ERIA). She has professional practice involvement with the American Economic Association (AEA), Western Economic Association International (WEAI), New Zealand Association of Economists (NZAE) and the Bangladesh Economic Association (BEA).
- **Mr. Mohammad Mamun** is a sociologist and Senior Research Officer of Bangladesh Public Administration Training Centre (BPATC). He did his Bachelor & Master from Department

of Sociology, University of Dhaka. He had also completed his 2<sup>nd</sup> Master on Public Policy from National Graduate Institute for Policy Studies (GRIPS), Japan under MEXT Scholarship. He has been working in BPATC since December 2011 which is the apex training institute in the public Sector mainly responsible for imparting training for the Civil Servant and also works as think tank of the Government. Mr. Mamun has worked various capacities in BPATC such as Assistant Director PPR (Planning, Programming & Recording), Logistic and Dormitory. He has also worked as Course Coordinator in 54 Foundation Training Course (FTC), P58<sup>th</sup> FTC, P60<sup>th</sup> FTC, P63<sup>rd</sup> FTC, 69<sup>th</sup> FTC, 70<sup>th</sup> FTC, 71<sup>st</sup> FTC, 75<sup>th</sup> FTC and 78<sup>th</sup> FTC which is mandatory for the newly recruited civil servants. Even, he worked as Course Coordinator of 134 and 146 Advanced Course on Administration and Development (ACAD) which is mandatory for the Deputy Secretary and their equivalent officials from Bangladesh Armed Forces Division. He had completed and attained different training in home and abroad such as Foundation Training Course, Training of Trainers Course, Conflict Management and Negotiation Technique Course, Research Methodology Course, Report Writing Training, Training of Trainers on Children's Issues (Home) And Strategic Leadership Training (Singapore), International Kaizen Convention (Japan), Institutional Integrity Management and Good Governance (Hong Kong). I have a good commend (Reading, Writing and Speaking) in Bangla, English and Hindi (Speaking only). For training purpose, he visited Japan, Sri Lanka, Thailand, Singapore, and Hong Kong. He has also participated different National and International Seminar such as Symposium and Conference as Paper Presenter and Rapporteur. He has worked as Research Associate and Joint Research Project Director as many as 13 Research Projects. Mr. Mamun is also author of 02(one) article and co-author of 08(eight) articles. He is also a coauthor of a Book Chapter Titled "Challenges of

Artisanal Fishermen: A Case Study from Sonadia Island, Bangladesh" Mr. Mamun would love to work in Social Research especially in the area of Gender Development, Training & Development. His areas of interest are Research, Managing the Training, Event Management, Networking and Communication. He has different experience on various extra curriculum activities such as Debate, Badhon (Voluntary Blood Donate and Collection Organization) and BNCC (Naval Wing).

- **Md. Emtiazul Hassan Mazumder** is a Public-Private Partnership (PPP) Specialist with over 12 years of experience in infrastructure development and financing. Currently serving at the PPP Authority in Bangladesh, he has led key initiatives in project structuring, risk analysis, and stakeholder engagement across sectors. A Certified PPP Professional (CP3P), Emtiaz has been instrumental in advancing major projects such as the Dhaka Elevated Expressway, Dhaka Bypass road, O&M of Hazrat Shahjalal International Airport, Purbachal Water Supply and Patenga Container Terminal. He holds a Master of Development Studies from BRAC University and a BBA from IBA, Jahangirnagar University.
- **Samanta Islam** is an undergraduate Economics student at BRAC University with a strong interest in research, education, and social equity. She currently works as a Student Tutor at BRAC Business School and teacher at BrainiacLab. She previously served as a Campus Ambassador for Teach For Bangladesh, where she supported youth-led initiatives in education reform. She also has experience in working as content writer for ShobThik, an organization that contributes to mental health awareness and advocacy. Her academic focus lies in the areas of gender equity, international trade and economic development, with a growing passion for data analysis. Samanta is particularly drawn to research that bridges theory and practice to inform inclusive and evidence-based policy.

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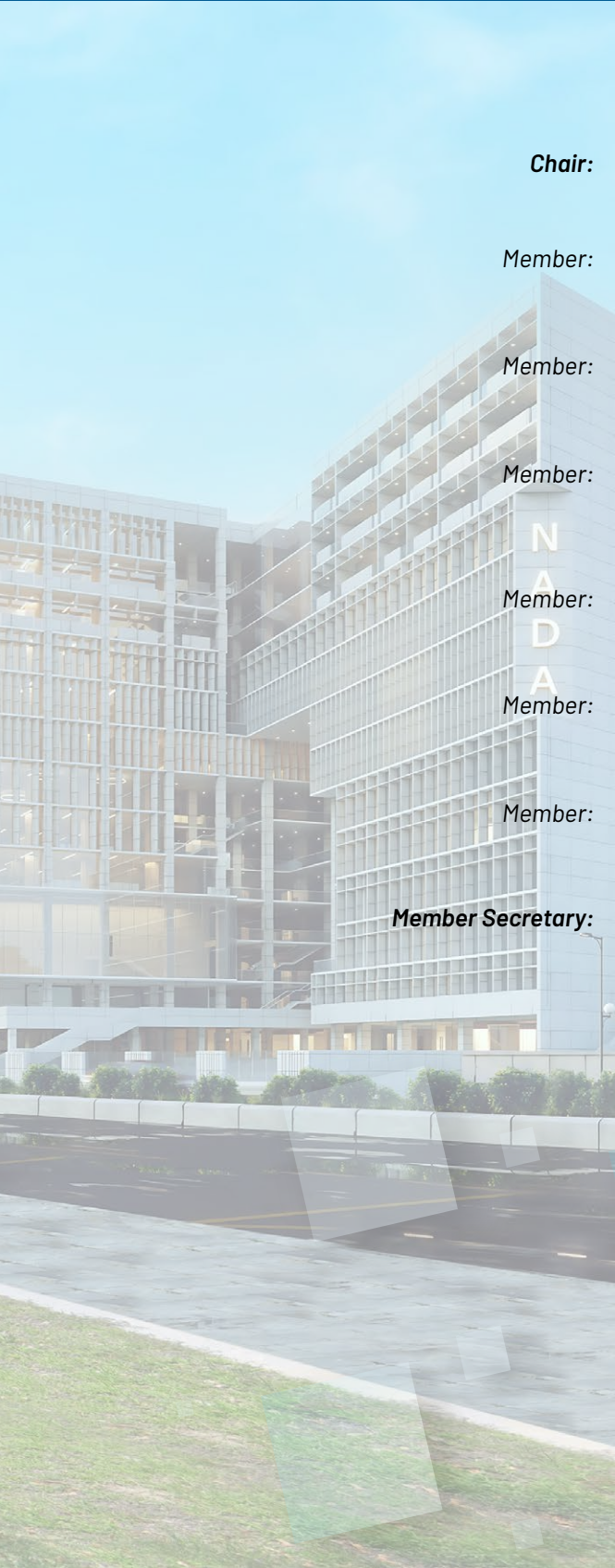
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