



# Policy Analysis Course 2023 - 2024

**Organized by**

Skills for Employment Investment Program (SEIP)  
Finance Division, Ministry of Finance

&

Bangladesh Institute of Governance and Management (BIGM)



**MoU signing between Ministry of Public Administration and BIGM**

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Mr. M A Mannan, MP, Honourable Minister, Ministry of Planning, GoB is conducting the session



Premises of Bangladesh Institute of Governance and Management (BIGM)

# Preface

We are happy to witness the completion of the courses on Policy Analysis Training held at BIGM. Hence, we are preparing to march for the more rigorous, intensive, and participatory next course. It is our great privilege to pay sincere thanks to the SEIP (Skills for Employment Investment Program) authority of the Finance Division, Ministry of Finance, and Government of Bangladesh for selecting BIGM to be the home to the Policy Analysis Course, the very first of its kind in Bangladesh. We greatly benefitted from Dr. Mohiuddin Alamgir's policy papers that inspired us to have world-class policy managers in Bangladesh. We tried to design and provide a course, that is akin to the vision of Bangladesh and at the same time international standard in terms of analytics, tools, and techniques.

I have always been an optimist; I am even more so now. My optimism comes from the simple fact that ours has been a bottom-up and inclusive growth story; it has been a story of defiance, a 'despite' growth story, defeating all odds and predictions. We are conscious of the existing and emerging challenges. I however believe that our difficult times, when handled with care and caution, replenished our strength and resilience. The economy of Bangladesh is ready to reap the benefits of its comparative advantages, including our demographic dividend. For that, we need to transform our huge population into human capital. We need to upgrade the productivity of both our skilled and unskilled workers; the capacity of both private and public-sector institutions.

In this context, we are encouraged by the government's urgency in enhancing the skills of people to maximize the population dividend and its benefit through the SEIP. BIGM is uniquely suited to host such a program since, over the last ten years, it has been conducting programs on Governance and Public Policy and gained experiences and expertise to lead the way forward. It is proud to be associated with a pool of faculties who have almost 50 years of policy experience in developing Bangladesh. In this training program, the trainees will be trained hands-on on different policy analytics and then exposed to the important public policies of Bangladesh policies that are relevant for achieving our vision as a nation. Moreover, the training will expose the trainees to the leading thinkers in their respective fields to enhance familiarity with the major public policy issues facing society.

We are confident, that this training course will be able to infuse dynamism, innovation, and critical reasoning into participants' responses to the complex world. We have researched out to our distinguished trainers, experienced bureaucrats, and policy managers to share their valuable experiences and to serve as mentors to and assessors of our participants. We intend to build a bridge between their rich experience and the new trainees' latent talents.

Finally, I would like to extend my sincere appreciation to all who are determined to make a difference and to keep defying the odds.



**Mohammad Tareque, PhD**  
(Former Finance Secretary, GoB;  
Alternate Executive Director,  
World Bank)  
**Managing Director**  
Board of Trustees  
&  
**Director**  
Bangladesh Institute of  
Governance and Management  
(BIGM)

# Overview of BIGM

## Enriching Professionals with Academics, Training, and Research

### About **BIGM**

Bangladesh Institute of Governance and Management (BIGM) is a post-graduate institution affiliated with the University of Dhaka. Formerly known as Civil Service College, Dhaka, it was established as a non-profit trust in 2006 to become a center of excellence for studies, research, and training on public policy and development management. BIGM aims to become a fast-growing national hub of Teaching, Research, and Training activities on Governance and Policy Issues, Public Administration, International Economic Relations, Human Resource Management, and Development

### **ACADEMIC**

BIGM offers Master of Public Affairs (MPA Programs), with a focus on Governance, International Economic Relations, and Human Resource Management programs. The programs are uniquely designed to help the officials of both public and private sectors and to deal with national and international political and economic issues confronting them. The programs, a blend of theory and practice emphasizing experimental and professional learning, will prepare government and non-government executives to use the tools of analysis and strategic management to achieve successful implementation of business policies and performance. They would also build the capacity of the business enterprises to develop professionalism and a healthy corporate culture. The students are required to write a thesis/dissertation or a research paper to attain their academic degrees.

### **TRAINING**

The Institute is exclusively positioned to gather high-value resource persons with an established academic and professional track-record to offer training programs on Policy Analysis, Strategic Management, Research Methodology, Data Analytics & Modeling with R, Quantitative Analysis with STATA, Advance Project Management, VAT Management and other related subjects. BIGM would also partner with other training institutes to design and implement tailor-made training programs to best serve clients' needs.

### **STRATEGIC PLANNING AND NETWORKING**

BIGM is growing up day by day for increasing the strength of the public and private sector officers. The Strategic Wing of BIGM is trying to build up the capacity of the organization to decide by applying strategic planning where the vision will be made by proper integration of the goals and objectives of BIGM.

### **RESEARCH**

BIGM's faculty members – internal and external, conduct evidence-based research on diverse subjects such as Developmental Governance, International Regional Cooperation, Science and Profession of Human Resource Management, Sustainable Future, projects, and Financial Management. A culture of research is ingrained within BIGM's organizational fabric. Students are required to write research papers to enhance their capacity for critical thinking. A focus on analytical writing and effective presentation skills would prepare the students/participants to formulate policies and craft mechanisms for their successful implementation. The Institute is being fully digitized with the latest e-technologies, including e-library and e-journals facilities. A spacious computer lab both for training and research of the students furnished with the most updated hardware and software is available to the students as well as to the faculty members.



**VISION:** BIGM envisages to become a premium knowledge hub by adding value in teaching, training and research regarding policy, governance and development to serve the interest of the country and its people.



**MISSION:** In order to achieving the above vision –

The Institute intends to enhance the capacity of the executives of both public and private sectors by:

- strengthening their knowledge, skills, insights and positive attitude;
- sharpening their professionalism and critical thinking capabilities, and
- inculcating in them commitment and strategic policy leadership

through post-graduation level professional education, cutting-edge research, and higher level training.



**OBJECTIVES:** To facilitate the growth and development of Bangladesh through Human Resource Development – imparting and transferring appropriate skills, providing the right leadership and the art of management at a global standard.

**The specific objectives are:**

- To train the members of the Civil Service as well as executives of the private sector and NGO;
- To offer MA, MS, MPhil, and PhDs in social sciences and relevant areas to the Public Service;
- To conduct research activities in key areas of Public Administration, Management, and Development;
- To organize different programs/programs for forging partnerships with national and international Institutes / Universities;
- To build commitment and strategic capacity in Good Governance, Leadership, Public Administration, and Management;
- To help initiate reforms to achieve a people-oriented administrative system and market-driven managerial workforce;
- To give policy inputs to both the government and non-government entities on national and international issues;
- To act as a “Think Tank” for society.

# Why BIGM

“Its uniqueness and relevance to Bangladesh”



## Process

- Build strategic capacity and institutional leadership
- Develop higher-level skills in Public Administration
- Enhance commitment, initiate reforms
- Provide policy inputs



## Outcome

- Realization of Organizational and Social Goals



## Inputs

- Train mid and higher-level public, private, and NGO executives
- Offer specialized program
- Conduct research in public administration and development
- Collaboration with other Institutes



## Output

- Developed HR
- Improved Governance
- Efficient Delivery of Services



## Impact

- A developed and more equitable Bangladesh



# BIGM

**Bangladesh Institute of Governance and Management (BIGM)** is poised to emerge as a premier academic, training, and research institute in Bangladesh. A post-graduate institute affiliated with Dhaka University, it has been established to create a much-needed credible center of excellence for public policy analysis and management that can ultimately promote good governance.

The institute currently offers Masters in Public Affairs (MPA) in Governance and Public Policy, International Economic Relations, and Human Resource Management. From January 2024, BIGM will offer Masters in Public Affairs (MPA) in another three subjects namely Project Management, Procurement & Supply Chain Management, and Public & Private Financial Management. The Board of Trustees and the Governing Body of BIGM include the leading policymakers in Bangladesh and eminent personalities with a broad spectrum of experience.

Under new leadership, BIGM is currently engaged in streamlining, broadening, and sharpening its operational focus to help Bangladesh navigate its rapid socio-economic transformations in an increasingly globalized and complex world.

To achieve that goal, BIGM management has set several core objectives which will determine how the Institute will function in the future. With this backdrop, BIGM is instituting a high-quality Policy Analysis of international standards.



**BIGM is Moving Up**

# Training Course on Policy Analysis

For over a decade now, our growth has been over 6.25 percent, a feat unimaginable a few decades earlier and an outcome that also reflects the government's commitment and choices. Contrary to some popular narratives, the government's policies significantly shaped the quality of growth in Bangladesh. For example, the governments consistently supported cash transfer programs, encouraged the participation of Civil Society Organizations (CSOs), and designed pro-poor fiscal and monetary policies that touched the lives of those who needed the most. Happily, for us, Henry Kissinger's 'Bottomless Basket' prediction has been proven wrong, as has Kuznets' theory of rising inequality at the early stages of growth. Although our policies might not have been always holistic or well-coordinated, they were always sincere and mostly consistent; these policies deserve a substantial part of the credit.

We all know Bangladesh is now at a crossroads of development. We are witnessing one of the largest manufacturing-led take-offs in a democracy. The economy is ready to reap the benefits of its comparative advantages, including our demographic dividend. For that, we need to transform our huge population into human capital. We need to upgrade the productivity of both skilled and unskilled workers; the capacity of both private and public-sector institutions. A competent bureaucracy is, therefore, a must for any sustained economic take-off. No sustained economic take-off has ever taken place without a competent bureaucracy. This is especially more so in a private sector-led growth process in a democracy. Needless to say, this constraint is also more binding during the middle-income transitions. The road to a developed Bangladesh by 2041 goes through a competent bureaucracy, as the experiences of East Asia and advanced economies have demonstrated.

We are heartened by the government's urgency in enhancing the skills of the people to maximize the population dividend and its benefit. Along with the general skills development program, the government has also prioritized the training of new cohorts of visionary bureaucrats with

knowledge and skills who can better design, implement, and evaluate the next generation of reforms in Bangladesh. The quality of our bureaucracy will critically influence the growth trajectory in the next phase of our development.

A mature private sector has rightly contributed to the developmental effort ever more than before. But during the middle-income transitions, being right may not be enough. An enabling environment for the bureaucracy is a necessary condition for sustained takeoff. An efficient bureaucracy with practical knowledge combined with an open, constructively critical approach that can address the questions of governance and policy development is the need of the hour. Moreover, effective implementation is contingent on evidence-based policy formulation and evaluation, which are essentially an iterative process. Therefore, a dynamic, innovative, and thoughtful bureaucracy is a *sin-qua-non* for moving to the next higher plane.

It is the earnest hope of BIGM that the policy analysis training would provide a set of conceptual frameworks for analyzing public policy, and formulating effective strategies for policy design, analysis, evaluation, and advocacy. The concepts, skills and analytical tools students would learn in the training would rest upon a foundation of economic principles, institutional analysis, and political and social psychology. They would be able to identify, analyze, predict the patterns of behaviour and outcomes, and ultimately enhance policy effectiveness. That in turn would infuse dynamism, innovation, and critical reasoning into the bureaucracy responsive to the complex world we now live in. 2600 years ago, the Chinese philosopher Lao Tzu, said 'the journey of a thousand miles begins with one step'. We are taking that first step in an unprecedented journey for the 160 million Bangladeshis. We are embarking on that journey by carrying the inspirations and the sacrifices of the past. And with that resolve, pragmatism, and optimism, our top policymakers will train a new brand of trained human ware for a more just, more inclusive, and more developed Bangladesh.

# Course Objectives



This course is designed exactly to fulfill the above needs. It will familiarize the participants with several fundamental factors:

- a) the dynamics of the public policy-making process;
- b) the intricacies of group struggles or vested interest groups;
- c) the generic instruments of public policy;
- d) the roles of policy analysts in a democratic society; and
- e) in particular, the arts and science of dealing with the challenges of policy-making.

The main purpose of the course is to create enlightened policy managers/executives who will be reform-minded and risk-taking innovators and forward Bangladesh so that it can wade through the challenges of development and achieves its long-term vision. In addition, the program seeks to sharpen the basic skills in analytical thinking, information gathering, and report writing to better design, implement and influence policies. Therefore, to accomplish this main purpose, the specific objectives would be:

- a) To enable the trainees to have a clear understanding of the principal analytics, tools, and techniques of policy analysis;
- b) To prepare the trainees to better navigate the complex and dynamic process of policy formulation, implementation, monitoring, and evaluation;
- c) To make them understand the intricacies of group interaction of different players in the policy domain; and
- d) To be aware the trainees of the role of public policy analysis in a democratic society, in particular the arts and science of dealing with the challenges of policymaking.

This course is designed for those who are interested in joining or are already working in the government in various policy formulation, implementation, and evaluation capacities. It can also better equip those interested in constructively influencing policies, including



through the Development Partners, NGOs, advocacy groups, or think tanks. Participants are expected to gain an intimate knowledge of and build capacity in policy analysis and implementation to meaningfully contribute to Bangladesh's journey towards a more just, equal, and progressive society that our freedom martyrs sacrificed their lives for. In short, this training program/course in policy analysis should make trainees-

- ◆ Learn the language of policy formulation and
  - to write with clarity, structure, and precision.
  - to use supporting documentation (maps, charts, data, graphs) effectively.
  - to develop simple models that are supported theoretically and empirically.
  - to evaluate the developmental as well as distributional aspects of policies and programs.
  - to incorporate socio-political factors into the analysis.
  - to bring cross-country lessons into policy formulation.
- ◆ Develop analytic skills –
  - quantitative and
  - qualitative
- ◆ Learn to
  - accommodate/adjust/advocate uncomfortable positions.
  - work under time constraints and allocate analytic resources.
  - Develop management skills and the ability to work in, and/or direct a team.

# Structure of the Policy Analysis Course

## KEY ASPECTS OF THE POLICY ANALYSIS COURSE

### ■ Course Duration:

The length of the Policy Analysis Course is Ten weeks (50 working days). Of which, six weeks (06) will be devoted to a classroom environment at BIGM. Later the trainees will be fully involved in the preparation of a draft policy paper under the supervision of an experienced mentor and co-mentor for 3 weeks. In the 10<sup>th</sup> week, each trainee will make their presentation before a panel of experts. The session is held on all weekdays (Saturday to Wednesday) except holidays; however, depending on the necessity, the session may be held on the weekend. Participation of the trainees in all activities is mandatory during training.

### ■ Expected Participants

- ◆ Executives from public and private sectors and NGOs with a Master's degree from recognized universities and a minimum of 10 years of work experience demonstrating sound knowledge of laws, regulations, strategic planning, and policies in the 30–52 age group.
- ◆ Of the participants, 70% will be from the public sector and 30% from NGOs and the private sector. At least 30% of the participants are expected to be female.

### ■ Resource Persons/Trainers/Facilitators

Drawn from academia, universities, research institutes, government and private sectors, the judiciary, law enforcement, defense services, development partners, and the NGO sector.

### ■ Class Size, Session, and Lecture Duration

The number of Participants per batch is 30. One and half hours per session. Maximum four sessions a day.

### ■ Quality Control

Training contents and learning materials will be updated regularly on feedback from trainees, trainers, and experts in relevant fields.

### ■ Training Details and Instruction Format

- ◆ There will be nine (9) modules over ten weeks; with a maximum of four sessions per day. There will be a total of eighty (80) sessions for eight modules, approximately eight modules in 6 weeks and the 9<sup>th</sup> module (4 weeks) is for the preparation and presentation of a policy paper by the participants. Each module will contain roughly 8-12 lectures (on average 10).
- ◆ The morning session will begin at 9:00 am, with a 30-minute tea break between two sessions before lunch, and the afternoon session will start at 1:30 pm, with a 15-minute tea break between two sessions. Library and IT room attachment will be part of the training.
- ◆ Participants will receive Transportation Allowances (TAs) for attending the training days.
- ◆ The medium of instruction for the policy analysis course is English. The centre encourages the participants to develop their oral and written skills in English through practicing inside and outside the classroom. More importantly, all assignments (both group or individual) and presentations will be in English.

### ■ Assessment of the Trainees

All the trainees are expected to prepare a draft policy paper individually which will be treated as the main basis of evaluation/assessment of their performance in the training program. There will be 3 (three) other short assignments, which will also be a part of the total assessment.

### ■ Course Management Team (CMT)

The course management team comprises with Program Director, Deputy Program Director, Training Coordinator from BIGM, Officer (Finance), Officer (Administration), and other support staff of PIU. Each activity of the course is managed by the Program Director along with other members of CMT, and the whole work will be guided by the Director of BIGM. Participants are encouraged to share any feedback with CMT to ensure the quality of the training.

### ■ Food/Meals

Meals are arranged for participants through the course management team. The participants will take their snacks, lunch, and afternoon tea within the scheduled time at the specified dining room/cafeteria. The CMT is responsible for maintaining the overall quality of meals served to the participants.

# Quality Management

## a ) Training Management Committee (TMC)

A ten-member committee will be constituted and it will be chaired by the Senior Secretary/Secretary, Ministry of Public Administration to oversee the program and ensure training quality. Other members of the committee will be (1) Rector, BPATC (2) Rector, BCS (Admin) Academy (3) Representative of Cabinet Division (4) Representative of Finance Division (5) Representative of SEIP, Finance Division (6) Representative of BIDS (7) Representative of NAPD (8) Representative of BIGD, BRAC University and (9) Director BIGM will act as member secretary of the training management committee. The committee will meet at least once in a year. The committee may look after the following activities:

- a) Selection of trainees
- b) Selection of trainers
- c) Validation of Program contents
- d) Preview of learning materials
- e) Review and validation of Assessment mechanisms
- f) Guidance about placement in ministries/industries
- g) Graduation and awarding of the certificate
- h) Selection of trainees for further training abroad



The 4<sup>th</sup> Meeting of the Training Management Committee, BIGM-SEIP held on 10<sup>th</sup> June 2023 at BIGM. The Meeting was chaired by Mr. Mohammed Mezbah Uddin Chowdhury, Senior Secretary, Ministry of Public Administration.

## b ) Project Standing Committee (PSC)

A **Project Implementation Unit (PIU)** will be set up, employing professionals to execute the program. The Project Standing Committee of BIGM will monitor and provide operational guidance to the PIU for implementing the program successfully. The committee will meet from time to time to monitor progress and address the challenges.

The Project Standing Committee will appoint a Program Director, Deputy Program Director, Officers, and other Support Staff for the PIU to oversee the program. The Program Director will be accountable and reportable to the Project Standing Committee.

### Project Standing Committee (PSC)

Director of BIGM	<b>Chairman</b>
One member of the Board of Directors	<b>Member</b>
One member from Finance Division	<b>Member</b>
One member from the Ministry of Public Administration	<b>Member</b>
One member from Dhaka University	<b>Member</b>
Representative of SDCMU-SEIP	<b>Member</b>
Program Director of the Project	<b>Member-Secretary</b>



## Contents of Policy Analysis Training Program

The training contents are composed of nine standardized and self-contained modules. Each module has been designed to fill the gap between what trainees know and what they need to know. Policy formulation inevitably involves judgments and subjective choices and this training program will promote a rational approach in dealing with the challenges of policy making.

# Course Modules

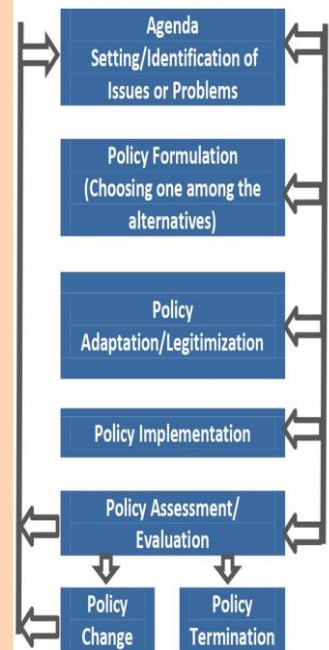
## Module - 1

<b>Topic</b>	<b>Policy Process</b>
<b>Lectures</b>	<b>8 Sessions</b>
<b>Objective</b>	<b>Trainees will learn and acquire skills to deal with the framework and structure of policy analysis.</b>

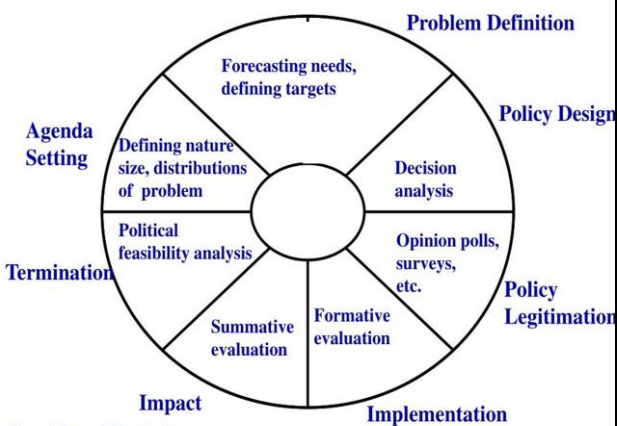
The framework is the analytical foundation and the structure is the operational steps of policy analysis.

Session: 1.1	What is Public Policy? Features and Scope of Public Policy and Rationale of studying Public Policy	(1)
Session: 1.2	What Governments Do, Why They Do it and What Difference It Makes?	(1)
Session: 1.3	Policy Problem: Analysis of its Context and Developing the Problem Tree	(1)
Session: 1.4	Goal setting/Policy goals	(1)
Session: 1.5	Operationalization of the policy framework: Policy instruments	(1)
Session: 1.6	Option analysis: Setting specific goals, describing the methodology of analysis	(1)
Session: 1.7	Historical analysis, data organization and analysis, organization and review of results	(1)
Session: 1.8	Choice of policies Undertaking the decision making Helping policy makers to make informed decision	(1)

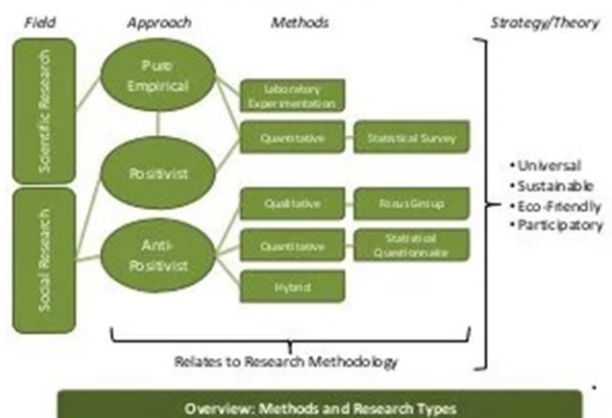
### The Policy Process



### THE POLICY CYCLE AND THE INFORMATION CYCLE



### Graphic Overview



## Module - 2

**Topic** Tools for Policy Analysis

**Lectures** 14 Sessions

**Objective** Trainees will be taught about the instruments of gathering evidence for policy making and helping policy makers to make informed choices.

Session: 2.1 How to conceptualize, operationalize concepts in social science and comprehend the context, people and the interaction (1)

Quantitative analysis will focus on the application of statistical and/or mathematical techniques including:

Session: 2.2 Data gathering and analysis, charts and graphs and qualitative analysis (non-technical approach) to studying a problem/issue (2)

Session: 2.3 Operation Research: A quantitative basis for decision making (2)

Session: 2.4 Analysis of variance and risk analysis (1)

Session: 2.5 Finding cause: The Analysis of regression (1)

Session: 2.6 Gravity Model in Policy Analysis (1)

Session: 2.7 Cost-Benefit Analysis (1)

Qualitative method includes case studies, document analysis and interviews. The module will elaborate on:

Session: 2.8 Stakeholder analysis / Stakeholder Mapping: A practical tool for public sector managers and SWOT analysis (1)

Session: 2.9 PESTLE Analysis (1)

Session: 2.10 Multi Criteria Analysis: Decision making based on analytics (2)

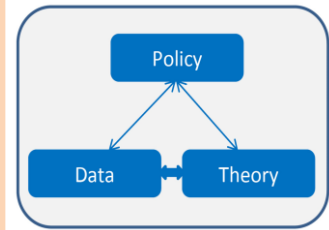
Session: 2.11 Critical Path Method (CPM) and program evaluation and review techniques (PERT) (1)

Session: 2.12 Style of Referencing (1)

The sessions will show how to apply both techniques to address an issue. Finally, trainees will be taught about the language of policy and the art of report writing. They will draft policy notes, policy briefs, policy statements and legal documents.

Session: 2.13 Policy Drafts, Policy Briefs & Legal Documents (1)

Session: 2.14 Log Frame of Policy Analysis: From Identification to Implementation (1)



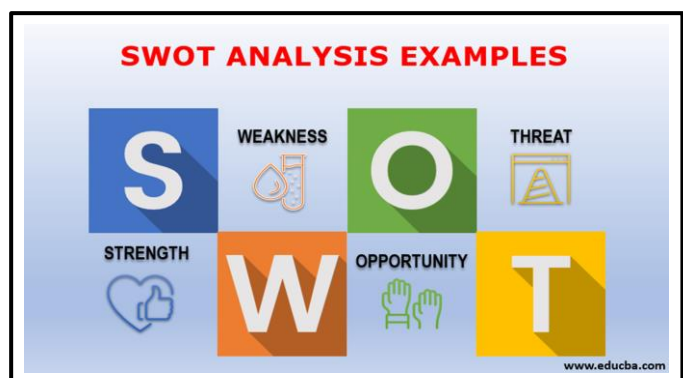
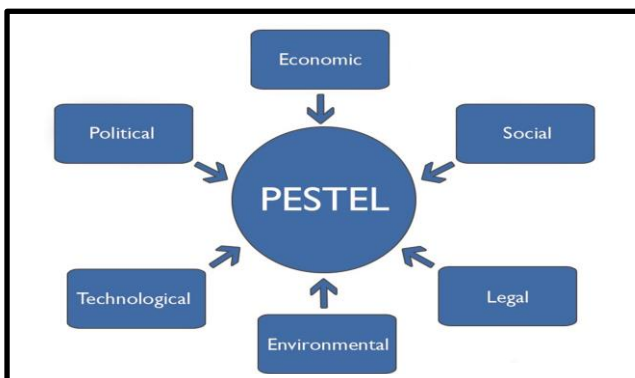
### Policy Trinity

#### Quantitative Research

- Selection of Methods
- Surveys, Experiments any other
- Data Collection and Classification
- Analysis
- Findings
- Conclusion

#### Qualitative Research

- Conceptualization of theoretical framework
- Operationalize the concept
- Selection of Methods
- Collection of data information
- Analyze Interpretation
- Findings
- Consolation





## Module - 3

<b>Topic</b>	<b>Policy Formulation</b>
<b>Lectures</b>	<b>14 Sessions</b>
<b>Objective</b>	<b>The trainees will learn about how to go about formulating policies in specific areas of interest and the constraints in policy making</b>

Lectures will be designed to raise their competence and understanding of selected areas like:

Session: 3.1	Theory and approaches of policy formulation	(1)
Session: 3.2	Know thy Government	(2)
Session: 3.3	State and Government's Capabilities: Actors in the Policy Process	(1)
Session: 3.4	Policy Formulation in the context of Bangladesh Constitution	
Session: 3.5	Official Actors and Unofficial Actors in the process and Interest groups, Research Organization and Mass Media	(1)
Session: 3.6	Policy Communities and Policy Networks	(1)
Session: 3.7	Policy development and Law-making process in the context of the Government of Bangladesh	(1)
Session: 3.8	Public Policy Decision-Making	(1)
Session: 3.9	Organization of State, Society and International System	(1)
Session: 3.10	Political Feasibility: Interest and Power in Policy making	(1)
Session: 3.11	Management of National & Societal (Individual/Collective/Communal) security	(1)
Session: 3.12	Management of the National Natural Resources and Environment	(1)
Session: 3.13	Future thinking in Policy Making	(1)
Session: 3.14	The role of citizen in the implementation process of public policy	(1)

### Elements of Policy Making System

#### The Policy Process as a System

##### Environment

- Structural
- Social
- Political
- Economic
- International

##### Inputs

- Election Results
- Public Opinion
- Communication to elected and public Managers
- Interest-groups' activity
- Mass media

##### Outputs

- Policies/Laws
- Oversight and
- Evaluation



Ms. Fatima Yasmin, Senior Secretary, Finance Division, Ministry of Finance is addressing as Chief Guest at the Seminar on Policy Analysis and Certificate Awarding Ceremony of the Policy Analysis Course, Batch-18 held at BIGM on 22 July 2023.

## Module - 4

**Topic** Policy Implementation, Evaluation and Re-formulation  
**Lectures** 11 Sessions

**Objective** The trainees will get familiarized with alternative policy implementation arrangements, which one to choose under what circumstances, the key players in implementation and the implementation barriers and how to overcome them. An important part is the creation of legal instruments to facilitate policy implementation. Bringing public and private sector and the civil society together in one cause that is effective policy implementation will be an important element of trainee capacity development. The trainees will also be taught about the methodology of evaluating effects and impacts of policies.

### Arguments

Session: 4.1 Developing Policy Arguments: The structure and modes of Policy Arguments: Arguing, bargaining and getting agreement (1)

### Statutes

Session: 4.2 Legal statutes and legislation: Ways of dealing (1)

### Implementation

Session: 4.3 Implementation as part of policymaking: Why 'perfect implementation' is unattainable? (1)

Session: 4.4 Models of Policy Implementation: Top-Down Model, Bottom-up and Hybrid Theories of Implementation (1)

Session: 4.5 Why public policy fails: Challenges of policy Implementation (1)

Session: 4.6 The role of private sector in the formulation and implementation of policies (1)

Session: 4.7 Grass root challenges in policy implementation: A few case studies (1)

### Evaluation

Session: 4.8 The need for policy evaluation: Monitoring and techniques (1)

Session: 4.9 Evaluating policy performance: Problems of analyzing the impact of public policy (1)

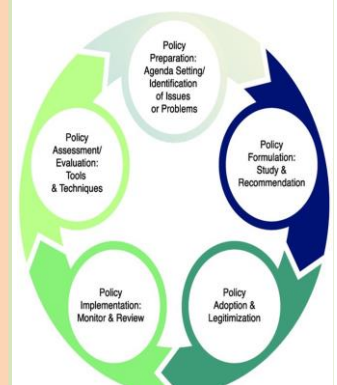
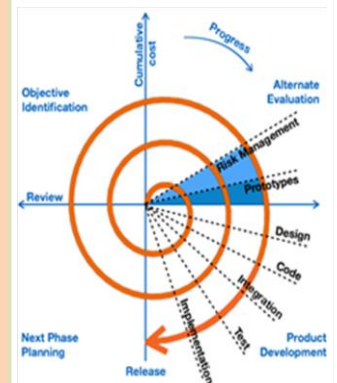
Session: 4.10 Who should carry out evaluation: Techniques for systematic evaluation: The consumption and utilization of evaluation (1)

### Forecasting

Session: 4.11 Forecasting in Policy Analysis: Recommending preferred policies: Cost Benefit Analysis (Revisited) (1)

Trainees will be required to come up with their own suggested arrangements for regular review, evaluation and dissemination of lessons learnt (what worked & best practice). They will learn about steps in policy evaluation from study of legislative history collection, processing and analysis of data for evaluation. Trainees will develop capacity to answer the basic question:

Was the policy a "success" or a "failure"? Trainees will have to be able to reformulate policies on the basis of implementation feedback and evaluation.



## Module - 5

**Topic** Human Resource, Reforms and Governance

**Lectures** 9 Sessions

**Objective** It will acquaint the trainees with the core issues of human resource management, reforms and governance that greatly shape the policy analyses issues (with cross-country and global experiences)

### Human, Innovation and Institution

Session: 5.1	Strategic management: Negotiation and leadership in policy making	(1)
Session: 5.2	Innovation, Institution and development issues in the context of Bangladesh	(1)
Session: 5.3	Globalization and public-sector reforms	(1)
Session: 5.4	Economic policy reform in developing countries: Policy lessons learnt	(1)

### Market and Government

Session: 5.5	Limits to Public Intervention: Policy Failures and good governance	(1)
Session: 5.6	Why does market fail and the Government comes in?	(1)

### Governance

Session: 5.7	Initiatives for enhancing good governance: Right to Information, NIS, Citizen's Charter, Grievance Redress System, Public Hearing	(1)
Session: 5.8	Improving performance and service delivery: Innovations, Performance Agreement and Service Process Simplification	(1)
Session: 5.9	Issues of PPP in Bangladesh	(1)



## Module - 6

**Topic** Social, Cultural and Environmental Issues

**Lectures** 10 Sessions

**Objective** Trainees will be briefed extensively on social, cultural and climate/environmental issues.

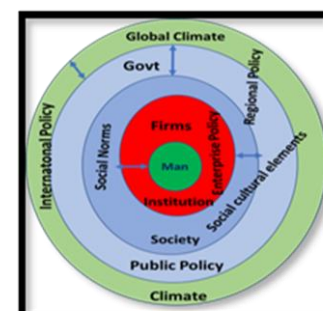
### Social and Cultural Issues

Session: 6.1	Social dynamics: Social and cultural factors in Policy Making	(1)
Session: 6.2	Regional and global relations	(1)
Session: 6.3	Education Policies and Issues	(2)
Session: 6.4	Health Policies: Child and Women Issues	(2)
Session: 6.5	Land Management and policy issues	(1)
Session: 6.6	Water resource management	(1)
Session: 6.7	Urbanization in Bangladesh and policy issues	(1)

**Environmental Issues will be highlighted with special reference to threats faced by Bangladesh**

Session: 6.8	Environmental issues and concerns, eco-profile of Bangladesh	(1)
Session: 6.9	Environmental Plans and Policies	(1)
Session: 6.10	Climate Change and Bangladesh's vulnerabilities and coping with vulnerabilities and adaptation measures	(1)

A Man's Universe



## Module - 7

**Topic** Economics and Financial Management

**Lectures** 14 Sessions

**Objective** Trainees will acquire knowledge/skills about economic and financial tools and techniques

One half of the lectures will be devoted to intermediate and advanced techniques of economic policy analysis in:

### Economic Management

- Session: 7.1 Macroeconomic Performances of Bangladesh: Achievement and challenges (1)
- Session: 7.2 Trade/International finance issues: Domestic and global context: Ease of doing business (1)
- Session: 7.3 WTO and Graduation of Bangladesh (1)
- Session: 7.4 Fiscal and monetary policy (1)
- Session: 7.5 Managing Plans, Programs and Projects: Policy issues (1)
- Session: 7.6 Planning and project tools: DPP/TPP (1)
- Session: 7.7 Challenges of Mega Projects in Bangladesh (1)
- Session: 7.8 Growth and development in the context of SDGs and middle-income transitions (1)
- Session: 7.9 Bangladesh on the March towards Prosperity: Development Agenda of the Current Government (1)

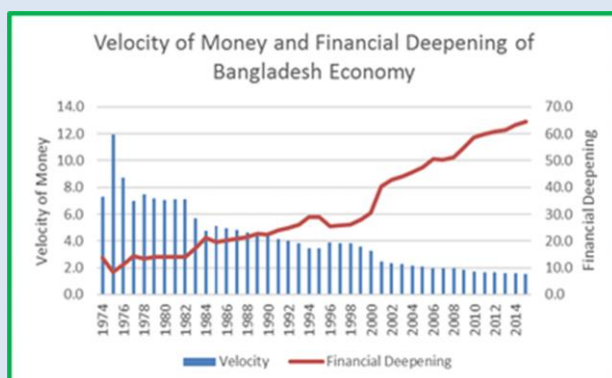
The second half of the lectures will be devoted to financial management and overall management practices and their roles in development. Trainees will learn what the literature says about financial management, namely, planning, organizing, directing and controlling of the financial activities such as procurement and utilization of funds of the enterprise.

### Financial Management

- Session: 7.10 Financial planning - resource mobilization, allocation and utilization (2)
- Session: 7.11 Procurement rules, transparency and accountability (1)
- Session: 7.12 Financial Integrity and financial controls: accounting and auditing (1)

### Finance and Development

- Session: 7.13 Role of an efficient financial system for private and public investment (1)
- Session: 7.14 Financial sector development agenda and financial integration (1)



## Module - 8

**Topic** Priority Sector Analysis

**Lectures** 10 Sessions

**Objective** Trainees will be briefed about the priority sector analysis such as Transportation and Communication, Power & Energy, e-Governance etc. Lectures will be designed to help trainees develop deeper insights into the activities of preferred economic/industrial sectors of Bangladesh in the light of global evolution and market trends.

### Technology and e-Governance

Session: 8.1 Technology and entrepreneurs: Their roles in development (1)

Session: 8.2 Understanding E-government: E-government System in the context of Bangladesh. (1)

### Employment Investment

Session: 8.3 Population dividend and manpower policy (1)

### Export-potential sectors

Session: 8.4 Ports and their management (1)

Session: 8.5 RMG and Textiles (1)

Session: 8.6 Light-engineering and ship-building (1)

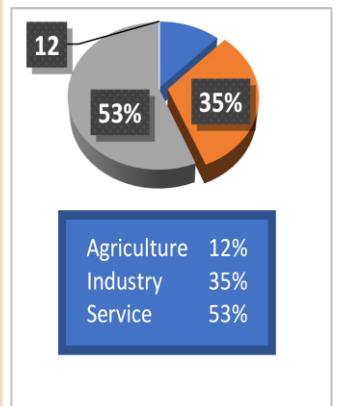
Session: 8.7 leather and foot-wear (1)

Session: 8.8 Agro-processing industries (1)

Session: 8.9 Infrastructure: Transport and communication (1)

Session: 8.10 Power & Energy (1)

Sector wise contribution of GDP in Bangladesh, 2021-22



Bangladesh, to move on a higher trajectory of growth, needs to:

- Enhance labour productivity
- Invest in Infrastructure
- Remove energy constraints
- Improve Ports management
- Boost production of RMG and textiles
- Prioritize Agro-processing Industries and
- Improve governance



Bangladesh: On the Way to Build Sonar Bangla, a Dream of Father of the Nation

## Module - 9

<b>Topic</b>	<b>Policy Draft Papers</b>
<b>Lectures</b>	<b>10 Sessions (4 Weeks)</b>
<b>Objective</b>	<b>Imparting more hands-on skills</b>

The trainees will study the field and in consultation with the relevant ministries/industries and even with relevant private association/enterprise, they will undertake policy analysis on agreed issue (s) from scratch going through all the steps of ex-ante and ex-post evaluation. From the very beginning of the course and as the course will progress trainees will be asked to think and articulate the issue on which she/he is interested to write the Policy Draft Paper.

The trainees are expected to prepare policy draft papers along with summary/policy briefs which will be the main basis of their performance evaluation in the training program. This will be done under the guidance of mentor and co-mentor. Although trainees will remain under a close observation of the program management throughout the 10-week period. *The Paper will be evaluated on a grading scheme that means different weightages will be given on different parts of the Paper itself.* There will be a seminar and certificate awarding ceremony of the course where best participants will present their Draft Policy Papers individually before the guest and audience. The trainees' over-all performance will be evaluated as follows:

Areas of Evaluation	Percentage (%)
Draft Policy Paper (written)	60
Presentation	15
Assignment	15
Participation	05
Attendance	05
<b>Total</b>	<b>100</b>

## Conclusion

Each trainee will be better equipped with the knowledge and skills that are essential in understanding and to conceptualize the policy issues, context of the policy formulations and the impeding and impelling issues that influence policy implementation, evaluation, monitoring and policy reformulation. It goes without saying that the outline presented here is a living document that will evolve over time into a more robust and rewarding training program. The program intends to create a group of dynamic officers within the government who will be reform-minded and risk-taking public innovators. They will play a critical role in enhancing the productivity of the public sector and help Bangladesh move forward on a higher trajectory of development. As an ultimate outcome of the program, a more informed, inclusive, pro-poor and growth-oriented policy environment is expected to be created.

## List of probable resource persons (not in order of seniority)

Name of the Resource Persons/Speakers	Designation (Current/ Former)
Dr. A. B. Mirza Azizul Islam <i>PhD-in Economics, Boston University, USA</i>	Former Finance Advisor, CTG, Former Chairman, BSEC, Vice-Chairman, BOT and GB Member, BIGM
Mr. Tapan Kanti Ghosh	Senior Secretary, Ministry of Commerce
Mr. Abul Kalam Azad	Former Principal Secretary to the HPM, GoB Former Principal Coordinator, SDGs
Mr. Md. Abdul Halim	Commissioner, Bangladesh Securities and Exchange Commission & Former Secretary, Ministry of Industries
Dr. Mohammad Tareque <i>PhD-in Economics, Boston University, USA</i>	Director, BIGM and Former Finance Secretary, GoB
Dr. Ahmad Kaikaus	Alternate Executive Director, World Bank Former Principal Secretary to the HPM
Mr. Abdur Rouf Talukder	Governor, Bangladesh Bank Former Senior Secretary, Finance Division
Mst. Asia Khatoon	Commissioner, Anti-Corruption Commission Former Secretary, GoB
Mr. M A Mannan, MP	Hon'ble Minister, Ministry of Planning
Mr. Md. Ashadul Islam	Former Senior Secretary, Planning Division, Ministry of Planning
Dr. Sultan Ahmed	Associate Director, BIGM and Former Secretary, GoB
Mr. Mohammad Al-Amin	Addl. Director, BIGM and Deputy Secretary, GoB
Dr. Asif Mohammad Shahan <i>PhD-in Political Science, USA</i>	Associate Professor Department of Development Studies, DU
Dr. Ahsan H. Mansur <i>PhD-in Economics, University of Western Ontario</i>	Executive Director, Policy Research Institute of Bangladesh
Mr. M. Toffazzel Hossain Miah	Principal Secretary to the HPM, Prime Minister's Office
Mr. Mohammad Muslim Chowdhury	Comptroller and Auditor General of Bangladesh
Ms. Sharifa Khan	Secretary, Economic Relations Division (ERD)
Dr. Mohammed Farashuddin <i>PhD-in Economics, Boston University, USA</i>	Former Governor, Bangladesh Bank; Former Secretary, GOB, and Chief Advisor, East West University
Mr. Farhad Hossain, MP	Hon'ble State Minister, Ministry of Public Administration
Dr. Rizwan Khair, <i>PhD-in Public Policy, University of New England, Australia</i>	Former MDS, BPATC and Joint Secretary, GoB
Ambassador Md. Humayun Kabir	Vice President, Bangladesh Enterprise Institute
Kazi Habibul Awal	Chief Election Commissioner, Bangladesh Election Commission and Former Senior Secretary, GoB
Dr. A K M Nurun Nabi	Distinguished Professor, Muktijuddho, Bangabandhu & Bangladesh Research Institute and Former Vice-Chancellor, Begum Kokeya University, Rangpur
Dr. Saleuddin Ahmed	Former Governor, Bangladesh Bank
Ms. Fatima Yasmin	Senior Secretary, Finance Division, Ministry of Finance
Mr. N M Zeaul Alam PAA	Advisor, BIGD and Former Senior Secretary, GoB
Dr. Kamal Uddin Ahmed	Chairman, National Human Rights Commission Bangladesh and Former Secretary, GoB
Dr. Farhina Ahmed	Secretary, Ministry of Environment, Forest and Climate Change, GoB

Name of the Resource Persons/Speakers	Designation (Current/ Former)
Dr. Md. Humayun Kabir	Secretary, Ministry of Railway, GoB
Ambassador Md. Touhid Hossain	Former Foreign Secretary, GoB
Dr. Md. Moniruzzaman	Project Director (Additional Secretary), SNSP-DDM Project, Ministry of Disaster Management and Relief
Dr. Md. Akter Mahmud	Professor, Department of Urban and Regional Planning, JU
Dr. M. Golam Sarwar <i>PhD-in Development Economics University of Manchester, UK</i>	Former Divisional Chief, Planning Commission, GoB, and Associate Professor, BIGM
Mr. Mohammed Walid Hossain	Joint Secretary, Finance Division, GoB
Mr. Abdul Baki	Member (Secretary), Planning Commission
Mr. Mohammed Munir Chowdhury	DG (Additional Secretary) National Museum of Science and Technology
Mr. Mohammed Saiful Islam	Deputy Secretary, Ministry of Public Administration
Prof. Dr. Shah Monir Hossain	Former Director General, Health Services
Dr. Shaikh Moniruzzaman	Joint Secretary, Finance Division, Ministry of Finance
Mr. Md. Mosta Gausul Hoque	Former Principal Project Mgt. Consultant, CPTU
Dr. Mustafa K. Mujeri	Executive Director, Institute for Inclusive Finance and Development
Dr. Nazneen Ahmed	Country Economist, UNDP Bangladesh
Barrister Nihad Kabir	Senior Partner Syed Ishtiaq Ahmed & Associates and President, Metropolitan Chamber of Commerce & Industry
Dr. Shamsul Alam	Hon'ble Minister of State, Ministry of Planning
Mr. Ranjit Kumar Chakraborty	Former Additional Secretary, Finance Division, Ministry of Finance, GoB
Mr. Banik Gour Sundar	Program Director, BIGM-SEIP and Former MDS, BPATC, Savar, Dhaka
Dr. Kh. Mahid Uddin BPM (BAR)	Addl. Commissioner of Police (Crime & Operations), Dhaka Metropolitan Police
Mr. Hedayetullah Al Mamoon	Former Chairman, Bangladesh NGO Foundation and Former Senior Secretary, GoB
Dr. Rashed Uz Zaman	Professor, Department of International Relations, DU
Mr. Mohammed Shoheler Rahman	Director General, CPTU
Mr. Mohammed Mejbahuddin	Former Senior Secretary, Economic relation division (ERD)
Dr. Md. Sanwar Jahan Bhuiyan <i>PhD-in Development Administration, NIDA</i>	Joint Secretary and Deputy Executive Project Director (DEPD), SEIP, Finance Division
Dr. Shubhashis Barua	Assistant Professor, Dhaka University
Mr. Siddique Zobair	Former Additional Secretary, GoB
Dr. Atiur Rahman	Honorary Professor, Dept. of Development Studies, DU and Former Governor, Bangladesh Bank
Commodore Syed Ariful Islam (TAS), ndc, psc, BN (Rtd.)	Former Director General, Department of Shipping
Mr. Md. Aminul Islam Khan	Former Senior Secretary, Ministry of Home Affairs
Dr. Nurul Quadir	Former Additional Secretary, Ministry of Environment, Forests and Climate Change



Name of the Resource Persons/Speakers	Designation (Current/ Former)
Dr. Fazle Rabbi	Director (Joint Secretary) Institute of Public Finance, Finance Division
Mr. Md. Moinul Kabir	Secretary Legislative and Parliamentary Affairs Division
Dr. Md. Habibur Rahman	Chief Economist, Bangladesh Bank
Dr. Taufique Joarder	Consultant, Human Resources for Health Polices and Standards Unit, Health Workforce Department, WHO
Dr. Mohammed Ziaul Haque	Additional Secretary (IT & FT Branch) Ministry of Public Administration
Mr. Chowdhury Mufad Ahmed	Former Additional Secretary (Govt. Secondary) Ministry of Education, GoB
Mr. Md. Nurul Islam	Chief Coordinator, SEIP-BAPA Project
Dr. Md. Abdullah Al Mamun	Additional Chief Engineer, Roads and Highways Department
Dr. Md. Mohoshin Ali	Member Directing Staff, R&C (Joint Secretary) Bangladesh Public Administration Training Centre
Dr. Md. Golam Faruque	Professor, BIGM and Former Addl. Secretary, GoB
Dr. Monzur Hossain	Research Director, Bangladesh Institute of Development Studies (BIDS)
Architect Iqbal Habib	Principal Architect, VITTI Sthapati Brindo Ltd.
Prof. Dr. M. Monowar Hossain	Rector (Former Professor, BUET), Engineering Staff College, Bangladesh (ESCB)
Dr. A.K. Enamul Haque	Professor in Economics, East West University
Mr. Manik Mahmud	Head of Social Innovation & Operation Cluster A2i, Prime Minister's office
Dr. Sobur Ahmed	Associate Professor Institute of Leather Engineering and Technology, DU
Dr. Sheikh Ashiqurrahman Prince	Professor, BIGM
Ms. Roksana Khan	Addl. Director, BIGM and Deputy Secretary, GoB
Dr. Md. Abdul Latif	Addl. Director, BIGM and Deputy Secretary, GoB
Mr. Md. Sakhawat Hossain	Director, Western Marine Shipyard, Chattogram
Dr. Md. Rezaul Karim	Deputy Director (International Programme) Bangladesh Public Administration Training Centre
Ms. Tahmina Sultana	Research Fellow, BIGM
Dr. Munshi Muhammad Abdul Kader Jilani PhD-in Human Resource Management, WHUT	Assistant Professor, BIGM
Ms. Sima Rani Dey	Assistant Professor, BIGM
Ms. Mowshumi Sharmin	Assistant Professor, BIGM
Ms. Fataraz Zahan	Senior Research Associate, BIGM
Ms. Nuzhat Bulbul	Senior Research Associate, BIGM
Mr. Faroque Ahmed	Senior Research Associate, BIGM
Mr. Muhammad Nafis Shahriar Farabi	Research Associate, BIGM
Mr. Md. Akhtaruzzaman Limon	Research Associate, BIGM
Mr. Ruhul Amin	Research Associate, BIGM
Ms. Tasfia Tasneem Ahmed	Research Associate, BIGM
Mr. Shafin Haque Omlan	Research Associate, BIGM
Mr. Asir Newaz Khan	Research Associate, BIGM
Mr. Mahadee Al Mobin	Research Associate, BIGM

## List of Suggested Reading Materials/Books

1	Bickers, Kenneth N and Williams, John T (October 17, 2000), Public Policy Analysis: A Political Economy Approach (1st Edition), Wadsworth Publishing; 001 edition.
2	Birkland, Thomas A (September 4, 2015), An Introduction to the Policy Process: Theories, Concepts, and Models of Public Policy Making (4th Edition), Routledge.
3	Bardach, Eugene and Patashnik, Eric M (2015), Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving (1 <sup>st</sup> Edition), CQ Press.
4	Bogenschneider, K., and Corbett, T.J. (2010). Evidence-based Policymaking: Insights from Policy-Minded Researchers and Research-Minded Policymakers, New York: Routledge
5	Chakrabarty, Bidyut and Chand, Prakash (August 22, 2016), Public Policy: Concept, Theory and Practice (1st Edition), SAGE Publications Pvt. Ltd.
6	Dunn, William N (2007), Public Policy Analysis (4 <sup>th</sup> Edition), Pearson
7	Dye, Thomas R. (2013), Understanding Public Policy (14 <sup>th</sup> ed), Pearson
8	Guess. George M (2011), Cases in Public Policy Analysis (3rd Edition), Georgetown University Press.
9	Guess. George M and Husted, Thomas (July 16, 2016), International Public Policy Analysis Reprint, Routledge; Reprint edition.
10	Gupta, Dipak K (2010), Analyzing Public Policy: Concepts, Tools and Techniques, CQ Press/SAGE, USA.
11	Howlet, Michael and Ramesh, M (1995), Studying Public Policy: Policy Cycles and Policy Subsystems, Oxford University Press.
12	Hogwood, Brian W and Gunn, Lewis A (1991), Analysis for the Real World, ELBS.
13	Kingdon, John W. (2014), Agendas, Alternatives, and Public Policies (2 <sup>nd</sup> ed), Pearson
14	Kraft, Michael E Public Policy: Politics, Analysis and alternatives (5 <sup>th</sup> Edition).
15	Moore, Mark H (1995), Creating Public Value-Strategic Management in Government, Harvard University Press.
16	Moran, Michael, Rein, Martin and E, Robert (2006), The Oxford Handbook of Public Policy, Goodin.
17	Miller, Frank Fischer, Gerald J and Sidney, Mara S (2007), Handbook of Public Policy Analysis-Theory, Politics and Methods, CRC Press.
18	Nugroho, Riant (2012), Public Policy for the Developing Countries (1 <sup>st</sup> Edition), Pustaka Pelajar.
19	OECD. (2009). Applications of Complexity Science for Public Policy: New Tools for Finding Unanticipated Consequences and Unrealized Opportunities. Paris: OECD.
20	Patton. Carl, Sawicki. David and Clark, Jennifer (2017), Basic Methods of Policy Analysis and Planning (3rd Edition), Routledge.
21	Rein, M., and White, S.H. (1977). Policy research: belief and doubt. Policy Analysis, 3(2), 239-271.
22	Sapru, R.K. (February 2, 2012), Public Policy: Formulation, Implementation and Evaluation, Sterling Publishers.
23	Stone, D. (2001). The Policy Paradox: The Art of Political Decision Making (revised edition). New York: W.W. Norton.
24	Weimer, David L and Vining, Aidan R (1998), Policy Analysis-Concepts and Practice (3 <sup>rd</sup> Edition), Prentice Hall.
25	Weimer, David L and Vining, Aidan R (2011), Policy Analysis (5 <sup>th</sup> Edition), Pearson.
26	Weimer, David L and Vining, Aidan R (2017), Policy Analysis: Concepts and Practice (6th Edition), Routledge.
27	Weiss, C.H, Murphy-Graham, E., and Birkeland, S. (2005). An alternate route to policy influence: Evidence from a study of the Drug Abuse Resistance Education (D.A.R.E.) Program. American Journal of Evaluation, 26(1), 12-31.
28	Wheelan, Charles (October 27, 2010), Introduction to Public Policy (1 <sup>st</sup> Edition), W. W. Norton & Company.
29	Young E. and Quinn L.(2002), Writing Effective Public Policy Papers: A Guide for Policy Advisers in Central and Eastern Europe. Local Government and Public Service, Hungary

## List of Online Materials and Reference Link

SL	Online Materials and Reference Link
1	Bergeron, Kim and Florence Morestin (2015), Analyzing and Evaluating Healthy Public Policies: Tools and Resources, Agency for Health Protection and Promotion, Ontario. <a href="http://www.ncchpp.ca/docs/2015_AnalysePP_Webinaire_AnalyzingandEvaluatingHPP_13Fevr2015_EN_light.pdf">http://www.ncchpp.ca/docs/2015_AnalysePP_Webinaire_AnalyzingandEvaluatingHPP_13Fevr2015_EN_light.pdf</a>
2	Bergeron, Kim and Florence Morestin (2015), Analyzing and Evaluating Healthy Public Policies: Tools and Resources, Agency for Health Protection and Promotion, Ontario. <a href="http://www.ncchpp.ca/docs/2015_AnalysePP_Webinaire_AnalyzingandEvaluatingHPP_13Fevr2015_EN_light.pdf">http://www.ncchpp.ca/docs/2015_AnalysePP_Webinaire_AnalyzingandEvaluatingHPP_13Fevr2015_EN_light.pdf</a>
3	Department of Health, U.K. (2002), Partial Regulatory Impact Assessment 2002. <a href="http://www1.worldbank.org/tobacco/AAG%20SmokeFree%20Workplaces.pdf">http://www1.worldbank.org/tobacco/AAG%20SmokeFree%20Workplaces.pdf</a>
4	Hall, Shane. Policy Analysis Methods. <a href="http://peopleof.oureverydaylife.com/policy-analysis-methods-11441.html">http://peopleof.oureverydaylife.com/policy-analysis-methods-11441.html</a>
5	How to Write a Policy Recommendation. <a href="http://web.uvic.ca/~sdoyle/E302/Notes/Policy%20Recommendation.html">http://web.uvic.ca/~sdoyle/E302/Notes/Policy%20Recommendation.html</a> <a href="https://en.wikipedia.org/wiki/Policy_analysis">https://en.wikipedia.org/wiki/Policy_analysis</a>
6	Jans, M. Theo (2007), A framework for public policy analysis and policy evaluation, IES research colloquium – 4 September 2007. University of Brussels. <a href="http://www.ies.be/files/070904%20Jans%20Policy%20Analysis.pdf">http://www.ies.be/files/070904%20Jans%20Policy%20Analysis.pdf</a>
7	Johnson, Heather (2013), English Sentence Structure: Simple, Compound, Complex, and Compound-Complex Sentences, Linguistic Girl, The Linguistic Librarian <a href="http://www.linguisticgirl.com/english-sentence-structure-simple-compound-complex-and-compound-complex-sentences/">http://www.linguisticgirl.com/english-sentence-structure-simple-compound-complex-and-compound-complex-sentences/</a>
8	Littrell, Romie (2009), Guide for a Case Analysis Report, AUT Business School, Auckland University of Technology, New Zealand. <a href="https://www.programhero.com/file/6957289/GuideForCaseAnalysis/">https://www.programhero.com/file/6957289/GuideForCaseAnalysis/</a>
9	Mary Lou Fulton College, US. Education Policy Analysis Archives; <a href="https://epaa.asu.edu/ojs/">https://epaa.asu.edu/ojs/</a>
10	Mbale district local government – Uganda (2016), The challenges in policy formulation, policy analysis and implementation in developing countries. <a href="http://www.slideshare.net/mulyanyuma/the-challenges-in-policy-formulation-policy-analysis-and-implementation-in-developing-countries">http://www.slideshare.net/mulyanyuma/the-challenges-in-policy-formulation-policy-analysis-and-implementation-in-developing-countries</a>
11	MIT, Information Systems and Technology. Writing About Policies, Rules, and Guidelines. <a href="http://ist.mit.edu/for-ist/policies/guidelines">http://ist.mit.edu/for-ist/policies/guidelines</a>
12	Morestin, F. & Castonguay, J(2013), Constructing the logic model for a healthy public policy: Why and how? Montréal, Québec: National Collaborating Centre for Healthy Public Policy. <a href="http://www.ncchpp.ca/172/Publications.ccnpps?id_article=898">http://www.ncchpp.ca/172/Publications.ccnpps?id_article=898</a>
13	Morestin, F. (2012), A framework for analyzing public policies – Practical guide, Montréal, Québec: National Collaborating Centre for Healthy Public Policy. <a href="http://www.ncchpp.ca/172/Publications.ccnpps?id_article=827">http://www.ncchpp.ca/172/Publications.ccnpps?id_article=827</a>
14	Musandu, Nyasha (2013). How to write actionable policy recommendations. Research to Action, The Global Guide to Research Impact. <a href="http://www.researchtoaction.org/2013/07/how-to-write-actionable-policy-recommendations/">http://www.researchtoaction.org/2013/07/how-to-write-actionable-policy-recommendations/</a>
15	National Collaborating Centre for Healthy Public Policy (2014), Online training program – A framework for analyzing public policies, <a href="http://www.ncchpp.ca/438/Online_Program.ccnpps">http://www.ncchpp.ca/438/Online_Program.ccnpps</a>
16	Patton, Carl V. and David S. Pattonsawicki, Basic Methods of Policy Analysis and Planning, <a href="http://msu.edu/program/prr/389/Pattonsawicki.doc">msu.edu/program/prr/389/Pattonsawicki.doc</a> .
17	Baker, K., Dunlop C. & Ongaro E. (2018) Public Policy and Administration, SAGE Publishing, <a href="https://uk.sagepub.com/en-gb/eur/journal/public-policy-and-administration">https://uk.sagepub.com/en-gb/eur/journal/public-policy-and-administration</a>
18	Scotten, Ali G(2011), Writing Effective Policy Papers, Translating Academic Knowledge into Policy Solutions, University of Arizona. <a href="https://cmes.arizona.edu/sites/cmes.arizona.edu/files/Effective%20Policy%20Paper%20Writing.pdf">https://cmes.arizona.edu/sites/cmes.arizona.edu/files/Effective%20Policy%20Paper%20Writing.pdf</a>
19	Taylor and Francis Online(2019) Journal of Comparative Policy Analysis: Research and Practice <a href="https://www.tandfonline.com/toc/fcpa20/current">https://www.tandfonline.com/toc/fcpa20/current</a>
20	The Challenges of policy formulation, policy analysis and implementation in developing countries. <a href="http://www.slideshare.net/mulyanyuma/the-challenges-in-policy-formulation-policy-analysis-and-implementation-in-developing-countries">http://www.slideshare.net/mulyanyuma/the-challenges-in-policy-formulation-policy-analysis-and-implementation-in-developing-countries</a>
21	The Writing Center. Tips for Writing a Policy Analysis. <a href="http://www.american.edu/cas/writing/pdf/upload/Writing-a-Policy-Analysis.pdf">http://www.american.edu/cas/writing/pdf/upload/Writing-a-Policy-Analysis.pdf</a>

**Policy Papers Prepared by the  
Participants of Policy Analysis Course  
[Batch-I to Batch-18]**

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 1

SL	Participant	Designation	Title of Policy Paper
1	Muhammad Oarisul Hasan Rifat	Assistant Director Bangladesh Securities and Exchange Commission	Absence of corporate bond market
2	Tahmina Sultana	Deputy Director Bangladesh Institute of Governance and Management	Increasing the Utilization of Community Clinic Services in rural Bangladesh
3	Md. Anwar Imam	PS to Chairman Standing Committee, Ministry of Housing & Public Works	Affordable housing for lower income people in Dhaka city
4	Muhammad Mahtab Ul Islam	Audit & Consultant Manager Mahfel Huq & Co.	Reclaim rivers to save Dhaka city
5	Md. Kamal Hossain	Deputy Station Engineer Bangladesh Betar	Difficulties faced by migration expectants: Bangladesh Scenario
6	Sohana Ferdous	Assistant Manager Rangs Industries Ltd	Absence of Pension fund for private sector employees
7	Md. Ashfaquul Amin Mukut	Deputy Secretary Cabinet Division	Absence of Policy on CRVS implementation in Bangladesh
8	Nuzhat Bulbul	Assistant Director Bangladesh Institute of Governance and Management	Open defecation in Dhaka Metropolitan city
9	Choudhury Shamiya Yesmin	Senior Assistant Secretary Ministry of Public Administration	Working Environment in Ministry of Public Administration
10	A.K.M. Mustafizur Rahman	Program in Charge Bangladesh Skill Development Institute	High diagnostic cost charged by private health care provider
11	Md. Babul Miah	Sub- Assistant Engineer Power Grid Company of Bangladesh	Power interruption due to equipment failure in transmission and distribution system
12	Muhammad Kabir Uddin	Additional Deputy Commissioner Jamalpur	Skill gap of staff in field administration
13	SK Monirul Islam	PS to Chairman Standing Committee on Ministry of Agriculture	High level of tobacco consumption increases health hazards
14	Muhammad Asaduzzaman	Deputy Director Directorate of Food	Health and Safety issues in public food storage facilities
15	Md. Aminul Islam	Executive Director AID Foundation	Too many private cars plying in the Dhaka city
16	Mst. Mahbuba Khatun	Additional Deputy Director, Department of Agriculture	Problem of Quarantining imported seeds to protect local plant species
17	Md. Abdul Hai	Assistant Manager Luminous Real Estate	Absence of cooperation among the agencies engaged in youth knowledge management
18	Afroja Aktar Chowdhury	Deputy Director Implementation Monitoring and Evaluation Division	Unskilled women labour Migration and Remittance: Bangladesh Perspective

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 2

SL	Participant	Designation	Title of Policy Paper
1	Md. Shahidul Islam	(Deputy Secretary) Deputy Director. Wage Earners' Welfare Board, Dhaka	Disposal of complaints of expatriates against the recruiting agencies of Bangladesh.
2	Farhana Sultana	Deputy Director (Electrical) Padma Bridge Rail Link Project Bangladesh Railway, Dhaka	Improve financial position through proper use of Land of Bangladesh Railway.
3	Iffat Jahan	icddrb	Ensure Sexual and Reproductive Health (SRH) Services for Adolescent Boys and Girls
4	Ishraful Awlia Chowdhury	Joint Director Bangladesh Bank	Wastage of water in urban areas: A case study of Dhaka City.
5	Biplob Banerjee	Consultant UNFPA, Bangladesh	Utilization of Community Clinic services for Improving Rural Adolescent Girl Nutritional Status
6	Shilpi Rani Basak	Deputy Director Bangladesh Bank	Promoting women entrepreneurship in Bangladesh
7	Bithi Debnath	Senior Assistant Secretary Assistant Land Reforms Commissioner Land reforms Board	Restructuring of Existing Mutation Process of Land for better Efficiency
8	Mohammed Aminul Ahesan	Deputy Director Procurement Division Directorate General of Food	Initiative of food department to Improve Nutritional Status of Poor People
9	Chitra Shikari	(Senior Assistant Secretary) Assistant Director NGO Affairs Bureau	Ensuring Government services to the rural people through the Union Digital Centers (UDCs)
10	Mohammad Mohidul Islam	Joint Director Statistics Department Bangladesh Bank	Evaluating the performance of SME sector towards the Economic Development in Bangladesh
11	Md. Abdulla Harun	Deputy Secretary Cabinet Division	Medical Waste Management in Bangladesh
12	Md. Azad Uddin	Joint Director (Statistics) Bangladesh Bank	Increasing the Benefits of Remittances in Bangladesh
13	Md. Omar Sharif	Associate Producer News & Current Affairs Channel 24	Private Practices Policy for Physicians (PPPP)
14	Saiful Islam	Sub-Divisional Engineer Bangladesh Telecommunications Company Limited (BTCL)	Effect of Internet Addiction on Child health: A study on Bangladesh Context
15	Md. Jahangir Alam	(Deputy Secretary) Additional Director Bangladesh Television, Dhaka	Managing E-waste in Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 2

SL	Participant	Designation	Title of Policy Paper
16	Faysal Ahmad Khan	<b>Lecturer</b> Bangladesh Institute of Capital Market (BICM)	<b>Capital Market and Sustainable Development Goals: A Policy Framework for Bangladesh</b>
17	Md. Shah Naoaj	<b>Deputy Director</b> Bangladesh Bank	<b>Non-performing loans (NPLs) in Bangladesh: Causal Analysis and Policy Implications.</b>
18	Umme Salma	<b>Deputy Director (Administration)</b> Bangladesh Railway, Dhaka	<b>Improvement of sanitation and cleanliness in Bangladesh Railway train service</b>
19	Mohammad Mokter Hossain	<b>Joint Director</b> Bangladesh Bank	<b>Addressing the limitations of cargo shipping price in international business-Bangladesh Perspective.</b>
20	Kustarika Rani Biswas	<b>Chief Executive Officer</b> Geetanjali, Dhaka	<b>Developing and Effective Policy Interventions for Preventing Early Marriage in Bangladesh</b>
21	Mohammad Shahibul Islam	<b>Deputy Director (Finance)</b> Family Planning Association of Bangladesh (FPAB)	<b>Cost Incurred by Microfinance Recipients: Current Status and Ways to Address</b>
22	Mohammad Sadek	<b>Joint Director (Statistics)</b> Bangladesh Bank	<b>Impact of Foreign Exchange Rate Fluctuations on Export Earnings in Bangladesh</b>
23	A. N. M. Nazim Uddin	<b>Deputy Secretary (Ministry of Public Administration)</b> (Attached to Land Appeal Board)	<b>Land and Revenue appeal case management system in Bangladesh: From Present to Future</b>
24	Nasrin Parvin	<b>Senior Assistant Secretary</b> Ministry of Information	<b>Ensure day care services with proper facilities in all Organizations</b>
25	Md. Shahidullah	<b>Additional Deputy Director</b> Horticulture Wing Department of Agricultural Extension	<b>Policy on Bringing Comprehensive Value Chain Efficiency in Farmers Organization of Bangladesh</b>
26	Iftekhar Hassan	<b>National Consultant /Socio-Economic &amp; Nutrition Expert</b> National Urban Poverty Reduction Program (NUPRP)	<b>Efficient Management of Corporate Social Responsibility (CSR) fund by Banking Sectors of Bangladesh</b>
27	Rubayat Sarwar	<b>Assistant Director</b> Bangladesh Bank	<b>Higher Operating Cost Implied on Borrowing from Formal Financial Market</b>
28	A.N.M. Ehteshamul Huq	<b>President</b> Social Accountability & Welfare (SAW), Bangladesh	<b>The Rohingya Crises in Bangladesh: The Challenges of National Security</b>

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 3

SL	Participant	Designation	Title of Policy Paper
1	Mohammad Kawserul Islam Sikder	Deputy Secretary Ministry of Public Administration, GoB	Availability of Food Grain in Bangladesh: Production and Import Perspective
2	Anisuzzaman Khan	Manager Operations A K Foundation, Dhaka	Drug Addiction in Public University Students at Dhaka City
3	Shegufta Anam	Consultant Freelancing	Need of counselling for Adolescents
4	R H M Alaol Kabir	Senior Assistant Secretary Cabinet Division Bangladesh Secretariat, GoB.	Does Annual Performance Agreement Ensure Better Performance of Government Offices?
5	Samapti Chowdhury	Joint Director Bangladesh Bank	Challenges of Recovery of Default loan
6	A.K.M. Anisur Rahman	Senior Assistant Chief Ministry of Finance, GoB	Utilization of multimedia classroom in secondary schools in Bangladesh
7	Joyanti Rani Das	Assistant Director, Bangladesh Parliament Secretariat	Violence Against Women & Children: Agenda, Policy Interventions and Action in Bangladesh
8	Rukhsana Kana	Lecturer, Govt. Haraganga College, Munshiganj.	Absence of Quality Teaching at College Level (Dhaka City)
9	Md. Amdad Hossan	Deputy Station Engineer Bangladesh Betar, Savar.	Passport to prosperity: Removing Difficulties from Bangladesh Passport Service Delivery
10	Farah Hasan	Executive Officer Bangladesh University of Health Sciences, Dhaka.	Security for Women using Social Media
11	Muhammad Abdus Sabur	Professor Directorate of Secondary and Higher Education, Dhaka.	Is School Feeding Program Reducing Dropout in Primary Education in Bangladesh?
12	Marzina Begum	Deputy Director External Service Bangladesh Betar, Dhaka	Study on Repatriation of Bangladeshi Overseas Female Workers (A case of the Kingdom of Saudi Arabia)
13	Sayed Mohammad Ameer Uddin	Senior Training Officer Railway Training Academy.	Economic Benefits of using Freight Transportation through Rail roads
14	Shamim Ara Begum	Senior Consultant (Agriculture) Access to Information (a2i), Prime Minister's Office.	Mechanization of Agriculture in Bangladesh
15	Md. Arman Haider	Deputy Secretary Ministry of Public Administration, GoB.	Under-regulated overuse of pesticide in Bangladesh
16	Pradip Paul	Joint Director Bangladesh Bank	Misalignment in Exchange Rates of Bangladesh
17	SK Ashraful Hossain	Wing Commander Bangladesh Air Force	Waterlogging: Case study of Dhaka City



## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 3

SL	Participant	Designation	Title of Policy Paper
18	Asim Kumar Barman	Assistant Professor, Dinajpur Govt. City College	English Language Teaching at Secondary Level in Bangladesh
19	Sultana Jesmin	Joint Director Bangladesh Bank	Capital shortfall in State-owned commercial bank in Bangladesh
20	Abul Fatah Md. Baligur Rahman	Deputy Secretary MoPA, GoB.	Solar Energy Based Irrigation in Bangladesh
21	MD. Arif-ur-Rahman	Deputy Director Bangladesh Bank	Foreign Credit in Private Sector: Raising Concern for Bangladesh Economy
22	Jebunnesa Jerry	Works Manager (Project) Bangladesh Railway	Effective management of locomotive spare parts for Bangladesh Railway
23	Chowdhury Hasanul Panna	Deputy Director Bangladesh Bank	Export Diversification Through Diversified Financing: A Policy Suggestion
24	Md. Mokesad Hossain	Deputy Controller of News Bangladesh Betar, Bandarban	An Assessment of improving Quality Primary Education: Hill District Bandarban
25	Sharmina Zaman	Researcher University of Dhaka.	The Rohingya Influx in Bangladesh: The Environmental Security in Cox's bazaar
26	Muhammad Rafiqul Islam	Secretary Zilla Parishad, Rajbari	Role of Zila Parishad in local Governance
27	Mohammad Salauddin Tapadar	Joint Director Bangladesh Bank	Factors Affecting Banking Liquidity and Suggestive Measures for Improvement
28	Md. Sayed Ali	Deputy Secretary Ministry of Primary & Mass Education, Dhaka.	Relocation of Garments Industries of Residential Area of Dhaka City to Out of Dhaka City
29	Mohammad Ashifur Rahman	Deputy Regional Engineer Bangladesh Betar, Bandarban	Investment Feasibility of Solar Energy in Bangladesh
30	Tania Khan	Deputy Director Bangladesh Betar, Dhaka	Women Friendly Working Environment in Public Service in Bangladesh
31	Prem Gopal Halder	Deputy Regional Director Bangladesh Betar, Dhaka	Dissemination of Cyclone Warnings and Related Information to the Cyclone Affected Coastal People of Bangladesh
32	Md. Akter Hossain Khan	Assistant Professor Nawab Faijunessa College,	Declining Khadi Cottage Industry
33	Rubina Parvin	Deputy Director (OP/CWCS) Rail Bhaban, Dhaka	How to Improve Catering Service In Bangladesh Railway
34	Abdul Mannan	Senior Assistant Chief Finance Division, GoB.	Impact of LDC graduation on Pharmaceutical Industry of Bangladesh
35	Nilufa Yeasmin	Deputy Director Police Staff College, Dhaka	Traffic Congestion in Dhaka City

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 4

SL	Participant	Designation	Title of Policy Paper
1	Sayed Mahbub Khan	Secretary, Bangladesh Krirashebi Kallyan Foundation	Shortcomings of training programs for youth by the Directorate of Youth Development
2	Jesmin Sultana	Assistant Professor, Duaripara Govt. College	Health Hazards through Junk food: Policy intervention and other related Issues
3	Md. Aminul Islam	Sociologist, Forest Department, Dhaka	Urban Roof Gardening barriers in Dhaka city
4	Md. Nadimul Huq	Lecturer, Govt. Titumir College, Dhaka	Issues and Challenges of Using Student Evaluation System at Secondary and Higher Secondary Level- Bangladesh Perspective
5	Md. Rabiul Karim	Deputy Director, Bangladesh Bank, Dhaka	Mobile banking as a financial inclusion tools, prospects and problem; How to overcome
6	Mohammad Zahirul Islam	Deputy Director, Bangladesh Bank, Dhaka	Problems of Foreign exchange market development in Bangladesh: A Policy Paper
7	Md. Jamil Ansar	Bangladesh Country Manager, ethical Trading Initiative	21 <sup>st</sup> Century Global Garments and Textiles Consumption Pattern: Analysis and Preparation by the Bangladeshi RMG Industries
8	Taufique Mohiuddin	Head (Programs & Operations), Vision Aid Foundation, Dhaka	Primary Health Care Services in Low- Income communities by DNCC -Context, Challenges and way forward
9	Moshammot Mobashara	Training Officer, Infectious Disease Division, icddr	Poor management of menstrual hygiene among the girl students of secondary school
10	Md. Shahgir Alam	Deputy Secretary, Cabinet Division	E-Nothi (Electronic File) System: A tool for Improving File Management in the Government Offices
11	Shawkot Akbor	Assistant Secretary, Bangladesh Parliament Secretariat	Eco-Tourism in Bangladesh, an overlooked sector
12	Md. Shafiul Alam Khan	Senior Principal Officer, Karmasangsthan Bank	Is Karmasangsthan Bank fulfilling its mandate? A critical analysis
13	Mehedi Masud	Deputy Director, BPATC, Dhaka	Sustainability of Union Digital Centers
14	Rezia Farhana Khan	Joint Director, Bangladesh Bank, Dhaka	Setting Interest rate spread: What should be the Policy
15	Sheikh Mohammad Mustafijur Rahman	Deputy Director, Bangladesh Bank, Dhaka	Ways of increasing FDI
16	Sultana Shamima Akhtar	Lecturer, Kushtia Gorai Mohila College	Problem of Increasing Population in Dhaka City
17	Humayun Kabir	Managing Director, Artisan Realtors Ltd., Dhaka	Unaccomplished real estate projects in Dhaka city
18	Tapas Karmaker	Researcher & Media Manager, Fatima Foundation	How to improve English word learning?

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 4

SL	Participant	Designation	Title of Policy Paper
19	Dr. Md. Shafayet Hossain	Deputy Manager, BADC, Dhaka	Ensuring Quality seeds in Bangladesh
20	Md. Arif	Committee Officer, Bangladesh Parliament Secretariat	How to make Parliamentary Standing Committee more Effective: A case of Ministry of Textile & Jute
21	Md. Sirajul Islam	Professor, Rajbari Govt. College	Public examination System in Bangladesh: Problems and Recommendations
22	Farjana Yasmin	Deputy Director, Bangladesh Bank, Dhaka	Evaluating the utilization of agricultural credit in Bangladesh
23	Khaled Mohammad Jahangir	Asstt. General Manager, Karmasangsthan Bank	Problems Relating to Write off Loan/Credit Management of State-owned Commercial Banks
24	Rajib Devnath	Assistant Chief Accounts Officer, CAO Office, MoPA	Waste of Public money due to lack of comprehensive accounting framework in Bangladesh in respect to PFM
25	Md. Lokman Haider Chowdhury	Research Manager, CARASS, University of Dhaka	Policy Analysis Course of BIGM: An Evaluation
26	Partho Sarothi Acharjee	Managing Director, Prompt Service, BD	Making the outsourcing process more effective
27	Kamrun Nahar Tamanna	Administrative Executive, CPSD	Groundwater level declination in Dhaka city : Alarming threat towards a sustainable development
28	S. M. Monirul Islam	Assistant Director, Bangladesh Parliament Secretariat	A study on establishing effectiveness of parliamentary Committee on Petitions
29	Wahida Rahman	Associate Professor, Cumilla Govt. College	Girls' Dropout in Secondary Education
30	Lt Col Tariq Mahmud, psc	General Staff Officer, Bangladesh Army	Stopping Yaba entry in Bangladesh: a policy approach
31	Md. Saium Hossain	Scientific Officer, Bangladesh Sugar crop Research Institute	Ensuring Safe 'Non-Processed' food/ 'Fresh Fruit' for Dhaka City
32	Tania Nasrin Tripty	Deputy Director, Bangladesh Bank	Towards A Sustainable Financial System: Problems and Prospects
33	Mahfuzul Quader Sainur	Assistant Professor, Chattogram Govt. Women College	Ensuring Qualified Teacher Recruitment Process in Non-Government College
34	Abu Nur Muhammad Hasanul Karim	Asstt. General Manager, Dhaka Stock Exchange Ltd.	Financial SME through Capital Markets of Bangladesh
35	Md. Tajul Islam	Senior Assistant Secretary, Finance Division	Problems of achieving allocation and operational efficiency: a look into the budget of Ministry of Science and Technology

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 5

SL	Participant	Designation	Title of Policy Paper
1	Md. Aminur Rahman	Sub-Divisional Engineer Department of Telecommunication (Deputed in BTCL, Dhaka)	Telecom Infrastructure sharing in Bangladesh: Policy Perspectives
2	Nobonita Gope	Senior Officer, One Bank, Moghbazar, Dhaka	Disparity of Financial Inclusion in Different Region in Bangladesh and Suggestive Measures to Overcome the Challenges
3	Mohammad Abu Sadique	Deputy Director, National Institute of Mass Communication (NIMC), Dhaka	Social Protection of the Migrants: A Study on Bangladeshi Expatriates.
4	Md. Nazrul Islam	Joint Director, Bangladesh Bank, Dhaka	Challenges of Risk Management in Non-bank Financial Institutions of Bangladesh
5	Subrata Kumar Das	Regional Engineer, Bangladesh Betar, Cumilla	Enhancing Generation of Renewable Energy in Bangladesh
6	Mowshumi Sharmin	Assistant Director, Bangladesh Institute of Governance & Management	In Search of an Optimum Energy Mix for Bangladesh
7	Kbd. Md. Zahidul Islam	Consultant, Agricultural & EIA Specialist, Institute of Water Modelling (IWM)	Ways of Increase Rice Production in Drought Prone Areas of Bangladesh
8	Md. Nurul Huda	Deputy Director, Bangladesh Bank, Dhaka	Enhancing Private Sector Investment in Bangladesh
9	Md. Fahmidur Rahman	Analyst, BSRM Group of Companies, Chittagong	Air Pollution in Dhaka City: Impact on Public Health
10	Mst. Rabeya Basri	Deputy Director, Bangladesh Public Service Commission	Problems of Rohingya Refugees: Immediate Versus Long-term Policy Options
11	Mohammad Shamsuzzaman	Joint Director, Bangladesh Bank, Dhaka	Wilful loan default in the banking sector of Bangladesh
12	Taskina Huq	Deputy Director, Bangladesh Institute of Governance & Management	Social and Moral Hazards of Senior Citizens in Bangladesh
13	Ram Krishna Das	Deputy General Manager, Dream Holiday Limited, Dhaka	Decreasing Market Opportunities in Export of Jute
14	Md. Burhan Uddin	Research Associate, BIPD, Dhaka	Problems of PPPs growth in Bangladesh
15	Mohammad Saddam Hossain Chowdhury	Deputy Director, Bangladesh Bank, Dhaka	Customer Harassment in State Owned Commercial Banks in Bangladesh
16	Munshi Jalal Uddin	Director (Admin & Finance), Dept. of Mass Communication	Diffusion of Development Information to Rural People Problems of External Public Construction Audit in Bangladesh
17	Mohammad Shah Alam	Chief Accounts Officer Controller General of Accounts Office, Hisab Bhaban, Dhaka	Problems of External Public Construction Audit in Bangladesh
18	Dr. D. M. Feroz Shah	Associate Professor, Govt. Teachers' Training College, Dhaka	Quality of Secondary Education in Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 5

SL	Participant	Designation	Title of Policy Paper
19	Golam Mostofa	Project Manager, Kazla Publications Ltd. Dhaka	Child Labor in Printing Industry: Dhaka City
20	Amar Krishna Baidya	Individual Consultant	Reducing the prevalence of Divorce among Married Couples in Bangladesh
21	Farzana Jahan	Deputy Director, Bangladesh Bank, Dhaka	Way to improve Deposit Insurance System (DIS) in Bangladesh
22	Md. Moshir Rahman	Assistant General Manager, Karmasangsthan Bank, Dhaka	Self-Employment Generation by Karmasangsthan Bank for Educated Youth: Issues and Challenges
23	Md. Ayub Ali	Deputy Director, Bangladesh Bank, Dhaka	Ensuring Credit Discipline in Banking Sector of Bangladesh [A Policy Recommendation Addressing Causes and Options for Remedies]
24	Md. Dabirul Islam	Lecturer, Dhaka Commerce College, Dhaka	Failure to Attract Foreign Tourism in Bangladesh
25	Hosna Ara Begum	Associate Professor, Govt. Akbar Ali College, Ullahpara, Sirajgonj	Admission system in the Tertiary education in Bangladesh
26	Khan Mohammad Ashfaq Ullah Siddiqui	Manager, Shonaly Micro Business Co-Operative Society Limited, Dhaka	Excessive Formalin in fruits; A perspective in Dhaka city
27	Mohammad Jalilul Haque	Deputy Director, Bangladesh Betar, Dhaka	Education in Slum Children of Dhaka City
28	Dr. Md. Matiur Rahman	Senior Assistant Chief, Finance Division, MoF, GoB.	Ensuring Social Safety Net Benefits Reach the Intended Beneficiaries in Bangladesh
29	S. Shahjahan Siraj	Sr. Principal Officer, Karmasangsthan Bank, Dhaka	Impact of Inadequate Application of Marketing Concept: Perspective Karmasangsthan Bank
30	Md. Anwar Parves	Deputy Director, Bangladesh Bank, Dhaka	Trade Deficit of Bangladesh
31	Kamrunnisa Munna	Policy Analyst, Center for Law & Policy Affairs, Dhaka	Smoking in Public Place, Bangladesh
32	Abu Hena Mostafa Kamal	Associate Professor Dept. of Zoology, Noakhali Govt. College	Increased Noise Pollution in Dhaka City
33	Rozy Sharma	Executive Officer, Sun Flower Life Insurance Co., Dhaka	Policy Analysis on Unemployed Single Woman in Bangladesh: trends, drivers and barriers
34	Md. Shamim Aurangzeb	Community Mobilization Officer, CRPAR Project, Barisal	Possibility of Social Forest in our country and impact on climate change effect
35	Mamun Ur Rashid	News Room Editor ATN Bangla	Diminishing Popularity of Electronic Media

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 6

SL	Participant	Designation	Title of Policy Paper
1	Mohammad Ala Uddin	Director Green Gold Society, Dhaka	The Existing Correctional Service for the Remedy of Juvenile Delinquency in Bangladesh: A Case Study in Tongi Correctional Centre
2	Md. Abdus Satter	Chief Accounts Officer Kidney Foundation, Dhaka	Reducing Cost apply on CKD Kidney Patients
3	Faisal Mehdi	Director ITC Bangladesh	Ensuring Occupational Health and Safety in Private Sector.
4	Dr. Mohammad Golam Mostafa	Sr. Assistant Director National Agricultural Training Academy	Managing Postharvest Loss of Vegetables
5	Kazi Lailum Munira	Sr. Principal Officer, Karmasangsthan Bank	Inclusion the Transgender in the Main Stream of Bangladesh
6	Sabina Yesmin	Upazila Agriculture Officer, Dhaka	Challenges of Fruits and Vegetables Export
7	Ashish Kumer Debnath	Manager, Bangladesh Research & Education Network	Air pollution in Dhaka city
8	Omar Hafiz	Executive N.M. Trading House, Dhaka	Consumer Rights Practices in Bangladesh
9	Md. Golam Khorshed	Trade Consultant Ministry of Commerce	Problems of Foreign Direct Investment in Bangladesh: A critical analysis
10	Shalina Ahmed	Assistant Professor Chandpur Govt. Mohila College	Causes and impact analysis of coaching business in our education system.
11	Md. Jowaher Raza	Program Coordinator Swiss Red Cross, Dhaka	Water Resource Management of Industrial zone at Gazipur District.
12	Ms. Iffath Jahan	Deputy Commissioner of Taxes Dhaka	Stretching income taxes base in Dhaka City.
13	Md. Asif Iqbal	Executive Director Sustain for People's Participation	Social Safety Net program for rural peoples: Impact of old age allowance
14	Fahima Begum	Lecturer Biraldaha Syed Koram Ali Fazil Madrasa	Quality of secondary education of Bangladesh
15	Md. Mazharul Hoque	Chief of Operation Mak & Associates Ltd	Waste management in Dhaka City
16	Mohammed Mahbubur Rahman Khan	Assitant Director International Mother Language Institute	Challenges of Teaching Communicative English in HSC Level

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 6

SL	Participant	Designation	Title of Policy Paper
17	Mohammad Kabir Hossain	Associate Professor Govt. Science College, Dhaka	Inadequate Number of Teachers in Govt. Colleges
18	Sazia Binte Saleh	Coordinator, Transmedia John Hopkins Center for Communications Program	Making Bangladesh Railway Smoking free (Train and Train Station)
19	Munshi Muhammad Abdul Kader Jilani	Assistant Professor, Bangladesh Institute of Governance and Management	Strengthening Healthcare through mHealth Services in Bangladesh
20	Mahmuda Yasmin	Deputy General Manager Karmasangsthan Bank, Dhaka	Female Labour Force Barriers in Bangladesh Contexts to South Asia
21	Dr. Md. Jaminur Rahman	Director(P&D) The University of Cumilla	Challenges of policy implementation in Education Policy in govt. primary school
22	Abdulla Abu Saker	Deputy Director Bangladesh Bank	Reluctance of banks to finance in SME Sector
23	Md. Ahsanuz-Zaman	Assistant Professor Govt. Dabendra College, Manikgonj	Child labour in Hazardous occupation in Dhaka city
24	Rumana Islam	Assistant Manager Crown Trade Center	Handling geriatric Health Problem in Slum Area
25	Upama Afroj	Manager Oikko Ltd., Dhaka	Ensuring quality Auditing in Bangladesh.
26	Aslam Khan	Country Head Royalcert international Registrars, GMBH	Reduction of accidents in shipbreaking yards of Bangladesh
27	Md. Julker Naim	Assistant Director Bangladesh Bank	Enhancing Venture Capital in Bangladesh
28	Md. Ali Kabir	Deputy Secretary Ministry of Railways	Improving Customer Services of Bangladesh Railways
29	Ahmed Javed Chowdhury	Adjunct Faculty The People's University of Bangladesh	Problems of ensuring quality education in slum areas of Dhaka City
30	Mohammed Kamal Uddin Ahmed	Principal Integrity International School & College	Inadequacy of English teaching system in Primary education in Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 7

SL	Participant	Designation	Title of Policy Paper
1	Md. Ali Haider	<b>Director (Technical)</b> Bangladesh Parliament Secretariat	<b>Sustainability Gaps in Public Sector Innovation</b>
2	Mohamad Tazuddin Sikder	<b>Chairman and Principal</b> Universal Institute of Business & Technology	<b>Matching Skills with Market Demand.</b>
3	Md. Alamgir Kabir	<b>Assistant Professor</b> SK Amanullah Degree College	<b>Absence of linkage between TVET curriculum and market demand.</b>
4	Mohammad Abdur Rakib	<b>Joint Director</b> Bangladesh Bank	<b>A way to modernization of Payment systems of Bangladesh Bank.</b>
5	Masuka Faria	<b>Quality Assurance Officer</b> Ispahani Islamia Eye Institute	<b>Improving Eye Care Services to Reduce Avoidable Blindness and Visual Impairments through Tele-medicine</b>
6	Md. Iqbal Hossain	<b>Assistant Director</b> National Security Intelligence	<b>Growing Trends of Female radicalization and violent extremism in Bangladesh.</b>
7	Mst. Jebun Nahar Nasrin	<b>Senior Principal Officer</b> Karmasangsthan Bank	<b>Lack of Day Care facilities in government owned banks.</b>
8	Md. Rahamat Ullah	<b>Director (Planning &amp; Operation),</b> Rangpur	<b>Increasing unemployment among the educated youths.</b>
9	Mohammed Rayhan Kaosar	<b>Assistant Administrator (Deputy Secretary),</b> Office of the Waqf Administrator	<b>Dispossession and diminution of WAQF Estates' immovable property: A creeping challenge for Bangladesh WAQF Administration.</b>
10	Indraneel Haque	<b>Deputy Director</b> Bangladesh Bank	<b>Affordable Financial Services for the un-banked</b>
11	Kazi Md. Jakir Hossain	<b>Assistant Professor</b> Govt. Dabendra College	<b>Quality maintained in higher education at some selected Govt. colleges.</b>
12	Sk. Saifur Rahman	<b>Assistant Professor</b> Jahangirpur Govt. College	<b>Problems of Promotion in BCS General Education Cadre</b>
13	Mujtuba Kabir	<b>Joint Director</b> Bangladesh Bank	<b>Borrowing at high cost from non-market source by the government of Bangladesh.</b>
14	Farzana Sharmin	<b>Advocate</b> Dhaka Judge Court	<b>Improving health status of female garments worker.</b>
15	Md. Ashraful Islam	<b>Assistant Professor</b> Cantonment College, Joshor	<b>Ensuring Quality of Higher Education of National University.</b>
16	Md. Akhteruzzaman	<b>Senior Manager</b> Sajeda Hospital	<b>Patient Care Assistant (Ward boys) Policy in Public Hospitals.</b>
17	Ganesh Dhali	<b>Assistant Professor</b> Govt. Bangla College	<b>Lack of Inclusive Education for Differently able Children.</b>
18	Bhaskar Podder	<b>Joint Director</b> Bangladesh Bank	<b>Trade-based Money Laundering in Bangladesh: A critical Analysis</b>
19	Nahid Hossain	<b>Assistant Professor</b> Govt. Bangla College	<b>Affordable housing for urban poor.</b>



## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 7

SL	Participant	Designation	Title of Policy Paper
20	Khairun Nahar	Senior Teacher Gandaria High School	Declining Activities of Bangladesh Girl's Guides in education institutions.
21	Md. Atique S. B. Sattar	Assistant Director Dept. of Primary Education	Enhancing the Capacity of the School Management Committees of Government Primary Schools
22	Fayjus Salehin	Senior Lecturer Times University	Falling quality of public universities in Bangladesh: A study on Dhaka University
23	Fahim Rezanur Islam	IT in-Charge The Bangladesh Post	Underutilization of Information & Communication Technologies (ICT) facilities in secondary school
24	Nahida Parvin	Assistant Professor Govt. Bangla College	The Regulatory framework of UGC for ensuring quality education in private universities of Bangladesh
25	Md. Siddiqur Rahman Talukder	Associate Professor Inspection, Directorate of Madrasa Education	Decreasing of Science Students in the Higher Secondary Level
26	Krishna Proshad Biswas	Joint Director Bangladesh Bank	Increasing Health Problems among private bankers in Bangladesh.
27	Mohammed Tanvir Mosharraf	Manager Speed Trust	Non supportive environment for start-ups In Bangladesh
28	Md. Amir Uddin	Deputy General Manager Bangladesh Bank	Challenges of e-Payment System in Bangladesh
29	Mohammad Harun Ar Rashid	Senior Principal Officer Karmasangsthan Bank	Demographic transition in Bangladesh: Limitations of living facilities for Elderly people.
30	Md. Emran Ahmmed	Asst. Superintendent of Police, Bangladesh Police	Combating Fake News
31	Shaikh Shamim Islam	Assistant Director International Mother Language Institute	Problem of Out-of-Pocket Expenditure in Financing Health Care of Lower Income City Dwellers: A Case of Dhaka City Area
32	Md. Yamin Ali	Associate Professor Shiksha Bhaban, Dhaka	Mismatch between education & demand of industrial sector
33	S.M. Abdullah-Al-Hafiz	Manager Edge Tex Ltd.	Issue of R&D in RMG sector of Bangladesh
34	Khadija Akter	Assistant Executive Officer Skylark Point, Dhaka	Deplorable conditions of Govt. Orphanages
35	Muhammad Arifur Rahman	Assistant Professor Govt. Shahid Smrity College Mymensingh	Management of large classes in the Government Colleges: Challenges and Remedies

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 8

SL	Participant	Designation	Title of Policy Paper
1	Mohammad Siraj Uddin Hossain	<b>Additional Deputy Director (Crop)</b> Department of Agricultural Extension, Narayanganj	Soil Health in Bangladesh
2	Most. Sajeda Akand	<b>Assistant Professor</b> Manikganj Govt. Mohila College, Manikganj	Biodiversity in Bangladesh
3	Khokan Chandra Dey	<b>Assistant Executive</b> Sonargaon University, Dhaka	Drug addiction among young population
4	Foyjul Ahmed	<b>Deputy Director</b> Bangladesh Bank	Default loans in the Banking industry of Bangladesh
5	Tapos Kumar Acharjya	<b>Assistant Director</b> Directorate of Primary Education, Dhaka	Pre-primary Education
6	Setara E Zahan	<b>Chief Accounts Officer</b> Office of the Controller General of Accounts, Dhaka	Service delivery of government accounting software iBAS++ : A critical study
7	A. K. M. Mushfiqur Rahman	<b>Director</b> Suraiya Parveen & Associates	Challenges of chartered secretaries in establishing corporate Governance
8	Khan Ferdousour Rahman	<b>Associate Professor</b> State University of Bangladesh	Environmental impacts of tobacco cultivation
9	Mohammad Mafizul Islam Bhuiyan	<b>Assistant Professor,</b> Sabujbagh Govt. College, Dhaka	Quality education of the seven government colleges
10	Md. Fahimuzzaman	<b>Assistant Director</b> Bangladesh Bank, Dhaka	A policy paper on: Agriculture Credit to small and marginal Farmers by Private Banks in Bangladesh
11	Mohammad Enayet Rabbani Chowdhury	<b>Head of HR</b> Amicus Professional Associates, Dhaka	Non-compliance of corporate governance code by selected listed companies in Bangladesh
12	Farhana Jesmin	<b>Head of HR</b> Urban IT, Dhaka	Child Labour issue in Human Hauler in Dhaka City
13	Md. Mostofa Kamal	<b>Assistant Professor, Economics</b> Govt. M M College, Jashore	Outbound Medical Tourism
14	Muhammed Jahedul Islam	<b>First Assistant Vice-President</b> Islami Bank Bangladesh Lid. Dhaka	Training of Private commercial banks
15	Mohammad Mahabubul Alam	<b>Director</b> Al-Ruba Trading Ltd., Dhaka	Mobile Network infrastructure space acquisition
16	Mohammad Abdullah Al Mamun	<b>Assistant Professor, English</b> Govt. Titumir College, Dhaka	Quality teachers for quality Education: Training of Government College Teachers after appointment
17	Kazi Mozahidur Rahman	<b>Production Officer</b> Janata Jute Mills Ltd., Narsingdi	River water pollution
18	Md. Abdur Rashid	<b>Lecturer, Economics</b> Gazaria Kalimullah College Munshiganj	English Proficiency of overseas job seekers
19	Md. Mofajjel Hossain	<b>Assistant Program Officer</b> Skills and Training Enhancement Project (STEP), Directorate of Technical Education	Technical Education for better employment

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 8

SL	Participant	Designation	Title of Policy Paper
20	Shahla Sharmin	Senior Departmental Officer Center for Research and Training, East West University, Dhaka	Open green space in Dhaka city
21	Md. Kutub Uddin	ERP Coordinator Srotodhara Foundation, Dhaka	Challenges of persons with disabilities in Public transport
22	Md. Zainul Abedin	Deputy Director Bangladesh Bank	Capital account restriction in Bangladesh
23	Mohammad Mahmudul Hasan	Associate Professor Govt. BM College, Barishal	Female education at secondary level in rural areas
24	Md. Rasheduzzaman	Business Development Analyst Imaging Production, Dhaka	Illegal occupation of footpath
25	Md. Sohel Rana	Assistant Supervisor (Finance) ITS Labtest Bangladesh Ltd. Dhaka	Corporate social responsibility in Private ownership
26	Khandaker Shafiul Azam	Manager Radisson Blue Project, Cox's Bazar	Improving occupational safety in Private Sector
27	Md. Amzad Hossen	Editor and Publisher Daily Sokaler Dak	Yellow Journalism
28	Md. Shafiul Azam	Associate Professor Begum Badrunnessa Govt. Girls' College, Dhaka	Betterment of a Government college – A Practical Approach
29	Mr. Manaswee Biswas	Lecturer, Mathematics Institute of Communication Technology (ICT), Dhaka	Quality teaching at Polytechnic institute
30	Md. Mahabub Alam	Lecturer Bakergonj Govt. College Barishal	Quality education in higher secondary level at upazila Govt. Colleges
31	Md. Nasir Uddin Khan	Lecturer Wide Vision College, Dhaka	Ensuring quality education in private colleges
32	Md. Rokibulla Sayed	Project Coordinator Manager Starlink Engineering Ltd., Dhaka	Skill gap in ICT sector
33	Md. Rezwannur Rahman	ICT/Information Management Specialist Ministry of Planning	Tobacco: a growing challenge towards development of Bangladesh
34	Md. Ehsan Ahmed	Officer (Technical Services) Advance Agrotech (BD) Ltd., Dhaka	Hilsha fish management
35	Jyotish Ranjon Das	Deputy Director Bangladesh Bank, Sylhet	Combating trade-based money laundering: A Policy Solution

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 9

SL	Participant	Designation	Title of Policy Paper
1	Dr. Most. Nasrin Akhter	Associate Professor, Botany Satkhira Govt. College	Cropping in salinity prone area
2	Mitra Sujan	Joint Director Bangladesh Bank	Effective IT Governance in Banking Sector: Challenges & Recommendations
3	Md. Mahanur Islam	Chairman & CEO Mahanur Agro Project, Rajshahi	Fruits based green economy in barind
4	Mohsina Ashraf	CEO & Lead Consultant Triskele Ever, Dhaka	Managing the plastic waste & the plastic pollution in urban area of Bangladesh
5	Md. Ariful Islam	Assistant Secretary (Drafting) Legislative & Parliamentary Affairs Division, Ministry of Law, Justice & Parliamentary Affairs	Non-implementing The Road Transport Act, 2018
6	Anwar Hossin	Senior Officer (FEX Department) Bank Alfalah, Dhaka	SME Financing by private bank
7	Muhammad Easin Ibne Massud	Assistant Professor, Accounting Directorate of Secondary and Higher Education	Accountability of the Public Healthcare Sector for Ensuring Responsiveness to Health Emergencies
8	Md. Abdul Hamid Khan	Officer, Grade – 1 (Admin) Islami Bank Hospital Motijheel, Dhaka	Inadequate Healthcare Financing in Bangladesh
9	Animesh Chandra Das	2 <sup>nd</sup> Secretary (Audit, Intelligence and Investigation) National Board of Revenue (NBR), Ministry of Finance	Increasing income tax net
10	Mohoshena Akter	Supply Chain & Procurement Professional Procurement, Aarong	Unreasonable Dependency on Foreign Expertise in the Private Industrial and commercial Sectors in Bangladesh: A Policy Approach
11	Nourin Samantha Shoumi	Assistant Professor, Philosophy Govt. Ananda Mohan College, Mymensingh	Ensuring Eco- tourism in Tanguar Haor
12	Md. Shamim Ahmed	Supply Chain Professional Danish Refugee Council Cox's Bazar	Cyber Crime in Bangladesh and its impact on user
13	Md. Remanul Islam	Assistant Professor, Bangla Duaripara Govt. College Mirpur, Dhaka	Dropout in Primary Education
14	Dr. Mohammad Monirul Islam	Assistant Professor, Economics Nagarpur Govt. College Nagarpur, Tangail	Child labour in the brickfields
15	Hossain Ahmed Shuvo	Deputy Director (MIS) Office of the Comptroller and Auditor General of Bangladesh	Effective Automation of Public Audit
16	Ayesha Sultana Moly	Joint Director Bangladesh Bank	Card based banking instruments in Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 9

SL	Participant	Designation	Title of Policy Paper
17	Dr. S. M. Atiar Rahman	Assistant Professor, Economics Meherpur Govt. Mohila College, Meherpur	LDC Graduation Impact on Garment Industry
18	Sakina Akhter	Assistant Professor, Home Economics Sobujbagh Govt. College, Dhaka	Anaemia in adolescent girls in Bangladesh
19	Abdullah Al Faruque	Chairman Global Fund Management Ltd. Dhaka	Ensuring Safe Baby food
20	Mohammad Ashfaqur Rahman	Joint Director Bangladesh Bank	Public asset management company for NPO resolution of Bangladesh: A policy suggestion
21	Sajjadur Rahman Khan	CEO SHAHIDA EDGE, Dhaka	Global textile players downplaying sustainable cost
22	A. Hays Molla	Assistant Professor, Geography Govt. M M College, Jashore	Water Logging Problem of Khulna City
23	Qazi Mutmainna Tahmida	Joint Director Bangladesh Bank	CSR for sustainable financial sector
24	Mohammad Abu Nasher Tuku	Associate Professor (OSD) Directorate of Secondary and Higher Education	Our economic diplomacy
25	Lubana Easmin Lipo	Telesales Executive Officer Milvik Bangladesh Ltd., Dhaka	ICT Skills of Primary School Teachers
26	Rafiqul Islam	Assistant Professor, History Gaibandha Govt. Mohila College	Crisis of quality secondary education in rural areas
27	Amina Khatun	Assistant Professor, Botany Chittagong Govt. Women's College, Chittagong	High Concentration of Particulate Matter in the Air of Gazipur City
28	Md. Mominur Rahman	Deputy Regional Director Bangladesh Betar, Khulna	Preference of Listeners for Improved Programme of Bangladesh Betar
29	Dr. Iftekhar Ahmed Robin	Joint Director Bangladesh Bank	Differential interest rate structure in the financial market in Bangladesh: distortion in financial prices and current regulatory challenges
30	Muhammad Shafiul Bashar	Assistant Professor (Physics) Sonagaji Govt. College, Feni	Promotion of Plastic-Bag Recycling To Make Bangladesh Plastic-Waste Free
31	Dr. Pulak Debnath	Deputy Civil Surgeon Bagerhat	Improving outpatient department of hospitals
32	Monerul Islam	Legal Consultant Teletalk Bangladesh Limited	Child marriage

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 10

SL	Participant	Designation	Title of Policy Paper
1	Subrata Kumer Dey	<b>Deputy Secretary (Admin)</b> Bangladesh Public Service Commission Secretariat	<b>e-Governance through union digital centers: Tale of two centers of Sylhet</b>
2	Susmita Banik	<b>Assistant Professor, Economics</b> Stamford University Bangladesh	<b>Managing Post-harvest loss of Flowers: Study on Savar area</b>
3	<b>Al Asad Md. Mahfuzul Islam</b>	<b>Additional SP</b> Police Head Quarter Bangladesh Police	<b>Safe cyber space for women &amp; children in Bangladesh</b>
4	Nilima Mausumi	<b>Deputy Director</b> Bangladesh Betar, Dhaka	<b>Women leadership in selected public organizations: A case study</b>
5	Ashafur Rahman	<b>Senior Assistant Secretary (Admin)</b> Public Security Division Home Ministry	<b>Introducing 'National Emergency Service 999': People's expectations</b>
6	Rehana Akter	<b>Senior Manager (Audit)</b> Chartered Accountants MZ Islam & Co., Dhaka	<b>Digital Book-Keeping System for Small &amp; Medium Business</b>
7	Md. Mehedi Hasan	<b>Deputy Commissioner (Taxes)</b> 2 <sup>nd</sup> Secretary National Board of Revenue Bangladesh	<b>Analyzing rationale for Income Tax Exemption (For whom) in Bangladesh</b>
8	Mst. Taslima Hasin Munni	<b>Assistant Professor (English)</b> Government Shahid Asad College, Narsingdi	<b>Teaching and Learning English in rural Bangladesh</b>
9	Md. Hemayet Akbar Tipu	<b>Deputy Controller of News</b> Bangladesh Betar, Rajshahi	<b>Turning Dhaka a bicycle friendly city</b>
10	Md. Golam Robbane	<b>Director (Technical)</b> Centre for Sustainability & Development Stamford University Bangladesh	<b>Fire Safety in RMG Sector</b>
11	<b>Dr. Raju Muhammad Shahidul Islam</b>	<b>Deputy Director (Research)</b> Bangladesh Technical Education Board	<b>Expansion of quality TVET in Bangladesh</b>
12	Most. Fatema Yesmin	<b>Assistant Professor (Bangla)</b> Noakhali Govt. College, Noakhali	<b>Internet addiction of youth in Bangladesh</b>
13	Md. Masudur Rahman	<b>Deputy Director</b> Anti-corruption Commission	<b>Analysis of hotline complaints received by Anti-Corruption Commission</b>

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 10

SL	Participant	Designation	Title of Policy Paper
14	Syeda Taslima Akter	Deputy Regional Director Bangladesh Betar, Dhaka	Electronic Media in Promoting Bangladeshi Culture
15	Md. Moniruzzaman	Senior Asst. Vice-President Lanka-Bangla Finance	Liquidation of Outstanding Trade Receivables of Supplying Firms
16	Md. Solaiman Khandaker	Associate Professor (English) Gurudayal Govt. College Kishoregonj	Ensuring Quality of English Language Teaching at Tertiary level: A study of Colleges under National University
17	Md. Zahedul Islam	Deputy General Manager Monetary Policy Department Bangladesh Bank	Challenges of financing Women Entrepreneurs in CMSMEs
18	Mst. Sharifun Nesa	Additional Director Deputy Secretary (Admin) Bangladesh Bridge Authority	Reporting in APAs: A Case on Public organizations of Bangladesh
19	Mohammad Abu Saleh	Director Glocal Learning Management Ltd.	Readiness of youths for the 4 <sup>th</sup> Industrial revolution (4IR)
20	Dr. Jahangir Hossain	Associate Professor (Economics) Jhalkathi Govt. College, Jhalkathi	Achieving Procurement Efficiency of Secondary Education Sector Projects
21	Abu Shama Md. Ataur Rahman	Deputy General Manager Foreign Direct Investment Promotion Project Bangladesh Bank	Access to Finance for CMSMEs in Bangladesh: Implementation of COVID- 19 stimulus package
22	Mursheda Khanam	Director Master Chef Institute, Bangladesh	Chef training for hospitality sector
23	Dr. Toriqul Bashar	Post-Doctoral Research Fellow Department of Economics & Institute for Social Policy, Housing and Equalities Research Heriot-Watt University, Edinburgh	Micro-mobility and social sustainability: making Dhaka livable
24	Suparna Barua	Assistant Professor (Management) Bakolia Govt. College Chattogram	Female dropout in secondary education in Bangladesh: Evaluation of stipend program

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 11

SL	Participant	Designation	Title of Policy Paper
1	Nazma Begum	<b>Deputy Secretary</b> Ministry of Youth & Sports Bangladesh Secretariat	Inclusion of Persons with Autism in the Mainstream of Development in Bangladesh: Looking for the Policy Interventions
2	Md. Fahim Siddique	<b>Research Officer (Radio, TV, Cinema &amp; Public Communication),</b> NIMC	Protecting Adolescent and Youth from Cyber bullying
3	Abu Sayed Mojumder	<b>Associate Professor (Accounting)</b> Attachment: OSD Teaching Quality Improvement 2 Directorate of Secondary & Higher Education	Cost Effectiveness of Overseas Training Management in Development Project in Secondary Education under Directorate of Secondary and Higher Education (DSHE)
4	Roksana Rahman	<b>Deputy Regional Director</b> Bangladesh Betar, Dhaka	Ensuring Mental Well-being of Adolescents of Bangladesh
5	Mizanur Rahman Mizan	<b>Head of HR &amp; Admin</b> VIG Crafts & Products Co. Ltd.	Dominance of Foreign Employees in Textile Industry of Bangladesh
6	Dr. Md. Taufikuzzaman	<b>Consultant (Health, Nutrition &amp; Population)</b> Global Practice The World Bank	Shortcomings in Delivering Primary Health Care Services to the Grass-roots People and the Way Out
7	Mohammad Alim-Al-Razi	<b>Joint Director</b> Bangladesh Bank	Promoting Financial Inclusion in Bangladesh
8	Mst. Jesmin Nahar	<b>Deputy Director</b> Bangladesh Betar	Involving Senior Citizen in Community Development: A Case Study on Dhaka Metropolitan
9	Syed Mokhlesur Rahman	<b>Facilities Management Project</b> Manager	Improving Ethics and Morality in Primary Education: A Policy Approach
10	Mohammed Jaynal Abedin	<b>Associate Professor</b> Department of Business Administration, Stamford University	Implementation of Outcome Based Curriculum In HEIs In Bangladesh: Evidence From Selected Private Universities
11	Mst. Sadira Khatun	<b>Superintendent of Police (Intelligence)</b> APBn Headquarters, Dhaka	Shortcomings in Delivering Pro-Women and Children Police Services in Police Stations: Does it Necessitate Policy Intervention?
12	Mohammad Amir Hamza Mollah	<b>Assistant Professor (History)</b> Gurudayal Govt. College, Kishoreganj	Helping Adolescents to Avoid Suicidal Tendency During Pandemic Period
13	Mousumi Das	<b>Senior Assistant Secretary (Drafting)</b> Legislative & Parliamentary Affairs Division' Ministry of Law, Justice and Parliamentary Affairs	Safe Migration of Female Workers
14	Md. Aziz Ahmed Rubayet Morshed	<b>Deputy Director</b> Bangladesh Betar, Dhaka	Increasing Revenue Income of Bangladesh Betar: A Study on Commercial Service
15	Mahmud Ahmed	<b>Wing Commander</b> Bangladesh Air Force	Unregulated Drone: Ensuring Safety and Security Challenges in Bangladesh
16	Arjeena Jannat	<b>Deputy General Manager</b> Bangladesh Jute Mills Corporation Motijheel, Dhaka	Reclaiming Jute Sector of Bangladesh
17	Soumitra Chakraborty	<b>Deputy Director (Admin)</b> BCS Tax Academy, Dhaka	Strengthening Tax Compliance
18	Mohammad Badrul Alam	<b>Director (Administration)</b> Centre for Sustainability & Development Stamford University, Bangladesh	Lack of Implementation of Fire Safety in High Rise Buildings Of Dhaka City



## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 11

SL	Participant	Designation	Title of Policy Paper
19	Miskat Jahan	<b>Lecturer (Public Administration)</b> Comilla University, Cumilla	Quality of Care at the Rural Level Primary Health Care Facilities in Bangladesh
20	Md. Sarifur Rahman	<b>Deputy Director</b> Bangladesh Betar, Dhaka	Environmental Hazards of Tourism in Bangladesh
21	Shakina Ismail	<b>Coordinator (Liaison &amp; Admin)</b> Danish Refugee Council Bangladesh	Preventing Rise of Child Marriage in the Era of COVID-19
22	Md. Rashed	<b>Joint Director</b> Bangladesh Bank	Introducing Digital Identity for Digital Bangladesh
23	Shah Muhammad Shahidullah	<b>Monitoring &amp; Evaluation Officer,</b> Department of Agricultural Extension, Dhaka	Challenges of Organic vegetable production in Bangladesh to achieve SDGs 2, 3 & 12
24	Md. Shahiduzzaman Sarkar	<b>2<sup>nd</sup> Secretary (Customs)</b> National Board of Revenue	Inter-Agency Collaboration to Combat Trade Based Money Laundering (Tbml) In Bangladesh
25	Hasina Akter	<b>Principal &amp; Owner</b> Angelica International School	Developing Total Quality Persons in Educational Institutions
26	Shahriar Al-Kabir Siddiqui	<b>Senior Assistant Secretary</b> Ministry of Public Administration	Demand Driven Human Capital Development and Export:
27	Md. Shoaib	<b>Assistant Director</b> Bangladesh Parliament Secretariat	Increasing Media Literacy for Filtering Fake News
28	Mahbuba Yesmin Shelli	<b>Deputy Director</b> External Service Bangladesh Betar, Dhaka	Promoting Integrated Farming Technologies (IFTs) for Rural Women Empowerment
29	Md. Faysal Ahmed	<b>Business Partner</b> Gazi Footwear Accessories	Skill development of unemployed youth in Footwear and Leather goods Industry.
30	Razu Ahmed	<b>Lecturer (Political Science)</b> Govt. Edward College, Pabna	Maintenance of Discipline at a stake in Public University Affiliated Govt. Colleges, Experience of a Govt. College and a Public University: A Comparative Analysis
31	Afroza Akhtar	<b>Lecturer (Political Science)</b> North Bengal International University, Rajshahi	Increasing Climate Change Migrants in the South –Western Districts
32	Ashik Ahmad Tanvir Khan	<b>Committee Officer</b> Committee Branch-19 Bangladesh Parliament Secretariat	Use of Research in Parliament for effective parliamentary oversight
33	Mohammad Rafiq Uddin Akond	<b>Deputy Director</b> Bangladesh Betar, Dhaka	Improvement of Online Shopping in Dhaka City
34	Md. Nazmul Islam	<b>Senior Assistant Secretary</b> Cabinet Division	Mitigation of Grievances within Specified Time through Online Grievance Redress System (GRS) in Ministries/Divisions
35	Mohammad Mominul Hoque	<b>Upazila Agriculture Officer</b> Department of Agricultural Extension, Dhaka	Integrated Farming for Food Security of Marginal Farm Family
36	Ayatullah Al Musabi Akanda	<b>Assistant Professor</b> Department of Economics Govt. Ashek Mahmud College, Jamalpur	Groundwater Over extraction in Dhaka City: Where Evidence Meet Policy
37	Lt Col S. M. Foyzol	<b>Deputy President</b> Inter Services Selection Board (ISSB)	Civilian in Un Peacekeeping Operations: Expansion of Opportunities for Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 12

SL	Participant	Designation	Title of Policy Paper
1	Rabindra Nath Paul	Assistant Professor, Accounting Narsingdi Govt. College Narsingdi	Dependency of Savings Certificate Loans
2	Seria Parvin	Co-Founder & CMO S. Rahman's Original Trade	Ensuring Skilled Labor Migration: A Policy Suggestion
3	Rawnak Jahan	Regional Director Transcription Service Bangladesh Betar, Dhaka	Overcoming the Challenges of Women Journalists in Electronic Media
4	Md. Mohiuddin Khan	Panel Trainer SME Foundation	Skill Development for Entrepreneurs of Small and Medium Enterprises (SMEs)
5	Md. Rafiqul Islam	Deputy General Manager Bangladesh Bank	Access to Financial Services: The Challenges of Agent Banking
6	Mohammed Abdul Mabud	Additional SP Bangladesh Police Academy Sardah, Rajshahi	Effective Police Investigation at the Thana Level
7	Jihan Binte Enam	Senior Assistant Secretary Legislative & Parliamentary Affairs Division Ministry of Law, Justice & Parliamentary Affairs	Ensuring Security of Witnesses in Heinous Crimes
8	Lt Col Md. Iftekharul Mabud, afwc, psc	General Staff Officer-1 Training Division, ARTDOC Bangladesh Army	Curbing the Upsurge of Yaba Addiction in Urban Areas
9	Shahin Ara Begum	Freelance Consultant Development Sector	Access of Rural Women in Local Justice System
10	Khalid Mahmood	Deputy Regional Director Bangladesh Betar, Khulna	Declining Interest in Public Broadcasting System of Bangladesh
11	Md. Jahed Parvez Chowdhury	Additional SP Detective Branch, Narayanganj	Tackling fake News and Propaganda on Social Media: A Policy Recommendation for Bangladesh
12	Md. Mizanur Rahman	Joint Commissioner of Taxes Tax Zone: Mymensingh, NBR	Enhancing Individual Tax Compliance through Automation
13	Ishrat Jahan Dilruba	Chairman Thoughts and Thorough Ltd.	Anxiety of Urban Teenaged Students During COVID-19 Pandemic

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 12

SL	Participant	Designation	Title of Policy Paper
14	Sheikh Fozlul Karim	Deputy Registrar Department of Cooperatives Agargaon, Dhaka	Deposits Management in Cooperatives of Bangladesh
15	Abdul Halim	Advocate Bangladesh Supreme Court Dhaka	Collection of Appropriate Tax from Expatriates Working in Bangladesh
16	Dilruba Afrose	Assistant Professor, Sociology Vashantek Govt. College	Effectiveness of Online Academic Activities of Secondary School Students During COVID-19
17	Md. Azlan Johar	Squadron Leader Bangladesh Air Force	Enforcement Challenges of Air Defense Identification Zone of Bangladesh
18	Mohammed Mahinur Alam	Deputy General Manager Bangladesh Bank	Strategics to Enhance Digital Financial Inclusion for Cottage, Micro, Small and Medium Enterprise in Bangladesh
19	Md. Maqsudul Arefin	Officer (Finance & HR) Fareast Finance & Investment Limited	Money Laundering through Banks and NBFIs
20	Tofayel Ahamed	Deputy Registrar Divisional Cooperative Office Mymensingh	Milk Vita's Marketing Policy: Producers and Consumers' Response
21	Mohammad Mohoshin Mia	Deputy Controller of News Bangladesh Betar	Declining Listenership of Bangladesh Betar In the Age of Digital Media: A Policy Suggestion Towards the Revival
22	Md. Faruque Hossain	Management Coordinator Surjer Hashi Network	Cultural Factors Impacting Job Performance of Expatriate Workers

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 13

SL	Participant	Designation	Title of Policy Paper
1	Md. Khorshed Alam, ndc	Director (Joint Secretary) BIRTAN, Ministry of Agriculture	Making RTI Effective
2	Zarin Zafrin Munnee	Senior Research Officer Bangladesh Occupational Safety, Health & Environment Foundation	Mental Health for the Bangladeshi Healthcare Providers working in COVID- 19 pandemic
3	Md. Faisal Ibne Abdul Hai	Deputy Director Bangladesh Bank	Merger and Acquisition in Banking Sector : Bangladesh Perspective
4	Md. Fukrul Karim	Deputy Director Bangladesh Betar	The financial viability of community radio in Bangladesh
5	Jamila Shabnam	Senior Assistant Secretary Bangladesh Public Service Commission Secretariat	Increasing Climate Migrants in Dhaka City
6	Md. Nurul Islam	Deputy Director Agriculture & Environment Audit Directorate	Application of Block chain Technology in Supply Chain Management for MSR of Director General Health Service
7	Md. Sarwar Sadak	Assistant Professor Cumilla Victoria Govt. College	Halo and horn effects in evaluation of exam script at graduate level.
8	Shirin Sharmin	Assistant Professor BIGM	Time and cost overrun in public transport projects
9	Md. Monirul Islam	Deputy Director Bangladesh Bank	Easing Transfer of Wage Earners' Remittance
10	Mahfuzul Haq	Deputy Director Bangladesh Betar	Preventing Dowry Related Violence: Existing Policy, Policy Gaps and Recommendations
11	Rupali Saha	Additional Agriculture Officer Manikganj Sadar, Manikganj	Issues of Sustainable Agriculture in Manikganj District
12	Mohammad Khairul Alam	Deputy Controller Office of the Joint Controller of Imports & Exports, Khulna	LDC Graduation Issues of Leather Industry Sector
13	Taufika Sultana	Social and Economic Analysis Specialist, Plan Plus Ltd.	Business on Social Media in Bangladesh: Barriers and Challenges Faced by Women Entrepreneurs and Possible Policy Solutions
14	Md. Nazmul Huda	Deputy Director Bangladesh Bank	Import Substitution of Some High Valued Agricultural Products
15	Zahidul Haque Khan	Team Leader PRANTO (A House of Consultation), Dhaka	Addressing the Community Level Knowledge Gap Regarding RTI Act 2009 Implication
16	Mst. Fatema Jannat Joya	Additional Agriculture Officer Saturia, Manikganj	Falling arable land and its way out

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 13

SL	Participant	Designation	Title of Policy Paper
17	Md. Shawon Choudhury	Deputy Regional Director Bangladesh Betar, Dhaka	Children Friendly Recreation Facilities: A Study of Dhaka City
18	Hayat Md. Feroze	Deputy Secretary Finance Division, Ministry of Finance	Identifying Appropriate Performance Indicators (APIs) in Project Management: A Case Study
19	Mst. Khadiza Khatun	Sector Specialist (Capacity Building & Training), Brac	Ensuring Quality of Pre-School under 6 aged children
20	Md. Mahmudur Rahman Mamun	Deputy Director Bangladesh Bank	LDC Graduation Shock: Non-Availability Risk of Newer Drugs in Market
21	Subinoy Dutta, Advocate	Advocacy & Program Manager Mercy Corps	Making Union Disaster Management Committee (UDMC) more effective in Disaster-prone Northern part of Bangladesh
22	Sultana Parveen	Deputy News Controller Bangladesh Betar, Dhaka	Abuse of Smart Phone by Secondary Level Students
23	Muhammad Saiful Islam	Assistant Professor, Economics Satkania Government College, Chattogram	Inadequacy of Bangladesh Environment Conservation Act (BECA): A Study on Plastic Pollution
24	Md. Shahidul Islam Chowdhury	Deputy Secretary Cabinet Division	Effective Implementation of Vulnerable Group Development (VGD) Program
25	Mahfuja Rahman	Principal Scholar Polytechnic Institute Narsingdi	Female Entrepreneur Lack of Appropriate Skills
26	Md. Bahadur Alam	Assistant Commissioner of Taxes Taxes Zone : Gazipur	Tapping out arrear tax demand
27	Md. Shahinur Rahman	Senior Assistant Secretary Legislative and Parliamentary Affairs Division	Need for non-discriminatory law
28	Md. Akter Hossain	Social Science Instructor (Livestock), Islamic Foundation	Challenges of implementing Grievance Redress System in Islamic Foundation
29	Syed Ali Bin Hassan	Senior Assistant Secretary Office of the finance minister Ministry of Finance	Lower Interest Rate for Enhancing Investment
30	Towfique Ahmad Khan	Founder & President South Asian Youth Society (SAYS)	Enhancing PPP Investment in Economic Zones
31	Md. Imran Sharif	Advocate Dhaka BAR Association	Probation system and Rehabilitation for Offenders

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 14

SL	Participant	Designation	Title of Policy Paper
1	Mst. Rabeya Akter	<b>Deputy Secretary</b> Economic Relations Division Ministry of Finance	Changed role of ERD in post LDC graduation.
2	Golam Mahfuz Joarder	<b>CEO and Chief Naval Architect</b> SeaBeach77 Limited, Dhaka	Reviving ship export in Post-COVID situation.
3	Md. Shakhawat Hossain	<b>Additional SP</b> Bangladesh Police	The effect of food adulteration in public health.
4	Roksana Akter	<b>Deputy General Manager</b> Bangladesh Bank	Financial inclusion to reduce gender gap.
5	Muhammad Munirul Hasan	<b>Deputy Regional Director</b> Bangladesh Betar, Rajshahi	Stopping of maritime accidents.
6	Kazi Raihanuj Jaman	<b>Deputy Commissioner</b> Customs Bond Commissionerate, National Board of Revenue, Dhaka	Key exports challenges in the RMG sector.
7	Tapasy Rabeya	<b>Joint Director</b> Bangladesh Bank	Stagnant foreign direct investment in Bangladesh
8	Dr. Md. Ruhul Amin Sarker	<b>Additional SP</b> Bangladesh Police	Social loss incurred due to shutdown of non-governmental primary schools
9	Sanzida Khan	<b>Individual Consultant</b> Urban Public and Environmental Health Sector Development Project (UPEHSDP)	Developing viable water tourism in Bangladesh.
10	Bikash Roy	<b>Additional Agriculture Officer</b> Department of Agricultural Extension Dhaka, Bangladesh	Integrated Pest Management (IPM) approach in Agriculture of Bangladesh.
11	Shahana Afroz	<b>First Assistant Vice President</b> Social Islami Bank Ltd. Dhaka	Reducing Income inequality in Bangladesh.
12	Md. Delwar Hossain	<b>Additional SP</b> Bangladesh Police Industrial Police-2, Gazipur	Easing access to finance for Cottage, Micro, Small and Medium Enterprises.
13	Nilima Nasrin	<b>Joint Director</b> Bangladesh Bank	Enhancing foreign direct investment in Bangladesh.
14	Syed Zahidul Islam	<b>Deputy Director</b> Betar Publication Office, Bangladesh Betar, Dhaka	Transformation of Bangladesh Betar in public service Broadcaster.
15	Dr. Mohammad Zahedul Alam	<b>Associate Professor</b> Bangladesh University of Professionals (BUP)	Response of tertiary public educational institutions to COVID-19 pandemic.
16	Mst. Monira Perven	<b>Senior Supervisor (HR Department)</b> Flydubai (International Airline) Dhaka, Bangladesh	Ground Handling Management of HSIA.
17	Niher Ranjan Bakshi	<b>Assistant Professor</b> Kushtia Government College Kushtia	Mathematics Education at Higher Secondary Level.

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 14

SL	Participant	Designation	Title of Policy Paper
18	Mst. Suraia Afrin	Joint Director Bangladesh Bank	Developing a reliable e-Commerce.
19	Md. Ansar Uddin	Deputy Regional Director Bangladesh Betar, Barishal	Giving voice to the Voiceless through Community Radio.
20	Fauzia Afroz	Additional Agriculture Officer Department of Agricultural Extension Dhaka, Bangladesh	Non-availability of quality seed of notified crops among Farmers.
21	Shah Mostofa Tariquzzaman MCIPS	Assistant Police Super Bangladesh Police	Life Cycle Costing for Sustainable Procurement.
22	Mohammad Khaled Mossarof	Joint Director Bangladesh Bank	Ensuring Quality of public roads.
23	Nusrat Jabin	Deputy Regional Engineer Bangladesh Betar	Professional Challenges of female engineers in public service of Bangladesh.
24	Md. A. Halim Miah	Director (R & D) Bangladesh Social Scientists Foundation (BSSF), Dhaka	Ensuring social accountability in public services.
25	Ummul Khaer Fatima	Lecturer (Management) Government Nazir Akhter College, Sonatola, Bogura	Lack of quality day care center of Dhaka city.
26	Atik Anwar Chowdhury	Project Director Save the Children, Dhaka	Enhancing Socio-emotional learning skills among high school children to thrive in education and future for work.
27	Sangeeta Bhattacharjee	Additional Agriculture Officer Department of Agricultural Extension	Strengthening phytosanitary compliance for boosting export of agricultural goods.
28	Md. Mokaddem Ahamad	Joint Director Bangladesh Bank	Challenges of back-to-back LC operation.
29	Esrat Jahan	Senior Assistant Secretary Cabinet Division	Making MCBP* more effective. (*MCBP- Mother and Child Benefit Programme)
30	Major K M Ejajul Karim, psc	Major, Bangladesh Army	Enhancing Moral Education in Primary School Curriculum.

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 15

SL	Participant	Designation	Title of Policy Paper
1	Satyajit Roy Das	Senior Assistant Secretary Ministry of Primary and Mass Education	Teaching Performance Evaluation of Primary Teacher
2	Asmaul Hosna	Lecturer (Botany) Government Edward College, Pabna	Quality Training for the Teachers in Secondary Education
3	Md. Mahadhe Hasan	Chief Strategic Officer SMQ Research and Planning, Dhaka	Framework for Land Consolidation for Rural Housing in Bangladesh
4	Md. Zahurul Hoque	Joint Director Bangladesh Bank	Challenges of Recovery of Default Loan
5	Mohammad Bellal Hossain	Additional SP Bangladesh Police	A Brief Overview on Effective Industrial Policing
6	Shajidun Nahar Sharna	Assistant Secretary (Drafting) Legislative & Parliamentary Affairs Division	Reintegration of Returned Female Migrant Workers in Bangladesh
7	Md. Zahid Hossain Khan	Researcher Jamuna Television Ltd.	Accountable Internet and Social Media Usage Policy for Protecting Mental Health
8	Forhad Ahmed	Assistant Professor Nawabganj Government College, Chapainawabganj	Effective Procurement Process for Government Colleges
9	Sk. Md. Iqbal	Joint Director Bangladesh Bank	Capital Inadequacy of State-Owned Commercial Banks in Bangladesh
10	Sultana Akter	Deputy Secretary Technical and Madrasa Education Division, Ministry of Education	Increasing Enrollment in TVET
11	Md. Golam Saklain	Additional SP Bangladesh Police	Effective Investigation in Cyber Cases
12	Utpol Das	Technical Specialist Hygiene Promotion-Humanitarian Crisis Management Program BRAC	Challenges of Retention of Doctors of Public Sector in the Rural and Remote Areas
13	Mehedi Zaman Morshed	Lecturer Shahid Begum Sheikh Fazilatunnessa Mujib Government College, Dhaka	Declining Trend of Reading Books Among Secondary Level Students
14	Probal Ahmed	Joint Director Bangladesh Bank	Increasing effectiveness of Audit Committee in the Banking Sector
15	Mir Iftekhar Hossain	Joint Director Bangladesh Bank	Credit Information Bureau (CIB) on Delivering the Desired Output



## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 15

SL	Participant	Designation	Title of Policy Paper
16	Zakia Razwana Haque	<b>Research Associate</b> MR Consultants Ltd. Gulshan, Dhaka	<b>Entrepreneurial Education for Secondary Level Education in Bangladesh: A Policy Intervention Through Training in Early Stage</b>
17	Md. Jellur Rahman	<b>Deputy Commissioner (Taxes)</b> Office of the Deputy Commissioner of Taxes	<b>Strengthening Tax Collection Measures for Enhancing Tax GDP Ratio</b>
18	Mohammad Tipu Sultan	<b>Associate Professor, Bangla</b> Government Ain Uddin College, Modhukhali, Faridpur	<b>Developing Appropriate Community-Based Tourism in Bangladesh</b>
19	Mohammad Mahabubul Haque	<b>Lieutenant Colonel</b> Engineers Head Quarter Art dock Dhaka Cantonment	<b>Evolving Nature of United Nations Peace Operations and Alternative Policy Options for Bangladesh</b>
20	Atia Rokhsana	<b>Principal Planning Officer</b> Bangladesh Rice Research Institute (BRRI), Gazipur	<b>Sustainable Agricultural Mechanization in Bangladesh</b>
21	M A Zahid Hossain, psc	<b>Squadron Leader</b> Bangladesh Air Force Head Quarter, Dhaka Cantonment	<b>Utilization of Disused Airfields of Bangladesh</b>
22	Md. Rezaur Rahman	<b>Vice-Principal</b> Govt. Khondokar Mosharraf Hossain College, Jhenaidah	<b>The Performance Evaluation of Secondary Education Teacher in Bangladesh</b>
23	Md. Shazzadul Islam	<b>District Controller of Stores</b> Pahartali, Bangladesh Railway	<b>Foreign Dependency in Procurement of Locomotive Spare Parts for Bangladesh Railway</b>
24	Md. Asaduzzaman Khan	<b>Joint Director</b> Bangladesh Bank	<b>Improving the Low Profitability of Private Commercial Banks</b>
25	Abdullah Fahad	<b>Senior Research Associate</b> Centre for Policy Dialogue (CPD), Dhaka	<b>Revisiting the 'Renewable Energy Policy, 2008'</b>
26	Snigdha Talukder	<b>Senior Assistant Chief (Senior Assistant Secretary)</b> Planning Commission, Ministry of Planning	<b>Problems of Unskilled Bangladeshi Women in Overseas Employment</b>
27	Syed Ahsan Reza Chowdhury	<b>Senior Scientific Officer</b> Soil Resource Development Institute, Ministry of Agriculture	<b>Land Degradation: Increasing Soil Salinity in Coastal Area of Bangladesh</b>

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 16

SL	Participant	Designation	Title of Policy Paper
1	Dr. Abul Kashem Mohammad Kabir	Deputy Secretary Ministry of Fisheries and Livestock	Scarcity of Teachers in Basic Sciences of Govt. Medical Colleges
2	Himadri Shekhar Sarder	Senior System Analyst (Additional Director) Bangladesh Bank, Dhaka	Development of Cashless Payments in Bangladesh.
3	Anima Barma	Assistant Professor, Economics Government Begum Rokeya	Inclusive Education: Special Needs Students in Higher Secondary Level in Government Colleges.
4	Shah Salah Uddin Chowdhury	Sub-Divisional Engineer Public Works Department, Dhaka	Rainwater Harvesting for Sustainable Water Management in Dhaka.
5	Farjana Kowcher	Head of Human Resource Department Aso Gori Unnayan Sangstha (AGUS)	Addressing the Problems in Selecting the Beneficiaries of Social Safety Net Programs in Union Level.
6	Dewan Zahidul Islam	Assistant Manager Chittagong Stock Exchange PLC , Dhaka	Failure of Publicly Listed Company in Stock Exchanges.
7	M. Muzibur Rahman	Chief Executive Officer (Deputy Secretary) Zila Parishad, Faridpur	Making Zila Parishads of Bangladesh More Functional
8	Md. Ruhul Amin Chowdhury	Joint Director Bangladesh Bank Training Academy, Dhaka	Encouraging Foreign Remittances through Proper Channel.
9	Fozilatonna	Lecturer Islamia Government College, Sirajganj	Setting Up Sanitary Vending Machines in Education Institutions
10	Abu Jafor Mohammad Moin Uddin	Deputy Director (Food Technology) National Agriculture Training Academy (NATA), Gazipur	Managing Major Rice Diseases of Bangladesh
11	Roksana Khan	Deputy Secretary Ministry of Commerce	Mitigate Adversity of LDC Graduation in Bangladesh for Trade Related ISMs Withdrawn.
12	Md. Mahfuz Miah	Joint Director Bangladesh Bank, Dhaka	Recovery of Non-performing Loan of Financial Institutions of Bangladesh.
13	Md. Habibur Rahman	Assistant Professor, Management Nawabganj Government College, Chapainawabganj	Appropriate Depreciation Policy for Govt. Asset: A Case Study of Nawabganj Govt. College.
14	Md. Tajnur Islam	Assistant Comptroller and Auditor General Office of the Comptroller and Auditor General, Dhaka	Lack of Semi-Skilled Manpower Export
15	Wahida Zaman	Manager, HR and Operations (Consultant, HR) Anemone Management Solutions (AMS), Dhaka	Increased Morbidity from Dysfunctional Lungs due to Dust
16	Major Md Yousuf Sharif, SIGNALS	Bangladesh Army	Protecting Our Cyberspace

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 16

SL	Participant	Designation	Title of Policy Paper
17	Md. Liaqat Ali Shaikh	<b>Deputy Director (Senior Assistant Secretary)</b> Bangladesh Public Service Commission Secretariat	<b>Challenges of Birth Registration in Rural Areas of Bangladesh: A Policy Perspective.</b>
18	Quazi Abu Tayem	<b>Joint Director</b> Bangladesh Bank, Dhaka	<b>Fraud Prevention in MFS Sector.</b>
19	Muhammad Mohsin Kabir	<b>Assistant Professor, Islamic Studies</b> Government Madrasah-e-Alia, Dhaka	<b>Ineffective Curriculum for Curbing Religious Militancy.</b>
20	Maksuda Khanam	<b>Deputy Postmaster General</b> Attached: Dhaka GPO Dhaka	<b>Ineffective Electronic Money Transfer System (EMTS), Service of Bangladesh Post Office.</b>
21	Suman Chakma	<b>Senior Assistant Director</b> Microcredit Regulatory Authority (MRA), Dhaka	<b>Sustainability of Small Microfinance Institutions.</b>
22	Tania Afroz	<b>Senior Assistant Secretary</b> Ministry of Land	<b>Repetition and Overlapping of Constructing Union and Village Roads and Developing Communication System at Upazila Level.</b>
23	Farid Uddin Ahmed	<b>Joint Director</b> Bangladesh Bank, Dhaka	<b>Challenges of financing Cottage, Micro, Small, and Medium Enterprises (CMSMEs).</b>
24	Dr. Md. Obaidul Haque	<b>Assistant Professor, Chemistry</b> Pabna Government College	<b>Declining Trend of Class Attendance at Higher Secondary Government Colleges</b>
25	Mohammad Salim Azad Khan	<b>Traffic Engineer (Deputation)</b> Executive Engineer, RHD Dhaka Transport Coordination Authority, Dhaka	<b>Increasing Road Accidents in Bangladesh.</b>
26	Md. Abdul Aziz Bhuiyan	<b>Deputy Project Director (Senior Assistant Secretary)</b> Department of Land Records and Surveys, Ministry of Land	<b>Land Disputes during Digital Land Surveys</b>
27	Barnali Mondal	<b>Additional Director</b> Bangladesh Bank, Dhaka	<b>Problems of Currency Devaluation and Possible Solutions</b>
28	Md. Jashim Uddin	<b>Deputy Director</b> Bangladesh Competition Commission, Dhaka	<b>Onion Price Volatility in the Market of Bangladesh.</b>
29	Farhan Tambirul Hoque	<b>Assistant Secretary (Drafting)</b> Legislative and Parliamentary Affairs Division	<b>Battling Human Trafficking from Bangladesh</b>
30	Rajib Chandra Das	<b>Research Associate</b> WASTE Bangladesh Dhaka	<b>Ineffective Licensing Process of Organic Fertilizer Industries</b>

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 17

SL	Participant	Designation	Title of Policy Paper
1	Md. Manik Sarker	<b>Additional Deputy Director</b> Department of Agricultural Extension, Dhaka	Prevention of overuse of fertilizers in Bangladesh
2	Evana Akter	<b>Additional Director</b> Bangladesh Bank	Evaluation of Digitalized payment eco-systems in Bangladesh
3	Md Ali Azgar	<b>Deputy Secretary</b> The Chittagong Chamber of Commerce and Industry	Re-examining the role of Chittagong Chamber of Commerce and Industry (CCCI) as a trade organization
4	Yasmin Sultana	<b>Lecturer (Sociology)</b> Begum Rokeya University, Rangpur.	Revisiting Domestic workers' protection and welfare policy
5	Md. Abdullah Al Mamun Chaudhury	<b>Executive Director</b> Comtel Research and Development Foundation	Smart Trading in the Capital Market of Bangladesh
6	Aklima Khatun	<b>Upazila Agriculture Officer</b> Department of Agricultural Extension, Dhaka	Gender wage disparity in farm labour of Bangladesh
7	Mohammad Imam Hossain	<b>Additional Director</b> Bangladesh Bank	Weak corporate governance in financial sector of Bangladesh
8	Kazi Tanzila Jahan	<b>Program Officer-Deputation</b> (Assistant Professor) Bangladesh National Commission for UNESCO	Examining implementation of National Curriculum Framework 2021
9	Muhammad Khaled Bin Yusuf	<b>Lieutenant Colonel</b> Bangladesh Army	Lack of policy guidelines on United Nations peacekeeping missions
10	Mohammad Jafar Ikbal	<b>Project Assistant</b> Promoting Investment and Enhancing Industrial Competitiveness (Ministry of Industries, JICA Project)	Plastic Pollution Control in Bangladesh
11	Lucky Sultana	<b>Joint Director</b> Bangladesh Bank	Decrease of foreign currency reserve in Bangladesh
12	Md. Jahangir Kabir	<b>Program Director</b> Department of Agricultural Extension, Dhaka	Challenges of supply chain of Agriculture products from farmers to consumers
13	Kamrun Nahar	<b>Sub-Divisional Engineer</b> Public Works Department Dhaka	Revisiting social safety net program for old and severely disabled homeless people
14	Md. Omar Faruque Khan	<b>Director</b> Khanfidence Network	The reintegration of migrant workers of Bangladesh
15	Afroza Chowdhury	<b>Senior Scientific Officer</b> Bangladesh Rice Research Institute, Gazipur	Revisiting rice marketing policy of Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 17

SL	Participant	Designation	Title of Policy Paper
16	Sharmin Afroz Shumi	Managing Director Maslow Bangladesh	Revisiting overseas job recruitment process
17	Mohammad Mahenur Alam	Joint Director Bangladesh Bank	Evaluation / Impact of online monitoring in foreign trade
18	Jubayer Ahmed	Additional Agriculture Officer Department of Agricultural Extension, Narsingdi	Problems of apiculture in Bangladesh
19	Most. Momotaz Begum	Management Advisor NARI Project, KEPZ	Revisiting marital age of girls in Bangladesh
20	Dr. Muhammad Mofizur Rahman	Assistant Professor (Mathematics) Sadarpur Govt. College, Faridpur	Unified Framework for Blended Learning Systems in Bangladesh
21	Mohammad Abdullah-Al-Mamun	Joint Director Bangladesh Bank	Reducing trade deficit in Bangladesh
22	Mukta Akter	Upazila Agriculture Officer Department of Agriculture Extension, Khamarbari	Lack of Farm mechanization in hilly areas of Bangladesh
23	Md. Ariful Islam	Additional Deputy Commissioner Office of the Deputy Commissioner, Jhinaidah	Implementation of Asrayan 2 project
24	Rumana Yasmin Ferdousi	Deputy Secretary (Drafting) Legislative and Parliamentary Affairs Division, Ministry of Law, Justice and Parliamentary Affairs	Inadequate Evidence based legislations in Bangladesh
25	Md. Enayet Hossain	Deputy Director Department of National Savings	Assessing National Saving Certificate schemes
26	Monika Biswas	Manager - Child Sponsorship Action Aid Bangladesh	Climate Change and its Impacts on child rights
27	Md. Al-Amin	Joint Director Bangladesh Bank	Implementation of stimulus package for Cottage, Micro, Small and Medium enterprises
28	Khan Mohammad Salehin	Additional Agriculture Officer Department of Agriculture Extension, Khamarbari, Dhaka	Evaluating model village initiative
29	Kali	Program Coordinator Palli Bangla Unnayan Shohojogita Sangstha (NGO)	Social impact of child marriage in rural areas during pandemic
30	G. M. Shakur	Assistant Professor (Political Science) Abdulpur Govt. College, Natore	Reviewing the Higher Education Part of National Education Policy 2010 of Bangladesh

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 18

SL	Participant	Designation	Title of Policy Paper
1	Satarupa Talukder	Senior Assistant Secretary Secondary and Higher Education Division, Ministry of Education	Solution for complex attestation procedure of academic documents for going abroad
2	Kazi Shaibal Siddiqui	Additional Director Bangladesh Bank	Reducing external current account deficit of Bangladesh: some policy options
3	Nazmun Naher	Country Coordinator Bangladesh Water Partnership	Reviewing Bangladesh water act, 2013
4	Md. Mohabbat Hossain	Lecturer (Economics) Govt. Brojomohun College, Barisal	Bridging the gap between Bangladesh higher education and labor market needs: a pathway towards achieving SDGs' and smart Bangladesh vision 2041.
5	Hosnara	Deputy Director Department of Agricultural Extension	Barriers to adaptive technologies for sustainable crop production.
6	Dr. Sangib Sutradhar	Deputy Secretary Fisheries and Livestock Information Department	Implementation of national poultry development policy (2008) in context of poultry production
7	Md. Shoriful Islam	Executive Engineer PWD Zone, Sylhet	Reducing delays in implementations of ADP projects in Bangladesh
8	Saiyedatun Nesa	Joint Registrar Department of Cooperatives, Dhaka	Vulnerability of the elderly population in Bangladesh
9	Mohammad Golam Mahiuddin Bhuiyan	Specialist (SSC Vocational) Bangladesh Technical Education Board	Evaluation of SSC (voc.) Curriculum and enrolment rate for achieving sdg-4
10	Shahida Sultana	Additional Director Bangladesh Bank	Credit Guarantee scheme and critical analysis
11	Md. Shiful Islam	Company Secretary Dhaka Bus Rapid Transit Co. Ltd.	Lack of readiness towards implementation of bus route rationalization plan in Dhaka city
12	Ratna Biswas	Joint Director Bangladesh Bank	Ensuring green affordable housing
13	Nazma Akter	Deputy Director Department of National Savings	Encouraging low income group for purchasing savings certificates
14	Umma Farhana Chowdhury	Assistant Professor (Accounting) Govt. Bangla College, Dhaka	Implementation problem of existing primary curriculum to develop equitable quality education
15	Kallyan Kumar Sarkar	Additional Deputy Director (Plant Protection) Department of Agricultural Extension, Munshiganj	Labor crisis in agriculture during the harvesting season in Munshiganj

## Policy Papers Prepared by the Participants of Policy Analysis Course

### Batch - 18

SL	Participant	Designation	Title of Policy Paper
16	Marufa Rahman Ema	Senior Information Officer Regional Information Office, Chittagong	The effective implementation of right to information act, 2009
17	Dr. Md Rejaul Karim	Joint Director (System Analyst) Bangladesh Bank	Automatic data acquisition for enterprise data warehouse: an initiative to be smart Bangladesh Bank
18	Md. Salimul Alam Shahin	Principal (Deputy Registrar) Cooperative Zonal Institute, Naogaon	Addressing the financial vulnerability in flash flood-affected Tanguar Haor, Sunamganj
19	Jannatun Nayem	Lecturer (Economics) Ramgarh Govt. College, Khagrachari	Relevance of blended learning in the context of covid-19
20	Md. Atikur Rahman Miah PPM	Additional Deputy Inspector General Range DIG's Office, Khulna	Reducing land related criminal cases (model Khulna range)
21	Prianka Chowdhury	Assistant Secretary (Drafting) Legislative and Parliamentary Affairs Division	Reducing backlog of cases in women and children repression prevention tribunal of Bangladesh
22	Md. Mohiuddin	General Manager Dhaka Bus Rapid Transit Co. Ltd.	Greening urban mobility: policy initiatives for electrification of last-mile connectivity vehicles in Dhaka
23	Syed A Momen	Director (Information) National Board of Revenue, Dhaka	Lack of knowledge of tax payers for tax compliance in Bangladesh
24	Md. Sayfuzzaman Faruki	Additional Police Commissioner (Additional DIG) Rangpur Metropolitan Police, Rangpur	Increase of youth gang in urban areas of Bangladesh
25	Shanaz Begum	Senior Officer (U/W and Accounts) Meghna Insurance Co. Ltd.	Job vulnerability in corporate sector of Bangladesh
26	Syed Himyanuddin Ahmed	Additional Director Bangladesh Bank	Adequacy of digital transformation initiatives of Bangladesh Bank
27	Sharmin Tamanna	Assistant Professor (Bangla) Dhaka Udyan Govt. College, Dhaka	Mental health care at higher secondary level
28	Md. Shahnur Zaman	Senior Assistant Commissioner Office of the Deputy Commissioner, Tangail	Making more effective E-Gp system in Bangladesh
29	Zohra Khanam	Assistant Professor (English) Govt. Teachers' Training College, Khulna	Ensuring standard of B.ed degrees for govt. And non-govt. Secondary school teachers
30	Mst. Nur Tazmin	In-Charge (New Media) Ekattor Television	Ensuring responsible journalism in social media
31	Mohammad Afzal Hossain Akand	Joint Director Bangladesh Bank	Assessing existing export diversification strategies in Bangladesh

**Group photo of the participants  
at the Seminar on Policy Analysis  
and  
Certificate Awarding Ceremony  
[Batch-I to Batch-I8]**





**Policy Analysis Course, Batch-I8: 22 July 2023**



**Policy Analysis Course, Batch-I7: 25 February 2023**



**Policy Analysis Course, Batch-I6: 05 November 2022**



**Policy Analysis Course, Batch-15: 06 August 2022**



**Policy Analysis Course, Batch-14: 05 March 2022**



**Policy Analysis Course, Batch-13: 11 December 2021**



**Policy Analysis Course, Batch-12: 19 September 2021**



**Policy Analysis Course, Batch-11: 28 August 2021**



**Policy Analysis Course, Batch-10: 06 March 2021**



**Policy Analysis Course, Batch-09: 14 November 2020**



**Policy Analysis Course, Batch-08: 13 January 2020**



**Policy Analysis Course, Batch-07: 20 October 2019**



**Policy Analysis Course, Batch-06: 17 July 2019**



**Policy Analysis Course, Batch-05: 03 April 2019**



**Policy Analysis Course, Batch-04: 26 December 2018**



**Policy Analysis Course, Batch-03: 12 September 2018**



**Policy Analysis Course, Batch-02: 22 April 2018**



**Policy Analysis Course, Batch-01: 10 December 2017**



**Mr. Farhad Hossain, MP**, Honourable Minister of State, Ministry of Public Administration is conducting a session of the Policy Analysis Course



**Dr. Ahmad Kaikous**, Former Principal Secretary to the Honourable Prime Minister, Government of the People's Republic of Bangladesh is conducting a session of the Policy Analysis Course

# Policy Analysis Course

## BIGM-SEIP

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