



Nagorikata: Civic Engagement Fund (CEF)

PRELIMINARY FINDINGS OF THE STUDY

“Establishing Effective and Accountable E-Governance to Strengthen Local Government Institutions by Fulfilling the Needs of Youth, Gender, and Marginalised Communities”

Presentation by

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Acknowledgement



Bogura



Sherpur



Sunamganj



Noakhali

1. CONTEXT

- ❑ Electronic governance (e-governance) refers to the **use of information and communication technologies (ICTs)** by government institutions **to deliver public services**, disseminate information, and engage citizens in ways that are faster, more transparent, and less dependent on face-to-face bureaucratic interactions ([Layne & Lee, 2001](#))
- ❑ E-governance is widely regarded as **a tool for improving administrative efficiency, strengthening accountability, and reducing opportunities for corruption**;
- ❑ E-governance is also closely aligned with **SDG 16 (Peace, Justice and Strong Institutions)** as digital technologies can strengthen transparency, accountability, citizen participation, access to information, and the efficiency and responsiveness of public institutions
- ❑ [Bhuiyan \(2011\)](#) argues **that e-governance can modernise public administration, improve service delivery, contribute to poverty reduction, and help control corruption**; [Islam \(2023\)](#) and [Khan and Alam \(2012\)](#) similarly find that digital governance initiatives have improved **service delivery and transparency**
- ❑ However, Fountain's Technology Enactment Framework and Bekkers and Homburg caution that these **outcomes are not automatic** and depend heavily on existing institutional structures, culture, and political context
- ❑ Richard Heeks's Design–Reality Gap Theory suggests e-government projects are more likely to fail when there is a **significant mismatch** between system design assumptions and local institutional, technological, and social realities;
- ❑ [Layne and Lee \(2001\)](#) identify **four stages of e-governance evolution**, Cataloguing (information online), Transaction (digitally accessible services), Vertical Integration (systems integrated across government levels), and Horizontal Integration (services coordinated across agencies),
- ❑ Bangladesh's journey towards digital governance formally began with the **Information and Communication Technology Act of 2006**, which established an initial legal framework for digital transactions, electronic signatures, and cybercrime regulation, a necessary but not sufficient foundation, as subsequent implementation gaps demonstrate
- ❑ Building on this foundation, the government introduced the **Digital Bangladesh Vision in 2008**, positioning ICT as a key instrument for socio-economic transformation and public sector modernisation ([Hasan, 2014](#))

1. CONTEXT

- ❑ The Access to Information (a2i) Programme emerged as **the principal coordinating mechanism** for digitising government services and expanding citizens' access to information, though coordination across agencies has remained one of the persistent weak points identified in later studies
- ❑ The **National ICT Policy 2018** and **the e-Government Master Plan for Digital Bangladesh (2019)** sought to establish a shared technical architecture for interoperability across government institutions (BCC, 2019)
- ❑ Following the political transition of August 2024, Bangladesh's interim government formulated a **new Digital Transformation Strategy** aimed at accelerating digital transition, targeting a fully digital economy and smart governance by 2030, a considerably more ambitious timeline than the earlier Smart Bangladesh Vision 2041
- ❑ The strategy aims to position Bangladesh **among the top 15 countries in the UN E-Government Development Index (EGDI)**, expand digital services from roughly 350 to more than 800, raise ICT exports to US\$5 billion, increase startup investment by 50 per cent, and **create 7–8 million ICT jobs by 2030**
- ❑ The latest elected BNP government has also introduced **Vision 2030**, which explicitly promises that "**e-governance shall be introduced at every stage**" of public administration to make government more efficient, accountable, and citizen-oriented
- ❑ Existing research often evaluates e-governance through institutional indicators such as efficiency, technological adoption, and service delivery, while giving less attention to how citizens experience these systems, including their ease of use, trust, satisfaction, and ability to resolve their problems
- ❑ Moreover, limited attention has been given to how these dimensions vary across different groups, particularly youth, women, and marginalised communities
- ❑ Against this backdrop, the **Centre for Policy Dialogue (CPD)** has undertaken a study to assess the current state of e-governance in Bangladesh from a citizen-centred and inclusion-oriented perspective, with particular attention to the youth, gender and marginalised group related to digital public services at the local level

2. OBJECTIVES OF THE STUDY

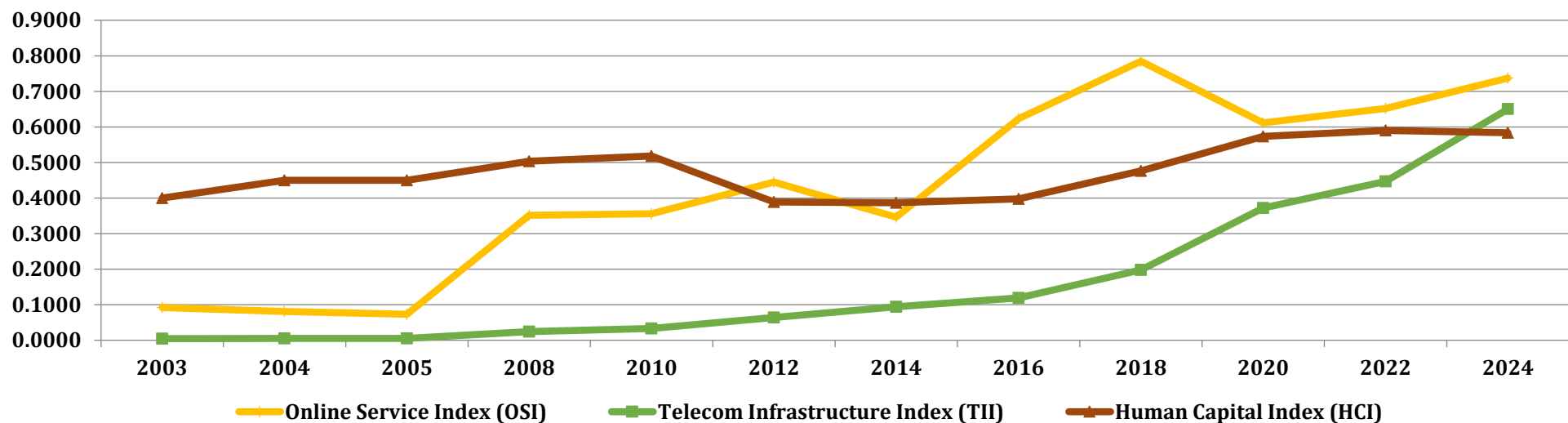
- ❑ To generate evidence on the existing status and barriers, both on the demand side and the supply side, the study aims to assess the effectiveness, accountability, and transparency of local-level institutions through the lens of e-governance. It pays special attention to how these systems serve youth, women, and marginalised groups.
- ❑ The four specific core objectives of the study include:
 - a) To evaluate the current **state of e-governance and inclusivity in local-level decision-making** from the perspective of involved stakeholders
 - b) To identify key challenges in the area of **G2G, G2C, G2B, G2E** at local level in Bangladesh
 - c) To predict **the feasibility** of ensuring full e-governance coverage in Bangladesh
 - d) To propose **actionable recommendations** to facilitate e-governance in Bangladesh

3. STATE OF E-GOVERNANCE AS PER EXISTING LITERATURE

- ❑ The EGDI, developed by [UN DESA](#), evaluates digital governance performance by combining the Online Service Index (OSI), Telecommunication Infrastructure Index (TII), and Human Capital Index (HCI); it **shows Bangladesh's progress in terms of adopting e-governance**
- ❑ [LightCastle Partners \(2025\)](#) finds that **this interoperability has still not been** achieved in practice in Bangladesh
- ❑ Although Bangladesh currently offers more **than 700 online government services** [LightCastle Partners \(2025\)](#) reports that **none of these services is fully end-to-end digitalised**, as citizens often begin service processes online but must complete certain stages in person, illustrating Heeks's design-reality gap in practice
- ❑ [Alam and Ahmed \(2009\)](#) identify three fundamental barriers to e-governance development in Bangladesh: **access, awareness, and applications**
- ❑ [Alam \(2012\)](#) recommends expanding **rural internet connectivity, increasing administrative automation, and strengthening citizen databases**, while [Al-Hossienie and Barua \(2013\)](#) argue that stronger ICT infrastructure and connectivity are essential for deepening citizen-government interaction; these recommendations remain largely current, which itself signals limited progress on infrastructure since they were written
- ❑ [Zafarullah and Ferdous \(2021\)](#) find that **social, governance, and technical barriers** continue to undermine the effectiveness of **local e-service centres**, while [Roy and Chowdhury \(2024\)](#) show that local e-service delivery remains constrained by **power asymmetries, corruption, and low levels of citizen awareness**
- ❑ [Hossain et al. \(2025\)](#) and [Islam et al. \(2025\)](#) identify further obstacles, including **digital exclusion, inadequate infrastructure, insufficient funding, weak privacy protections, and shortages of skilled personnel**
- ❑ According to [BIGD \(2022\)](#), **only 8 per cent of Bangladeshi households possess basic computer skills**, sharply limiting the population that can actually benefit from the **800-plus digital services targeted** under the new strategy, regardless of how many services are made available

3. STATE OF E-GOVERNANCE AS PER EXISTING LITERATURE

Year	EGDI (overall)	Online Service Index (OSI)	Telecom Infrastructure Index (TII)	Human Capital Index (HCI)	Global rank (of countries reporting)	Countries reporting that year
2003	0.1654	0.0917	0.0044	0.40	161	195
2004	0.1788	0.0811	0.0052	0.45	161	195
2005	0.1762	0.0731	0.0055	0.45	164	195
2008	0.2936	0.3512	0.0246	0.50327	144	195
2010	0.3028	0.3556	0.0330	0.5182	136	195
2012	0.2991	0.4444	0.0641	0.38885	152	195
2014	0.2757	0.3465	0.0941	0.3866	150	195
2016	0.3800	0.6232	0.1193	0.39731	126	195
2018	0.4862	0.7847	0.1976	0.4763	117	195
2020	0.5189	0.6118	0.3717	0.5731	121	195
2022	0.5630	0.6521	0.4469	0.590	113	195
2024	0.6570	0.7374	0.6501	0.58337	102	195

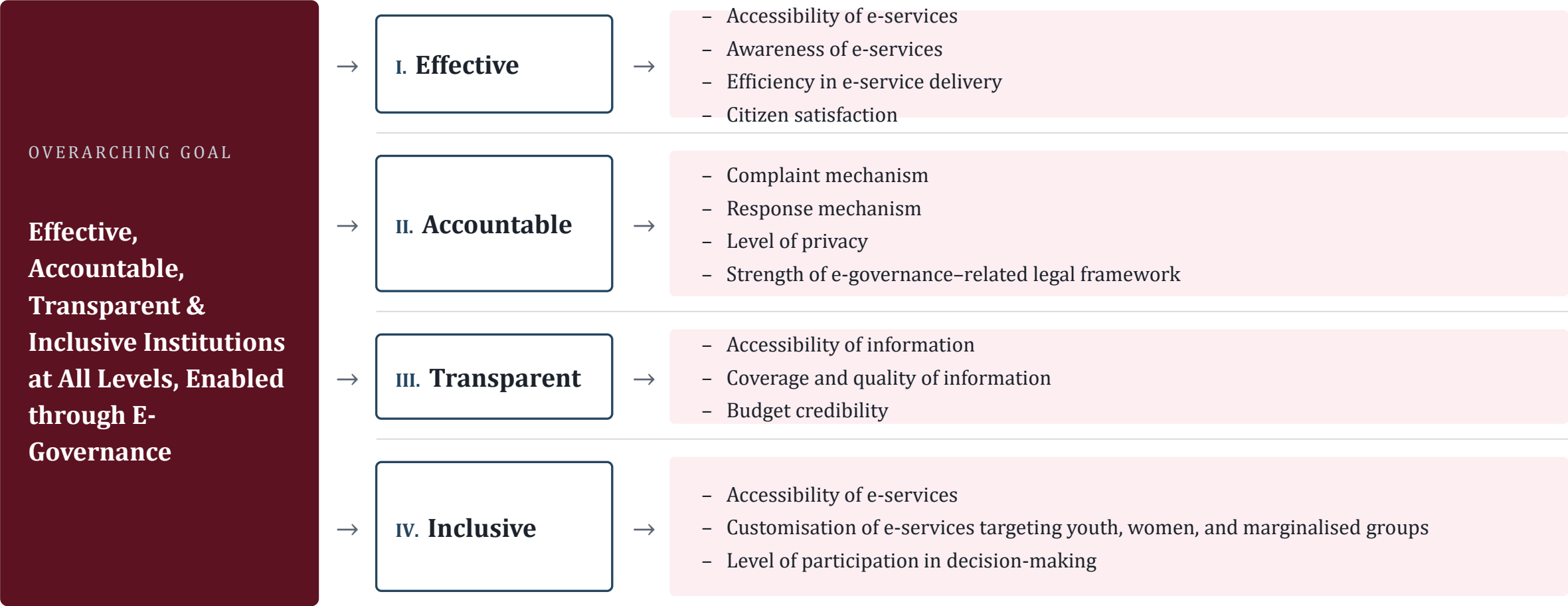


3. STATE OF E-GOVERNANCE AS PER EXISTING LITERATURE

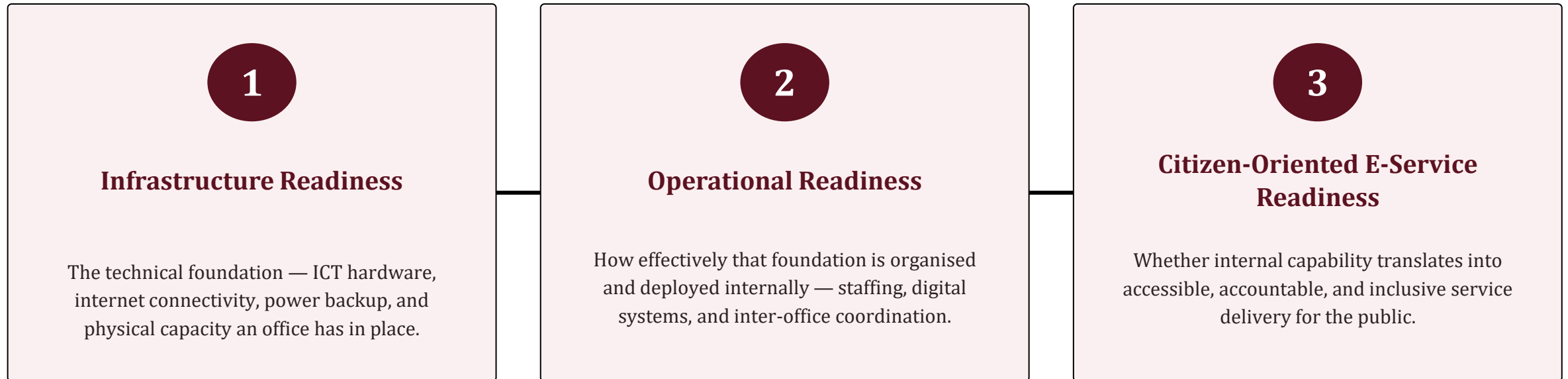
- ❑ [Siddiquee and Islam \(2020\)](#) find that Bangladesh's digital divide is driven primarily by **income and wealth inequalities**, meaning that expanding services without addressing economic disparity risks widening rather than closing the gap in who benefits from e-governance.
- ❑ [Union Digital Centres \(UDCs\)](#) were established as local access points for delivering digital services in rural areas. [Amin and Selim \(2022\)](#) find real positive outcomes: **53 per cent of users rated service delivery as good or very good, 80 per cent reported positive staff interactions, and 65 per cent found service charges affordable**
- ❑ The same study, however, identifies persistent challenges facing UDCs: **limited public awareness, slow internet connectivity, poor centre locations, electricity shortages, inadequate staffing, and privacy concerns**
- ❑ Despite these limitations, [Baroi and Panday \(2024\)](#) argue that UDCs have played an important role **in decentralising public services** and expanding rural access to ICT-enabled governance, offering a qualified rather than unqualified endorsement of the model.
- ❑ [Pant \(2024\)](#) argues that e-governance can improve women's access to information, services, and economic opportunities, contributing to greater social inclusion; [Zisan T.H. \(2021\)](#) counters that women continue **to face significant barriers to ICT access**, particularly due to **urban-rural disparities** and growing cybersecurity concerns
- ❑ [Khatun et al. \(2025\)](#) emphasise that **digital literacy and technological empowerment** are critical for enabling youth and women to access services and participate meaningfully in governance processes, reinforcing that infrastructure and service availability alone are insufficient without parallel investment in capability.

ANALYTICAL FRAMEWORK

4. ANALYTICAL FRAMEWORK: DEMAND-SIDE ANALYSIS



4. ANALYTICAL FRAMEWORK: SUPPLY-SIDE ANALYSIS



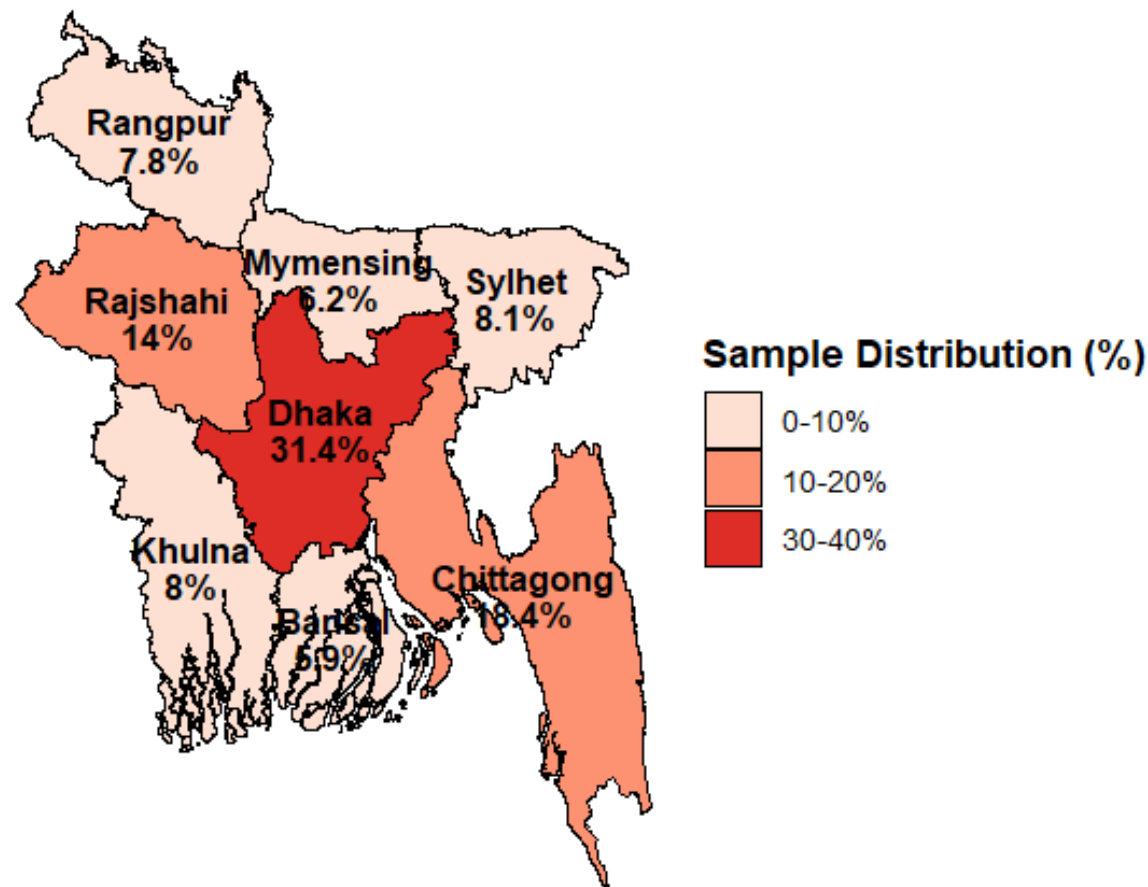
METHODOLOGY

Table: Distribution of Respondents by Demographic and Vulnerable Group Categories

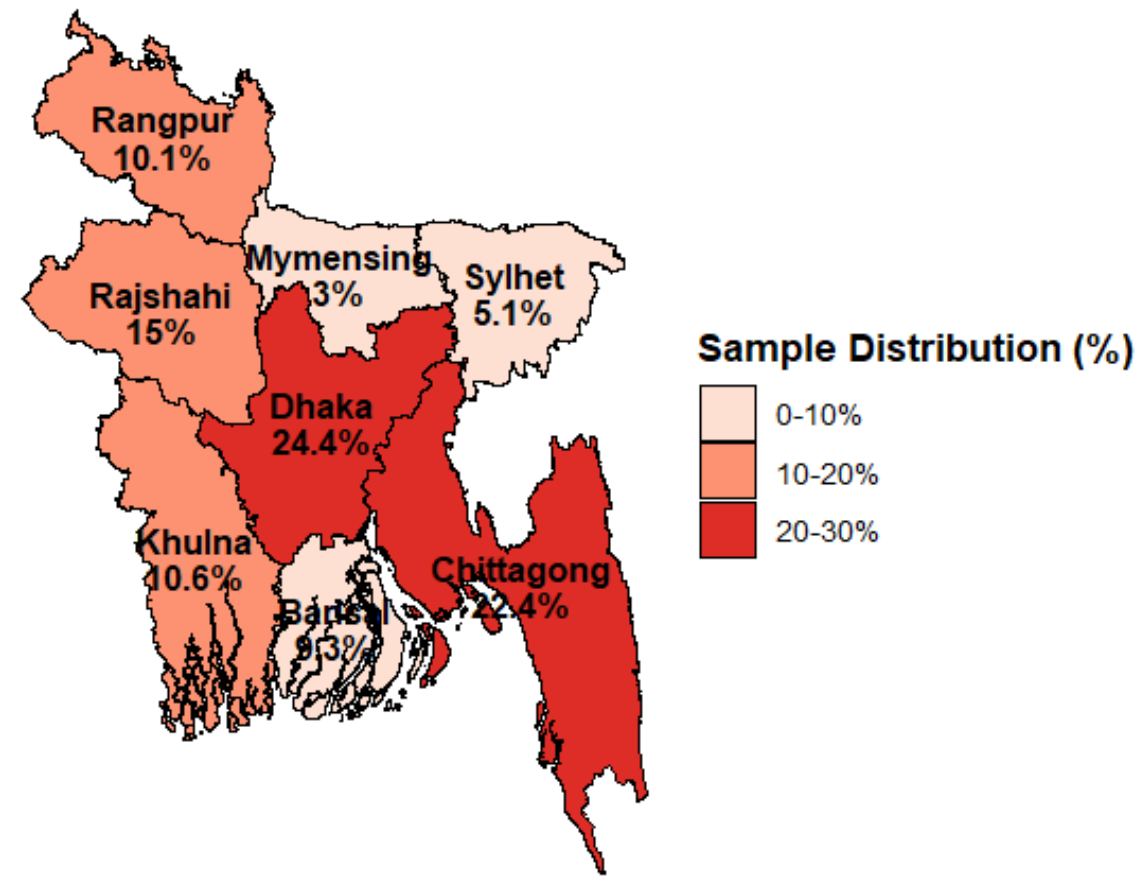
Category	Number of person surveyed
Youth (18–35)	1,382
Women	957
Marginalised Groups	
Indigenous	81
Char location resident	59
Haor location resident	56
Slum resident	33
Person with Disabilities (PWD)	43
Total surveyed (Youth + Women + Marginalised Groups)	
Total	2,611

5. METHODOLOGY: DEMAND-SIDE ANALYSIS

Women

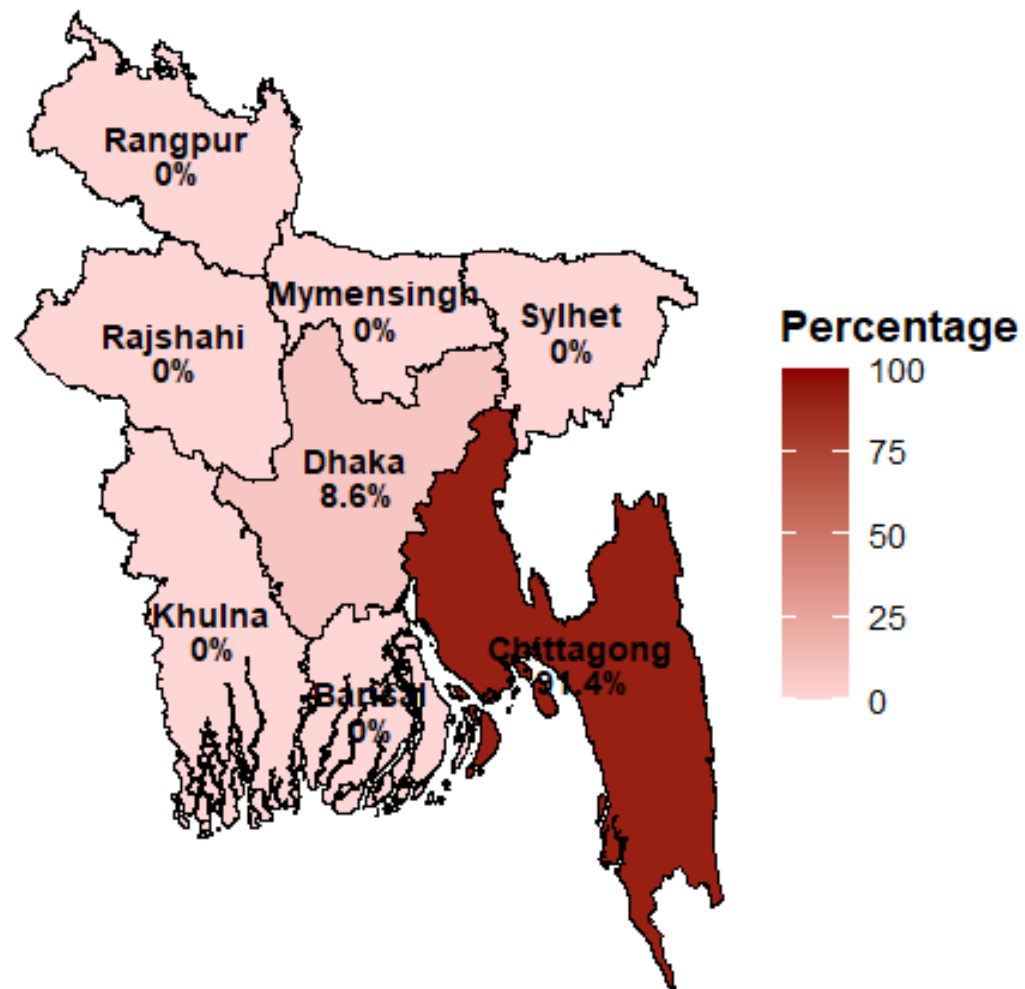


Youth (18-35)

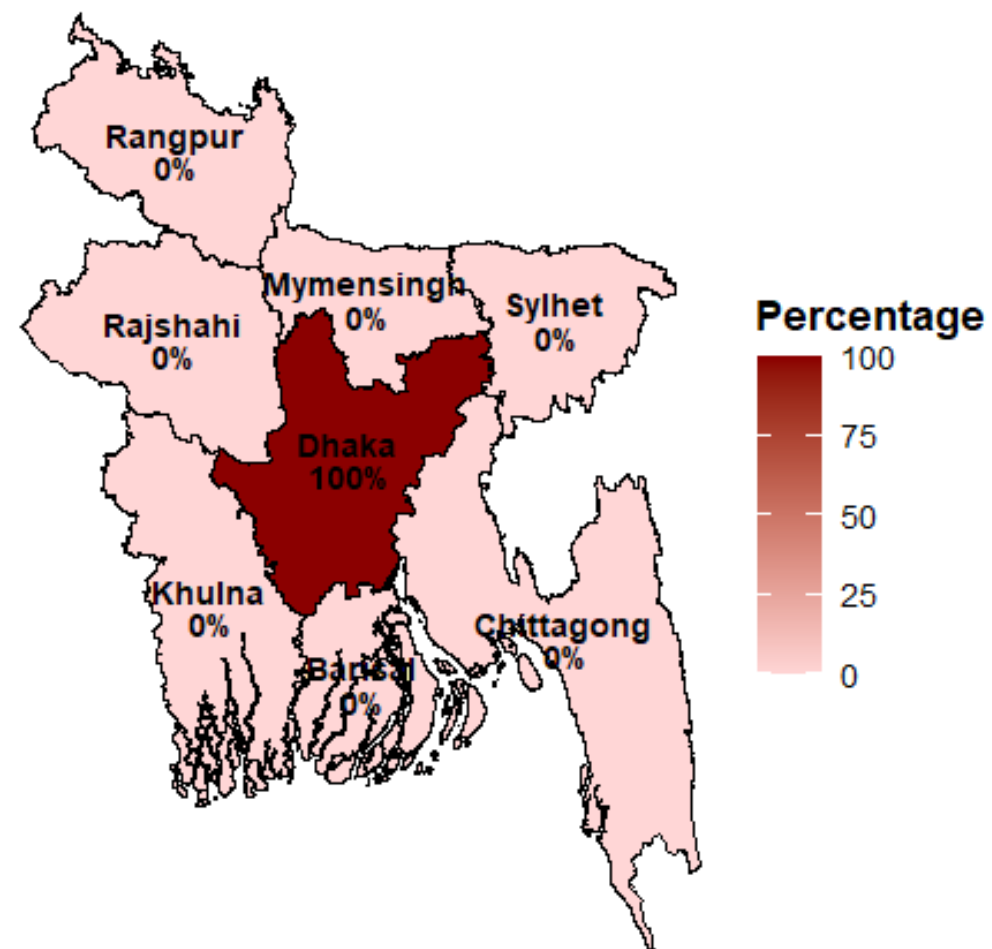


5. METHODOLOGY: DEMAND-SIDE ANALYSIS

Indigenous

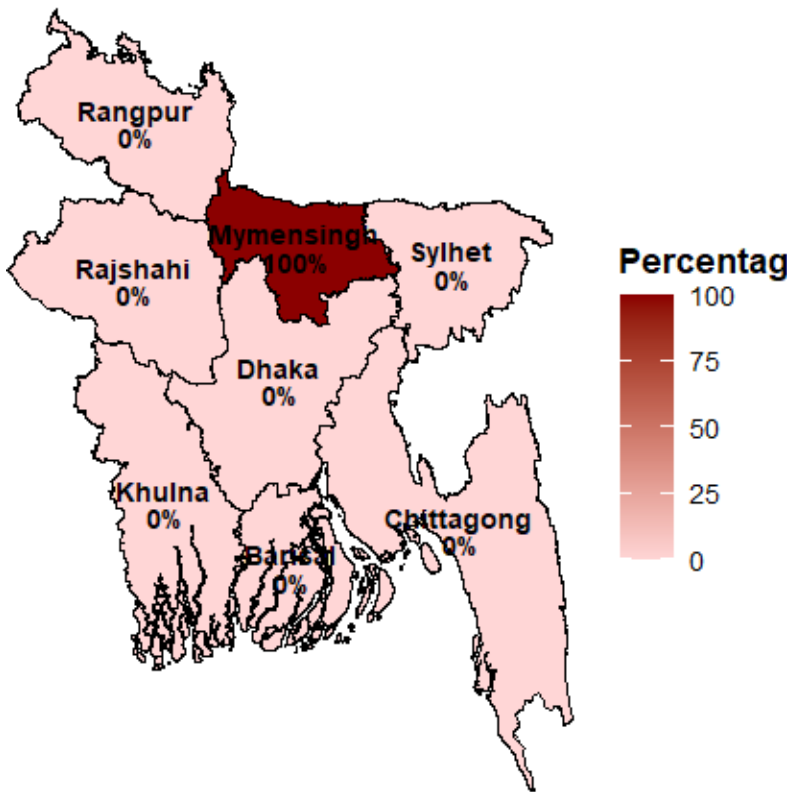


Char Residents

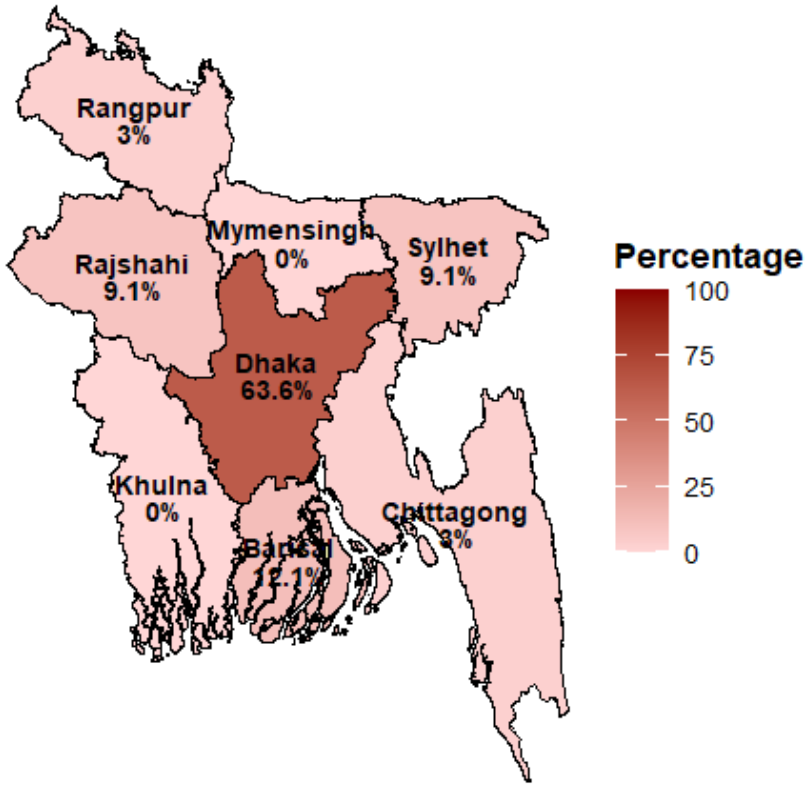


5. METHODOLOGY: DEMAND-SIDE ANALYSIS

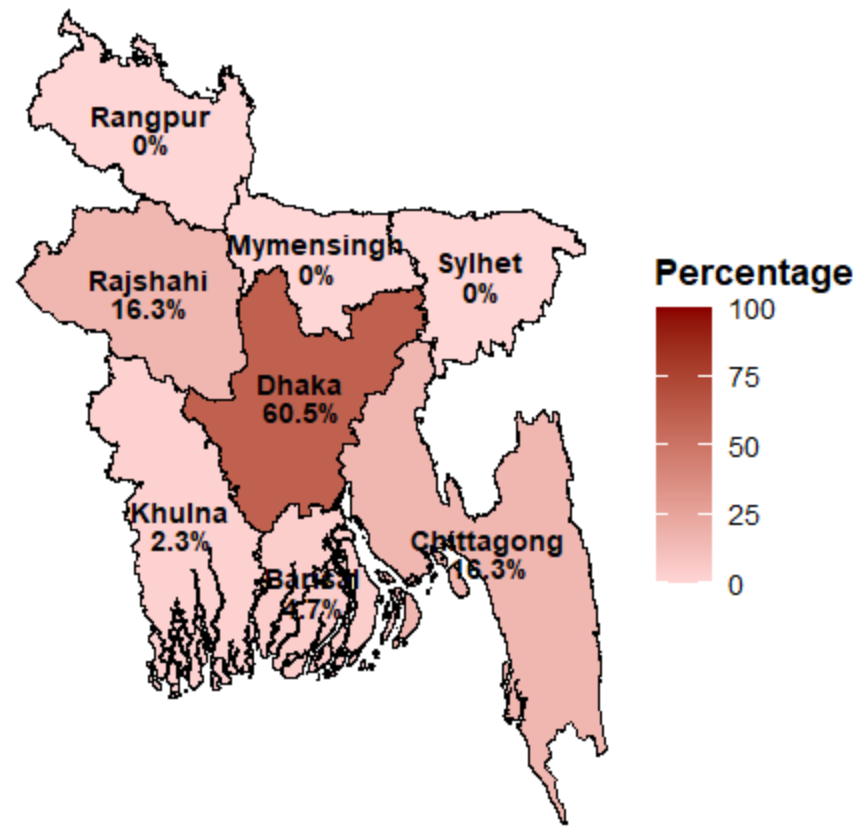
Haor Residents



Slum Residents



PWD



5. METHODOLOGY: SUPPLY-SIDE ANALYSIS

Table: Distribution of Respondents by Office Type and Demography (Supply-side Survey)

UNION-LEVEL OFFICES

Office type	No. of offices surveyed	Percent
Union Agriculture offices	30	10.10%
Union Parishad offices	30	10.10%
Union Social Welfare offices	30	10.10%
Union Digital Centre*	30	10.10%

UPAZILA-LEVEL OFFICES

Office type	No. of offices surveyed	Percent
UNO offices	29	9.80%
Upazila Agriculture Office	30	10.10%
Upazila Land Office	30	10.10%
Upazila Social Welfare offices	29	9.80%
Upazila Women and Children	29	9.80%
Upazila Youth Development offices	30	10.10%
Total	297	100.00%

DIVISION-LEVEL SAMPLE COMPOSITION

Division	Number of offices surveyed	% of sample
Dhaka	90	30.3%
Chittagong	58	19.5%
Rajshahi	40	13.5%
Khulna	30	10.1%
Rangpur	29	9.8%
Barisal	20	6.7%
Sylhet	20	6.7%
Mymensingh	10	3.4%
Total	297	100%

*Union Digital Centre has been excluded from the analysis as it is not an official government entity. Union Digital Centre has been analysed as a case-study under this study

5. METHODOLOGY: SUPPLY-SIDE ANALYSIS

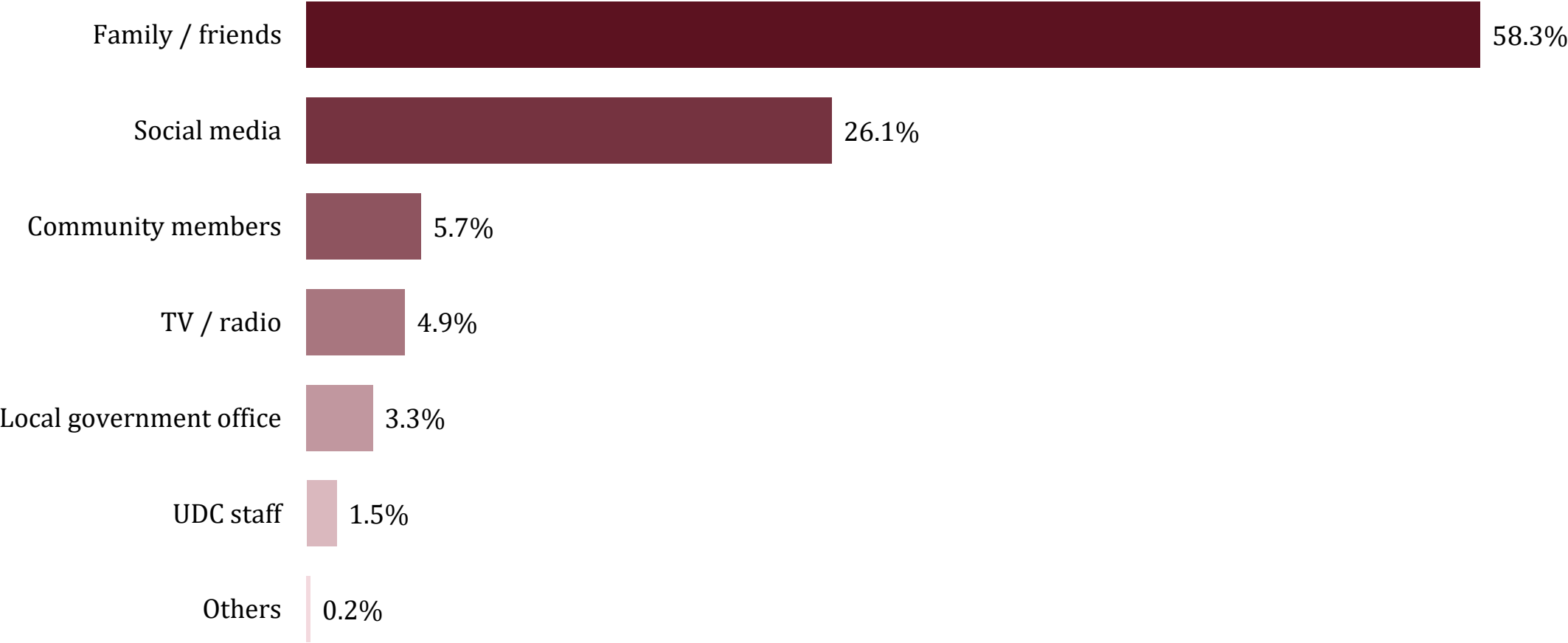
Table: E-governance Preparedness Index Indicators by Dimensions

INFRASTRUCTURE READINESS (17 INDICATORS)		OPERATIONAL READINESS (11 INDICATORS)	CITIZEN-ORIENTED E-SERVICE READINESS (8 INDICATORS)
Computers per 100,000 population	Electronic database system	Official website presence	
Internet speed (raw, standalone)	Breadth of e-governance functions used	Citizen online portal/helpdesk	
UPS units per 100,000 population	Inter-office digital coordination (binary; see note)	24/7 online service availability	
Power backup arrangements	Integration with higher-level government systems	Citizen feedback mechanisms	
Reliability of internet connection	Shared databases	Multi-language services	
Backup internet connection	Computer utilization ratio	Grievance-redress mechanism	
Frequency of internet failure	Frequency of system downtime	Handling of citizen complaints	
Servers per 100,000 population	Data security policy/SOP	Accessibility for persons with disabilities	
Server age	Self-assessed ICT sufficiency		
Dedicated server room	External ICT partnerships		
Climate control/air-conditioning in server rooms	ICT staff per 100,000 population		
ICT maintenance contracts			
Staff trained in data protection			
ICT infrastructure upgrade frequency			
Dedicated ICT personnel			
Physical access controls (server room)			
Cybersecurity record (no reported incident, past 10 years)			

6. FINDINGS FROM THE SURVEY: DEMAND SIDE: WOMEN

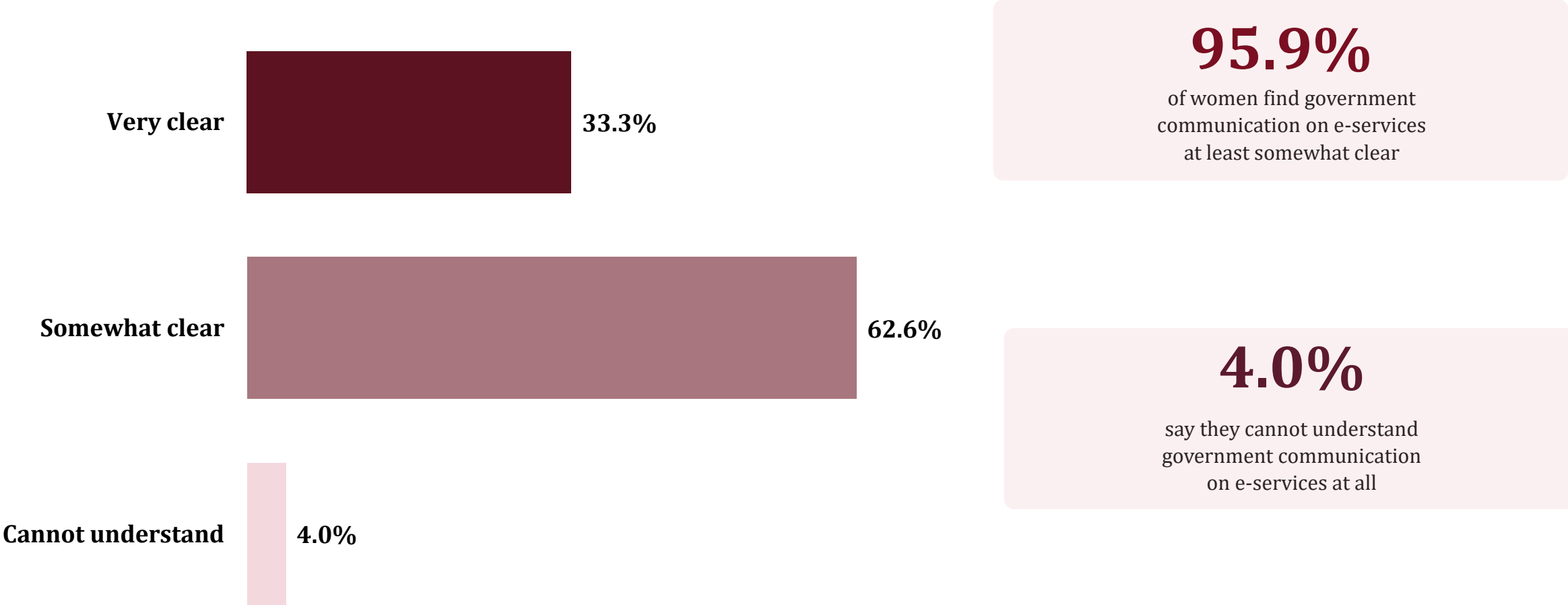
6.1 LEVEL OF AWARENESS

Family and Friends are the Dominant Channel for Learning About E-Services

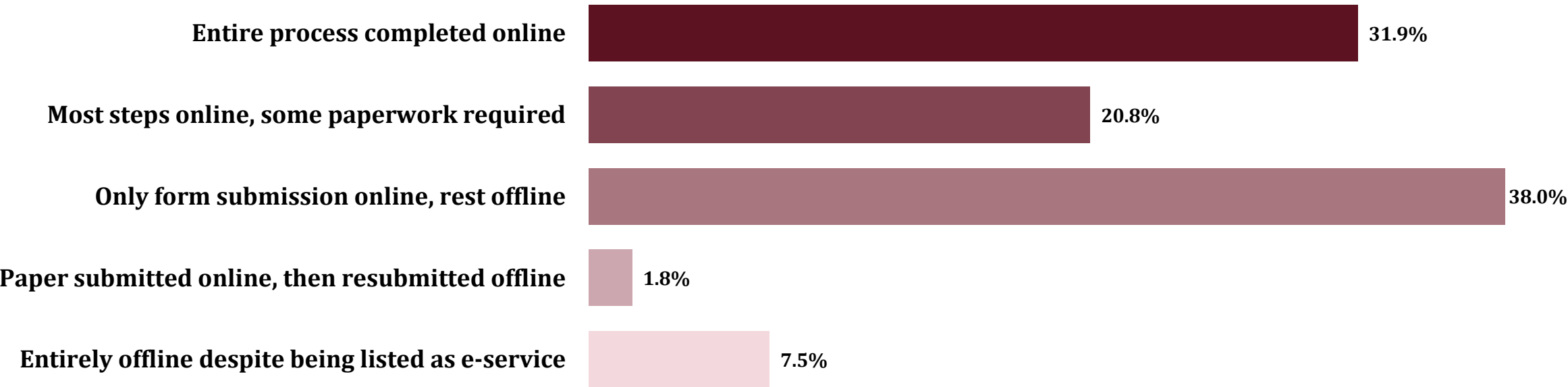


6.1 LEVEL OF AWARENESS

Government Communication on E-Services Is Understood by Most, but Not All



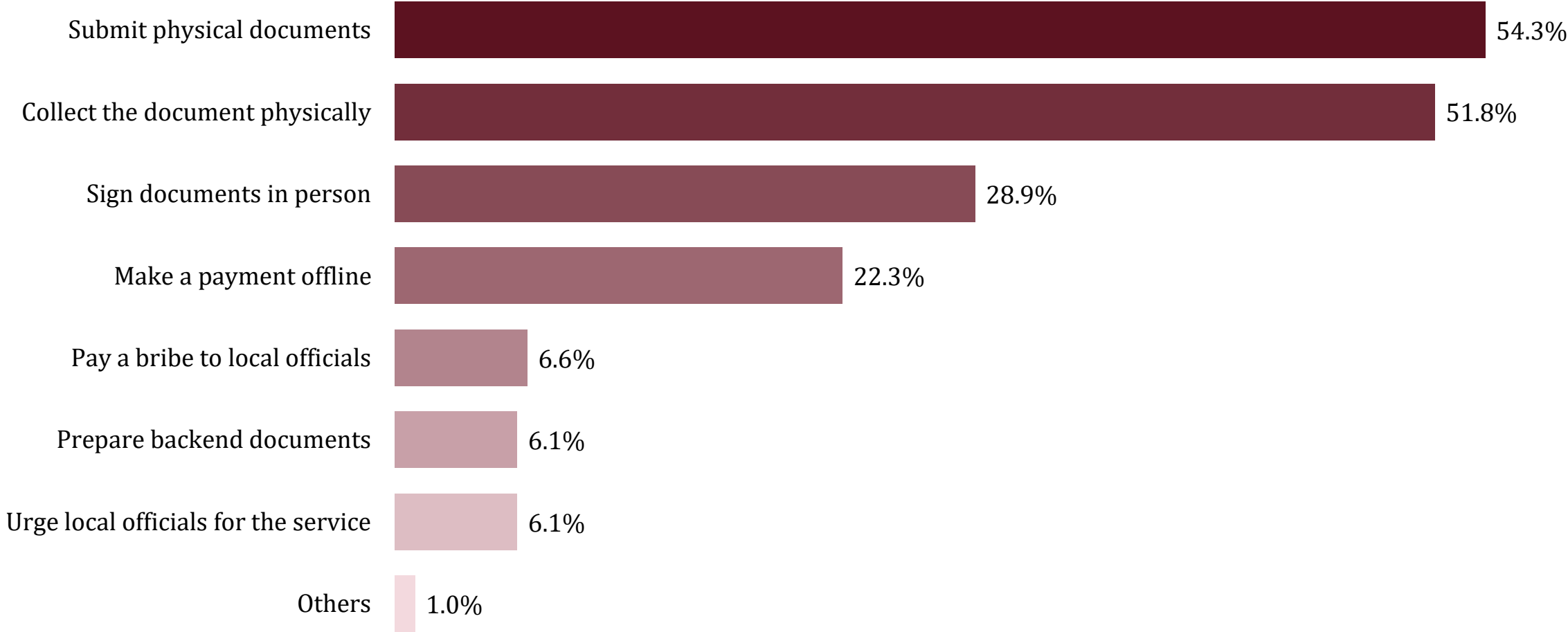
Fully Online Completion of E-Services Remains the Exception



Category	Women-Urban	Women-Rural	Women- Remote
Entire service has to availed offline despite listed as e-service	5.4%	7.1%	14.9%

6.2 NATURE OF INTERACTION

Nominal E-Services Still Demand Significant Offline Effort



6.3 FEEDBACK ON THE SERVICES

Service Name	English Translation	Average Rating by Surveyed Women (out of 7)
যুব সংগঠন নিবন্ধন	Youth organization registration	6
প্রতিবন্ধিতা সনাক্ত করণ	Disability identification	6
কৃষিতে ভর্তুকি ও উৎপাদনে সহায়তা প্রদান	Provision of agricultural subsidy and production assistance	5.93
বিধবা ও স্বামী নিগৃহীতা মহিলা ভাতা	Allowance for widows and husband-deserted women	5.91
কৃষি পণ্য বিপণনে সহায়তা করা	Assistance in agricultural product marketing	5.81
নিবন্ধিত বেসরকারী এতিমখানায় ক্যাপিটেশন গ্রান্ট	Capitation grant to registered private orphanages	5.75
বয়স্ক ভাতা	Elderly allowance / Old age allowance	5.74
ফল বাগান সৃজন ও ব্যবস্থাপনা	Fruit orchard creation and management	5.64
কৃষি উপকরণ সহায়তা প্রদান	Provision of agricultural input assistance	5.63
স্বেচ্ছাসেবী মহিলা সমিতি নিবন্ধন	Registration of voluntary women's associations	5.57
অস্বচ্ছল প্রতিবন্ধী ভাতা	Allowance for financially insolvent persons with disabilities	5.54
বৃত্তি মূলক সেলাই প্রশিক্ষণ কার্যক্রম	Vocational sewing training program	5.45
প্রশিক্ষণ প্রদান	Provision of training	5.44
প্রতিবন্ধী শিক্ষা উপবৃত্তি	Education stipend for students with disabilities	5.43
বসতবাড়ীর আঙ্গিনায় সবজি চাষ	Vegetable cultivation in homestead yards	5.38
নারী ও শিশু নির্যাতন প্রতিরোধ	Prevention of violence against women and children	5.25
নামজারীও জমাভাগ কেসের আদেশের নকলপ্রদান	Issuance of certified copy of mutation and land division orders	5.25
যুব প্রশিক্ষণ	Youth training	5.23
যুব কল্যাণ তহবিলের অনুদান প্রদান	Grant distribution from the Youth Welfare Fund	5.23
যুব ঋণ প্রদান	Provision of youth loans	5.15

6.3 FEEDBACK ON THE SERVICES

Service Name	English Translation	Average Rating by Surveyed Women
আত্ম-কর্মসংস্থান সৃষ্টি (বা প্রশিক্ষিত যুবদের আত্ম-কর্মসংস্থানে উদ্বুদ্ধকরণ ও সহায়তা প্রদান)	Self-employment generation	5.07
দারিদ্র মায়ের জন্য মাতৃত্বকালীন ভাতা প্রদান কর্মসূচী	Maternity allowance program for poor mothers	5.06
দুঃস্থ মহিলাদের আত্ম-কর্মসংস্থানের জন্য ক্ষুদ্র ঋণ কার্যক্রম	Microcredit program for the self-employment of destitute women	5
নামজারী ও জমাভাগ কেসের ডুপ্লিকেট পর্চা প্রদান	Issuance of duplicate record of rights (Khatian) for mutation and land division cases	5
মিস মোকদ্দমার মাধ্যমে রেকর্ডের ভুল সংশোধন	Correction of record errors through miscellaneous cases	5
ভূমিহীনদের মাঝে কৃষি খাসজমি বন্দোবস্ত প্রদান	Settlement/distribution of agricultural khas (public) land among the landless	5
হাট-বাজারের চান্দিনাভিটি একসনা বন্দোবস্ত প্রদান	One-year lease settlement of shop plot land (Chandinaviti) in marketplaces	5
কৃষি তথ্য ও যোগাযোগ প্রযুক্তি সহায়তা	Agricultural information and communication technology (ICT) support	4.78
নামজারী ও জমাভাগ	Land mutation and division	4.75
প্রবেশন ও শিশু সুরক্ষা কার্যক্রম	Probation and child protection activities	4.6
কৃষি প্রযুক্তি সহায়তা	Technical assistance / Technology support for Agriculture	4.35
কৃষি ঋণ প্রাপ্তিতে সহায়তা প্রদান	Assistance in obtaining agricultural loans	4.12

6.3 FEEDBACK ON THE SERVICES

Service Name	English Translation	Average Rating by Surveyed Women
বিধবা ও স্বামী নিগৃহীতা মহিলা ভাতা	Allowance for Widowed and Husband-Deserted Women	5.91
স্বেচ্ছাসেবী মহিলা সমিতি নিবন্ধন	Registration of Voluntary Women's Associations	5.57
বৃত্তি মূলক সেলাই প্রশিক্ষণ কার্যক্রম	Vocational Sewing Training Program	5.45
নারী ও শিশু নির্যাতন প্রতিরোধ	Prevention of Violence Against Women and Children	5.25
দারিদ্র মায়ের জন্য মাতৃত্বকালীন ভাতা প্রদান কর্মসূচী	Maternity Allowance Program for Poor Mothers	5.06
দুঃস্থ মহিলাদের আত্ম-কর্মসংস্থানের জন্য ক্ষুদ্র ঋণ কার্যক্রম	Microcredit Program for the Self-Employment of Destitute Women	5.00

General Services

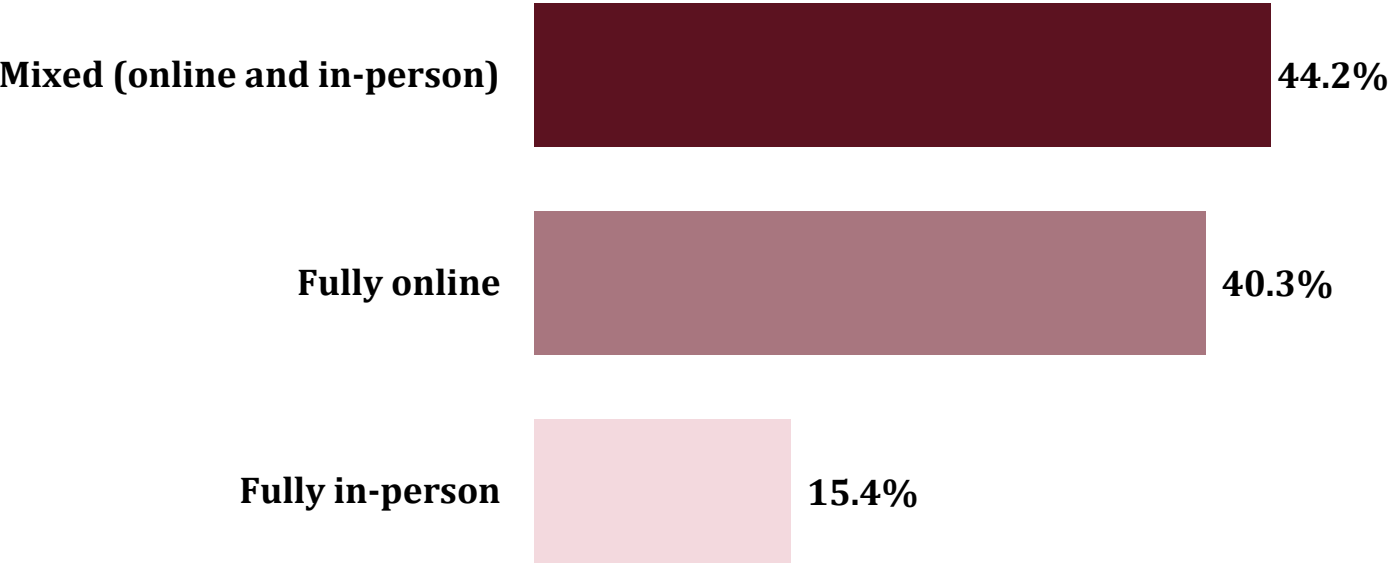
5.3

Women-only Services

5.4

6.3 FEEDBACK ON THE SERVICES

A Mixed Online-and-In-Person Model Is the Most Preferred Delivery Method



418

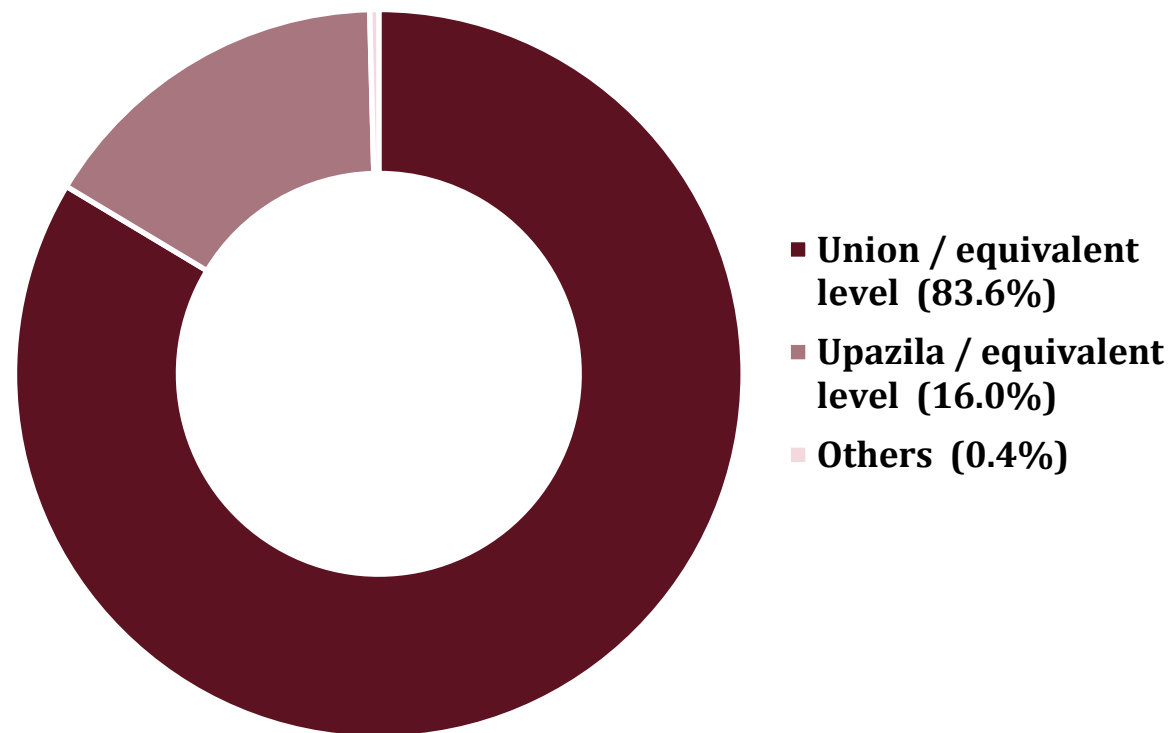
women (44.2%) prefer a mixed
online-and-in-person delivery model

381

women (40.3%) would prefer a
fully online delivery model

6.3 FEEDBACK ON THE SERVICES

Women Prefer to Access Services at the Union Level

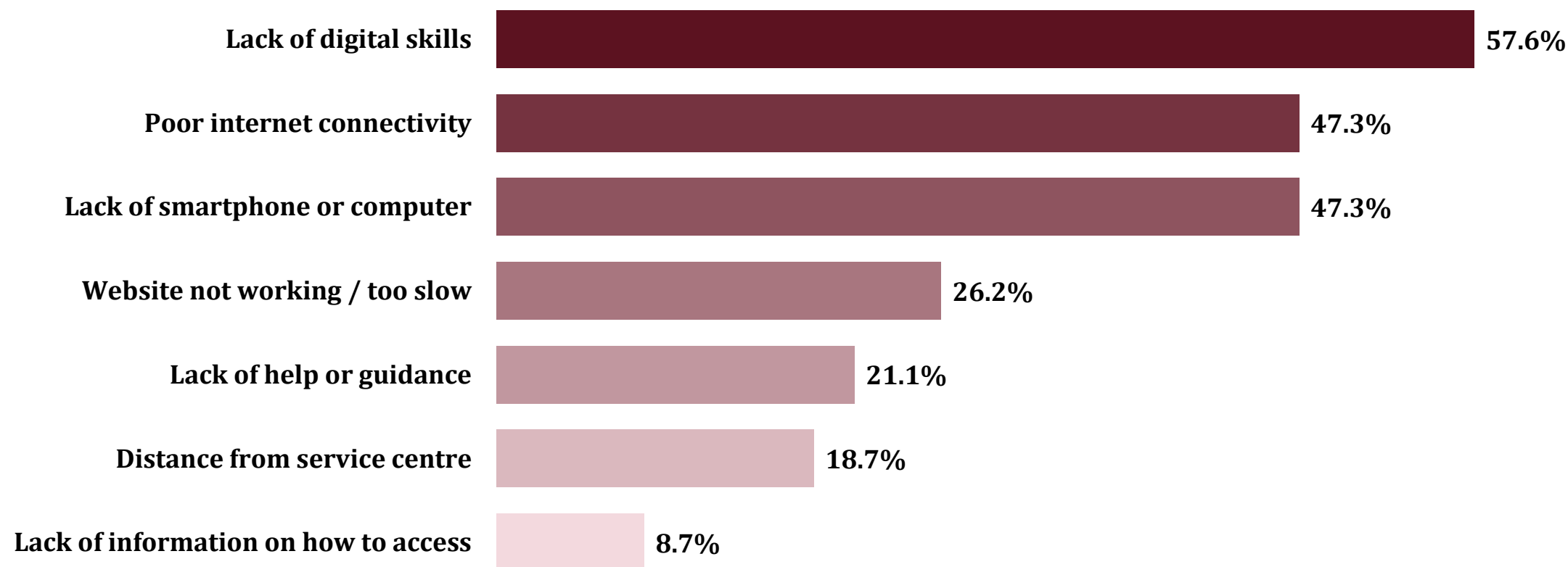


83.6%

of women prefer accessing government services at the Union (or equivalent) level, closer to home

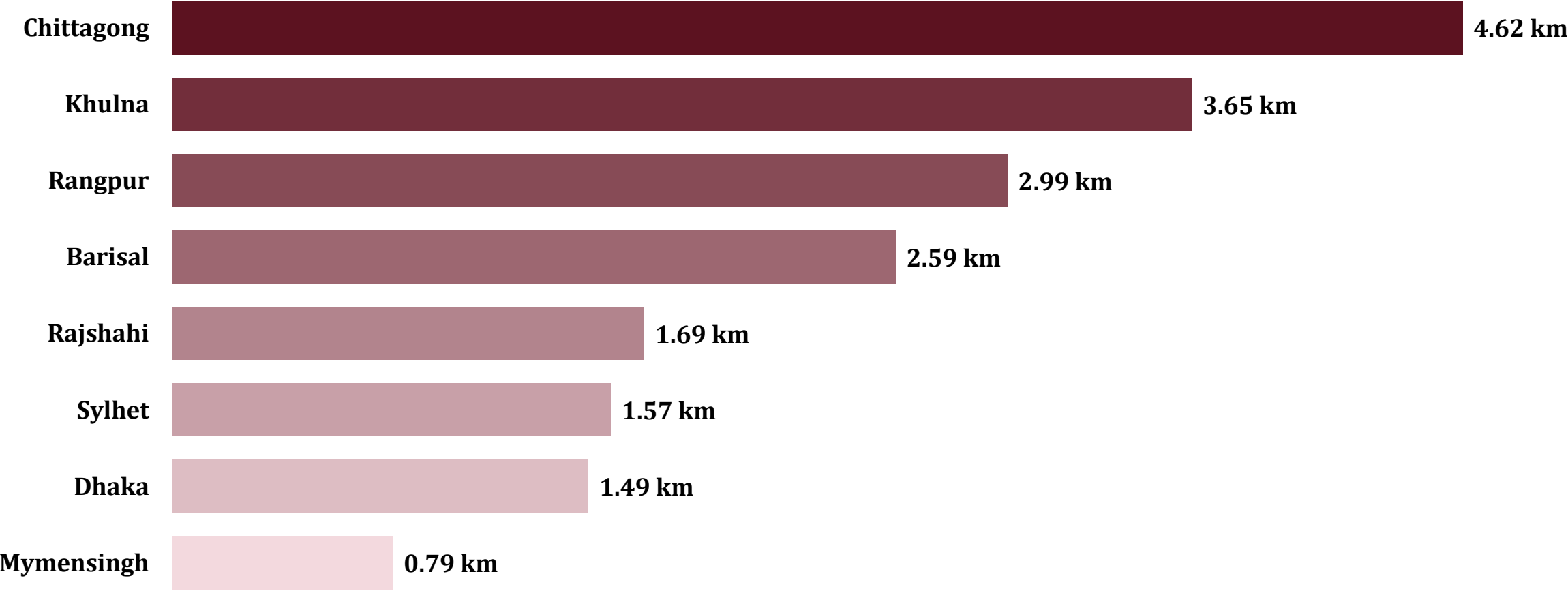
6.4 ACCESSIBILITY BARRIERS

Digital Skills and Device Access Are the Leading Barriers to Using E-Services



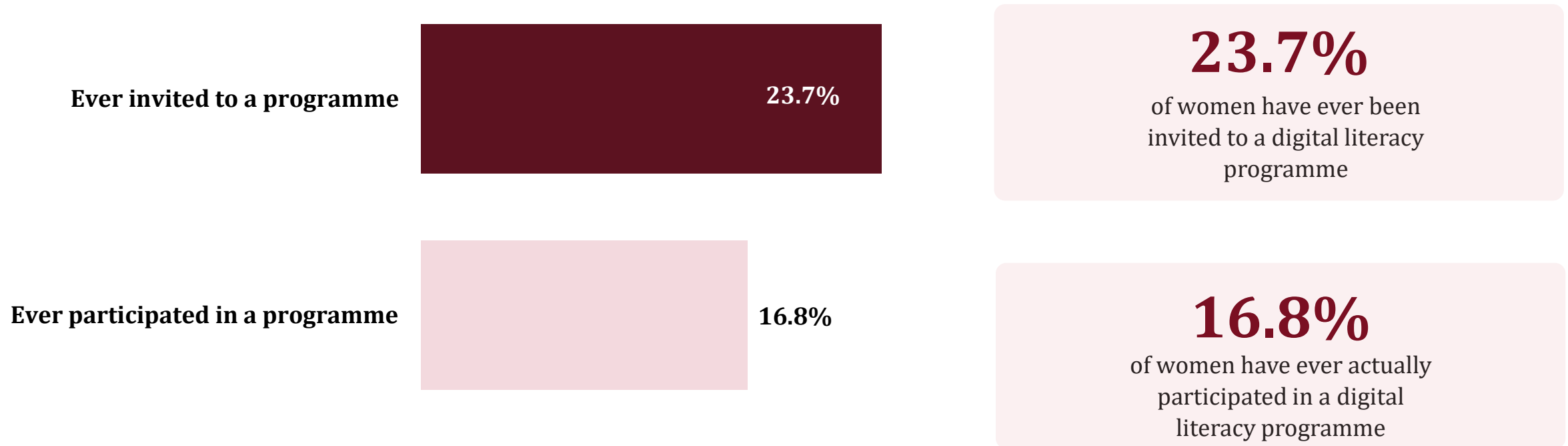
6.4 ACCESSIBILITY BARRIERS

Travel Distance to Reach an E-Service Point Varies Nearly Six-Fold by Division

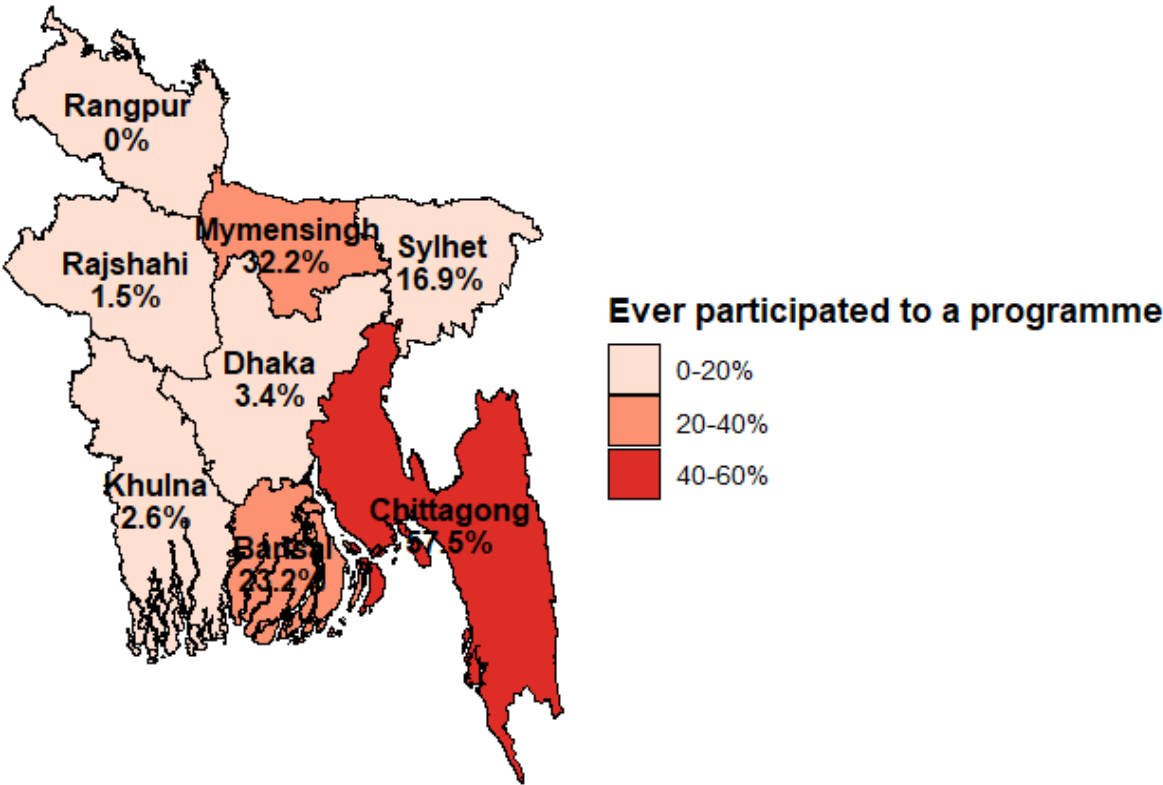
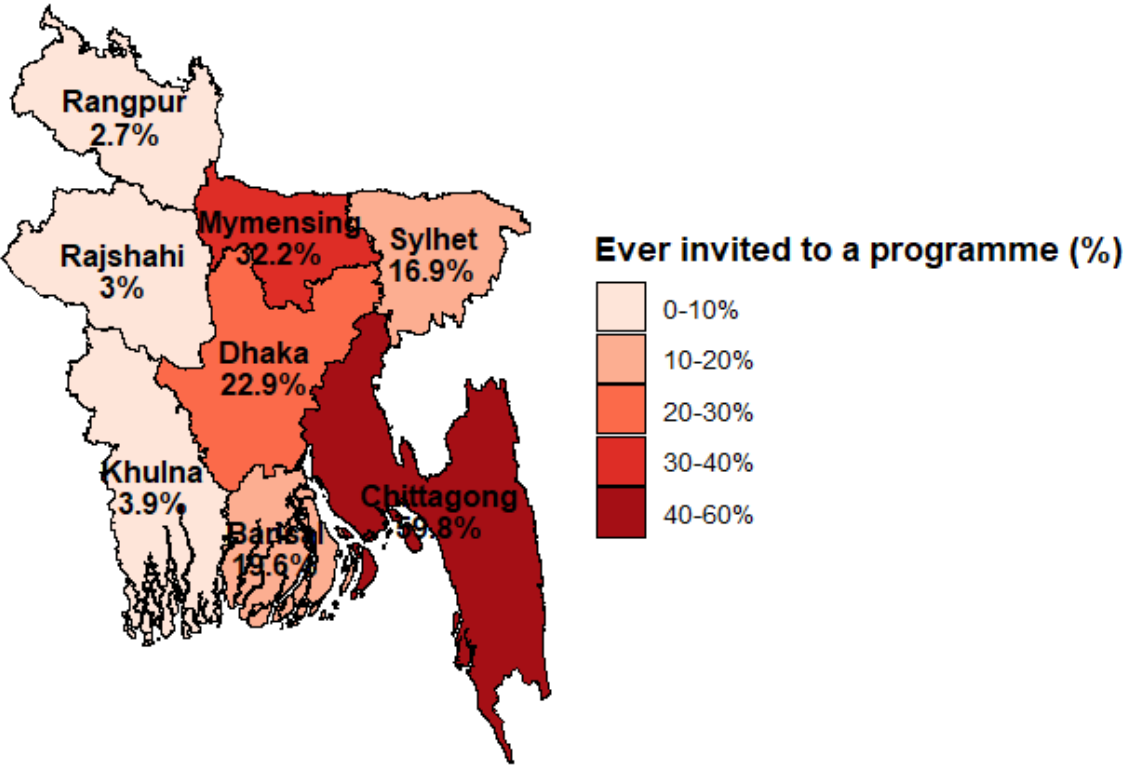


6.4 ACCESSIBILITY BARRIERS

Formal Digital Literacy Training Reaches Fewer Than 1 in 4 Women

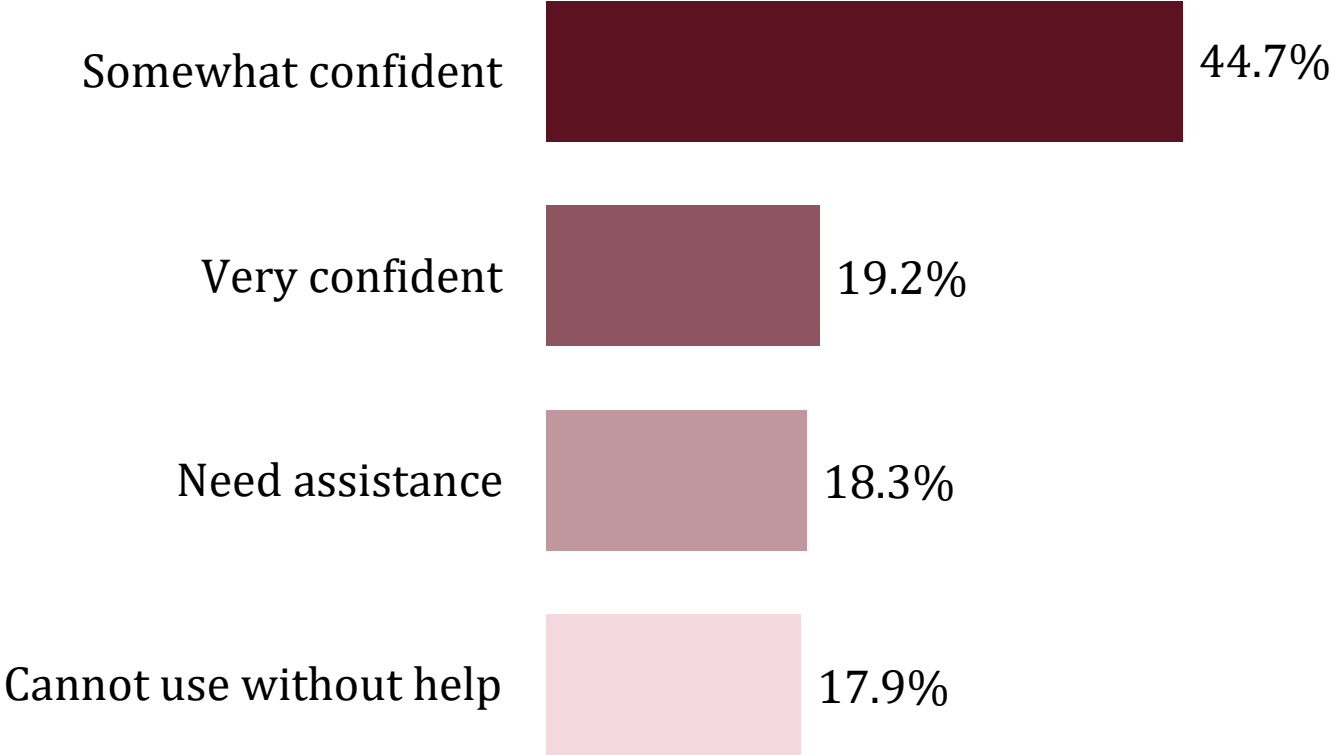


6.4 ACCESSIBILITY BARRIERS



6.4 ACCESSIBILITY BARRIERS

Confidence Using E-Services Independently Is Moderate

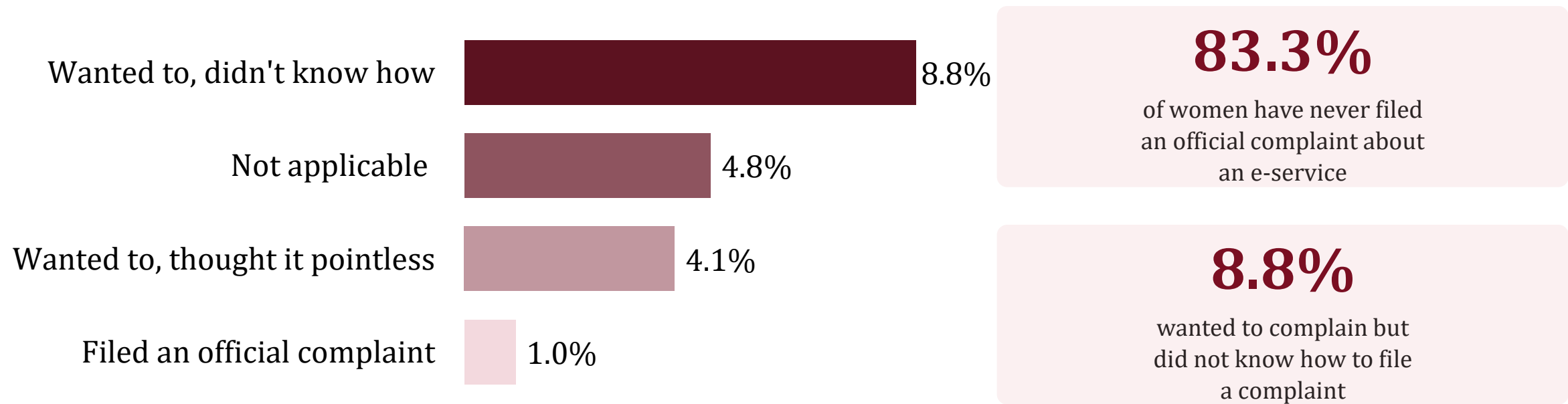


44.7%
of women feel only
“somewhat confident” using
e-services without help

19.2%
of women feel “very
confident” using e-services
without help

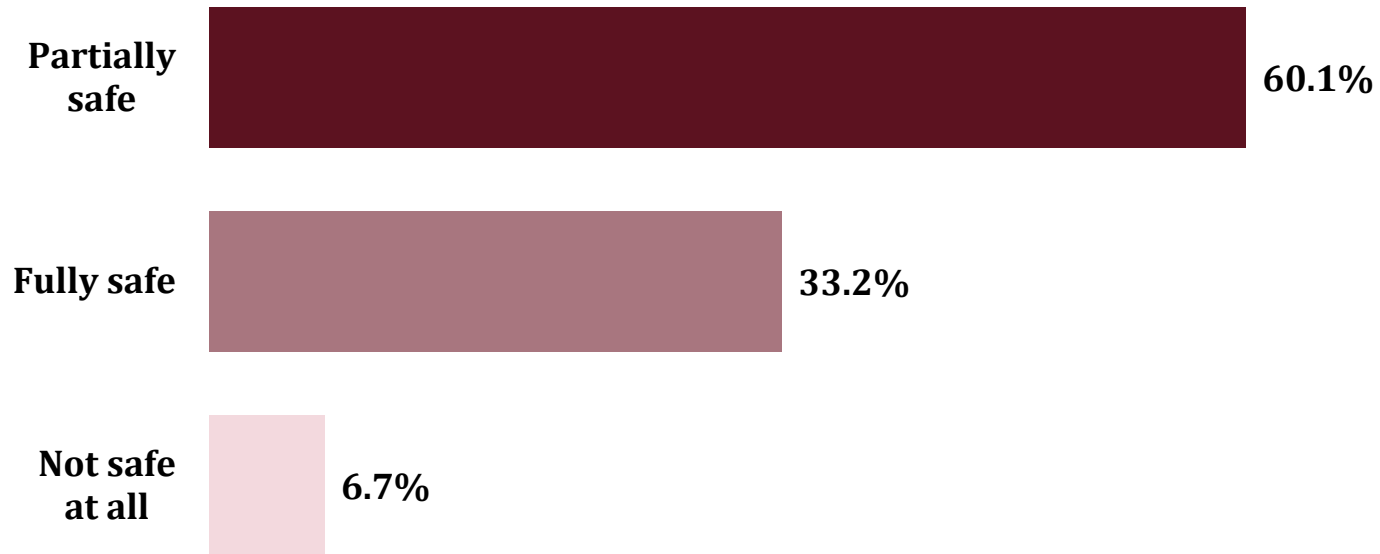
6.4 ACCESSIBILITY BARRIERS

Grievance Mechanisms are Barely Used



6.5 PRIVACY AND TRUST

Most Women Feel Only Partially Safe Sharing Personal Information



33.2%

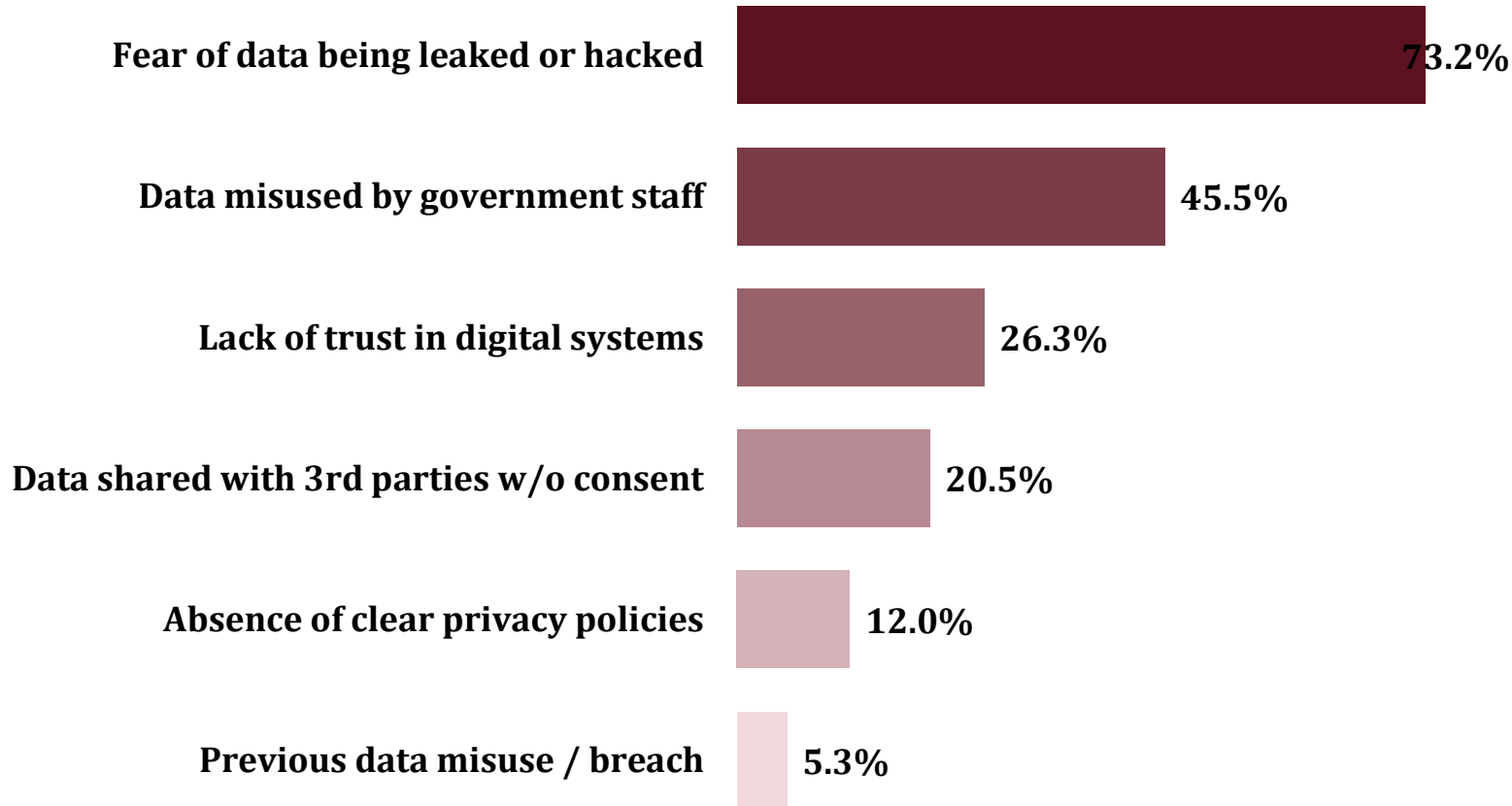
feel fully safe sharing personal
information via government
e-services

16.6%

are fully aware of what personal
information is collected when
using e-services

6.5 PRIVACY AND TRUST

Fear of Data Breach Is the Dominant Driver of Feeling Unsafe



73.2%

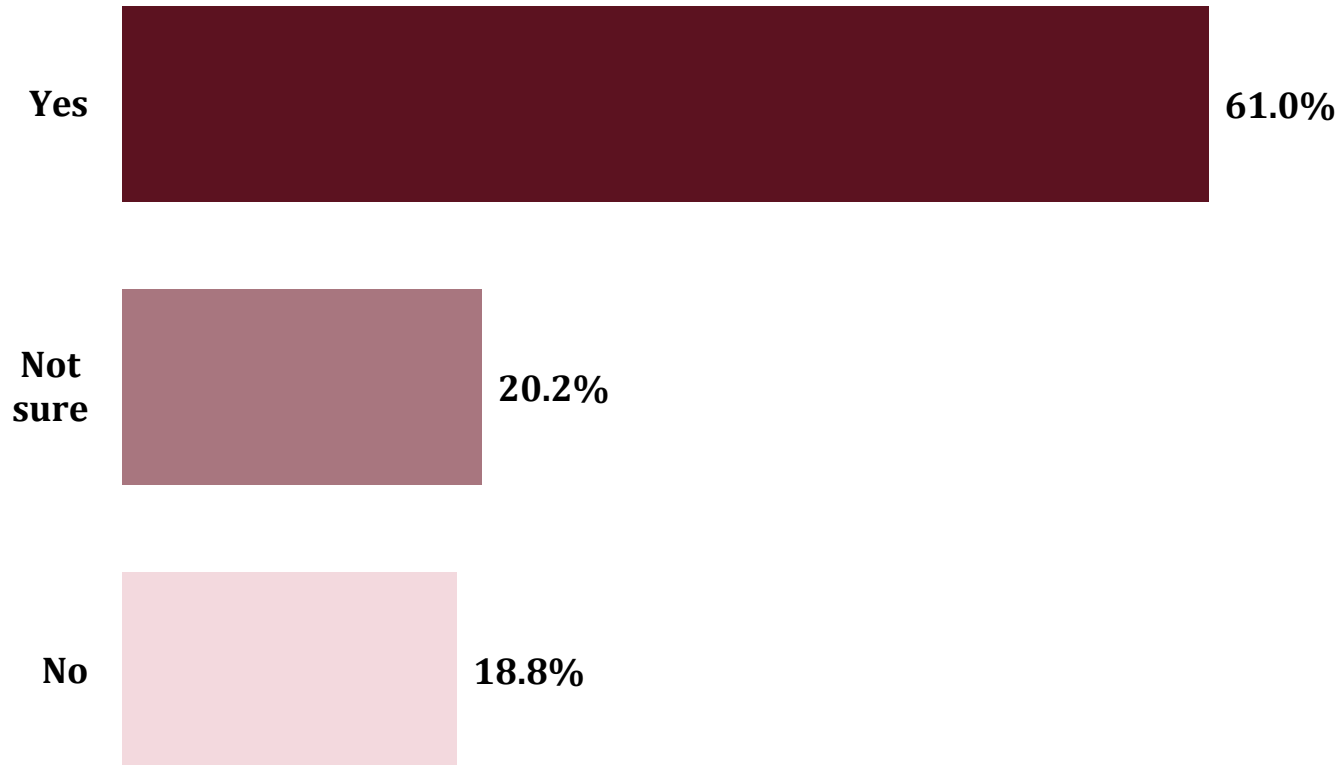
cite fear of personal data
being leaked or hacked —
the top reason cited

45.5%

cite concern that data could
be misused by government
staff

6.5 PRIVACY AND TRUST

A Majority of Women Report Undesired Contact After Using E-Services

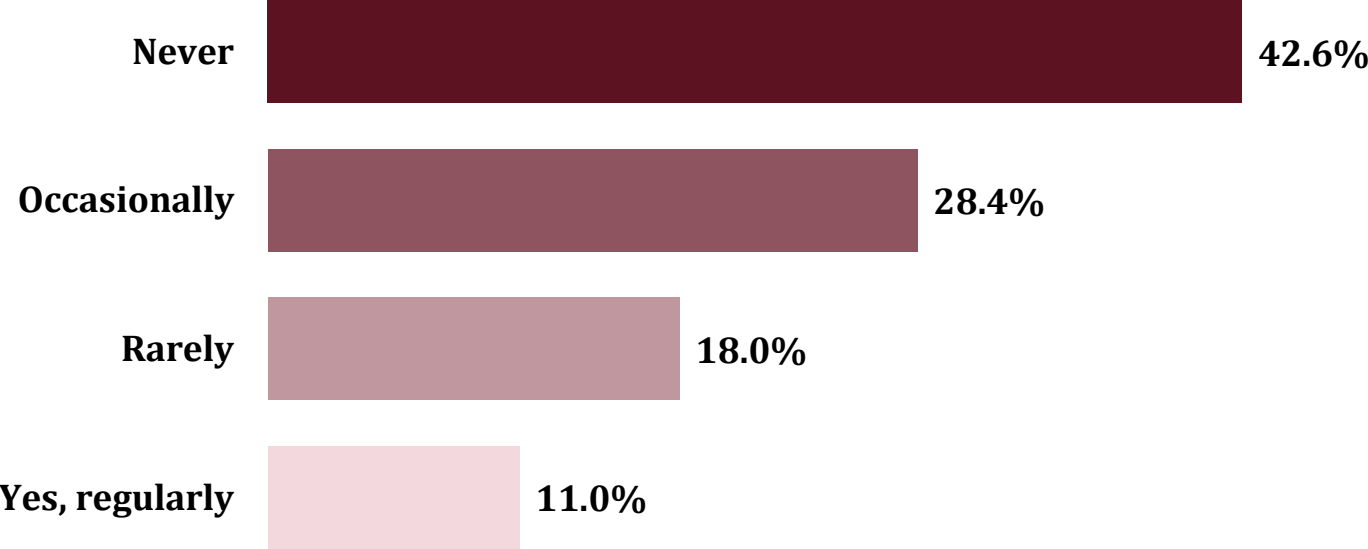


61.0%

of women report receiving unauthorised communications after using an e-service

6.6 INCLUSIVENESS AT LOCAL LEVEL

Most Women Have Never Participated in Local Government Decision-Making



42.6%

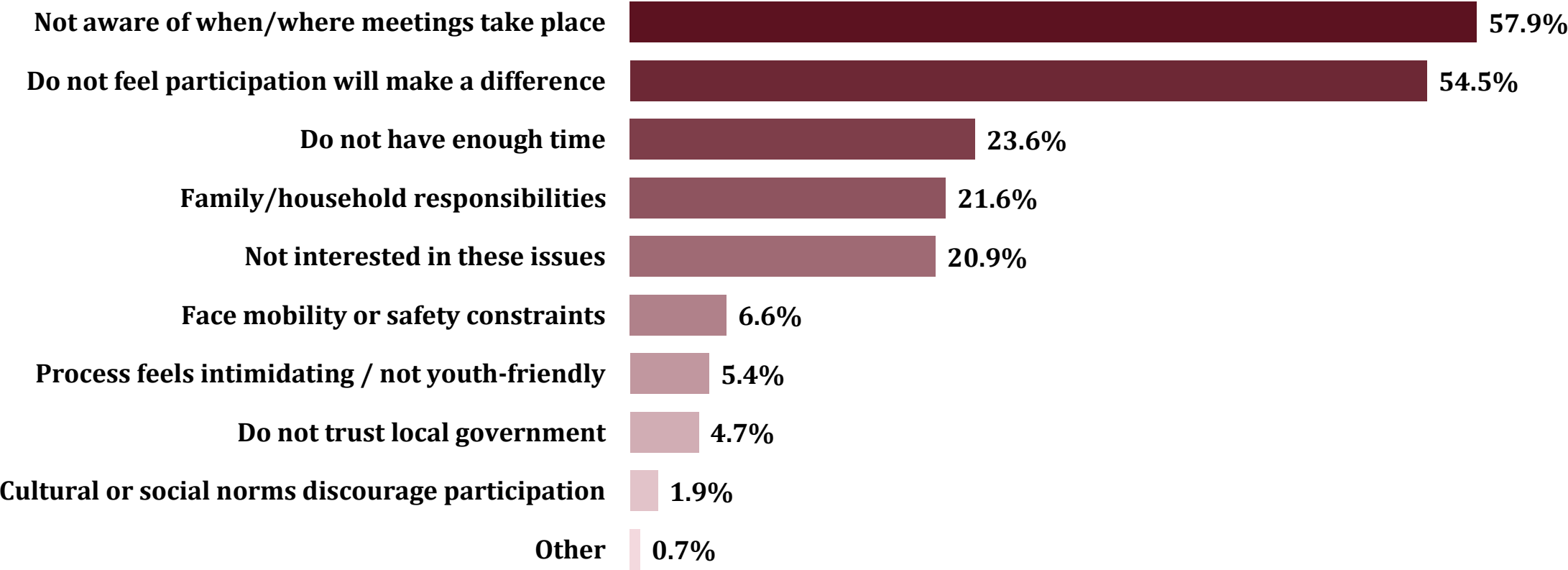
of women have never participated in
local government decision-making

11.0%

participate regularly — the smallest
of the four response groups

6.6 INCLUSIVENESS AT LOCAL LEVEL

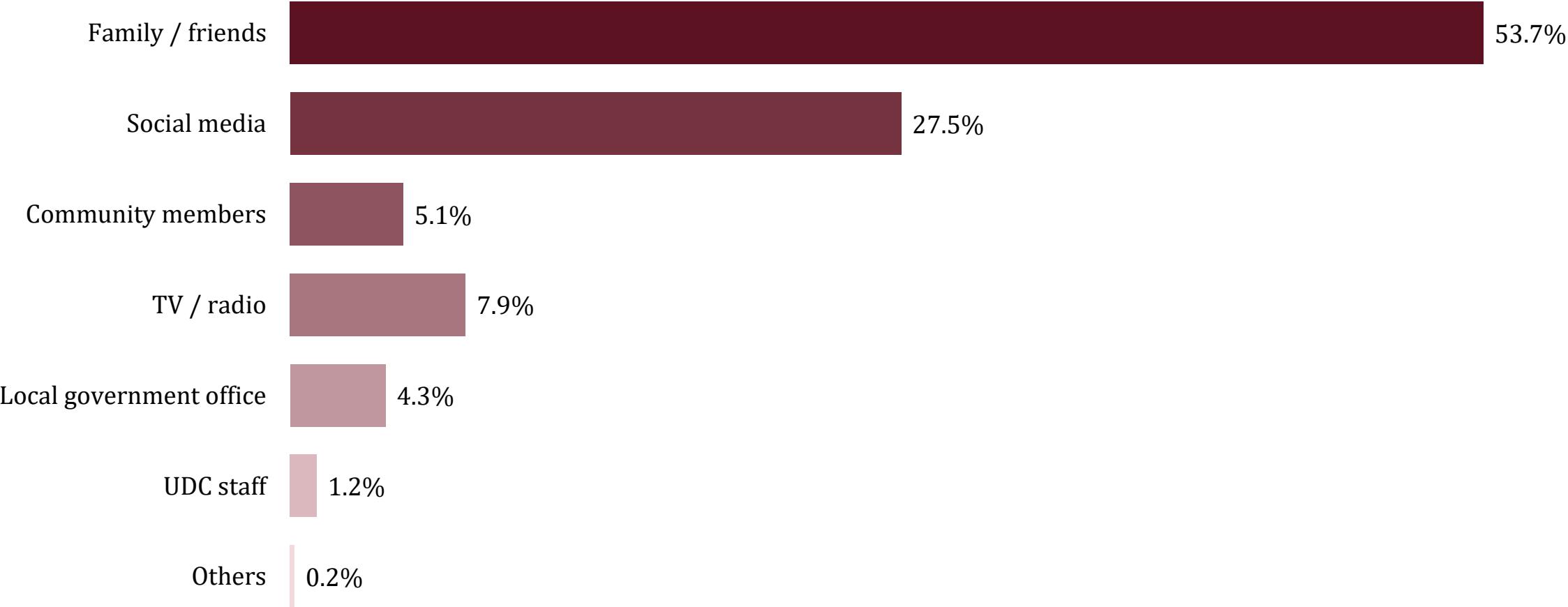
Lack of Information and Perceived Futility Are the Leading Barriers



7. FINDINGS FROM THE SURVEY: DEMAND SIDE: YOUTH

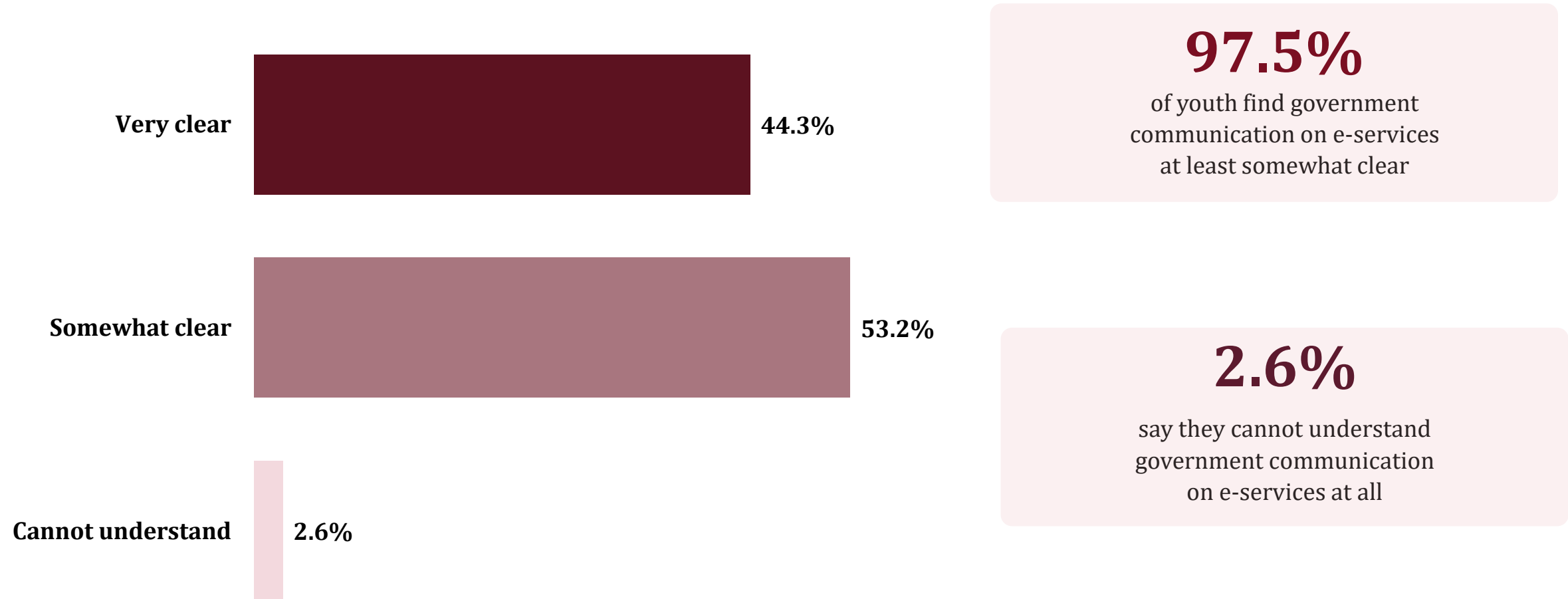
7.1 LEVEL OF AWARENESS

Family and Friends are the Dominant Channel for Learning for Youth as well



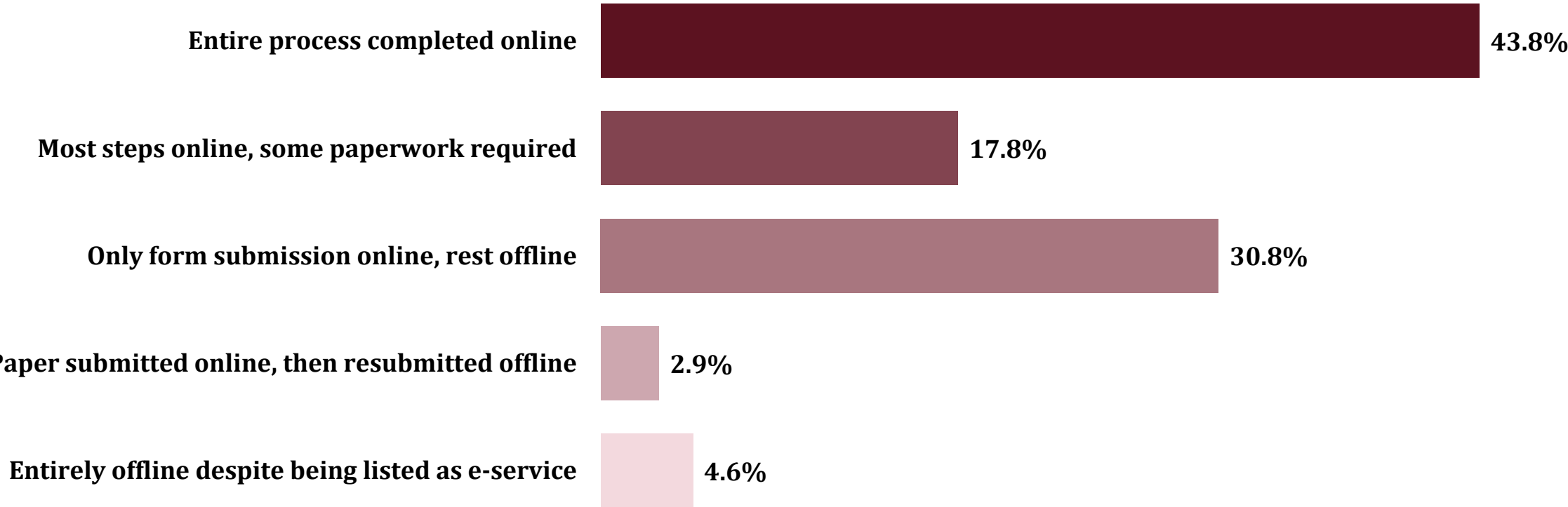
7.1 LEVEL OF AWARENESS

Government Communication on E-Services Is Understood by Most



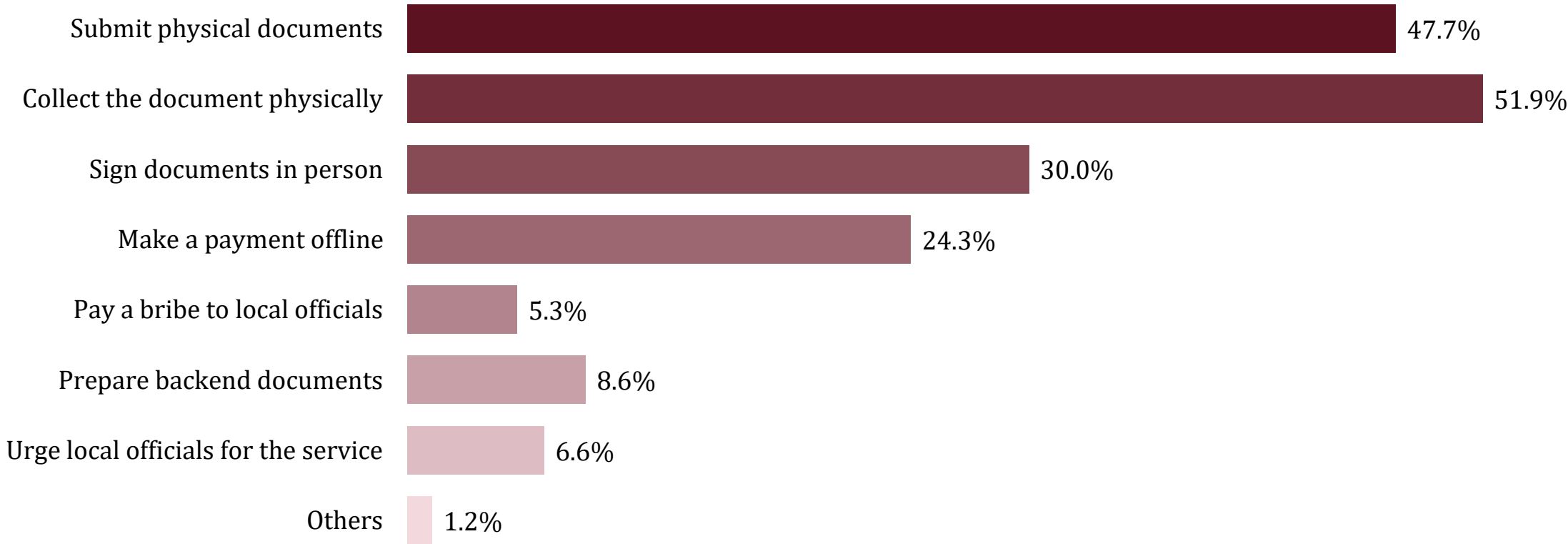
7.2 NATURE OF INTERACTION

Relatively less offline effort is required for youth to avail eservices



7.2 NATURE OF INTERACTION

Submission and collection of documents physically remain core offline activities



7.3 FEEDBACK ON THE SERVICES

Service Name in Bangla5	English Translation	Average Rating
সফল আত্মকর্মী/ যুব সংগঠক হিসেবে বিদেশ ভ্রমণ	Foreign travel for successful self-employed individuals'/youth organizers	6.09
বালাইনাশকের খুচরা ও পাইকারী বিক্রেতার লাইসেন্স প্রদান	Issuing retail and wholesale pesticide licenses	5.93
কৃষিতে ভর্তুকি ও উৎপাদনে সহায়তা প্রদান	Providing agricultural subsidies and production support	5.88
যুব সংগঠন নিবন্ধন	Registration of youth organizations	5.87
জাতীয় যুব পুরস্কার প্রদান	Awarding the National Youth Award	5.87
কৃষি উপকরণ সহায়তা প্রদান	Providing agricultural input support	5.84
দগ্ধ ও প্রতিবন্ধী পুনর্বাসন কার্যক্রম	Rehabilitation program for burn victims and persons with disabilities	5.82
কৃষি পণ্য বিপণনে সহায়তা করা	Assisting in the marketing of agricultural products	5.71
প্রতিবন্ধী শিক্ষা উপবৃত্তি	Stipend for students with disabilities	5.64
কৃষি পণ্যের মূল্য সংযোজনে সহায়তা	Assisting in value addition of agricultural products	5.55
ফল বাগান সৃজন ও ব্যবস্থাপনা	Fruit orchard establishment and management	5.52
অস্বচ্ছল প্রতিবন্ধী ভাতা	Allowance for financially insolvent persons with disabilities	5.52
বসতবাড়ীর আঙ্গিনায় সবজি চাষ	Homestead vegetable cultivation	5.5
সার ডিলার ও খুচরা সার বিক্রেতা নিয়োগ	Appointment of fertilizer dealers and retail sellers	5.45
কৃষি ঋণ প্রাপ্তিতে সহায়তা প্রদান	Assisting in obtaining agricultural credit	5.45
বৃত্তিমূলক সেলাই প্রশিক্ষণ কার্যক্রম	Vocational sewing training program	5.39
কৃষি পুনর্বাসনে সহায়তা	Support for agricultural rehabilitation	5.31
১০ টাকার বিনিময়ে ব্যাংকে হিসাব খুলতে সহায়তা প্রদান	Assistance in opening bank accounts for 10 Taka	5.29
দুঃস্থ মহিলাদের আত্ম-কর্মসংস্থানের জন্য ক্ষুদ্র ঋণ কার্যক্রম	Microcredit program for the self-employment of distressed women	5.27
যুব প্রশিক্ষণ	Youth training	5.24
নারী ও শিশু নির্যাতন প্রতিরোধ	Prevention of violence against women and children	5.19
আত্ম-কর্মসংস্থান সহায়তা	Self-employment support	5.18

7.3 FEEDBACK ON THE SERVICES

Service Name in Bangla	English Translation	Average Rating
দারিদ্র মায়ের জন্য মাতৃত্বকালীন ভাতা প্রদান কর্মসূচী	Maternity allowance program for poor mothers	5.17
যুব ঋণ প্রদান	Disbursement of youth loans	5.12
নামজারী ও জমাভাগ কেসের ডুপ্লিকেট পর্চা প্রদান	Issuing duplicate record (Porcha) copies of mutation and sub-division cases	5.12
সমন্বিত সম্প্রসারণ সেবা প্রদান	Providing integrated extension services	5.11
যুব কল্যাণ তহবিলের অনুদান প্রদান	Disbursement of grants from the Youth Welfare Fund	5.1
নামজারী ও জমাভাগ	Mutation and sub-division (Jama Bhag)	5.06
নারী ও শিশু নির্যাতন প্রতিরোধ সেল	Prevention of Violence Against Women and Children Cell	5.08
নামজারী ও জমাভাগ কেসের আদেশের নকল প্রদান	Issuing certified copies of orders for mutation and sub-division cases	5.01
মিস মোকদ্দমার মাধ্যমে রেকর্ডের ভুল সংশোধন	Correction of record errors through miscellaneous (Misc.) cases	5
কৃষি ঋণ প্রাপ্তিতে সহায়তা প্রদান	Assisting in obtaining agricultural credit	4.77
দেওয়ানী আদালতের রায়/আদেশমূলে রেকর্ড সংশোধন	Correction of land records based on Civil Court judgments/orders	4.56
প্রযুক্তি সহায়তা	Technical assistance	4.47
কৃষি তথ্য ও যোগাযোগ প্রযুক্তি সহায়তা	Agricultural information and communication technology (ICT) support	4.36
অকৃষি খাসজমি বন্দোবস্ত প্রদান	Settlement of non-agricultural government-owned (Khas) land	3.95
মান সম্মত বীজ উৎপাদনে সহায়তা করা	Assisting in quality seed production	3.74

General Services

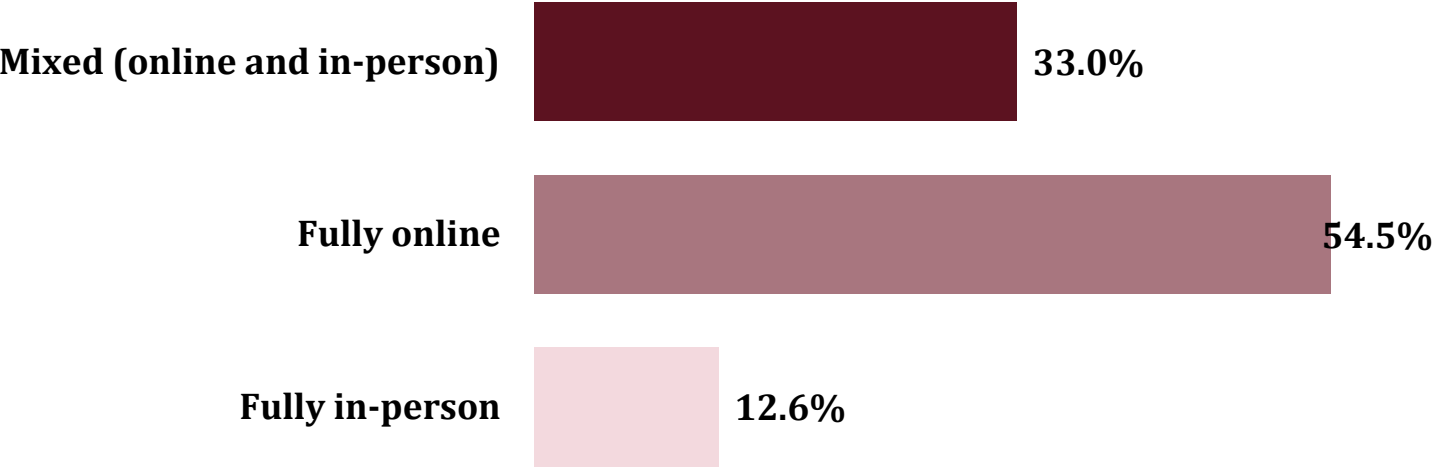
5.2

Youth-only Services

5.5

7.3 FEEDBACK ON THE SERVICES

Online Model Is the Most Preferred Delivery Method for Youth



742

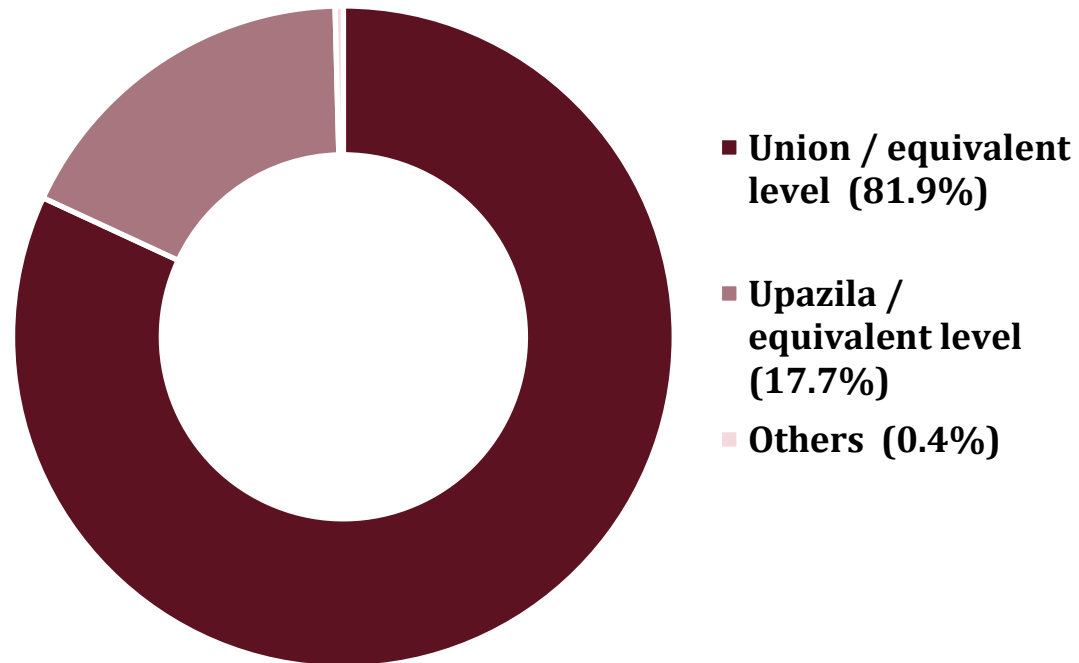
youth (54.5%) prefer a fully
online delivery model

449

youth (33.0%) prefer a mixed
online-and-in-person delivery model

7.3 FEEDBACK ON THE SERVICES

Youth also Overwhelmingly Prefer to Access Services at the Union Level

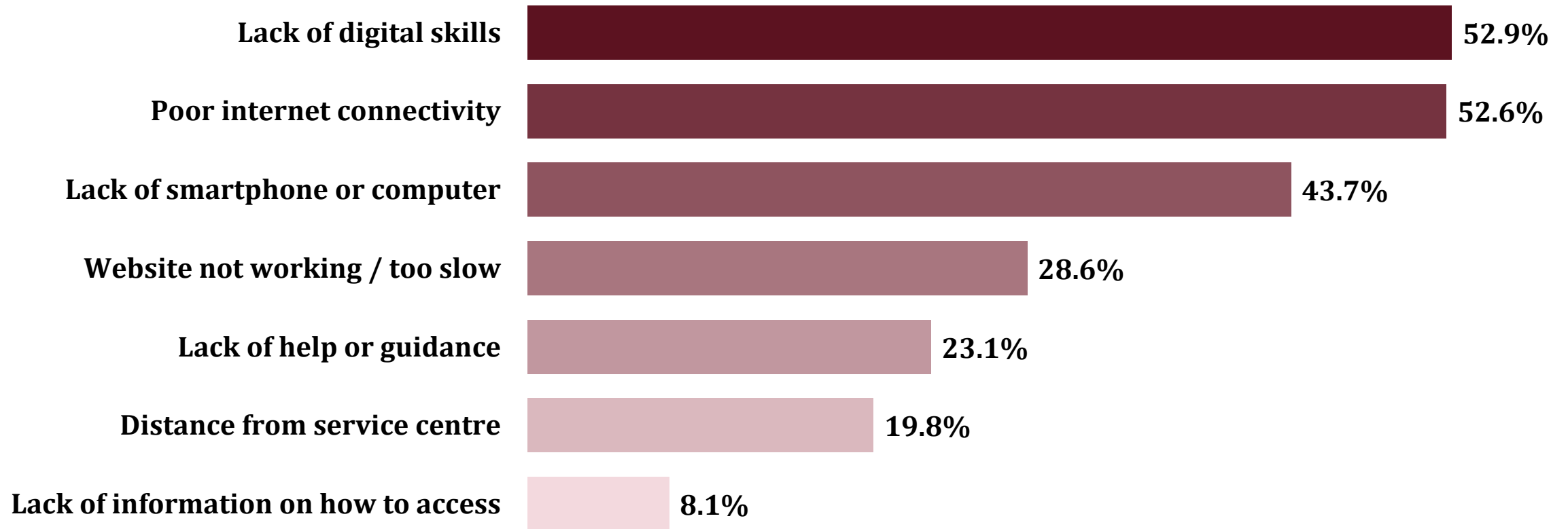


81.9%

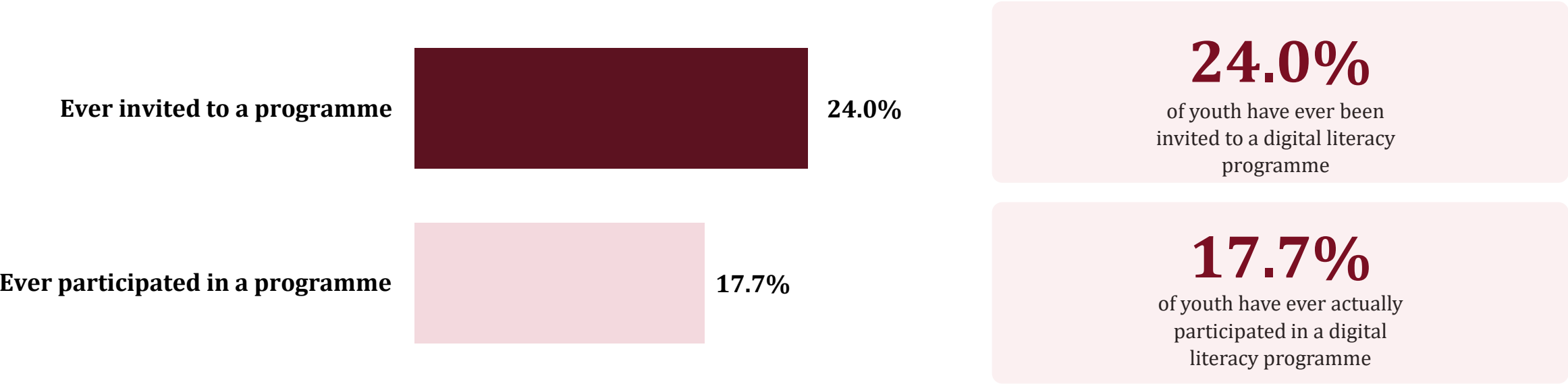
of youth prefer accessing government services at the Union (or equivalent) level, closer to home

7.4 ACCESSIBILITY BARRIERS

Digital Skills and Device Access Are the Leading Barriers to Using E-Services

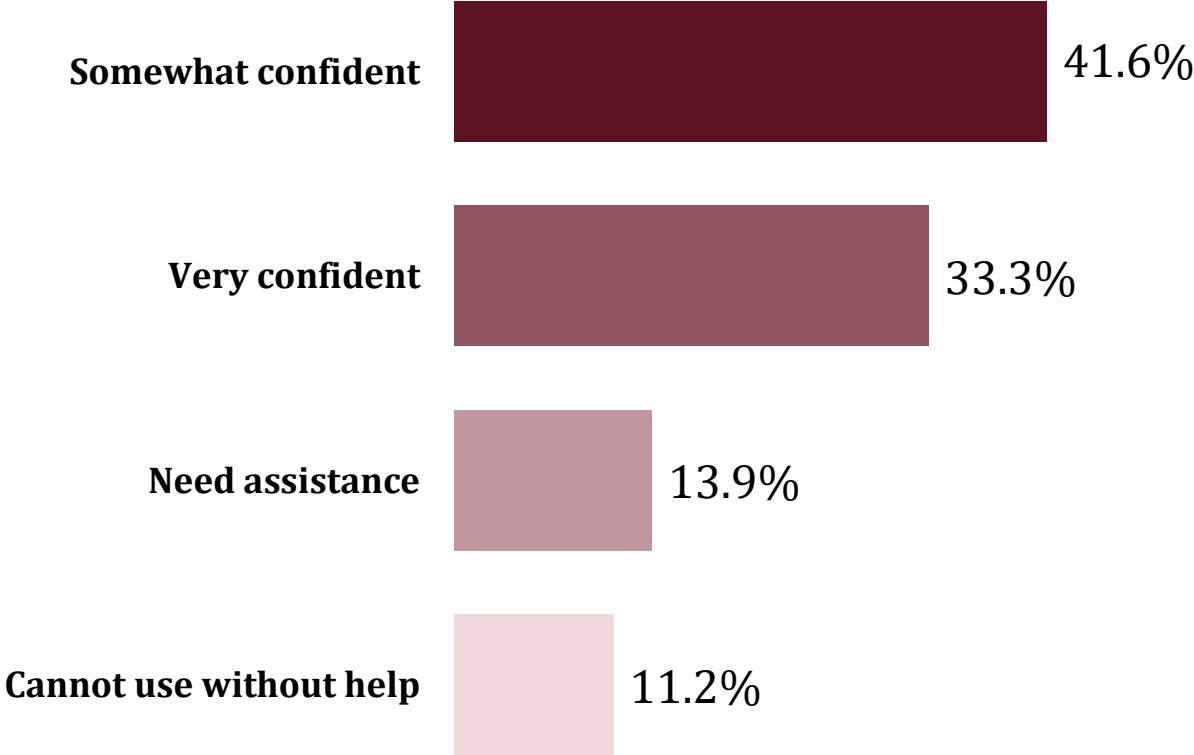


7.4 ACCESSIBILITY BARRIERS



7.4 ACCESSIBILITY BARRIERS

Confidence Using E-Services Independently Is Moderate,



41.6%

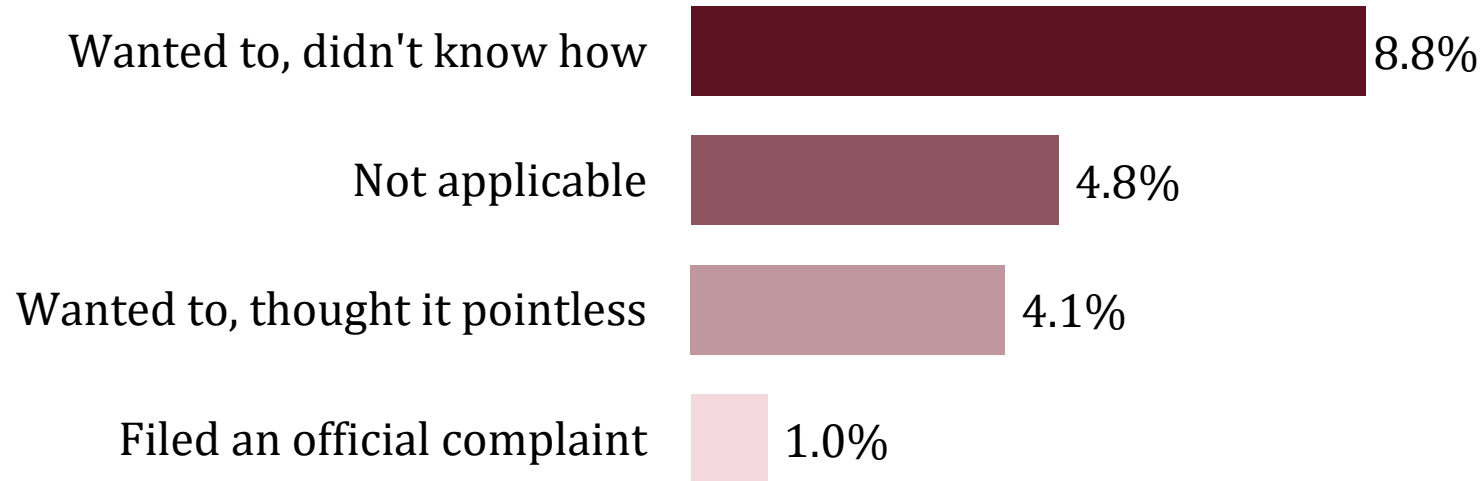
of youth feel only
“somewhat confident” using
e-services without help

33.3%

of youth feel “very
confident” using e-services
without help

7.4 ACCESSIBILITY BARRIERS

Grievance mechanisms to report against the e-services gap are barely used



78.9%

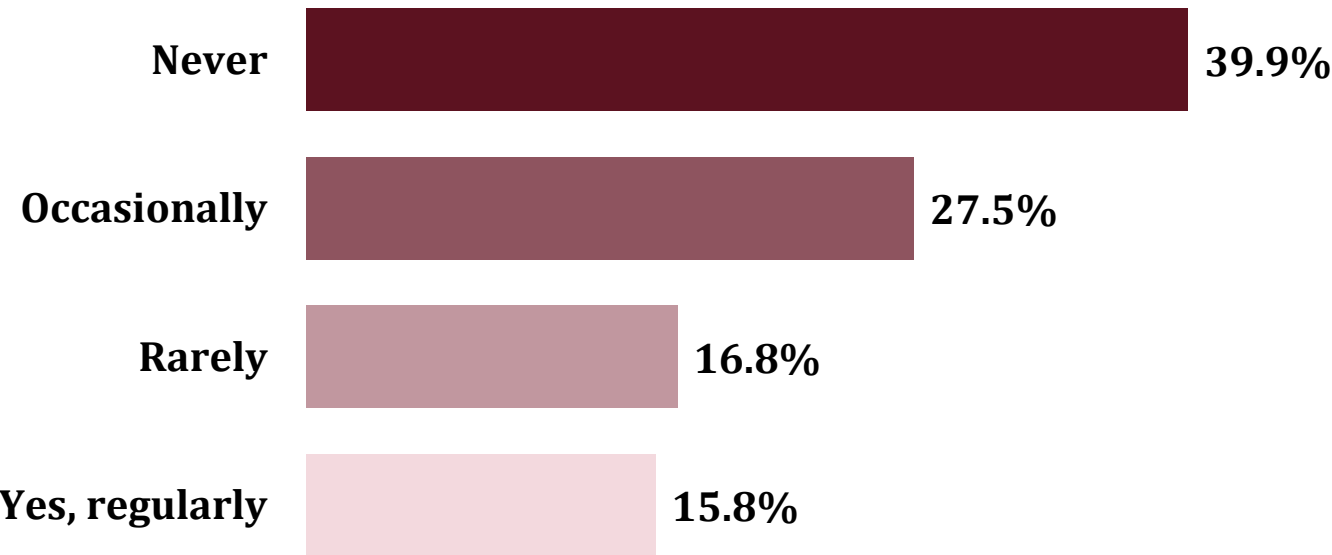
of youth have never filed
an official complaint about
an e-service

12.7%

wanted to complain but
did not know how to file
a complaint

7.5 INCLUSIVENESS AT LOCAL LEVEL

Many Youth Have Never Participated in Local Government Decision-Making



39.9%

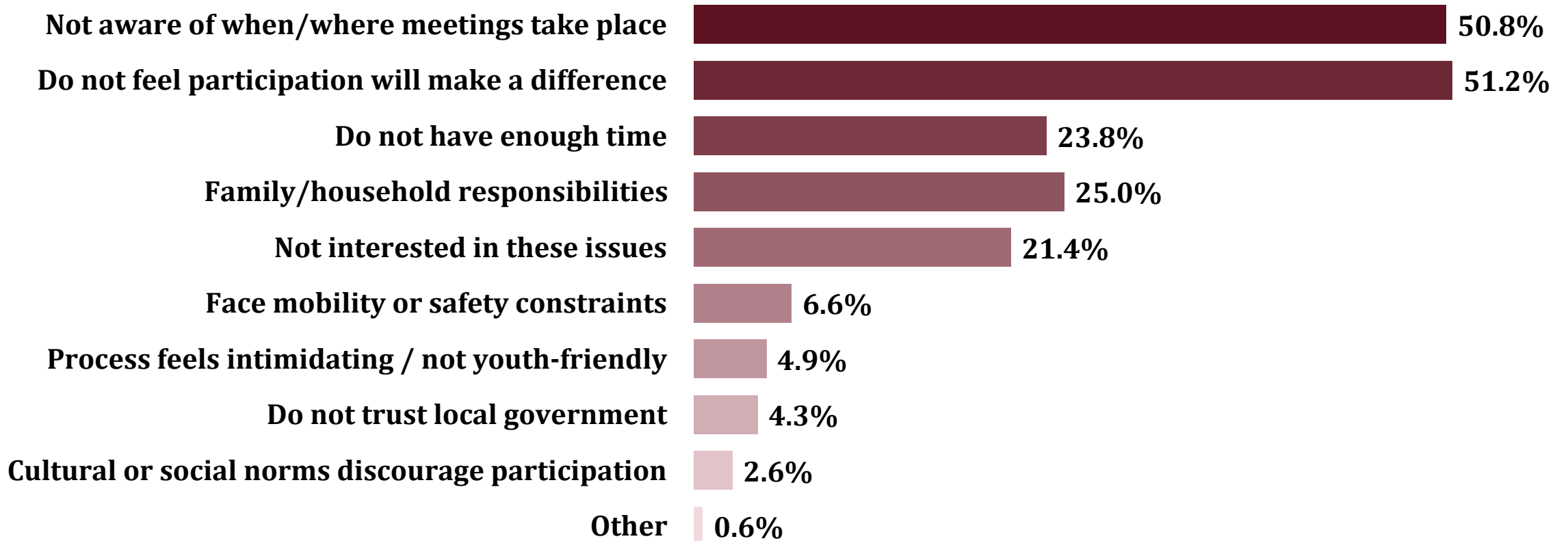
of youth have never participated in local government decision-making

15.8%

participate regularly — the smallest of the four response groups

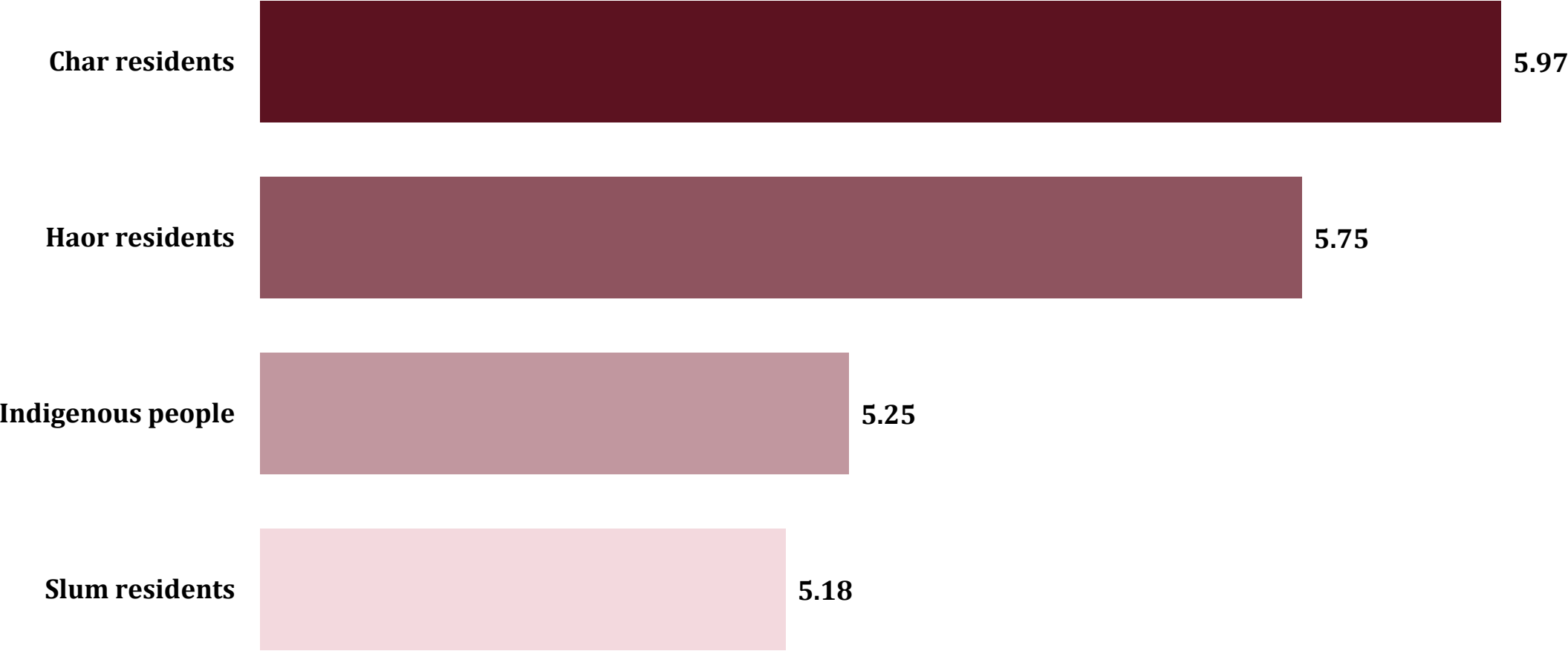
7.5 INCLUSIVENESS AT LOCAL LEVEL

Lack of Information and Perceived Futility Are the Leading Barriers



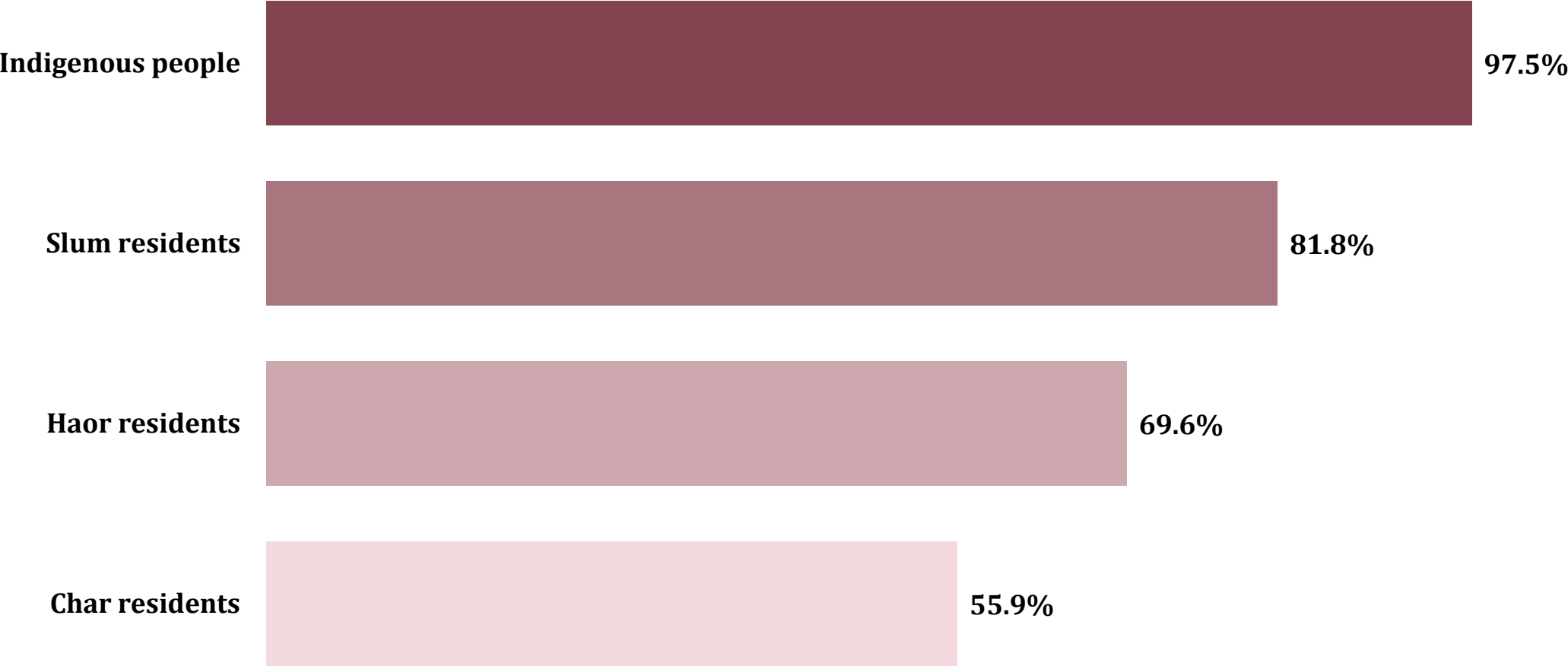
8. FINDINGS FROM THE SURVEY: DEMAND SIDE: MARGINALISED GROUPS

MGs Report the Similar Satisfaction with E-Services



8.1 MARGINAL GROUP’S ENGAGEMENT

Char Residents are Least Likely to See Local E Services as Equally Accessible



Accessibility Features for Persons with Disabilities Are Partially Adequate



9. FINDINGS FROM THE SUPPLY-SIDE SURVEY

9.1 ICT INFRASTRUCTURE

UNION-LEVEL OFFICES

Office type	Has e-database	Computers avail. (mean)	Computers working (mean)	% of computers broken
Union Agriculture	27%	0.27	0.15	44%
Union Parishad	40%	2.47	2.03	18%
Union Social Welfare	20%	1.87	1.79	4%

UPAZILA-LEVEL OFFICES

Office type	Has e-database	Computers avail. (mean)	Computers working (mean)	% of computers broken
UNO	52%	5.90	5.14	13%
Upazila Agriculture	37%	4.73	4.40	7%
Upazila Land	43%	7.53	6.77	10%
Upazila Social Welfare	52%	4.62	3.66	21%
Upazila Women & Children	45%	3.17	2.69	15%
Upazila Youth Development	53%	3.40	2.87	16%

9.1 ICT INFRASTRUCTURE

UNION-LEVEL OFFICES

Office type	Payroll	Doc. Mgmt	Internal Comm.	Procurement	Public Services
Union Agriculture	57%	71%	86%	29%	71%
Union Parishad	81%	58%	46%	35%	58%
Union Social Welfare	36%	82%	91%	27%	100%

UPAZILA-LEVEL OFFICES

Office type	Payroll	Doc. Mgmt	Internal Comm.	Procurement	Public Services
UNO	86%	50%	54%	43%	50%
Upazila Agriculture	79%	48%	52%	34%	55%
Upazila Land	82%	46%	50%	36%	54%
Upazila Social Welfare	79%	52%	55%	38%	48%
Upazila Women & Children	88%	54%	54%	33%	46%
Upazila Youth Development	82%	57%	54%	32%	50%

9.1 ICT INFRASTRUCTURE

UNION-LEVEL OFFICES

Office type	Net speed (Mbps)	Avg Routers	Avg UPS	No power backup	No backup internet
Union Agriculture	2.87	0.30	0.10	97%	93%
Union Parishad	13.87	1.10	0.63	67%	77%
Union Social Welfare	3.50	0.50	1.03	83%	87%

UPAZILA-LEVEL OFFICES

Office type	Net speed (Mbps)	Avg Routers	Avg UPS	No power backup	No backup internet
UNO	24.52	2.52	1.97	62%	59%
Upazila Agriculture	17.33	1.67	1.50	67%	67%
Upazila Land	22.57	2.63	2.27	63%	60%
Upazila Social Welfare	11.62	1.24	1.03	76%	79%
Upazila Women & Children	13.55	1.34	0.97	79%	83%
Upazila Youth Development	11.70	1.37	1.27	90%	80%

9.1 ICT INFRASTRUCTURE

UNION-LEVEL OFFICES

Office type	Fiber	DSL/ADSL	4G/5G	Shared/ISP	Other
Union Agriculture	20.0%	3.3%	30.0%	3.3%	46.7%
Union Parishad	76.7%	10.0%	10.0%	3.3%	6.7%
Union Social Welfare	33.3%	3.3%	20.0%	6.7%	36.7%

UPAZILA-LEVEL OFFICES

Office type	Fiber	DSL/ADSL	4G/5G	Shared/ISP	Other
UNO	93.1%	0.0%	3.4%	6.9%	3.4%
Upazila Agriculture	86.7%	13.3%	0.0%	3.3%	6.7%
Upazila Land	80.0%	16.7%	13.3%	10.0%	6.7%
Upazila Social Welfare	79.3%	6.9%	10.3%	10.3%	3.4%
Upazila Women & Children	89.7%	6.9%	3.4%	3.4%	10.3%
Upazila Youth Development	83.3%	10.0%	3.3%	6.7%	6.7%

9.1 ICT INFRASTRUCTURE & RELIABILITY

Self-Assessed Internet Connection Reliability

UNION-LEVEL OFFICES

Office type	Very reliable	Sometimes unreliable	Frequently unreliable	Not reliable
Union Agriculture	0%	23%	3%	73%
Union Parishad	17%	53%	17%	13%
Union Social Welfare	7%	23%	3%	67%

UPAZILA-LEVEL OFFICES

Office type	Very reliable	Sometimes unreliable	Frequently unreliable	Not reliable
UNO	17%	79%	3%	0%
Upazila Agriculture	10%	73%	17%	0%
Upazila Land	13%	80%	7%	0%
Upazila Social Welfare	10%	76%	10%	3%
Upazila Women & Children	7%	86%	7%	0%
Upazila Youth Development	7%	77%	13%	3%

9.2 DIGITAL COMMUNICATION & COLLABORATION

Within-Office Communication Channel

UNION-LEVEL OFFICES

Office type	Email	WhatsApp/Teams	Video Conf.	Phone	SMS/Text	Others
Union Agriculture	40.0%	63.3%	40.0%	73.3%	43.3%	3.3%
Union Parishad	60.0%	86.7%	46.7%	70.0%	70.0%	6.7%
Union Social Welfare	43.3%	80.0%	43.3%	70.0%	63.3%	6.7%

UPAZILA-LEVEL OFFICES

Office type	Email	WhatsApp/Teams	Video Conf.	Phone	SMS/Text	Others
UNO	65.5%	96.6%	62.1%	82.8%	89.7%	0.0%
Upazila Agriculture	70.0%	100.0%	70.0%	76.7%	73.3%	6.7%
Upazila Land	66.7%	96.7%	66.7%	80.0%	73.3%	3.3%
Upazila Social Welfare	65.5%	96.6%	65.5%	79.3%	69.0%	6.9%
Upazila Women & Children	69.0%	86.2%	69.0%	75.9%	69.0%	13.8%
Upazila Youth Development	70.0%	86.7%	50.0%	83.3%	83.3%	10.0%

9.2 DIGITAL COMMUNICATION & COLLABORATION

Inter-Office Coordination

UNION-LEVEL OFFICES

Office type	Email	D-Nothi	MyGov	WhatsApp/Teams	Video Conf.	Phone	SMS
Union Agriculture	40%	20%	13%	67%	40%	63%	57%
Union Parishad	63%	33%	33%	87%	67%	63%	70%
Union Social Welfare	50%	30%	20%	83%	53%	60%	60%

UPAZILA-LEVEL OFFICES

Office type	Email	D-Nothi	MyGov	WhatsApp/Teams	Video Conf.	Phone	SMS
UNO	66%	41%	45%	97%	72%	79%	83%
Upazila Agriculture	70%	30%	40%	100%	70%	77%	80%
Upazila Land	67%	37%	43%	90%	70%	77%	70%
Upazila Social Welfare	69%	48%	34%	93%	62%	69%	66%
Upazila Women & Children	69%	34%	34%	100%	69%	79%	86%
Upazila Youth Development	63%	33%	40%	97%	77%	77%	77%

9.3 E-SERVICE DELIVERY & CITIZEN REACH

E-Service Reach and Citizen Awareness

UNION-LEVEL OFFICES

Office type	Citizens informed of e-services
Union Agriculture	20%
Union Parishad	57%
Union Social Welfare	33%

UPAZILA-LEVEL OFFICES

Office type	Citizens informed of e-services
UNO	41%
Upazila Agriculture	53%
Upazila Land	50%
Upazila Social Welfare	52%
Upazila Women & Children	41%
Upazila Youth Development	50%

8.3 E-SERVICE DELIVERY

Online Services Ratings by Government Offices

UNION-LEVEL OFFICES

Office type	Very easy	Easy	Neutral	Difficult	Very difficult
Union Agriculture	0%	37%	47%	10%	7%
Union Parishad	7%	57%	33%	3%	0%
Union Social Welfare	7%	20%	60%	7%	7%

UPAZILA-LEVEL OFFICES

Office type	Very easy	Easy	Neutral	Difficult	Very difficult
UNO	3%	59%	38%	0%	0%
Upazila Agriculture	10%	50%	33%	7%	0%
Upazila Land	0%	63%	33%	3%	0%
Upazila Social Welfare	10%	41%	45%	3%	0%
Upazila Women & Children	3%	38%	52%	7%	0%
Upazila Youth Development	0%	50%	43%	7%	0%

8.3 E-SERVICE DELIVERY

Offices Perception on Citizen Satisfaction Varies

UNION-LEVEL OFFICES

Office type	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Union Agriculture	3%	37%	40%	13%	7%
Union Parishad	3%	53%	43%	0%	0%
Union Social Welfare	3%	37%	47%	7%	7%

UPAZILA-LEVEL OFFICES

Office type	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
UNO	7%	52%	38%	3%	0%
Upazila Agriculture	0%	67%	27%	7%	0%
Upazila Land	0%	50%	50%	0%	0%
Upazila Social Welfare	3%	55%	34%	7%	0%
Upazila Women & Children	0%	59%	38%	3%	0%
Upazila Youth Development	3%	53%	43%	0%	0%

8.4 ACCOUNTABILITY & TRANSPARENCY

Citizen Complaint-Handling Mechanisms

UNION-LEVEL OFFICES

Office type	Designated staff	Informal/ad-hoc	No formal mechanism	Don't know/N/A
Union Agriculture	17%	13%	27%	43%
Union Parishad	40%	23%	27%	7%
Union Social Welfare	33%	7%	23%	33%

UPAZILA-LEVEL OFFICES

Office type	Designated staff	Informal/ad-hoc	No formal mechanism	Don't know/N/A
UNO	55%	21%	24%	0%
Upazila Agriculture	30%	13%	40%	13%
Upazila Land	43%	3%	43%	7%
Upazila Social Welfare	45%	10%	31%	3%
Upazila Women & Children	41%	10%	31%	10%
Upazila Youth Development	30%	20%	40%	10%

8.4 ACCOUNTABILITY & TRANSPARENCY

UNION-LEVEL OFFICES

Office type	Formal security SOP	Staff data-protection trained	Cyber intrusion reported
Union Agriculture	3%	13%	3%
Union Parishad	13%	33%	7%
Union Social Welfare	13%	10%	10%

UPAZILA-LEVEL OFFICES

Office type	Formal security SOP	Staff data-protection trained	Cyber intrusion reported
UNO	41%	31%	10%
Upazila Agriculture	17%	33%	3%
Upazila Land	27%	33%	7%
Upazila Social Welfare	31%	41%	14%
Upazila Women & Children	21%	24%	10%
Upazila Youth Development	13%	30%	7%

8.5 INCLUSIVITY: ACCESSIBILITY & INCLUSION

Accessibility Features for Citizens

UNION-LEVEL OFFICES

Office type	Dedicated features (screen readers, language assistance, braille support)	Staff-assisted support	Awareness/training	No specific measures	Don't know/N/A
Union Agriculture	0%	23%	13%	20%	43%
Union Parishad	0%	47%	23%	23%	7%
Union Social Welfare	0%	20%	23%	27%	30%

UPAZILA-LEVEL OFFICES

Office type	Dedicated features (screen readers, language assistance, braille support)	Staff-assisted	Awareness/training	No specific measures	Don't know/N/A
UNO	7%	48%	24%	21%	0%
Upazila Agriculture	3%	37%	20%	37%	3%
Upazila Land	0%	33%	33%	27%	7%
Upazila Social Welfare	3%	48%	17%	28%	3%
Upazila Women & Children	0%	41%	28%	24%	7%
Upazila Youth Development	0%	33%	13%	43%	10%

8.6 CHALLENGES & CAPACITY-BUILDING NEEDS

Main Challenges in G2G Digital Facilitation

UNION-LEVEL OFFICES

Office type	Connectivity	Lack of standard infrastructure	Data incompatibility	Legal barriers	Others
Union Agriculture	43%	80%	17%	17%	10%
Union Parishad	53%	93%	40%	10%	0%
Union Social Welfare	53%	77%	33%	20%	10%

UPAZILA-LEVEL OFFICES

Office type	Connectivity	Lack of standard infra.	Data incompatibility	Legal barriers	Others
UNO	62%	90%	24%	10%	3%
Upazila Agriculture	60%	87%	37%	13%	3%
Upazila Land	50%	77%	37%	10%	3%
Upazila Social Welfare	72%	86%	31%	17%	0%
Upazila Women & Children	62%	86%	41%	21%	0%
Upazila Youth Development	63%	97%	27%	13%	0%

8.6 CHALLENGES & CAPACITY-BUILDING NEEDS

Major Challenges in Delivering E-Services

UNION-LEVEL OFFICES

Office type	Technical issues	Insufficient infra.	Staff capacity	Budget constraints	Low citizen aware.	Policy barriers	Others
Union Agriculture	90.0%	76.7%	86.7%	76.7%	80.0%	43.3%	3.3%
Union Parishad	76.7%	80.0%	76.7%	80.0%	73.3%	13.3%	0.0%
Union Social Welfare	90.0%	73.3%	80.0%	80.0%	66.7%	23.3%	0.0%

UPAZILA-LEVEL OFFICES

Office type	Technical issues	Insufficient infra.	Staff capacity	Budget constraints	Low citizen aware.	Policy barriers	Others
UNO	82.8%	86.2%	82.8%	75.9%	79.3%	27.6%	0.0%
Upazila Agriculture	93.3%	80.0%	83.3%	76.7%	73.3%	20.0%	6.7%
Upazila Land	83.3%	76.7%	90.0%	66.7%	70.0%	36.7%	6.7%
Upazila Social Welfare	89.7%	69.0%	82.8%	69.0%	82.8%	20.7%	3.4%
Upazila Women & Children	100.0%	72.4%	82.8%	86.2%	65.5%	24.1%	3.4%
Upazila Youth Development	96.7%	76.7%	83.3%	80.0%	73.3%	10.0%	3.3%

8.6 CHALLENGES & CAPACITY-BUILDING NEEDS

Main Capacity-Building Needs of Offices

UNION-LEVEL OFFICES

Office type	Staff ICT training	Hardware/Software upgrades	Budget support	Improved internet	Policy guidance	Others
Union Agriculture	30%	27%	30%	3%	3%	7%
Union Parishad	30%	17%	43%	3%	3%	3%
Union Social Welfare	33%	17%	43%	0%	3%	3%

UPAZILA-LEVEL OFFICES

Office type	Staff ICT training	Hardware/Software upgrades	Budget support	Improved internet	Policy guidance	Others
UNO	48%	10%	21%	14%	7%	0%
Upazila Agriculture	43%	23%	20%	7%	3%	3%
Upazila Land	30%	30%	27%	7%	0%	7%
Upazila Social Welfare	52%	17%	28%	3%	0%	0%
Upazila Women & Children	41%	14%	28%	14%	0%	3%
Upazila Youth Development	47%	10%	30%	13%	0%	0%

9. FINDINGS FROM THE E-GOVERNANCE PREPAREDNESS INDEX

9.1 THE OVERALL PREPAREDNESS LANDSCAPE

Citizen-Facing Services Are Outpacing the Underlying Infrastructure



38.9/100

Overall Preparedness Index across
267 surveyed local government
offices

24.1

Infrastructure Readiness — the
weakest of the three dimensions,
well behind Operational (44.0) and
Citizen-Oriented E-service
readiness (48.6)

2x

gap between infrastructure
readiness and citizen-oriented e-
services indicates that services are
being delivered despite inadequate
office infrastructure

9.2 OFFICE-TYPE BENCHMARKING, BY TIER

Preparedness Scores by Office Type and Dimension

UNION-LEVEL OFFICES

Office type	Infrastructure	Operational	Citizen-Oriented	Preparedness
Union Parishad	28.8	43.6	49.7	40.7
Union Social Welfare	12.0	28.1	42.2	27.5
Union Agriculture	7.7	21.3	38.5	22.5

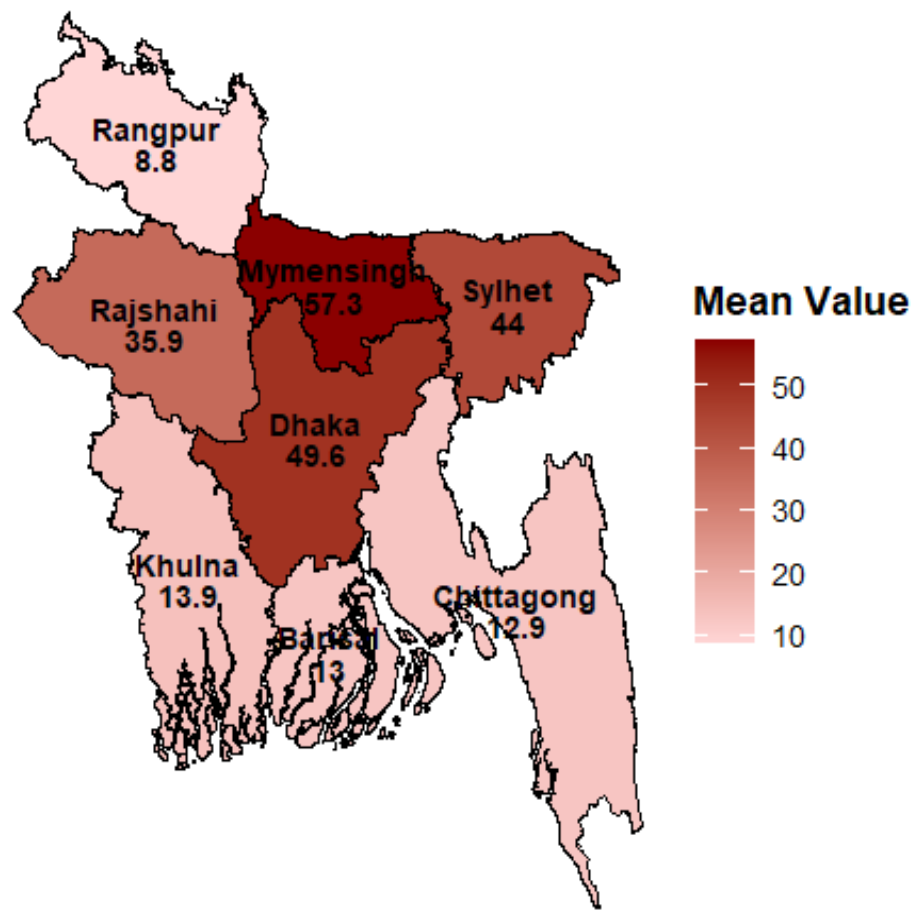
UPAZILA-LEVEL OFFICES

Office type	Infrastructure	Operational	Citizen-Oriented	Preparedness
UNO	39.1	56.5	55.0	50.2
Upazila Social Welfare	28.0	53.4	56.5	46.0
Upazila Land	29.7	50.9	54.7	45.1
Upazila Agriculture	26.8	47.4	52.6	42.3
Upazila Women & Children	22.9	47.3	45.5	38.6
Upazila Youth Development	22.6	48.7	42.5	37.9

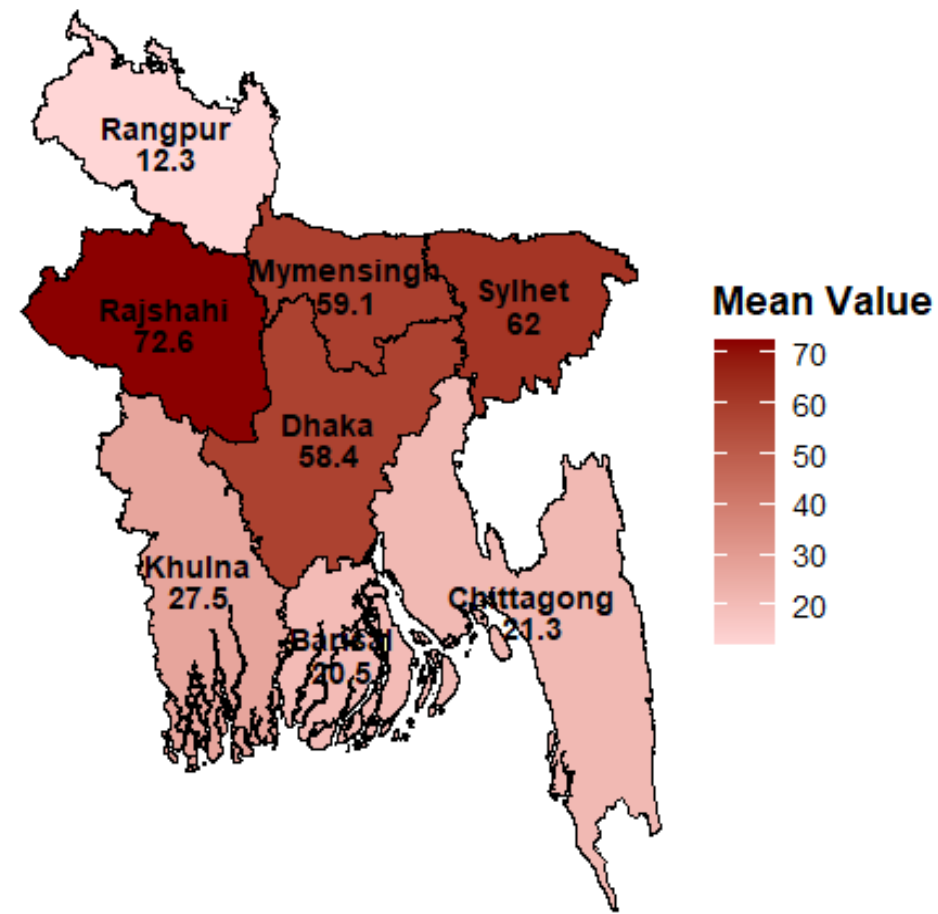
9.3 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Division Matters — but Differently for Union- and Upazila-Tier Offices

UNION-TIER PREPAREDNESS BY DIVISION



UPAZILA-TIER PREPAREDNESS BY DIVISION



9.3 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Divisional Preparedness Scores by Dimension: Mymensingh leads at the Union level, Rajshahi leads at the Upazila level. Which division is "best" depends on which office you're asking about.

UNION-TIER PREPAREDNESS BY DIVISION

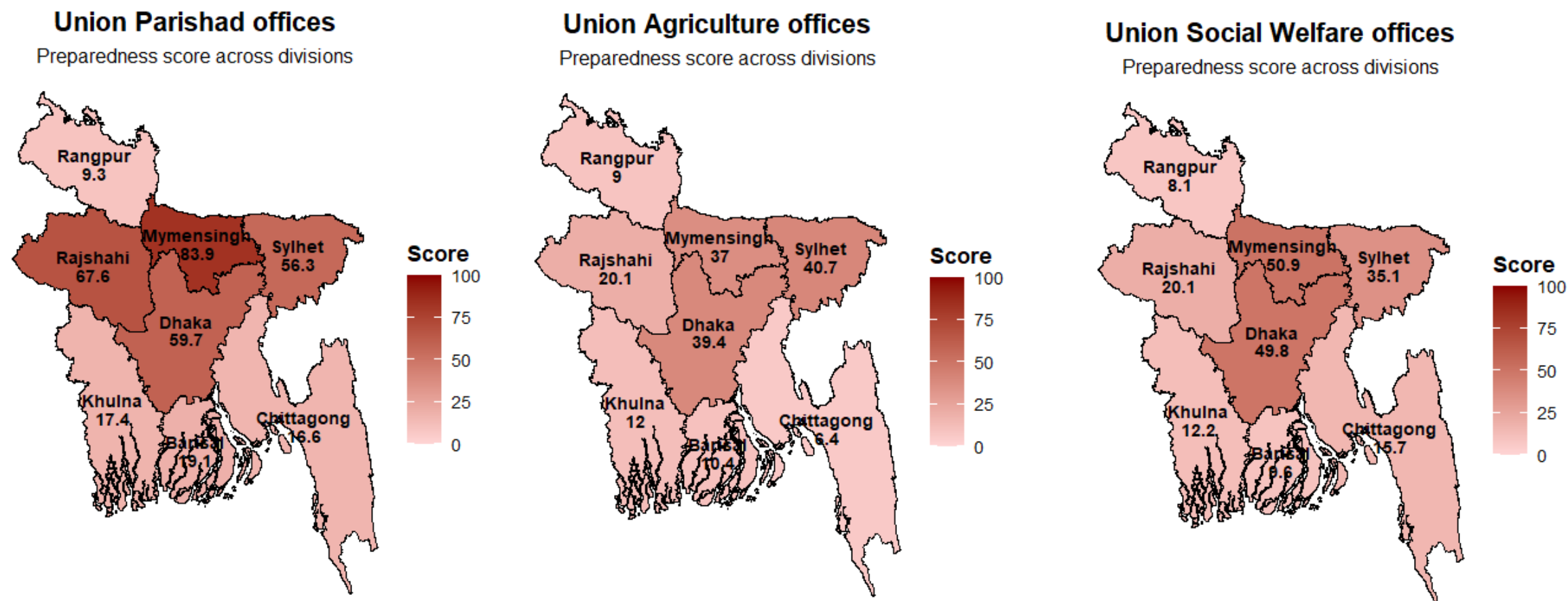
Division	Infra.	Oper.	Citizen	Prep.
Mymensingh	25.4	78.5	67.9	57.3
Dhaka	29.4	50.6	68.8	49.6
Sylhet	17.2	74.1	40.7	44.0
Rajshahi	14.6	37.4	55.8	35.9
Khulna	2.3	4.2	35.1	13.9
Barisal	8.8	8.5	21.7	13.0
Chittagong	11.0	9.4	18.2	12.9
Rangpur	4.1	4.1	18.2	8.8

UPAZILA-TIER PREPAREDNESS BY DIVISION

Division	Infra.	Oper.	Citizen	Prep.
Rajshahi	48.8	90.1	78.7	72.6
Sylhet	31.3	94.8	59.8	62.0
Mymensingh	18.3	91.7	67.3	59.1
Dhaka	37.3	61.5	76.4	58.4
Khulna	19.7	23.8	38.9	27.5
Chittagong	17.4	24.7	21.8	21.3
Barisal	11.9	19.2	30.4	20.5
Rangpur	13.1	17.4	6.3	12.3

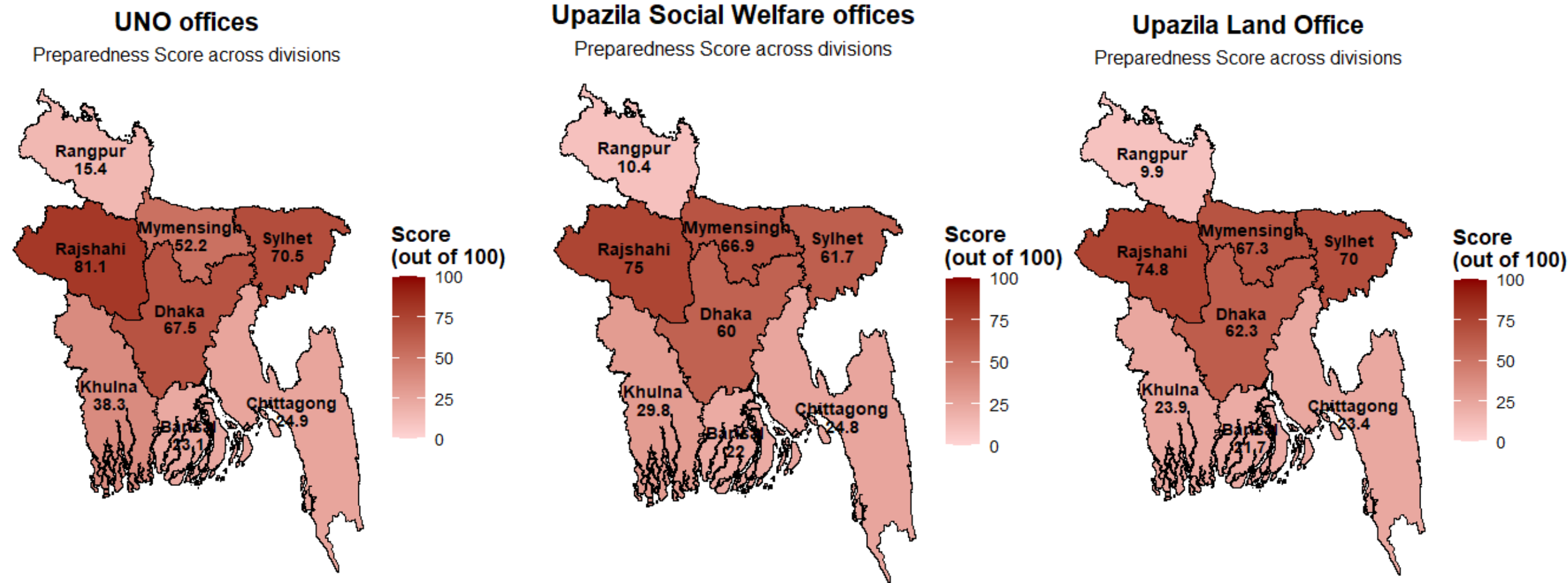
9.4 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Divisional Preparedness Scores by Offices



9.4 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Divisional Preparedness Scores by Offices

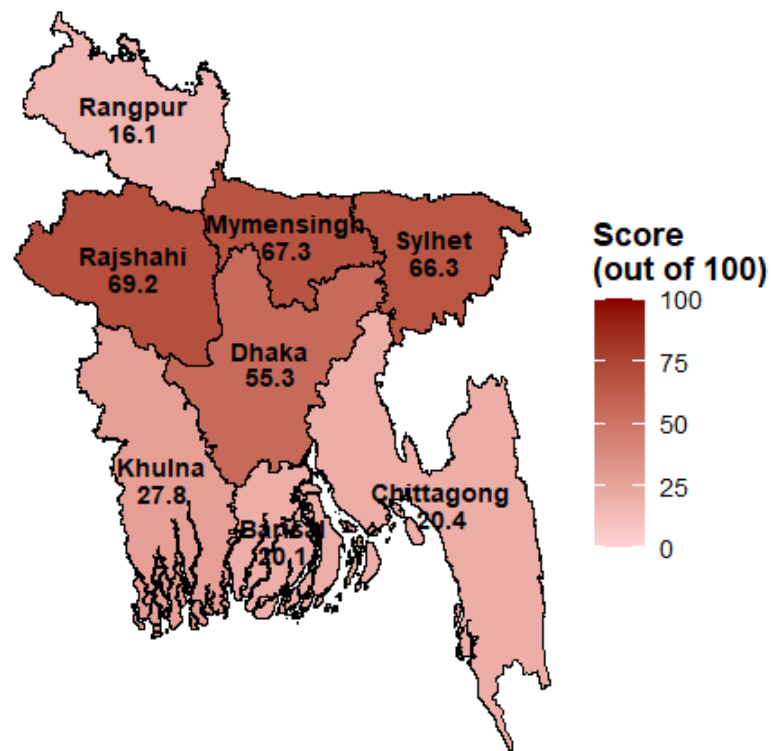


9.4 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Divisional Preparedness Scores by Offices

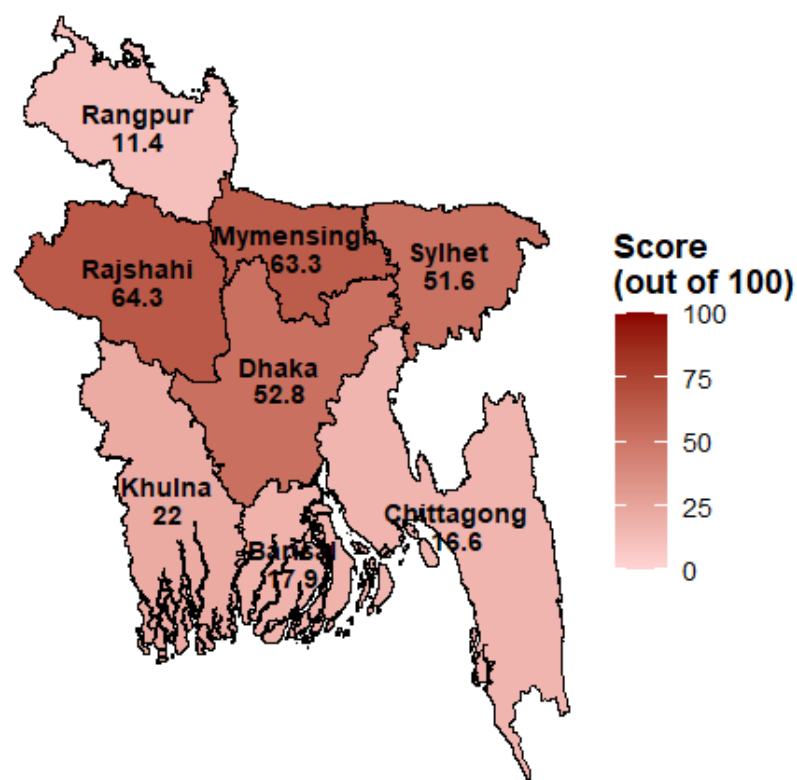
Upazila Agriculture Office

Preparedness Score across divisions



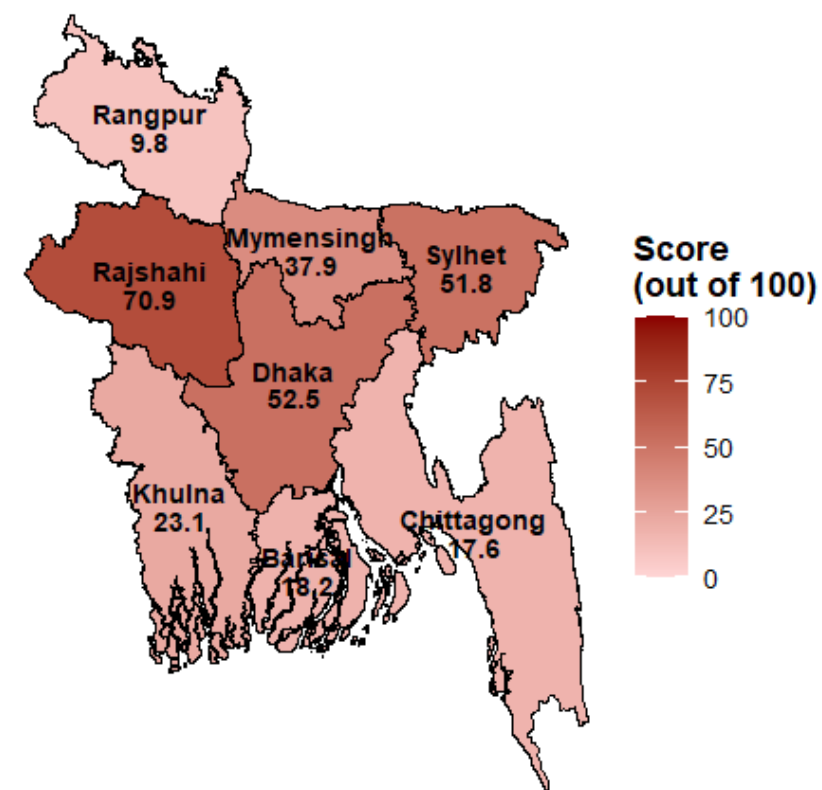
Upazila Women and Children

Preparedness Score across divisions



Upazila Youth Development offices

Preparedness Score across divisions



9.3 TWO TIER-SPECIFIC DIVISION-LEVEL INDICES

Union- and Upazila-Tier Division Rankings Show a Strong but Incomplete Association

Division	Union-tier Preparedness	Upazila-tier Preparedness	Union Rank	Upazila Rank
Rajshahi	35.9	72.6	4	1
Sylhet	44.0	62.0	3	2
Mymensingh	57.3	59.1	1	3
Dhaka	49.6	58.4	2	4
Khulna	13.9	27.5	5	5
Chittagong	12.9	21.3	7	6
Barisal	13.0	20.5	6	7
Rangpur	8.8	12.3	8	8

Office Type	Higher-preparedness group	Lower-preparedness group
Union tier	Dhaka, Mymensingh, Sylhet, Rajshahi	Barisal, Chittagong, Khulna, Rangpur
Upazila tier	Rajshahi, Sylhet, Mymensingh, Dhaka	Khulna, Chittagong, Barisal, Rangpur

10. RECOMMENDATIONS

10. RECOMMENDATIONS

A. DEMAND-SIDE

1. Strengthen digital literacy, particularly in northern and digitally underserved parts of Bangladesh, with training covering practical use of e-services, digital payments, online applications, data privacy and grievance mechanisms. *(Probable implementing actors: ICT Division, a2i, Department of Youth Development, NGOs and local government institutions).*
2. Introduce a “One Digital Member per Household” initiative to ensure that at least one member of each household is capable of accessing essential government e-services and assisting other household members. *(Probable implementing actors: a2i, ICT Division, Union Parishads, Department of Youth Development and NGOs).*
3. Increase awareness of UDCs and available e-services, with targeted campaigns at the community level, particularly in areas where awareness and usage remain low. *(Probable implementing actors: a2i, LGD, Union Parishads and local administration).*
4. Strengthen women’s trust in digital government services by addressing concerns related to privacy, misuse of personal information, online fraud and unauthorised access; introduce women-focused digital literacy and awareness programmes *(Probable implementing actors: ICT Division, a2i, Ministry of Women and Children Affairs, LGD and NGOs).*
5. Introduce privacy-protective mechanisms for women accessing e-services, including options to minimise unnecessary disclosure of personal contact information (or via code) and other sensitive information. *(Probable implementing actors: ICT Division, BCC, a2i and concerned ministries).*
6. Establish dedicated and accessible grievance mechanisms for e-services so that citizens can easily report service failures, delays, technical problems, unofficial fees and data-related concerns and track the resolution of their complaints. *(Probable implementing actors: Cabinet Division, ICT Division, a2i and concerned ministries).*

10. RECOMMENDATIONS

7. Increase citizen awareness of e-service grievance mechanisms, ensuring that citizens know where and how to complain and that frontline officials understand their responsibility to respond. *(Probable implementing actors: Cabinet Division, a2i, LGD and local government institutions).*
8. Streamline regular social audits of local e-governance to assess whether women, youth, PWDs and marginalised groups are meaningfully participating in local decision-making *(Probable implementing actors: LGD, local government institutions, civil society organisations and NGOs).*
9. Ensure accessibility of e-service information for PWDs and marginalised communities, including screen-reader compatibility, simple language, audio assistance and accessible formats; provide e-service information in relevant indigenous and minority languages where appropriate, particularly for essential public services and awareness materials *(Probable implementing actors: ICT Division, a2i, concerned ministries and local government institutions).*
10. Establish a “No Wrong Door” principle whereby citizens do not need to know which ministry or agency provides a particular service. The system should automatically direct them to the appropriate service. *(Probable implementing actors: Cabinet Division, ICT Division and a2i).*

10. RECOMMENDATIONS

B. SUPPLY-SIDE

1. Expand and strategically locate UDCs/rural digital centres, particularly in underserved districts and areas where citizens face greater barriers to accessing digital services. Expansion should be based on population coverage, geographic accessibility, service demand and infrastructure gaps. *(Probable implementing actors: a2i, ICT Division, LGD and Union Parishads)*
2. Prioritise low-rated government services (found in the study) for digital transformation. Prioritise services with consistently poor citizen ratings for redesign, simplification, and end-to-end digitisation. *(Probable implementing actors: Cabinet Division, ICT Division, a2i and concerned ministries)*
3. Redefine e-service user-friendliness from a citizen-centred perspective. User-friendliness should not be assessed solely on the basis of the website or application interface. It should reflect local realities, literacy, connectivity, device availability, disability, language and the amount of offline assistance required *(Probable implementing actors: a2i, ICT Division and concerned ministries)*
4. Map the complete process of every major e-service to identify where citizens are still required to visit government offices, submit physical documents or undertake offline procedures. *(Probable implementing actors: Cabinet Division, a2i, ICT Division and concerned ministries.)*
5. Introduce an “End-to-End Digital Service” standard. A service should be considered fully digital only when application, verification, payment, processing, communication, and final delivery can be completed digitally, where the nature of the service permits. *(Probable implementing actors: Cabinet Division, ICT Division and a2i).*
6. Introduce a Digital Service Maturity Index, classifying services from basic information provision to fully integrated and proactive digital services. This would help distinguish genuine digital transformation from partial digitisation. *(Probable implementing actors: Cabinet Division, ICT Division and a2i)*

10. RECOMMENDATIONS

7. Ensure at least one functional computer and essential ICT equipment in every Union Parishad office, with particular attention to G2E and G2G functions, digital reporting and internal government communication (*Probable implementing actors: LGD, ICT Division and Union Parishads*).
8. Designate an ICT focal point in every local government office. A dedicated ICT engineer is not necessarily required at every office. An existing official with certified ICT training could serve as the ICT focal point and coordinate with higher-level technical teams. (*Probable implementing actors: LGD, ICT Division, Upazila administrations and Union Parishads*).
9. Establish a tiered ICT support system, whereby Union-level ICT focal points receive technical support from Upazila- and district-level ICT teams for problems that cannot be resolved locally. (*Probable implementing actors: ICT Division, BCC, LGD, district and Upazila administrations*).
10. Adopt a technology-neutral connectivity strategy. Fibre-optic connectivity should remain the preferred option where available, while reliable wireless connectivity, including 4G/5G where technically feasible and cost-effective, should be considered for offices where fibre deployment is difficult (*Probable implementing actors: ICT Division, BTRC, BCC and local government institutions*).
11. Expedite the installation and operationalisation of the government's "Boithak" initiative, particularly in local government offices where connectivity and digital communication remain inadequate. (*Probable implementing actors: ICT Division, BCC and LGD*).
12. Introduce mandatory citizen usability testing before launching major e-services. New services should be tested with women, youth, PWDs, older citizens and marginalised communities from different geographic areas. (*Probable implementing actors: a2i, ICT Division, concerned ministries, universities and research institutions*).
13. Develop common accessibility standards for all government e-services and require periodic accessibility audits before and after deployment. (*Probable implementing actors: ICT Division, a2i, BCC and concerned ministries*).

10. RECOMMENDATIONS

14. Strengthen interoperability among government databases and platforms so that citizens are not repeatedly required to submit information that government already possesses, subject to appropriate privacy and security safeguards. *(Probable implementing actors: ICT Division, BCC, a2i, Cabinet Division and concerned ministries).*
15. Introduce a single application-status tracking mechanism through which citizens can track applications regardless of which government agency is processing them. *(Probable implementing actors: a2i, ICT Division, Cabinet Division and concerned ministries).*
16. Introduce service-level standards for e-services, clearly specifying official fees, maximum processing time, responsible officials and escalation procedures. These should be displayed both online and at UDCs/local offices. *(Probable implementing actors: Cabinet Division, concerned ministries and LGD).*
17. Develop an e-governance performance dashboard that tracks service availability, usage, citizen satisfaction, grievance resolution, accessibility and inclusion by gender, age, location and other relevant dimensions while protecting personal data *(Probable implementing actors: Cabinet Division, ICT Division, BBS and a2i).*
18. Conduct periodic digital service audits covering usability, accessibility, cybersecurity, privacy, interoperability, service completion and citizen satisfaction. Poor-performing platforms should be redesigned or consolidated. *(Probable implementing actors: Cabinet Division, ICT Division, a2i and independent research/audit institutions)*
19. Introduce a Local Government Digital Readiness Index assessing each Union and Upazila office on connectivity, equipment, staff capacity, service availability, cybersecurity, accessibility and citizen usage. Resource allocation could then be targeted towards offices with the largest gaps. *(Probable implementing actors: LGD, ICT Division, BBS and a2i).*
20. Integrate cybersecurity and data-protection training into frontline government training, particularly for officials handling citizen information and e-service transactions *(Probable implementing actors: ICT Division, BCC, National Cyber Security Agency and BPATC).*

Thank You!