Impact of Coronavirus on Livelihoods:
Low- and Lower Middle-Income Population of Urban Dhaka

LightCastle
Partners

Executive Summary

The study entailed understanding the impact of Covid-19 on livelihood of urban low income and lower middle-income working population.

A total of 113 respondents, employed in Dhaka Division (Dhaka Metro, Dhaka Greater North and Dhaka Greater East) and residing in LIC and LMIC communities, were surveyed via phone calls for assessing the immediate impacts of the pandemic on the economically vulnerable population segments. Based on the key findings, we have suggested specific recommendations geared towards policymakers and other relevant stakeholders.

As per our analysis, only 11% of the LIC and LMIC households maintained financial savings and **75% of the households cannot survive the economic shock beyond one month**. A prolonged period of lock-down and economic slowdown will prove detrimental for bulk of the low income population.

BDT
14,384
Average earning per income earner

~3
Dependents relied on each income earner

11%
Households saved on a regular basis

The average income per earner prior to the advent of Covid-19 was BDT 14,000+ and the income earner to dependent population ratio was found to be 1:3. More than half the respondent groups had only 1 income earner in the family. **An average of 30% decline in income was noticed among the respondent groups**. 6% respondents mentioned that they had lost their jobs within the first 10 days of the lockdown.

Freelance workers (hawkers, street vendors, etc.) had experienced a 70% decline in income due to Covid-19, while **public transport workers had reported a loss of around 50% of their monthly earnings**. Commercial service sector workers and manufacturing workers reported a loss in one third of their total income. Respondents from Dhaka Metro faced the biggest decline in income with a reported 33% mean reduction in earnings across all professions, while other cluster groups reported an average income loss of 20%.

In terms of migration due to Covid-19, the study found that 88% of the respondents still residing in Dhaka mainly due to uncertainty over resumption of work, lack of income opportunities in villages and hopes of receiving direct government and individual assistance.

Due to Covid-19's impact on income, 32% of the respondents had reduced food expenses while

6%
Had lost their full income within 10 days of the Covid-19 lockdown

50%
Had lost one-third of their income due to Covid-19

1/3
Households will not be able to face the immediate economic shock

81.4%
Of respondents had not received any kind of support

26% had reported remitting a lesser amount back home. **Among the three zones in this study, Greater Dhaka North was the most neglected in terms of relief support services.**

Based on our analysis, policymakers need to focus on the following:

▶ Expand alternate G2P channels, via DFS, to ensure direct support to beneficiaries.

▶ Consider safe outbound movement for the unemployed workforce and redirect them towards work for the upcoming agricultural production season.

▶ Direct micro-enterprises towards support services, particularly the ones outside the purview of the banking system.

▶ Collaborate with workers' associations to create databases of vulnerable groups and mobilize support funds.

▶ Introduce alternative livelihoods and skills development opportunities for the impacted unemployed working population.

▶ Join forces with development agencies based on specialization and work closely to reach the last mile beneficiaries and ultra-poor population.

▶ Extend rent and utilities amnesty to residents of urban LICs by indirectly compensating landlords.

▶ Increase awareness campaigns to disseminate correct information and debunk myths in order to help the vulnerable groups survive the heath and financial crisis.

▶ Enact policies to protect blue collar jobs by encouraging companies to retain their employees, in lieu of receiving benefits from the stimulus package.

Table
of
Contents

Background

Bangladesh witnessed its first official case of Covid-19 casualty on March 8, 2020. Similar to other global counterparts, Bangladesh opted for official lockdown from 26th March 2020 as a measure to contain the spread and restrict communal transmission.

As per ILO, 2016-17, the total work force population of Bangladesh stands at 63.4 million workers of which 68.7% are male and 31.23% are female. The urban landscape has 17.6 million workers of which 12.8 million are male and 4.8 million workers are female respectively.

With minimum business functionality and restricted economic activity, the majority of individuals face the risk of financial insolvency with Low Income Community (LIC) and Lower Middle Income Community (LMIC) members being particularly vulnerable to the aftermath of such economic crises. As per the World Bank, Bangladesh may see a mere GDP growth of 2-3% in the 2019-20 fiscal year and despite the government's promise of a $1.7 billion stimulus package, whether the financial aid reaches the bottom of the pyramid to elevate these citizens out of this turmoil remains a major concern.

More than 85% of the country's working population are currently employed in the informal sector which equates to lack of proper employment benefits and compensation structure for these workforce members. The majority of these workers belong to the low income and lower middle income communities and their household income roughly equates to the monthly expenses associated with maintaining the living costs at urban peripheries. Hence a loss in employment or income would directly impact the livelihood of these urban LIC and LMIC workers, exposing them to the detrimental effects of this economic downfall and pushing them to the point of no recovery.
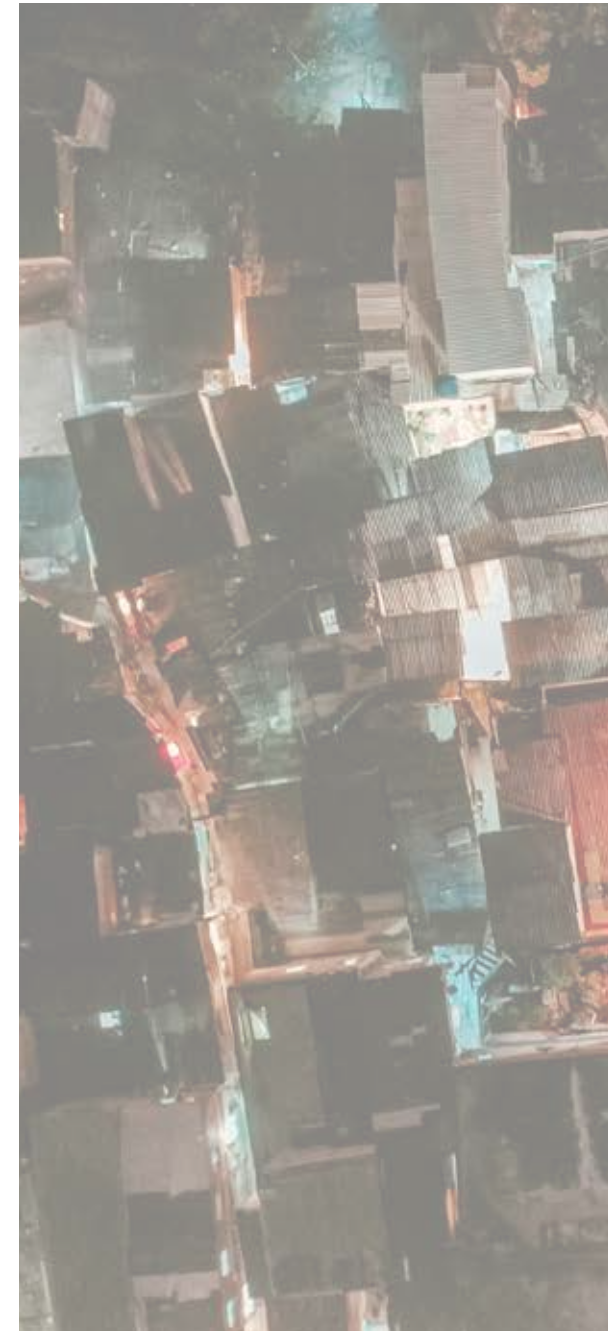
About the Study

Scope

In order to understand the impact on livelihood of the LIC and LMIC urban working population in Urban Dhaka, LightCastle Partners had conducted primary research across three major LIC and LMIC residences in Dhaka Division: Greater Dhaka North, Greater Dhaka East and Metropolitan Dhaka City.

A total of 113 respondents, employed in Dhaka Division and residing in LIC and LMIC communities, were reached out via phone calls and the responses were recorded in order to evaluate the impact on livelihood and formulate recommendations to elevate the most vulnerable group from this economic calamity.

The data collection was conducted between the **5th and 7th of April, 2020** via phone calls.

Dhaka Metro

Greater Dhaka North

Greater Dhaka East

Kishoreganj

Gazipur

Narsingdi

Dhaka

Narayanganj

Munshiganj

Key Professions of Respondents

RMG Workers

Retailer

Service Staff

Domestic Help

Industrial and Technical Worker

113 Working LIC and LMIC Respondents
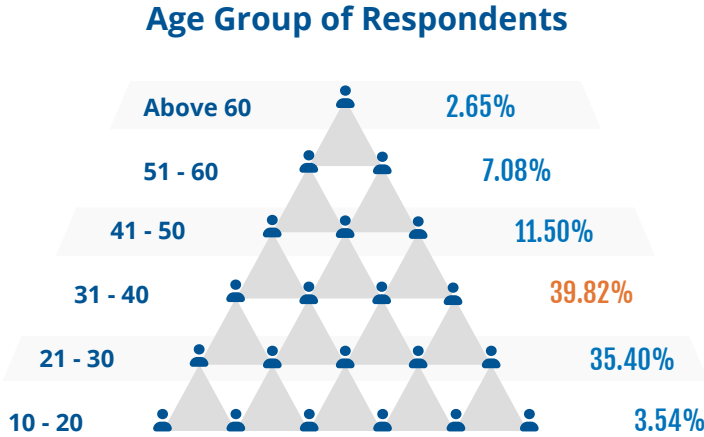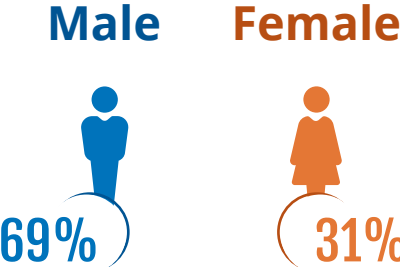
Residing in Urban **Dhaka**

Surveyed via **Phone Call**

Quantitative **Survey**

Random **Sampling**

Demographics

Survey Demographics

Male   **Female**

69%   **31%**

Age Group of Respondents

Age Group	Percentage
Above 60	2.65%
51 - 60	7.08%
41 - 50	11.50%
31 - 40	39.82%
21 - 30	35.40%
10 - 20	3.54%

Source: LightCastle Partners primary data (N=113)

Mean Age of Respondents

35 years

Size of Household

~5 members

Household Income Brackets

Income Bracket	Percentage
5,001 - 7,500	0.88%
7,501 - 10,000	9.73%
10,001 - 15,000	27.43%
15,001 - 20,000	28.32%
20,001 - 30,000	28.32%
Above 30,000	5.31%
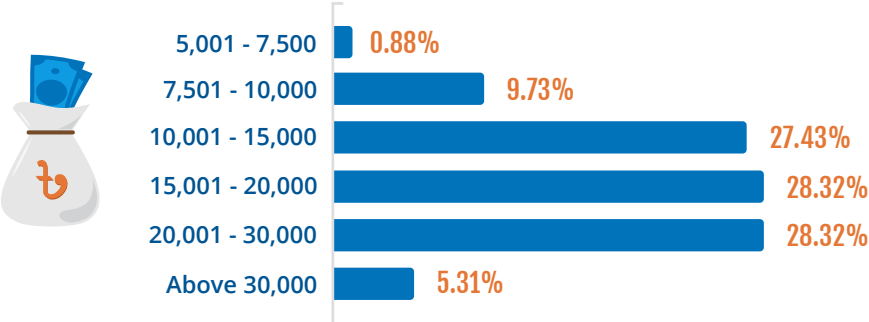
Source: LightCastle Partners primary data (N=113)

Number of Income Earners in Household

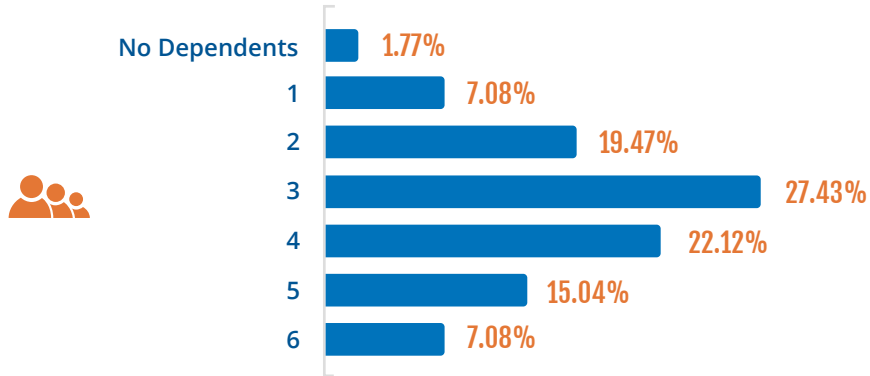| Earners	Percentage
1	54.87%
2	34.51%
3	7.96%
4	2.65%
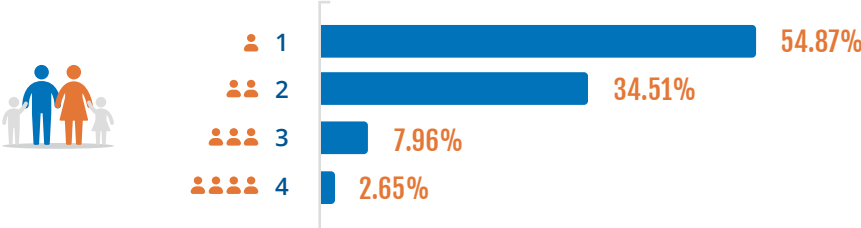
Source: LightCastle Partners primary data (N=113)

BDT
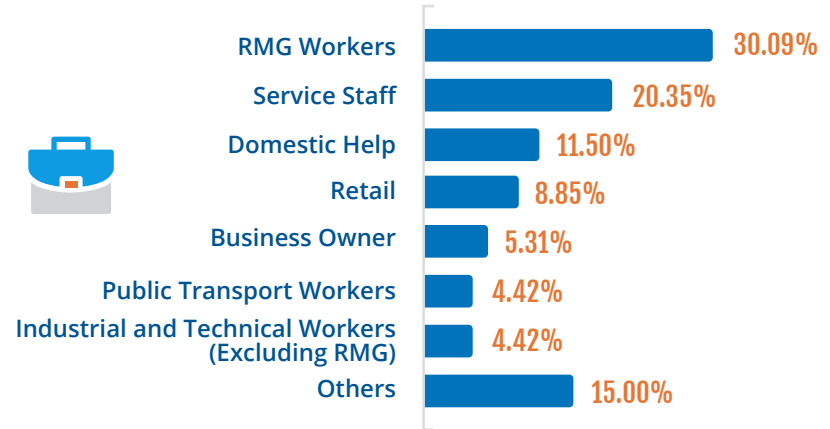**14,384**
Average monthly income per earner

BDT
20,193
Average monthly income per household

Number of Dependents per Household

Dependents	Percentage
No Dependents	1.77%
1	7.08%
2	19.47%
3	27.43%
4	22.12%
5	15.04%
6	7.08%

Source: LightCastle Partners primary data (N=113)

Profession of Respondents

Profession	Percentage
RMG Workers	30.09%
Service Staff	20.35%
Domestic Help	11.50%
Retail	8.85%
Business Owner	5.31%
Public Transport Workers	4.42%
Industrial and Technical Workers (Excluding RMG)	4.42%
Others	15.00%

Source: LightCastle Partners primary data (N=113)

One income earner was found to support the living expenses of **~3** other dependents.

24% of respondents have multiple professions

The majority of the respondents who took part in the survey were RMG workers (30.1%), while Service Staff (20.4%) which included restaurant staff, office support staff and other service workers made up the second largest professions category.

Domestic help (11.5%) represented the third largest profession in the survey. Retail (8.8%) represented convenience shopkeepers, laundromat and pharmacy staff among others. Industrial and Technical workers (4.4%) included

electricians, mechanics, and other non-RMG factory workers, while Public Transport Workers (4.4%) were composed of rickshaw pullers and motorized public transport staff.

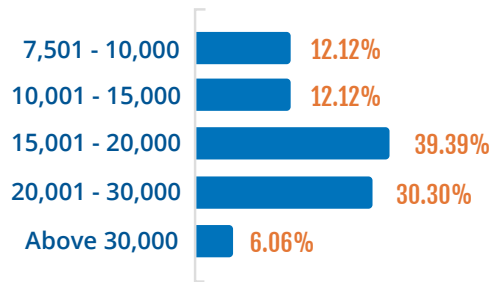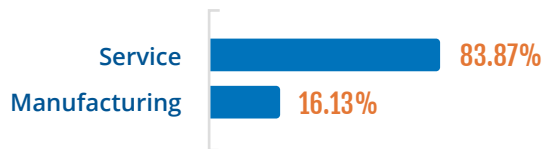# Demographics According to Geographic Clusters

Dhaka Metro

30%
Respondents

38
Mean age of respondents

💰 Household Income Brackets

Bracket	Percentage
7,501 - 10,000	12.12%
10,001 - 15,000	12.12%
15,001 - 20,000	39.39%
20,001 - 30,000	30.30%
Above 30,000	6.06%

💼 Profession of Worker According to Sector

Sector	Percentage
Service	83.87%
Manufacturing	16.13%

Source: LightCastle Partners primary data (N=33)

The high number of service sector workers in Dhaka Metro could be attributed to higher demand for ancillary services from a larger middle and affluent class population in the region. Among the three clusters, Dhaka
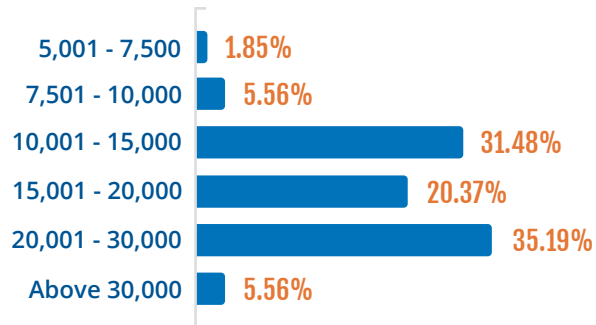
Greater Dhaka North

49%
Respondents

35
Mean age of respondents

💰 Household Income Brackets

Bracket	Percentage
5,001 - 7,500	1.85%
7,501 - 10,000	5.56%
10,001 - 15,000	31.48%
15,001 - 20,000	20.37%
20,001 - 30,000	35.19%
Above 30,000	5.56%

💼 Profession of Worker According to Sector

Sector	Percentage
Service	54.90%
Manufacturing	45.10%

Source: LightCastle Partners primary data (N=54)

Metro had the highest representation of service workers while the majority of the working population from the other two clusters were from manufacturing and service industries. The high number of manufacturing sector workers in Greater

Greater Dhaka East

21%
Respondents

32
Mean age of respondents

💰 Household Income Brackets

Bracket	Percentage
7,501 - 10,000	8.70%
10,001 - 15,000	43.48%
15,001 - 20,000	30.43%
20,001 - 30,000	13.04%
Above 30,000	4.35%

💼 Profession of Worker According to Sector

Sector	Percentage
Service	52.17%
Manufacturing	47.83%
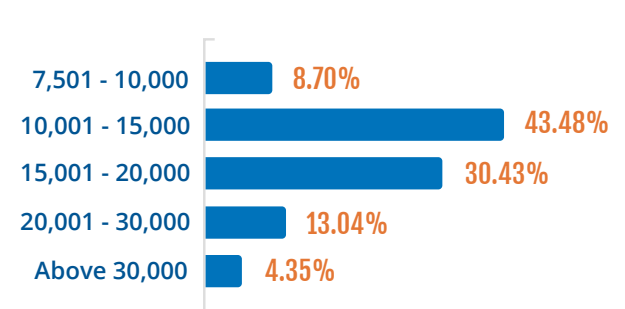
Source: LightCastle Partners primary data (N=23)

Dhaka North could be due to the high number of RMG factories in the region, and workers migrating there to have an easier commute to work.

Impact on Income, Spending and Migratory Patterns due to Covid-19

Income has declined for a majority of low income and lower middle income household

6% had lost their full income within 10 days of the Covid-19 lockdown

50% had lost one-third of their income due to Covid-19
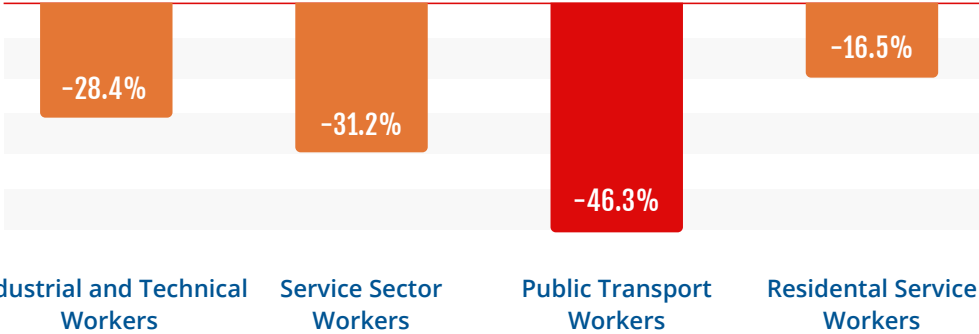
Overall

Average Income of Households

BDT 20,193
Before Covid-19

BDT 14,301
After Covid-19

Change in income after Covid-19 — **−29%**

Percentage Change in Income by Profession

Industrial and Technical Workers	Service Sector Workers	Public Transport Workers	Residental Service Workers
−28.4%	−31.2%	−46.3%	−16.5%

Source: LightCastle Partners primary data (N=113)

Less than half (42%) of respondents had indicated that Covid did not affect their household incomes so far. 50% of respondents indicated that Covid had led to a decrease of at least one-third of their pre-Covid income. Public transport workers were the worst affected among the major professions, having lost almost half of their income since the Covid lockdown. None out of 113 respondents had indicated an increase in their household income since the Covid lockdown.

Note: *The survey was conducted between the 5th and 7th of April, 2020.*
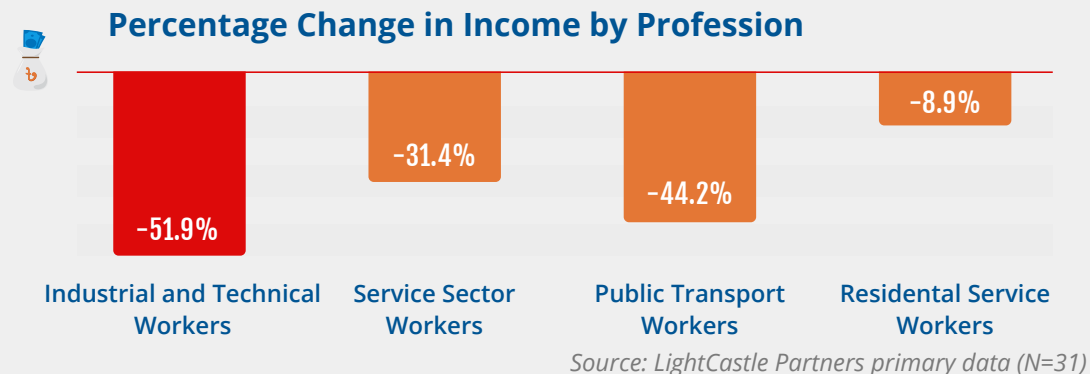
Dhaka Metro sees the steepest decline in income

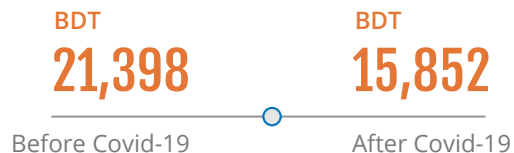## Dhaka Metro

Average Income of Households

BDT
21,030
Before Covid-19

BDT
13,955
After Covid-19

Change in income after Covid-19 **−34%**

Percentage Change in Income by Profession

- Industrial and Technical Workers: −51.9%
- Service Sector Workers: −31.4%
- Public Transport Workers: −44.2%
- Residental Service Workers: −8.9%

Source: LightCastle Partners primary data (N=31)

Greater Dhaka - North

Average Income of Households

BDT
21,398
Before Covid-19

BDT
15,852
After Covid-19

Change in income after Covid-19 **−26%**

Percentage Change in Income by Profession

- Industrial and Technical Workers: −24.2%
- Service Sector Workers: −39.8%
- Public Transport Workers: −37.1%
- Residental Service Workers: −13.8%

Source: LightCastle Partners primary data (N=52)
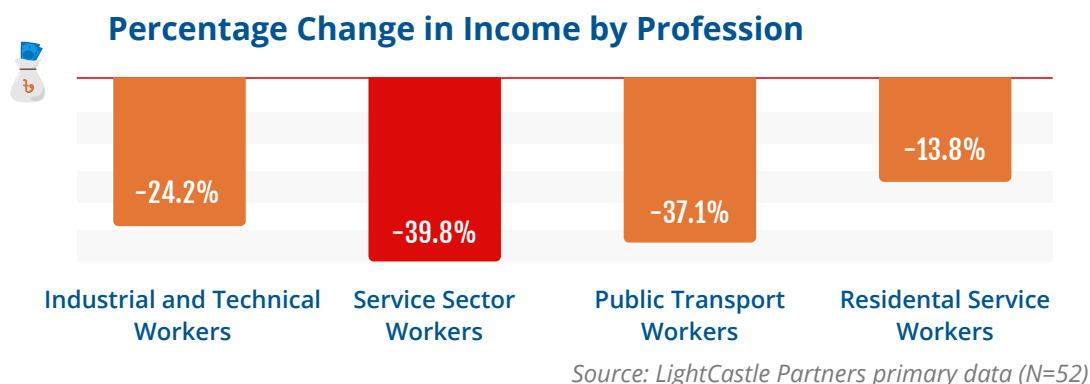
Greater Dhaka - East

Average Income of Households

BDT
17,278
Before Covid-19

BDT
12,996
After Covid-19

Change in income after Covid-19 **−25%**

Percentage Change in Income by Profession

- Industrial and Technical Workers: −28.7%
- Service Sector Workers: −11.6%
- Public Transport Workers: −66.7%
- Residental Service Workers: −31.9%

Source: LightCastle Partners primary data (N=23)

Note: *The survey was conducted between the 5th and 7th of April, 2020.*
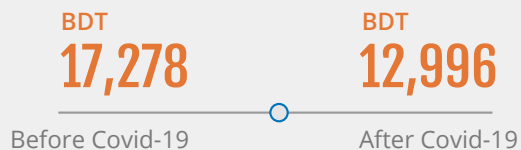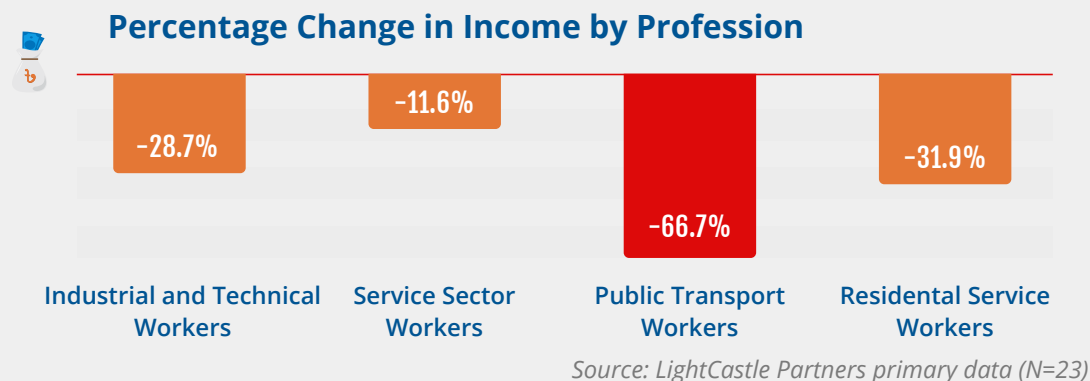
Household Spending Trends Before Covid-19

11%
Households saved on a regular basis

38%
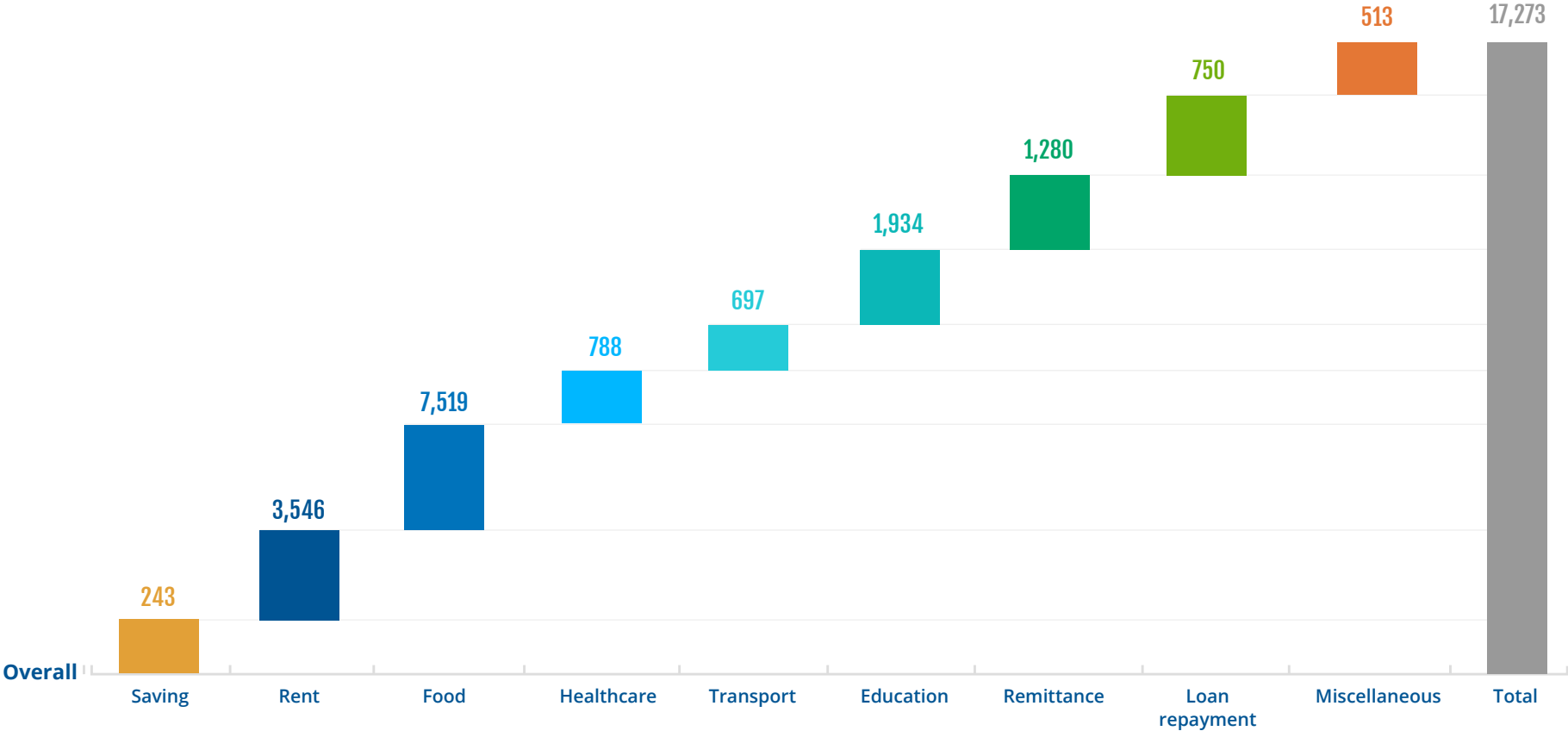Respondents send remittance back home

19%
Respondents have loan repayment obligations

Average Monthly Spending per Household

Saving	Rent	Food	Healthcare	Transport	Education	Remittance	Loan repayment	Miscellaneous	Total
243	3,546	7,519	788	697	1,934	1,280	750	513	17,273

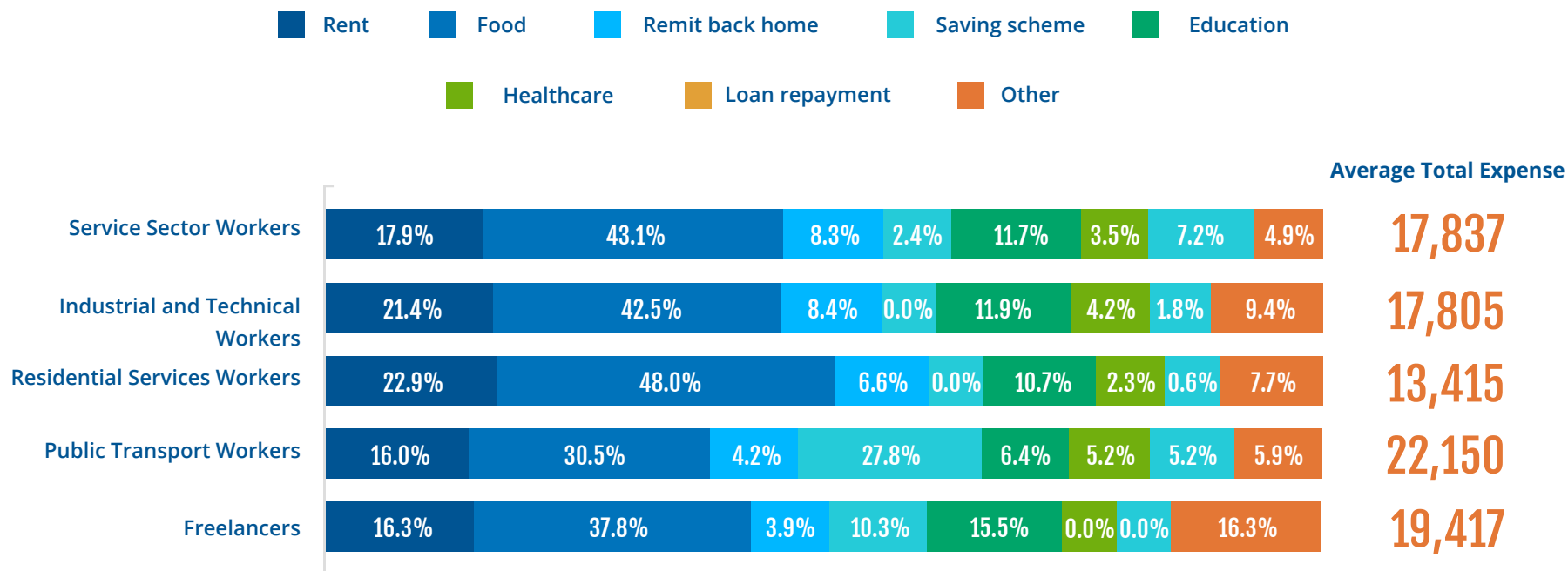Overall

Source: LightCastle Partners primary data (N=113)

10

Residential service along with industrial and technical workers are particularly vulnerable

Spending Volume by Profession

Legend: ■ Rent ■ Food ■ Remit back home ■ Saving scheme ■ Education ■ Healthcare ■ Loan repayment ■ Other

Average Total Expense

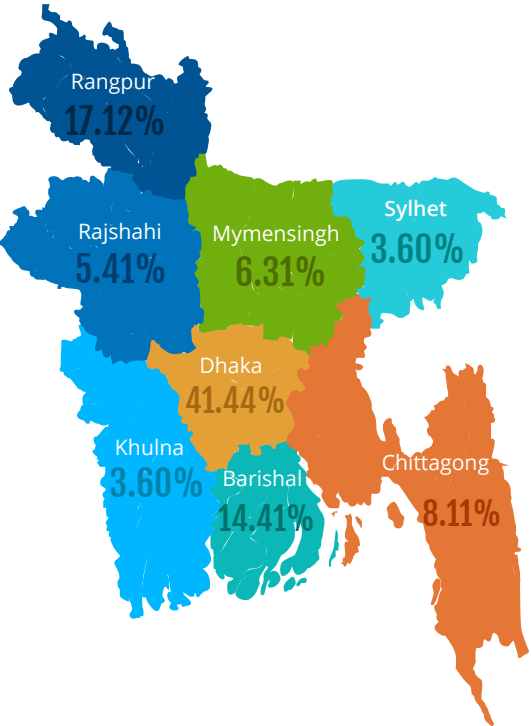| Profession	Rent	Food	Remit back home	Saving scheme	Education	Healthcare	Loan repayment	Other	Average Total Expense
Service Sector Workers	17.9%	43.1%	8.3%	2.4%	11.7%	3.5%	7.2%	4.9%	17,837
Industrial and Technical Workers	21.4%	42.5%	8.4%	0.0%	11.9%	4.2%	1.8%	9.4%	17,805
Residential Services Workers	22.9%	48.0%	6.6%	0.0%	10.7%	2.3%	0.6%	7.7%	13,415
Public Transport Workers	16.0%	30.5%	4.2%	27.8%	6.4%	5.2%	5.2%	5.9%	22,150
Freelancers	16.3%	37.8%	3.9%	10.3%	15.5%	0.0%	0.0%	16.3%	19,417

Source: LightCastle Partners primary data (N=107)

Households with Public Transport Workers and Freelancers (day labourers, hawkers and other transient workers) were seen to have the largest overall monthly spending by volume. However, in the case of Public Transport workers, a quarter of this spending went towards repayment of existing loans. Breaking down across categories, food and rent are naturally some of the largest categories for spending. It can be seen that Residential Service workers and Industrial and Technical workers were the least regular savers but at the same time they had to remit a significant portion of their income, making these two professions particularly vulnerable to financial shocks emanating from Covid-19.

The vast majority of respondents had stayed back in Dhaka

Home Divisions of Respondents

Rangpur
17.12%

Rajshahi
5.41%

Mymensingh
6.31%

Sylhet
3.60%

Dhaka
41.44%

Khulna
3.60%

Barishal
14.41%

Chittagong
8.11%

88%
of households are currently residing in Dhaka

33%
of families with zero income had already migrated away from Dhaka

When the respondents were asked if they are planning to move to their hometowns from their Dhaka residence address, the majority of them had responded that they either have no plans to move in the near future or are unsure about when they want to move. Among those who had migrated or were planning to do so in the immediate future, the clear majority of them were either residential service workers or industry/technical workers; this might be attributed to employers giving them paid leave. Service sector workers indicated the least willingness to migrate in the short term.

Key reasons for staying back in Dhaka

Transport blockade due to government shutdown

Better hope of receiving aid in Dhaka

Lack of income opportunities outside of Dhaka

Uncertainty over reopening timeline of workplace

Note: *The survey was conducted between the 5th and 7th of April, 2020.*

Transport and education spending categories see biggest declines post-Covid

Spending Categories	Percentage of households adjusting their post-Covid spending		
	↑ Increase	— No Change	↓ Decrease
Rent	2%	98%	0%
Food	40%	28%	32%
Healthcare	11%	79%	11%
Transport	4%	34%	62%
Education	0%	17%	83%
Remittance	0%	47%	53%
Loan installment	5%	33%	62%
Savings	0%	83%	17%
Miscellaneous	2%	88%	10%

Source: LightCastle Partners primary data (N=113)

Due to Covid-19's impact on income, 63% of overall households had reported a reduction in transport costs, which is to be expected given the ban on public transport that accompanied the lockdown. Education costs, too, had seen a reduction due to closures of schools and other education institutions (including coaching centres). Remittances for 26% of households had to be sacrificed due to the reduced incomes. The other major variance was seen in food costs, where 40% of households had reported an increase in food spending, attributed to higher food prices and 32% households who had reported lower expenditure of food as a consequence of reduced income. Healthcare spending, at the time of survey, had not varied significantly due to effects from Covid-19. Rent was the most stable spending head, with 98% reporting that their rents had stayed static since the Covid-19 lockdown.

Remittance and loan installments cut back across all income brackets
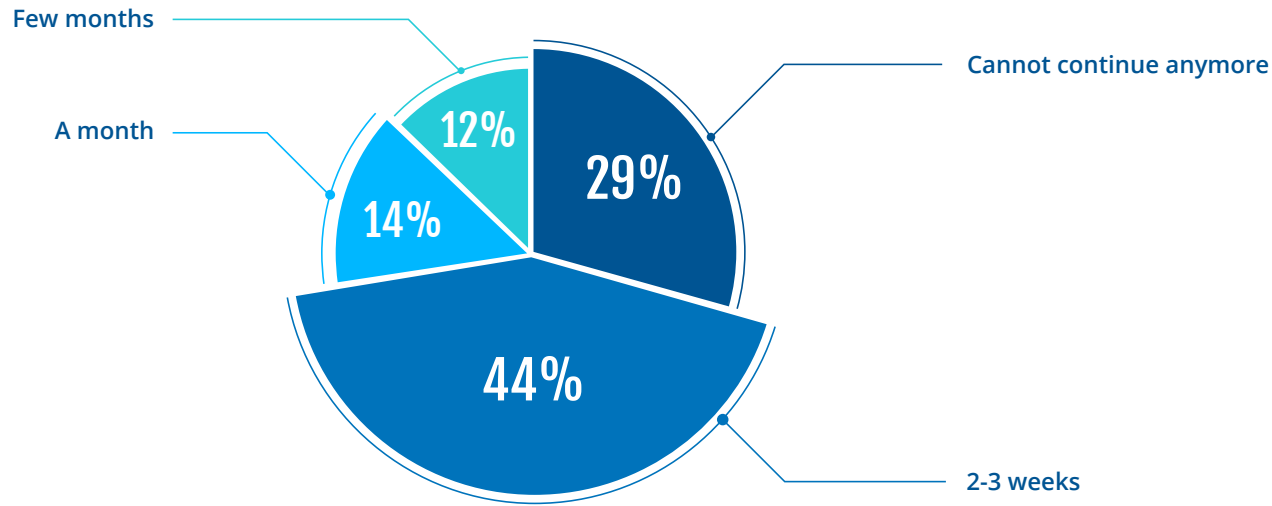
Post-Covid Spending Trends According to Income Brackets

Monthly Income	Percentage of households adjusting their post-Covid spending											
	BDT 5,001 - 10,000			BDT 10,001 - 20,000			BDT 20,001 - 30,000			Above BDT 30,000		
Spending Categories	↑ Increase	— No Change	↓ Decrease	↑ Increase	— No Change	↓ Decrease	↑ Increase	— No Change	↓ Decrease	↑ Increase	— No Change	↓ Decrease
Rent	0%	100%	0%	3%	97%	0%	0%	100%	0%	0%	100%	0%
Food	33%	50%	17%	38%	27%	35%	38%	28%	34%	83%	0%	17%
Healthcare	17%	83%	0%	10%	79%	11%	13%	72%	16%	0%	100%	0%
Transport	0%	50%	50%	2%	35%	63%	3%	28%	69%	33%	17%	50%
Education	0%	20%	80%	0%	17%	83%	0%	8%	92%	0%	60%	40%
Remittance	0%	25%	75%	0%	46%	54%	0%	46%	54%	0%	100%	0%
Loan installment	50%	0%	50%	0%	36%	64%	0%	43%	57%	0%	0%	100%
Savings	0%	100%	0%	0%	75%	25%	0%	80%	20%	0%	100%	0%
Miscellaneous	0%	83%	17%	0%	89%	11%	3%	88%	9%	17%	83%	0%

Source: LightCastle Partners primary data (N=113)

Respondents across all income brackets had reported a reduction in transport and education costs due to the government lockdown. The biggest reduction was noticed in remittance across the lower income brackets, which means the dependent population of these earners in rural settings are especially vulnerable to the impacts of Covid-19. Respondents also mentioned a significant decrease in loan installment payments, indicating that it is a primary compromise in adjusting to the reduced income - but such loan obligations could catch up with households in the long run. One in four respondents, earning between BDT 10,000- 30,000 monthly had reported a decrease in contributions towards savings. For the most part, the contribution towards savings was reported to stay level, but this can be attributed by the fact that only 11% (predominantly lower middle income households) had been making regular savings contributions in the first place.
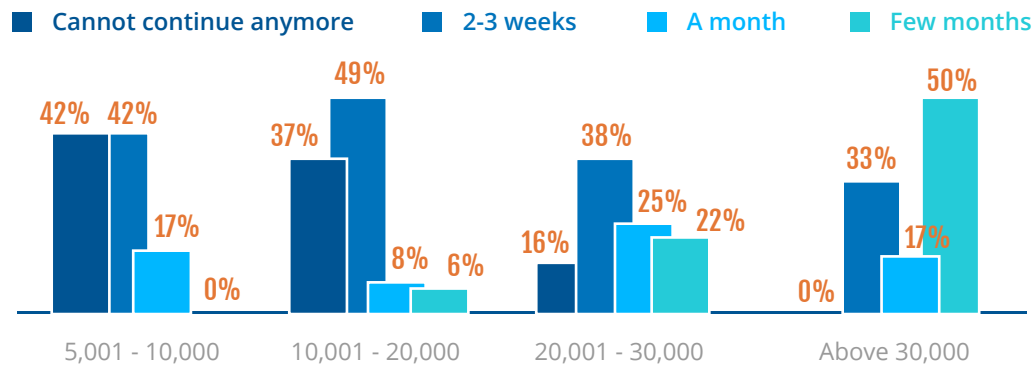
Note: *The survey was conducted between the 5th and 7th of April, 2020.*

A third of the households are at the end of the line

Estimated Period of Sustenance

Few months — 12%
A month — 14%
Cannot continue anymore — 29%
2-3 weeks — 44%

Source: LightCastle Partners primary data (N=113)

Estimated Period of Sustenance according to Income Brackets

■ Cannot continue anymore   ■ 2-3 weeks   ■ A month   ■ Few months

	5,001 - 10,000	10,001 - 20,000	20,001 - 30,000	Above 30,000
Cannot continue anymore	42%	37%	16%	0%
2-3 weeks	42%	49%	38%	33%
A month	17%	8%	25%	17%
Few months	0%	6%	22%	50%

Source: LightCastle Partners primary data (N=113)

Almost one in every three respondents reported having no financial support to sustain at present. 44% of respondents reported having enough savings that will help them survive the next few weeks and only 14% respondents reported that they may survive for a month considering the current financial conditions

As is to be expected, a positive relationship was observed between the household income and the estimated period of sustenance if the Covid-19 situation persisted. Households from the lowest income bracket were the most vulnerable, citing a maximum sustenance period of 3 weeks, while half the respondents earning more than BDT 20,000/month had mentioned that they can survive for at least another month considering the current economic situation.

Note: *The survey was conducted between the 5th and 7th of April, 2020.*

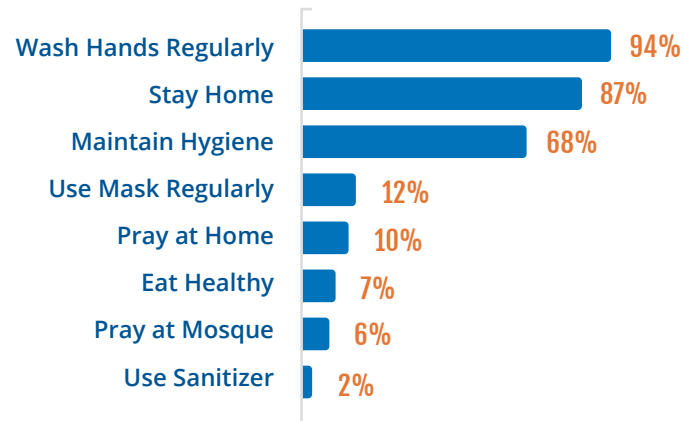# Post Covid-19 Awareness and Support Scenario

Strong Covid-19 awareness thanks to media and word of mouth

100%

of the respondents are aware of Covid-19

Understanding of preventative measures - overall

Measure	Percentage
Wash Hands Regularly	94%
Stay Home	87%
Maintain Hygiene	68%
Use Mask Regularly	12%
Pray at Home	10%
Eat Healthy	7%
Pray at Mosque	6%
Use Sanitizer	2%

Source: LightCastle Partners primary data (N=113)

How did you know about Covid-19?

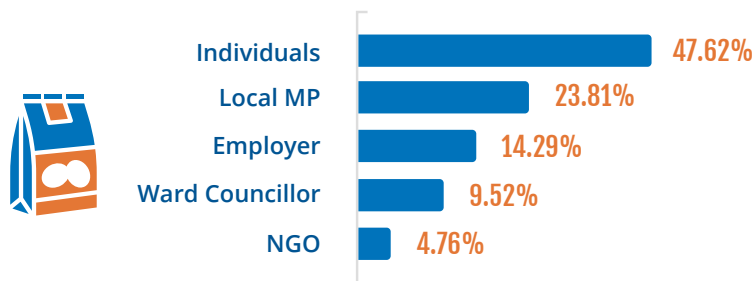| Source	Percentage
Media	64.13%
Neighbors	16.30%
Colleagues	4.35%
Friends	3.99%
Government Awareness	3.99%
Family	3.62%
Leaflets/Handouts	2.54%
Social Media	1.09%
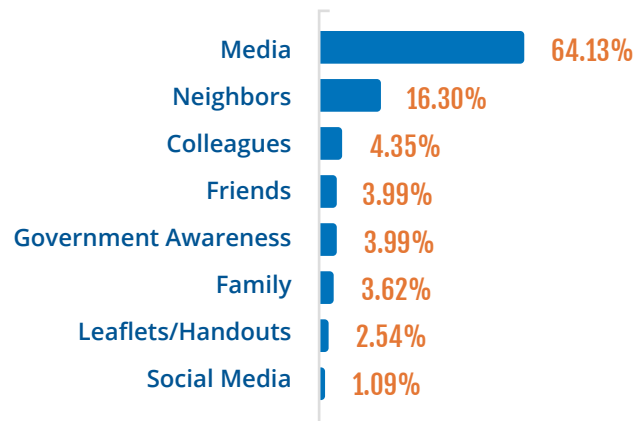
Source: LightCastle Partners primary data (N=113)

An overwhelming majority of households were aware of the correct preventative measures of Covid-19, highlighting the combined role of the media, government and word-of-mouth in propagating information. However, even among these well-informed households, there was a degree of misinformation, for example, where two respondents citing praying at the mosque as a preventive measure for Covid-19, whereas social distancing norms would suggest otherwise.

Note: *The survey was conducted between the 5th and 7th of April, 2020.*

Vast majority of the households are outside support safety net

81% of respondents had not received any form of support

82% of respondents had not received any form of support in **Dhaka Metro**

57% of respondents had not received any form of support in **Greater Dhaka - East**

91% of respondents had not received any form of support in **Greater Dhaka - North**
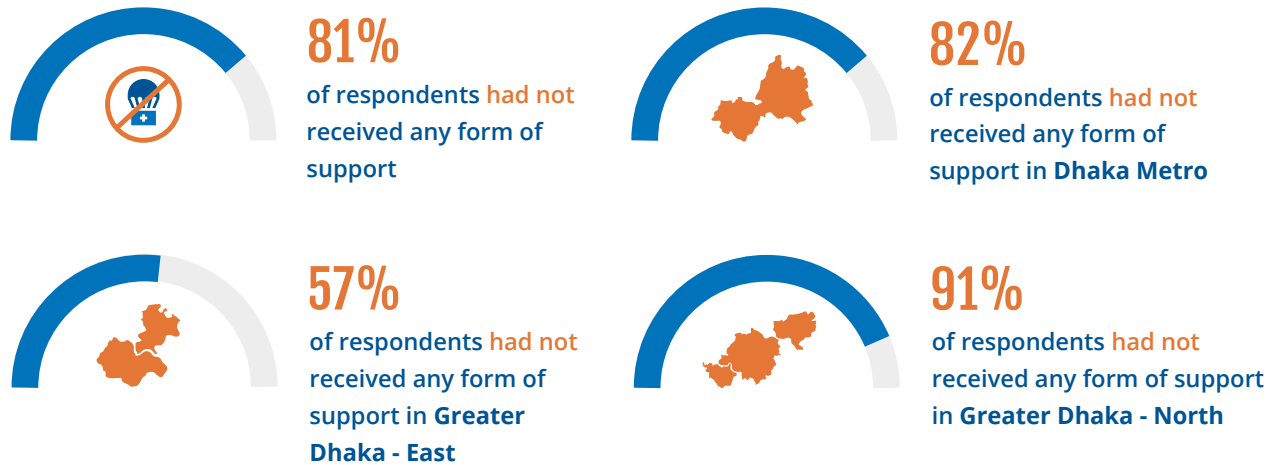
Support received from

Source	Percentage
Individuals	47.62%
Local MP	23.81%
Employer	14.29%
Ward Councillor	9.52%
NGO	4.76%

Source: LightCastle Partners primary data (N=21)

Among the 18.6% of overall households who had received support, all had received in-kind support either in the form of food relief or other daily essentials. Among the three zones covered in the study, greater Dhaka North was the most neglected in terms of reach of support initiatives. Where individuals did receive support in the two zones of greater Dhaka, individual donors were by far the largest source of support for the low-income community members, which is in contrast to Dhaka urban, where most of the support came from Local MPs, suggesting that political altruism was mostly limited to Dhaka Metro areas.

It is also concerning that NGO and employer (mostly from the private sector) support had been more prominent that any formal assistance from the central government. At a time when households have lost approximately a third of their earnings and are outspending their incomes, government assistance is more important than ever to help such households stay afloat.

None of the households had reported receiving any cash assistance.

Recommendations

Recommendations

Expand alternate G2P channels, via DFS, to ensure direct support to beneficiaries

The government should augment G2P (Government-to-Persons) channels to ensure direct payment of salaries to workers of impacted sectors like RMG and other export driven sectors. Such a model has already been initiated by a2i, and the use of Digital Financial Services (DFS) to facilitate this process would ensure effectiveness and reduce system loss. The government should also facilitate LIC members to open and maintain their respective digital accounts. Private sector should also be encouraged to continue the payroll of its blue-collar workforce through digital channels.

Consider safe outbound movement for the unemployed workforce and redirect them towards work for the upcoming agricultural production season

Almost 75% of the respondent group will be unable to sustain themselves financially in the coming month. Outbound movement of these workers back home could ensure sustenance as it would reduce significant expenses. These workers will also be able to contribute during the upcoming agricultural season. However, the issue of communal transmission via these workforce migrations also needs to be taken into account.

Direct micro enterprises towards support services, particularly the ones outside the purview of the banking system

Self-employed individuals have suffered significantly because of loss of business which eventually translates to capital erosion. These micro entrepreneurs need to be incorporated into the stimulus package through alternate arragements, since majority of them do not have credit relationships with commericial banks.

Collaborate with workers' associations to create databases of vulnerable groups and mobilize support funds

The government should collaborate with worker associations of different sectors in order to create databases through which vulnerable worker groups, such as public transport workers, can be identified and reached through support initiatives.

Introduce alternative livelihoods and skills development opportunities for the impacted unemployed working population

Thousands of workers will lose their jobs before the situation normalizes. These unemployed working populations need to be redirected towards alternative livelihoods and skills development

opportunities in order to ensure their sustenance in the short to medium term.

Join forces with development agencies based on specialization and work closely to reach the last mile beneficiaries and ultra-poor population

The government should work closely with development agencies/NGOs and collaborate based on specialization to cater to immediate needs of the vulnerable population. Many national level NGOs have in-depth experience of supporting ulta-poor population during natural calamities, which can be leveraged for designing effective national level livelihood interventions.

Extend rent and utilities amnesty to residents of urban LICs by indirectly compensating landlords

When income streams stop flowing, the usual response by LIC households is to retreat to their home districts, where they have more readily available resources and incur lower costs. 6% of surveyed households had lost all income in just the first 10 days of government lockdown (this number is expected to rise with a prolonged shutdown) and those who did have incomes, were in deficit regardless of profession and did not have option to

return to their home districts. Given this situation, the GoB should extend rent and utilities amnesty to residents of LIC to weather the Covid financial crisis during the lockdown. Canada promised rent support to small and medium businesses and GoB may take inspiration from this policy in order to support the LIC residents.

Increase awareness campaigns to disseminate correct information and debunk myths in order to help the vulnerable groups survive the heath and financial crisis

Given the prevalence of misconceptions among some well-informed households, the role of media in exposing myths and mis-information related to Covid-19 should be strengthened. Religious leaders with national level acceptance should be involved as part of any behaviour change initiatives.

Enact policies to protect blue collar jobs by encouraging companies to retain their employees, in lieu of receiving benefits from the stimulus package

GoB must tie in any stimulus packages to companies with conditions for retaining jobs. Any company breaching the condition must immediately be made ineligible for any stimulus packages. This would minimize income loss for many blue collar workers in the manufacturing sector.

The Team

Zahedul Amin

Director, Finance, Strategy and Consulting Services

Entrepreneur, market analyst and sustainable business consultant, with almost a decade of experience in banking, non-profit, entrepreneurship, market research and market development consulting. Areas of expertise include inclusive business, market analysis, financial modeling, agro and power. Leading team for delivering data driven solution for clients in private, development and public sectors. Prior to founding LightCastle, he worked as an Assistant Vice President in HSBC for 4 years.

Saif Nazrul

Senior Business Consultant

Management consultant with 4 years of experience, having worked across a number of development sectors including ICT4D, public financial management, health & nutrition, agriculture and livestock, education, economic empowerment and WASH. He is currently engaged in projects related to market research, strategy consulting, and MSME and startup development.

Sanjir Ali

Senior Business Consultant

Business consultant bringing 4 years of project management experience, having managed multidisciplinary projects across Bangladesh, Vietnam, Cambodia and Uzbekistan, with a portfolio total of approx. $6 million. Currently working in projects on nutrition, WaSH and investment climate. Completed BBA from Institute of Business Administration, University of Dhaka.

Khandaker Muhtasim Rafi

Business Analyst

Has a keen interest in helping businesses with data-driven solutions. Has an interest in finding innovative solutions to real-world business cases. He is passionate about developing his skills in diversified areas. Rafi has completed his Bachelor's in Business Administration (BBA) with dual major in Marketing and Finance from North South University (NSU).

Md. Tanjim Morshed

Creative Design Associate

Specialized in visualization, UI/UX design, content generation and A/V for branding with an experience of 2 years encompassing a portfolio consisting of both local & multinational clients. Completed Bachelor's in Computer Science from American International University-Bangladesh (AIUB).

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