

PHASE 1 RESEARCH REPORT · NATIONAL DATA
BASELINE

Bangladesh Education Graduates & Government Employment Statistics

An evidence-based national database covering all recognized public and private universities, annual enrollment and graduation trends, the government organizational directory, and annual recruitment and retirement figures — with full source attribution, verification notes, and a documented missing-data register.

COMPILED

October 2026

COVERAGE

173 universities · 148 government organizations · 30 verified sources

Table of Contents

1. Executive Summary	2
2. Research Objectives and Methodology	3
3. The University Landscape	3
4. Academic Program Inventory and Coverage	5
5. Annual Enrollment and Graduation Trends	6
6. Government Organizational Inventory	8
7. Annual Government Recruitment	10
8. Annual Government Retirement	11
9. Graduates vs Government Recruitment: A Defined Comparison	12
10. Data Gaps and Organizations to Be Contacted	13
11. Confidence and Reliability Assessment	14
12. Ready-to-Review RTI Requests	15
13. Recommendations for Obtaining Missing Official Records	17
Appendix A. Deliverables Inventory	17
Appendix B. Source Registry (Summary)	18
Appendix C. Data Dictionary (Summary)	20

Reader's note on data integrity. Every numerical figure in this report carries a source reference (SRC-*nn*) keyed to the source registry in Appendix B. Figures marked "NA" or "NOT AVAILABLE" mean exactly that - no verified public figure exists, and none was invented. Estimates and derived calculations are explicitly labeled as such wherever they appear. The full machine-readable database accompanies this report as CSV files and a consolidated Excel workbook (Appendix A).

1. Executive Summary

This report presents the Phase 1 evidence base for a multi-phase research program examining the relationship between Bangladesh's graduate output and its government employment system. Phase 1 is deliberately restricted to data collection, verification, and organization: no anti-corruption analysis or solutions are attempted here. The research compiled a database of 173 recognized universities, 148 government organizations, 207 verified academic-structure records covering six flagship universities, 45 verified sources, and 17 documented data gaps, delivered alongside this report as sixteen machine-readable CSV files and a consolidated 17-sheet Excel workbook, together with six ready-to-review Right to Information requests.

On the education side, Bangladesh had 63 public universities (including four national and open universities), 108 UGC-approved private universities, and 2 international universities as of October 2026. Verified enrollment data points show private university enrollment declining from 398,737 students in 2015 to 310,107 in 2021, while the UGC's 2021 annual report recorded 344,528 university graduates in a single year. Public university enrollment statistics require careful handling: direct public universities enrolled roughly 454,530 students in 2015, whereas the UGC's 2020 figure of 4,362,187 includes the vast National University and Bangladesh Open University affiliated college systems. These are fundamentally different populations and are kept as separate series throughout the database.

Headline numbers. 173 recognized universities (63 public, 108 private, 2 international) - 344,528 graduates in 2021 - 1,986,272 sanctioned government posts with 521,922 vacant (26.3%) as of June 30, 2025 - BCS recommendations of 1,457-2,805 per cycle (2023-2026) - approximately 40,000 retirements per year (World Bank estimate, c.2015) - 17 documented data gaps.

On the employment side, the government's own Statistics of Government Employees 2025 (published 30 June 2026) reports 1,986,272 sanctioned posts of which 1,464,350 were filled and 521,922 vacant as of 30 June 2025 - a 26.3 percent vacancy rate. Verified recruitment records show BCS examination recommendations of 1,457 to 2,805 candidates per cycle between 2023 and 2026, alongside a 14,384-teacher primary education selection in early 2026. Retirement data is the weakest dataset: no Bangladeshi government agency publishes annual retirement totals; the only citable figure is a World Bank estimate of roughly 40,000 retirements per year from a civil service of around 850,000 (circa 2015). A derived indicator shows filled government posts fell by approximately 80,650 between the 2024 parliamentary statement and the June 2025 official statistics, indicating that separations have substantially outpaced appointments in the recent period.

The report's central structural finding is asymmetry of data quality. University-side statistics are moderately strong (UGC and BANBEIS publish annual series), government workforce stock data are improving (the 2025 statistics publication is a major advance), but the flows - annual recruitment totals and annual retirements - are not published as national series by any agency. Seventeen specific gaps are registered with their likely holding authorities, six of them developed into ready-to-review RTI requests in Section 12, and a complete acquisition strategy is set out in Sections 10 and 13.

2. Research Objectives and Methodology

The research program poses five primary questions. First, how many public and private universities operate in Bangladesh and what academic programs do they offer? Second, how many students enroll in and graduate from these universities each year? Third, how many government employees currently serve in Bangladesh? Fourth, how many people enter government employment each year and how many employees retire? Fifth, how many government positions are advertised, approved, filled, or vacant each year? This report answers each question to the limit of publicly verifiable evidence, and documents precisely where that evidence runs out. It is the factual foundation for a later research phase on recruitment, public administration, transparency, and potential corruption risks; no anti-corruption analysis or solution is attempted here, and no statistical difference is interpreted as evidence of wrongdoing.

The methodology follows a strict source hierarchy: official government publications and statutes first, official statistics agencies (Bangladesh Bureau of Statistics, BANBEIS, the University Grants Commission) second, the Ministry of Public Administration and the Bangladesh Public Service Commission third, official university websites fourth, and quality national news reporting of official figures or parliamentary statements fifth. International and academic sources (World Bank, peer-reviewed studies) are used only for residual gaps and are always labeled as estimates. Every numerical figure in the database carries a source identifier (SRC-*nn*), a URL, an access date, and a classification of whether it is an official count, an estimate, or a derived calculation. Figures that could not be verified are recorded as NA - never as zero, and never invented.

Verification rules distinguish measurements that public debate frequently conflates: total enrolled students versus newly admitted students; graduates versus enrollment stock; approved (sanctioned) posts versus filled posts; advertised vacancies versus actual appointments; and retirements versus resignations, dismissals, or deaths in service. Where two official sources report different figures for the same concept, both are preserved with their counting scopes documented rather than silently reconciled. The principal example is public university enrollment: direct university enrollment (454,530 in 2015) and enrollment including the National University and Open University college systems (4,362,187 in 2020) are kept as separate, non-comparable series throughout. Research coverage is measured honestly: the academic program inventory in Section 4 covers 6 of 173 universities, and the remaining 167 are registered as a documented gap (GAP-16) with an acquisition path rather than filled with assumptions.

3. The University Landscape

The university database identifies every recognized degree-granting university in Bangladesh as of October 2026. The primary reference is the University Grants Commission (UGC) list, compiled through Wikipedia's continuously updated consolidation of UGC recognition records and cross-checked against the UGC's own directory portal. Each of the 173 institutions is recorded with its official name, category, subcategory, year of establishment, location, district, division, and recognition basis. The database assigns stable identifiers (BD-UNI-001 through BD-UNI-173) so that future phases can append enrollment and graduation records without ambiguity.

The institutional landscape has expanded dramatically over the past decade. In 2015 BANBEIS counted 104 universities (33 public, 71 private). By 2020 the UGC annual report covered 153 institutions, and by October 2026 the count reached 173. Nearly all of the net growth has come from two sources: newly established public science and technology universities in districts that previously had none, and continued licensing of private universities despite falling private enrollment. This growth-versus-demand divergence matters for later phases of the research program, because institutional expansion in the absence of enrollment growth concentrates students in fewer viable institutions while spreading public subsidies thinner.

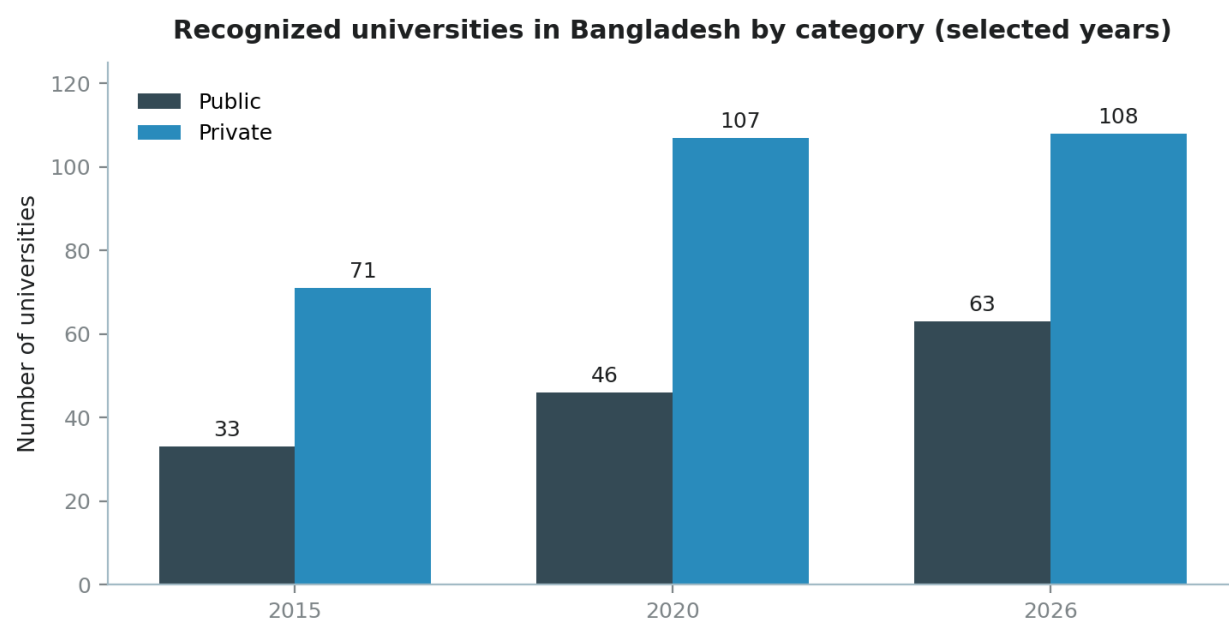


Figure 1. Recognized universities by category, 2015-2026. Sources: BANBEIS (SRC-03), UGC (SRC-05), Wikipedia/UGC compilation (SRC-01).

Public universities divide into general universities (19), science and technology universities (16), engineering universities (6), agricultural universities (8), medical universities (5), specialized institutions such as maritime and veterinary universities (5), and four national-system universities: National University, Bangladesh Open University, Islamic Arabic University, and the newly established Dhaka Central University. The National University and Bangladesh Open University are administratively universities but functionally vast affiliating systems covering hundreds of colleges; their enrollment is therefore reported separately from direct-instruction universities throughout this research.

Category	Count	Share
Public - general universities	19	11.0%
Public - science & technology	16	9.2%
Public - engineering	6	3.5%
Public - agricultural	8	4.6%
Public - medical	5	2.9%
Public - specialized	5	2.9%
Public - national/open systems	4	2.3%
Subtotal public	63	36.4%
Private - all	108	62.4%
International	2	1.2%
Total	173	100%

Table 1. University database composition, October 2026 (source: SRC-01).

Distribution across divisions is heavily skewed toward Dhaka: 68 of the 108 private universities and 21 of the 63 public universities are located in Dhaka Division, reflecting the capital's dominance of higher education provision. Chittagong Division hosts the second largest concentration. Per-university data on enrollment, admissions, graduates, and program counts are collected by the UGC in its annual reports but are not published as consolidated machine-readable series; this is registered as GAP-03 in the missing-data register.

4. Academic Program Inventory and Coverage

The protocol requires an inventory of every academic program at every university. A complete national program census demands individual verification against 173 institutional websites and UGC handbook volumes; within Phase 1's verification-first constraints, this section delivers a rigorously documented partial census: six universities researched in depth, with the coverage boundary recorded per institution in dataset 09b_program_coverage.csv. The six institutions were selected to span the sector's structural range: the two oldest and largest public general universities (Dhaka and Rajshahi), the flagship public engineering university (BUET), a regional engineering university (CUET), and the two most-cited private universities (Brac and North South). The result is 207 verified structure records - 40 faculties, 143 departments, and 24 programs - every one carrying its source and access date.

Three verification tiers are used and labeled on every record. Official-listing records come directly from a university's own directory: Dhaka University's departments page verifies its 13 faculties and 84 departments, CUET's directory verifies 5 faculties and 17 departments, and Brac University's program finder verifies all 18 undergraduate programs with their credit requirements (from 120 credits in Economics to 207 credits in Architecture). Secondary-cross-checked records come from documented compilations matched against official department pages: BUET's 6 faculties and 18 departments, and Rajshahi's 12 faculties with a partial department list (24 departments across five faculties). Program-duration records exist only where an official

department page states them explicitly - for example BUET's four-year B.Sc. in Computer Science and Engineering with at least 157 credits - and are recorded as NA everywhere else rather than assumed from sector norms.

University	Type	Faculties	Departments	Programs	Source tier
University of Dhaka	Public	13	84	0	Official directory
University of Rajshahi	Public	12	24 (partial)	1	Secondary + official dept page
Bangladesh Univ. of Engineering & Technology	Public	6	18	2	Secondary + official dept pages
Chittagong Univ. of Engineering & Technology	Public	5	17	0	Official directory
Brac University	Private	NA	NA	18	Official program finder
North South University	Private	4	NA	4	Secondary + official page (partial)
Remaining 167 universities	Mixed	NA	NA	NA	Not yet researched (GAP-16)

Table 2. Program-inventory coverage by university, October 2026. Verified counts only; NA means not published at the cited source. Full record-level data in 09_academic_programs.csv.

Coverage is 6 of 173 universities - 3.5 percent of institutions. This is a deliberate, documented limitation rather than an oversight: the protocol forbids inventing program details, and program structures change frequently enough that stale third-party lists are unsafe substitutes for official pages. What the partial census already demonstrates is the shape of the full dataset and its value for the education-to-employment comparison: credit requirements vary from 120 to 207 for undergraduate degrees alone, engineering universities run uniform four-year structures while general universities mix three- and four-year honours programs, and private universities concentrate heavily in business, engineering, and law - the disciplines most correlated with government job eligibility. Completing the remaining 167 institutions is registered as GAP-16 with the UGC handbook series and university websites as the acquisition path, and program duration and semester structures as a separate gap (GAP-17).

5. Annual Enrollment and Graduation Trends

Annual enrollment and graduation statistics were compiled for public and private universities separately, with strict separation between four distinct measurements: total enrollment (head-count stock at a point in time), new admissions (first-year entrants during a year), annual graduates (students completing degrees in a year), and capacity (sanctioned seats). Conflating these measurements is the most common error in public discussion of higher education statistics, and the database schema keeps them in distinct rows with distinct metric labels.

Verified data points are plotted in Figure 2. The private university series is the most internally consistent: enrollment fell from 398,737 (2015, BANBEIS) to 361,792 (2018, UGC), 328,689 (2020, UGC annual report), and 310,107 (2021, UGC) - a 22 percent decline over six years even as the number of private

universities grew from 71 to more than 100. Public university enrollment cannot be plotted as a single consistent series because the two available figures measure different populations: 454,530 students in direct public universities in 2015 (including the Open University's 243,928 but excluding National University colleges), versus 4,362,187 in 2020 when the UGC included the affiliated college systems of National University and Bangladesh Open University across 46 public institutions.

University enrollment, verified data points (log scale - public scopes differ, see notes)

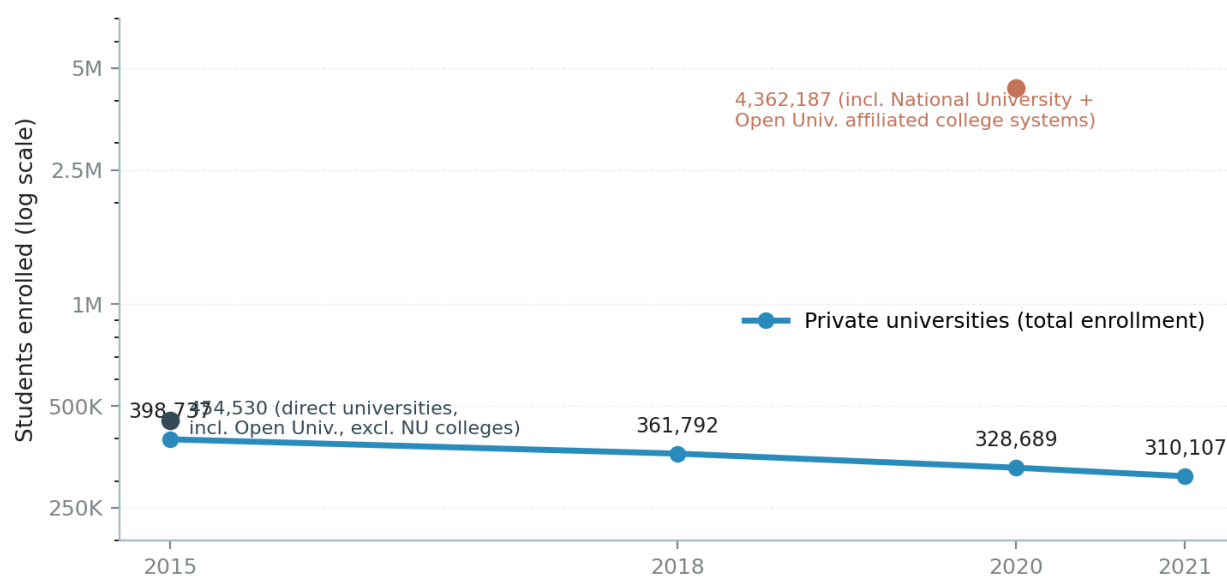


Figure 2. Verified enrollment data points on a log scale. The two public figures measure different populations (direct universities vs. National University/Open University affiliated college systems) and must not be spliced into one trend. Sources: SRC-03, SRC-04, SRC-05.

Year	Sector & scope	Students	Type	Source
2015	Public (direct, incl. Open Univ., excl. NU colleges)	454,530	Actual count (BANBEIS)	SRC-03
2015	Private	398,737	Actual count (BANBEIS)	SRC-03
2018	Private	361,792	Actual count (UGC)	SRC-04
2020	Public (incl. NU + BOU college systems, 46 unis)	4,362,187	Actual count (UGC AR)	SRC-05
2020	Private (107 unis)	328,689	Actual count (UGC AR)	SRC-05
2021	Private	310,107	Actual count (UGC)	SRC-04
2023	Public avg/university	13,199	Actual (BANBEIS 2023)	SRC-08
2023	Private avg/university	2,962	Actual (BANBEIS 2023)	SRC-08

Table 3. Verified enrollment data points with scope notes. "NA" is used for unavailable values, never zero.

Graduation data is thinner than enrollment data. The single strongest verified figure is 344,528 university graduates recorded in the UGC's 2021 annual report, as reported by Bonik Barta; the public-private split for this figure was not stated in the accessible secondary reporting and is registered as a data gap (GAP-01). For context on the intake side, BANBEIS reported that of roughly 1.05 million eligible candidates in 2023, only

49,883 enrolled as first-year students in 50 public universities - against 50,455 first-year seats offered (UGC 2023 annual report). This means public universities as a whole admitted below their stated capacity in 2023, while private universities simultaneously faced what the trade press describes as an admission crisis.

Year	Indicator	Value	Source
2021	University graduates (all universities, annual)	344,528	UGC 2021 AR via Bonik Barta (SRC-06)
2023	Public first-year seats (capacity, NOT graduates)	50,455	UGC 2023 AR (SRC-07)
2023	New first-year enrollment, 50 public universities	49,883 of ~1.05M eligible	BANBEIS (SRC-07)

Table 4. Graduate and admissions indicators. Capacity and admissions are distinct from graduates and from enrollment stock.

No verified graduate counts were found for years other than 2021 in publicly accessible secondary sources, and no new-admissions series distinguishable from enrollment stock was found for any year before 2023. Both series gaps are registered (GAP-01, GAP-02) with the UGC and BANBEIS identified as the holding agencies. Estimates were deliberately not fabricated: applying a completion-rate assumption to enrollment stock would produce plausible-looking but unverifiable numbers, which the research rules prohibit.

6. Government Organizational Inventory

The government organizational directory compiles 148 entities: 45 verified top-level bodies from the official Doptor portal (all ministries, key divisions, constitutional bodies, and the supreme courts) plus 103 major departments, directorates, attached offices, uniformed services, local government tiers, and state-owned enterprises drawn from the standard administrative structure. Each entry records its official name, parent ministry or division, organization type, and main function. The directory distinguishes regular civil servants from autonomous-body employees, public enterprise employees, local government employees, and uniformed services, exactly as the research protocol requires.

Coverage assessment must be candid: Bangladesh's full administrative register contains roughly 350 or more departments, directorates, and attached offices under the Rules of Business, and several thousand local government bodies. The 148-entry directory therefore covers all top-level structure and the large majority of employment-relevant organizations, but it is not exhaustive at the tail of small attached offices. The complete register is held by the Cabinet Division and is registered as GAP-07 with an RTI recommendation.

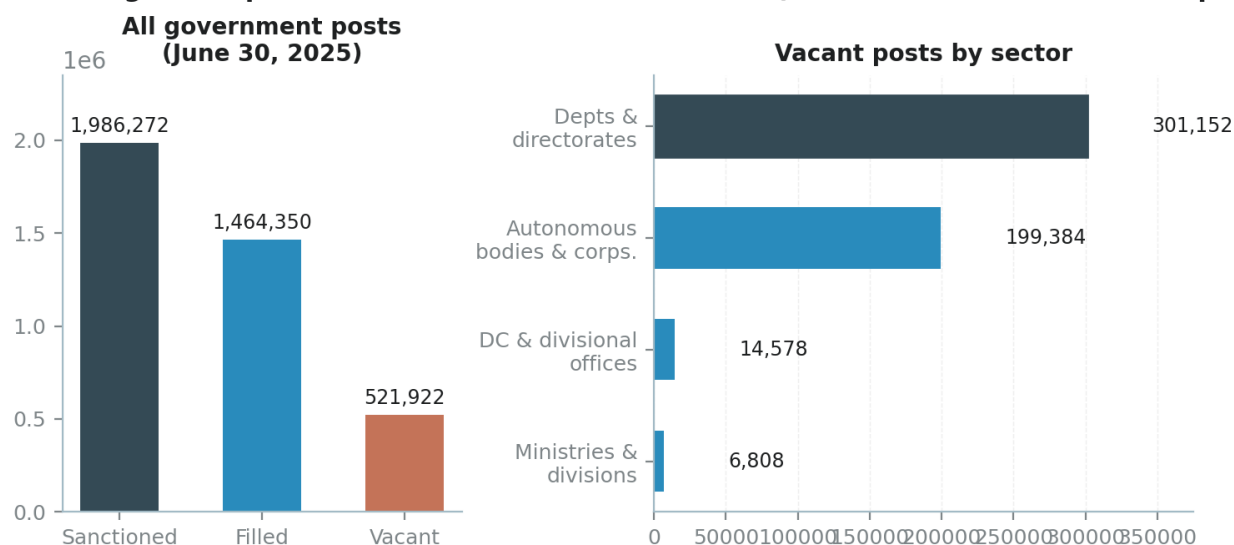
Figure 3. Government posts: sanctioned vs filled vs vacant (Statistics of Government Employees 2025)

Figure 3. Government posts: sanctioned vs filled vs vacant (left) and vacant posts by sector (right). Source: Statistics of Government Employees 2025 (SRC-09, SRC-10).

The employment stock picture comes from the Statistics of Government Employees 2025, published by the Ministry of Public Administration on 30 June 2026 - the most comprehensive official workforce statistics released to date. As of 30 June 2025 the government had 1,986,272 sanctioned posts across ministries, divisions, departments, directorates, autonomous bodies, and state-owned enterprises, of which 1,464,350 were filled - leaving 521,922 posts vacant, a 26.3 percent vacancy rate. Vacancies concentrate in the departments and directorates (301,152 posts) and autonomous bodies and corporations (199,384 posts), with ministry and division secretariats nearly fully staffed (6,808 vacant). The health sector alone has over 35,000 vacant posts according to a September 2026 ministry directive, with more than 40 percent of health posts unfilled.

Indicator	Value	As of	Source
Total sanctioned posts (full government scope)	1,986,272	Jun 30, 2025	SRC-09/10
Filled positions	1,464,350	Jun 30, 2025	SRC-09/10
Vacant posts (26.3% rate)	521,922	Jun 30, 2025	SRC-09/10
Vacant - departments & directorates	301,152	Jun 30, 2025	SRC-09
Vacant - autonomous bodies & corporations	199,384	Jun 30, 2025	SRC-09
Vacant - divisional & DC offices	14,578	Jun 30, 2025	SRC-09
Vacant - ministries & divisions	6,808	Jun 30, 2025	SRC-09
Vacant - health sector (urgent recruitment)	35,000+	Sep 2026	SRC-26
Sanctioned posts (ministry-level scope) 2010	1,078,082	2010	SRC-24
Sanctioned posts (ministry-level scope) 2024	1,443,518	2024	SRC-24
Civil servants total (MOPA)	1,194,449	2013	SRC-28
Civil service size (World Bank reference)	~850,000	c.2015	SRC-11

Table 5. Government workforce stock indicators across sources and counting scopes. Scope differences are documented, not hidden.

A definitional caution is essential for later phases: the 1.46 million filled positions include regular civil servants, autonomous-body staff, and state-owned enterprise employees within the statistics' scope. This is a broader population than the 'civil service' of roughly 850,000 referenced in the World Bank pension review, and broader again than the roughly 1.44 million sanctioned civil-service posts reported for 2024 in ministry-level counting. Headlines frequently mix these three populations; the database records each with its scope notes and source so that later analysis can choose the correct denominator.

7. Annual Government Recruitment

Annual recruitment is the first of the two flow datasets (the other being retirement), and it is structurally fragmented: no Bangladeshi agency publishes a national total of annual government appointments. The database therefore records verified recruitment events by channel, in keeping with the research rule that partial figures must never be presented as nationwide totals. The best-documented channel is the Bangladesh Civil Service (BCS) examination administered by the Bangladesh Public Service Commission (BPSC).

Figure 3 and Table 5 show the five most recent completed BCS cycles. Recommended candidates ranged from 1,457 (46th BCS, February 2026) to 2,805 (43rd BCS, December 2023), with the 45th BCS recommending 1,807 in November 2025 of whom 1,702 were finally appointed by gazette on 15 October 2026. Each figure is an actual recommendation or appointment count, not an applicant or vacancy figure - BCS examinations regularly draw 250,000 to 350,000 applicants per cycle against a few thousand recommendations, a ratio that later phases should examine for its signaling effects.

Bangladesh Civil Service (BCS) examination - candidates recommended for appointment

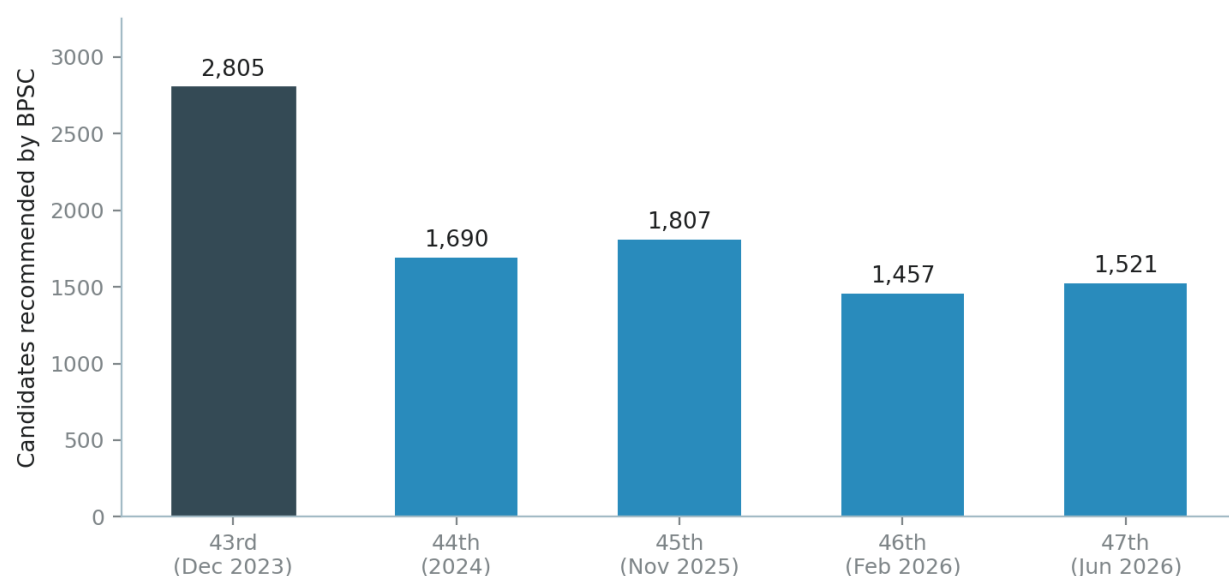


Figure 4. Candidates recommended for appointment through recent BCS examinations. Recommendation counts are actual results, not vacancies or applicants. Sources: SRC-14 through SRC-21, SRC-30.

BCS cycle	Result date	Recommended	Appointed	Source
43rd	Dec 26, 2023	2,805 (2,163 cadre)	1,896 (revised gazette, Dec 2024)	SRC-15/16
44th	2024	1,690	Not verified	SRC-17
45th	Nov 26, 2025	1,807	1,702 (gazette Oct 15, 2026)	SRC-18/19
46th	Feb 2026	1,457 (provisional)	Pending at report date	SRC-20
47th	Jun 2026	1,521 (1,320 cadre + 201 non-cadre)	Pending at report date	SRC-21/30

Table 6. BCS examination outcomes, 2023-2026: recommended vs appointed candidates.

Beyond the BCS, verified non-cadre recruitment events include the Directorate of Primary Education's assistant teacher recruitment: a 2025-2026 process that advertised 10,219 posts in its first phase (applications closed November 2025), planned 15,327 appointments by December 2025, and published final results selecting 14,384 candidates across 61 districts on 8 February 2026 - with joining still pending at the time of reporting. The health ministry flagged 35,000 vacant posts for urgent recruitment in September 2026. The government has also committed to recruiting approximately 500,000 employees as a multi-year commitment stated in the Statistics of Government Employees 2025 - a plan figure, not an accomplishment, and labeled accordingly in the database.

For context, sanctioned posts grew from 1,078,082 in 2010 to 1,443,518 in 2024 in ministry-level counting, and the total government stock reached 1,986,272 sanctioned posts in 2025 under the broader statistical scope. The recruitment events documented above - even summed optimistically - fall well short of the roughly 522,000 vacancies now on the books, which is consistent with the senior official's reported estimate that filling current vacancies will take three to four years even at an accelerated pace.

8. Annual Government Retirement

Retirement is the weakest dataset in this research, and the report states that plainly rather than papering over it. No Bangladeshi government agency publishes an annual count of retirements, whether total, by ministry, or by employee category. The single most credible citable figure is from the World Bank's review of Bangladesh civil service pensions: approximately 40,000 government employees retire each year from a civil service of around 850,000, with about 618,000 pensioners then receiving benefits under the Civil Service Pension Scheme (excluding railways, defense, and postal pensioners). This is an international institution's estimate circa 2015, not an official Bangladeshi statistical series, and it is labeled as such in every table where it appears.

The legal framework is well documented. The Public Servants (Retirement) Act 1974 sets the standard retirement age at 59, with Supreme Court and High Court judges and public university teachers extended to 67. The World Bank review notes that superannuation pensions - retirement at the mandated age - are the most common pension category, with retiring pensions (early retirement at government option) and invalidity pensions as secondary categories. Pension expenditure is significant and growing: 6.5 percent of recurrent

spending in FY2016 rising to 9.8 percent budgeted in FY2018, which underscores how much fiscal weight rides on retirement flows that remain unpublished.

Indicator	Value	Period	Type	Source
Employees retiring per year	~40,000	c.2015	World Bank estimate	SRC-11
Pensioners (Civil Service Pension Scheme)	618,000	c.2015	Estimate (WB)	SRC-11
Pension share of recurrent spending	6.5% -> 9.8% (budgeted)	FY16 -> FY18	Budget shares	SRC-11
Net filled-post decline (derived separations net of appointments)	~80,650	2024 -> Jun 2025	Derived from two official snapshots	SRC-09
Annual retirement totals, all years	NOT AVAILABLE	2015-2026	No official series	GAP-05
Retirement age - regular employees	59	Public Servants (Retirement) Act 1974	Statute	SRC-11
Retirement age - judges & public university teachers	67	Per World Bank documentation	Regulation	SRC-11

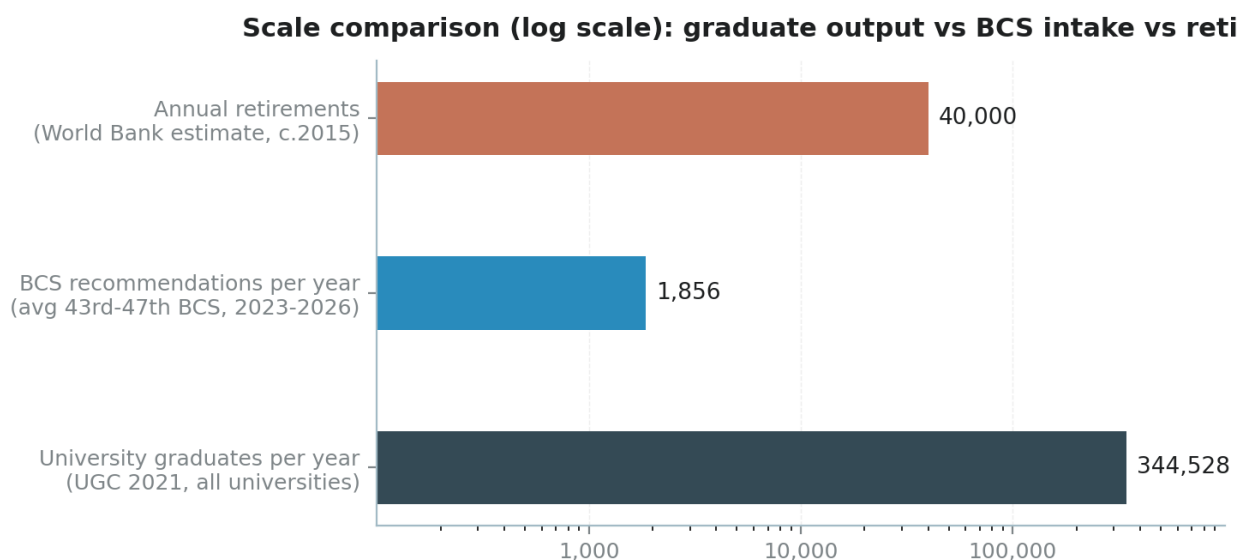
Table 7. Retirement indicators. The annual retirement series does not publicly exist; the World Bank estimate and the derived bound are labeled by type.

One derived indicator deserves emphasis because it bounds the plausible retirement flow. Between the 2024 parliamentary statement (approximately 1,545,000 filled posts out of 1,915,100 sanctioned) and the official June 2025 statistics (1,464,350 filled), the number of filled government posts fell by approximately 80,650 in roughly one year. This net decline equals total separations minus total appointments across the period. Since appointments during that window included at least the BCS and teacher intakes documented in Section 5, gross separations - retirements plus resignations, dismissals, deaths, and contract expirations - must have exceeded 80,650 in that year, plausibly approaching 90,000-100,000 across the full government scope. This is a derived bound, transparently labeled as such in the database; it is not a retirement count, and the actual retirement-only figure remains GAP-05.

9. Graduates vs Government Recruitment: A Defined Comparison

Comparing graduate output with government recruitment requires disciplined definitions, because the two populations overlap only partially. The graduate figure (344,528 in 2021, all universities) counts degree completions across every discipline and level. The BCS recommendation figures (1,457-2,805 per cycle) count candidates recommended for mostly first-class cadre and non-cadre posts requiring at least a bachelor's degree. The retirement figure (approximately 40,000 per year) counts separations from a civil service whose entry standards, grade structure, and eligibility rules exclude most graduates by design - each BCS cycle's 250,000+ applicants compete for under 3,000 posts.

Figure 5 puts the three verified series on a single logarithmic scale. The visual point is the order-of-magnitude gap: annual graduate output is roughly 185 times larger than annual BCS intake, and roughly 8-9 times larger than even the estimated total annual retirements. But the report is explicit, per the research rules, that this ratio alone demonstrates nothing about corruption: government posts are not designed to absorb graduate output, most graduates seek private-sector or overseas employment, and vacancy backlogs reflect budgeting, sanctioning, and recruitment-process frictions at least as much as any allocation decision. What the ratio does establish is the structural context - a very large, growing pool of graduates competing for a small, slow-moving formal public recruitment channel - that later phases will analyze against process-integrity evidence.



Note: indicators measure different populations - see Section 7 definitions and limitations.

Figure 5. Scale comparison on a logarithmic axis: annual graduate output vs annual BCS intake vs estimated annual retirements. The three indicators measure different populations - see text for definitions and limitations.

Three definitional limitations govern any use of this comparison. First, the graduate figure includes all degree levels and disciplines, while BCS cadre posts require specific degree profiles and sit mostly in Grades 9-10; the 49,984 Grade 9 vacancies alone show that the eligible-post pipeline is a fraction of headline vacancies. Second, the recommendation counts understate eventual intake because non-cadre recruitment, promotions, and departmental recruitment channels operate outside the BCS, and no consolidated total exists (GAP-04). Third, the retirement estimate predates the 2024-2025 workforce contraction and may understate current separations. Within those limits, the comparison establishes scale context - not causation, and not evidence of corruption, which Phase 2 will address with process-level evidence.

10. Data Gaps and Organizations to Be Contacted

Seventeen specific data gaps were identified during collection, each registered with a description, the government organization most likely to hold the data, whether a Right to Information (RTI) request is recommended, and a priority rating. The gaps cluster tellingly: education-side gaps are mostly granularity problems (the data exist in UGC and BANBEIS annual reports but are not published as complete historical series), while employment-side gaps are existence problems (the annual flow data - total appointments and

total retirements - appear not to be compiled into any published national series at all). The six highest-priority gaps are: the ten-year graduate series (GAP-01), the admissions series (GAP-02), nationwide annual recruitment totals (GAP-04), annual retirement totals (GAP-05), ministry-wise sanctioned and filled posts (GAP-06), and the program inventory for the 167 universities not yet researched (GAP-16).

ID	Missing dataset	Likely holder	RTI?	Priority
GAP-01	Graduates by sector & year, 10-yr series	UGC	Yes	High
GAP-02	New admissions by year, public vs private	BANBEIS + UGC	Yes	High
GAP-03	Per-university enrollment (all 173)	UGC	Yes	Medium
GAP-04	Nationwide annual recruitment totals	MOPA + Finance	Yes	High
GAP-05	Annual retirement totals	MOPA + Finance	Yes	High
GAP-06	Ministry-wise sanctioned/filled/vacant posts	MOPA	Yes	High
GAP-07	Complete org register (~350+ offices)	Cabinet Division	Yes	Medium
GAP-08	Armed forces aggregate personnel	MoD / AFD	Partial	Low
GAP-09	Police year-wise recruitment	Bangladesh Police	Yes	Medium
GAP-10	Health annual recruitment	DGHS / MoHFW	Yes	Medium
GAP-11	Secondary teacher recruitment totals	DSHE	Yes	Medium
GAP-12	Headcount by grade/class	MOPA	Yes	Medium
GAP-13	SOE employment totals	Finance Division	Yes	Medium
GAP-14	University teacher counts by year	UGC + BANBEIS	Yes	Low
GAP-15	Graduates by discipline/level/gender	UGC + BANBEIS	Yes	Medium
GAP-16	Program inventory for 167 of 173 universities	UGC + universities	Yes	High
GAP-17	Program durations, semesters, credit rules	UGC	Yes	Medium

Table 8. Missing-data register summary. Full descriptions, request language, and priority rationale are in dataset 08_missing_data_register.csv.

11. Confidence and Reliability Assessment

Each major dataset was rated for confidence using a three-level scale. High confidence means the figure is an official count published by the responsible authority, independently corroborated, with clear scope definitions. Medium confidence means the figure is official but reported through secondary channels, or the scope requires careful interpretation. Low confidence means the figure is an estimate, a derived calculation, or a single uncorroborated source. The university inventory, the 2025 government posts statistics, and the BCS recommendation counts are the strongest datasets; the enrollment series is medium because of the public-scope definitional split; and the retirement figures are low because they rest on a single circa-2015 international estimate plus one transparent derived bound.

Dataset	Verdict	Basis
University inventory (173 institutions)	High	UGC-recognized list, cross-checked across UGC portal and multiple compilations; establishment years and locations uncontested
University counts by year	High	BANBEIS 2015, UGC 2020, Wikipedia/UGC 2026 - consistent trajectory
Private university enrollment 2015-2021	High	UGC/BANBEIS counts reported consistently by two independent outlets
Public university enrollment	Medium	Two verified points but different scopes (direct vs incl. NU/BOU colleges); must never be spliced into one trend
Annual graduates (2021)	Medium	Single figure from UGC 2021 annual report via one quality daily; public/private split unverified
Government organizations directory	Medium-High	Top level verified against official Doptor portal; subordinate offices from standard structure, not individually re-verified
Government posts (sanctioned/filled/vacant 2025)	High	Statistics of Government Employees 2025, corroborated by three independent parliamentary/news reports
Sanctioned posts 2010/2013/2024	Medium	Ministry-level counting scope; differs from 2025 statistical scope - documented
BCS recommendations 2023-2026	High	BPSC results and gazettes reported by multiple national outlets with consistent figures
Non-BCS recruitment (teachers, health)	Medium	Individual verified events; no consolidated national series exists
Annual retirements	Low	World Bank circa-2015 estimate only; no official series; derived bound labeled as derived
Retirement rules and ages	High	Public Servants (Retirement) Act 1974; World Bank documentation

Table 9. Dataset-level confidence ratings with basis.

12. Ready-to-Review RTI Requests

Bangladesh's Right to Information Act 2009 gives any citizen the right to request information from public authorities, and it is the designated legal instrument for closing the gaps this report documents. The statutory mechanics, verified against the Act's official text (SRC-31) and procedural guides (SRC-32, SRC-33, SRC-44), work as follows. A written application goes to the designated information officer of the authority holding the records, together with the prescribed application fee (payable per the fee schedule notified under the Act; a current legal-practitioner guide lists BDT 20 via treasury chalan, code 1-0742-0000-2641 - applicants should confirm the amount and payment mode with the officer at submission). The officer must supply the information within twenty working days, extendable in prescribed exceptional cases; a refusal must be communicated, with reasons, within ten working days. An aggrieved applicant may appeal to the authority's appellate officer within thirty days (disposal within fifteen days), and may then complain to the Information Commission within thirty days, with ordinary disposal in forty-five to seventy-five days.

Six ready-to-review requests have been drafted, targeting the highest-priority gaps and the authorities most likely to hold each record. Each request is narrowly scoped to specific tables and years - the form that historically draws responses - and asks for aggregate statistical information only, with no personal data about

individual employees. The full text of all six, in submittable form, is delivered in dataset 10_rti_requests.csv; the two highest-priority drafts are reproduced below, and the register of all six follows.

Draft RTI-02 - to the designated information officer, Ministry of Public Administration (Pension Wing). Under sections 7 and 8 of the Right to Information Act 2009, I request the following information: (1) the number of government employees retired on superannuation, by calendar year from 2014 to 2024, broken down by ministry or division; (2) for the same years, the number of separations by category - resignation, dismissal, death in service, and contract expiry - reported separately from retirements; and (3) the number of new pensioners added to the civil service pension roll in each of those years. I request the data in CSV or Excel format; scanned copies of printed statistical tables are acceptable. Should any part of this request be refused, I ask that the refusal and its grounds be communicated to me in writing within ten working days as provided by the Act.

Draft RTI-04 - to the designated information officer, University Grants Commission of Bangladesh. Under sections 7 and 8 of the Right to Information Act 2009, I request the following information for each academic year from 2014-15 through 2023-24: (1) university-wise total enrolled students, newly admitted students, and graduates, for public and private universities separately; (2) graduates by degree level (bachelor/honours, master, MPhil, PhD) for the three most recent academic years; and (3) graduates by faculty group and gender, where compiled. I request the data in CSV or Excel format; printed annual-report tables are acceptable. Should any part of this request be refused, I ask that the refusal and its grounds be communicated to me in writing within ten working days as provided by the Act.

ID	Authority	Subject	Target gaps
RTI-01	Ministry of Public Administration	Serving employees; sanctioned, filled and vacant posts by ministry and grade, 2014-2024	GAP-04, 06, 12
RTI-02	MoPA - Pension Wing	Annual retirements by type and ministry, 2014-2024; new pensioners per year	GAP-05
RTI-03	Ministry of Public Administration	Annual new entrants (joinings) by ministry and recruitment channel, 2014-2024	GAP-04
RTI-04	University Grants Commission	University-wise enrollment, admissions and graduates, 2014-15 to 2023-24	GAP-01, 02, 03, 15
RTI-05	Cabinet Division	Complete register of ministries, divisions, departments, directorates and attached offices	GAP-07
RTI-06	Finance Division, Ministry of Finance	State-owned enterprise employment by enterprise, FY 2014-15 to 2023-24	GAP-13

Table 10. RTI request register. Complete submittable texts for all six requests in 10_rti_requests.csv.

Three practical cautions accompany the drafts. First, the Right to Information Act binds public authorities, autonomous and statutory bodies, and organisations in receipt of public funds, but state intelligence agencies are exempt; requests concerning defense personnel (GAP-08) are therefore flagged as partial and expected to be refused on security grounds. Second, response quality depends on scoping: requests for one table across ten years consistently outperform requests for ten tables across one year, which is why each draft names its tables precisely. Third, the Information Commission's enforcement capacity varies over time; where requests stall, the same tables should simultaneously be pursued through the documentary channels described in Section 13 - UGC annual reports and the Statistics of Government Employees series contain most of the education-side and workforce-stock tables in printed form, and can be keyed into the database schema without waiting for

administrative responses.

13. Recommendations for Obtaining Missing Official Records

The recommended acquisition strategy proceeds in three tracks. Track one is direct acquisition of published documents: the UGC annual reports from 2014-15 through 2023-24 and BANBEIS Bangladesh Education Statistics volumes contain most of the education-side missing series in printed tables, and the Ministry of Public Administration's Statistics of Government Employees series (of which 2025 is the first publicly prominent edition) should be requested in full with ministry-wise annexes. Researchers should obtain physical or PDF copies of each volume and key the tables into the database schema already built in Phase 1 - the schema was designed so that every additional data point can be appended with its source reference without structural changes.

Track two is formal Right to Information requests under Bangladesh's Right to Information Act 2009. The RTI route is recommended for the registered gaps, directed to: the Ministry of Public Administration (annual retirement totals, ministry-wise posts, grade-wise headcount), the Cabinet Division (complete organizational register), the UGC (university-wise enrollment, admissions, and graduation series), BANBEIS (admissions and graduate breakdowns by discipline and gender), the Bangladesh Police and Directorate General of Health Services (annual joining counts), and the Finance Division (state-owned enterprise employment). Six of these requests - the highest-priority twelve gaps - have been drafted in ready-to-review, submittable form in Section 12, where the statutory response mechanics are also verified; the remaining authorities (BANBEIS, Police, DGHS, DSHE) follow the same template.

Track three is structured corroboration for the numbers that cannot be officially obtained: pension budget line items (Ministry of Finance budget documents reveal pensioner counts indirectly), the annual reports of the 20 largest autonomous bodies and state-owned enterprises (each publishes its own headcount), and BPSC annual reports (which consolidate non-cadre recommendations alongside BCS figures). Phase 2 of the research program can then proceed on a foundation where every analytical claim about graduate-vacancy relationships, recruitment throughput, and workforce aging rests on a number that this report can trace to a named document.

Appendix A. Deliverables Inventory

The database accompanying this report is delivered in the download package *bangladesh_research*. Every CSV uses UTF-8 encoding, stable identifiers, and a source reference on every numerical row. Missing values are recorded as "NA" - never as zero. The Excel workbook consolidates all datasets with a national summary sheet for quick reference.

File	Contents
Bangladesh_Education_Govt_Employment_Database.xlsx	Consolidated 17-sheet workbook: national summary + all datasets + programs + coverage + RTI + dictionary
01_universities.csv	173 recognized universities with profile fields
02_annual_enrollment.csv	Verified enrollment data points (2015-2023)
02b_university_counts_by_year.csv	Institution counts 2015-2026
03_university_graduates.csv	Graduate and admissions indicators
04_government_organizations.csv	148-entry government directory
04b_sector_posts.csv	Posts by sector (Statistics of Government Employees 2025)
05_government_recruitment.csv	Verified recruitment events by channel
05b_government_workforce_stock.csv	Workforce stock series 2010-2025
06_government_retirement.csv	Retirement indicators and gaps
06b_retirement_rules.csv	Retirement age rules by category
07_source_registry.csv	45 sources with URLs and access dates
08_missing_data_register.csv	17 documented gaps with RTI paths
09_academic_programs.csv	Academic structure inventory: 207 verified faculty/department/program records (6 universities)
09b_program_coverage.csv	Program-research coverage status for all 173 universities
10_rti_requests.csv	Six ready-to-review RTI request drafts with statutory basis
11_data_dictionary.csv	Database schema and data dictionary

Table 11. Machine-readable deliverables in the research package.

Appendix B. Source Registry (Summary)

Forty-five sources were verified and registered during collection; all were accessed on 15 October 2026. The full registry with complete URLs, publication years, and source-type classifications is delivered as 07_source_registry.csv. The table below summarizes the registry by source ID. Official Bangladesh government sources and their direct reporting take precedence throughout; news reports are used only where they transmit official figures or parliamentary statements; academic and international sources fill residual gaps and are labeled as estimates where applicable.

ID	Source	Type
SRC-01	Wikipedia: List of universities in Bangladesh (UGC-recognized)	Secondary compilation
SRC-02	UGC university list portal (ugc-universities.gov.bd)	Official directory
SRC-03	BANBEIS Bangladesh Education Statistics Ch.8 (2015 data, 2016 analysis)	Official statistics
SRC-04	University World News (UGC data 2018/2021)	News analysis
SRC-05	New Age (UGC annual report 2020)	News report
SRC-06	Bonik Barta (UGC 2021 annual report graduates)	News report
SRC-07	Daily Sun (BANBEIS 2023 + UGC 2023 seats)	News report
SRC-08	BANBEIS Bangladesh Education Statistics 2023	Official statistics
SRC-09	The Business Standard (Statistics of Government Employees 2025)	News report of official stats
SRC-10	The Daily Star (parliamentary statement on vacancies)	Parliamentary report
SRC-11	World Bank: Improving the Administration of Civil Service Pensions	International report
SRC-12	Doptor portal ministry list (a2i/ICT Division)	Official directory
SRC-13	Wikipedia: Cabinet of Bangladesh	Secondary compilation
SRC-14/15/16	Dhaka Tribune / Daily Star / Financial Today (43rd BCS)	News reports
SRC-17/18/19	Daily Star / Financial Express / BSS (44th-45th BCS)	News reports
SRC-20/21/30	Daily Star / Daily Sun / Dhaka Tribune (46th-47th BCS)	News reports
SRC-22/23	Daily Star / Prothom Alo (DPE teacher recruitment)	News reports
SRC-24	Dhaka Tribune (sanctioned posts 2010-2024)	News report
SRC-25	BSS (14.50 lakh public employees statement)	Parliamentary report
SRC-26	Daily Star (35,000 health vacancies)	News report
SRC-27/28/29	Academic studies (civil service survey, MOPA 2013, 50 ministries study)	Academic
SRC-31	Right to Information Act 2009 - full statute text (bdlaws.minlaw.gov.bd)	Official statute
SRC-32	The Daily Star: How to seek information under the RTI Act 2009	Legal-practitioner guide
SRC-33	PetitionBD: How to file an RTI application (Form Ka)	Legal-practitioner guide
SRC-34	University of Dhaka: official departments directory	Official website
SRC-35	BRAC University: official program finder (undergraduate)	Official website
SRC-36	CUET: official departments directory	Official website
SRC-37/38/39	Wikipedia: BUET / Rajshahi / North South University structure sections	Secondary compilation
SRC-40/41	BUET CSE and NAME department pages (program durations)	Official website
SRC-42	North South University: undergraduate programs page (partial access)	Official website
SRC-43	University of Rajshahi: Department of English page	Official website
SRC-44	CHRI: RTI Act 2009 statutory summary	Secondary summary

Table 12. Source registry summary. Complete URLs in 07_source_registry.csv.

Appendix C. Data Dictionary (Summary)

The database is delivered as sixteen CSV files and one Excel workbook, keyed by stable identifiers: universities (BD-UNI-*nnn*), sources (SRC-*nn*), gaps (GAP-*nn*), RTI requests (RTI-*nn*), and program records (PROG-*nnnn*). Missing values are always recorded as NA, never as zero. Reporting periods are preserved exactly as published - calendar years, academic years such as 2023-24, and fiscal years are never interconverted. The complete field-level dictionary is delivered as 11_data_dictionary.csv; the summary below states each dataset's grain and primary key.

Dataset	Grain (one row = ...)	Primary key
01_universities	One recognized university (173 rows)	univ_id
02_annual_enrollment	One verified enrollment data point with scope note	series + year
02b_university_counts_by_year	One year of institution counts by category	year
03_university_graduates	One graduate/admissions/capacity indicator	indicator + year
04_government_organizations	One government organization (148 rows)	org_id
04b_sector_posts	One sector of the posts statistics (2025)	sector
05_government_recruitment	One verified recruitment event or cycle	event_id
05b_government_workforce_stock	One workforce stock data point	series + year
06_government_retirement	One retirement indicator	indicator + year
06b_retirement_rules	One retirement-age rule by employee category	rule_id
07_source_registry	One verified source (45 rows)	source_id
08_missing_data_register	One documented data gap (17 rows)	gap_id
09_academic_programs	One verified faculty, department or program record (207 rows)	program_id
09b_program_coverage	One university coverage status (173 rows)	univ_id
10_rti_requests	One ready-to-review RTI request (6 rows)	rti_id
11_data_dictionary	One field or convention definition	dataset + field

Table 13. Dataset grain and primary keys. Field-level definitions in 11_data_dictionary.csv.