



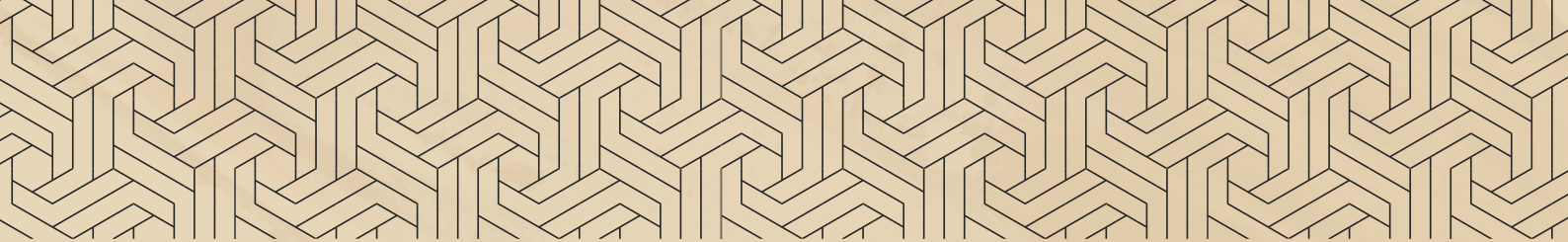
# MOMODa FOUNDATION

Newsletter || MAY 2026

Celebrating a Decade of Research & Impact  
The 10th Anniversary Edition

VOLUME

23



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# EDITOR'S NOTE

A Decade of Evidence, Impact, and Transformation | 10 May 2026

Warm greetings from MOMODa FOUNDATION!

## **A Milestone of Gratitude**

On this day, 09 May 2026, we reach a milestone that fills us with immense pride and profound gratitude: the 10th Anniversary of MOMODa FOUNDATION. What began a decade ago as a vision to bridge the gap between research and real-world impact has grown into a robust institution defined by rigorous evidence, inclusive innovation, and a deep-rooted commitment to the people we serve.

## **A Journey of Evolution**

As we look back on the last ten years, our journey has been one of constant evolution. From our early days of field-level data collection to our current role as a leader in Randomized Controlled Trials (RCTs) and socio-economic assessments, we have remained steadfast in our core mission. We have navigated the complexities of climate resilience, championed digital livelihoods, and broken barriers in Sexual and Reproductive Health and Rights (SRHR).

## **A Global Collaborative Ecosystem**

Our impact is amplified by a global network that is now stronger than ever. Prestigious academic partnerships with institutions such as Oxford, Harvard, MIT, LSE, SMU, IITK, FIU, NYU, QUB, and BRACU, alongside the support of dedicated donors and partners like The World Bank, Asian Development Bank, GRIPS, IDE-JETRO, GCC, VisionSpring, WVB, ICIMOD, ADAB, an BLAST, have not just expanded our reach, they have deepened our ability to drive systemic change.

## **Beyond the Data: Our Commitment to the Community**

While our work is rooted in data, our heart belongs to the community. Over the past decade, MOMODa has remained a first responder in times of need. We believe in development that touches lives directly whether through emergency relief efforts during disasters, tree plantation initiatives to combat climate change, or sharing the joy of festivities through Eid Gifts and Qurbani for disadvantaged families.

## **Empowerment and Advocacy**

Our advocacy extends to the very fabric of society. We have taken a firm stand on critical social and health issues, leading awareness campaigns against child marriage, conducting dengue prevention drives, and providing capacity-building training to empower individuals with the skills they need to thrive in an ever-changing economy.

## **The Heartbeat of MOMODa**

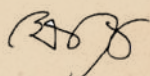
The true strength of MOMODa FOUNDATION over these ten years has been our people. From the tireless field enumerators and supervisors who traverse the country to our research assistants, project managers, and coordinators, this anniversary belongs to you. To our partners, well-wishers, and the communities we serve: your trust has been our greatest asset.

## **A Pledge for the Future**

This 10th-anniversary edition of our newsletter is more than a reflection; it is a pledge. As we step into our second decade, we do so with a renewed focus on scaling sustainable solutions and ensuring that "evidence-driven development" remains a tangible reality for every household we touch.

Thank you for being part of our story. We look forward to the next decade of collaboration, learning, and meaningful transformation.

With ten years of purpose and a future of promise.



Md Enamul Haque  
Editor

# 10 WORDS FOR 10 YEARS



"Happy anniversary, MOMODa FOUNDATION! It has truly been a pleasure working with such a dedicated and supportive team. Grateful for all the collaboration, hard work. Wishing the team continued success and many more milestones ahead!"

**Nomin Byambaa**  
Education Economist  
Asian Development Bank



"The Journey of MOMODa FOUNDATION had been a roller coaster with only big dreams ahead and resilience to nurture."

**Prof. Dr. A S M Shihavuddin**  
Finance Secretary  
MOMODa FOUNDATION



"The 10th anniversary of MOMODa FOUNDATION is not just a celebration, but a reflection of a decade of creating meaningful impact. Each milestone carries the stories, hopes, talents, and contributions of the people who have walked this journey together. Heartfelt gratitude to all of them."

**Syed Riaz Mahmud**  
Manager (Research)



"Reaching our 10th anniversary is a moment of immense pride, but more importantly, it is a moment of profound gratitude. Thank you for ten incredible years."

**Md Enamul Haque**  
Executive Director  
MOMODa FOUNDATION



"Ten years. Countless challenges. Unforgettable wins. Serving as Chairman for the last decade has been an incredible journey. To our clients, partners, and employees: thank you for a decade of excellence."

**Md. Jasim Uddin**  
Chairman  
MOMODa FOUNDATION



"Today, we celebrate ten years of MOMODa defined by resilience, growth, and collective success. As the Organizing Secretary, it has been my privilege to coordinate the efforts of the team that never says impossible."

**Syeda Bilquis Banu**  
Organizing Secretary  
MOMODa FOUNDATION



"Celebrating ten years of dedication, research, innovation, trust, and transformative impact in advancing communities and creating sustainable change."

**H. M. Masudur Rahman**  
Senior Research Coordinator  
MOMODa FOUNDATION



"It is with great pride that I extend my congratulations to MOMODa FOUNDATION on this significant milestone. Over the past ten years, the FOUNDATION has established itself as a beacon of academic rigor and social commitment in Bangladesh. May the next decade bring even greater achievements and recognition."

**Md. Rahidul Islam**  
Associate Senior Manager  
MOMODa FOUNDATION

# Milestone of MOMODa

From a small idea to where we are today

- Received RJSC Registration as Non-Profit Organization
- First International Donor-Supported Project Launched
- First School Attendance Improvement Project
- Initiated First Training Project

2016

- First Self-Funded Project
- First Renewable Energy-Based Project
- First WASH Implementation Project
- First Child Marriage Awareness Project
- First Livelihood Improvement Project

2017

- Received NGOAB Registration
- Milestone Achieved – Completion of 10 Projects
- First National Donor-Supported Project
- First Youth Employment & Skills Development Project
- First Public Health (Tobacco Prevention) Research Project
- First Market Research and Analysis Project

2018

- First HFDC Project
- First Child Labor Prevention Project
- First E-Learning Assessment Project
- Child Marriage Prevention Project
- Women Economic Empowerment Project
- Innovative Incentive-Based Financing Project

2019

- Milestone Achieved – Completion of 20 Projects
- Provided COVID-19 Relief and Humanitarian Support
- Conducted Free Eye Screening and Treatment Camp
- First Phone-Based Survey Project

2020

- First Virtual Job Fair Assessment Project
- First Post-COVID Learning Decay Prevention Project
- Remote Workforce Development Project
- Awareness against COVID Pandemic Project

2021

- Milestone Achieved – Completion of 30 Projects
- First Real-Task Based Entrepreneurship Assessment Project
- Environmental Impact on Worker Productivity Research Project
- Dhaka Metro Rail Impact Assessment Project

2022

- First Sexual and Reproductive Health and Rights (SRHR) Project
- Salinity & Human Behavior Adaptation Project
- Dhaka Metro Rail Impact Assessment Project- Part 2

2023

- Milestone Achieved – Completion of 40 Projects
- Emergency Flood Relief Support initiative conducted
- Digital Education Access and Capacity Building Project

2024

- Milestone Achieved – Completion of 50 Projects
- First Market Demand Evaluation Project
- Industry Labour Standard & Workers' Rights Assessment project

2025

- First Psychological Well-being Assessment and Measurement Project
- Dhaka Metro Rail Socio-economic Impact Project

2026

.....This Journey Continues to Create Meaningful Impact

# MOMODa AT A GLANCE

## Project Overview

57

Completed  
Projects

06

Ongoing  
Projects

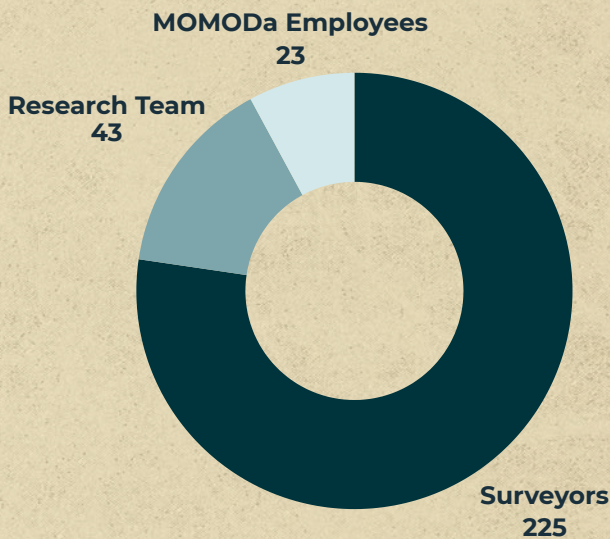
54

International  
Projects

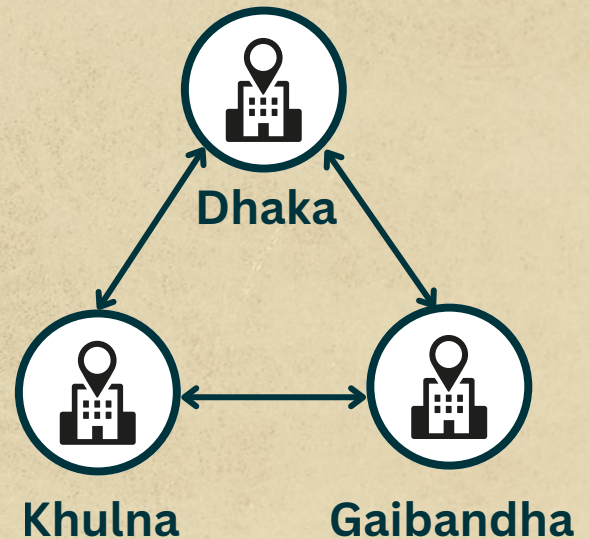
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National  
Projects

## Workforce



## Offices



AFFILIATED  
FUNDING  
ORGANIZATIONS

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AFFILIATED  
ACADEMIC  
ORGANIZATIONS

22

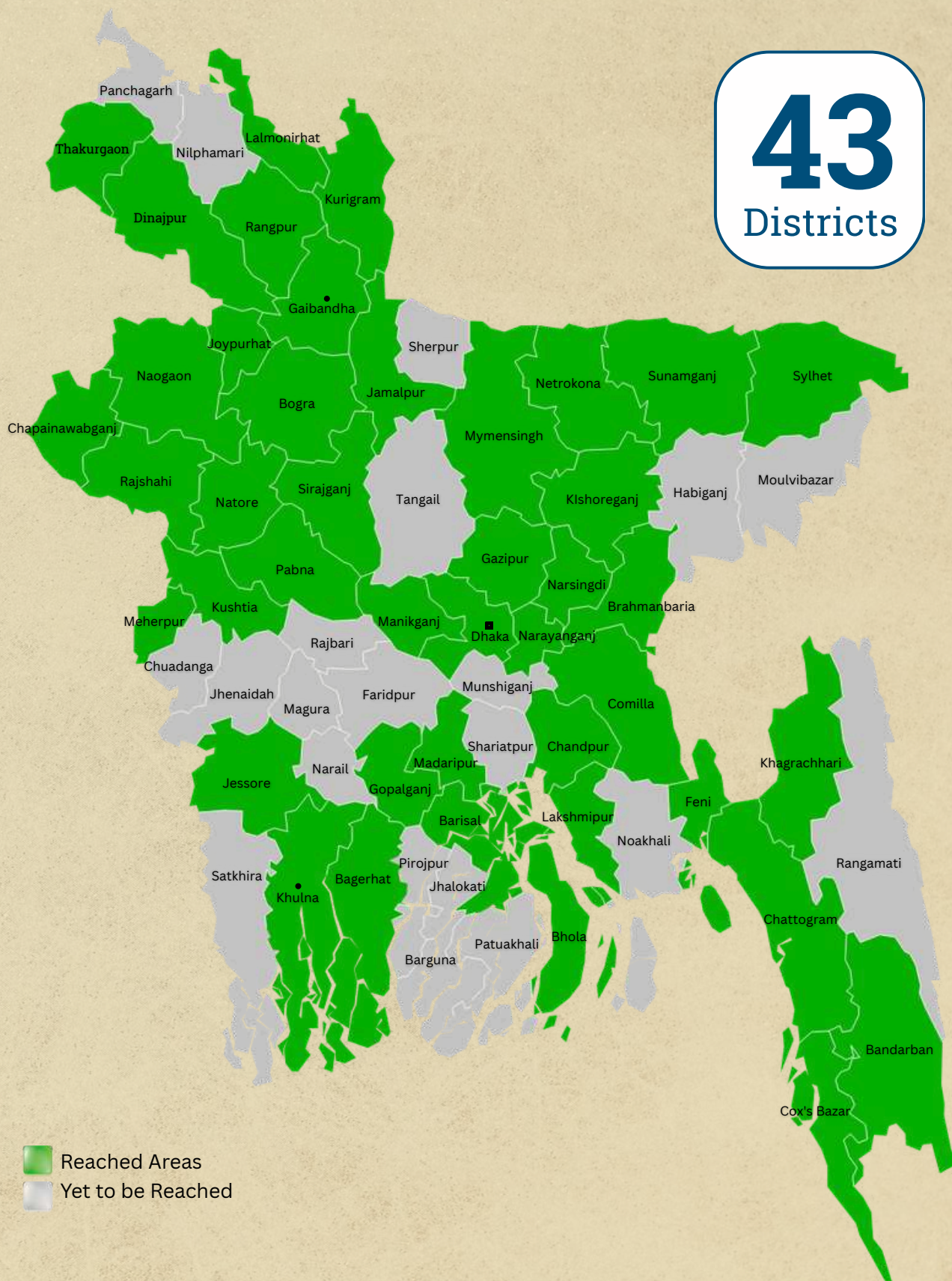
Our activities have impacted  
the lives of nearly



85000

households in Bangladesh

# Geographical Presence of MOMODa

**43**  
Districts



 Reached Areas  
 Yet to be Reached

# Partners



BRAC, Dhaka, Bangladesh  
ADAB , Dhaka, Bangladesh  
SANEM, Dhaka, Bangladesh  
MetaKave, Dhaka, Bangladesh  
VisionSpring, Dhaka, Bangladesh  
Brac University, Dhaka, Bangladesh  
World Vision Bangladesh, Dhaka, Bangladesh  
Bangladesh Legal Aid and Services Trust, Bangladesh  
Sarah Institute of eGeneration, Gaibandha, Bangladesh  
Green University of Bangladesh, Narayanganj, Bangladesh



Fordham University, USA  
New York University, USA  
University of Virginia, USA  
The World Bank, Washington, D.C, USA  
Harvard University, Massachusetts, USA  
Women's World Banking, New York, USA  
SurveyCTO, Cambridge, Massachusetts, USA  
Florida International University, Florida, USA  
Stanford University, Stanford, California, USA  
Massachusetts Institute of Technology: MIT, Cambridge, USA



University of Oxford, UK  
Girls Not Brides, London, UK  
Southampton University, UK  
Imperial College London, UK  
University of Kent, Canterbury, UK  
London School of Economics and Political Science, UK  
Queen's University of Belfast, Belfast, Northern Ireland, UK



Sophia University, Japan  
IDE-JERTO, Chiba, Japan  
Kyoto University, Kyoto, Japan  
The University of Tokyo, Tokyo, Japan  
National Graduate Institute for Policy Studies, Tokyo, Japan



IFMR-LEAD, India  
IIT Kanpur, Uttar Pradesh, India



Singapore Management University, Singapore



Grand Challenges Canada, Toronto, Canada



Asian Development Bank, Mandaluyong, Philippines



ICIMOD, Kathmandu, Nepal

# MOMODa PROJECTS

JANUARY  
-  
APRIL  
2026



# Socio-economic and Health Impact of Spatial Redistribution of Pollution: Evidence from Industrial Relocation



**Introduction:** The project will examine the socio-economic and health effects resulting from the spatial redistribution of pollution due to industrial relocation in Bangladesh.

**Objective:** This project aims to address the impact of industrial relocation on pollution distribution, and its subsequent effects on health and socio-economic conditions of affected communities.

**Activities & Surveys:** Household data collection for Phase 1 concluded in early January 2026, surveying 360 of the targeted 400 households (90% completion). The dataset has been cleaned for preliminary analysis, currently focusing on drivers of professional transitions and house rent changes within a 3 km radius patterns identified during exploration. Preliminary findings show only 3% of households are directly linked to the tannery industry; To enhance evidence generation and refine the study's scope, a comprehensive residence listing of tannery workers has been planned. Principal Investigators Dr. Nirman Saha and Dr. Abu S. Shonchoy visited Progoti Tannery, gaining insights into the leather value chain and consulting tannery owners and the Bangladesh Tannery Association. Six FGDs were also conducted in Hazaribag and Harindhara on relocation impacts. Preparations are currently underway for the next survey initiative.



## Sample Size:

**FGDs:** 80 Participants **KIIs:** 20 Respondents

**Household surveys:** 800 Households

**Factory surveys:** 155 Factories

**Type of Research:** Mixed Method Study

**Field of Research:** Environment, Public Health, Socio-economics & Industrial Pollution

**Stage of the Project:** The 1st phase of data analysis is ongoing.

## Principal Investigator:

- Prof Dr. Atonu Rabbani, Professor, University of Dhaka
- Dr. Abu S. Shonchoy, Associate Professor, Florida International University
- Dr. Md Amzad Hossain, Assistant Professor, University of Arkansas
- Dr. Nirman Saha, Lecturer, University of Surrey

**Partner:** London School of Economics and Political Science

# Promoting Labor Standards for Ensuring Workers' Rights in RMG and Leather Goods Sectors

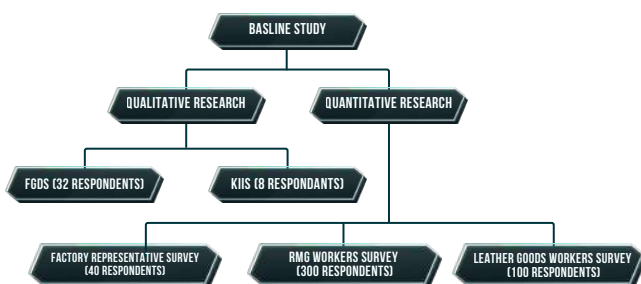


**Introduction:** This study addresses key challenges related to workers' rights, trade union effectiveness, and labour standards in Bangladesh's RMG and leather goods sectors.

**Objective:** This baseline research comprehensively assesses the existing labour standards and worker rights within the RMG and leather goods sectors to measure compliance with legal and ethical frameworks. It specifically analyzes working conditions, wage integrity, Human Rights Due Diligence and safety protocols to ensure industrial practices align with fundamental worker protections and welfare.

**Activities & Surveys:** Our research teams covered selected four districts Dhaka, Gazipur, Narayanganj, and Chattogram using a mixed-methods approach to ensure a 360-degree industry view. Worker surveys captured direct experiences from 401 workers, while factory surveys gathered compliance data from 40 representatives. Qualitative deep dives through Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) revealed the human stories behind the numbers. By integrating quantitative data with qualitative insights, the study goes beyond measuring compliance, showing how systems function in practice. These findings establish a vital baseline to understand current labor rights conditions and identify gaps for more effective HRDD implementation.

## Baseline Work Flow:



**Sample Size:** 400 Worker Survey (300 RMG & 100 Leather Goods)

**Factory Representative Survey:** 40 Respondents

**KIIs:** 8 Respondents

**FGDs:** 32 Respondents

**Type of Research:** Mixed Methods

**Field of Research:** Labor Market

**Stage of the Project:** Baseline Report Submitted

### Evaluation Team:

- Md Enamul Haque, Executive Director
- H. M. Masudur Rahman, Senior Research Coordinator
- Neeti Zaman Binte, Research Coordinator

**Partner:** BLAST (Bangladesh Legal Aid and Services Trust)

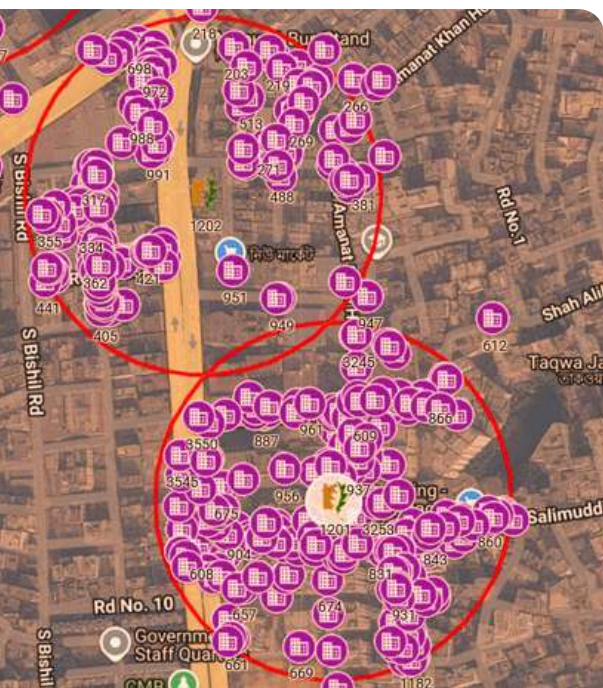
# Household and Business Surveys to Evaluate the Impact of Dhaka Metro Rail



**Introduction:** This project aims to strengthen the use of rigorous impact evaluation methodologies in developing countries by building institutional capacity and generating reliable evidence to inform development policy.

**Objective:** The primary objectives of the assignment are to collect reliable, high-quality data for ADB-supported impact evaluations; apply rigorous methodologies aligned with international standards; support the evaluation of development interventions in selected developing countries particularly to assess the impact of the Metrorail; and generate datasets and analytical outputs for policy-relevant research.

**Activities & Surveys:** MOMODa FOUNDATION team has completed the listing survey in both DSCC and DNCC. In DNCC the team conducted follow-up listing survey using GPS-based mapping to identify previously surveyed structures. Structures that matched with previous baseline and endline data were surveyed with follow-up questions, while unmatched structures were newly listed. In DSCC the team completed new listing survey. Project team are preparing for the business and household surveys. A four-day training program for the business survey team is scheduled to begin from 11 May 2026.



## Sample Size:

Listing Survey: 40,000 Entity

Business Survey: 2,800

Household Survey: 2,800

**Type of research:** Quantitative

**Field of Research:** Economics and welfare impact

**Stage of the project:** Listing survey completed in DNCC & Ongoing In DSCC.

## Principal Investigators

- Dr. Tomoki Fujji, Professor, Singapore Management University, Singapore
- Dr. Abu S. Shonchoy, Associate Professor, Florida International University, USA
- Dr. Prottoy Akbar, Assistant Professor, Aalto University, Finland

**Partner:** Asian Development Bank (ADB), Philippines

# Delaying Early Pregnancy among Adolescents in Gaibandha District, Bangladesh



**Introduction:** About 70% of girls in Gaibandha District marry at an early age, and 64% of them become pregnant before 18, raising serious risks for maternal and newborn mortality. To address this the partners are implementing this project to delay adolescent pregnancy among girls aged 13–19, even in cases of early marriage, through sexual and reproductive health awareness, distribution of contraceptive kits, and free consultations.

**Objective:** The project aims to reduce school dropout rates and support girls' continuation in secondary and higher education, improve reproductive health knowledge and access to contraceptive information for girls aged 13–19 to delay pregnancy. The project also wants to help them have a voice in their families and make their own decisions.

**Activities & Surveys:** Following the successful 1st phase, the 2nd phase started with a baseline survey in July 2025 in Gaibandha Sadar & Shaghata upazila. The interventions started in September 2025. As part of this process, we completed 8th session in April 2026. The sessions are focused on the Safe Motherhood, Unsafe Abortion among Adolescents & Post-Abortion Care (PAC). To encourage girls' participation, we provide gifts based on quiz scores in the sessions. In our treatment group, 252 girls out of 835 girls (30.18%) got married from the beginning to now. Meanwhile, among the married girls, 57 girls ((22.62%) got pregnant.



**Sample Size:** 2111

**Type of Research:** RCT

**Field of Research:** SRHR

**Stage of the Project:** Intervention (2 nd Phase)

**Principal Investigators:**

- Professor Dr. Momoe Makino, Senior Research Fellow, IDE-JETRO
- Dr. Abu S. Shonchoy, Associate Professor, Florida International University, USA

**Partner:** IDE-JETRO, Japan

**Intervention Partner:** RHSTEP

# Measurement of Well-being Project



**Introduction:** The project will be conducted in Gaibandha Sadar Upazila of Gaibandha District, where determining people's well-being especially physical ability, limitations in daily activities, and mental health conditions is considered very important; however, in Bangladesh, there remains limited evidence-based data comparing self-reported information with that obtained from family members or proxy respondents.

**Objective:** The main objective of this research project is to collect measurable indicators of physical and mental well-being using both self-reported data and proxy-reported data from family members and to analyze the differences between these data collection methods. Under the core research activities, data will be collected from four categories of respondents: (a) individual respondents, (b) family members, (c) male proxy respondents from family, and (d) female proxy respondents from family.

**Activities & Surveys:** We completed two separate pilot survey with 61 respondents in February and April 2026. We have completed our 4 days long training for the main survey and the main survey in underway.



**Sample Size:** 1061

**Type of research:** Quantitative

**Field of Research:** Well-being Assessment

**Stage of the project:** Pilot Completed, Main Survey Ongoing

**Principal Investigators:**

- Dr. Subha Mani, Professor of Economics, Fordham University
- Dr. Sophie Mitra, Professor of Economics, Fordham University
- Dr. Katherine Theiss, Assistant Professor of Economics, Radford University
- Ridwan M. Hossian, Ph.D. Candidate of Economics, Fordham University

**Partner:** Fordham University

# Behavioral Interventions to Address Climate Change-Induced Salinization in Bangladesh



**Introduction:** Bangladesh faces significant challenges due to rising salinity levels in its coastal regions, driven by climate change. In response, MOMODa FOUNDATION, in collaboration with J-PAL K-CAL (MIT), is conducting a Randomized Controlled Trial (RCT) in three salinity-prone Upazilas of Khulna-Dighalia, Terokhada, and Batiaghata to better understand and address the impacts of salinity on public health and community well-being.

**Objectives:** The primary objective of this project is to evaluate how increased salinity affects key aspects of health and development within vulnerable populations, particularly focusing on pregnant women, children, and adolescent girls. Additionally, the study seeks to explore local preferences and behaviors around accessing clean drinking water, with an emphasis on building evidence that can inform interventions to enhance climate resilience and improve access to essential resources in salinity-affected areas.

**Activities of the Project:** Following the successful initiation of baseline data collection on 28 December 2024, household surveys were completed with 1,345 households across 156 communities in the targeted upazilas over a three-and-a-half-month period. Comprehensive data cleaning has since been finalized. Drinking water samples were collected from each surveyed household and rigorously tested at the state-of-the-art laboratory of the Soil, Water, and Environment Discipline at Khulna University. The project has successfully completed its intervention phase by providing free safe drinking water to coastal communities for three months, helping improve climate resilience. A total of 448 beneficiary families received drinking water support through the distribution of 17,294 water jars, equivalent to 345,880 liters of safe drinking water. A follow-up phone call survey is now ongoing to assess the impact of the intervention and collect feedback from beneficiary families.



**Sample Size:** 1345 households, and 156 Communities

**Type of Research:** RCT

**Field of Research:** Public Health

**Stage of the Project:** Intervention Ongoing

**Principal Investigators:**

- Dr. Abu S Shonchoy  
Associate Professor, Florida International University
- Dr. Saravana Ravindran  
Assistant Professor, National University of Singapore
- Dr. Nusrat Abedin Jimi  
Visiting Assistant Professor, Vassar College

**Partner:** Massachusetts Institute of Technology (MIT)

# Financing Virtual Migration: Incubation and Income Sharing in North Bangladesh



**Introduction:** The online freelancing program, initiated in February 2021, provides training and resources to individuals in rural areas of Gaibandha District, particularly youth, to equip them with skills for remote employment. It aims to connect rural communities with the global market, creating income opportunities while addressing poverty and unemployment. The program includes 8 waves, each with two batches, in collaboration with the University of Oxford and Imperial College London.

**Objective:** The objective is to develop skills for remote employment, expand income opportunities, and address rural poverty and unemployment.

**Activities & Surveys:** The project has achieved significant progress this quarter, with all follow-up and endline surveys up to the 7th wave completed. Out of 376 participants, 1,433 follow-up surveys were conducted across four rounds, achieving a 95% success rate. Endline surveys for waves 1-7 covered 325 participants, with a 94% success rate (304 respondents). Wave-wise follow-up success rates reached 99% for Waves 7 and 8, 98% for Wave 6, and 100% completion for Wave 6 endline surveys. In addition, the Real Task Assessment (RTA) and Graphic Design Competition for Waves 1-6 have been successfully completed. The RTA for Wave 7 and the endline survey for Wave 8 are scheduled for May 2026.



**Sample Size:** 392  
**Type of Research:** RCT  
**Field of Research:** Digital Job Market and Youth Empowerment  
**Stage of the Project:** Upto 6<sup>th</sup> Wave Completed

**Principal Investigator:**

- Dr. Muhammad Meki, Associate Professor (Economics), University of Oxford.
- Dr. Abu S. Shonchoy, Associate Professor of Economics, Florida International University (FIU), USA.
- Dr. M Mehrab Bakhtiar, Country Representative (Acting), International Food Policy Research Institute (IFPRI).
- Dr. Simon Quinn, Associate Professor, Department of Economics & Public Policy, Imperial College Business School

**Partner:** University of Oxford & Imperial College London

# Institutional Arrangements and Its Implications in Energy Choice Mix and Downstream Water Conservation Management: Insights from Rural Bangladesh



**Introduction:** This research project examines how public- and private-led institutional arrangements shape the energy mix used for irrigation pumping, irrigation pricing, and the adoption of conservation technologies for water management across different climatic zones in rural Bangladesh. Grounded in an agriculture-driven water management and energy-use context, the study explores how local governance influences environmental sustainability and resource-use outcomes.

**Objectives:** The objective of the research is to understand the role of institutional arrangements in determining irrigation-related energy choices, pricing structures, and water conservation practices, and how these factors interact with agricultural production systems under varying climatic conditions in rural Bangladesh.

**Activities of the Project:** We have made significant strides in field operations this quarter, successfully transitioning into the large-scale data collection phase. A total of 900 farmer surveys and 75 pump operator surveys have been completed across four primary clusters: Rajshahi, Naogaon, Dinajpur, and Thakurgaon, capturing detailed data on irrigation choices, scheduling, costs, and crop yields. Prior to field deployment, two intensive rounds of survey training were conducted in Rajshahi and Gaibandha to ensure strong data quality and enumerator proficiency. The project follows a robust mixed-methods approach to provide a comprehensive understanding of the irrigation landscape, incorporating both qualitative and experimental components. This includes the completion of 6 Focus Group Discussions (FGDs), 8 Framed Field Experiments, 80 farmer debriefing surveys, and 2 expert workshops, ensuring a well-rounded and methodologically rigorous research framework.



## Sample Size:

**Quantitative:** 900 Farmers & 75 Pump Operators

**Qualitative:** 80 Farmers & 30 Experts.

**Type of Research:** Framed Field Experiment

**Field of Research:** Irrigation, Energy

**Stage of the Project:** Data Submission Completed

## Principal Investigators:

- Dr. Rafia Zaman, Postdoctoral Fellow, Sanford School of Public Policy, Duke University.
- Dr. Atonu Rabbani, Professor, Department of Economics, University of Dhaka.

**Partner:** International Growth Centre (IGC)

# MOMODA EVENTS



January - April  
2026

# MOMODa FOUNDATION 10th Anniversary Celebration



9th May 2026 marks the 10th anniversary of MOMODa FOUNDATION. The organization celebrated this milestone at the corporate office with a warm and meaningful gathering. The celebration was graced by the presence of Chairperson Md. Jasim Uddin, Syeda Bilquis Banu, Organizing Secretary; and Prof. Dr. A S M Shihavuddin, Finance Secretary. The Executive Director, Md. Enamul Haque, along with all Employees, shared their reflections and words of appreciation on this special occasion, highlighting the organization's journey and achievements.

The event included a modest celebration at the corporate office, creating a joyful atmosphere among staff members. In addition, all other project offices participated virtually, and similar commemorative programs were arranged across different project locations, connecting the entire organization in the anniversary celebration. On this special occasion, MOMODa FOUNDATION also published a special edition of its newsletter, Volume 23, highlighting key milestones, achievements, and the organizational journey over the years.



## Collaboration Meeting:

MOMODa FOUNDATION attended a productive and forward-looking meeting with Bengal Airlift Limited on 22 April at their office, focusing on exploring opportunities for future collaboration and partnership to enhance social impact.



### Bengali New Year Celebration:

On 14 April 2026, Bengali New Year 1433 was celebrated at the Dhaka Corporate Office of MOMODa Foundation in a vibrant and joyful atmosphere. The celebration brought everyone together to enjoy our traditions and culture.



### Field Team Mobilization:

MOMODa FOUNDATION successfully mobilized the field teams on 06 April 2026 for the Listing Survey following the completion of training sessions under the project “Household and Business Surveys to Evaluate the Impact of Dhaka Metro Rail.”



### Training Program:

Two days long training on the Listing Survey of “Household and Business Surveys to Evaluate the Impact of Dhaka Metro Rail.” started on 04 April 2026, aiming to strengthen field-level capacity for effective data collection and impact evaluation.



### Collaboration Meeting:

MOMODa FOUNDATION held a collaborative meeting with Development Research Initiative (dRi) on 29 March 2026 to explore future partnership opportunities focused on strengthening research collaboration and advancing shared development goals.



## Iftar Program:

MOMODa FOUNDATION Gaibandha Project Office arranged a special Iftar program for orphans on 18 March 2026, bringing together compassion, community, and the spirit of Ramadan.



## International Women's Day:

MOMODa FOUNDATION proudly celebrated International Women's Day On 08 March 2026, honoring the strength, courage, and achievements of women everywhere, and recognizing the inspiring women who continue to lead, empower, and create positive change in society.

## Partnership Announcement:

MOMODa FOUNDATION is proud to announce a new partnership with DataCamp through the DataCamp Donates Program on 04 March 2026, aimed at expanding access to high-quality resources to strengthen the Foundation's youth skill development efforts.



## Iftar Party:

In the blessed month of patience and tranquility, MOMODa FOUNDATION organized an Iftar Party on 03 March 2026 at its Corporate Office. The gathering brought together team members in an atmosphere of reflection, unity, and gratitude, fostering stronger bonds and reinforcing the values of compassion and togetherness that define the holy month.

## Collaboration Meeting:

MOMODa FOUNDATION held a collaborative meeting with UCB Investment Ltd on 25 February 2026 to explore future partnership opportunities focused on the impact assessment of UCB's programs and supporting underserved communities.



## Collaboration Meeting:

MOMODa FOUNDATION attended a productive and forward-looking collaboration meeting with Muslim Aid Bangladesh on 22 February 2026 at the Muslim Aid-UK Bangladesh Office, marking a significant step toward fostering strategic partnerships for enhanced social impact.



## Certification Program:

"SurveyCTO Essentials: From Design to Deployment" Certification Program. Certificates were awarded on 22 February 2026, marking a significant academic and professional milestone for the participants.



## Observation of International Mother Language Day

On 21 February 2026, MOMODa FOUNDATION paid deep tribute to the Language Martyrs by laying a floral wreath at the Central Shaheed Minar, observing International Mother Language Day.



## Collaboration Meeting:

MOMODa FOUNDATION held a collaborative meeting with Transcon Marketing LTD on 19 February to explore future partnership opportunities focused on supporting underserved communities.



## Collaboration Meeting:

MOMODa FOUNDATION held a collaborative meeting with Prime Bank PLC on 19 February to explore future partnership opportunities focused on supporting underserved communities.



## Welcoming Spring:

On 18 February 2026, the celebration of spring brought warmth and vibrancy to the office through colorful attire, cake cutting, exchanging flowers, and sharing meals together. It inspired us to cherish and nurture our national culture, unity and shared identity.



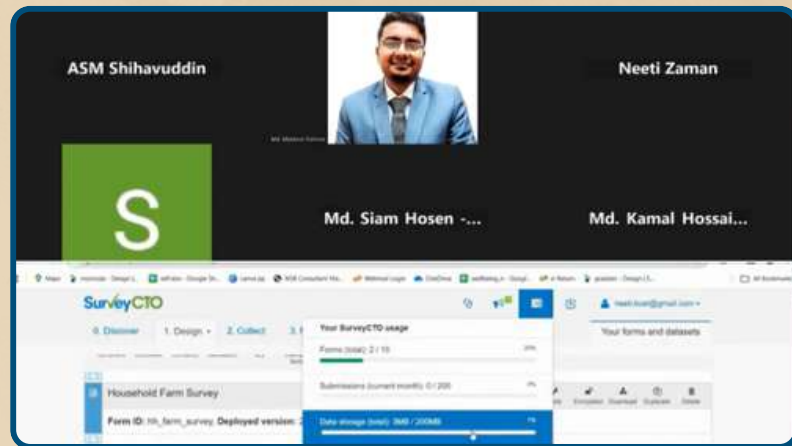
## Pilot Survey:

The Pilot Survey of the “Measurement of Well-Being” Project started on 17 February 2026 and has officially commenced, supported by Fordham University, to generate meaningful insights into the multidimensional aspects of well-being within communities.



## SurveyCTO Course:

The “SurveyCTO Essentials: From Design to Deployment” workshop by MOMODa FOUNDATION commenced on 9 February 2026, where participants are gaining hands-on skills in form design, server management, and professional data handling.

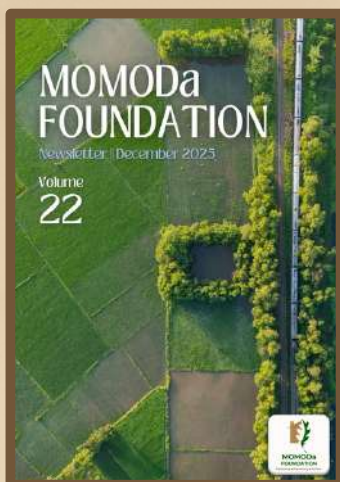


## Annual Picnic:

MOMODa FOUNDATION organized its Annual Picnic – “MOMODa Family Gathering” on 1 February 2026 at Suvarnagrama Amusement Park and Resorts, bringing together employees and their families for a day of recreation, team bonding, and shared experiences to foster stronger connections and workplace harmony.

## Contract Signing:

The contract signing between the Asian Development Bank (ADB) and MOMODa FOUNDATION was successfully completed on 7 January 2026 for the Socio-Economic Impact Assessment of the “Household and Business Surveys to Evaluate the Impact of Dhaka Metro Rail.” Project.



## Institutional Milestones:

The 22nd Volume of the MOMODa Newsletter was published on 07 January 2026, covering activities from September to December 2025. It highlights key organizational updates, research progress, program achievements, and collaborative initiatives, reflecting our commitment to evidence-based research, inclusive development, and meaningful partnerships.

## Sustainable Agriculture:

The IGC Irrigation Farmer Survey has officially commenced on 06 January 2026, as a month-long initiative across Godagari Upazila (Rajshahi), Manda Upazila (Naogaon), Kholachabari Upazila (Dinajpur), and Ranisankail Upazila (Thakurgaon), aiming to collect valuable farmer insights to support evidence-based irrigation and sustainable agricultural development.



## Collaboration Meeting:

MOMODa FOUNDATION attended a collaboration meeting with ActionAid Bangladesh on 06 January 2026, at the ActionAid Bangladesh Office, where Farah Kabir, Country Director, and Md Enamul Haque, Executive Director, led a constructive discussion on shared priorities, potential joint initiatives, and strategic partnerships to advance inclusive and sustainable development.



## Dissemination Session:

MOMODa FOUNDATION organized a dissemination session on “Exploring Farmers’ Preferences Towards Crop Farming with Low-Emission Cultivation Practices in Bangladesh” on 06 January 2026, supported by ICIMOD SANDEE



## Collaborative Meeting:

Waliullah Bhuiyan, CEO of Light of Hope, along with another esteemed official, visited the MOMODa Corporate Office on 5 January 2026, where productive discussions were held on potential collaborations, strategic partnerships, and future joint initiatives to drive greater social impact.



# ARTICLES



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**THE THOUGHTS OF MOMODa  
PROFESSIONALS**

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**Neeti Zaman Bintee**  
**Research Coordinator**

# Team Management for Better Success in Large Scale Projects

When we manage large projects and large volumes of data, we often see that things do not go exactly as planned in the beginning. What we design on paper does not always match what happens in the field. In such situations, good team management becomes very important for achieving success in that project. The following key qualities should be developed in every member of a project team to strengthen overall achievement:

## 1. Self-interest in overall work

In a team, each person may have separate tasks, but everyone should also care about the overall workflow. When someone is weak in a technical area, they should take the initiative to learn from the team member who is responsible for that task. This helps improve skills and also improves team coordination.

## 2. Ownership of tasks

When a person truly owns a task, they focus on completing it properly. Time, personal discomfort, or other difficulties become less important than the success of the work. This sense of ownership helps the team stay responsible and focused even when conditions are difficult.

## 3. Adherence to chain of command

A clear chain of command should always be maintained in a team. Problems and progress should be reported to the higher authority in time. If challenges are hidden or not shared, they can become bigger problems later. Regular and honest communication between field staff and supervisors is very important.

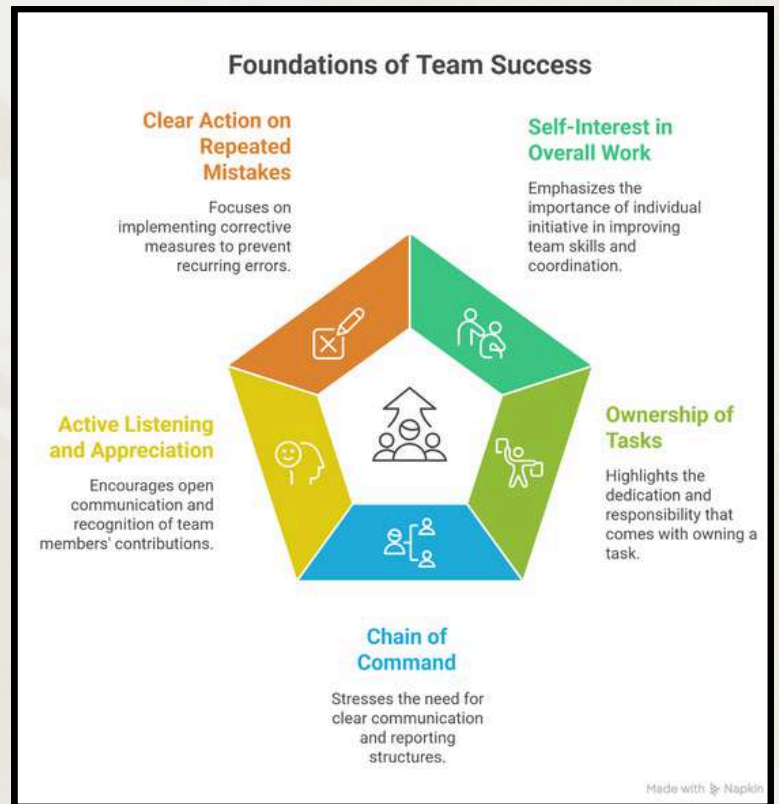
## 4. Active listening and appreciation

Team members should be encouraged to share their ideas and challenges. Even small or unusual questions should be listened to properly. When someone completes a task well, it is important to appreciate their effort. This builds motivation and shows that their work is valued.

## 5. Clear action on repeated mistakes

If the same mistake happens again and again even after feedback, then clear rules and steps should be followed to correct it. The aim is not to punish anyone but to make sure the work improves and the same problems do not continue. In cases where a leader encourages teammates to learn new things, people tend to feel more motivated and engaged in their work. They are more likely to stay committed to the same task when they understand its purpose and see how it contributes to the broader goal. This is very different from situations where tasks are simply assigned without explaining the overall objective or importance.

So, a good leader should always connect individual tasks with the bigger picture, support learning within the team, and create an environment where people feel they are growing while contributing to something meaningful.



# The Digital Vanguard

## *Why Tech-Smart Enumerators Matter in Modern Research*



**H. M. Masudur Rahman**  
Senior Research  
Coordinator

In today's world of development and social research, enumerators no longer carry piles of paper questionnaires. Instead, they use tablets and mobile apps. At MOMODa, this change is not just about saving paper, it's about improving data quality, safety, and reliability.

As we move forward in this digital-first environment, technological knowledge is no longer just a bonus skill, it is essential. Here are why modern enumerators need to be comfortable with technology to ensure high-quality data.

### **1.Accuracy at the Source: Reducing Human Error:**

Traditional manual data entry often had problems like unclear handwriting and simple mistakes. Digital tools have improved this process. By using mobile-based survey applications, enumerators work with built-in checks.

- Skip Logic: If a respondent says he is male, the system automatically skips questions about maternal health.
- Range Checks: If an age like 250 is entered, the system immediately shows an error.
- A tech-savvy enumerator understands these features and can handle complex questionnaires more accurately than manual methods.

### **2.Protecting Privacy: Security and Ethics**

Today, data privacy is very important. Enumerators are responsible for protecting sensitive information. This requires understanding secure data handling and safe data transfer. A knowledgeable enumerator knows how to keep devices secure, use safe networks, and prevent unauthorized access. Without this, there is a higher risk of data leaks, which can damage trust and affect the research.



### **3.Real-Time Quality Control:**

One of the biggest benefits of digital data collection is instant feedback. Supervisors at MOMODa can monitor data in real time.

- Quick Corrections: If there are mistakes, supervisors can inform enumerators immediately.
- Lower Costs: This reduces the need for costly re-surveys, since errors are fixed on the spot.

### **4.Handling Field Challenges:**

Fieldwork is not always smooth. There can be network problems, software issues, or device errors. A tech-skilled enumerator does not stop working because of a syncing issue. Instead, they can solve basic problems like managing offline data or fixing small system errors. This helps the work continue without delay.

### **5.Collecting Richer Data:**

Modern research now requires more detailed data. This includes:

- GPS Locations: To confirm the correct survey location.
- Photos and Audio: For better validation of information.

Managing all these requires confidence in using digital tools.

The role of an enumerator has changed. They are not just recording answers, they are key to building a strong data system. For MOMODa, investing in technology training for field teams is not just a strategy, it is a responsibility to the communities and partners who depend on this data. As the need for high-quality data grows, tech-skilled enumerators will continue to play a leading role in successful research.





**Syed Riaz Mahmud**  
**Manager (Research)**

# A profession that feeds the soul

## *The Question of Money, Power, and Silent Satisfaction*

We usually choose a profession based on safety, salary, and social acceptance. But very few people ask themselves this question: Is this what keeps the person inside me alive?

There are some works that only tire at the end of the day. There are other jobs that calm you down from the inside. This difference is not always visible, but it is felt. This feeling is created very quietly in the world of development work. A family that copes with salt water every day.

A mother who doesn't know where her child's future lies. A farmer, whose land is slowly changing. These stories are not fully captured in any reporting numbers. Nevertheless, research tells us that these realities are true.

**The World Bank and the International Centre for Climate Change and Development** have done studies that show salt water in areas is not just a problem for farmers. It also affects people's health how they make a living and the decisions they make. But on the field, these facts seem different. "Data" and "People" are not separate here. Sometimes you realize, you may not be changing anything big. But you are making someone's reality a little easier. And strangely, this small act makes you grow from the inside.

**Gallup's** research shows that people who find meaning in their work are not only more satisfied, but they are also more stable and engaged in the long term. That is, this silent satisfaction has a real basis. Still, it's better not to ignore reality. High-paying jobs are important. No ideal can survive without economic stability. But the problem starts when, something inside doesn't feel in place, even though everything is right.

In **Man's Search for Meaning**, Victor Frankl wrote: People are not looking for money instead of happiness. A profession feeds the soul, when it connects you to something outside of yourself like People's lives, real struggles, or with a greater purpose.

Ultimately, the question isn't too big. But it's easy to avoid. Are you just working for a living, Or are you spending time on something like that? What keeps you alive from the inside?

### **Reference:**

- Gallup. (2023). State of the Global Workplace Report.
- World Bank. (2021). Climate Change and Salinity in Bangladesh.
- International Centre for Climate Change and Development. Research on coastal vulnerability and climate adaptation.
- Man's Search for Meaning. (1946/2006). Beacon Press.



# A Decade of Impact:

## *The Evolutionary Journey of MOMODa*



**Md Enamul Haque**  
**Executive Director**

Ten years is more than just a chronological milestone; for the MOMODa Foundation, it represents a decade of unwavering commitment, relentless curiosity, and a deep-seated belief that our local challenges deserve world-class, evidence-based solutions. As we reflect on our "MOMODa Roadmap," this isn't just a list on a page; it's the story of everything we've done together. It is a floor of a local vision successfully transforming into a global legacy for Bangladesh.

### **The Seeds of Excellence (2016–2017)**

Our journey began in 2016 with a critical step toward institutional sustainability: formal registration with the RJSC as a non-profit organization. From the very outset, MOMODa nurtured high aspirations. We moved swiftly to establish partnerships with reputed institutions like the London School of Economics (LSE) and Singapore Management University (SMU). This set the definitive tone for our future, a commitment to bridging the gap between high-level academic research and real-world implementation at the grassroots. By 2017, our footprint reached Japan through collaborations with GRIPS and Sophia University, proving that our mission resonated far beyond our national borders.

### **Institutional Growth & Global Recognition (2018–2019)**

The year 2018 stands as a watershed moment in our history. Securing NGOAB Registration was a significant breakthrough that allowed us to scale our operations and impact across the country. This period also marked the beginning of our long-standing relationship with the University of Oxford, a partnership that remains an anchor for much of our scholarly work. By 2019, our roadmap was graced with esteemed institutions such as Harvard University and Grand Challenges Canada, signaling MOMODa's emergence as a trusted hub for international development research in the Global South.

### **Resilience During Global Challenges (2020–2022)**

The turn of the decade brought unprecedented global trials. However, even as the world grappled with the COVID-19 pandemic, MOMODa's momentum never faltered. We adapted with resilience, deepening our academic rigor by partnering with Harvard Business School, MIT, and the Asian Development Bank (ADB).

By 2022, our milestone reflected a "who's who" of global excellence, integrating the World Bank and Queen's University Belfast into our growing ecosystem. This era solidified our reputation: we were no longer just observers in the development dialogue; we were providing the vital data to drive it.

### **Expanding New Horizons (2023–2026)**

Moving into 2023 and 2024, our collaborations took on a more specialized and diverse hue. Working with the University of Tokyo and ICIMOD, we began tackling regional environmental and economic complexities vital to our deltaic landscape. Perhaps most inspiring is our recent trajectory. In 2025, we bridged our high-level research with essential local legal and health advocacy through BLAST and VisionSpring. As we stand today in 2026, our newest partnerships with Fordham University and the Asian Development Bank remind us that the road ahead is filled with immense potential.

### **Our Local Partnerships: Strengthening the Roots**

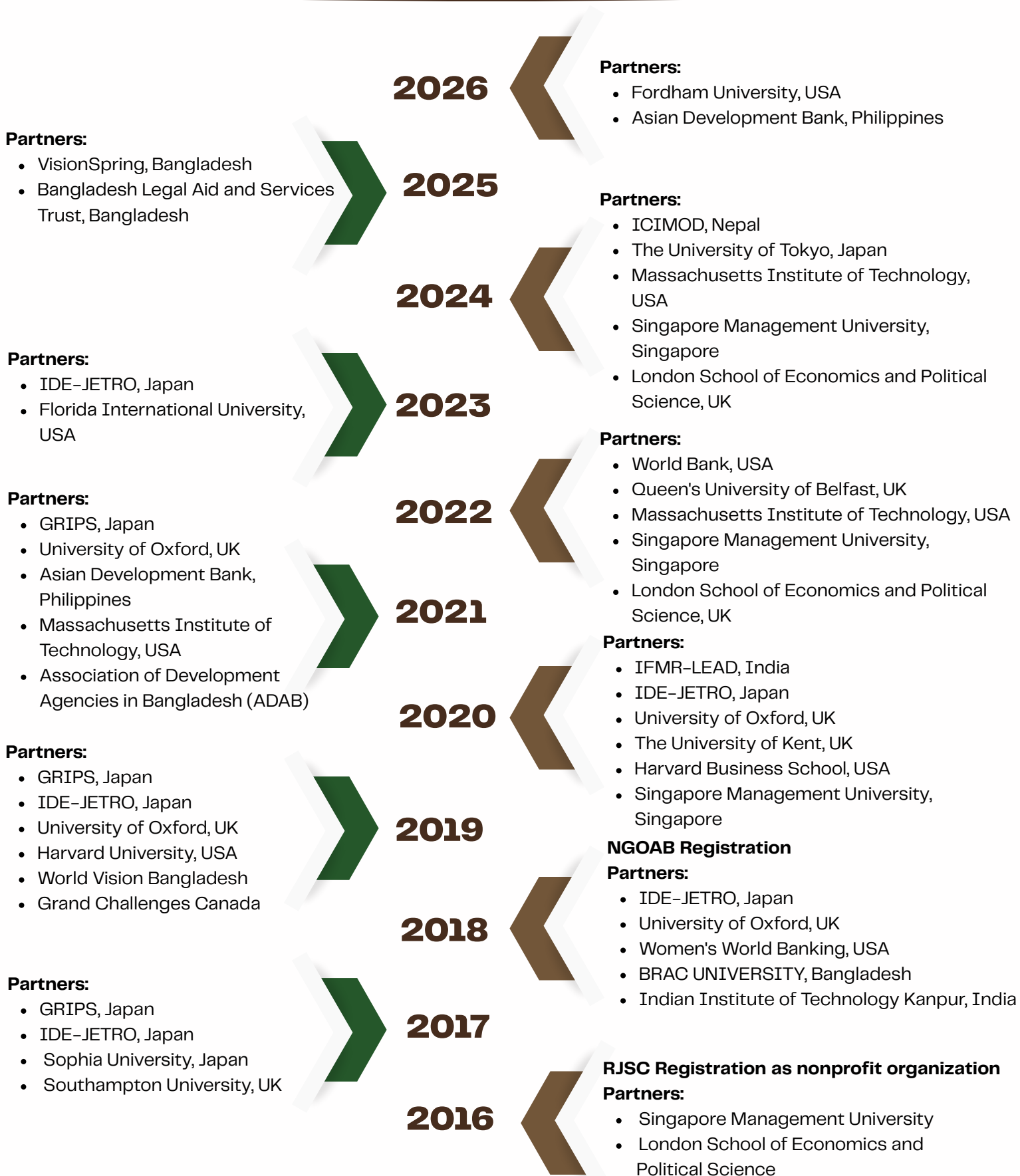
While MOMODa Foundation has successfully built a global bridge to international institutions, our strength remains deeply embedded in the soil of Bangladesh. Our journey over the last decade has been enriched by strategic collaborations with a diverse array of local partners, ranging from pioneering NGOs and academic institutions to legal aid trusts and technology innovators. These partnerships are the heartbeat of our operations, providing the grounded reality and implementation expertise required to translate rigorous research into meaningful social change. Together with these esteemed organizations, we are working toward a common goal: a more resilient, informed, and prosperous nation. Our valued partners are ADAB (Association of Development Agencies in Bangladesh), SANEM (South Asian Network on Economic Modeling), MetaKave, Brac University, World Vision Bangladesh, Sarah Institute of eGeneration, and Green University of Bangladesh.

### **A Legacy of 10 Years**

Over the past decade, MOMODa has evolved from a fledgling non-profit into a dynamic bridge. We have been successful in bringing the world's best minds to the fields of Bangladesh, and in return, we have shared homegrown insights that can only be unearthed through rigorous grassroots evidence.

Our growth is a testament to your trust. Every milestone on this map represents a community empowerment, a policy influenced, or a life changed for the better. As we celebrate our 10th Anniversary, we do not merely look back at our achievements; we look forward with renewed vigor to the miles of impact yet to be traveled.

# MOMODa Roadmap



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