

AGRIBUSINESS DEVELOPMENT

Scope and Potential in Bangladesh

An expanded and modernised agribusiness can reduce waste, rationalise consumption, expand boundaries of seasonality, exploit full production potential and expand horizon of production for the future. These can be done through acquisition, development and transfer of technologies.

by M Hassanulha

AGRIBUSINESS refers to all commercial activities in agriculture aimed at making profit by adding value to inputs—infrastructure, services and outputs of agriculture. A part of the added value is accrued to the enterprises and entrepreneurs and a part is passed over to both producers and consumers. It is presumed that an activity remains sustainable till it adds value which is shared by members of the society. A very wide spectrum of processes and products—inputs, services and outputs of agriculture, can provide scope for agribusiness. Any of them or a mix of them can emerge as a business enterprise. A single enterprise may diversify its products as well as processes, depending upon its comparative advantages in terms of its financial, technical and managerial resources.

Potential of Growth and Development

Agribusiness has a sky-high potential for growth and development. Farmers currently realise only about one-fifth of the production potential of the existing technologies. Recent scientific developments indicate that expansion of the horizon of production in terms of quantity and quality knows no bound. Production activities can therefore be multiplied many fold. Hardly 5 per cent of whatever is produced at present is processed and preserved. Wasteful traditional means are still being employed in transportation of products. Storage also remains unchanged. There is no facility for storage of perishables. Even grains get spoiled in the traditional stores. Packaging is also very much traditional deteriorating quality of products. Trading is widely practised without much improvement in terms of handling, packaging and quality control. Therefore, there is a great potential to expand and upgrade agribusiness in the country.

Role of Agribusiness in Modernizing Agriculture

An expanded and modernised agribusiness can reduce waste, rationalise consumption, expand boundaries of seasonality, exploit full production potential and expand horizon of production for the future. These can be done through acquisition, development and transfer of technologies.

Acquisition of Technologies: Technologies providing business opportunities are protected by patent rights or by intellectual property rights. Even some of the superior technologies evolved by public institutions through contractual R&D system are also subject to protection. Under the circumstances superior technologies are not expected to be available unless business communities take the lead in acquiring technologies, either through direct purchases or through payment of royalties or establishing joint venture activities in order to earn profits. Agribusinesses can also establish the system of contract production with both large and small farmers (through NGOs) and ensure application of the right technologies for maintaining quality standards of their products. They can adopt technologies that reduce post harvest losses in order to increase its margin of profit. They can acquire the right technologies of storing, packaging and processing and can sell processed products at times when they are not available fresh in the market.

Technology Development: Not all superior technologies can be bought from home or abroad, because sources of many of the superior technologies are not known and many of them are protected. Often the marketing of technologies is restricted or protected by nations who possess them. In this situation there is no way but to invest for the development of such technologies. Technologies relating to post harvest operations often can be acquired from abroad but production technologies need to be locally studied or developed. Agribusinesses can invest a part of their profits in developing such technologies to expand future business opportunities. They can either invest or pay for the services of researchers through a contract research system. Motivation for profit is the best incentive for the development of technologies for production, processing, storage, packaging and transportation of inputs, services and outputs of agriculture.

Technology Marketing: Agribusinesses can introduce and sell technology transfer programmes through the educational process. They can introduce appropriate technologies for production, processing, storage, packaging and transportation on a contractual arrangement in order to get fresh or processed products of desired quality to satisfy the preferences of customers and ensure profitability. Secondly, they can synthesize off commodities from primary and assembly markets at peak harvest time resulting in better prices to the primary producers. They can motivate others to adopt more productive technologies for increasing production commensurate with increased demands of the products. People do not learn and use technologies unless they provide opportunities for profit. Thirdly, they can engage in joint ventures sharing and transferring technologies which otherwise is not available. Fourthly, they can create an environment to stimulate their competitors to introduce and market even more superior technologies to increase, maintain or safeguard superiority in the market. Fifthly, they can create forward and backward linkages, which is a necessary condition for rapid transfer of technologies.

Lack of Access to Modern Technologies: The second factor constraining agribusiness development in Bangladesh is the lack of access to modern technologies and management practices. The existing agribusiness system of Bangladesh has been built upon the prevailing subsistence agriculture. In order to be globally competitive the system must have access to modern technologies of production, processing, transportation, storage, packaging and trading products and services. Modern technologies are more cost effective, efficient and reliable in terms of quality and durability. Bangladeshi entrepreneurs have little or no access to such technologies. Even the doors of domestic public sector research systems are not fully open to private sector enterprises. Acquisition and development of modern technologies, not protection, would help them become competitive in the local and international markets.

Factors Constraining Agribusiness Development

Subsistence Orientation: The first factor constraining development of agribusiness is the subsistence orientation of agribusiness enterprises. They use traditional ways and keep the operation limited to a level which satisfies the needs of a family, what is often called "shop" or "household" type. The entrepreneurs remain satisfied with the limited earning and the comfort accrued upon. Commercial orientation of scaling up, modernisation, chain of operations on a national and international perspective is indeed rare in Bangladesh. There is lack of urge to earn and invest for the benefits of the society. This is due to lack of professionalism in business. In fact agribusiness in Bangladesh has not yet emerged as a profession because

it is commonly perceived as a means of personal benefit rather than as a service for a better social life.

Lack of Investment-friendly Environment: The third important factor is the lack of an investment-friendly environment. Agribusiness enterprises operating at the subsistence level need little linkage with other socio-economic institutions of the society and can operate almost in isolation. Whenever such enterprises scale up and modernise, they have to be dependent on many institutions providing services such as financial transactions, credit, advice, information, communication (telephone, fax, etc.), electricity, water, gas, connecting roads, sewerage, and shipping arrangements and are subjected to the controls of licenses, local and national taxes, excise duties, sanitation, legal provisions and standards, and formal and informal protection of the investments. This is not unique to Bangladesh.

But what is unique is that all institutions providing such services and controls have no positive attitudes, and most frequently indifferent, slow and exploitative to the extent that many new ventures are nipped in the bud or are compelled to retreat at later stages or are led to become uncompetitive in the market. It is not required to narrate all the dimensions of the investment climate in Bangladesh. Which only an entrepreneur undergoing the process of investment can fully understand. We have institutions, laws and authorities but often they are not helpful to investors at times of need. Unless all of them become investor friendly, a real breakthrough will not be possible. Professionals controlling the services and systems need to appreciate the problem and adopt a more friendly attitude toward agribusiness enterprises.

Investment Priorities

First priority is to invest in marketing of commercially and industrially important crops such as soybean, sunflower and maize. Expansion of their production is held back due to lack of private sector trading initiatives. Though they have a high production potential as well as market demand, some of their products like oils, cakes and flakes are extensively imported, depleting foreign exchange reserves.

The second priority should be to invest in export of fruits and vegetable because local markets have no capability to absorb any increased production. Farmers have been exploiting only 10 to 20 per cent of the production potential. Increased production results in a severe decline of prices, which eventually backlashes on the farmers. New products like mushroom, baby corn and gherkin also have a high export potential and a good production

potential in the country as well. We need to invest in facilities for processing, packaging, storing and shipping of exportable commodities.

The third priority should be to invest in processing of those commodities which provides scope of adding the highest value. For example, the price of one kilo maize is about Tk. 8.00, whereas, when it is converted into corn flakes, we buy it at a price of Tk. 240.00 from the retail markets. The same is true for wheat, soybean, maize, fruits, vegetables, milk, meat, eggs and fish.

The fourth priority is to invest in the development of refrigerated distribution and retailing system for fresh and processed products of perishable commodities such as milk, meat, eggs, frozen fish, vegetable and fruits in order to avoid spoilage, to maintain quality and avoid health hazards.

The fifth priority is to invest for the development of seeds and fertilizers industries. There is enormous potential for private sector investment in both of these basic inputs of crop agriculture. Demand is so great that several dozen national companies can establish nationwide operations to provide high quality seeds and slow release plant nutrients, including bio-and organic manures for improving soil health.

The sixth priority should be to invest for the production of parent stocks, chicks, fingerlings, frozen semen, embryos, feeds, medicines and vaccines. Adequate availability of these inputs can go a long way to bring rapid development in poultry, livestock and fishery industries.

The seventh priority of investment is to develop local capacity to manufacture a small power equipment in order to ensure quick turnover, operational efficiency and quality standards for tilling, sowing, weeding, spraying, harvesting,

grinding, milking and processing.

The eighth priority should be to invest for the development of agricultural markets and marketing services. Entrepreneurs should be supported to establish and manage private markets and marketing facilities for better handling, loading and unloading, packaging transactions and protection of traders.

Public Support Needed

First, policies relating to investment, tariff, taxation, import, export and related areas should be rationalized to favor local production as compared to import.

Second, there should be provision of investment and working capital because expansion and modernisation of agribusiness demand investment and working capital is very high. Modern technologies of production, processing, storage, packaging, transportation and trading of different inputs, services and commodities are indeed very costly, particularly those processes and products which require high standards of quality assurance.

Third, support for market promotion of new products such as new chemical and biofertilizers, organic manures, processed foods, milk and milk products, soya products, and small power equipment, is needed. Because most agribusiness enterprises of Bangladesh are small and have relatively very low turnover and their ability to invest for the development of national and international markets of their products is very limited.

Fourth, support is needed to get access to modern technologies by copying, buying or leasing arrangements through bilateral or multilateral agreements as the ownership of these technologies is now protected by law in many countries. Where such arrangements are not possible, all out efforts should be made to support private sector research for the investment of high technologies which is comparable to that of competing nations.

Fifth, support is needed to collect and provide market information for making investment decisions in agribusiness. Entrepreneurs need to know short or long term production or supply trends, demand and prices, trade concessions and facilities of both local and export markets, tariff and non-tariff barriers and opportunities, appropriate technologies, plant and machinery specifications and prices, standards and restrictions.

Sixth, support is needed for management and human resource development of the agribusiness enterprises. The proprietors, executives, and

technologists of private sector agribusiness are hard working but they lack technical and managerial skills. As a result, most of the enterprises are operating below capacity, resulting in high prices for their products. The emerging agribusiness enterprises should be provided overseas and local training opportunities for short and long term courses, study tours and visits. International organizations should directly provide these supports to private enterprises.

Seventh, support is needed for the development of market infrastructures and facilities in all assembly and distribution markets dealing with sea and air exports for preserving the quality of primary produce, smooth transactions, packaging, preshipment treatments and shipments to destinations both inside and outside the country. Developing marketing facilities can be an agribusiness opportunity for some entrepreneurs, if they are supported and linked with producers and traders.

Eighth, support is needed to protect the enterprises from the local extortion so that entrepreneurs do not hesitate to set up such operations outside their own spheres of influences right into the production zones.

Actions Suggested

The emerging agribusiness enterprises in Bangladesh are small and has little capability to grow faster as desirable. It is suggested to create an agribusiness Credit Fund (ACF) to the tune of 2000 crore to support investment for establishment and operation of modern enterprises of production, processing, transportation, storage and training. The fund should be operated through different commercial banks and financial institutions for investment in agribusiness enterprises under the guidance and control of Bangladesh Bank.

The fund should be operated in such a way as to create an Agribusiness Development Assistance Fund (ABDAF) from the earnings of the ACF and is used to provide support to the agribusiness enterprises to acquire and master new and improve technologies both from home and abroad, to access overseas markets and to promote markets both at home and abroad.

Finally a National Agribusiness Development Authority (NADA) should be established to execute those support programs to promote growth and development of agribusiness enterprises.

The writer, a PhD, is Coordinator, Seed Programme, Agribusiness Technology Development Project, Ministry of Agriculture.

METROPOLITAN GROWTH

Implications of Urbanisation

by Shahabuddin Mahtab

THERE is now a growing awareness of the complexity of urbanization in Bangladesh. The urban crisis is all the more distressing in view of the fact that urban centres are important arenas of economic and social development and the process of cultural change.

Levels and Trends of Urbanization: In 1965 the urban population was estimated to be 6 per cent of country's population. The same however, rose to 16 per cent in 1989, a significant increase over the period. Average annual growth rate was documented at 6.9 and 6.6 during the periods 1965-1980 and 1980-1989 respectively (UN 1991). Although the current level of urbanization (20%) is low compared to other developing countries, the rate of growth and the absolute size is most alarming. Total urban population more than doubled both in 1974 and 1981 compared to the figures in 1961 and 1974 respectively, and the trend continued over the past two decades.

The absolute size of the urban population is projected to rise to 35 million by this year end. By 1981 Bangladesh had 491 urban centres compared to only 48 in 1901. Dhaka, Chittagong, Khulna and Rajshahi are metropolitan cities, each being the largest city in each of the former four administrative Divisions of Bangladesh. Among these former four, Dhaka and Chittagong were already million plus cities.

Slums and Squatters: In 1981, the metropolitan cities, namely Dhaka, Chittagong, Rajshahi and Khulna had 45 per cent of the total urban population of the country while Dhaka metropolitan area alone had 25 per cent of the total urban population. Dhaka, the largest city of the country and

being the capital of Bangladesh plays an important role in the urbanization process. Over several decades it has grown as a primate city. It had a population of 3.5 million in 1981 and its current population is about nine million which includes the population of the re-classified urban areas and projected to grow up to 12 million by this year end. The second largest metropolitan (Chittagong) city's population was estimated at 1.3 million in 1980 and 2.3 million in 1990.

The rapid urbanization and big city growth have led to the concentration of hundreds of slums and squatter settlements. A recent study identified some 1200 slums and squatter settlements in Dhaka metropolitan area. These squatters accommodate about 50 per cent of the total population of city. The population densities have been estimated to be 2000 persons or more per acre. Per capita living spaces have been found to be less than 10 square feet in many cases.

Causes of Urbanization: It has been observed that the urban population in the country has grown much faster than the rural population—almost three times during the past 30 years. Therefore, the growth of urban population is not only due to natural increase but also due to other factors such as rural-urban migration, change in the definition of urban areas and the horizontal and vertical expansion of the existing urban areas. A Task Force Report (1991) of the government of Bangladesh indicated that the most dominant component of

urban population growth has been the migration. During 1974-81 migration has contributed about 40 per cent of the national urban population change.

The rapid increase in both rural-urban movement and the size of the urban population, specially after the independence of Bangladesh, was stimulated by expansion of trade, commerce, manufacturing and administration and has been accompanied by rising expectation for a better life in town in the face of continuous and tragic deterioration of rural conditions. Educational and health facilities also pull rural people to the cities. Big cities enjoy locational advantage and have good linkages with the hinterland areas. Similarly the rural 'push' because of serious unemployment or growing calamities like cyclone, famine, flood and river-erosion cause mass exodus of people from village areas.

Rural-Urban Differentials: The causes and effects of urbanization are related to the most unequal rural-urban differentials in resource allocations and income generating activities. Moreover, tremendous overall population growth in the country is exerting a pressure on the land available and hence on the existing levels of unemployment leading to rural-urban movement.

There has been a relative increase in non-agricultural labour force compared to the increase in agricultural labour force in each decade since 1961. The non-agricultural labour

force increased from 2.6 million in 1961 to 11.6 million in 1983-84 and 17.7 million in 1989.

The crude birth rate estimated in 1990 at 24.6 for urban and 34.1 for rural areas, and that the difference is quite high (BBS, 1991). Literacy rates were 52 per cent for males and 33.7 per cent for females in urban area compared to 30.8 per cent and 13.2 per cent respectively in rural areas.

Urban crude death rate (7.8) was lower than the rural comparative figure (11.80) in 1990. Expectation of life at birth for urban population was also higher than the rural areas, the estimated figures being 59.5 and 55.5 respectively in 1990. And the trend continues.

Effects of Urbanization: Mass influx of rural migrants has created new problems like unemployment, a high incidence of crime, tensions, political disturbances, transport congestions, proliferation of shanty towns, substandard housing and environmental hazards in Bangladesh. But natural calamities like cyclone, famine, flood and river-erosion render many people homeless and economically destitute and lot of them have to migrate to cities for shelter, security and protection.

Overcrowding has strained every available social service including medical services, educational facilities etc. in the urban areas. In a study (1990) conducted by the Population Crisis Committee the living condition in Dhaka city was shown as among that of 100

largest Metropolitan areas. The study used 10 indicators out of which condition of about eight indicators was available for Dhaka city. These are public safety (murder rates), food costs, living space, housing standards (utilities), communications, education, public health (infant mortality) and traffic flow. In Dhaka city murder rate was shown to be comparatively low at 2.4 murders per 100,000 people, which perhaps is no more so with the rising trend. About 63 per cent of income was spent on food in Dhaka compared to 15 per cent or less in most cities of the west.

In Dhaka an average of 3.1 persons live in a room, 73 per cent of urban dwellings in Dhaka had running water or electricity or both. There were two telephones for every 100 people. The secondary school enrollment in Dhaka was 37 per cent compared to 90 per cent or more in most of the developed countries. Infant deaths per 1000 was found to be 108 as against less than 10 in the cities of the developed countries.

In the past the urban development policies adopted were to maintain the status quo only.

The Government is, now, more aware of the population growth and rapid urbanization and has, in fact, initiated a decentralization policy. A Government Task Force earlier recognized the need to reorient the existing urban policies to ensure a better life for the poor and to make them more valuable human resources' (1991). But how much in effect it could and do now is yet to be apparent.

Both the Second Five Year Plan and the Third Five Year Plan chalked out programmes for a number of growth centres along with the development of upazila centres. This policy was further strengthened in the Fourth Five Year Plan (1990-95). The main purpose had been to diffuse the urban problems reducing the rate of growth of big cities and towns. To contain the rapid growth of metropolises by developing secondary towns. But only little has been apparent to that effect as yet. However, a National Physical Plan is supposed to focus on all aspects of urban development and diversification of urban-rural settlements. Although there are problems of inadequate support the master plans for districts, sub-districts and towns are supposed to be progressing in terms of works done for the development of infrastructure in small growth cities.

Institute of Health Economics University of Dhaka Third Training Course in Health Economics

Sponsored by Policy & Research Unit, MOHFW

The Institute of Health Economics, University of Dhaka, will organize a training course on Health Economics. The course will offer subjects related to various health-economic issues with special emphasis on economic evaluation and improvement of efficiency. Some foreign scholars will join the course as Resource Persons. The training course will be held from May 13 to June 15, 2000 at the Institute of Health Economics, Arts Faculty Building, University of Dhaka. To facilitate participation of inservice personnel, sessions will be held in the evening from 5 to 8.30 pm everyday of the week except Saturday. On Saturday sessions will be held throughout the whole day from 10 am to 5 pm. The number of participants will be limited to 30. The course is an activity of the Operational Plan of the Health Economics Unit, PRU, Ministry of Health and Family Welfare financed by DFID and as such no tuition fees will be charged. There is provision for a modest transport allowance. The course is specially designed for health sector administrators, policy makers, and medical officers/practitioners. Preference will be given to the applicants working in the MOHFW, Directorate of Health, Directorate of Family Planning, NIPORT, medical college hospitals and NGOs providing health and family planning services and University teachers specialising in Health Economics.

Interested participants are requested to apply to Prof S R Howlader, Director, Institute of Health Economics, Arts Faculty Building, University of Dhaka by May 4, 2000. Interview for selection of the candidates will be held on May 6, 2000. Applications should be made in a prescribed form obtainable from Mr Abdul Haque, Research Officer, Institute of Health Economics, paying a fee of Taka 100/= (one hundred) only.

GD-334

শিক্ষা বোর্ড কম্পিউটার কেন্দ্র

সড়ক নং-১২/এ, ধানমন্ডি আ/এ, ঢাকা।

দরপত্র বিজ্ঞপ্তি

নং-শিবা/কম্প/আসবাব/৯৫/১৬৬ তারিখঃ ১০/০৪/২০০০ইং

শিক্ষা বোর্ড কম্পিউটার কেন্দ্রের আসবাবপত্র সরবরাহের জন্য প্রকৃত কারখানা মালিক/সরবরাহকারীগণের কাছ থেকে সীলমোহরকৃত দরপত্র আহবান করা যাচ্ছে। দরপত্রের সাথে মোট মূল্যের ২.৫% শতকরা আড়াই টাকা আনুমানিক বাদ দেবে কোন তফসিলি ব্যাঙ্কের ড্রাফট/পে-অর্ডার এর মাধ্যমে চেয়ারম্যান, শিক্ষা বোর্ড কম্পিউটার কেন্দ্র, ১২/এ, ধানমন্ডি আ/এ, ঢাকা-১২০৯ এর অনুকূলে জমা দিতে হবে। দরপত্র আগামী ০৩.০৫.২০০০ ইং তারিখ বেলা ১২.০০ টা পর্যন্ত (১) শিক্ষা বোর্ড কম্পিউটার কেন্দ্র ১২/এ, ধানমন্ডি আ/এ, ঢাকা-১২০৯ (২) সচিব, মাধ্যমিক ও উচ্চ মাধ্যমিক শিক্ষা বোর্ড, ঢাকা এর অফিস কক্ষে রক্ষিত টেন্ডার ব্যাগে ফেলতে হবে। এ দিনই ১২.০০ মিঃ উপস্থিত দরদাতাদের সামনে যদি কেউ উপস্থিত থাকেন। দরপত্র খোলা হবে। আসবাবপত্রের নমুনা ও দরপত্রের নিয়মাবলী যে কোন তফসিলি ব্যাঙ্কের ৫০০.০০ (পাঁচশত) টাকার ড্রাফট/পে-অর্ডার জমা দিয়ে নিম্নশাখারকারীর অফিস থেকে ১৭.০৪.২০০০ইং হতে ০২.০৫.২০০০ইং তারিখে অফিস চলাকালীন সময়ে সমগ্র করা যাবে।

সর্বনিম্ন দর গ্রহণ করতে কর্তৃপক্ষ বাধ্য নয় এবং কোন কারণ দর্শানো ছাড়াই দরপত্র আনৈক বা সম্পূর্ণ বাতিল করার ক্ষমতা কর্তৃপক্ষ সংরক্ষণ করেন।

প্রফেসর ড. এ টি এম শরীফ উল্লাহ

চেয়ারম্যান

শিক্ষা বোর্ড কম্পিউটার কেন্দ্র

ও

চেয়ারম্যান

মাধ্যমিক ও উচ্চ মাধ্যমিক শিক্ষা বোর্ড, ঢাকা।

জিডি-৩৩৮

শিক্ষা বোর্ড কম্পিউটার কেন্দ্র

সড়ক নং-১২/এ, ধানমন্ডি আ/এ, ঢাকা।

পুনঃ দরপত্র বিজ্ঞপ্তি

নং-শিবা/কম্প/এস/এ/১১/১৬৬ তারিখঃ ১০/০৪/২০০০ইং

শিক্ষা বোর্ড কম্পিউটার কেন্দ্রের আসবাবপত্র সরবরাহের জন্য প্রকৃত কারখানা মালিক/সরবরাহকারীগণের কাছ থেকে সীলমোহরকৃত দরপত্র আহবান করা যাচ্ছে। দরপত্রের সাথে মোট মূল্যের ২.৫% শতকরা আড়াই টাকা আনুমানিক বাদ দেবে কোন তফসিলি ব্যাঙ্কের ড্রাফট/পে-অর্ডার এর মাধ্যমে চেয়ারম্যান, শিক্ষা বোর্ড কম্পিউটার কেন্দ্র, ১২/এ, ধানমন্ডি আ/এ, ঢাকা-১২০৯ এর অনুকূলে জমা দিতে হবে। দরপত্র আগামী ০৩.০৫.২০০০ ইং তারিখ বেলা ১২.০০ টা পর্যন্ত (১) চেয়ারম্যান, শিক্ষা বোর্ড কম্পিউটার কেন্দ্র ১২/এ, ধানমন্ডি আ/এ, ঢাকা (২) সচিব, মাধ্যমিক ও উচ্চ মাধ্যমিক শিক্ষা বোর্ড, ঢাকা ও (৩) বিভাগীয় কমিশনার, সেগুনবাগিচা, ঢাকা-এর অফিস কক্ষে রক্ষিত টেন্ডার ব্যাগে ফেলতে হবে। এ দিনই ১২.০০ মিঃ উপস্থিত দরদাতাদের সামনে যদি কেউ উপস্থিত থাকেন। দরপত্র খোলা হবে। আসবাবপত্রের নমুনা ও দরপত্রের নিয়মাবলী যে কোন তফসিলি ব্যাঙ্কের ৫০০.০০ (পাঁচশত) টাকার ড্রাফট/পে-অর্ডার জমা দিয়ে নিম্নশাখারকারীর অফিস থেকে ০২.০৫.২০০০ ইং তারিখে অফিস চলাকালীন সময়ে সমগ্র করা যাবে।

সর্বনিম্ন দর গ্রহণ করতে কর্তৃপক্ষ বাধ্য নয় এবং কোন কারণ দর্শানো ছাড়াই দরপত্র আনৈক বা সম্পূর্ণ বাতিল করার ক্ষমতা কর্তৃপক্ষ সংরক্ষণ করেন।

প্রফেসর ড. এ টি এম শরীফ উল্লাহ

চেয়ারম্যান

শিক্ষা বোর্ড কম্পিউটার কেন্দ্র

ও

চেয়ারম্যান

মাধ্যমিক ও উচ্চ মাধ্যমিক শিক্ষা বোর্ড, ঢাকা।

জিডি-৩৩৯

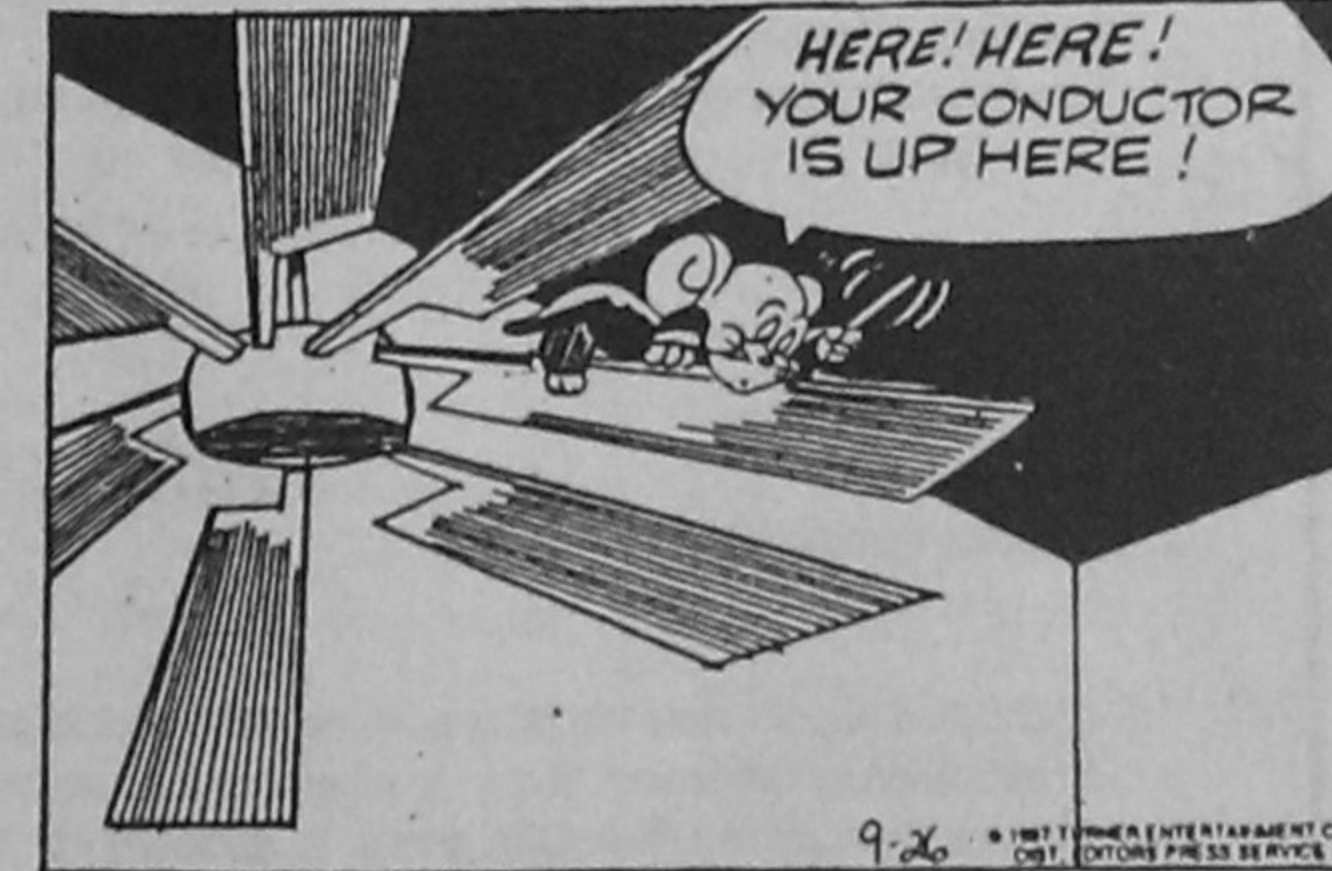
TOM & JERRY



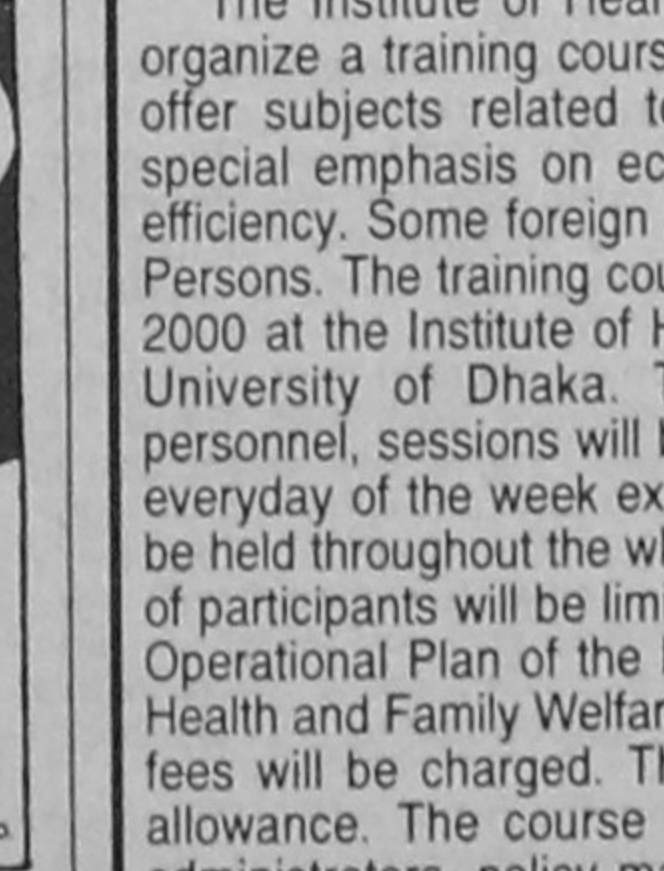
James Bond
by Ian Fleming
Drawing by Horak



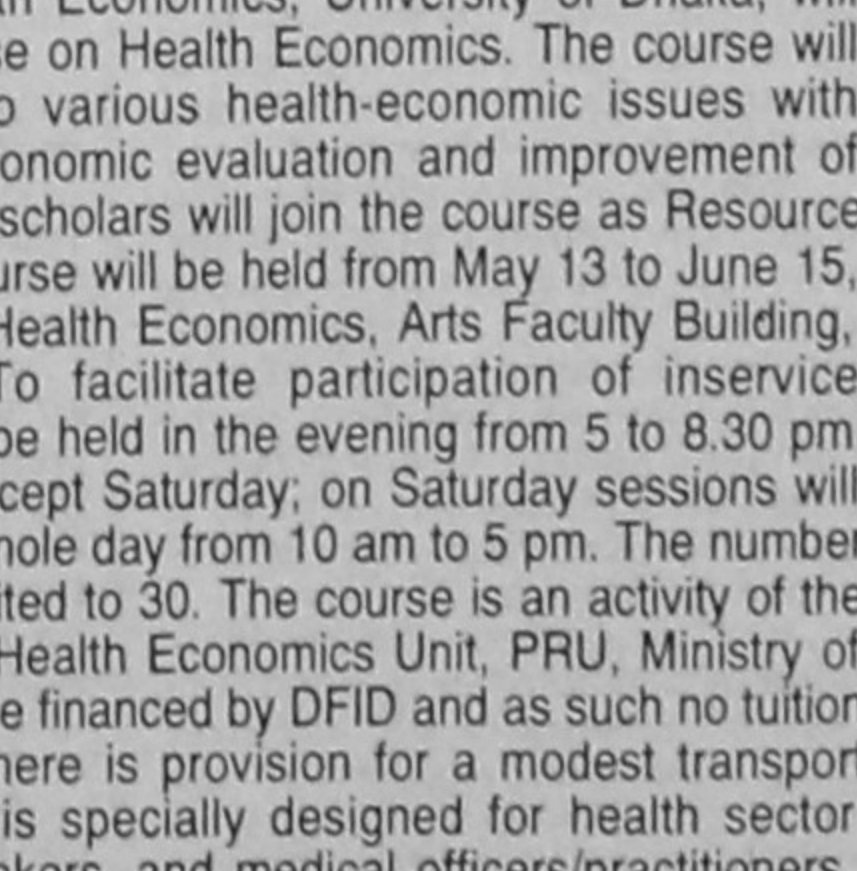
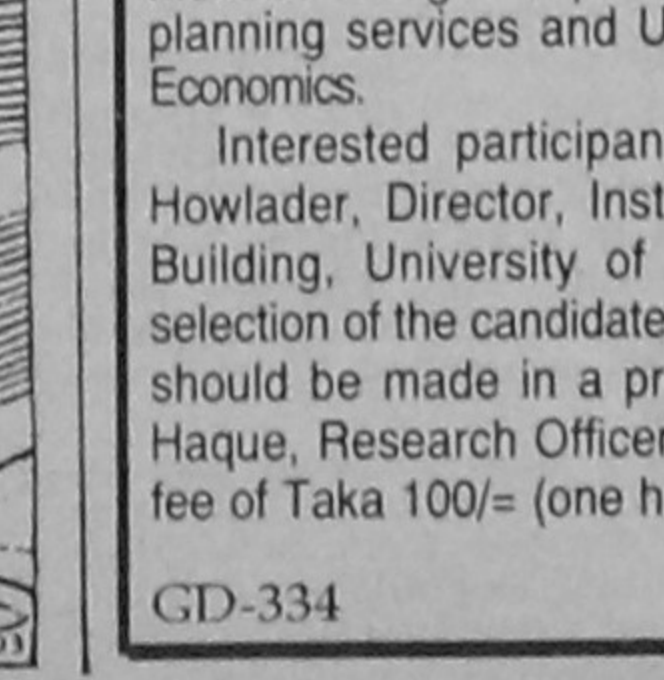
Sails are hoisted and the Altair runs south - to approach Vrakonist from another direction and avoid awkward questions about the fire at sea.



WHAT ABOUT THAT BLOKE WHO FIRED AT ME?



THAT AFTERNOON - AT THE RUSSIAN HQ ON VRAKONIST -



WE TRADED SHOTS, BUT WE KEPT DOWN. I NEVER SAW HIM AFTER THE EXPLOSIONS... IF THE FIRE DIDN'T GET HIM, THE SEA DID!

