

**THE EVOLVING DIMENSIONS OF GOVERNANCE AND
DEVELOPMENT AND THE NEED FOR RECALIBRATING
THE RULES OF THE GAME**

Environmental degradation, governance, and outcomes: exploring the conn ections

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Environmental governance is a concept used in environmental policy that consists of rules, structure, processes, and institutions that highlights how humans interact with the environment. There is a consensus among the scholars about the importance of the improved governance that impacts on environmental outcomes. It is observed that a sound process of environmental governance may promote the successful implementation of its regulatory framework. However, the plain objective of the paper is to re-examine the nexus between the process of governance and its effects on environmental outcomes. As regards methodology, the paper has been written by reviewing the literature on environmental degradation, governance, and its outcomes. It has been highlighted that the nexus between the process of governance and environmental degradation. Any undesirable changes occurred in the environment that is perceived to be dangerous to the survival of humanity. Therefore, it is argued for the sustainable management of natural resources and the protection of the environment. In doing so, it needs to introduce a transparent system for effective environmental governance, such as sound policies, and plans, and provide opportunities for citizens to share their perspectives in case of environmental policy design and its implementation.

Keywords: environmental degradation, governance, outcomes

Developmental state experiences in India

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The development policies India has embarked upon since 1991 have given rise to the contradictory situation. The retreat of the state, a corollary of economic liberalization hurts the poor in material terms. The fiscal adjustment programs entail the process of cut in the public expenditure on issues such as social security, poverty alleviation programs, universal health care, and other welfare schemes. In contrast, the consumption pattern and the lifestyles of the rich associated with globalization have powerful demonstration effects. People everywhere, even the poor and excluded, are exposed to these consumption possibilities frontiers because electronic media has spread the consumerist message far and wide. This creates a mirage of expectations and aspirations. But when the paradise of consumerism which is unattainable, and is also the case for common people, it only creates frustration and alienation. It gradually gives rise to a conflict that becomes unmanageable. The paper, therefore, seeks to critically examine the future implications of these two contradictory processes in India.

Keywords: development policies, economic liberalization, fiscal adjustment programs, public expenditure, social security, poverty alleviation programs, universal health care, consumption pattern, globalization, electronic media, paradise of consumerism

Problems of coordination among the rural local self-government bodies: challenges and issues

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There are three tiers of rural local bodies in Bangladesh, namely Union Parishad, Upazila Parishad, and Zila Parishad. These bodies of Bangladesh have been facing challenges from the very beginning of their functioning. There is a lot of confusion about what type of authority would be provided to them and which authority will lead them. The formation and electoral process of these bodies are different as per their own ordinances. No one of the bodies can enjoy full autonomy due to various interferences by many authorities. It is considered that the Union Parishad is comparatively successful in spite of many drawbacks. The partial success of this body cannot do enough to institutionalize democracy and ensure good governance. So, there should be utmost attempt to make sure the coordination among the rural local bodies under the same unique arrangement. The main objective of this research is to identify the problems of coordination and address the area of non-coordination as well as to provide some policy suggestions in this regard. This is an empirical study that will be conducted by secondary sources of data. The method of content analysis would be applied. The techniques and strategies for proper coordination among the bodies would be discovered through this work.

Keywords: union parishad, upazila parishad, zila parishad, democracy, good governance, coordination

Participation of private sectors in local governance in south-central Mindanao, Philippines

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This study aimed to determine the extent of participation of the private sectors in the local governance in terms of local pre-qualification bids and awards committee board, local school board, local health board, local development council, and local peace and order council in Cotabato City, Kidapawan City, Koronadal City, Tacurong City, and General City in South Central Mindanao, Philippines. The study employed descriptive-predictive design using purposive sampling to 300 respondents who were members of these boards/councils, utilizing a researcher-made survey questionnaire validated by experts and tested its reliability on alpha Cronbach, and treated employing mean, Pearson product-moment correlation, and multiple regression. Findings revealed that the participation of private sectors in Local Special Bodies such as the Local Pre-qualification Bids and Awards Committee, Local School Board, Local Health Board, Local Development Council, Local Peace and Order Council is moderately extensive which would mean that the private sector's participation is observed. As to the extent of attainment of objectives of the private sector participation in terms of ensured viability of local autonomy; promotion of development planning; and creation of united and concentrated action on development goal, the results showed to be highly attained. Further, there was a highly significant relationship between the local pre-qualification bids and awards committee board, local school board, local development council, and local peace and order council except for local health board when correlated to the attainment of objectives. Thus, the null hypothesis is partially rejected. The variables that best predict the attainment of objectives of local governance are the Local Development Council, Peace and Order Council, and Local School Board with high significance.

Keywords: private sector participation, local governance, South Central Mindanao Philippines, descriptive-predictive, public administration

Citizen engagement in local government: union parishad standing committee and challenges of its effectiveness

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A strong local government system has been core of political practices in Bangladesh. Local government, therefore, should take the opportunity of devolution further on new methods of service provision, screening that the state isn't a distant and inflexible monster, but it must do so alongside other services, local and central. One important way of strengthening democratic institutions without weakening the executive is to make maximum use of committees. Strengthening local government is an essential element of effective democracy, and effective democracy is pre-requisite for ensuring good governance. Indeed, a democracy works when all people including the most marginalized ones participate in the process of governance, have capability to ask questions and seek accountability. Committees allow the representatives to perform simultaneously numerous important functions that otherwise might not be conducted at all. These matters may include: oversight of executive branch activities; examination of and reporting on the status of implementation of different projects and special investigations. Since Committees operate under less formal rules committee members are able to discuss issues informally and to develop relationships with committee colleagues who represent different interests. Union Parishad (UP) is the lowest tier local of government institution which provides services to citizens at their doorstep. It is the only institution to ensure good governance, development planning, implementation, transparency, and accountability for rural areas in Bangladesh. The latest Local Government (UP) Act 2009 has created an opportunity to ensure greater participation of the people in the process of development planning and implementation. According to the UP Act, 2009, there is a provision of 13 Standing Committees (SCs) in the UP to support the Parishad in ensuring transparency, accountability, and people's participation in planning and implementing for ensuring better governance and service. Effectiveness of Union Parishad Committee should not be predictable unless sense of ownership creates among the committee members. Quorum in the committee meeting has come out as a strong barrier in the way of functioning of the committees. It has been learnt in most cases that the committee members instead of attending meetings always request the member secretaries to take their signature whenever they would be

available in the Union Parishad complex for doing something else. On the other hand, reluctance on the part of the member secretary has also come out as a prominent cause in the process of functioning of the committee. Undesirably, local government bodies (particularly UP) could not run with the spirit of the self-governance because of the unwarranted meddling of the local administration. Moreover, the local government acts delegate Member of the Parliament (MP) with the responsibility to oversee the advancement of the local government bodies as Adviser. UP chairman and members are supposed to follow and implement the advice of the MP. Both primary and secondary sources of information are followed while undertaking this study. By and large, Key Informant Interview (KII) of the relevant actors particularly chairman and members of the SCs are covered through primary source of information.

Keywords: citizen engagement, good governance, local government, standing committee and union parishad

Catalysing the entrepreneurial spirit in a developmental state: examining the effects of a reconstituting administrative environment on the innovative behaviour of public managers in Bangladesh

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Few countries in the developing world have shown an exciting promise of economic prosperity as Bangladesh. According to the World Bank (2019), Bangladesh has consistently featured in the top 5 fastest growing economies of the world over the last two years, registering GDP growth rates of 7.3% in 2019. Fuelled by a relatively stable macroeconomic environment, export-led growth, and plummeting levels of poverty (44.2% in 1991 to 14.8 in 2016/17), Bangladesh is on track to become a middle-income country within the next five years (UNDESA, 2019).

The promising nature of the Bangladeshi economy raises a few interesting questions. Questions that pertain to the global dogma that 'good governance' can lead to sustained economic growth (Grindle, 2004) or the fact distributive effects of neoliberal growth and development mantra are the sole paths to deliver economic prosperity (Rodrik, 2006). The Bangladesh experience suggests 'good governance' remains fairly elusive or the fact that the allocative efficiency of market forces is yet to permeate society as a determining economic principle. Corruption, political instability, dysfunctional democratic institutions, clientelist politics and regulatory non-compliance *inter alia* have remained rampant (Alam & Teicher, 2012). These factors have contributed to an environment that appears to be less than ideal economic or governance arrangements. Despite such challenges, Bangladesh continues to ascend the economic ladder, surprising many experts.

This paper examines the forces that have fostered economic growth. In contemporary growth literature, where neoliberalism, markets and capitalist development are dominant discourses, few have considered re-telling the story of the developmental state, previously prescribed as an effective and legitimate driver in many former developing countries (Higgott & Robison, 2013). By developmental state, we refer to bureaucratic and political elites who have decidedly assumed the role of pursuing a series

of policies calculated to promote economic growth and development. Much of the development in such cases thus is state-sponsored and where the bureaucratic apparatus assumes a powerful role in coordinating development. This paper explains how the Bangladeshi bureaucratic apparatus has been enhanced and strengthened through state-sponsored activities that contributed to the development activities of the state. We explain how recent efforts inculcated a culture of innovation to enhance the capacities of public servants that is envisaged to lead to a greater demonstration of innovative behaviour in the pursuit of development objectives. The findings of our research show that the Bangladesh state has struck a social contract between the political government and the administration and established an institutional set up that can indeed foster the entrepreneurial spirit to carry out developmental activities.

The social wellbeing of citizens: how might this be measured in developing and emerging economies?

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It is an accepted premise of any government at the central and local level that they build a better country and local place for their citizens. It is crucial that the citizen, thorough engagement with the workings of the state, gains a deeper understanding of how state policies affect their daily lives. In this way, citizens may hold politicians at both central and local levels accountable for success and failure and directly or indirectly influence their own wellbeing. The paper starts with the widely recognised problem that Gross Domestic Product is an inadequate measure, because it neither measures the relevant life qualities nor serves as a means of strengthening the government/citizen social contract. The paper discusses a number of ways in which societal progress might be measured. The options range from the traditional approach to governmental performance management/measurement to the more recent models emerging from the European Union and OECD countries which take a 'social and economic wellbeing' approach to societal progress. A key question for government is how can the progress of societies be measured and what do societies mean by progress. This paper takes the perspective of the individual as a member of society and what their concerns and needs may be in this regard. The experience of Kosovo and Bangladesh are utilized to ground the issues.

Keywords: GDP, making measurement relevant to citizens, national account of wellbeing, trust in civil servants and politicians

Role of civil servants in improving local level service delivery in Bangladesh

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Local Government institutions are important not only for local level service delivery, but also for promoting local level planning and democratic practices through involvement of local communities in the decision making process. Prioritizing development needs of local communities becomes possible through the local government institutions. In Bangladesh there are five tiers of local government institutions in the rural and urban areas. Zila Parishad, Upazila Parishad and Union Parishads are three rural local LGIs and City Corporation and Municipality are urban LGIs. All the LGIs are run by the local representatives elected for a term of five years. In all cases, elected Chairmen or Mayors are the administrative heads and heads of the councils while elected members or councilors are the members of the councils.

Though the LGIs are run by elected representatives, executives are integral part of every local government institutions. Similar to the LGIs of many other countries, Bangladesh's local government institutions are supported by a secretariat which is run by the executives under overall guidance of the head of the Council. Chief Executive Officer and some other vital positions of the LGIs are deputed from the Government and the other positions are manned by the officials recruited by the respective LGIs. Local Government Division is the coordinating Division for the local government institutions. Director of Local Government (DLG), Deputy Director of Local Government (DDLG), from the office of the Divisional Commissioner and Deputy Commissioner respectively, supervise the LGIs and monitor their development and other activities on behalf of the Local Government Division.

Local government institutions are blamed for not fulfilling local needs and providing local services in an efficient manner. Absence of effective planning, low level of mobilization of local resources, misuse of resources, limited manpower, limited participation of local communities in the decision-making process and limited democratic practices within the local government councils are some common allegations for weak performance of the LGIs. In a growing economy like Bangladesh, in the

context of growing business and employment and economic activities at local level, demand of local level services and local development is also growing. Effective functioning of the LGIs is a pressing need not only for economic development, but also for good governance and building citizens' confidence. Appropriate policies and effective management is therefore pre-requisite for the LGIs for overall development of the country. It is sometimes argued that the civil servants are impediments to the development of the LGIs, as they don't allow the LGIs to flourish with the objective of holding the power in their own hands. On the other hand, counter-arguments are also there that in the context of Bangladesh, in absence of involvement of civil servants, the local government institutions couldn't be able to work efficiently and the interests of the Government, elected representatives and the citizens' couldn't be protected. Revisiting the role of civil servants in terms of policy making, monitoring of LGIs and overall management of LGIs has become a priority issue for consideration.

Considering the above context in Bangladesh, the study intends to examine the role of the civil servants and the executives on overall development of the LGIs. Comparing with similar contexts of some other countries, the study also endeavors to articulate some recommendations towards identifying appropriate policy for engagement of the civil servant with the LGIs.

Both secondary and primary data will be used in the study. Questionnaire and interview method will be applied for collection of data from relevant respondents. Respondents will be selected from elected representatives such as Mayors of City Corporation and Municipalities, Chairmen and members/councilors of Upazila Parishads, Zila Parishads and Union Parishads. The officials involved in management of LGIs such as the Chief Executive Officers of City Corporation, Municipality, Zila Parishads, UNO of Upazila Parishads and Secretaries of Union Parishads, DDLGs, DLGs, LGD Officials and relevant stakeholders such as the experts, academicians, service recipients etc. will also be interviewed. Collected data will be analyzed and presented in the final report.

Towards collaborative public sector governance in Malaysia: the role of training and capacity development

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Collaborative governance has emerged post 14th general election in year 2018 as a crucial element of Malaysian public sector mainstream. This was due to the government's aspiration for good governance practices to enhance public service delivery in the digital government era. Hence, this has brought high expectations of the government towards the public servants to uphold new way of working focused on New Public Governance. National Institute of Public Administration (INTAN), Malaysia has embraced the need for revelation of collaborative governance amongst the public service via its learning and development programmes. This presentation provides insights into the role of training and capacity development, with a view to inculcating collaborative governance practices within the Malaysian public sector. It uncovers the journey of INTAN starting from year 2018 comprising the array of learning and capacity development programmes introduced until present as well as future strategies that have been lined up for year 2020. This includes description of design of the learning and capacity development programmes, and training materials with adaptation of collaborative governance case studies mainly from neighbouring countries. This dynamic is described in terms of the different learning methodologies utilized focusing on collaborative governance. Besides that, the basis of collaborative governance is embedded within the field work assigned to course participants that trains them to establish common interests and readiness to partake in such arrangements. In addition, this presentation particularizes the internal capacity building efforts such as train the trainers as well as extensive promotional effort for broadening access of information to the public servants to learning and development programmes in the field of collaborative governance. Further learning and development initiatives, which are non-traditional programmes such as one-to-one consultation with the ministries and agencies as well as tailored learning programmes are also described. It also outlines the target groups of these learning programmes which encompasses pre-service cadets of The Malaysian Administrative and Diplomatic Service (ADS), and serving public servants involved in the administrative procedures, within the cycle of policy design to the implementation. It also offers Malaysian experiences in this field as valuable implications to practitioners in developing societies.

Keywords: collaborative governance, capacity development, good governance, learning methodologies, Malaysian public sector, new public management

Interrelation between democracy and development in the contemporary era

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In spite of democracy and development being two conventional words around the modern world, the interrelation between these two is crucial as well as has a debatable exposure. Democracy is one of the state principles which can act as an important catalyst to make the development more vivid. Overall, democracy can be considered as the process where development is the output. Economist Amartya Sen defined development as a process of expanding the real freedom that people enjoy (Sen 1999). And democracy is the system of institutionalizing that freedom. So correlation between democratization and development is quite inherent. Development must be judged by its impact on people, not only by changes in their income but more generally in terms of their choices, capabilities and freedoms. Recently diverse wave of democracy is blowing, which is not affecting the progress of development. In this backdrop, major objective of this paper is to explore the current state of interrelation between democracy and development in this contemporary era based on secondary data analysis and empirical knowledge which may refer to a clear view of current global issues related with the interrelation between democracy and development. In the first section, substantive definitions of democracy and development has been exerted. Relevant studies of the literature have been discussed in the second section. The third section develops a compact understanding about contemporary interrelation between democracy and development. Findings and conclusion have been shared in the fourth section.

Keywords: democracy, development, global issues, interrelation between democracy and development

Human development: achieving gender equality through the public-private partnership

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No country in the world has achieved complete gender equality yet, but some countries are getting close. India and the developing countries of the world have a long way to go before it can achieve gender equality. It would be extremely incorrect to assume that gender equality can be achieved by simply allocating more public funds for women, as social change requires much more than just finance. At a fundamental level, it requires a change in attitudes and mindsets of people and the political will to empower women, among countless other factors. The sustainable development goal on gender is a cross-cutting goal that will influence and be influenced by the achievement or non-achievement of most of the other sustainable development goals. Gender equality is inextricably linked to the provision of equal opportunities and access to education, employment, healthcare, food security, energy, water, sanitation, and political empowerment. Therefore, the estimate of finance required and the involvement of the bureaucracy in filling the gap to achieve gender equality in India will enable in the adoption and strengthening of sound policies and enforceable legislation for the promotion of gender equality of all women at all levels. The paper seeks to examine the following issues: 1. Public policies implemented and the actors in the process of implementation; 2. Gender budgeting: affirmative action; 3. Women's empowerment: general and political; 4. Public-Private partnership.

Keywords: gender equality, sustainable development, cross-cutting goals, public-private partnership

Governance in uncertainty; climate instability and responsive problem-solving strategies

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Climate disruption is beginning to tally with scientific predictions. Bangladesh - with a history of adaptive response to flood, cyclone, and drought – may be ahead in mitigation and adaptation but extreme weather events will become a norm that further threatens life patterns and productive systems. Uncertainty is challenging to authority, as social media allows denial, anger and blame to flow into politics and street protest. The re-emergence of the authoritarian government in many countries is not unconnected. My paper, drawing upon Cultural Theory, models the social dynamics of responses to uncertainty, sections of the population reacting in different ways that challenge political settlements. To avoid authoritarian rule, government and civil society leadership will have to find ways to engage key stakeholders in an inclusive problem-solving approach to development; as in the ‘rural development’ tradition. Uncertainty in agriculture, fishery, human settlement policy, and energy call for a decentralised strategy through which the skills, competency and experiential knowledge of the concerned citizens, are combined with professional skills of scientists, technicians and administrators; all parties able to bring a passion to bear on sustainability transformation. This approach is a departure from Bangladesh’s prevailing development strategy through which a vigorous private sector - principally in garments - is supported by neo-liberal state institutions and strategies. Responding to climate-induced uncertainty will call for the combined energies of state, market, and civil society. The paper will evidence creative minds at work, with new technologies in energy, communication, shelter, etc., deployed through adaptive organizational structures.

Keywords: governance, climate disturbance, uncertainty, decentralization, inclusion

Impact of climate change on human rights: the case of Bangladesh

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Climate change causing a wide range of impacts that affects virtually every human on earth in increasingly severe ways. Climate change and its associated impacts pose significant threats not only to the environments we live in, but also human rights globally. Many of our human rights such as right to life, health, food and an adequate standard of living are adversely affected by climate change. It particularly affects the people who are struggling to access their rights to water, food, shelter, livelihood, and culture. Like many other countries of the world climate change in Bangladesh is a pressing issue. Bangladesh is one of the largest deltas in the world which is highly vulnerable to natural disasters because of its geographical location, flat and low-lying landscape, population density, poverty, illiteracy, lack of institutional setup etc. In this paper, an attempt has been made to analyse the impact of climate change on human rights. This study is a descriptive one by nature based on secondary sources of data and information. Data demonstrate that in Bangladesh climate change poses a major threat to human life, causing threats to physical health and survival, food and water shortages, and loss of property, home and way of life. The impacts of higher temperatures, more variable precipitation, more extreme weather events, and sea-level rise have already felt in Bangladesh. These changes have already exerted a significant impact on human life including their rights.

Keywords: climate change, human rights, Bangladesh

Studying corruption: lessons learnt

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Simple definitions often are simplistic. They miss a lot and hide much. So is the case with corruption. It is ubiquitous. Transparency International (TI) in 2018 expressed the sobering thought that of the 176 nations it studied “[N]o country gets close to a perfect score.” Buttressing the 2016 observation, its 2017 report observed: “This year’s Corruption Perceptions Index highlights that the majority of countries are making little or no progress in ending corruption, while further analysis shows journalists and activists in corrupt countries risking their lives every day in an effort to speak out.” The trend continues even in its 2019 study.

Corruption is also endemic; it is culturally conditioned. What is a corrupt practice in one culture might not be seen as such in another. Consequently, and more importantly, attempts to prescribe measures that succeeded in one nation to curb corruption may not work in others, and need not. Ecological constraints and contexts are crucial, as popularized by modern-day writers such as Fred W. Riggs.

Thus, this presentation comes in three parts. The first part shows the difficulties in studying corruption. Two caveats are relevant, up front. One, this is not meant to be iconoclastic in that its aim is not to denigrate numerous studies so far by numerous scholars. It is intended only to show that the common expression “corruption” does not always make much sense. Two, neither is the effort here to come up with a precise, universally acceptable and applicable definition of corruption. It only attempts to show the pitfalls in the study of corruption.

The second part dwells on the lessons learnt from the various studies. The third part recognizes that there is a “Democratic recession” in many parts of the world. The expression “recession” is preferred against the general usage of “deficit” as a recession is a temporary phenomenon, and thus the fond hope is things would get better. Moreover, at least in budgetary terms, deficits could be good. Given that this part would concentrate on the more insidious and dangerous aspect, but something that does not get enough attention— constitutional corruption, which in fact adversely affects the very foundation of a democratic government and the society in general. The current experience of the oldest and the largest democracies in the world are looked at in particular.

What neoclassical realism is? and what it requires to the foreign policy analysts?

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How do states assess international threats and opportunities? Who decides the foreign policy alternatives, whether acceptable or unacceptable? To what extent can domestic actors bargain with state leaders and influence foreign or security policies? These are the common questions that are faced by foreign policy administrators in any country, and Bangladesh is not an exception. Neoclassical Realism (NCR) answers these common questions and helps to filter international imperatives through the means of the state structure. NCR helps top officials to assess probable threats, identify feasible strategies in response to those threats and extract and mobilize the societal resources necessary to implement and sustain those strategies. That's why the advocates of NCR claim it as the theory of foreign policy. This paper aims to identify this theory to distinguish it as a logical extension and necessary part of advancing neo-realism as well as a theory of international relations that is more prone to analyzing states' foreign policy. The focus will be to discuss what NCR incorporates by saying independent and intervening variables to be considering issues in foreign policy analysis. The paper will be based on extensive literature reviews, especially the review articles of Gideon Rose and Brian Rathbun and the scholars who contributed to the area of foreign policy. It falls within the key issues of 'public policy' and 'policy ownership' in the upcoming conference. The paper will suggest extensive research on Bangladesh's foreign policies based on the dynamics of Neoclassical Realism.

Keywords: neorealism, neoclassical realism, independent and intervening variables, foreign policy analysis

Looking into the gray zone of corruption: a case from the public sector in Bangladesh

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Corruption is a much-discussed issue in the contemporary Public administration due to its pervasive nature and its impact on our daily life. According to the criminal codes and anti-corruption laws offences such as bribery, food entertainment, misappropriate use of public property are named as corruption. However, away from the literal meaning, there are many forms of what might be called petty corruption or may be something that is not quite corrupt but yet has a deep impact on an organization. The literature stated that both individual and situational factors contribute to corrupt behavior. The present study investigated firstly what characteristics of office environment that lead the clients to be involved in such grey-zone activities and secondly how the activities of an individual within the grey-zone of corruption facilitated corruption to take place in an organization. A passport office located in Khulna division, Bangladesh was selected as a case. The study used a structured questionnaire to identify factors that instigate an individual to corrupt behavior. Further, interview and observation methods were also applied to explore the influence of the environment for which corruption taking place. The results showed that there are some elements which fall within the grey-zone of corruption for example gifts, entertainment, invitation to luxurious dinner, invitation to cinema. Generally they do not fall within the definition of corruption. The study also uncovered that gift or any other activities are not voluntary in nature. The clients did it to get favour in service delivery both at present and in future. Moreover, Ignorance about service delivery system, non-cooperative attitude, rude behavior of service giver, middleman ship in service delivery, non-existence of truly functioning help desk facilitated corruption to take place. Based on these results, the study recommended a few suggestions for the prevention of corruption in a public organization.

Keywords: grey-zone corruption, situational factor, non-cooperative attitude, middlemanship

Actors' interaction, process management, and complex decision-making in PPP

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Public-Private Partnership (PPP) as a public policy tool has been successful in bringing attention to policymakers, public administration scholars, public sector officials and society at large. Government of Bangladesh also has been encouraging this policy tool since 1990s for engaging private investment in infrastructure development and service delivery. However, in implementing PPP policy in Bangladesh, it has been observed that policy performance in one PPP differs from another PPP. Considering it as policy implementation deficit, this study looks policy performance through the lens of actors' interaction, process management and complex decision-making perspective with the following research question: How far actors' interaction, consensus-building processes and complex decision making in PPP policy implementation can explain policy performance? The question is answered following network management and complex decision-making theoretical approach. Qualitative research method and case study strategy are adopted as best fit option. However, the simplest form of multiple-case design with two cases is considered for this study. Semi-structured interviews were conducted with 24 key respondents from the two PPPs. For analyzing case study data, within-case analysis and cross-case synthesis have been adopted. The findings uphold the view that at the implementation phase, actors' willingness to compromise, issue solving, resolving the dispute, positive decision and positive attitude towards PPP, are vital for actors' satisfaction. Therefore, study findings contribute to knowledge by confirming the theoretical idea of network management and complex decision making as useful in explaining the PPP policy performance.

Keywords: actors, processes management, complex decision making, policy implementation and performance.

Strategic collaboration: the case of Malaysia's economic transformation programme (2010-2018)

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The purpose of this paper is to highlight how strategic collaboration helped develop the content and implementation of Malaysia's economic transformation programme, or the ETP, which was implemented in 2010 to 2018. Lessons learned from the transformation exercise may be valuable for other countries that plan to accelerate their economic growth. When the government established the ETP in 2010 the per capita income was about USD 7000. And Malaysia had only 10 years left to achieve its ambitious goal to be a rich nation with a per capita income of USD 15,000. This figure was more than double the figure at the start of the programme. As such, Malaysia would have to carry out some massive economic transformation if it was to join the ranks of high-income nations. If it did not accelerate the course and trajectory of its economic development, Malaysia would not be able to continue to improve its education and health services and upgrade its people's quality of life. To do that, Malaysia had to redouble its efforts to attract investment, drive productivity improvement and embark on an innovation drive. Hence, the need for the ETP. The ETP built upon the policies, strategies and programmes of the 10th Malaysia Plan (2011 - 2015). It featured as a parallel effort to transform public services – the government transformation programme (GTP) and was a manifestation of the government's slogan: 1Malaysia People First Performance Now. The ETP sought to give effect to the new economic model or NEM, which was crafted around the same time. The NEM aimed to promote sustainable economic development that was inclusive, benefitting of all communities and segments of the population. It would catapult the nation to a high-income status without impoverishing future generations.

To implement the NEM, Malaysia had to shift its focus to areas where Malaysia had inherent competitive advantages. That meant prioritizing investments of public funds and policy support to a narrow number of key growth engines - the 12 national key economic areas (NKEAs). These NKEAs were first enunciated in the 10th Malaysia Plan. It also meant changing the approach to economic growth from being an active player in the economy to becoming a facilitator of private sector-led growth.

The ETP roadmap was devised to help achieve the objectives of the ETP and the NEM. The ETP Roadmap contained hard performance targets. The roadmap, coupled with the key performance indicators in each of the NKEAs, was developed through labs and a series of forums. There, the best minds in government and private sector were brought together to develop ideas into actions that would help implement strategies for each NKEA. The NKEAs drove growth in the economic areas that had been chosen based on rigorous financial and economic analyses. This was to ensure that the country obtained the best value for money from government investments. Some of these NKEAs could only be achieved with specific policy and regulatory reforms. As was the case with the GTP, the performance management and delivery unit of the Prime Minister's Department, or PEMANDU, orchestrated the delivery of the ETP. In implementing the ETP, tough decisions were made. The collaboration of the private sector, civil society, and the citizens were called on to kickstart the ETP. At the start of the ETP in May 2010, PEMANDU conducted a thousand-person workshop to help identify the 12 NKEAs. The private sector continued to play a large role, when the labs began in June 2010. Five-hundred of the best minds from the private sector (350 persons from 200 different companies) and the government (150 persons from 60 different public institutions, ministries and agencies) came together to develop action plans for the 12 NKEAs.

The ideas and the plans that were developed in the labs were syndicated extensively throughout the eight-week lab period, with more than 600 syndication meetings with ministries, agencies, multi-national corporations, local corporations and non-governmental organisations. Important stakeholders, such as the Prime Minister, Ministers and business leaders, were brought in early to visit the labs and provide feedback to the participants. Subsequent to the labs, Open Days were conducted in Kuala Lumpur, Sabah and Sarawak. In these open days, some 5,500 visitors (business community, multinational corporations, public and media) visited NKEA booths and provided further input. The result of this process was a clear roadmap for Malaysia to become a high-income nation. PEMANDU monitored and reported to the government, the business community and the public on the progress of implementation. This paper seeks to describe the efforts of this strategic collaboration. It included the development of laboratories to craft the national key economic areas and the roadmap to devise strategies and implement the roadmap. And it will draw lessons on collaborative governance in the implementation of public policy.

Conflict (in)sensitivity: why does this matter in development activities?

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Conflict (in)sensitivity which has comparatively been a newer concept in the wider literature of conflict resolution and peace building generally refers to consider and pay attention to contextual sensitivities before, and during, undertaking any development and peace building activities so that such initiatives do not ‘do harm’, either unknowingly or knowingly, to people living in any post-conflicting society. Although this evolving concept of conflict sensitivity is a philosophy widely related to the state of ethical considerations of respecting local culture, customs, practices and consulting with people on ground before commissioning larger development activities, this has higher essence in the contemporary world wherein countries of diverse regions have consistently been aiming to achieve Sustainable Development Goals (SDGs). Nevertheless, this exploratory paper from a conflict resolution and transformative peace building lens seeks to explore and analyze the relevance of the concept of conflict (in)sensitivity in practical terms. As a part of this framework, it aims to examine how, and the extent to which, conflict-sensitive approaches of development could be respected and exercised in designing and implementing development programmes and activities particularly after armed conflicts and during peace time to avoid potential of unintended consequences of developmental interventions of the government(s), donor(s) and non-governmental organisations (NGOs). This approach entails a moral, and shared responsibilities, of all actors including the international community, national governments, private sectors and local actors to be involved in developmental activities with cautions to avoid and avert their unintended consequences.

Reframing governance: key takeaway from governance survey of the youngest federal republic country Nepal

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Dominant definitions of governance are limited to ‘exercise of authority’, generally for larger public benefits. However, state authority is not always used to serve public interests. This definition fails to qualify for the quality of governance processes and is indifferent towards the type of governance system that a particular country is adopting. Therefore, it is imperative to reframe so that it pays attention to the interests of the citizens.

We identify three shortcomings in the definition of governance, - quality, process, and result—and discusses how they could be accommodated in a reframed definition. Quality is the characteristics of governance actors and institutions as it provides bases for citizens to value the state-citizen relationship and define foundational parameters of governance. The process provides opportunities for citizens to express voices and hold the exercise of authority accountable in larger public benefits. Results in the form of ‘public service’, allow citizens to cherish entitlements and form a basis for strengthening the relationship with the state.

In search of meeting the deficits of generally used definition, the Nepal National Governance Survey 2017/18, conducted by Nepal Administrative Staff College, expanded the definition of governance ‘...as a system or process for the exercise of authority by state authorities and other entities, in reference to broadly shared values (foundations of governance) and through democratically-established institutional mechanisms (infrastructure of governance), that deliver on the state’s commitments for public goods and services (service delivery) that together define and consolidate the relationship between the state and citizens’.

This remake provides extended benchmark to evaluate any governance system on the broad three parameters- foundations (voice and participation, integrity and accountability, justice and social inclusion, rule of law, etc.); infrastructures of governance (constitutional provisions, electoral process, subnational governance, political institutions, social association, information, and communication, etc.); and service delivery (experience, support, access, affordability, service environment, behavior of service providers, etc.).

Nepal, the youngest federal country in the world's political governance map, is undergoing a massive governance transformation from the conventional centralized monarchical unitary system to the federalized democratic republican form of political governance. A country that has a unified modern history of about two and a half-century, only began a systematic modern form of governance after 1950s. Thereafter, it witnessed several waves of democratic movements in a span of six decades to arrive at the present form of politically negotiated governance system through the 2015 Constitution. In the course, each wave paved the way for creating a milestone in achieving democratic governance to arrive at the newest form of federal democratic republic governance. Nepal's 2015 Constitution ensures numbers of entitlements that requires citizens' continuous vanguard so that state would act accountability to deliver them. In order to measure quality of public delivery, the remaking of governance framework would serve as a flexible and adaptive instrument. This framework can be taken forward for intensive academic discourses and measuring country-specific state of governance or cross-country comparison.

Questioning the ‘paradigm shift’ of the UN SDG Agenda

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This study presents findings from a ‘gap-analysis’ exercise of policy rhetoric and practice; beginning with a review of the degree of correspondence between specific goals and related indicators in the SDG framework.

Methodologically, it combines literature review and policy analysis with expert interviews from Bangladesh and reports on democratic governance, climate change, growth and employment, industry and the state of cities in Bangladesh. It asks whether ‘one shoe-size fits all nations’ and considers if the SDG framework is likely to benefit state and society, as we prepare to meet the targets for 2030.

Since the framework is presented as a global panacea – the SDG agenda will be also be discussed next the global ‘real-politics’ perspective. The viewpoint acknowledges the lack of leverage of the UN next to military and commercial interests of the world’s superpowers and the apparent consensus on preserving the status quo (balance of power). It argues that, given this real very real context, achieving the targets for 2030 appears unlikely in 2020.

It concludes that for developing countries like Bangladesh - the prioritization of goals and choice of indicators for progress should be revisited to better suit the particular national interest. However, if such an exercise were embraced, the government ministries need better ‘actionable’ indicators(indicating causality) in order to inform and propose policy reform towards ‘sustainable’ development.

Note: The paper takes stock of several published op-ed articles under the title “SDG Reality Check” series (Dhaka Tribune), researched and written by the author.

Forget the glass ceiling; women in leadership of Bangladesh public administration are facing the ‘glass cliff’.

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A large increase in female employment has become the most noticeable social transformational phenomenon around the world (International Labour Office [ILO], 2010). Though women in the workforce are shattering the glass ceiling to reach senior management positions (in the civil/public sector), there is limited research on what happens to these women once they reach higher leadership positions. Do women continue to face challenges despite breaking through the glass ceiling? It is vigorously argued that women managers at the upper government services tend to be evaluated less favorably, received less support from their peers, are excluded from important networks, and receive greater scrutiny and criticism even when performing exactly the same leadership roles as men. Women in leadership positions face an uphill battle with these challenges which may set them up for failure, thus pushing them over the edge- a phenomenon termed as “glass cliff”(Ryan and Haslam (2005,2007); Sabharwal 2013). This paper is an attempt to analyze the factors accounting for the successful advancement (by shattering glass ceiling) of women at the top position in the civil services of Bangladesh and what those factors may indicate about why women have not made more progress at the top positions in the BCS. In this study, the glass cliff phenomenon is explained as another kind of glass ceiling that women face when they ascend to the highest structural levels in an organization. However, once they crack the ceiling and are in senior positions, they are unable to exert authority in the same way as men. This paper has indicated that dissatisfaction with intrinsic (e.g. involving with policy-making, lack of empowerment, and inequality at work) and extrinsic factors (e.g., work/life balance, ideological barrier or subjective discrimination) lead to glass cliff in the context of Bangladesh public administration.

Keywords: women, Bangladesh public administration, glass ceiling, glass cliff

Public Service delivery in local governments of Sri Lanka: problems and prospects

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Local governments (LGs) are the fundamental force of any country which provides the most essential services for its citizens making their life easier. LG's of Sri Lanka performs various functions including regulatory and administrative functions, promoting public health and providing physical structure to enhance comfort, convenience, and well-being of the community. However, many local governments of Sri Lanka face several problems and criticisms at the service delivery. The main purpose of this study is to identify problems and difficulties in service delivery, examine key factors affecting the effective service delivery and suggests policy measures for improving the effectiveness of the public service delivery in local governments of Sri Lanka. The study is based on qualitative research methods. Out of 48 local governments in the Western province, 12 local governments were selected representing each level of local governments based on the purposive sampling method. 48 officials including the Secretary, the Accountant, an Administrative Officer, and a Management Assistant and two political representatives from each local government have been interviewed to collect the data. Descriptive methods were used to analyze the data.

Lack of resources, lower level of commitment of employees, unnecessary political interference, outdated laws and regulations, and human resource management issues-particularly in recruitments, promotions and performance evaluation are the main problems of LGs. Managerial innovations, leadership skills, applications of ICT in the service delivery, minimum level of political interference, obtaining people's participation, and periodical training programs for employees were the key factors affecting the effective public service delivery in local governments. Policy measures are also suggested to improve effective public service delivery in Sri Lanka.

Keywords: effective public service delivery, local government, Sri Lanka

Public management and service delivery reform in the post-NPM era: lessons from Malaysia's national blue ocean strategy

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Since the 1980s, public service reform initiatives around the world have largely been shaped and driven by the dominant New Public Management (NPM) paradigm. Though the NPM was seen as a model of universal relevance soon flaws and contradictions of this model became evident. These, together with increased policy complexity and wicked problems facing modern governments, gave rise to newer approaches to governance and service delivery reform. Among others, the whole-of-government, public value approach, collaborative public management, networked government and the digital-era governance have gained currency in the post-NPM era. These approaches reflect a shift with focus on value innovation requiring multiple agencies including those in the private sector to work together to deliver integrated solutions to common service-delivery problems. A key feature that binds the post-NPM reform models together is that they seek to enhance policy effectiveness by fostering value-creation through increased collaboration and coordination among relevant agencies. Though much of the contemporary reforms especially in the OECD countries revolve around such theoretical models Malaysia has pursued an unconventional approach to public management reform aiming to achieve similar results, i.e., value innovations in service delivery and enhanced inter-agency collaboration in service provision.

Inspired by its eponymous private-sector equivalent, Malaysia introduced the National Blue Ocean Strategy (NBOS) to offer a leap in value in public service delivery at a relatively lower cost. It was initiated by the former Prime Minister Najib Razak in 2009 making Malaysia the first in the developing world to adopt such an approach to public service reform. Soon it became a flagship program and was presented as a vehicle that would produce high impact and novel solutions to service delivery problems at the same time accelerate national development. This paper explores Malaysia's experience with the NBOS approach to public management reform and its impacts and outcomes. In particular, it examines the implementation of NBOS reform focusing on selected schemes instituted under it. Drawing on data from official sources and semi-structured expert-interviews, it shows that the NBOS projects have created much

value by offering high impact and innovative solutions to service delivery challenges. They have helped tackle a range of economic and social problems; they also helped reduce the cost of service provision by breaking down silos across ministries and agencies and by fostering collaboration among them. Thus the NBOS has shown promises in areas where previous reforms performed poorly. However, the NBOS is not without challenges and pitfalls. The NBOS was more directive in style, it suffered from poor implementation due to limited uptake by collaborating organisations and inadequate knowledge and understanding at lower levels of the hierarchy. Such weaknesses coupled with its failure in tackling Malaysia's growing economic malaise, made the NBOS vulnerable to political change. The new government that came to power following general elections held in 2018 abolished the NBOS citing it as a costly experiment. Nevertheless, nearly 10 years of the NBOS experiment in Malaysia does offer valuable lessons for the theory and practice of public management reform. It shows that, among others, leadership and commitment at the highest political and bureaucratic levels is critical for reforms to succeed. Likewise, it is important to put in place an effective governance structure and adopt a combination of top-down and bottom-up approaches to execution. It also shows the importance of creating collaborative culture and engaging with all stakeholders including the employees at lower levels of bureaucracy. Equally important is to attune the mind-set and knowledge of the staff at these levels to the implementation effort.

Role of the civil service in development: experiences of the developmental states and lessons for Bangladesh

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Civil service is considered one of the major actors for economic development. It played a key role in steering accelerated growth trajectory in the South East Asian developmental states namely, Japan, Korea, Taiwan, Singapore. The same experience prevailed in the second generation developmental states such as Thailand, Malaysia, and Indonesia. Bangladesh has adopted an accelerated growth pathway to manage quick economic development. Given this context, this paper primarily aims to unpack the success factors that enabled the civil service of the developmental states to contribute to the economic development and also wants to discuss if Bangladesh can take lessons from the experiences of the developmental states. Civil service's contribution to economic development is a less-discussed issue in Bangladesh. Therefore, the analysis and arguments of the paper would be a major contribution to the existing literature. The paper will be developed mainly based on secondary data and information; however, it will also employ key-informant-interview method involving senior policymakers to garner insights and critical understanding about the civil service in Bangladesh. The findings as expected would further strengthen the theoretical dimension regarding the relevance and necessity for a professional civil service and thus they may influence the policymakers to adopt practical reform measures to improve the efficiency of the civil service in Bangladesh. Moreover, the paper aims to consider the developmental state theory in the context of the SDGs and inclusive development approach and this might contribute to adding value to the developmental state theory itself.

Keywords: developmental state; south-east Asia, Bangladesh, civil service, economic development

Post-new public management (NPM) and the policy lessons for Bangladesh

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During the 1980s, a number of western countries, for example, UK, USA, Australia and New Zealand made a fundamental move in the state of the art of public administration in order to harness efficiency and effectiveness. Those noble reform initiatives were steered towards introducing market-based and corporate sector's business-like management style, strategies and practices into public administration—popularly known as New Public Management (NPM) policy reform. And for the next two decades or so, NPM has been a dominant paradigm in public administration theory and practice. Following the west, a number of third world countries, including Bangladesh, introduced such kind of policy reforms and practices in their respective political, administrative and economic systems, for example, promoting decentralization and privatization, associating private sector in public service delivery through public private partnership (PPP) and so on. Although the trend is still continuing in many of those third world countries, the wave has now largely stalled or is no longer as strong as it was earlier in some frontliner and leading-edge countries in the west. Against the setback, a new wave of changes is taking place in some of those leading-edge countries that goes beyond NPM under a number of new labels, i.e., 'whole of government' (WoG), 'joined-up government' (JuG), and 'digital-era governance' (DeG), but commonly known as post-NPM. Against this backdrop, this paper intends to explore, firstly, what kind of policy reforms did Bangladesh make to realize NPM? Secondly, what are the changes that are taking place in some of the countries in the west under post-NPM? and, thirdly, what are the policy lessons for Bangladesh?

Keywords: NPM, whole of government, joined-up government, digital-era governance, Bangladesh

Inside box innovation in public sector: exploring into approaches to de-hypnotize the chickens

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Innovation, both by definition and application, is contextual. The innovation process may involve some failure as new things are trialed and piloted. However, it does not mean to neglect risk discipline (UK National Audit Office: 2009). Public sector innovation is a complex, invariably involving changes in services, organizational structures, and managerial practices. Essential to successful innovation are the policy entrepreneurs and service entrepreneurs who develop, organize and manage new innovations (Windrum, P. 2008).

Teamwork and providing training inputs bring positive results to develop and adopt innovation by the public employees. In respect of innovation culture in institutional level a study (EC, 2011) clearly observes that innovating organizations operate a culture that allows or rewards promoting innovations by staff and through trial-and-error. The difference was particularly remarkable in allowing the possibility of failure: management support for trial-and-error testing applied much more to those organizations that have introduced innovations compared to non-innovators.

With particular reference to Bangladesh, this paper deals with exploring into combination of approaches towards an ecosystem that would allow public sector officials to practice innovative initiatives within their “Close World” (D Boyd & J. Goldenberg).

Keywords: innovation, inside box innovation, innovation ecosystem, innovation culture, close world.

Generational divide and performance of the civil service: the case of Bangladesh

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Generational divide has become a key focus area in analyzing the performance of the civil service. In the developed countries, especially in the USA, much has been written to explain and explore how the baby-boomers shaped the government services and service delivery mechanism. At the same time, studies have also been done to explore the attitude of the millennials and the Gen X-ers towards government services and how this changing attitude has created a 'silent crisis' in the US civil service. On the other hand, literature on the civil service in the developing countries has remained completely silent about generational changes/ shifts and its impact on civil service. This paper will make an effort to address this gap. To that end, it will try to link the evolving politics-administration relationship with generational change that is happening in Bangladesh and will explore how that is affecting the pattern or relationship and interaction between citizens and the bureaucrats. The paper attempts to show that as the politics-administration relationship has changed over time allowing the political actors to play a key role in the policy area and as the millennials and gen-Xers are getting interested in joining the civil service, we are now observing three different types of bureaucrats performing in the civil service of Bangladesh- the classical bureaucrats, who were recruited during the authoritarian period and rose to senior positions during that time (1975- 1990); the transitional-era bureaucrats who has worked both under the authoritarian and the democratic period (1991 and onward), and the political-era bureaucrats (recruited and working after the transition towards the democracy). It argues that in the civil service of Bangladesh, whereas in the past the classical bureaucrats were dominating, they are now disappearing and the political-era bureaucrats have started to dominate. In this scenario, the transitional-era bureaucrats are protecting the political-era bureaucrats while allowing them space to perform and to serve the citizens in an effective way. This particular change in power dynamics is changing service delivery scenario by making the bureaucracy more responsive and citizen-friendly. The paper mostly relies on qualitative data in making its case.

The role of a multilateral platform in strengthening the civil service: experiences of the Astana Civil Service Hub

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Today's era of globalization, development of information and communication technologies set new requirements to the quality of civil service systems. Citizens turn to be well informed about solutions in other countries. They compare and assess the performance of their own governments against certain benchmarks. In fact, the state bodies tend to function in a quasi-competitive environment. Also, there is a continuous increase in citizens' requirements for the quality of public services provided. Moreover, it is obvious that the most high-quality decisions to increase the efficiency of the state apparatus are made considering the best international practices, common problems for the countries of the region, as well as country specifics. This, in turn, stimulates the need for a constant exchange of experience and knowledge, which can be more effective in institutionalizing this process. Therefore, the development of the civil service is on the agenda of all governments.

Finding adequate responses to these challenges heavily relies on building partnerships, as an instrument to find both "best practices" and "best fit" solutions. The Astana Civil Service Hub is an example of this type of partnership. The Hub aims to promote civil service effectiveness by supporting the governments of the participating countries in building institutional and human capacity. Since 2013, the number of participating countries has increased from 25 to 42. The geographical range of participants stretches from the Americas and Europe, through the CIS, the Caucasus and Central Asia to ASEAN countries. It has become a multilateral platform for experience and knowledge sharing, peer learning and partnership building for practitioners and academicians of the participating countries. The Hub's 3 main pillars derive from the Hub's aspiration to enhance the effectiveness of the civil service, build partnerships and close the gap in evidence-based research:

Partnerships and networking;

Capacity building and peer-to-peer learning;

Research and knowledge management

**STEERING ACCELERATED GROWTH AND
MANAGING INEQUALITY**

Government spending on education and economic growth: why it is important for Bangladesh. Is Bangladesh allocating resources optimally?

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Fiscal policy of the government determines the long-term growth rate through decisions on public spending. Efficient allocation of resources is a necessary condition for robust economic growth and prosperity that ensures optimal output given the scarce resources. As resources are scarce, the long-run economic growth is dependent on the increase in productivity which is commonly known as technological advancement. Having an efficient labor force will definitely refer to high productivity and thus high economic growth. The main reason of expecting a link between education and economic growth is very simple, education definitely enhances efficiency, which in turn increases productivity and this is a precondition for long-run economic growth. This study will try to find out the correlation between public spending on education and economic growth using panel data of around 35 countries chosen randomly from each continent over the sample period of 1980-2010 with econometric regression analysis tools. Thus this study will apply both qualitative and quantitative methods with relatively frequent use of the later. Modern and standardized statistical applications like STATA, MS excel and SPSS will be used for quantitative analysis. We will divert the focus of this study towards finding the importance and impact of public expenditure on education for economic growth and prosperity, especially in the context of Bangladesh. The findings of this study will be very relevant for subsequent policy designing and will contribute towards the efficiency of resource allocation of Bangladesh.

Keywords: public spending, fiscal policy, education expenditure, economic growth, resource allocation, public policy

Income inequality- which way? Bangladesh context

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Political philosophy of redistributing income centered on utilitarianism, liberalism and libertarianism. Both utilitarianism and liberalism ensure redistribution through public policies that result in utility maximization through the ethical tool of diminishing marginal utility and maxim in criterion. Libertarians believe that equality of opportunities is the springboard of equality of incomes. The Sustainable Development Goals sponsored by the United Nations, known as Global Goals set certain targets in diverse areas such as sustainable consumption, climate change, innovation and reducing income inequalities appropriate to domestic environment. Bangladesh attained commendable success in certain areas of the Millennium Development Goals such as reducing poverty gap ratio, gender parity in enrolment at primary and secondary education and lowering the infant mortality rate. However, income inequality is an area where limited success is achieved rather deteriorated as evidenced by the trend of Gini Coefficient. This paper will address the issue of reducing income inequality and achievement of Bangladesh by the Index designed by OXFAM and Development Finance International. The index is based on the philosophy of utilitarianism and liberalism. The strategies are embedded in the public policies related to expenditure on health, education and wage policy. Critical review of the existing policies and achievement in these crucial areas may be a guide for future policy planners.

An evaluation of present Japanese economic condition: lesson for Bangladesh

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Japan has experienced rapid growth during 1960-69, which was around 10.9% but after WWII, Japan started her development process from almost 'zero'. Since the independence of Bangladesh, the country has received a significant amount of contribution from Japan in the various sectors. Currently, Japan is facing stagnation for over two decades. The economy started crippling with the collapse of stock and land prices in the Mid 1980s through Bubble Economy and slipped further due to the global financial crisis of 2008, which led to recession and deflation. Since the last two decades, Bangladesh is also approaching towards a stable growth, around 6.5% per year and has the ambition to achieve about 8% this year. Therefore, the main objective of the study is to: explore why Japan cannot increase its inflation rate at her expectable level, and it's way out; find out what sorts of policy should Bangladesh take for avoiding Japanese type economic crisis since. The study applied qualitative methodology, which was basically, depending on Desktop/ Secondary source-based research, available documents were reviewed critically. The findings indicate that Japan had tried to raise inflation into 2% through three arrows which are popularly known as Abenomics such as a) quantitative and qualitative monetary easing (QQE), b) fiscal expansion, and c) structural reform but it failed since it did not consider the context of Japan. Japan is a unique and distinguishes country regarding the demographic structure as increasing ageing population, and decreasing the rate of the population are affecting the supply and demand sides of the economy which was not considered by Phillips curve economic theory. Therefore, Bangladesh should not take and adopt any policy blindly to reduce the inflation rate; rather, she should consider her unique characteristics in case of taking any economic policy.

Keywords: abenomics, QQE, rapid growth period, Phillips curve, demographic structure

Development, displacement and sustainable livelihood: an expedition for national resettlement and rehabilitation policy of Bangladesh

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The aim of this study is to make a critical discussion on the displacement and resettlement policy of Bangladesh and their possible consequences on sustainable livelihood of the displaced community. The study is based on secondary data and also makes content analysis of some finished and ongoing large-scale development projects, project implication plans and project impact reports. It is observed that, in recent years, Bangladesh has experienced a boom in the infrastructural development with several mega projects implemented by the Government and donor agencies like World Bank (WB), Asian Development Bank (ADB), Japan International Cooperation Agency (JAICA) and others. Some are already finished, and some others are on the way of accomplishment. The country's large population in a small geographic area have put land at the centre of any policy implication. Many people are displaced, and large numbers will also be displaced in the near future. Although peoples and their livelihoods are the main vulnerable in the development process, cultural and ecological vulnerability cannot be neglected anyway. Unfortunately, the country has no clear land acquisition and resettlement policy, and displaced people are seldom compensated or resettled adequately. Poor planning, implementation, and monitoring during the involuntary resettlement process resulted in unnecessary resettlement that interrupted the provision of basic necessities to the people affected. This study addresses the severity and scope of solutions by comparatively reviewing some past development projects that were accompanied by involuntary resettlement. The study also suggests guidelines to set national policies surrounding displacement.

Keywords: displacement and resettlement, infrastructure development, land acquisition, Bangladesh

Actors' interaction, process management and complex decision-making in PPP

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Public-Private Partnership (PPP) as a public policy tool has been successful in brining attention to policy makers, public administration scholars, public sector officials and society at large. Government of Bangladesh also has been encouraging this policy tool since 1990s for engaging private investment in infrastructure development and service delivery. However, in implementing PPP policy in Bangladesh, it has been observed that policy performance in one PPP differs from another PPP. Considering it as policy implementation deficit, this study looks policy performance through the lens of actors' interaction, process management and complex decision-making perspective with the following research question: How far actors' interaction, consensus building processes and complex decision making in PPP policy implementation can explain policy performance? The question is answered following network management and complex decision-making theoretical approach. Qualitative research method and case study strategy is adopted as best fit option. However, simplest form of multiple-case design with two cases is considered for this study. Semi-structured interviews were conducted with 24 key respondents from the two PPPs. For analyzing case study data, within-case analysis and cross-case synthesis have been adopted. The findings uphold the view that at the implementation phase, actors' willingness to compromise, issue solving, resolving dispute, positive decision and positive attitude towards PPP, are vital for actors' satisfaction. Therefore, study findings contribute to knowledge by confirming theoretical idea of network management and complex decision making as useful in explaining the PPP policy performance.

Keywords: actors, processes management, complex decision making, policy implementation and performance

Political economy of regional development cooperation and international trade through the Bay of Bengal: the Bangladesh perspective

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Connecting the Andaman Sea and the Malacca Strait, the Bay of Bengal remains the most significant international trade route in the region. The on-going trade war between the USA and China and the Chinese master plan of rebuilding the silk route through the Belt and Road Initiative have added extraordinary value to the Bay. The win over of the sea area inside the Bay has given Bangladesh an added advantage in putting forward its regional and international trade interests. In this context, the rising economy of Bangladesh foresees prospects and challenges in terms of trade and development with the regional and global traders. However, it is crucial to understand the politics and prospects of the Bay of Bengal and its economy with a view to unpacking the way forward. Intending to explore the politics and prospects of Bangladesh, this paper takes a political economy perspective. Reviewing the secondary literature and readings, the article analyses the ideas, institutions and interests of the actors associated with the development of cooperation and trade through the Bay. By examining the recent and current initiatives around the Bay, the author provides insights about the strategies and rules of the game employed by the crucial power players. The article provides the readers with a set of perspectives which are useful not only for policymaking regarding the utilization of the Bay but also for constructing win-win diplomatic trade and development relations in the region for the developmental state of Bangladesh.

Keywords: development cooperation, international trade, Bay of Bengal, political economy, Bangladesh

Strategic financing for rural female economic empowerment and poverty alleviation

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According to the SDG 2030 target, poverty eradication has been the number one challenge to overcome. Along with poverty eradication, rural female empowerment and their contribution to the rural economy has been of much of the hype. My research looks at innovative profit and loss sharing arrangement to combat this dual challenge. Micro-finance is to provide financial support to poor, who have the ability to use the fund and uplift themselves from the poverty cycle. The early history of establishing the concept of Micro-finance started with Dr. Muhammed Yunus, who later received the Nobel Peace Prize in 2006 for his discovery of “Micro-finance”. Although the intention was to help the poor, providing them with fund, but over the years it has rather become a permit to make money and business out of the poor. Many researchers have claimed the adverse consequences of microfinance and stated “Micro-finance has no evidence to help the poor fight against poverty” (Jason Hickel, 2017). The reason of this failure is the high interest rate charged with collateral free loan to the poor and an abusive collection procedure. What is the solution of this situation? - My research is to look for a better way of micro-financing for the poor. A possible solution can be, a “profit and loss “partnership between the microfinance lenders and receivers. My research also focuses on, whether this partnership arrangement will be feasible for the poor and the lenders and will there be a noticeable positive impact on the poor receiving the micro-credits complying the profit and loss sharing arrangement. I believe this research work will contribute in the greater prospect of economy through discovering a better way of financing for the poor.

Keywords: profit and loss sharing, partnership between lenders and borrowers, rural economic benefits

An assessment of the blue economy opportunities of Bangladesh within the exclusive economic zone (EEZ)

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Bangladesh has achieved much in her quest for economic and social development, but major is left undone. Significant growing in population and scarcity of food production has not been accompanied by the employment generation, needed to alleviate the massive poverty of the country. Government policy and actions through proper control and coordination of different ministries and maritime organizations can help to achieve the goal by promoting and protecting the country's vast sea wealth and activities. As the land-based resources are getting scarce day by day, the need for new resources will make more significant use of the sea soon. With the implementation of UNCLOS III, coastal nations are competing to increase their sea area to extract more resources. Bangladesh is also not in any way out of the misty atmosphere with enormous offshore living resources in the Bay of Bengal. Like any other coastal state and burdened with a large population, Bangladesh is focusing her interests on the long coastline and the vast offshore living resources to augment her internal assets. The study aimed at assessing blue economy opportunities within the Exclusive Economic Zone of Bangladesh. Both primary and secondary data were used in this assessment. Primary data was collected from the cadets of Marine Fisheries Academy who completed a one-year long internship in the sea. A map of the marine living resources; inherent problem and prospect of resources management for the future generation was prepared. The living resources were classified as Marine Capture Fisheries, Aquaculture/Mariculture, Marine Aquatic Products, Blue Biotechnology, Agriculture in Saline Soils and Mangrove as Carbon Sinks. Sustainable extraction of marine resources can boost up the economy drastically. A coordinated approach is required to convert the challenges into opportunities. Through consultation with various stakeholders, a maritime/marine spatial planning should be developed to achieve sustainable development.

Keywords: maritime, resources, sustainable, development, spatial, planning

Compensation inequality: a study of the Services (Salary and Allowances) Order, 2015

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Reducing inequality at all levels is a philosophical foundation stated in the constitution of Bangladesh, which is also emphasised as the key issue of Sustainable Development Goals. In this connection, the government announces a new compensation package to address the compensation inequality between and among all twenty grades of public employees. The package also aims at providing income for meeting present needs and future security; objective evaluation of one's worth comparing with one's peer and prestige in terms of self-esteem. It is claimed that there has been a significant increase (91 to 101%) of salary in all grades in the latest pay scale in 2015. The purpose of the study is to investigate whether adoption of this policy reduces compensation inequality among the public employees and what unintended and unwelcome consequences produce. Only the financial benefits of employees received as salary were studied. Skills, performance, experience and qualification of employees were not considered in this paper. The study applied both qualitative and quantitative approaches to describe the real picture. Ten employees from various grades were purposively selected and interviewed based on a checklist. Two case studies have been presented in the paper in order to provide the structural problem of policy. Compensation gap has been presented using the Lorenz curve and Gini-coefficient. The study found that compensation inequality decreased to 31.36 in 2015 from 37.57 in 1973. It also revealed that the compensation gap between grade 1 (top) and grade 20 (bottom) decreased from 14:1 to 9.56:1. On the contrary, the group consisting of top ten (grade 10 to 1) receives about 80 per cent of share while other group consisting of bottom ten (grade 20 to 11) gets less than 20 per cent. This finding infers the implication of pareto theory of resource distribution. It was found from the interviews that employees from the lower grades struggle to address their day-to-day needs with the salary they receive as the lion's share of their salary is spent for meeting basic needs. The study suggests to revise some of the policy conditions in order to minimize structural discrepancies between and among the grades. It also recommends policy reversal of the previous system for lower grade employees.

Keywords: compensation inequality, public employees, pay scale, public policy

Family socio-economic determinants and students' demand for shadow education in English: urban and rural disparities in Bangladesh

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Despite the notable spread of shadow education across several societies, little is known about family socio-economic determinants and demand for shadow education. Commonly private supplementary tutoring with extra-fee is known as shadow education which parallels to mainstream school education. The paper focuses on family socio-economic factors that stimulate students' demand for tutoring in English. It identifies scale disparities of tutoring demand factors between urban and rural settings.

The study used an exploratory sequential mixed methods design, including quantitative and qualitative approaches. A sample of 802 participants including 401 students and their 401 parents (either mother or father) from eight schools (four urban and four rural) took part in the structured questionnaires for the survey process. A total of 48 participants, including students, teachers and parents, were invited for individual interviews. The study draws on Bourdieu's theory (1986) of economic (family income/financial ability) and cultural capital (parental education and family goods), which is then linked with the family ability for children's demand for tutoring.

The paper contributes to the understanding of family socio-economic determinants and students' demand for private tutoring in English. It also identifies the amount of variations of tutoring demand factors between urban and rural areas. This study found in a 2014-2015 survey that 84.7% urban and 60.7% rural secondary students received tutoring in English. Students' families with higher levels of income could spend more for tutoring than those with lower-income families. Urban pupils' tutoring demand was higher than their rural counterparts. Tutoring aggravates inequalities between urban/high-income and rural/low-income groups.

Keywords: shadow education, demand for tutoring in English, family socio-economic determinants, urban and rural disparity

Employment opportunities and human development of rural women in Bangladesh: a case study

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The link between employment and human development is synergistic. This study aims to explore how working capability enhances and ensures human development in Bangladesh. Employment opportunity generates income, and thus income generates incomes for people that reduces poverty and ensures sustainable development. This study also examines how employment opportunity links with the human development perspectives in Bangladesh. In addition to the collection of secondary documents, I collected primary data for this research. By using a semi-structured questionnaire, I purposively interviewed a total number of 120 women both from urban and rural areas of Bangladesh. I also used the observation technique to know how employment opportunity ensures developing livelihood for the women in the country. This study has revealed that employment opportunity is closely linked with human development issues. For example, women who work that generates incomes that strengths women's decision-making capacity in families and society. This study has also revealed that workable women are capable of caring for others that build social cohesion and strengthens bonds within families and communities. For example, workable women are capable of providing social care and financial support for families. Finally, this study has discovered that employment opportunity allows women to participate fully in society while affording them a sense of dignity and worth. This study recommends that the Bangladesh government should create more job opportunities for Bangladeshis, especially for rural women, which may protect women from vulnerabilities.

Keywords: employment opportunities, human development and, rural women in Bangladesh

Energy and development in Southeast Asia: challenges and opportunities

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South-east Asia has achieved impressive progress on both economic growth and poverty reduction over the past two decades. This progress has been accompanied by rapid increases in the production and consumption of energy, including a huge increase in electricity production in the last two decades. Lighting and access to communications have improved the quality of life for the great majority of people. This article highlights three key factors that have driven progress in energy: sustained policy commitment, which has adapted to changing conditions; local-level implementation and the mobilization of local resources for rural electrification; and a supportive role of governments to achieve national objectives. While the region has made progress on energy for development, there are challenges to current and future progress. These include creating a sustainable energy mix, to stem the trend towards fossil fuels while meeting the growing demand for energy; achieving universal access to modern energy, as the poorest households are still lagging behind; ensuring a reliable supply; and reforming electricity subsidies while protecting access for the poorest. The region's experience holds lessons for policy-makers in other countries that need to balance economic growth and poverty reduction with the growing demand for energy and its sustainability.

While access to energy expands livelihood opportunities and strengthens people's resilience in the face of climate change, the production and consumption of energy can have serious consequences for the natural environment. Any assessment of energy's contribution to development progress in the region must, therefore, take account of its impact upon environmental sustainability. A comparatively high proportion of the energy that the region consumes is from renewable sources, and between 1990 and 2018 consumption of renewable energy has increased significantly. Over the same period, however, in some countries, the composition of the primary energy supply changed from being mainly renewable to mainly fossil fuels. Rapid economic growth and remarkable progress on poverty reduction and access to electricity, coupled with growing concerns about energy sustainability. How the region balanced the three energy policy objectives of security of supply, equitable access and reduced greenhouse gas (GHG) emissions, while achieving rapid economic growth and poverty reduction, potentially offers lessons for other countries.

Keywords: energy, poor, South-east Asia

Tertiary level education system in Bangladesh: are they producing skilled graduates?

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Once termed as a basket case, Bangladesh is now a development wonder. Recently it has entered the group of lower middle income country and is expected to be a developed one by 2041. However, the challenge that lies ahead is to sustain the current economic growth with the emerging threat of fourth industrial revolution (4IR). The country's wealth lies in its youth, provided the youth can be turned into human resources with proper technical and general education. On this backdrop, this study attempts to know whether our existing tertiary level education system is rendering quality education to convert our youth force into effective human resources. Using qualitative tools of social research and drawing information from various secondary sources, the study found that albeit there is such commitment at the policy level, ground reality depicts a different story. In the past decade, a significant improvement has been achieved at the tertiary level education in terms of quantity, however there is still a big question regarding its quality. Our current tertiary level education system is failing to produce graduates with adequate skills and training required for our labor market and hence bulk of them are ending up remaining unemployed. The study offers a modest suggestion to revisit the existing curriculum in universities and advocates its updating, considering the technical skills needed to cope up with the upcoming global challenges. It is hoped that if it can be materialized, our current economy will keep on flourishing with technically skilled workforce having cognitive abilities. top-down and bottom-up approaches to execution. It also shows the importance of creating collaborative culture and engaging with all stakeholders including the employees at lower levels of bureaucracy. Equally important is to attune the mind-set and knowledge of the staff at these levels to the implementation effort.

Keywords: education, university, graduates, skills, unemployment

Hydropower generation and economic prosperity in South Asia

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South Asia collectively is one of the densely populated, least developed, least connected, and least regionally traded parts of the world. The per capita energy consumption and installed power generation capacity clearly indicate that there is an urgent need to focus on masses' access to energy and power in order to uplift economic prosperity and quality of life as per the global standard. As collectively South Asia is primary energy deficient and uneven distribution of scarce fossil and hydro resources, all countries especially India, Bangladesh, Pakistan, Nepal and Bhutan (and Afghanistan) need to cooperate and collaborate in sharing limited fossil and hydro resources to maximise efficient utilisation of energy for collective economic, social, political and cultural benefits. This paper reviews current utilisation of hydro resources available in India, Nepal and Bhutan for power generation and possibility for collective use of this vital resource in the region especially in India, Nepal, Bhutan and Bangladesh. The paper underscores the urgent needs of joint investment and management in hydropower plant design, construction, operation and decommissioning especially in Nepal and Bhutan. This will assist to utilise generated power and water resources effectively in upper riparian, middle riparian and lower riparian countries of Ganges and Brahmaputra river systems for socio-economic benefit of all people beyond national boundaries. The joint management will allow undertaking effective measures (technical, financial, environmental and cultural) to minimise

environmental impacts both upstream and downstream and conserve fragile ecosystem including flora and fauna. The effective utilisation of precious water and conservation of million years long established ecosystem are more vital than mere power generation in Himalayan Hindu Kush region.

Keywords: water, energy, power, economics, environment, power generation

AGENDA 2030 AND THE ROLE OF THE CIVIL SERVICE

Achieving sustainable development goal (SDG) seven: emerging challenges for Bangladesh

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Sustainable Development Goal Seven ensures access to affordable, reliable, sustainable and modern energy for all by 2030. Bangladesh is committed to achieving SDGs within the stipulated time. Achieving the SDG targets by Bangladesh would be a daunting challenge. Fossil fuels, especially coal, are known to be “dirty energy” for the emission of greenhouse gases, and there is a global emphasis on promotion and use of renewable energy. Bangladesh Power Development Board, on the other hand, is setting up more coal-fired power plants in an energy-deficient country, like Bangladesh. Based on these two contradictions, the paper looked into emerging challenges in the energy sector and how to overcome them to achieve sustainable energy for Bangladesh. The objectives of the paper are to look into the pollution of coal-fired power plants and other polluting non-renewable energy operated plants while searching for a viable, sustainable energy option for Bangladesh. The paper is based on secondary sources of literature available in various books and periodicals and also in electronic form. Efforts would be taken to interview some officials of Sustainable and Renewable Energy Development Authority (SREDA) and Power Development Board to get some insights on this issue. As Bangladesh is heading towards an 8% GDP, the country would require an adequate power supply in order to maintain sustained economic growth. With a frustrating slow growth renewable energy against the backdrop of a fast-growing economy, energy policy planners, policy executives, environmentalists, natural resource conservationists are looking for a viable alternative for Bangladesh energy sector.

Keywords: Bangladesh, energy, coal policy, renewable energy, sustainable development goals

How not to miss the target 16.9: requirement of changed attitude of government service delivery in Bangladesh

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The SDG target 16.9, which is a national priority of Bangladesh, asks for providing legal identity for all, including birth registration by 2030. To ensure that target is achieved, Bangladesh has to make sure that all its children under 5 years of age having their birth registered. Moreover, the SDG indicator 17.19.2 includes a provision to achieve 100% birth registration and 80% death registration by 2030. Unfortunately, the situation is bleak when we see that in 2015 although 11,763,131 births were registered in Bangladesh, among them, only 71,288 (0.61%) births were registered within the stipulated 45 days and within one year of the event only 511,955 (18.90%) of births were registered out of estimated 2,708,160 births in 2015 in the country. It means, 2,196,205 un-identified children are being added to the population every year, and within a span of five years, 10,981,025 citizens of the country are always remaining invisible to the government mechanism. We only know the number, but do not know who they are. The government well understood the value of ‘counting and including everyone’ through birth registration within the stipulated time and have taken different initiatives to that end. In 2016, the government piloted a new integrated approach, called the “Kaliganj Model”, where multiple government agencies were directly involved towards ensuring one single goal. This approach significantly changed the scenario and within a year, registration of births within 45 days increased from 7.74% in 2015 to 93.70% in 2017 in the pilot area. The paper has made an effort, by showing the reasons and ways of the model’s success, to advocate that a paradigm shift is required in the attitude of government service delivery in Bangladesh. The orientation of service delivery should be pro-active and integrated. The study analyses the “Kaliganj Model” as a case of successful policy implementation that can be nationally institutionalized to achieve the SDG 16.9, lessons learned from which will be useful for other developing countries.

Keywords: proactive, integrated, identity, institutionalization

Implementation of “amar gram amar shohor” (my village my town): challenges and way forward

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Article 16 (1972) of the Constitution of the People’s Republic of Bangladesh stated the need for removing the disparity between urban and rural living standards through rural development. In the same vein, the Election Manifesto 2018 of Bangladesh Awami League promised that the modern civic facilities (League, 2018) (such as Local government, electrification, employment generation, education, communication, public health & sanitation, ICT, agriculture and so on) to be made available in every village in Bangladesh. Thus, the study aims to identify the gaps between the existing and desired situation of the indicators; to identify the challenges for implementing the desired civic amenities, and to find out the way forward. However, the purposively random sampling method was used for this study and covered 395 villages in 45 districts of Bangladesh. Both qualitative and quantitative methods have been followed in this study. The primary data has been collected by conducting Focus Group Discussion (FGD), In-depth Interview, Key Informant Interview (KII) and Observation. Secondary data has been collected from government and non-government publications, journals and website. Quantitative data has been analyzed by using statistical tools, whereas qualitative data has been analyzed by developing a transcript. The study finds the indicators resembling education, electrification, sanitation, ICT, etc. are satisfactory, and indicators like communication, innovation, health facilities, and employment opportunities are lagging behind. Based on the findings, the action plan in every village has been prepared for policy executing agencies to execute the conception “Amar Gram Amar Shohor” (My Village My Town) in Bangladesh by 2023. The study also has other implications to achieve Sustainable Development Goals (SDGs).

Keywords: implementation, my village my town, election manifesto, challenges, Bangladesh

Tourism for sustainable development goals (SDGs) achievement in Bangladesh

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In line with the global goals for sustainable development (SDG goals), UNWTO has emphasized on sustainable tourism development for achieving SDGs targets in the member countries. Bangladesh has already identified tourism as a thrust sector for the development of the country. The present study identifies the scopes, opportunities and contributions of tourism activities for achieving SDGs in Bangladesh. This study analyses the existing tourism policies and plans, government regulations, reports, and SDG related international best practices to attain the objectives. It is observed that SDG goals number 8, 12 and 14 are directly related to tourism. Furthermore, tourism can contribute for achieving some other SDG goals, like 3, 11, and 15. The study reveals that contributions of tourism in GDP and employment are in an increasing trend. Sustainable Consumption and Production practices are encouraging the tourism businesses to include nature and biodiversity conservation in their management plans. Marine tourism development in the Bay-of-Bengal can play a positive role for reducing the negative impact of climate change and sustainably use of the oceans, seas and marine resources. Study reveals that sustainable tourism development through cultural, religious and archeological features can make Dhaka as a stable and sustainable city. The study shows that sustainable tourism development in protected areas can ensure the preservation of forest areas, protect biodiversity conservation and provide sustainable use of natural resources. Sustainable tourism development can ensure long-term social, economic and environmental benefits to all stakeholders in order to contribute a sustainable development in Bangladesh.

Keywords: development, SDGs, tourism, Bangladesh

Overseas employment and sustainable development goals: connectedness, contribution and achievement confusion

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Bangladesh Government has taken various initiatives for sustainable economic growth, creating a strong employment market and upholding people's prosperity in line with the achievement of targets of Sustainable Development Goals (SDGs) by 2030. Hence, utilization of huge active workforce consisting of 64 percent of the total population is a major concern that appears because of the small employment market and the necessity of socio-economic development of this huge group as well as a country. Engaging these potential human resources in overseas employment (OE) market has become a mandatory solution for development. OE constitutes of 9 percent of total active workforce who are currently working across the world. In addition, about 30 million people are dependent on them. It indicates that the contribution of this active group on the society and economy is enormous. The study analyses the connection between OE and SDGs, the contribution of OE in achieving SDGs for socio-economic development and confusion about the sustainability of development. This paper utilized qualitative methodology and analysis was done using the interpretative approach. Both primary and secondary data were used. The study found that OE sends about 15 billion US dollars every year to keep the economic growth stable and sustain foreign reserve. The remittance sent by the expatriates to their families is primarily used for buying food & cloth, educating their children, building houses and sanitation, establishing small businesses, contributing to social and religious organisations and also for buying permanent property, i.e. buying land and houses with the saved money.

Although their spending pattern indicates unproductive sector, it significantly contributes in the overall development of Bangladesh. The intended and unintended benefits of OE are directly connected to almost all SDGs. It is argued that without the contribution of OE, achievement of SDGs is unthinkable. Confusion of achieving sustainability arises as expatriates face myriad challenges because of extra cost, hazardous procedures, middle men involvement at home and abroad, working conditions, unstructured job, misbehaviour of foreign employers, non-

availability of database of expatriates. A meaningful number of expatriates die every year because of accidents or lack of workplace safety. As the huge number of active workforce are migrant workers, country lacks of young generation and face social crisis. Receiving countries also face numerous challenges e.g. unemployment, overflow of illegal migrant workers, socio-economic and political crisis. These problems seriously affect expatriate workers who face banning and restriction. The study suggests to create opportunity in internal employment market to utilize potential human resources, develop and send skilled workforce to abroad, design real time database for all migrants, practice weekly monitoring for women and risky job holders, and develop effective negotiation with the host countries.

Keywords: overseas employment, SDGs, economic growth, workplace safety, internal employment market, real-time database

Implementation of sustainable development goals (SDGs): searching for an effective governance model for Bangladesh

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The United Nations proposed the Whole-of-Government approach for SDGs implementation. The critical questions in this respect are: is the Whole-of-Government approach a sufficient fashion to implement SDGs, is the existing institutional arrangement ready enough to implement SDGs in WoG approach, is there any other approach which may supplement WoG approach in SDGs implementation; or, does the government, being the main actor, possess sufficient capacity to manage policy coherence? If not, what are the ways to ensure policy and institutional coherence for implementing SDGs in Bangladesh? The Paper took endeavor to answer the above mentioned research questions. A qualitative method was employed to conduct the study. In order to obtain the answer, key informant interviews were taken from the focal point officers of the selected Ministries. The findings of the paper would help the leaders of the civil services to adjust SDGs implementation strategies and governance approach in Bangladesh for achieving SDGs effectively.

A synopsis of public private partnership (PPP) for achieving sustainable development goals (SDGs): a case study on Khulna City Corporation (KCC), Bangladesh

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Public-Private Partnership (PPP) stands on both public sectors and private sectors. One of the major goals of sustainable development goals (SDGs) is PPP. That's why the aim of the study is to assess the current scenario of PPP responses to Sustainable Development Goals (SDGs) in Khulna city. In this communication, the research is conducted through the following stages. At first the study area is chosen from Jora gate to Royal mor through Shib-bari more as it is considered as the central place of the city. Then, several field surveys, Stakeholder analysis have been conducted, and secondary data were collected. Here the main focus is given to the road median as it is maintained by PPP. The outcome of the study shows that the modification of the road median by the private companies enhanced the safety of the pedestrian as just as it did street landscaping and also created the alternative source of their media. This minimized the cost and maximized the profit. About 86.37% of the people feel more comfortable and safe using the road and 89% people are pleased with the landscaping of the road median. Due to the permission of crossing the road at the designated place through landscaping in the road median, the risk of an accident on crossing the road and interruption in smooth vehicle movement has decreased than the other roads in Khulna city. The public body or authority also wants to ensure the scenario. After completion of every fiscal year, both sectors ensured profit in different ways.

Keywords: public private partnership (PPP), sustainable development goals (SDGs), road median

Sustainable production and consumption (SPC) patterns in Bangladesh: mapping SDGs for policy and actions

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‘Sustainable Consumption and Production (SCP)’ aims to do ‘more and better with less’ by reducing the use of resources, degradation pollution along the life cycle of goods and services, and to enhance the quality of life and well-being for all. It is a holistic approach that encompasses the triple bottom line of sustainable development, thereby aiming to increase efficiency and prevent unnecessary wastes of resources. In practice, SCP requires a change of mindset, behavior and patterns of industry and consumers, which are the real actors of the consumption and production system. This study mainly focuses on discovering where the Bangladeshi consumer’s actions turn away from making consumptions based on ethical intentions in an attempt to gain a deeper insight into our local consumption culture. A combination of quantitative and qualitative methods will be utilized for this research. The research chiefly employed an online survey methodology to gather primary data necessary to meet the research objectives. “Quick Survey”, the online survey tool will be used, both for building the questionnaire and gathering the data. The study has been designed assuming that understanding the consumption behavior of the average Bangladeshi may help us to see whether a pattern exists between everyday production and consumption decisions and choices. Thus, it is hoped that its findings may help development bodies to design their production and consumption patterns in a way as to appeal to the Bangladeshi producers and consumers in the future and integrate SPC issues into the development planning process.

Keywords: sustainable, production, consumption, consumers, behavioral pattern

Localization of sustainable development goals (SDGs) in Bangladesh: a case study on the ministry of environment, forest and climate change

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Bangladesh is a top-performing country in achieving Millennium Development Goals (MDGs). Bangladesh has taken various initiatives in localizing SDGs at various levels from grassroots to central and has aligned SDGs with national development plans like the 7th Five Year Plan. The localization of SDGs depends on strategic issues, planning, policy, medium and long term vision, appropriate initiatives, addressing complex cross-cutting issues, investments, know-how, technical-intellectual capacity, and operational management. For localizing and implementing SDGs a public organization should be competitive in the management taking care of the integration with other organs and should adopt the initiatives in which the business is inserted for the meeting targets and indicators of SDGs. To check the progress of localization and implementation of the related targets and indicators of SDGs the organizational analysis is essential. The study aimed at examining the linkages among the allocation of business, the targets of SDGs and the initiatives taken by the Ministry of Environment, Forest and Climate Change. Secondary data was used for this analysis. According to the mandates, this ministry is broadly resonated with 26 targets of SDGs. The ministry has taken various initiatives to reach most of the concerned targets and has a wider scope to take more programmes or projects to achieve some targets for 2020 described in SDG 14 and 15. There are few dots in the allocation of business which should be redefined incorporating international frameworks and bindings.

Keywords: SDGs, linkages, business allocation, targets, dots

Public participation in development planning process of union parishad in Bangladesh

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Union parishad (UP), the lowest tier of rural local government in Bangladesh, has potentials of bottom-up planning approach by preparing its own plan with involving local people. Local Government (Union Parishad) Act 2009 provides legal power to UP preparing its own development plans. Moreover, Union Parishad (development planning) Rule 2013 outlines a detail procedure and guideline regarding development plan preparation by UP. Central government continues support to make UP stronger so that it can prepare and implement development plans properly. This paper provides current practices of the development planning process by UPs and how public participation is ensured in the current practice of development, gaps between current practices and guidelines in government legislation, and constrains behind effective participatory development plan preparation at UPs. The qualitative method was followed for data collection. FGDs with UP representatives, NGO and CBO representatives were conducted to understand existing planning practices. Different meeting resolutions, plans and other documents related to the development planning process of UPs were reviewed and 120 local people were interviewed. Results show that UPs have five-year development plan, but the quality and content of the plan is very poor. Despite having gaps between the reports and real situation, UPs do maintain almost all the required documents. However, there is scope for UPs to utilize public participation in the planning process. Poor knowledge, lack of manpower and budgeting along with some political issues, are hindering effective participatory planning process in UPs.

Keywords: union, participation, development, planning

Impact of seminar on students' perception about climate change: a case study of Rabindra University, Bangladesh

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This paper mainly explores the extent to what seminar impacts on students' perception about climate change. Besides this paper also measures the level of students' perception about climate change. In achieving the objectives, this study uses primary data and several statistical and econometric methods. Data are collected from 140 students of Rabindra University, Bangladesh. Firstly, this paper uses a newly constructed climate change perception index to measure the students' perception about climate change. After being informed with the level of students' perception about climate change, this paper secondly uses a linear regression estimated through OLS method to examine the extent to what seminar impacts on students' perception about climate change. Using these methods, the study expects that the seminar has a significant impact on students' perception about climate change. Therefore, this paper calls for the policymakers to initiate policies arranging seminar for the students to make them aware about climate change so that students can contribute to combat against climate change and to achieve SDGs.

Keywords: climate change, climate change perception index, SDGs, Bangladesh

Impact of climate change and river bank erosion on women

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There has been a huge impact of global climate change on the environment that is already evident in various parts of the world. Various types of climate change issues also heavily affect Bangladesh. This is particularly put women in relatively more vulnerable situation than men. River bank erosion is one of the key causes of poverty in many areas of Bangladesh that put women in a vulnerable situation. This particular area historically received relatively less attention. Thus, the key focus of this research was to understand the nature of vulnerability and survival strategies of women who are living in river bank erosion prone areas.

The research adopted a qualitative approach for better understanding and addressing the research objectives. As the key aim was to understand the vulnerability and coping strategies of women, qualitative research method provided the opportunities to develop trust and build a relationship with the participants, which facilitated to collect personalised data for this research. In-Depth Interviews (IDI) tool was used to collect data. Purposive sampling method was used along with the snowballing process to identify and recruit respondents. Adopting a qualitative method was helpful to grasp the socio-cultural context of the vulnerability and coping strategies of women. Two villages (Bacha-mora village and Lautara village) in Daulatpur Upazila (sub district) of Manikganj district were selected for this study. These villages are situated on the bank of Jamuna River. They are heavily affected with frequent riverbank erosion and monsoon flood. For the qualitative part of the research, the purposive sampling method was applied along with snowballing sampling method to identify and recruit respondents. Thirty respondents, including four men, were interviewed. The key findings of the research show that riverbank erosion in the selected study areas creates enormous challenges on the lives of women. It increases the workload for women with increased burden in the family. Women have a double burden of work and there are some unequal distribution of work. This further leads to various health problems in most cases these go

unnoticed and untreated. In order to overcome the hardship of riverbank erosion, findings show that that each family work as a unit and almost all family members contribute to overcome the entire situation. Among them, women contribute the most. The most common approach is to take loan from various people and agencies to survive and adapt to this situation. Many people adopt a short term migration to work in various neighbouring cities. Despite of having different problems, some women also enjoy some degree of empowerment and physical mobility as they need to work to support their family members during the river bank erosion.

ICT AND INNOVATION IN THE PUBLIC SERVICE

Challenges and opportunities of big data for managing the good e-governance

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In the age of digitalization, big data is the most applicable and critical factors for making and running e-government. Big data analytics is using for solving the most complex existing and future problems which can be arisen at any time of digital governance. The study will focus on the opportunities of big data for managing the e-government by better utilization of ICT resource and e-government services. The study also deals with the challenges of big data management in managing the data privacy, security of risk, data analysis tools, e-government management structure, big data frameworks, data recovery and disaster management systems. The study finds out the way, how can e-government service be provided with the help of stakeholder and performance-oriented e-government structure. A model will be introduced to describe the current state of digital government in Bangladesh and compared with the other standards of digital government framework. The model of big data analytics will also be describing the challenges and opportunities of good e-governance of Bangladesh. The study will finally find out the way of managing big data analytics in handling the good e-governance. The study will be concluded with the key findings and scope for future research in big data analytics and public administration.

Keywords: big data, e-governance, data analytics, public administration, e-government

Finding solution to the public procurement problem of Bangladesh: can e-GP be the game-changer? a case study of BPATC

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Public procurement is highly exposed to corruption because of the huge financial turnover and complex bureaucratic processes in which private sector interact with politicians and government officials. Lack of efficiency, transparency and accountability of public procurement has been a huge problem and major setback for development. Corruption, overpricing, delay, waste, fraud and mismanagement in the public procurement system have been backpedalling us from extracting the optimal output of development projects. The government of Bangladesh (GoB) established the Central Procurement Technical Unit (CPTU) in 2002 to act as an implementing unit in the field of procurement reform and reform implementation monitoring. As an e-Governance initiative, a digital procurement platform (e-Government Procurement: e-GP) has been developed by CPTU in 2011 to enhance efficiency, transparency and accountability in public procurement to ensure good governance. The objective of this study is to assess whether e-GP can be the solution to public procurement problem of Bangladesh, ensuring transparency, accountability and efficiency. This study is designed to examine the performance of e-GP through evidence-based comparative analysis based on data collected from BPATC as a case study. Though this study will mainly rely on numeric data thrived both digitally and manually, there will be some cases where the qualitative analysis will be relevant. Modern and standardized statistical applications will be used for quantitative analysis. As the data are confidential, it may create some trouble for the researcher to collect those. The findings of this study will help designing policy towards solving public procurement problem & good governance in Bangladesh.

Keywords: public procurement, e-GP, good governance, e-governance, public policy

A chatbot-based e-services for e-government

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Chatbots are becoming an essential part of our daily digital life, and they are proliferated on the messaging platform and are engaged as digital assistants by the largest technological environments. Already, customer service leaders are moving beyond initial chatbot trials into main streams. A chatbot-based e-services e-Government system has been proposed for proliferating an environment that can provide all e-services of the government as the largest technological digital assistants moving beyond initial chatbot into mainstream use. It matters for three reasons: results, convenience, and future positioning. With good design and implementation, more than 80% chat sessions resolved by a chatbot in the e-services of the e-Government.

Keywords: chatbot, digital life, digital assistant, e-service, e-government

e-Government readiness of Bangladesh: an analysis of UN e-government survey report

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The United Nations (UN) e-Government Survey report assesses the e-Government development status and measures e-Government effectiveness in the delivery of public services and identifies patterns in e-Government development and performance. Every two alternative years, UN e-Government Development Index (EGDI) is measured on the basis of the weighted average of normalized scores of Online Service Index (OSI), Telecommunication Infrastructure Index (TII) and Human Capital Index (HCI). The composite value of each component index is then normalized to fall between the range 0 to 1 and the overall EGDI is derived by taking the arithmetic average of the three-component indexes. The latest UN e-Government Readiness Survey Report 2018 indicated that the position of Bangladesh is 115th out of 192 Countries with EGDI value 0.49 (OSI=0.78, TII=0.20 and HCI=0.28), which is better than that in previous years. Present Government is Implementing Digital Bangladesh Initiatives, introducing much more e-services, developing Telecommunications Infrastructure and implementing other e-Government and skill development initiatives, but those are not sufficient to raise the e-Government ranking of Bangladesh. Lack of Integrated e-Services, poor number of fixed telephone users, shortage of fixed broadband high-speed Internet and a low number of adult literacy rate hinders the progress. More emphasis on this sector is needed to further improve the integrated e-service delivery and the e-readiness ranking of Bangladesh.

Keywords: e-government readiness, service delivery, e-government initiatives, e-government survey

Institutionalization of technological innovation in the public sector of Bangladesh

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After departing from the ideologies of traditional public administration, Bangladesh has experienced quite a few innovations in the public administration. A practical illustration of that is the establishment of the Governance Innovation Unit under the prime minister's office, the first innovation laboratory of its kind in the world. At the same time truly remarkable are the innovations achieved with the help of technology and information in the public sector, especially for a young country such as Bangladesh. Institutionalization of these innovations is vital for making the innovations replicable throughout the whole sector and also for making them sustainable. This paper aims to examine and understand the state of institutionalization of technological innovations in the public sector of Bangladesh and shine light upon the strategies that are helping to attain that goal. And understand the challenges to the process of institutionalization. The design of the paper is qualitative in nature by employing content and document analysis and also incorporating data from the expert interview. Usages of technology is hoped to reduce the rigidity of service delivery, increase effectiveness and efficiency and even at the same decrease the travel, cost and visit numbers for the service recipients.

Keywords: innovation, technology, institutionalization, public service, ICT

Electronic toll collection system in Bangladesh: challenges and prospects

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Electronic Toll Collection (ETC) system using radio frequency identification (RFID) is a digital technology which allows vehicles to pass through the toll plaza without stopping for toll payment. The most notable advantage of this technology is that it eliminates congestion near the toll booths. Toll operators could be benefitted also from the implementation of ETC. In this study, problems and prospects of introducing ETC in Bangladesh have been assessed with the help of Questionnaire Survey and Key Informant Interview. A total of nine samples were surveyed. It was revealed from the study that there are both problems and prospects of introducing ETC in Bangladesh. Seventy percent respondents know about the launching of ETC in Bangladesh. The respondents stalwartly perceive that ETC would help ease traffic jam created by long queue in the manual payment of toll. There are many challenges in introducing ETC in Bangladesh. As this is a new technology, it would take time to overcome the challenges. Efforts from all corners can move the ETC forward and make a very good use of the modern and digital technology in the payment of toll in line with the viewpoint of Digital Bangladesh.

Keywords: electronic toll collection, radio frequency identification, questionnaire survey, key informant interview

Artificial intelligence in organizational settings: a study of possibilities and challenges for Bangladesh

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The world today is dynamic and progressively connected with rapid changes and modifications through different innovation & technological advancements. Artificial Intelligence (AI) is a technological concept that is becoming gradually important to every organizational settings due to radical prospects to increase the effectiveness, efficiency and quality of services in the context gig economy. Against the traditional background, AI based applications are emerging recently such as AI- based knowledge management software, AI process automation system ,virtual agents, predictive analytics, cognitive robotics, recommendation systems, intelligent digital assistants, speech analytics, autonomous systems, security analytics and so on. An increasing number of organizations are now experimenting AI to support the operations to augment human decision making. As Bangladesh is entering in the realm of digitalization, the great challenges and risks associated with its implementation and application become also more relevant. The purpose of this study is to provide a balanced assessment of opportunities and challenges in implementing the artificial intelligence in the different organizational context of Bangladesh. This paper will be a qualitative analysis based on different literature demonstrating the areas where organizations are currently investing in or are planning to do so in the near future. This study will contribute to identify the major shortcomings to overcome challenges and risks which might be conclusive for the upcoming future to shape a transparent system by implementing human-AI interactions.

Keywords: artificial intelligence, organization, innovation, technology, automation, digitalization, analytics

E-governance in public service delivery and SDGs in Bangladesh: theory and practice

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This is a growing evidence that e-governance is an essential instrument for quality public service delivery in achieving Sustainable Development Goals (SDGs). The reasons are: e-governance upholds good governance by reducing corruption in service delivery and by delivering numerous public services in an efficient, equitable and transparent manner. Not only that, e-governance plays a significant role towards consolidated democracy by increasing the opportunities for representation, voice and support for a greater community. Considering these issues, the government of Bangladesh, like other developed countries in the world, is giving rapt attention in e-governance together with the growing use of information and communication technology (ICT). Bangladesh could be profited by many unreeled prospective use of e-governance in the modernization of the public sector and ensuring corruption-free public service delivery for achieving SDGs. But the concern is that many problems like unequal access, inefficiency and insufficiency of human resources, mismanagement, lack of awareness and lack of civic participation are common in this field. Based on these statements, this paper evaluates and reviews the role and potential of e-governance initiatives in Bangladesh in improving the quality of governance and service delivery, assesses the extent of corruption in Bangladesh that has tormented the whole public sector in this country by discovering the relationship between e-governance, government, and SDGs. After reviewing the literatures and taking the findings into account this paper also presents some policy recommendations to achieve the benefits of e-governance in Bangladesh. However, this paper is descriptive in nature based on both primary and secondary data collection methods. For primary data collection, a survey has been conducted over the people of Dhaka city in Bangladesh using convenience random sampling. A structured questionnaire has been used. The main emphasis of the survey has given on public perception about the topic.

Keywords: governance, e-governance, SDGs, corruption, quality public service

STRATEGIES FOR IMPROVING QUALITY OF PUBLIC SERVICE

Community organizing in anti-corruption initiatives through spontaneous participation: evidence from Bangladesh

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In the past few years, community organising has been initiated by different government and non-government organisations in corruption prevention, following a model of preventing corruption through creating social awareness and movement. The question arises: can CBOs, or community organising, empower people to voice to prevent corruption in the various public service sectors in Bangladesh? Based on empirical evidence, this research argues that engaging the community in anti-corruption initiatives can be an effective way to prevent corruption and empower people's voice. The finding shows that spontaneous participation in anti-corruption movements (individual and collective involvement in an area) is the most important actors in combating corruption via engaging the community. Despite several challenges, these group and individual efforts have had significant results in promoting anti-corruption efforts in Bangladesh. Thus, successful anti-corruption initiatives in engaging the community need 'spontaneous' participation by individuals or groups, instead of donor-driven government and non-government initiatives as it empowers people's voice, rights, and demands. In this context, the government should give primacy of these individuals and groups and use them to create a more formalised corruption watchdog bodies at the sub-regional level.

Keywords: anti-corruption, empowerment, community-based organizations, community organizing, Bangladesh

Innovations in local governance: an assessment of initiatives and challenges

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Bangladesh has followed its own distinctive way to socioeconomic development and repeatedly initiated innovative development models. The state has made ample advancement in poverty reduction, economic growth, and so on. The country is known as a development laboratory in diversified areas like poverty alleviation, development in public health, etc. The state has now determinedly added strong attention to public service delivery with a special focus on innovation. Bangladesh derived concepts from different states and adapted them for the benefit of citizens through innovations in public service. The Sustainable Development Goals (SDGs) offer a vibrant, comprehensive instruction to form a collective pledge for Sustainable Development by 2030 at the state level. The innovations through digitized reforms public service is a tool to meet the SDGs, particularly Goal number 16. Vision 2021 of the government and seventh five-year plan also added a strong base to serve people at the local level. Diverse initiatives are already taken by the government of Bangladesh at the local level. Focusing on the innovation aspect, data was collected from the stakeholders from two different layers of local government (e.g. city corporation and union parishad) of Bangladesh. This paper tries to identify issues that impede government innovation initiatives including institutional, financial, knowledge, social, political and administrative challenges in Bangladesh. Finally, it offers some strategies for the government of Bangladesh in to stimulate innovation procedures and confirm fruitful innovation streams within the state.

Keywords: innovation, local governance, SDGs, Bangladesh

Accountability as public sector ethics: analyzing the case of Bangladesh

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Accountability affects the behaviour of public sector officials, along with administrative efficiency and effectiveness. Accountability in public sectors is needed to control the misuse of power in the era of greater discretion to bureaucrats and privatization of government services and widespread practice of corruption. The loopholes in accountability mechanisms in Bangladesh cause administrative failures, poor governance, and corruption. This paper is based on the qualitative content analysis of published report, articles, books and other literature on accountability, governance, corruption in public sectors of Bangladesh. It unveils that institutional arrangements through external actors and hierarchical control fail to ensure integrity and accountability in the public sector. More specifically, the constitutional, legislative, legal, institutional, and executive accountability arrangements to a greater extent fail to ensure integrity and accountability in the public sector of Bangladesh. The politicization of bureaucracy, ineffective parliamentary system, the influence of executive, nexus between bureaucrats, political masters, and influential, and an absence of effective institutions make the public sector less accountable. Therefore, ethical values, principles, morality, and professional commitment are necessary to modify an immoral bureaucrat who always looks for the loopholes in formal systems, rules, and regulations. The logic of accountability should come from one's values, principles, wisdom, and conscience. Therefore, the bureaucrats should be trained on ethical values so that they consider accountability as a virtue. Despite the importance of traditional accountability mechanisms, the internal sense of personal responsibility, that is closely linked with ethical principles, should be infused in the public sector of Bangladesh.

Keywords: accountability, ethical values, public sector, Bangladesh

Empowerment through access to local justice: a study on village court in Bangladesh

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The terms ‘empowerment’ and ‘access to local justice’ are interrelated and interdependent to each other. It is widely acknowledged that the community empowerment lies with the opportunity and capacity or ability of stakeholders to access to justice systems and vice versa. This paper investigates the empowerment, particularly participation, capacity, accountability and access to information of village court and stakeholders through the lens of access to local justice in Bangladesh. The primary data were collected using key informant interview and focus group discussion from Union Parishad functionaries and local community people. The respondents were selected purposively from four unions covering two districts in Bangladesh. Additionally, participant observation method was applied to observe the village court proceedings and secondary sources were used to interpret the data and information accordingly. It is obvious that the majority of the people in Bangladesh have the dearth of access to formal courts as of expensive and lengthy and faulty justice processes, hence, the quest for access to justice has historically rooted in the formal and informal structure of local justice mechanisms. The evidence shows that the village court, the only state-led local justice system, is the most accessible, convenient and viable opportunity for grassroots community as opposed to the formal judicial process. The study also indicates that village courts handle minor and petty cases related to civil and criminal matters, without budgetary supports and manpower. Despite having drawbacks of village courts, it is increasingly realized that a strengthened local justice system can empower the disadvantaged group of society. Therefore, ensuring access to local justice requires a holistic approach that looks beyond legal and judicial reforms and tackles broader structural, social and economic factor

Keywords: empowerment, access to justice, participation, capacity, accountability, access to information, village court

Citizen's charter for citizen-friendly service delivery: an experience from local government institutions (LGIs) of Bangladesh

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Citizen-friendly service delivery have progressively evicted to be significant concerns in public sector management. Citizen's Charter (CC) has accepted throughout the world as a component of enlightening public service delivery as an apparatus of new public management. The proposal of hosting CC in government offices of Bangladesh was first presented in 2000 by the Public Administration Reform Commission (PARC). However, CC is a great move ahead to deliver citizen-friendly services. It is also a matter of concern to observe whether the initiation of CC has truly enhanced the status of service delivery. The researcher pursues to deliver an impression of the view of CC by means of its initiation and development. This paper searches the influence of CC in enlightening service delivery at the LGIs, for instance, Upazila Parishad, embracing mixed-method study. The researcher communicated with diverse participants – people's representatives of Upazila Parishad, officials, staff and citizens to assemble data. The researcher was also taken support from official records, documents and other different secondary sources. The study disclosed that citizens located difficulty in access to services and were disappointed with their quality. Some difficulties were recognised about execution failures and poor performance of public officials that made the citizen-friendly service delivery ineffective. The key focus of challenges on implementing citizen's charter was given on institutional, knowledge, cultural, financial and political barrier. Finally, the researcher pursues to mention positive proposals for adequate progress and execution strategies of the CC.

Keywords: citizen's charter, service delivery, LGIs, Bangladesh

Inclusion of sustainability criteria in the present public procurement framework in Bangladesh for the social, economic and environment impacts on development process: a policy and governance perspective

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Procurement is a common phenomenon for any kind of organizations, either public or private sector. Relevantly, public procurement is obliged to follow the state's principles, rules and regulations because it spends public funds. Since the last two decades, many governments and OECD countries have been adopting sustainable procurement to stimulate the market for sustainable goods and services production and consumption patterns considering economic, environmental and social criteria but it is not happening at large scale. However, sustainable and green issues are almost absent in public procurement practices in Bangladesh. Therefore, this article will highlight the present status of the public procurement regime in Bangladesh in the context of public procurement policy and governance criteria. At the same time, how the integration of sustainability principles in the public procurement process promotes socio-economic development and environmental sustainability in Bangladesh will be pointed out.

In Bangladesh, public procurement framework had been officially framed with the introduction of Public Procurement Regulations in 2003. From that time to till date, Bangladesh has achieved a good number of guidelines including electronic procurement practices, but still, it misses the sustainability criteria in its frameworks, and this is a big question of this paper. Therefore, basically, there are two crucial objectives of the entire article involving the policy and governance issues regarding public procurement regime in Bangladesh. Firstly, it aims to discuss critically and include the sustainability issues and criteria in the existing policies and frameworks and secondly, to have an understanding and to evaluate the socio-economic outcomes and environmental impact from public procurement investment and activities in Bangladesh. In this paper the author will try to understand contents analysis, to make a conceptual framework how to incorporate sustainability criteria in existing policies, and finally try to show a gap for impacts of procurement with or without

sustainable issues in the procurement process in Bangladesh. Finally, this paper will attempt to evolve a procurement ecosystem in the public sector in Bangladesh by framing a sustainable and green public procurement (GPP) paradigm.

Keywords: development process, green procurement, public procurement, procurement ecosystem, sustainability criteria

E-government for the transparency of public administration and its impact on public trust in Bangladesh

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In the paper, we will perform a systematic analysis of the scientific literature on the status of implementation of the Public Procurement Reform Project, which is currently being carried out in Bangladesh under the guidance of the World Bank, and on the relationship between this project and the variation in the level of public trust by the Bangladeshi population. The promotion of e-government has been framed as a strategy for the promotion of transparency and for the contrasting of corruption in the public administration, and it has been suggested that, as a consequence of the reduced perceived corruption, public trust should increase upon the adoption of e-government technologies. With regards to corruption, comparative analyses between states show that the e-tools have indeed the capability to reduce it significantly, and that e-government works at least as well as the traditional approaches of promotion of bureaucratic professionalism, bureaucratic quality, and policing. The literature on the adoption of e-government in Bangladesh is sufficient to study the level of adoption of e-government by the public administration. It is unclear however whether the adoption of the technology leads to a reduction of crime or rather to its professionalisation, and it is as a consequence also not clear what is the impact of the adoption of e-government to the level of public trust. In the research we will discuss how the adoption over time of e-government in Bangladesh relates to the variation over time in the level of public trust by the population, using the data related to the former which is available in the scientific literature on the subject. While the theory suggests that adoption of e-government should lead to increased public trust in a manner mediated by the decreased corruption, we will argue that the perception that a population has towards the transparency of the public administration does not vary as rapidly as the tempo of adoption of technology and that as a consequence public trust also does not vary quickly.

Keywords: e-government, public trust, transparency, anti-corruption

Towards a more effective and efficient public service delivery ecosystem: a human rights based approach of the citizen's charter

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Effective and efficient public service delivery is an extremely important issue in the context of present-day Bangladesh, which is why it is important to judge citizens' satisfaction regarding public service delivery. In this study, the authors studied the satisfaction level of service recipients across several field-level government offices of two districts of Bangladesh (Kushtia and Chattogram). The authors also explored the linkage between the usage of citizen's charter as per the government guidelines (termed as the "proper" usage of citizen's charter in this study) and client's satisfaction regarding public service delivery. Extensive field surveys were conducted based on closed-ended questionnaires, and quantization was used to convert the qualitative data into quantitative forms. Pearson correlation coefficient was used to explore the correlation between the proper usage of citizen's charter and citizen satisfaction. A positive correlation was found between the two metrics. Though it was incontrovertible proof of the utility of citizen's charter, the study revealed that there is still considerable room for improvements regarding the usage as well as the guidelines of usage of the citizen's charter in Bangladesh. That is why the authors analysed the existing form of the citizen's charter guidelines and tested them against the PANEL principles of the human rights-based approach. Based on the information extracted from the field survey and the PANEL principles of the human rights-based approach the authors proposed necessary tweaking of the western concept of citizen's charter to make the citizen's charter

more suitable in a developing-world setup like Bangladesh.

Keywords: service recipient satisfaction, citizen satisfaction, citizen's charter, public service delivery, human rights based approach, PANEL principles

Universal health coverage: an analysis of an alternative policy for health care spending in Bangladesh

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Health care spending is one of the crucial elements for ensuring universal health coverage in Bangladesh. The primary purpose of the policy analysis report is to find out the policy option of health care spending for ensuring universal health coverage in Bangladesh by 2030. The underlying objectives of the study are to examine the effectiveness of existing national health policy to ensure universal health coverage for the people of Bangladesh, to evaluate the current health care spending and to develop an alternative policy for ensuring universal health coverage 2030. The policy analysis report has been prepared on the basis of identifying the policy problem from the existing content, document research and organizational records and in doing so the multi-goal policy analysis approach and the criteria of measurement set against the goals and objectives of the policy. Data and information on this policy analysis have been accumulated and presented from various secondary sources. The significant findings of the policy analysis can be mentioned that the policy alternative as policy intervention as such introducing multiple health protection schemes and create health protection fund especially for the people living below the poverty line for ensuring universal health coverage in Bangladesh and thereby the household out of pocket expenditure will decrease significantly. Therefore it is suggested and can be implemented in the whole country for the sake of ensuring universal health coverage and make accessible quality health services to the people of Bangladesh. It is also recommended that Bangladesh need to be introduced the health protection schemes at least for the people living below the poverty line and the people working in the formal sector.

Keywords: universal health coverage, health protection fund, health care spending, out of pocket expenditure, health insurance

Citizens' views and expectations from the generalist civil servants thrusting reformation of public administration of Bangladesh

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The concept of Bangladesh's civil service system has brought its legacy from the colonial regime. It has not been recognized as pro-people and results-oriented till now. Tremendous indifference to tangible results has made it detached from the mass people. The performance of the civil service never did cope up with the public expectations. Nor is it visible from the side of the civil service to meet public expectations through enhancing its performing styles. Given the backdrop, the whole civil service appears to be suffering from a credibility crisis. There is no denying the fact. Public harassments are the recurring phenomena in the public offices. Whereas, overall public satisfaction is considered as the hallmark of quality politics and administration. Therefore, divergent perceptions grew up among citizens regarding the performance of existing civil service. Hence, revisit of recruitment policy, promotion and posting of public administration become indispensable. This paper aims to collect concrete and crystal perceptions and expectations from different quarters of the population and will conduct an empirical study of public minds. This study is intended to judge whether the public views are wellreasoned or illreasoned. Data will be collected through a questionnaire and KII from the elected MPs, Business community, industrialists, academics, researchers, ex-civil bureaucrats, ex-military bureaucrats, media people, dignified civil society members and ex-high court judges. It is hoped that these research findings will help in moulding the track of administrative reform initiatives.

Keywords: citizen, civil servants, public administration, reformation

Re-examining the funding from the Bangladesh climate change trust

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Bangladesh has some achievements in national initiatives towards addressing climate change and its impacts. The country initiatives in developing sensible and functional policies related to climate change, environment and development is also appreciable, and recognized by the global leaders. The Bangladesh Climate Change Trust (BCCT), a dedicated fund accumulated from the national budget to address climate change, has been evolved in 2013. Previous research has focused on the first four years of funding from the BCCT to assess and analyse the allocation pattern for adaptation and mitigation, which showed a lack of coordination among different thematic areas and ministries. Besides, the selection of thematic area suffered from a lack of uniformity. After rechristened as climate change projects, few of the historically usual development activities were funded by the BCCT, while some funded projects did not address climate change at all. The current study aims at analysing if these mismatches have been addressed during the recent years of funding allocation. A qualitative method will be applied to investigate the allocation pattern. It is expected that the performance of the Trust in selecting worthy projects would have developed. The policymaker should take initiatives to ensure efficient allocation of scarce resources for addressing climate change.

Keywords: BCCT, Bangladesh, climate change, climate finance, qualitative study

Effectiveness on the implementation of community extension service program of state universities and colleges in south central Mindanao

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This study aimed to determine the effectiveness on the implementation of community extension program of State Universities and Colleges (SUCs) in South Central Mindanao, Philippines. The study utilized descriptive-evaluative using purposive sampling to 200 respondents who were the implementers, administrators and extension personnel as well as identified beneficiaries of the barangay local government units (BLGUs), utilizing a self-constructed questionnaire validated by experts and tested its reliability using alpha Cronbach and treated employing mean. Findings revealed that community extension program was properly managed and implemented. The leadership competence in extension tasks and the extension personnel's work values revealed good results based on the satisfactory and very competent performance. In terms of appropriation and utilization of funds revealed as very adequate. Additionally, the participation of BLGUs and beneficiaries in planning, implementing and monitoring consistently show as highly involved. Finally, the overall result shows good social and economic development for the clients. This means that the community extension program was implemented in line with the goals and mandates of state universities and colleges which helped develop sense of entrepreneurship in the community, hence, can be a good source of income to help alleviate poverty and at the same time promotes environmental protection.

Keywords: community extension program, state universities and colleges, descriptive-evaluative, South Central Mindanao Philippines

The relationship between the adequacy of water service delivery and the customers satisfaction: a case study of Cotabato city, Philippines

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The study aimed to determine the relationship between the adequacy of water service delivery in terms of water source, pumping of water, and capacity of water distribution and the customer satisfaction on the operation of Metro Cotabato Water District (MCWD) in Cotabato City, Philippines in terms of technical quality comprised of payment and concessionaires, and functional quality categorized as amount of water services and water consumable. The study utilized descriptive-correlation using simple random sampling to 400 respondents who were active consumers as well as the general manager, department managers, forester, chemist, and the foreman of the agency for triangulation purposes, utilizing a researcher-made survey questionnaires validated by experts and tested its reliability on Alpha Cronbach, and treated employing mean and Pearson r product moment correlation. Findings revealed that water source, pumping of water, and capacity of water distribution were adequate. This implies that MCWD is responsive and committed to provide adequate and sustainable supply of potable water to its concessionaires, and they are capable of supplying water despite interruptions or breakdown in the system. On the other hand, in terms of technical quality of customers satisfaction on payment and concessionaire revealed to be satisfactory with similar results on functional quality on amount of water services and water consumable. Correlation results showed that adequacy of water service delivery and customers satisfaction on the operation of the Metro Cotabato Water District (MCWD) in Cotabato City, Philippines is highly significant, hence the null hypothesis is rejected. These positive coefficients imply that adequate resources will result to customers satisfaction.

Keywords: water service delivery, customers satisfaction, metro cotabato water district, Cotabato City Philippines, descriptive correlation

Assessment of the effectiveness of old age allowance of the government of Bangladesh: a study on Rajshahi City Corporation

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In Bangladesh, the Social Safety Net Program (SSNP) was introduced in 1998 and old-age allowance is one of the most significant programs among all the programs run by the Government. This study has been conducted to find out the impacts of the old-age program on the beneficiaries and to investigate their status after and before getting the allowance. As a result, a qualitative form of research has been chosen where observation and survey questionnaires have used to collect primary data. The sample has been selected purposively from the office of the Urban Social Services Office, Rajshahi. Data has been analyzed by using statistical tools and written into descriptive form. The study has shown that the old-age program has a significantly positive impact on the decision making accessibility of the beneficiaries. The study also disclosed that the service recipients of the program become able to meet their minimum basic requirements (foods, clothes, and medicine) at a better rate; and their status has also been increased at the family. However, this study has also found some idiosyncrasy during the beneficiary choice because of the unholy interruption of the local representatives, and it negatively affects the triumphant implementation of this program. Finally, based on the result, this study has incorporated some suggestions for overcoming the setbacks as mentioned above.

Keywords: assessment, old age allowance, government, Rajshahi City Corporation, Bangladesh

Environmental justice in Bangladesh: an analysis of the legal frameworks

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Bangladesh is one of the worst affected countries due to climate change. The magnitude of the problems created by climate change is related to the environmental, social, economic and political sustainability frameworks. Climate change is a truly cross-cutting issue affecting many sectors and associated with trans-boundary challenges. Climate justice links human rights, environmental management, and development activities. It safeguards the rights of the vulnerable and affected people and ensures the equitable sharing of benefits and burdens. The study aims at analyzing the existing legal frameworks of Bangladesh for environmental protection. In order to protect the environment, Bangladesh has enacted several environmental laws including ‘the Bangladesh Environment Conservation Act 1995’; ‘the Bangladesh Environment Conservation Rules 1997’ and ‘Bangladesh Environment Court Act 2010’. On the other hand, Bangladesh is a signatory country of approximately 45 international treaties. Bangladesh has a special court to ensure environmental justice under the ‘Bangladesh Environment Court Act 2010’. This Act does not recognize the right of the common people directly. Jurisdiction of the Court is unclear. The socioeconomic matters are not included in this law. Speedy trial is not ensured as the trial requires written reports and inquiry by the Department of Environment and it follows ordinary procedures. The study recommends the amendment of the existing laws to ensure climate justice for all and for the compliance of the international treaties.

Keywords: climate change, right, safeguards, treaties, acts, socioeconomic

Towards collaborative forest management for improved governance and development- an institutional analysis to support successful project implementation

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Higher rate of deforestation and forest degradation in recent past is a major problem within the forest sector of Bangladesh. To avert the situation Government has initiated an investment project for restoring forest landscape through collaborative forest management and increase access to alternative income generation activities for forest-dependent communities in targeted sites. The success of this project implementation will largely depend on the appropriate change in an institution that will be responsible for improved governance and thereby, development outcomes. Therefore, we analysed data, collected from formal and informal consultations held at different regions during 2017-2018, for institutional analysis by following institutional analysis and development (IAD) framework to understand challenges of institutional changed dynamics for collaborative forest management including how it will affect human incentives, actions and potential outcomes. This analysis revealed that the given context of deforestation and forest degradation having high resource dependency is going to pose a challenge in shaping community attributes and development of rules that will govern collaborative forest management institutions. This study suggests that attention may be given toward community capacity building and establishing a mechanism for iterative learning through collective action. Access to alternative income generation activities for the communities closely needs to monitor and evaluate in terms of the effectiveness of livelihood support and human incentives. We expect that the findings of this study will duly be addressed by taking necessary measures during the implementation of this project and will be useful for those who are concerned for the successful implementation of similar project elsewhere.

Keywords: institutions, IAD framework, collaborative forest management, governance, forest landscape restoration

Sustainable blue tourism in Bangladesh: an analysis of the regulatory, institutional and policy frameworks

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Maritime and coastal tourism has become an important economic sector for the marine states of the world. The coasts and the Bay of Bengal are increasingly coveted spaces as strategic resources for Bangladesh. The coastal and maritime tourism are facing emerging challenges that deserve closer attention. The blue tourism depends on the beauty of the natural ecosystems, but at the same time, it contributes to its depletion and fragilization, and puts at risk its sustainability. The inter-linkage of marine tourism with Sustainable Development Goals (SDGs) is highly essential. Governance, policy framework, institutional mechanism and legislative arrangements are considered as the cross-cutting issues for sustainable tourism. The study aims at analyzing the existing institutional, legal and policy frameworks of Bangladesh for sustainable blue tourism. Both primary and secondary data were used in this study. International regulatory frameworks and mandates were critically reviewed to analyze the national arrangements. It was found that no specific laws were enacted to cover sustainable blue tourism, but few environmental laws support sustainability to some extents. Non-compliances with the existing laws, poor coordination and integration among different sectors, overlapping jurisdictions and conflict of interests are widespread. Sustainable tourism is embedded in many international frameworks which are not properly reflected in the national frameworks. The United Nations Convention on the Law of the Sea (UNCLOS) emphasizes marine conservation and sustainable use of its resources. The national laws should be aligned to international regulatory frameworks like UNCLOS, SDGs and Paris Agreement (2017). The study recommends the integration of the legal and institutional frameworks governing the tourism, environment and biodiversity conservation.

Keywords: sustainability, ecosystems, resources, governance, coordination, integration

Effectiveness of disaster governance in health risk management: learning from coastal communities of Bangladesh

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Effective disaster governance has been a major requirement for health risk reduction during a humanitarian crisis; since it paves ways to mitigate the health susceptibility of disaster-prone people. This piece of research explored the role of disaster governance in the reduction of health and livelihood-related vulnerabilities of coastal communities. A triangulation method was applied to assess health-related vulnerabilities of coastal people in Dacope Upazila of Khulna district. A total of 159 structured interviews were conducted to garner data from the field. To examine salient features, a livelihood vulnerability index (LVI) of IPCC and an integrated disaster governance index were applied by normalizing the indices of disaster governance. The findings of the study unveiled that vulnerability indices of the major components ranged from 0.202 to 0.589. The overall of LVI of Dacope Upazila was 0.464 (in the range from -1 to 1, where -1 indicated low vulnerability and 1 represented high vulnerability). Therefore, the results of the study showed that coastal people were highly vulnerable to the effects of climate change-related extremes. Especially, the community was highly vulnerable to their health condition with an index value of 0.501. Findings, furthermore, revealed that exposure (0.527) and sensitive (0.503) were major contributing parameters to exacerbating vulnerability, and the influence of the adaptive capacity of the community (0.435) was very low in the process of reduction of vulnerability. It denoted that the community is moderately capable to cope or adjust with the adverse effects of climate change. However, disaster governance was a key to the reduction of health vulnerability to climate change; particularly, hierarchical and relational governance were key triggers to the process of disaster risk reduction. The overall value of the effectiveness of integrated disaster governance was 0.480, which implied that disaster governance was moderately effective in health risk management. In connection to this, findings of my study thus suggested that coordinated efforts between government and non-government organizations involving local communities are vital to ensure better health facilities during and aftermath of an emergency period.

Keywords: disaster governance, hierarchical governance, livelihood vulnerability index, relational governance

Social safety nets programs (SSNPs) in Bangladesh: satisfaction level of the beneficiaries

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Social safety net program (SSNP) is protective tools taken by the government of a state to protect the poor and vulnerable groups of its society. For the wellbeing of the citizens, Bangladesh government allocates an amount of money in its national budget every year. SSNPs are provided to protect the individuals and families from the shock of poverty and calamity. To ensure the sustainable development, the Government of Bangladesh has started a total of 145 Safety Net Programs notably: Cash Transfer Programs, Food Security Programs, Micro-Credit and Miscellaneous Funds Programs, Development Sector Programs etc. SSNPs play an important role in saving the vulnerable people and reducing poverty. The research has been launched in two selected unions of Rajshahi district in Bangladesh. Data have been collected through qualitative method that emphasized on the satisfaction level of beneficiaries of SSNP. However, this research especially will focus on the natures and impacts of satisfaction level of beneficiaries of SSNPs. The objective of the research is to find out the extent of social security for vulnerable groups in Bangladesh. The specific objective of this research is to analysis the satisfactions level of the beneficiaries at the rural level. Finally, in the light of research findings, some recommendations have been put forward for increasing the consciousness of rural people which will be helpful to strengthen the program.

Keywords: social safety nets programs (SSNPs), Bangladesh, satisfaction level

Sustainable public service post-creation for the effective & efficient governance and the implementation of sustainable development goals: new growth opportunities for Bangladesh

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The public service governance for the 21st century offers new dimensions of knowledge, administrative capacities, value promotion, digital survival & adaptation, rethinking traditional managerial hierarchies, and most importantly – a wide scope of service opportunities. As public service is becoming increasingly popular in Bangladesh in terms of service growth, sustainable career path and job security – new challenges are also shaping the existing service hierarchy. The objective of this research paper are twofold – one is to identify challenges of the continuing structure of public service since the liberation war and posts that have been created to support the mainstream services. Another objective is to identifying new service opportunities and positions that can be created, which is beneficial for the country for the achievement of global Sustainable development goals. The research takes opinion from the senior officials of the Ministry of Public Administration – the ministry in charge of public service post-creation and evaluation, government officials working in different ministries and opinion of the general public. In brief, it will look into new opportunities to create public service posts in a whole new industry as well as reshaping the service posts for the old industries. The paper will critically analyze the current post-creation system of Government of Bangladesh and suggests new positions that can be created both home and abroad. The outcome of this research will be highly beneficial for the decision and policy-makers of public administration for the successful implementation of SDGs.

Keywords: SDG, public service, post creation, public administration

Citizens trust and revisiting public service values: an enquiry into the legal framework and traditions of Bangladesh civil service

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Citizens Trust in public institutions is largely dependent on the quality of public service values and norms. The question is what kind of public administration along with what kind of public ethos and values are necessary to provide services that satisfy citizens' needs and demands. Public administration, since its birth both as a discipline as well as in practice had been struggling in determining what are appropriate norms, or objective rational criteria to provide services. It is a tug of war between norms based on Weberian or Wilsonian principles emphasizing apolitical and impersonal character of bureaucracy, and, on the other hand, its subservient role to politics in exchange of loyalty and control for the execution of public policy. One argument is that bureaucracy must be disciplined and controlled, and on the other, it must also be given autonomy for impartial operation. These two polar extremes have put bureaucracies in a dilemma in choosing what are appropriate norms and behavior, and to display impartial public service ethos impacting citizen's trust. This paper maps citizen's trust in the civil service of Bangladesh, and examines civil service norms and values in light of the regulatory framework and Civil Service traditions. The paper is based on content analysis and empirical data generated from the national 'Trust and Governance Survey' conducted in 2009/2014 conducted by South Asian Institute of Policy and Governance (SIPG), North South University, Dhaka. The findings reveal that institutional norms play a dominant role in promoting and sustaining public service values rather than any regulatory design.

Keywords: citizens trust, public service, Bangladesh civil service, legal framework

Does committee system ensure accountability of local government bodies: a study on upazila parishad in Bangladesh

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One of the important problems confronting the modern democratic state is to identify the way(s) to balance relations between the executive and the legislature. In the absence of the one best ways strengthening democratic institutions without weakening the executive is to make maximum use of Committees. Like different countries of the World, the system of committees has been in practice in different institutions at different levels in Bangladesh as a mechanism of ensuring accountability. Section 29 of the Upazila Parishad, 1998 (Reintroduction and Amendment Act, 2011) provides for the formation of 17 committees in the Upazila Parishad, which is the second tier of the existing local government system. The first objective of this paper is to examine the process and the functioning of the UZP's committees as a mechanism of ensuring accountability. The second objective is to examine to what extent these committees have become successful in ensuring accountability of the working of Upazila Parishad. The third objective of this paper is to identify the practical challenges and barriers that create hindrances in the way of effective functioning of the committees as a mechanism of ensuring accountability. A holistic evaluation approach was applied in this research. 10 UZPs were studied under this research in 2016. Several methods such as review of documents, interview, FGD, KII, case studies and observation were used to collect maximum information on the process and effectiveness of the Committees of the UZP. A total of 100 respondents (10 from each UZP) were interviewed as key informants.

Quality of public service in Nepal

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Following the promulgation of Constitution of Nepal on 20 September 2015, the country entered into the federal structure comprising three orders of governments– federal, provincial and local. They are autonomous within constitutional framework, yet they have to work in tandem to serve the public interests and the overarching commitments of the state. The delivery of these commitments is underpinned by improvements in quality of public service. This study, carried out as the thematic analysis of The Nepal National Governance Survey 2017/18 (NNGS), analyses overall environment of public service in key aspects including accessibility, constraints, irregularities, integrity, accountability and citizens' satisfaction. Provincial comparisons are made in the analysis and insights are offered for initiating a reform discourse in the context of federal structure of governance. Background characteristics of citizens in analysis provides additional information to understand the differential perspectives of citizens towards public service environment. Analyses are mainly based on descriptive statistics and logistic regression results.

The analysis shows that Nepal's public service is at a crossroads. People's aspiration of accessing quality public service from their nearest service outlets and government's promise to deliver them through decentralized service delivery mechanisms are reinforcing. The recent transformation in governance system entrusts local government as major service delivery unit. Within a year of newly formed local governments, more than 40 percent citizens tend to visit them for service. As the function of these governments would improve, they would betaking most of government's basic services.

There are noticeable differences in perception of public service environment among citizens by Province and background characteristics. In general, people are optimistic towards improvements in public services. Meanwhile, they also perceive bribing and relationships as common instruments to get things done. Nearly one-tenth citizens reported to have paid bribe in the previous 12 months.

A fairly large proportion of citizens perceive that language, gender and

caste/ethnicity serve as barrier to access public service. Citizens also appreciate changes in the behaviour of public officials and institutions in the recent past. They also expect significant improvements in public services in the next five years. Despite having questions on quality of public service, a large majority are fully or some extent satisfied with the services they have received in the past two years.

These findings provide grounds for preparing service reform plan for Nepal istate that is embarking towards federal form of governance with more power devolved to sub-national governments. Each order of the governments requires citizen oriented service reform plan for strengthening state- people relationship.

Transition from innovation practice to culture: perspective of public service in Bangladesh

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Operational framework of governance in Bangladesh is featured by mutual interaction of several counter interactive forces. Corruption, sluggishness, nepotism and disregard towards law have stung over an extended period. ‘Innovation in Public Service’ approach has been practiced throughout last decade with a view to deliver accelerated and better public service, improve client satisfaction and governance in Bangladesh. This study focuses on public services in Bangladesh and attempts to understand expectation and reality of innovation framework. This study investigates impact of multidimensional approaches to fast track innovation practice and culture in public service. The study aims at analyzing innovation diffusion model adopted in Bangladesh along with initiatives and infrastructure in its support. Investigation in this report entails PSD mechanism, policy support for innovation, challenges of service delivery, comparison of intended and actual growth of innovation in public service. This study uses self-organization approach for idea generation along with sprouting growth of service innovation. It also uses evolutionary approach to examine impact of innovation in public service in Bangladesh.

Keywords: innovation, governance, sustainable development, self-organization, evolution

From trickle down to inclusiveness: do participatory planning and budgeting processes matter for formulation of policy?

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Inclusiveness of the excluded is a new phenomenon in the study of governance. This is suggested in the research that macroeconomic aggregates do not, as had been assumed, have a 'trickle down' effect. Participatory planning and budgeting (hereinafter PP and PB) are social accountability mechanisms which offer direct civic engagement with elected officials in the decision making process. Starting in Brazilian cities, application of PP and PB was found practicable in many Asian countries including India, Bangladesh, Sri Lanka, and Nepal, etc. during the 1990s and the trend is continuing in Asia today. In Bangladesh, the PP and PB processes are introduced by the Local Government (Union Parishad) Act, 2009. Do participatory planning and budgeting processes matter for formulation of policy? This study used a qualitative case-study methodology, backed by secondary documentary analysis. It assessed the impact of PP and PB processes in the process of formulation of the policy at the local level in six Union Parishads(UP), the lowest administrative tier of Bangladesh. Based on empirical data this paper found that citizens were able to identify their priority needs of life, if they were offered opportunity. These participatory processes were important for building trust on the elected officials since some of the needs of citizens were met up. But citizens become unwilling to participate in those processes when they are being perceived that their needs are being neglected due to resource constraints. However, disjoining planning and budgeting processes of the local and central government, resource constraints, and local political interference etc. challenge the bottom up approach of policy formulation. It is suggested that governments need to explicitly consider human development objectives of local people when formulating macroeconomic policy.

Keywords: inclusiveness; participatory budgeting; participatory planning; civic engagement; formulation of policy.

Government innovation in Bangladesh: challenges and scopes

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Innovation as a creative idea has traditionally been associated with the private sector but has been adopted in the public sector for effective public service delivery. Civil service is an executive arm of government that implements the programs and policies of government efficiently and effectively to enhance national development. Civil servants assist the government with their wealth of knowledge and experience to carry out the legitimate business. To tackle existing problems and to develop new opportunities innovation is the fruitful implementation of ideas and processes. Successful innovation requires leadership to establish the organizational capacity, to generate ideas and to ensure prompt and effective service. This paper seeks to identify factors that hamper government innovation in Bangladesh also focus on the scope where we can improve. The methodology of the study focuses on the strategies of Korean Government Innovation. This paper offers some plan of action for the Government innovation in Bangladesh which includes administrative and market decentralization, promotion of social and economic justice, and good governance and the welfare state.

One of the important factors hampering innovation is cost factors include complicated financial markets, excessive perceived risks, lack of internal funds and external finance, including public sources of funding, and high innovation costs. The financial sector in Bangladesh is too complicated to promote innovation, including start-up companies. Legal factors include lack of effective legislation, regulations, standards, and taxation policies. Bangladesh suffers lack of tight inflation control, lack of a market-friendly trade and industrial regime and high budget deficits which acutely hamper government innovation. Another is the Administrative factor which includes bureaucratic corruption, lack of a strategic vision, overly centralized policy making and resource allocation, and complicated and outdated administrative systems. Social factors hampered innovation which includes social instability and inequity, lack of education, and values and

beliefs that are not conducive to innovation. Lack of Qualified Personnel is another problem. Because of brain drain abroad and inadequate education, the lack of qualified personnel is becoming an important factor inhibiting innovation in developing countries like Bangladesh. To ensure effective program implementation, available resources should be placed in the hands of skillful and motivated organizational actors. Lack of an adequate management system, lack of control and supervision in all fields deter the spontaneous flow of organizations' activities. Also, create uncertainty for future initiatives, and negatively influence the country's innovation environment.

Strategies for the Government innovation in Bangladesh should include Administrative decentralization. The Bangladesh administration is theoretically decentralized, it is characterized by centralization of authority, elitism, authoritarianism, corruption, unequal distribution of resources, and lack of accountability and transparency, and this is severely hindering government innovation. Initiatives to reform public administration should emphasize the need for the civil service to be neutral, transparent, professional, responsive, and responsible. Economic or market decentralization means passing to the private sector functions once exclusively performed by the government. Bangladesh's government should target expenditures to priority development projects, enact and implement strong internal mechanisms for transparency, and ensure a secure environment and clear and competitive terms for local and foreign investment. Social justice refers to the fair administration of laws so that all people, irrespective of ethnic origin, gender, wealth, race, and religion, are treated equally and without prejudice. Social justice encompasses economic justice, under which everyone, from the poorest person on the margins of society to the wealthiest, deserves equal economic rights and opportunities. The concepts of government innovation, good governance, and the welfare state are interrelated and interdependent and essential for government development.

Keywords: government, innovation, scope, challenge, development

**THE NEED FOR A NEW APPROACH TO
CAPACITY BUILDING FOR THE CIVIL SERVICE IN THE
SDG REGIME**

Increasing human resource management effectiveness in government departments in developing countries: the role of recruitment and selection

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Dunning (2006) asserted that international business research focused heavily on the physical assets of organizations and nations, thus neglecting the human environment of organizations and nations. Research has shown “the most important driver for economic advancement is knowledge” and is drawn from the human environment (Zhu et al., 2011, p. 312). The human environment is defined as the “human assets (i.e. creativity leading to innovation; experience, skills and knowledge of employees) and the skills and abilities those assets possess within a given location” (Zhu et al., 2011, p. 312). Thus, how an organization, including government, manages its human resources (HR), drawn from the human environment in which it operates, will significantly impact success or failure (Barney, 2001; Kong & Thomson, 2009).

We contend that although there has been a great deal of research on human resource management (HRM) as a competitive advantage for firms, there has been little work done on the analysis of HRM practices in government and its influence on a nation’s competitive advantage. In a qualitative study of a developing nation in the Caribbean we interviewed 12 senior-level employees. Our analysis revealed that little attention was paid to HRM, which resulted in the ineffectiveness of the application of government policies. The data revealed that issues started with the recruitment and selection processes. This paper focuses on the recruitment and selection

processes utilized by government agencies that cause institutional voids which lead to the failure to utilize public service employees as a source of competitive advantage.

Keywords: human resource management, developing countries, recruitment and selection, organizational effectiveness

HRM practices for building capacity of civil servants in public sector organizations: empirical evidence from Bangladesh

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Managing people at the workplace is a challenging issue, which requires an integrated and interrelated approach for the utilization of human resources. As public sector organizations are non-profit in nature, these mostly render services for the well-being of a citizen. Academics and researchers opine that the best practices of HRM provide quality services to the service seekers because these are systematically linked with the improvement of organizational performance. Public sector organizations generally face systematic and linking problems at every stage of HRM practices. Therefore, this study aims to identify the factors of best practices of HRM in the public sector; to examine the impact of factors on public sector performance, and to identify the link and association of selected HRM components. A quantitative research method with a structured questionnaire survey tool for data collection was used to obtain the objectives of the study. The survey was conducted on the civil servants having about five years' experience in different ministries, departments, and attached organizations. Collected data were analyzed by using a statistical tool called SPSS. Descriptive and inferential statistical output verified study objectives and tested formulated hypotheses. The result shows that formulated hypotheses are accepted with a high level of significant value. ANOVA result shows that the specified model for public sector organizational performance is significance at 5% level of confidence that explains 63.7% of the total variance (adjusted R-square). It also concludes that HRM practices (such as recruitment, performance appraisal, training & development, and HR audit) have a positive impact on public sector organization performance. This study is limited to the young level (lower/entry level) civil servants and did not cover mid and top-level civil servants.

Keywords: public sector performance, recruitment, performance appraisal, training & development, reward, Bangladesh

Challenges in achieving sustainable development goals in Bangladesh and role of civil servants: case study on ministry of housing and public works

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The lack of regional integration and proper research in housing has been identified as one of the major challenges in ensuring sustainable housing conditions of lower and middle-income families in Bangladesh. Unplanned urbanization in the city area leads to the poor living status, which undermines economic growth and becomes a barrier to achieve the goal-11 (sustainable cities and communities) of sustainable development goals (SDGs). Ministry of Housing and Public Works (MoHPW) has a mission to develop a planned, safe and sustainable housing with affordable cost for the low and middle-income people ensuring the best uses of lands through suitable planning and research. As the innermost task of policy planning and implementation level of the ministry is supervised by the civil servants, thus they can play a towering role in achieving SDGs by 2030. This study attempt to find out the challenges after assessing the housing status of lower and middle-income people and will try to link up with goal 11 of SDGs which has been mentioned in the strategic objectives of MoHPW. This study will focus on mainly secondary data, while primary data will also be collected through a questionnaire survey to sketch the real picture of the present condition of the housing of people. Recommendations of the study will help in mapping mission of the said ministry and achieving goal 11 of SDGs and will try to bridge the knowledge gap by identifying the risk factors in the sustainable housing through the idea of the smart city.

Keywords: SDGs, regional integration, housing, unplanned urbanization, sustainable cities

Agenda 2030 and the role of the civil service: Indian perspective

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Agenda 2030 is one of the most ambitious developmental goals set by the countries across the globe for securing a happy and sustainable life for its people. The agenda in fact consists of a set of seventeen sustainable development goals that could help in securing a better and sustainable pattern of life for the people in the future. Given the ambitious and complex nature of these goals, the moot question that baffles the mind of the policymakers and administrators is the tools and techniques for their achievement. In this regard, the role of civil services become of critical significance. As a matter of fact, in the developing countries like India, the achievement of sustainable developmental goals like the ones set in the form of the agenda 2030 could never be possible without major role of the civil services. At the same time, it also becomes quite clear that the Indian civil services might not be able to help in the achievement in the goals set out in the agenda 2030 if they persist with the current levels of their preparedness and commitment to act as the harbinger of sustainable life for the people. Attempting to present the Indian perspective, the proposed paper, therefore, seeks to critically examine the dynamics of the agenda 2030 and the kind of roles expected from the civil services to achieve the goals of a better and sustainable life for the people in the times to come.

Keywords: agenda 2030, sustainable developmental goals (SDG), better and sustainable life, civil services, developing countries, Indian civil services

Public sector organizational capacity in crisis management: a case study on health service-providing organizations in the context of the rohingya refugee influx in Bangladesh

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Literature showed that political crisis, such as the refugee crisis threatens states and public sector organizations significantly. The trend for the number of refugees has been on the rise, which has reached 70.8 million by 2019. This situation has been further aggravated by the Rohingya crisis in Myanmar (known as Burma). Rohingyas have been forced to move to Bangladesh since the 1970s, but a massive influx took place during 1990-1991. Since then around 330148 has been living at various camps in Cox's Bazar district. The situation has further worsened after an outbreak of extreme violence in the Rakhine State of Myanmar on 25 August 2017. This triggered the large movement of refugees into Bangladesh. The massive influx has occurred rapidly into an area where the pre-influx situation was already delicate with substantial insecurity, a lack of sufficient water and sanitation, food insecurity, and generally inadequate facilities for health, education, etc. Basic services available prior to the influx became over-strained due to massive demands on the health systems and services. This new influx of Rohingya refugees has put massive pressure on all health service-providing organizations and increased the public health risk. In 2018 the number of total arrivals of refugees became more than one million which is one-third of the total population of Cox's Bazar district. These huge vulnerable displaced people are totally dependent on the Government of Bangladesh and its international partners for health care services. Since August 2017 the health facilities in Cox's Bazar and the surrounding areas have reported a 150–200% increase in patients, overwhelming the current capacity and resources. Against this backdrop, this study aims to identify the impacts of the refugee crisis on public sector organizational capacity with particular reference to the public health sector in Bangladesh. Given its nature, the research will be based on qualitative methods to address the research objectives and questions. Both primary and secondary sources will be employed, and the primary data for this study will be collected through semi-structured interview and Focus Group Discussion (FGD).

Keywords: refugee crisis, organizational capacity, public sector, Rohingya refugees

An evaluation of agent banking practices in Bangladesh: a scope to make financial inclusion

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Agent banking is the latest innovation in banking services available in Bangladesh. It aims to provide formal banking services to the unbanked, including populations that have traditionally been more inaccessible. It represents another channel, like mobile financial services, promoted by the Government of Bangladesh, to promote financial inclusion. This paper examines the evaluation of agent banking in Bangladesh and how agent banking contributes to making financial inclusion. Bangladesh Bank has already developed a policy guideline to promote agent banking. The objective of this research paper will investigate the overall scenario of agent banking to make a scope for financial inclusion. Extensive primary and secondary data have been used as research tools. According to the agent banking guideline, the software of any individual agent will be connected to the core software of the bank, so transactions that will take place in agent premises will be shown in the banking system real-time, and those transactional statements can be used anywhere and everywhere for different purposes of the client. This research would be a great help to the policymakers, practitioners, researchers, academicians and those who explore this issue to do more research in future.

Keywords: agent banking, inclusion, Bangladesh

A Canadian practitioner's view: improving senior management decision-making with data visualization

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A key challenge to modern governance of public service organizations is the speed of decision-making –and the corresponding flow of reliable information and data to support it. While the concept is simple, the reality of integrating financial, human resources, program and performance data into a single system is complex. Layered onto this challenge is the demand for modern digital tools, which entails a learning curve for creators and users of information who are habituated to legacy processes. The challenge is more to organizational culture than it is of technological change. In the Canadian Federal Government –a large complex organization with a host of interdependent and differentiated responsibilities, roles and services– improvements are often made on a pilot basis. The Canadian Forest Service (CFS), which has a strong track-record on governance and reporting, decided to experiment with innovative approaches to management, reporting and decision-making using data visualization tools. Following the Data Strategy Roadmap for the Federal Public Service, its objectives were to: improve data literacy and data analytics tools; treat data as a core corporate strategic and operational asset; and incorporate the planning process with program performance measurement. Over the course of a year, a new leading-edge approach to reporting, planning and visualization made CFS the most integrated planner within Natural Resources Canada and a model for other government departments. Implemented through ideation, realization and utilization, it now provides much more accurate, timely and adaptable data for tracking, decision-making and governance. Most importantly, it plainly ties program spending to results.

The future of work and workplace in a disrupted world: is Bangladesh ready?

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The world of work and workplace is changing at an exponential pace in response to the recent megatrends, i.e., demographic shift, rapid urbanization, a shift of global economic power, environmental and climate change, and major technological breakthroughs. By this means, the work has been shifted from agricultural-based to industrial and thereafter to one that is now knowledge-driven or known as the fourth industrial revolution. The workplaces are changing remarkably in many countries by employing the latest technological advancement (e.g., Artificial Intelligence, Internet of Things, robotics, 3D printing, quantum computing, and autonomous vehicles and drones), but what is anticipated to be needed in the future will transform into new structure, systems, content, and process of working. It is important that workplaces stay au courant of the changing needs and learn to develop programs equipped to train the workers of the future and design the workplace accordingly. Alternatively, these changes will be multiplied and put pressure on the future workplaces to a greater extent than ever before. At this point, a basic question may arise that are we ready? This study explores the literature related to the recent changes in the workplace and attempts to answer the question in the perspectives of multiple stakeholders, including workplaces, higher education, and government in Bangladesh. The government associated report and recent literature informed that Bangladesh showed an outstanding performance in the MDGs and except few exceptions doing very well in the SDGs. A significant improvement observed in education, healthcare, infrastructure, energy, ICT, and so on. But upcoming “future workplace” demands more than mere traditional development, especially in the area of digitization of manufacturing, mass customization, electronic retailing and meeting changing customer demand. Besides, it seriously suffers from skill shortage, keeping a significant number of university-educated people unemployed; as a result, businesses hire foreign experts for their executive position. Organizations develop vastly in the area of hygiene, workplace

safety, improved and modern production process, green production and so on but still need to address issues like work-life balance, life-long learning/training, employee empowerment, mother-friendly workplace and so on. Based on the findings, this research suggests some necessary steps for both government and organizations.

Keywords: future work, workplace, Bangladesh

Understanding online community participation behavior and perceived benefits: a social exchange theory perspective

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Online communities (OCs) are the popular social environments in which people interact by sharing resources such as information, advice, and thoughts on their mutual interests. Existing research lacks an explanation of the reasons for participation behavior in OCs and how such participation behavior provides members with perceived benefits. This study adopts social exchange theory (SET) to observe how SET construct affects online community participation behavior (OCPB) and moderated by exchange ideology (EI) and perceived ties, which in turn bring perceived benefits to its participants. A survey method was conducted to collect data and structural equation modeling is used with 305 valid samples. The results highlight the significant effects of perceived members' support on OCPB. Participation behavior in OCs has a critical effect on perceived benefits. The results also identified the moderating effects of exchange ideology and perceived tie, where the perceived tie was insignificant. The findings from this study bridge the literature gaps in the context of OCPB by demonstrating how practitioners and OC managers can enhance perceived members' support, which results in OCPB, thus provide the OC users with several perceived benefits.

Keywords: perceived members' support, social exchange theory (SET), exchange ideology (EI), perceived ties, online community participation behavior (OCPB), perceived benefits

Determinants of sharing tacit knowledge in public sector: assessing local administrators' perspectives

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Tacit knowledge – experiences, skills, judgment and even intuition of employees – as organizational resource, has recently gained significant attention from organizational researchers. While such knowledge is difficult to identify, exhibit and describe, it can often determine the manner in which public administrators implement public policies. This paper argues that in the context of developing countries, where ‘rules of the games’ are often untold and informal in nature, understanding of tacit knowledge can aid in successful implementation of policies. Taking a qualitative strategy of enquiry, this paper aimed at identifying the determinants of sharing tacit knowledge among the local level administrators of public sector in Bangladesh. While informal networks and interpersonal trust are seen as crucial in sharing of tacit knowledge, informal nature of such sharing may raise the question of its legitimacy. Unless sharing of tacit knowledge is not recognized and rewarded, public sector organizations are at risk of losing valuable knowledge resources when employees exit the organizations. In the context of inadequate sharing channels, formal training is recognized to be the most effective way of gaining and sharing knowledge within public sector organizations.

Keywords: knowledge sharing, tacit knowledge, informal network, knowledge management

Institutional challenges of implementation of SDGs in south Asia

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Against the backdrop, the paper attempts to assess the institutional preparedness and challenges of implementation of SDGs in South Asian Countries, with particular focus on Bangladesh, Nepal and Sri Lanka. The paper is based on the review of secondary information and in-depth interviews of key informants representing the major stakeholders, including the senior government officials, LGI representatives, members of CSOs, private sector, media representatives and academics.

As a design model, SDGs also expect to have the pragmatic synergies of the comprehensive interventions. The SDG targets and indicators, therefore, demand a complex, ambitious and holistic approach— capturing the local, regional and global framework for sustainable development. Many of the SDGs are integrated with issues that cover economic vitality, gender equality, climate change, and disaster risk reduction etc. However, questions and concerns have been raised about the preparedness and capacity of the institutional stakeholders, like, government, local government institutions, private sector, and the CSOs to address such a comprehensive and ambitious development agenda. Critical observers point out that SDGs’ weakest part is not the design, but the inadequacies of institutional preparedness of the countries concerned- be it developed or developing.

Against the backdrop, the paper attempts to assess the institutional preparedness and challenges of implementation of SDGs in South Asian Countries, with particular focus on Bangladesh, Nepal and Sri Lanka. The paper is based on the review of secondary information and in-depth interviews of key informants representing the major stakeholders, including the senior government officials, LGI representatives, members of CSOs, private sector, media representatives and academics.

Synergising quality management and theory of change for public service delivery

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Management experts across the globe have been trying for quite some time to juxtapose total quality management(TQM) framework in public service delivery initiatives. However, such attempts have not been smooth in terms of grassroots implementations as an array of challenges – political, financial and operational hiccups, as well as the conventional top to bottom paradigms, raised several issues in transferring the TQM principles in public service. Complexity and uncertainty of organisational goals, roles and individual motivations of the civil servants had a high impact when they initiate some changes within the system. The idea to adopt TQM strategies to achieve effectiveness through innovative ways of implementing a public service project is faced with two diverse sets of challenges - the complexity of change and the complexity of the public organisations. A way out to mitigate these multiple challenges may be found in the way public service projects are planned and designed in the beginning. Adopting management tools within the conventional practices are bound to increase the risks of unpredictability, uncertainty during implementation and at the time of monitoring and evolution of such projects.

Against this backdrop, this paper would like to bring in the emerging Theory of Change (TOC) approach as a way to connect goals, activities and outcomes of public service delivery projects. Quality management will be a necessary corollary to the working style of public service actors at various levels if programme planning and designing are rooted in the theories of change guiding their activities. It will not only keep the “quality” at the forefront of planning and implementation but also create benchmarks for evaluation as well as scaling up of successful programmes. The TOC approach to planning will not only be focused on immediate outputs (say, how many schools were built in a district) but will be mindful of long term impacts or outcomes (say, qualitative improvement of educational achievement among children). The underlying principles of a new TQM paradigm in public service are thus necessarily linked to a very clear TOC that will determine the value addition derived from a public service programme. While many development planning experts are now

increasingly leaning towards defining theories of change, the management experts are looking at the new dimensions of TQM that can improve the efficiency and efficacy of public service agenda. This paper is an attempt to conceptually built in the TQM Principles in the TQM philosophy and present a new model for public service planners and actors.

Getting electricity- sub-index of ease of doing business: problems and issues

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For attaining 8% GDP growth, investment of 32-35% GDP is essential, which is currently 28.89% only. Foreign direct investment may fill this gap provided the domestic investment environment is investment friendly. Ease of Doing Business (DB) Index provides objective measures of business regulations and their enforcement across 190 economies. In this index, 190 economies are ranked according to 10 sets of sub-indices. These are combined into an overall “ease of doing business” ranking. Among the ten sets of sub-indices, ‘getting electricity’ is one in which Bangladesh is ranked 187th whereas the overall rank of Bangladesh among 190 countries was 176 in 2017. DB index reported that Bangladesh needs 428.9 days and nine procedures to get an electrical connection. The objective of the paper is to identify the existing problems and issues towards a better score in ‘getting electricity’ sub-index. The principal objective of the study is to recommend policy measures in the power sector to enhance the index value of the ‘getting electricity’ and create a conducive investment and business environment. The Power System Master Plan (PSMP) 2010 as the basis for future projects is going to be undertaken in this sector. As per PSMP 2010, electricity generation would reach to 39,000 MW by 2030 with an additional generation of 36,000 MW. But the generation only does not ensure getting electricity. Transmission, distribution system, reliability, and many other factors are simultaneously related to ensuring the quality of electricity. The study explores the existing problems in getting electricity and also finds out a few issues in preparing the Doing Business report of Bangladesh. Finally, the report makes some objective recommendations to get an electricity connection within 28 days in 3 procedures.

CROSS-CUTTING DEVELOPMENT CHALLENGES

Challenges in rehabilitating the Rana Plaza victims: finding a way out from the public initiative

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Rana Plaza Building Collapse is the largest industrial accident in history. Following the unprecedented scale of the disaster and the initial rescue operation, many actors took initiatives formally and informally for the rehabilitation of the victims of Rana Plaza. Most of the scholarly works on Rana Plaza tragedy always followed the deductive approach to recommend from a single hypothetical line that Rana Plaza is an example of lack of governance and mismanagement. My study directed to choose the research question through identifying research gap from the limitation of this hypothesis. Being a newly experienced country how Bangladesh faced the challenges to handle this one of the world's worst tragic industrial disaster that is the major research question of this study. The outcome of this study shows that Public efforts like Rana Plaza Coordination cell, which established by the Ministry of Labor and employment played a crucial and most influential role to mitigate the two major challenges; lack of coordination and information management. A qualitative approach with its different data collection method is used in this study to identify the challenges and assessment of initiative taken by the Rana Plaza Coordination cell on behalf of the government. Activities by the government like emergency rescue operation to the employment of the survivor, Need assessment to proper rehabilitation, advocating for compensation and disbursement to the victims are explored and reviewed here with a critical view to get an appropriate way out of prevailing notion. This study recommends some policy issues that will add innovative idea in the existing framework of the national disaster management plan.

Keywords: disaster rehabilitation, Rana Plaza victims, innovation in coordination

Demographic risk factors and motives of male suicide in Bangladesh, 2018-2019

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Suicide is a serious but under-attended public and social health difficulty in Bangladesh. Although Bangladesh is one of the very few countries in the world where females die more by suicide, recent evidence suggests male suicide rates are on the rise. Nonetheless, with no national suicide surveillance and mechanism, available data/information sources are often too unreliable and inconsistent. At this backdrop, we intend to develop a data/information catalogue by scrutinising newspaper contents on demographic risk factors and motives of male suicide for the period 2018-2019. Six widely circulated newspapers (4 Bangla and 2 English) will be purposely selected to include in this analysis. The key demographic risk factors associated with the deceased include month, time, location, age, religion, marital status, occupation, education, methods used, nature of reporting and suicide notes. The reasons/motives of suicidal incidences will be classified based on the dominant information/indications captured by the concerned newspapers. After necessary cross-checking and cleaning, data will be entered into the software package for social sciences (SPSS) version 16 software for subsequent analysis. The final reporting will be done through descriptive statistical techniques and also be corroborated by the relevant literature. In particular, Emile Durkheim's theory of suicide will be applied to draw the connection between different variables. It is expected that this content analysis will be very imperative in attaining firsthand information about risk factors and motives of male suicide. It may also help to spotlight on the critical areas for future policy interventions.

Keywords: male suicide, demography, risk factor, motive, content analysis, newspaper, Bangladesh

Masculinity and suicide attempts of men in Bangladesh

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Masculinity could be a potential reason why men are more vulnerable to suicide than women. Nevertheless, empirical research to tap the connection between masculinity and suicide is still very limited on the global scale including Bangladesh. This paper broadens our understanding of this connection from the rural areas of Jhenaidah district, reportedly the most suicide-prone area in Bangladesh.

In-depth phenomenological qualitative interviews were conducted with 17 male survivors of suicide attempts from December 2018 to January 2019. Drawing on the theoretical model of hegemonic masculinity, the thematic analysis highlights that although the participants hold discursive ideas about the hegemonic notion of masculinity, they failed to reach an acceptable standard of that masculinity in practice. Several broader masculine predicaments, such as troubles with the primary provider role, imperfection with the expectation to protect/support the family, difficulties in demonstrating hegemony, plights in intimate relationships, extreme masculine embarrassment over sexual image and loss of patriarchal control contributed to their decisions of suicide attempt as a means to overcome and/or avoid the perceived masculine crises.

It is suggested that effective suicide intervention strategy in Bangladesh must include critical analysis of men and masculinity and measures to change the existing rigid gender role socialisation process. Lessons learnt from this study may also be used as a point of reference to future context-specific research and interventions.

Keywords: suicide attempt, hegemonic masculinity, crisis, Jhenaidah, Bangladesh

Administration, governance, and politics at the higher educational institutions in Bangladesh

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Due to the maladministration and poor governance, the higher educational institutions in Bangladesh are seemed to be failed to uphold its spirit, creation of new knowledge and skilled human resource for the sustainable development of the country. In recent times, it has been observed that higher educational institutions are not being run by their sets of rules and regulations. Rather, it goes with the nexus of political intervention, resulting in serious deterioration of the congenial academic environment. Why did the higher educational institutions authorities fail to follow their rules to run their academic administration? Why unfair political intervention appears blatantly in the higher education arena? Will it continue? This paper has found the answers to these questions. This paper has followed the qualitative nature of the research inquiry. Primary data has been collected through conducting a survey questionnaire and Key Informant Interview (KII). Secondary data has been collected from the UGC annual reports, public official reports, national and international donor reports and documents, newspapers, editorials, and web-based materials. Firstly, it is revealed that the rules and regulations undertaken for the smooth running of the higher educational institutions are not followed properly. But for the personal interest of the top officials gets preference instead of rules. Consequently, mainstream political intervention becomes a flagrant part of running academic administration. In addition, narrow group interest of coloured-based and flattering teacher-politics, as well as uncontrolled blundered student-politics, are, among many others, appeared serious

problems for maladministration and poor governance at the higher educational institutions in the country. Overall, based on the findings, it puts some policy suggestions for its better administration and governance as well as a quality education at a higher level in the country.

Keywords: administration, governance, politics, higher education, Bangladesh

Employment conditions and decent work in WALTON manufacturing organization: a study on WALTON Hi-Tech Industry Kaliakair, Gazipur, Dhaka

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The United Nations has already been declared that by 2030 worldwide employment, economic growth and working conditions would be in the mode of decent and sustainable. As a member country of the United Nations, Bangladesh is not out of that goal as set by the United Nations. Bangladesh is the seventh-largest economic growing country in the world with a GDP growth rate of 7.3 %, presently 8.1 percent. At present WALTON Hi-Tech registered as Public Limited Company, May 14, 2018 and is the first complete manufacturer and innovative Bangladeshi company in Electrical & Electronics Industry. This study will attempt to examine working conditions and decent work at workplace in consideration with reference to Employment opportunities; Unacceptable work; Adequate earnings and productive work; Decent hours; Stability and security of work; Combining work and family life; Fair treatment in employment; Safe work environment; Social protection and Social dialogue and workplace relations. To accomplish those objectives this study will adopt a semi-structured questionnaire as a survey tool. And Key Informant Interview (KII) will also be used at the managerial level to get organizational information. Collected data will be analyzed by using statistical tools. Based on the analytical findings, a managerial policy guideline will be drawn for policymaker.

Keywords: working conditions, economic growth, walton, Bangladesh

An investigation on the factors affecting the growth of readymade garments sector in Bangladesh

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Development of Bangladesh is a puzzle to the international community. She lacks the blessings of natural resources and experiences natural calamities frequently. Misappropriation of public resources, poor governance and political stalemates are common phenomena. However, she has performed a persistent and phenomenal GDP growth of around 6% for the last two decades. Export oriented readymade garment sector has been playing the lead role in this amazing journey. So, this study aims to investigate on what are the factors responsible for this outstanding growth in RMG sector. In this context the growth of the RMG sector, as measured by the export volume, was attempted to be explained by the number of employment in the sector, development of human capital and two dummy variables- political response and instability. Simple OLS regression was used in the classical growth model to test the idea. It was found that infinitely elastic labour supply is the key contributor to this growth. Human capital and political uncertainty showed a negative but policy response showed a positive relationship, although insignificant. This also indicates that the classical growth model, with little divergence, can be used in the study of sectoral growth of an economy.

Keywords: growth, readymade garments, employment, human capital, political response, political instability, labour supply, classical growth model

Work-family conflict and burnout among doctors in Dhaka city

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The aim of this study was to determine the level and factors contributing to burnout among doctors in Dhaka City. This was a cross-sectional study of 386 doctors in the eight government hospitals in Dhaka City. They were selected on the basis of the convenience sampling procedure. This cross-sectional study was performed during the period of September to October 2019. A questionnaire that comprised work-family conflict assessed by the work-family conflict scale administered by Maslach Burnout Inventory-General Survey (MBI-GS). Exploratory Factor Analysis (EFA) was performed by using SPSS 23.0 to identify the factors associated with work-family conflict and burn out among doctors in Dhaka City. The results of the study show that feeling of loneliness, dealing with patient's psychosocial problems, lengthy working hours and interruption of home/family by work associated with work-family conflict and burn out among doctors in Dhaka City.

Keywords: strategic HRM, work family conflict, multivariate analysis

Inter-organizational coordination in drainage management system at Dhaka metropolitan city

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This paper attempts to investigate the factors affecting the variable of inter-organizational coordination in the drainage management system of Dania union under DND in Dhaka Metropolitan City. This study takes a priori position that poor drainage system of DND, which results in waterlogging, is the result of poor inter-organizational coordination. This study may not only be the remedy for ensuring sound coordination but can also resolve the waterlogging problem. Several departments, such as RAZUK, Water Development Board, DSCC, DWASA, Roads & Highway, etc. are the key players of the drainage management. The study explores the sufferings of the residents due to waterlogging and the consequences due to poor drainage. The key questions of the study are How and to what extent coordination is exists in different organizations to facilitate drainage management and Does coordination among different organizations will improve the drainage management in Dhaka city?

Mary Parker Follett's (1866-1933) theory of integration is a major contribution to management literature to study coordination in the organization. According to this theory, certain variables affect coordination. Our study has been carried-out building on this theory. Christensen and Laegreid (2008) include the new measurement of hypothesis to study coordination problems in the organizations of the public sector. This theory argues that organizations are two types, such as institutional and instrumental. It is important to examine that in the context of Bangladesh, how organizations interact, and how the theory establishes its domain within the institutional context. In this study, the dependent variable is inter-organizational coordination, and the independent variables are direct contact, understanding resources in early stages, continuous, direct supervision, reciprocal understanding factors. These variables were chosen as factors and surveyed its relationship in respect of other organizations to understand the role of different stakeholders in the drainage management

system in Dhaka city. The findings of the study suggest that the state of inter-organizational coordination between agencies in the drainage management system is weak because there is a lack of direct contact among the employees of the organization, have resource constraint, lack of supervision, and lack of institutional commitment. There is a little bit of coordination among the agencies about decision making. It is evident from the survey that response roles undertaken by different organizations are not effective also. Though the need for inter-organizational coordination is highly important for the effective drainage management system of the metropolitan city, but none of the relevant organizations mandated for drainage management seemed to have taken adequate measures to improve coordination.

Keywords: Dhaka city, Dania, inter-organizational coordination, drainage management, water logging and direct contact, understanding resources in early stages, continuous direct-supervision, reciprocal factors, institutional perspective.

Health effects of climatic disasters on coastal populations: study in the South-west Coast of Bangladesh

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Impact of Climatic Disasters is one of the most discussing issues in Bangladesh. Many disasters like low pressure, cyclone, storm-surges, saline water intrusion, heavy precipitation, flash flood, and water-logging, etc. come across the coastal regions and cause enormous losses of lives and properties of the habitats. To explore the health impacts of climatic disasters i.e., cyclones, storm-surges, flood, water-salinity intrusion, and water-logging, a cross-sectional study with a random sample consisted of 155 household heads was conducted on three coastal villages located in the South-west coast of Bangladesh. Coastal people encounter climatic disasters like low-pressure, cyclones, storm surges, floods, water-salinity intrusion, and water-logging almost every year. These calamities generate immense stunning impacts on their survival aspects. Almost all people, especially poor, pregnant women, children, and older people become the worst victims. Dwellers suffer from diseases like stomach upset, diarrhea, jaundice, itching, malnutrition, pneumonia, eye infections, skin diseases, hypertension, respiratory infection, etc. Peoples with loss of lives and properties fall in tension that escalates the risks of mental diseases like anxiety, depression, and frustration. Experience of fear and trauma for a long time causes high blood pressure, diabetes, heart diseases, etc. While rich people can somehow minimize the adverse effects but the poor cannot. The study concludes that the health impacts of climate catastrophes are many and diverse. To elicit the overall pictures of the health impacts of climatic disasters, further study needs to be conducted on a particular disaster covering all coastal areas in Bangladesh.

Keywords: climatic disasters, health effects, coastal populations, Bangladesh

Promoting climate smart village through social work interventions: the case of haor areas of Bangladesh

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Haor is a wetland ecosystem in the north part of Bangladesh, which is physically a bowl or saucer-shaped shallow depression tends to have more volatile nature due to unusual changes in the climate. The immediate consequences of these changes remarkably affect the livelihood of the Haor community. Therefore, it is an urgent need to develop a sustainable model for creating employment, increasing productivity and income, building resilience, securing health and education and ensuring food security. The ‘smart village’ integrates social, ecological, spiritual and sustainable economic development using advanced technology. In the ‘smart village’ model, energy access acts as a catalyst for a range of development outcomes. Climate-smart village leads to rapid improvements in healthcare, nutrition, education, and economic security. Therefore, the main aim of this paper is to identify social work interventions to increase the capacity of the Haor community. Based on the data gathered through sample survey, key informant interviews and FGDs in Haor regions, the study proposes a model for the climate-smart village through which community people would be able to realize their unique ambitions by picking and choosing the aspects of modernity that they wish to incorporate into their communities. The study suggests that social work interventions are inevitable for engaging community people into the climate-smart project through which they will get technology-based modern facilities even though they live in a geographically distant community.

Keywords: haor, climate change, flash flood, smart village

Risk management principles, framework and processes in the compliance to ISO 9001:2015 certification of the office of the regional governor-ARMM

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This study aimed to determine the Risk Management Principles, Framework and Processes in the Compliance to ISO 9001:2015 Certification of the Office of the Regional Governor- ARMM. The descriptive, evaluative method of research was utilized. A total of 187 respondents were the subject of the study. The data were tallied, analyzed and interpreted using the weighted mean. The respondents rated all the variables related to Principles enumerated as moderately evident, depicted that all parameters were met by the management within a specified time from its certification. Principles were rated in terms of Creates Value; Integral part of Organizational processes; Part of Decision-making; Explicitly Addresses Uncertainty; Systematic, Structured and Timely; Based on the Best Available Information; Tailored; Takes Human and Cultural Factors into Account; Transparent and Inclusive; Dynamic, Iterative and Responsive to Change; and Facilitates Continual Improvement and Enhancement of the Organization. Likewise, on the level of the Risk Management Framework, the respondents also rated all the variables as moderately evident. Furthermore, based on the set indicators, it was derived that the extent of the Risk Management Processes applied in the Office of the Regional Governor in Autonomous Region in Muslim Mindanao was rated by the respondents as moderately evident.

Keywords: risk management, ISO 9001:2015, risk management framework

National and international climate funds and state administration: policymaking and implementation of climate change adaptation in Bangladesh

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The policy-making and its implementation often fail to generate the desired outcomes that aim to adapt the adverse impact of climate change in a developing nation, Bangladesh – a highly vulnerable country to the impact of climate change. The study aims to interpret the policy-making and implementation process of climate change adaptation policy and its development implications, using national and international climate adaptation funds and existing state administrative framework in Bangladesh. They emphasize the role of participating governance actors (national/international), the administrative framework/traditions in which the policy actors operate, and the underlying politics and mode of operation therein that aims to dictate the adaptation policy-making and implementation. The study follows a mixed qualitative-quantitative approach of research. It uses funding data and participant observation, and subsequent interpretive research approach. The study findings inform the researchers, policymakers and practitioners that i) climate adaptation policy action is quite cross-sectoral – touches a wide variety of sectors and institutes from central to local, and also there that management of water resources is being placed as the key adaptation policy priority in the country, ii) for implementing adaptation development policy programs, major funding sourced from the domestic government; nevertheless, external funds are playing a decisive role that influence country's (climate adaptation) policy-making and administrative reorganization, iii) an elite general administration cadre-based bureaucratic tradition/layer persists in governing the climate policy, where even the international actors cannot bring reforms, what they otherwise perform for other layers of public

administration, iv) an antiquated generalist-based decision making at domestic level in one hand, consultant based time bound programmatic action by the international actors, on the other hand, might offer limited technical inputs or mutual exchange of technology and knowledge and sustainable operation in climate policymaking and implementation. The climate adaptation policy framework should be transformed towards the shaping of a more general-technical co-existence and fusion of ideas at the top level of decision making.

Keywords: climate adaptation funds; public administration; development actors; public policymaking; development policy; developing country

Correlates between the effectiveness of anti-drug abuse preventive strategies and measures and the attainment of objectives of the Philippine drug enforcement agency in south central Mindanao

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This study aimed to determine the significant relationship between the effectiveness of anti-drug abuse preventive strategies in terms of demand and supply reductions and measures in terms of school-based groups, community-based groups, workplace groups, and special groups and the attainment of objectives in terms of safeguarding the integrity and well-being of the citizenry; defending the same against acts or omissions detrimental to their development and preservation; and enhancing the efficacy of the law against dangerous drugs of the Philippine Drug Enforcement Agency (PDEA) in South Central Mindanao. The study utilized descriptive-correlation using purposive sampling to 150 respondents who were from PDEA, PNP, CIDG, and AFP, select school, drug surrenderers, barangay officials, DOH, DOLE, TESDA, and City Government of Cotabato, Kidapawan, Tacurong, Koronadal City and General Santos, utilizing a researcher-made survey questionnaires validated by experts and tested its reliability on alpha Cronbach, and treated employing mean and Pearson-r product-moment correlation. Findings revealed that demand and supply reductions as preventive strategies used by PDEA are highly effective focusing on the dissemination of information, education, and program through mass media as well as spreading anti-drug abuse messages through interpersonal communication between with teachers, students and parents. However, it was moderately effective in terms of preventive measures on workplace groups stating that drug surrenderers are oftentimes helped of their manpower resources for employment and placement. As regard to objectives, it showed that it was highly attained where the PDEA collects information on the production of the illegal drugs including importation and exportation, utilization of a controlled of delivery scheme of illegal drugs, as well as counteracts the illegal trafficking, takes charge on custody for purposes of evidence in court, as well as establishes forensic laboratory to any law enforcement agencies. Further, it was revealed that there was significant relationship between the effectiveness of anti-drug

abuse preventive strategies and measures and the attainment of objectives with .000. Although, the work-place groups as anti-drug preventive measures disclosed to be highly significant on safeguarding the integrity of its territory and the well-being of its citizenry particularly the youth as objective of the PDEA with 0.001 level. Hence, the barangay officials shall be the principal responsibilities for planning, strategizing, implementing and evaluating drug preventive measures being the frontline anti-defense in the grassroots.

Keywords: drug-abuse preventive strategies, drug-abuse preventive measures, Philippine drug enforcement agency, descriptive correlation, South Central Mindanao Philippines

Feminization of migration and the gulf countries: violation of rights, and policy options

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The ongoing debate about the ‘feminization of migration’ has gained considerable attention from migration scholars and policymakers. This debate has spurred owing to the fact that female migrants are on the increase and, in some cases; they are outnumbering their male counterparts and thus the remittances. The debate has been reinforced by the Asia –Middle East flow of domestic helpers (DH) – constituted mostly by females who remain the most vulnerable for a myriad of reasons. The Middle Eastern countries – recipient of a huge number of DHs—especially Saudi Arabia, are infamous for its brutal treatment towards the DHs. This is explained as ‘relational vulnerability’ reflecting their subordinate status and dependencies. Migration literature has so far dealt very little with female migration and its consequences primarily because of the fact that migration remained a male affair. The paper investigates the level of brutality perpetrated upon them. Purposively selected 128 returnees were interviewed between early 2017 and early 2018 (78 from Bangladesh; 29 from Nepal and 21 from Sri Lanka) for this study to delve into the factors that forced them quit the jobs in a few months of their arrivals.

The study reveals heart-wrenching experiences. Confinement in toilets for days, deprived of food and sleep, rape, physical torture, and non-payment of salary are the most common atrocities the employers exercise. The long-standing argument that a qualitative change in female migration has taken place has, however, been dispelled by the research. Potential migrants need to be trained, equipped with the required skills and knowledge on the language and culture of the receiving ends. A component of ‘resilience building’ in the training module needs to be included for coping with inadvertent adversities.

Keywords: feminization of migration, migration governance, South Asia, Middle East, human rights

Gang violence as an aspect of juvenile delinquency in Bangladesh: a criminological profile analysis

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This paper is an effort to understand gang violence, a form of juvenile delinquency, to offer a deeper insight for addressing the problem. The specific objectives that this study has dealt with are understanding context, risk, characteristics of events and the response patterns in gang violence. These specific areas addressed here are based on a framework suggested by the Australian Institute of Criminology (AIC). This framework has been chosen to make this study cover the areas where there is a serious dearth of academic literature on teenage gang violence in Bangladesh. In fact, the review of existing literature shows that the teenage gang violence issue in this country is mostly yet to be unclipped. Applying the qualitative content analysis method, this research has reviewed ten events of gang violence including killing, group clash and date violence to outline the context of teenage gang violence in Bangladesh. All these cases are analyzed based on news reports where non-reliable portals and social media contents are avoided to keep the standard of research reliability.

The study suggests both push and pulls factors in the socio-economic context that lead them to organizing and joining gangs as well as committing crimes of serious nature. When the mainstream cultural components fail to meet their sub-cultural demands, some teenagers find purpose, emotional fulfilment as well as material gain in gangs. Assessing risks, the study has found urban setting in overwhelmingly high risk of teenage gang violence. Moreover, individuals distancing from normal family and social engagement are at higher risk of gang involvement. The incidents of violence show the characteristic of planned execution with higher involvement of cyber communication in the process. Effective preemptive responses are hardly seen to stop such incidents from happening. Furthermore, law enforcing agencies respond in a manner to meet the legal responsibilities of finding the offender and bring them to justice are surprisingly limited. This study suggests the government acknowledge socio-economic as well as developmental reasons for children's criminality and address those issues by engaging proper institutions other than law enforcing agencies for long term solution.

Keywords: juvenile delinquency, gang violence, law enforcement agency

The role of the elected female members of reserved seats in the union parishads in Bangladesh: a case study of Dhamrai upazila

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Union Parishad is the lowest tier of Local Government System in Bangladesh which bridges between people and government. The government has been emphasizing women empowerment for the last two decades. In this regard, the Ministry of Local Government established a provision in the Local Government Act of 3(three) Reserved Seats for women at Union Parishad to promote female leadership through Election. This reformation enabled the female leaders to be elected in the UP by a direct vote of the people. This paper intends to explore the roles played by these elected female members of the UP. This research is conducted following a qualitative method and interview technique. Both primary and secondary sources have been used to collect data. Face to face interview has taken from 45 female members of 15 Union Parishads in Dhamrai Upazila, Dhaka district with a well-structured questionnaire. The study was conducted from March to May 2019. Attitude towards female leadership, the impact of the postures of local people, female leaders work for development; these are the main issues of the study. The study also found that most of the elected women are conscious less regarding their job responsibilities. At the same time, most of the local people are less literate with the status quo. Finally, the study revealed the obstacles of their workplace, challenges in the family, local society and probable measures to overcome such situations. Furthermore, female leadership and representations in the UP can include the backward women in the mainstream of development and decision-making process accordingly, which will undoubtedly play a crucial role in achieving Sustainable Development Goals.

Keywords: local government, union parishad, elected female members, women empowerment, Bangladesh

Paradigm shift of cultural dimension of femininity in Bangladesh

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Femininity matters. Essentially this notion of femininity is examined as an alternatively viable tool for commencing structural change in the present society by impacting the various indicators of the development phenomenon. Bangladesh is forwarding towards a stage of developed country by implementing democracy and holistic development in all strata. The government of the country is trying to resolve all discrimination based on gender. Many indicators of development and good governance focus on gender, equity and social inclusiveness. To fulfil the dreams of the country, a paradigm shift in its cultures is important. Cultural dimensions theory stated by Geert Hofstede includes the presence of femininity in different developed societies where everyone plays in a modest way. This article advocates for the insurance of sustainable using the essence of femininity while rationalizing the potential of implanting femininity into the basic threads of the lifeline of the society. The achievements and challenges that Bangladesh in achieving the milestones of development envisaged in MDGs, and subsequently SDGs has been investigated categorically with a case to case basis discussion and exemplification throughout the article which proves that for actual development a paradigm shift in the society is needed. The overwhelming need for advancing the womenfolk in every sphere of society by their overall empowerment is predominantly argued in the current paper. Data have been collected from secondary sources under content analysis, and the recommendations are presented in an interpretative manner. A cross-cultural analysis shows the expected shift in the later part of this paper.

Keywords: femininity, development, paradigm shift

In quest of policy limitations of local government of Bangladesh to combat with the climate change issues: a case study of Rampal upazilla

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Local government is an integral part of rural development in the remote area of Bangladesh that governs community development and climate change factors. Although the southern part of Bangladesh is vital to make ecological balance but local institutions here have failed to manage the impacts of climate change. In fact, it is an obstacle in attaining of 17.1 and 17.14 number goals of SDGs, emphasizing on the systematic policy and institutional issues of local government. The present study has mainly focused on the policy limitations of local government to combat with the climate change issues towards attaining SDGs. However, in this purpose, the study intends to explore the limitations of local government policy to combat with the climate change issues firstly and secondly, making an analysis on Rampal Upazilla of Bagerhat district to show the challenges of local government institutions to meet the issues. The study has followed both qualitative and quantitative methodology in analyzing data. In addition, it is descriptive, experimental and analytical in nature. The paper has revealed the weakness of infrastructural, institutional and financial management system of the local government body. Finally, the result of the paper suggests amending the existing 'Local Government Acts' to adapt with climate change and to achieve SDGs.

Keywords: local government policy, SDG, climate change, Rampal upazilla

Interpreting lived experiences: the dilemmas of public sector leaders

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The research explores bureaucratic belief systems, practices and attitudes about governance by examining how public sector leaders (PSL) respond to practices of governance. The research attempts to unpack the webs of belief and meanings through which PSLs construct their world of work. Preserving the integrity of the state and yet to be representative; expecting to be neutral and at the same time required to join the alliance — these classic dilemmas are frequently faced by the Bangladeshi PSL nowadays. The idea of the dilemma is integral to Bevir and Rhodes' (2003, 2010) interpretive approach. Drawing on insights from Bevir and Rhodes (2003, 2010), the authors state that a dilemma arises for an individual or institution when a new idea stands in opposition to his/her existing beliefs and practices that necessitates a reconsideration or alteration to the existing ones. Thus, dilemmas are a useful concept for exploring situated leadership practices and decision-making process. Taking an interpretive approach, this research presents empirical insights in an important subfield of public administration, namely, lived experiences of PSL about the governance practice. The researcher administered in-depth interviews, Key Informant Interviews (KII) and Focused Group Discussion (FGD) among junior PSLs, mid-level PSLs and senior PSLs. Findings suggest that when there is a clash between the public interest and the bureaucratic self-interest, the bureaucrats tend to act for themselves, although they may try to dress up their demands in 'public interest' language. Findings also suggest that there is an existence of a variant of logrolling that is prevalent between a section of bureaucracy and the political groups. One of the contributions of the research is that public sector leaders' response towards the governance practice is shaped by the wider web of beliefs, embedded in a historically inherited tradition and that dilemmas arise when the public sector leaders face new situations uncommon to them.

Keywords: lived experiences, dilemma, belief, bureaucracy, tradition, leadership

Rohingya refugee crisis: a threat to peace and security

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The contemporary Rohingya refugee situation is characterised by human suffering. This crisis creates burdens on local capacities; poses security threats for the host country; and puts tremendous pressure on the international community and development partners for tackling humanitarian crises of the refugees. These conditions may further worsen if there is no long-lasting solution regarding refugees. It is worth mentioning that the refugee population is on the rise at the global level. However, the case of Rohingyas, who are settling in Bangladesh, is one of the most complicated refugee issues in the world today. Bangladesh is now hosting more than one million of the stateless population of Rohingya refugees, a Muslim ethnic group from the state of Rakhine in Myanmar. The current situation thus requires particular actions from regional governments concerning the statelessness of Rohingya refugees, and effective measures need to be introduced immediately to protect their human rights. This paper will explore the security concerns emerging from the statelessness of Rohingya people.

Keywords: Bangladesh, Myanmar, Rohingya

Comparative analysis between 1948 and 1982 citizenship laws of Myanmar concomitant to 1947 and 1974 constitution of Myanmar: from the perspective of Rohingya crisis

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The current crisis in Myanmar concerning the Rohingya people has resulted in a huge number of stateless refugees. An answer to the citizenship of these refugees is urgently required. This study summarizes the comparative analysis of the existing citizenship framework of Myanmar with the older version. After briefly reviewing earlier legal framework Citizenship Law of the Union 1948 concomitant to the 1947 Constitution of Burma, the study analyzes the changes made in Citizenship Law of Burma 1982 concomitant to the 1974 Constitution. Major results from the empirical studies conducted earlier suggest that there exist three types of citizenship in Myanmar while this study has found that there are four types of citizenship prevails in Myanmar. The study also has come out with the finding that there exists very little scope for the Myanmar government to legalize a large number of Rohingya populations unless the Law is revised first. Therefore, the government should focus on the revision of the law if it really wants to prove its good intention for a sustainable solution.

Keywords: refugees, stateless, citizenship, sustainable solution, revision of law

Young Rohingya refugee: a camp life study

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The brutal extortion, persecution, mass-killings, torture, rapping, crackdown by the Myanmar army and subsequent massive influx of Rohingya- the ethnic Muslim minority of Rakhine state of Myanmar- to neighboring Bangladesh is a global concerned for humanity crisis and violation of human rights. It is estimated that about 1.1 million Rohingya is bound to shift to Bangladesh since 25 August, 2017 for state crime and violations of their right to life. This paper studied the camp life setting plight, deprivation, and experiences of young Rohingya refugee communities forced to shift from Myanmar to Bangladesh.

The study was to explore the thinking and experiences of Young Rohingya refugees in their camp life settings in Bangladesh. It used qualitative research approach – as qualitative research is the scientific research used extensively to explore ideas and experiences that people counter in their economic and social life. A survey was conducted to explore the experiences that the young Rohingya group found in the camp setting life. It used primary data in the study. It also used Focused Group discussion (FGD) with local leaders commonly known as Majis and consulted with pool of experts working in different local, national and international NGOs and organizations to understand cross-cutting issues. It reviewed the existing literature, documents, fact-findings, reports and guide lines of humanitarian response for validation. The sample size of the study was 42 young Rohingya refugees who were persecuted from Myanmar to Bangladesh and living in camp life setting. The respondents were on random basis to minimize sampling biasness. Young Rohingya refugees in the study implied forcibly resettled Rohingya of ages 18-28 years old who were young boys and girls living in different blocks of camp and having different background of experiences. The survey site was camp-6 of Kutupalong, Ukhiya of Cox's Bazar district.

The study found different experiences of life in camp setting in Bangladesh. Some young expressed satisfaction, while, others mentioned various drawbacks in the standard of social and economic services extended as humanitarian response. It is found that shelter sector services need technical transformation, food supply services need quality service development, education sector needs new education service model.

Keywords: young Rohingya refugees, camp life experiences, humanitarian response, socio-economic services

The effect of marketing mix (7Ps') elements on tourists' satisfaction: a study on Comilla

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Tourism is a fast-growing and multidimensional industry and it becomes an increasingly important sector in Bangladesh. The main intent of this study is to examine the effect of marketing mix (7Ps) elements on tourist's satisfaction. The data of this paper were collected by using structured questionnaire from sample of 50 people from Cumilla district of Bangladesh. Data were analyzed with the help of software SPSS-22 version by using the statistical techniques correlation and regression. The finding of the study showed that five out of seven marketing mix elements were positively related to tourist's satisfaction, but the promotional activities and tourism process of Cumilla were not satisfactory to the visitor's. So some recommendations have been given for future improvement and to position this place in the heart of tourists'.

Keywords: tourists' satisfaction, marketing mix, 7Ps', Comilla, Bangladesh.

Monitoring over-tourism: DMS (Destination Management Systems) as a way forward

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Destination Management Systems (DMS) afford comprehensive and latest statistical data on a specific or multiple tourist destinations. DMS makes available a widespread set of tourism supervision, advancement and fulfillment tools with tourism products and services, and tourist databases as its basis. However, the core objective of this research is to propose a common DMS, including sub-systems of DMS to the tourism destinations in Bangladesh to ensure proper tourism management by using this common platform. Thus, the study has been conducted using a qualitative case study approach. Focus Group Discussion has been conducted among the technology experts, tourism specialists, concerned government bodies, tourist police and other stakeholders. In addition, interviews among related destination management organizations with a structured questionnaire have been taken to represent the idea. DMS are of great use to manage the tourist flow and to have proper statistics. It helps to connect with the national server to restrict the number of visitations in an area. This platform can be used both for marketing and de-marketing of destinations according to respective situations. Categorizing tourists, their preferences, characteristics and most importantly to reduce the seasonality of tourism business, this system is a must. Moreover, this research can pave the way forward to have proper management over the tourism systems in Bangladesh by providing necessary guidelines to create and upkeep DMS as a whole.

Keywords: over-tourism, tourism management, destination management systems (DMS), tourism products, tourist database

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The journal's language is English. British English spelling and terminology will be used. Authors are responsible for ensuring the language quality prior to submission.

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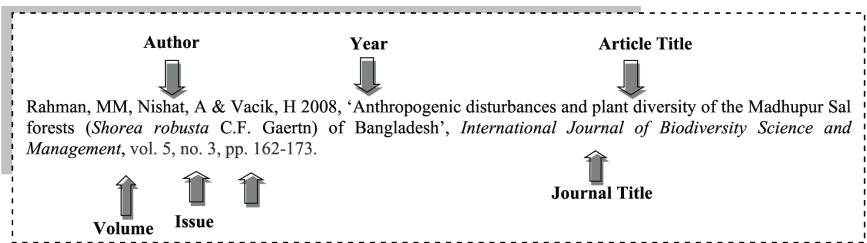
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Rahman, MM, Nishat, A & Vacik, H 2008, ‘Anthropogenic disturbances and plant diversity of the Madhupur Sal forests (*Shorea robusta* C.F. Gaertn) of Bangladesh’, *International Journal of Biodiversity Science and Management*, vol. 5, no. 3, pp. 162-173.



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Direct quote	According to Paul (2011, p. 4), Bangladesh maintained a fixed exchange rate until the late 1970s	Paul, BR, 2011, ‘Revisiting Export-Led Growth for Bangladesh: A Synthesis of Cointegration and Innovation Accounting’, <i>International Journal of Economics and Finance</i> , vol. 3, no. 6, pp. 3-15.
Indirect quote	Paul (2011) found that Bangladesh maintained a steady exchange rate until the late 1970s	
Two authors	(Alam & Teicher 2012) or Alam & Teicher (2012) found that	Alam, Q & Teicher, Julian, 2012, ‘The State of Governance in Bangladesh: The Capture of State Institutions’, <i>South Asia: Journal of South Asian Studies</i> , vol. 17, no. 45, pp. 1-27
More than two authors	(Vacik et al. 2009) or Vacik et al. (2009) found---	Vacik,H, Rahman,MM, Ruprecht, H & Frank, G, 2009, ‘Dynamics and structural changes of an oak dominated Natural Forest Reserve in Austria’, <i>Botanica Helvetica</i> , vol. 119, no. 1, pp. 23-29

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