This policy brief is made of the contents provided by the researchers whose research works were completed in the financial year 2022-2023. Six research works were completed in that financial year. Full reports of the research works can be accessed on http://dspace.bpatc.org.bd:8080.

ADMINSTRATIVE REFORMS: PAST REVIEW AND CURRENT PRACTICES IN BANGLADESH

[Researchers: Dr. Md. Zohurul Islam & his team]

[Photo Source: Internet]

The Research Issue

Bangladesh Public Administration has experienced a number of paradigm shifts initially started with rotating the focus on a citizen-friendly administration to the contemporary concept of technology driven innovative public service delivery. Soon after independence of the country, Bangabondhu Sheikh Mujibur Rahman- the Father of the Nation, underlined times and again the importance of service delivery oriented and accountable of civil service with a clear view to replace the colonial bureaucracy. Presently, the development agenda of the government, such as- 'March towards Prosperity', including many unconventional and innovative initiatives offer focus on efficient, service-oriented, open and hassle-free administration; at the same time, Government wanted to shape the public administration so that the economic goals are achievable. In between, the country- particularly the public administration has faced many other exercises to bring changes in terms of restructuring institutions, updating legal systems, capacity building, strengthening good governance, and rebalancing state organs through redistribution of authorities, and in terms of setting priorities, too. At least seventeen major committees and commissions for administrative reform and pay commissions have been formed and all of them submitted recommendations. Out of these (17), only seven reform bodies dealt with the entire civil service. Six were concerned with issues related

micro-restructuring in the civil service. Three bodies worked exclusively about the pay structure of the civil service. The rest dealt with some specific issues, such as recruitment and promotion.

However, a thorough review on the reform initiatives, including scrutiny on the relevant suggestions laid down in different reform reports yet to find any systematic study. As there remain a number of reform endeavors carried out by different commissions and committees, it is equally important to capture the trend of implementation of public administration reform-recommendations in Bangladesh. This is also a matter of interest to study how those suggestions and subsequent reform initiatives are relevant to offer good governance and better service delivery. This research work is an exploratory one, by nature. The overall objective of the study is to review the reform initiatives in Bangladesh Public Administration and to capture the trend of public administration reform in the country. In particular, the research objectives are to: 1. review post independent public administration reform initiatives and its status of implementation; 2. examine the current practices of good governance and focus of public administration reform; 3. identify future requirement & change actions for better public service delivery and 4. Finally, to provide policy suggestions for public administration reforms in Bangladesh.

Methods

This study considers a multistage random sampling from a population (civil servants) working at both levels central and local level of public administration. All levels of government staff are involved with administrative process. Thus, this study is considered ministerial and local level public administration. Due to COVID-19 and time frame of research we considered convenient random sampling as a method of sampling. Data were collected using both quantitative and qualitative research techniques. A structured survey questionnaire designed on a five-point Likert (1932) Scale and was used to collect quantitative data to measure the variables that include 'reason for administrative reform', 'benefit of administrative reform', 'reform for good governance', 'evaluation of Government That Works-1996', 'failure of reform initiatives', 'force for administrative reform' and 'way forward for reform initiatives.'

This study is adopted a mixed method of research, therefore apart from survey instrument as quantitative approach, a qualitative approach KII is also used. KII is used to capture in-depth thought of the community on

reform initiatives in Bangladesh. Thereby, the objective of key informant interviews is to collect relevant information and data from a wide range of people, who have experienced with administrative reform and knowledge on administrative reform from both of the practitioners' point of view and academic point of view. Therefore, KII has been performed within academician and practitioners. Academics are with long teaching experiences with research and also worked in government in different policy level capacities. Practitioners are also having wider experience in public administration, and they have long length of service in public administration. Those civil servants (practitioner) are very much aware of structure of public administration, recruitment and career pattern of civil servants, performance and reward system of civil servants. However, for the purpose of the study, KII participants talked about forces of administrative reforms, its benefit, failure of past reform recommendations, expected reforms in public administration for quality service delivery and for good governance, capacity required for competent civil servants, challenges and suggestions for future reform initiative.

Data were collected in March 2020. Filled in the questionnaire were entered into Statistical Package for Social Science (SPSS), version 26. While analyzing the data, reliability, validity, normality, descriptive statistics, T test, frequency distribution and multivariate correlation were used. Before entering the SPSS, questionnaire items were coded as per variable statements discussed in the instruments.The major variables content consistencies are checked through Cronbach Alpha value and according to variable items alpha values are presented in chapter four (data analysis part) found that internal consistency is validated as per Cronbach Alpha value recommended by Nunnally (1978). In this study the variables used that have been used by other researchers as well in their study. And frequently used mixed approaches (qualitative and quantitative) of research have been adopted for this study. Reason of administrative reform; benefit of administrative reform; reform for good governance; reform evaluation; reform failure; force for reform were the major variables and a number of variable items are used and these are previously used.

Key Findings

- Respondents' expertise mainly remain in the areas of 'administration', 'management', 'finance', and 'ICT & Training mostly; majority of them work at 'decision making level', and 'operational level as well';

- Respondents opined that except 'transparency and openness' in administration administrative reform requires to fit with 'political manifesto' or 'vision plan';

- Reason for administration reform' measuring items are highly correlated with each other at the significant level of p<.05.

- Among a number of benefits of administrative reform, 'changes bureaucratic role' is highly important as the respondents viewed;

- For administrative reform, they also underlined on 'structure, process and behaviour changes in public administration';

- At the same time, statistical analysis of descriptive information shown high mean score on 'bring bureaucratic changes and structural changes in public administration';

- Cronbach alpha result confirmed that 'benefit for reform' measurement items are consistent with each other; and correlations matrix result also confirmed that they are highly correlated (p<.05);

- Respondents opined that administrative reform brings 'accountability' in public administration; they also, agreed that moreover reform initiative contributes to 'transparency' in public administration;

- Result revealed that administrative reform introduced 'good governance' in public administration;

- 'good governance' measuring items have got high scored of mean values, revealed that administration reform adds value to practices of good governance in public administration;

- Equitable and responsive public administration have been identified as core component by the study respondents for administrative reform;

- Participatory decision-making approach is not practiced in public administration, which is identified by the study respondents;

- HRM practices are given importance for administrative reform;

- 'Big Bang' approach is the root cause of failure for administrative reform;

- In absence of clear strategy, administrative reform was failed;

- Failure of administrative reform component is measured with five items, which are scored high mean value and they are significantly (p<.05) correlated with each other; thus, those components should be considered for success of administrative reform;

- Catalyst for administrative reform items such as: 'political will'; 'proactive demand from policy maker'; 'HR mobilization'; and 'economic resources mobilization' are scored high mean values; and descriptive pattern of correlation matrix is significant (p<.05); result revealed that those components are considered as a catalyst or force for administrative reform;

Policy Implications

- Align all/any reform initiative in line with achievement of Vision 2041 and Delta Plan. Consider delineating specific time plan, benchmarks, create enabling environment, and determine responsibility for each of the reform targets.

- Set an appropriate body/committee to thoroughly investigate into the previous reform reports with a view to identify 'yet-to-implement' recommendations which would supportive to achievement of the goals and targets of Vision 2041 and Delta Plan. The committee should also detail out a workable plan for implementation of those 'yet-to- implement' suggestions of the previous reform reports.

- Avoid Big Bang approach to become successful in reform. Bangladesh has a number of ministries and line-departments; except there are local government bodies, watch-dog institutions and other bodies. Therefore, compact sectoral reform initiatives would contribute to capture success.

- Capacity building for change management is the key towards any successful reform initiative. Capacity building for reform should be considered as a set of parallel endeavors to drag public employees, public sector organizations, and the legal system in line with respective reform agenda.

- Global competitiveness, equitable resource distribution, easy access to information and services, good governance, integrity, enhanced capacity for Vision and development goals should get priority at the background targets of administrative reform.

- Strong political will and commitments are always perceived as prerequisite for any successful reform in public administration. Such political will and commitment have to demonstrate persistently; which is only possible if reform gets priority in political manifesto.

PRACTICES OF ORGANIZATIONAL CULTURE AND DEVELOPMENT IN PUBLIC AND DEFENSE TRAINING INSTITUTIONS: A COMPARATIVE ANALYSIS

[Researchers: Dr. Md. Zohurul Islam & Shamim Hosen]

The Research Issue

The managers of the training organizations must think with a global mindset in the changing environment. Thus, s/he must think 'globally'; 'locally' and 'globally & locally simultaneously with the understanding of globalization. An organization may respond to an unprecedented global circumstance in a static or very dynamic way. It can refer to learning from COVID-19 experience. Even the organization has given a paradigm shift from a structured organization to a virtual and flat organization, where there is no more time limit and dress code as well. Still, to cope with and capitalize on the change, training must be emphasized. Consequently, the leader or head of the organization must respond positively, whether in local or global circumstances. Again, those sorts of changes may come from internal or external culture and the development of the organization.

Besides, training is an essential tool for human resource development to performer job effectively either for public officers or regimental officers. It has been said that "training can be thought of as the planned and systematic activities designed to promote the acquisition of knowledge (i.e., need to know), skills (i.e., need to do) and attitudes (i.e., need to feel)". Usually, in the public sector training enhances job quality; minimizes the cost of production or service; reduces time and visits, lessens supervision; increases morale at work; uniforms performance, and so on. On the other side of the coin, defence services are significantly needed for national entities and the protection of the county. The defence service personnel are provided rigorous training to protect the national interest and values against external and internal threats and any kind of aggression. So, defence service personnel must go under continuous training than public officers training in the public sector.

Moreover, organizational culture affects training organizations as well; organizational culture represents general beliefs, ideologies, policies & practices, and values. A common belief and culture bring all the employees to a common platform. Literature has given a pragmatic definition of organizational culture, whatever the organization type is. But in practice, there Is a large gap between theory and practice. In an organization, four types of organizational culture are found. Among them, hierarchical cultures very much prevail in public sector organizations. The others are clan culture, adhocracy culture, and market culture. In training organizations, especially public sector training organizations, the existence of hierarchical culture often hampers the academic environment. But knowledge and expertise should create the scope of autonomy of teaching in the changing environment. Thus, acquiring knowledge and disseminating it should have no boundaries.

In practice, it is often a mismatch with training organizational culture. In training organizations, action research culture is a must. Case-based lessons are highly required for trainees who are working at field-level organizations. Unfortunately, in many training organizations curriculum, content and delivery methods are not updated regularly. Besides, trainers are not paid satisfactorily and do not have the scope of an excellent carrier. As a result, this dissatisfaction often hinders innovative work culture. Additionally, the high turnover rate, the conflicting attitude of the employees; down flowing communication, less trust among the faculty, delayed decision-making process, not welcoming change, or reform and so on aggravate the overall situation. Having reviewed the literature, a few empirical studies have been found regarding the training organization culture of public and defence training institutions. Therefore, this study has brought a new light on organizational culture, especially for the training organizations both in public and defence, which may justify and prove the earlier study result. The objectives of this research are to: 1. identify the perception of culture factors items and development factors items; 2. find out influenced factors and their impact on organizational development; 3.examine the relationship between the variables of organizational culture and development; and 4. Analyze the differences among the variables regarding organizational culture in public and defence training organizations and formulate strategies for the policymaker.

It has been said that some parts of organizational culture are visible, and some parts are not. Where different lenses define 'hard culture' and 'soft culture accordingly. Certainly, still, teamwork or team culture, leadership type, motivational approaches, and incentive packages culture in organizations are the influences factors on organizational development. Based on the literature review, therefore, the study conceptual framework is depicted below:
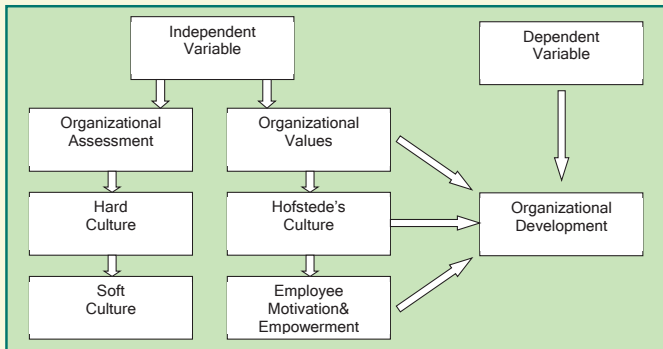
Figure 1: *Conceptual Framework [Adopted from Hofstede's Model]*

Methods

This research is based on deductive approach, where knowledge already exists. Study hypotheses are developed based on literature Review. According to the literature review and previous research findings, this study is framed as a conceptual framework. Therefore, quantitative approach is adopted as a research method. With this research approach as a research tool questionnaire survey is administered to get the data from the field to test hypotheses. The study went for emailing and direct questionnaire survey, where a large number of respondents and a number of organizations as samples are covered. This approach made the survey more convenient in time and cost. Respondents have a positive attitude towards the variable with close-ended judgment. The survey questionnaire consisted of 'demographic variables', 'organizational core value', 'organizational assessment', 'hard and soft culture', 'Hofstede culture', 'employee motivation and employment', and 'organizational development'. Structured and close-ended questionnaire items are used for study purposes. The study has been given the focus on public and defence training institutions. The respondents are considered faculty, researcher, administrator, training managers and others who are directly related to training programmers.

Therefore, the study focuses on public training institutions like Bangladesh Public Administration Training Centre; BCS Administration Training Academy; Bangladesh Academy for Rural Development; Rural Development Academy; Bangladesh Police Training Academy; National Defense College, National Defense and Staff College; Bangladesh Military Academy; Bangladesh Air Force Academy; Military Training Academy; and Naval Training Academy. This study has adopted the probability sampling method. Through this probability sampling method, stratified sampling is used for data collection. This study went on a simple random sampling method for data collection. In this study, Yamane's (1967) formula (n=N/1+N(e) square) is used to calculate the sample size from the population. Variables are also identified as per study requirements such as: dependent and independent. Independent variables are organizational values; organizational assessment; hard &soft culture; Hofstede culture; employee motivation & empowerment; and the dependent variable is organizational development. Therefore, questionnaire items are measured with despondent perception and used a five-point Likert Scale. Measurement scales range from 'strongly agree' to 'strongly disagree'.

Key Findings

This study has focused on public and defence training organizations, respondents are mostly from public training organizations (71.3%) and few are from defence training organizations (28.7%). Of the number of organizations, five are from public training institutions and five are from defence training institutions. For male and female participation this study found only 15.9% represents females and the rest are male, revealing that male faculty are more in public or defence training organizations. The study result found that in training institutions job types are mostly like: trainer, researcher, both training & researcher, administrative support service, and training manager as well, which is quite natural for a training institution. The study has got a quantitative approach and organizational culture & developed practices in public-defence training organizations are measured with some major variables related to 'organizational values', 'organizational assessment', 'hard & soft organizational culture', 'Hofstede culture', 'employee motivation & empowerment' along with 'organizational development'. In respect of construct/variable, several items are included, which are measured with the Likert Scale. In the context of organizational values 'vision-mission', 'discipline', 'time management', and 'team spirit' have reached high mean value, which revealed that those components are most important to explain organizational values.

On the other hand, the regression model summary confirmed that 'integrity (β=32.8, p<.000)' and 'professionalism (β=35.9%, p<.000)' have a positive impact on organizational development. And the regression model is significant (p<.05), and explained 41.7%of the total variance. Therefore, the study result claimed that organizational values and cultural components are very much important to practicing organizational development.Results revealed that leadership culture, shared value culture, and motivational approaches are to be practiced more for organizational development. Here, the regression result confirmed that there is a positive and significant relationship between organizational assessment components and development. The regression equation result confirmed that 'motivational approach (β=16.6, p<.07)', 'transformational leadership (β=35.2, p<.000)', 'internal employee relations (β=15.6, p<.03)' and 'learning organization (β=13.5, p<.09) have positive and significantly impacted on organizational development.It is observed that a significant percentage has been given on the agreement scale concerning the hard and soft culture components. Even descriptive statistics have got moderately high mean value, which indicates that those components are in practice in both organizations.

Apart from the mean and standard deviation results, the regression result model summary confirmed the positive and significant relationship between the independent and dependent variables. Also, the model is proven that 'system (β=43.6%, p<.000)', and 'structure (β=39.6%, p<.000)' have positive and significant influences on organizational development. The same 'skill 'has a positive and significant impact on organization development, which explained19.2% of the total variance and 'talented staff' has a positive and significant (p<.020)impact on organizational development, which explained 51.7% (p<.000) of the total

variance. The result revealed that whether public or defence training organizations, they practiced much hierarchical work behavior as well as individualism work culture and less planned culture.

On the other hand, training organizations do practice 'time management', customer-centric work environment', and 'no gender-biased boss', as they got high mean value. In the age of electronic government and IT-dependent service orientation, less hierarchy is time-worthy demand from all. Therefore, team culture and organized planned culture are much important for organizational development. A regression model is performed with OD, the result revealed that the model is significant (p<.000) and the R-square result is .620. Among the six-independent components of Hofstede's dimensions, 'less hierarchy work behavior (β =16.7%, p<.006)', 'collectivism vs individualism (β=31.3%, p<.000)', 'organized & planned culture (β=30.2%, p<.000)', and 'customer satisfaction (β=21.2%, p<.001)' have a positive and significant impact on organizational development. Other dimensions have an impact on OD, but not significant.

Therefore, the Hofstede dimension must be practiced for OD either public or defence training organizations. Most items on employee motivation and empowerment are not scored high mean values, which reveal that employees are not much motivated or empowered by the organizations (both public and defence). With these items as independent components, a regression model (as dependent OD) is seen as significant for organization development. More precisely,' proud to work (β=27.1%, p<.000)', 'team member (β=15.8, p<.007)', 'not attending the unnecessary meeting (β=20.1%, p<.001)', and 'part of the decision maker (β =45.2, p<.000)' have positive and significant impacted on organizational development in both public and defence training organizations.

Policy Implications

Merely very few studies were done on organizational culture and development, especially on public and defence training organizations. No single study has taken organizational culture in a training institution. Therefore, this empirical study validates the variables' items' consistency, which is tested through Cronbach's Alpha result. As core values of an organization (public or defence) 'integrity' and 'professionalism' are the most core values, those are more important for organizational development as cultural elements. For organizational development as an assessing organization, 'motivational approach', 'transformational leadership culture', and 'employee relationship' are also the core elements of organizational culture that influenced OD.

- A number of core values are identified by the respective organization, in every organization's vision' and 'mission' statement is there. Vision Mission should be linked with other core values, thus will give better performance. The executive should emphasize this aspect and the vision mission is to be reviewed frequently;

- Integrity and professionalism matter in organizational performance, thus the top of the organization or head of the organization must emphasize those elements as a core culture of respective organizations;

- In a dynamic space of business, transformation

leadership is more important and required. Therefore, to sustain the organization and its performance, transformational leadership behaviour must be practiced by the head of the organization;

- Public or defence it is seen that too much hierarchical structural organizational pattern, the study suggested that less hierarchical pattern of organizational structure is preferred with avoiding unnecessary meetings. Thus, the head of the organization should give more attention to this ground;

- An industrial relationship (boss-subordinate relationship) is defined as good culture; this study suggested maintaining a good 'boss-subordinate' relationship for organizational development. So, the head of the organization must create a congenial working relationship environment at the office; and

- Head of the organizations must practice participative decision-making process at the office.

CONTRIBUTION OF BPATC'S DIGITIZATION INITIATIVES TO ITS CORE VALUES

[Researchers: Afroza Parvin & her team]

The Research Issue

BPATC has implemented a lot of digitization initiatives to improve its working culture and environment. Prior to this research, no study was carried out to measure the contribution and alignment of these initiatives to the core values of this centre. The current study focused to identify the extent to which digitization initiatives of BPATC contribute to its core values. The broad objective of this study was to determine the extent of contribution of digitization initiatives of BPATC to its core values. To reach to the broad objective, the specific objectives were to determine whether the digitization initiatives in BPATC are aligned to its core values, to find out which digitization initiative of BPATC contributes to which core value, to find out the degree of contribution of the digitization initiatives to maintain the core values, and to recommend ways to improve the digitization initiatives. This research did not evaluate the performance of the digitization initiatives. Rather, this research found out whether the digitization initiatives are aligned with the core values and the extent of their contribution to the core values. Any performance of the digitization initiatives which is not contributing to the core values was out of the scope of the study.

Methods

This research is exploratory in nature. Both qualitative and quantitative data were used in this research. For qualitative data collection researchers used KII, IDI, and FGDs as data collection techniques. On the other hand, survey method was followed for quantitative data collection. All the users of BPATC digitization initiatives were the study population. This included the existing course participants and the faculty members and staffs. The data collection was conducted in BPATC, Savar, Dhaka. The questionnaire survey was conducted among 300 participants, faculties, and staffs of BPATC. Among them 200 were the participants from the existing courses and 100 were from the faculties and staff of the centre. The interviewees who are aware of certain digitization initiatives

were asked to rate the degree of contribution by the digital initiatives to the core values of BPATC using a 5-point Likert Scale (Highly Negative Contribution= -2, Moderately Negative Contribution= -1, No Contribution= 0, Moderately Positive Contribution= 1, Highly Positive Contribution= 2). The scores are then averaged to understand their perception regarding the contribution of digital initiatives to the core values of BPATC. In total 7 Key Informant Interviews (KII), 3 , Indepth Interviews (IDI) and 2 Focus Group Discussion (FGD) were conducted with the relevant respondents. Purposive method was utilized in this study. The data from questionnaire survey and qualitative tools were then triangulated to reach the findings.

Key Findings

The study identified four shared core values among seven described core values of BPATC. The shared core values are discipline, integrity, innovation, and learning for result. The other three core values (inclusiveness, team spirit, and professionalism) are mentioned in the documents of BPATC and often emphasized by the top management. The study identified six digitization initiatives. They are Enterprise Resource Planning (ERP) System, Library Automation System, Online Classroom System, Clinic Management System, Digital Attendance System, and E-Ticketing System. It was found that 100% of the both group of respondents are aware of ERP system. 82% of the total respondents have acquaintance with library automation system where the course participants are more aware (89.50%) than faculty and staff group (67%). 86.7% of the total respondents know about online classroom system. Two third of the total respondents know about clinic management system. Only 11% of the faculty and staff group do not know about this system while a significant percentage of course participant group i.e., 44.50% does not know about the system. Due to daily use, 100% respondents of faculty-staff group are aware of digital attendance system while only 39.50% of the participants are aware of this system. 89% of faculty and staff and only 20% participants are aware of e-ticketing system.

ERP is the only digitization initiative in BPATC of which all the study population is aware of. It was found that the faculties use ERP more than the participants. ERP system positively contributes to the practice of four shared values of BPATC. It is also found that the contribution of ERP is less significant to learning for result in comparison to the other three values. Furthermore, faculties and staffs think more positively about contribution of ERP to core values. The study revealed that BPATC library has lost its appeal as the centre of learning. Several participants of core courses have completed their course without issuing a single book from the library. It was found that manual services are still provided in the library. Library automation system contributes positively to the four shared values. the system has the lowest contribution score to core values among the four identified shared core values. That indicates that the automation system has failed to revitalize the library as a Centre of learning.

The faculties and staff of BPATC have identified online platforms like Zoom and Cisco WebEx as online classroom system. However, many participants of core courses like the Foundation Training Course have refused to recognize these online platforms as online classroom system. They

believe that a system where all types of classroom facilities such as classroom materials, handouts, power point presentations, class video recordings, reading lists, etc. are stored in a single platform will be regarded as an online classroom. The contribution of the online classroom system is insignificant in respect of discipline, integrity, and learning for result scorinof 0.11, 0.21 and 0.53 respectively. Participants of core courses believe that the online classroom system has made it easier for them to deviate from a disciplined class. Among all the digitization initiatives in BPATC, the online classroom system has the lowest contribution scores to the shared core values.

The clinic management system was not developed on a web-based platform and that is why it has zero potential to be integrated into a single web-based platform that serves all the digitization demands of BPATC. It was found that almost half of the participants do not know about the existence of clinic management system. The system has significant contribution to discipline and integrity while low contribution to learning for result and innovation.It was found in the study that only the faculties and staff use the digital attendance system. Interestingly, the participants of the core courses demand to have a digital attendance system. They are no longer satisfied with the signing of an attendance sheet on every session. the system has very significant contribution to discipline scoring1.53. Digital attendance system also contributes positively to integrity, innovation and learning for result.

Though BPATC has introduced the E-ticketing system for a while, the course participants do not use it. The contribution of e-ticketing is positive to the four shared values but not very significant. The reasons of low contribution are malfunctioning of the system interrupt consistency, manual top up system, and not being interlinked with bank cards, Bkash, Nagad, etc. In addition to that BPATC introduced several cards to the stakeholders while the stakeholders prefer one single card. The contribution score of the digitization initiatives to the core values are:

Items	Discipline	Integrity	Innovation	Learning for Result
ERP	1.29	1.22	1.10	1.01
Library Automation System	1.25	1.17	1.20	1.07
Online Classroom System	0.21	0.11	0.94	0.53
Clinic Management System	1.12	1.11	0.89	0.71
Digital Attendance System	1.53	1.34	1.20	1.00
E-Ticketing	1.00	0.96	0.99	0.80

Table 1.0: *The contribution score of the digitization initiatives to the core values*

Policy Implications

The interviews with course participants found that there is a strong demand for the implementation of a digital attendance system from the participants. It will ensure that less paper will be used in the classroom, and it will take less time to collect the signatures from the participants. The interviewees mentioned that a telemedicine system can be developed for the participants of the core courses where the participants can consult with a pool of expert doctors. A schedule can be developed for consultation with individual experts to make the system work. A mobile app can be developed for the core course participants where they can use all the features of ERP. It will help to make ERP more accessible and user-friendly. Many of the participants refused to recognize the ZOOM platform/ CISCO WebEx

platform as an online classroom system. There is a demand for a functional online classroom system where students can have their session plans, reading materials, recorded sessions, assignment submission portals, and feedback submission options, among others.

The clinic management system was developed on a non-web-based platform. Hence; it cannot be integrated with the ERP system or any other web-based platform. There is a demand from the users for a web-based clinic management system. BPATC should consider re-establishing the clinic management system on a web-based platform. The participants and the faculties and staff have to use several cards for several purposes. Carrying several cards is troublesome. So; BPATC can consider integrating all these cards and provide a single card that can serve the purposes of the existing cards. The E-Ticketing System has to be regularly maintained. In addition to that, BPATC should consider establishing a system where the payment card can be topped up using mobile wallets and bank cards.

LEADERSHIP CHALLENGES OF UPAZILA NIRBAHI OFFICERS (UNOS): A LANDSCAPE OF FEMALE REPRESENTATION IN FIELD ADMINISTRATION IN BANGLADESH

[Monirul Islam & his team]

[Photo Source: Internet]

The Research Issue

The global workforce has experienced a notable rise in the involvement of women, underscoring the importance of their active engagement across all levels of organizations. This is essential to tackle labor shortages and accomplish true gender equality. Overcoming societal norms and religious-cultural barriers, women steadily showcase their potential in various roles and sectors. This challenges conventional notions about their capabilities. Despite these advancements, gender inequality persists in several regions, including the Pacific and Asia. In these areas, women continue encountering wage disparities, restricted access to resources, and a need for more representation in leadership positions. When it comes to public administration, a pivotal player in governance, there remains an imbalance in women's representation,

particularly in decision-making roles. Despite some headway, prejudiced practices and attitudes persist in many advanced societies, impeding the achievement of global goals related to gender and social rights. An example of positive change in women's empowerment can be observed in Bangladesh. While strides have been taken to enhance women's involvement in the public sector workforce, persistent obstacles arise as they advance through the managerial ranks. Despite equal access to benefits and amenities between men and women in the public sector, significant barriers hinder women's progress toward top-tier management roles. Further exploration is required to understand better the journeys of women who attain higher leadership echelons, especially within the public sector framework. This proposed study seeks to bridge this knowledge gap by investigating the hurdles female UpazilaNirbahi Officers (UNOs) encounter in Bangladesh. The primary goal of this study is to comprehensively analyze the diverse challenges faced by female civil servants operating at the grassroots level, specifically the UpazilaNirbahi Officers (UNOs), in Bangladesh. The study aims to accomplish a profound comprehension of these challenges by pursuing the following specific objectives:

- Thoroughly evaluate the current representation level of female UpazilaNirbahi Officers (UNOs) within Bangladesh's administrative framework.

- Conduct an in-depth exploration of the distinct leadership challenges that female UNOs confront during their administrative responsibilities.

- Develop a set of actionable policy recommendations and strategic approaches grounded in the study's empirical findings.

Methods

The methodology chosen for this research study stems from the nature of the research subject, the researcher's insights, and the intended audience of the study. The study centers around three core research methods: quantitative, qualitative, and mixed. As noted by Creswell (2014), the mixed-methods approach combines qualitative and quantitative elements, holding a central role in research methodologies. Given the research focus, objectives, and target audience, a mixed methods approach is considered suitable for the successful execution of this study. Quantitative analysis will be applied to data presented in numerical form, whereas qualitative analysis will be used for data lacking numerical representation. The quantitative approach often needs to catch up in capturing insights derived from interviews and case studies.

The data were gathered from primary and secondary sources. Surveys, interviews, and case studies were used to collect primary data. Surveys efficiently collected information from female UNOs and service recipients through open-ended and close-ended questions. Interviews were conducted with key stakeholders such as the Additional Divisional Commissioner, Deputy Commissioner, Additional Deputy Commissioner, Female UNOs, and Service Receivers. Case studies, which involve in-depth investigations of individual units like individuals, groups, or institutions, were employed to scrutinize challenges faced by female UNOs in this context. Supplementary information was gathered from secondary sources such as journals,

articles, books, research reports, newspapers, and official websites.

Data analysis encompassed both quantitative and qualitative methods. The quantitative analysis utilized SPSS tools, while qualitative methods illuminated significant facts and experiences. This approach was suitable for handling the complexities of social data. Consequently, findings from surveys, interviews, and case studies were combined to derive comprehensive insights. To summarize, this study embraced a multi-dimensional data collection approach to delve into challenges confronted by female Upazila Nirbahi Officers (UNOs) in the field administration of Bangladesh. Primary sources included surveys, interviews, and case studies, while secondary sources encompassed relevant literature and policy documents. The analysis incorporated quantitative and qualitative techniques to effectively interpret and analyze the amassed data.

Key Findings

Challenges in Socio-Cultural Context: While strides have been made in advancing women's rights in Bangladesh, female officials in local government still grapple with constraints in fully asserting their leadership alongside their male counterparts. This can be attributed to entrenched male dominance and skepticism about gender equality. Societal norms and expectations confine women to predefined roles, impacting their self-assurance and opportunities for broader involvement. Females in leadership roles encounter difficulty in informal communication due to low social acceptance and cultural disparities. Resistance to accepting women in leadership persists, with misconceptions about their capabilities. Despite evidence to the contrary, the notion that women are more effective at home than in leadership roles prevails. Beliefs in gender inequality hinder progress, perpetuating the misconception that women's roles are confined to domestic duties.

Relative to other countries, women in Bangladesh face security challenges. While being a government servant affords some security, personal safety often relies on individual actions. Though police presence provides some protection, it needs constant surveillance. Women's safety concerns are acknowledged, particularly among government officials with police accompaniment. However, there's recognition that these measures are only sometimes sufficient. Respondents indicated that a perceived lack of experience hampers women's pursuit of leadership roles, notably as head of an Upazila. The assumption is that extensive experience is necessary for effective leadership. The role of a UNO (Upazila Nirbahi Officer) demands competence in tackling new challenges, making experience crucial. Despite their qualifications and skills, women must overcome the perception that they lack the necessary expertise.

The discomfort among male colleagues and superiors when a female UNO is appointed underscores the existing gender bias. The belief that a young woman can't fulfill the job's travel requirements persists. Efforts to change these perceptions are often met with resistance. Female UNOs may also encounter obstacles from the local community and face unsupportive male coworkers. Obstacles like political

violence, harassment, and threats further impede practical work. A negative bias among superiors towards female UNOs is evident, undermining their capabilities. Many respondents noted that their seniors harbor prejudiced views about women's competence. Support from male colleagues is often lacking, and internal conflicts hinder cooperation. Some groups seek dominance, resulting in a lack of coordination and collaboration.

Supervisors hold rigid views that women's family responsibilities hinder their dedication to professional duties. The broader social context exacerbates the challenges with its insecurity and unequal treatment. The dominance of men over women in some settings perpetuates a sense of insecurity among female UNOs. Political factors disproportionately affect women, impacting their roles more than their male counterparts. Opposition parties may create obstacles for female UNOs, and local politicians can obstruct their work. Political affiliations can influence the tasks of UNOs, adding complexity to their responsibilities. This political interference underscores the distinct challenges that women face in leadership roles.

Policy Implications

The research findings underscore the need for targeted policy interventions in Bangladesh. These should aim to challenge and reshape societal norms that perpetuate gender inequality. Policies should promote inclusive leadership and create a supportive environment for female officials, empowering them to break free from confining roles. Addressing these socio-cultural challenges will enable women to fully exercise their leadership potential and contribute meaningfully to local governance, fostering genuine gender equality and broader societal progress. Addressing low social acceptance and cultural biases is crucial for promoting informal communication. Policies should challenge gender stereotypes and encourage female leadership to foster the effective utilization of female talents. Gender equality and representation rights should be enforced to ensure women's advancement. Aligning with Islamic perspectives, policies must prioritize female Upazila representatives to enhance female constituents' engagement and representation, driving overall empowerment.

Policy implications stem from the alarming lack of safety and security for females in Bangladesh, warranting urgent attention. Government employment affords some protection, mainly through police presence. However, individual responsibility for safety remains. Existing security measures must be revised and highly depend on police presence. Public awareness of women's safety is acknowledged, yet the safeguarding of female government officials still needs police accompaniment. Policymakers should focus on comprehensive safety measures and police support for all females, particularly government employees, to enhance security across contexts. The findings emphasize the significance of addressing the perceived need for more necessary experience for women assuming leadership roles, particularly as heads of Upazilas. To promote effective governance and problem-solving, policies should focus on providing targeted training and mentorship programs. Enhancing experiential learning opportunities will equip female leaders to confidently manage diverse challenges, foster community engagement, and ensure

successful population management in rural areas. Recognizing the pivotal role of experience, policy interventions must facilitate skill development and empower female leaders to fulfill their duties adeptly.

Address gender biases among superiors to foster a conducive environment for female UNOs. Recognize and overcome stereotypes hindering their mobility and capability, ensuring equal reliance on all officers regardless of gender. Strengthen security measures to counter local resistance. Organizational Support: Develop training programs for superiors to promote unbiased attitudes toward female officers. Encourage collaboration among colleagues to prevent dominance and conflicts, facilitating cohesive teamwork. Dispel misconceptions about women's commitment by offering flexible work arrangements. Mitigate safety concerns with enhanced security measures, acknowledging societal challenges. Implement measures to shield female UNOs from political interference, ensuring their autonomy. Establish protocols to address conflicts with political leaders and prevent disruptions to their work. Comprehensive policy reforms are vital to dismantle systemic barriers, empowering female UNOs to contribute effectively while fostering inclusive and secure work environments.

WELLBEING OF BANGLADESH GARMENTS WORKERS: RELATING COVID-19 EXPERIENCE TO SUSTAINABLE DEVELOPMENT GOALS

[Mohammad Nasir Uddin & his team]

[Photo credit: Bangladesh-Garment-Workers-Trade-Union-Centre-GWTUC2]

The Research Issue

Bangladesh is set to graduate from the category of "least-developed country" (LDC) in 2026. Bangladesh's new identity as a developing country signifies its strength and capacity; at the same time, it brings forth new challenges particularly as regards sustainability of the achievements. A country that has achieved significant economic and social success cannot ignore the call to focus on the "socially excluded", "marginal" or "left behind" groups of people. It becomes an imperative to take specific initiatives to ensure the wellbeing of those who are the main drivers of the country's economic progress: the farmers, remittance earning laborers, and RMG (ready-made garments) workers.

However, it is important to note that Bangladesh's development journey and efforts to achieve SDGs have taken a significant blow due to the wide impacts of the COVID-19 pandemic. Widespread outbreak of the disease gave rise to

significant uncertainties over the growth and development prospects as well as creating deep shocks and uncertainties in everyday life of the people. The workers employed in the garment factories were among those who were "hard-hit" by economic, social and psychological dilemmas unfolding through the unprecedented crisis. The impact of the pandemic on the social life of the workers have brought this reality strongly to the fore that to safeguard the working class people the state and society have to become more cognizant of their vulnerability and insecurity.

The aim of this study was to examine how the workers employed in RMG sector have been affected by the impacts of COVID-19 pandemic and how, in light of that impact, efforts can be taken to shape or reshape the policies and approaches relating to the achievement of sustainable development goals. It has tried to unpack how efforts to achieve SDGs are being played out in the everyday lives of the workers. SDG-8 highlights on "decent work", SDG-5 accentuates gender equality and women empowerment, and SDG-10 is about the agenda of reduced inequality. Whereas all these goals have direct implication in terms of wellbeing of the garment workers, this study has examined whether the SDGs" focus on gender equality and "leaving no one behind" has actually been practiced and implemented in the context of Bangladesh RMG sector, especially in connection to the COVID-19 pandemic.

Methods

Qualitative exploration was carried out with a view to bringing about in-depth understanding about the social and transformation processes. The study area, that is Ashulia and Savar area in the suburb of Dhaka city, was selected purposively to ensure that the lives of both men and women employed in the garment factories are taken into consideration. The focus was to see how the pandemic has impacted their social and family lives. To substantiate the findings of comprehensive literature review, Key Informant Interview (KII) and Focus group discussion were conducted. Key informants were categorized into four cluster/groups: i) Factory owners and managers ii) Local Government Officials of the areas in which workers live; iii) Factory workers, labour leaders and iv) Development professionals who work among the workers and relevant experts; journalists; local elites and other stakeholders.

A purposeful sampling method was used to determine key informants for the semi-structured interviews. The primary mode of data collection was interviewing the workers; a total of 35 respondents were interviewed through KII, and 16 working women took part in two Focus Group Discussions. Different methods of qualitative data collection were adopted. Along with conducting in-depth interviews of the key respondents and arranging focus group discussions, researchers observed everyday activities and events of men and women. Notes were taken about the ways in which interactions, events and actions unfolded. Research team members (team leader and two research assistants – one male assistant and one female) went into the locales in which workers reside. It included Kuturia, Shewalia and Pandhoa area of Ashulia thana under Savar upazilla (sub-district). They went inside the houses, observed their everyday life route, e.g., their living arrangement, their family interactions, and husband-wife and parent-children conversations etc. The research team members also took field notes and arranged spontaneous group discussions.

This secondary dataset involved collection and study of

relevant books, journals, research reports, seminar reports, reports on SDGs in Bangladesh, unpublished documents, and internet sources.

Thematic data analysis technique has been employed. FGD and KII were recorded and then transcribed. Filed level observation notes were also recorded. At the phase of data analysis all the transcribed data was repeatedly read and re-read to ensure accuracy. Building on the ideas generated through transcription, the researchers were able to identify relationships between themes pertinent to the research questions. „Case Studies were developed based on the data gathered through detailed interviews of the key informants. Data was then presented in line with the prominent themes.

Key Findings

Deepening of insecurity and uncertainty is the foremost feature that came along time and again during our fieldwork process. In the context of covid-19, both male and female workers found it hard to cope-up with the severe forms of uncertainties and anxieties as they were already in a position of vulnerability. Despite all the forceful and engulfing stresses, the garment workers and their family members tried hard to make life possible – they showed resilience and kept on struggling. Support from the state, from the factory owners or from the society was not adequate in most cases; however, informal forms of assistance and protection being made available by the relatives, neighbors, and co-workers played crucial role in enabling the workers to survive in a situation that appeared mostly like an unending nightmare.

The way the workers eked out their life way amid such precarious, stressful, and stigmatized situation tells a lot about the limitations of the state s capacity to take care of the vulnerable groups at the time of crisis as well as labor how far the public policy and administrative settings are capable and how far they need to be strengthened. Analysis of the qualitative data brought focus on 3 main themes: (i) covid and deepening of insecurity and precarity of the RMG workers; (ii) the reconfiguration of social space (and gender relations) at the time of pandemic; (iii) the ingenuity of the workers and the social context of making life possible. Different case studies (derived from KII, FGD and follow-up observations) show that due to the impacts of the pandemic, the already-existent precarity became deeply embedded in the lives of the workers. However, even after struggling, what is important to recognize is that they do not give up easily. They tried hard and at times they showed ingenuity to prove themselves resilient and fit in terms of industrial production and social reproduction.

The narratives presented by the workers enforced this understanding that the informal economy that the neoliberal economy ushers in creates different forms of precarity as it exposes, deepens, and reproduces the existing inequalities. Rural women have always had a challenging situation in terms of mobility in the workplace. The marginality and vulnerability of the garment workers which aggravated significantly at the time of COVID-19. Bangladesh's state and society must be more caring about the plight of the workers who are the „backbone of the country's main economic sector. The workers faced diverse forms of insecurities, and then they tried to cope with intensified precocity in the absence of strong support from state and factory owners. Factory jobs do not provide them with adequate earnings and savings that they can use at the time of adversaries and crisis. They live within the perennial threats of getting back to the state of impoverishment and hardship.

Policy Implications

This study has shown that vulnerabilities of garments works of Bangladesh have not been taken adequately on board while the SSNP and other social protection measures are conceived, outlined and implemented. The responsibility of the state is not only to bring economic growth and prosperity by creating job opportunities but also to ensure professional, social and human security of the workers to enhance the quality of life and wellbeing of them. This needs to be recognized adequately and should be reflected in government's policies and programs. The issues relating to low wage, unsafe work environment and other professional irregularities are much- discussed issues as regards the life of the garment's workers of Bangladesh. However, the wage-centric or work-place environment narratives do not shed adequate light on other significant human aspects of workers″ socially situated lives. There is no denying the fact that the workers″ wages must be raised as they are unjustly low paid considering the time and effort that they put into the production process. But focusing on workers socially situated life would mean that they would need support and care with regards to recognition of their contribution, non-discrimination, dignity, security, non-violence, human rights, health, education, childcare, conjugal peace, and other relationally shaped aspects of meaningful life.

Garment workers inclusion in the capitalist system is based on unjust and adverse settlements that need to be worked on to bring about changes in line with the principles of social justice and human rights. The situation during COVID-19 presented in this work accentuates that the state, society and market have to recognize that risks and insecurities of the workers and policies have to be reframed accordingly. The Social safety mechanisms that are currently at place in Bangladesh do not adequately account for urban and semi-urban based working-class people. Whereas garment workers live under the chronic threats of slipping back to the condition of impoverishment and destitution, the state and society must expand its support network by expanding and reframing the SSNPs. It is evident that the garment workers of Bangladesh cannot be put beyond social protection interventions on the grounds that the factory owners or market system would adequately take care of them. There must be specially tailored professional and social security arrangements for safeguarding the vulnerabilities – or the possibilities of slipping downward - of the garment workers and this safeguarding would contribute to provide them some support at the time emergencies such as outbreak of Covid-19 or even in "normal″ time.

ADDRESSING SDGs THROUGH SUSTAINABLE PUBLIC PROCUREMENT: A STUDY ON BANGLADESH

[Zahangir Alam & his team]

The Research Issue

Literatures suggest that procurement function plays an important role in the realization of SDGs. In 2030 framework, Target 12.7 upholds practices for sustainable public procurement (SPP) with emphasis on national priorities and policies. To address this, sustainable procurement practices that consider social, economic, and environmental factors should be integrated into the procurement process. World Bank has been declared importance of taking and implementing of SPP policies to

[Photo Source: Internet]

achieve SDGs. Countries all over the world including China, Thailand, and Malaysia, are progressively adopting SPP policies. Sustainability factors are incorporating in public procurement processes, goods are labeling with sustainability issues, motivating. To introduce environmentally friendly technologies and products, Life-cycle costing is getting preference over initial costing. Public organizations in the European Union (EU) allocate around 16% of their GDP to public procurement, which is increasingly utilized as a policy tool. Bangladesh like other Developing countries expends about 40% of its GDP in procurement. As a signatory of the UN resolution, Bangladesh is also committed to support SPP activities.

The implementation of SPP is the subject of numerous academic studies, with variations observed across countries. Most studies have focused on the EU and North America, while a few have explored developing countries like China and Pakistan. However, there is a lack of research on SPP specifically addressing SDGs in Bangladesh. This study aims to address this gap and provide valuable insights to policymakers and public procurement practitioners, encouraging the use of SPP as a means to achieve the SDGs in Bangladesh. The specific objective includes:1. To identify the level of awareness among the procurement professionals on SPP in their practices; 2. To know the current level of practicing SPP by public officials; 3. To examine the existing legal framework supporting or constraining the practice of SSP by public officials; 4, To explore the degree of opportunities of practicing SPP with reference to suitable ways for addressing the issues of sustainability for sustainable growth.

Methods

The researchers used both qualitative and quantitative data. Quantitative data has been used to complement arguments derived from qualitative data. Here, the less dominant design is quantitative data; while the dominant one is qualitative data. Data has been collected through 'mixed method' approach To get a good insight into the research subject, sufficient number of literatures were collected and reviewed as secondary sources of information. Secondary data were also been collected through content analysis and examination of various literatures available in different libraries and websites, from newspaper articles, published books, government records, academic papers, internet documents. The researchers conducted 02 (two) Focus group discussions (FGDs) with Public procurement stakeholders including govt. employees who are related to procurement, policy maker, suppliers, employees who monitor procurement implementation, people who are related to implement SDGs to get multidimensional picture of the practices of sustainability in public procurement. Standard FGDs guidelines and protocol have been maintained. 8 (eight) key informant interviews with public procurement expert, policy maker, researcher as well as experts on SDGs and 5(five) in-depth-interviews with public procurement professionals from above mentioned departments who are actively involved in public procurement were conducted.

To validate and cross check the insights and arguments drawn from the qualitative data, the researchers conducted a questionnaire survey. The scope of this quantitative survey was kept similar to qualitative methods used. The questionnaire constructed to gather data covering all research questions. Data were gathered using a non-probability random sampling method. The population is replicated and the controlled quota sampling approach is used to guarantee the best representation from the three concerned departments. The researcher was able to use this strategy to exercise judgment in choosing the best instances to address the research questions and accomplish the project's goals. To establish a thorough knowledge and validate the research data, methodological and data triangulation techniques have been applied.

Key Findings

The research focused on the level of awareness and understanding of SPP concepts among the respondents. The findings revealed that while respondents were familiar with certain sustainable concepts like sustainable development, SDGs, and efficient procurement, their familiarity with other important aspects like eco-efficient products/processes, ethical code of conduct, environmental procurement/green procurement, clean procurement, whole life costing/assessment, responsible procurement/ethical sourcing, Corporate Social Responsibility (CSR), labor codes of conduct/modern slavery, and the triple bottom line was limited. Only a small percentage (7.5%) was aware of the Triple Bottom Line (TBL), which is central to SPP. Bangladesh has ratified all eight of ILO's Fundamental Conventions, which address social and labor issues fundamental to rights at work but the majority of respondents had no knowledge of these conventions.

Similarly, respondents were generally unfamiliar with nine widely used international agreements related to SPP. The Kyoto Protocol and the Montreal Protocol were the most familiar agreements, while others were unfamiliar. They had limited knowledge on initiatives under the UN Environment Programme and One Planet Programme on SPP. Although participants had basic knowledge of sustainable criteria, they lacked awareness of the social and environmental criteria for the goods and services they procure. Only 25% of respondents knew how to identify sustainable criteria. The study highlighted the existing legal instruments governing public procurement in Bangladesh, namely the Public Procurement Act (PPA), 2006, and the Public Procurement Rules (PPR), 2008. Respondents acknowledged that these instruments primarily emphasize economic aspects and do not adequately address environmental and social considerations. While there are some opportunities to include sustainability criteria in specifications, this may limit competition and go against the principle of free and fair competition.

The findings indicated that the legal standing inhibits SPP practices in a little bit rather than sufficiently supporting them. These findings have been acknowledged in the recently published draft policy on SPP in Bangladesh. About 45% of respondents opined that in the country, the legal system exists is routinely applied, measures are taken to improve it, and some sustainability issues are included but not applied. The respondents believed that the government provides some tools like Standard Tender Document (STD) and e-GP platform but they do not fully cover the three dimensions of SPP. There is a lack of specific monitoring systems or policies for SPP, and stakeholder engagement in the procurement process is limited due to concerns about corruption.

The respondents had contrasting opinions on the readiness of procurement departments to implement SPP. Some believed that the overall public procurement system was inadequate for incorporating SPP, while others believed that procurement departments in the public sector were ready to implement SPP. Respondents also varied in their opinions on important motivators for adopting SPP in Bangladesh, with the majority emphasizing the importance of a global legal framework and the need to achieve the SDGs. The study identified several challenges, including the use of price as the primary selection factor in the tendering process, inadequacies in the overall public procurement system, lack of knowledge and information, absence of rules and regulations, and the perception that sustainable products are more expensive. These challenges are closely tied to the legal system governing public procurement.

Policy Implications

This study presents a set of policy implications based on the findings to enhance SPP in Bangladesh. The following recommendations are proposed:

- Developing a comprehensive SPP policy: The government should establish a policy that provides clear guidelines and requirements for sustainable procurement practices. This policy should cover various aspects, including product selection, evaluation criteria, and monitoring procedures.Incorporating SPP into the legal framework: To ensure the effectiveness and enforceability of SPP, it should be integrated into the existing procurement laws and regulations. This will give SPP the necessary legal backing and support.

- Setting sustainable procurement targets: The government can establish specific targets for SPP, such as a percentage of procurement from sustainable sources. Regular tracking and reporting on progress towards these targets will help measure sustainability achievements.

- Integrating life-cycle costing: Incorporate life-cycle costing into the procurement process to consider the total cost of ownership over a product's life cycle, including disposal costs. This approach allows procurers to identify products with higher upfront costs but lower overall costs due to improved durability and efficiency.

- Engaging suppliers in sustainable procurement: The government should require suppliers to meet sustainability standards and provide sustainable products. This can be facilitated through capacity building programs, training initiatives, and regular audits and evaluations of suppliers.

- Establishing a robust monitoring and evaluation system: Implementing a monitoring and evaluation system that includes regular reporting on supplier sustainability performance and progress towards sustainability targets. This will enable adjustments to be made for improved implementation and better results.

- Connecting with global networks and platforms: Established connections with global platforms and networks focused on sustainable procurement, such as the United Nations Environment Programme (UNEP) and the One Planet Network will provide opportunities for knowledge sharing and collaboration, enabling Bangladesh to learn from international experiences and best practices.

- Fostering joint initiatives for awareness: Joint initiatives involving public, private, and NGO sectors to raise awareness and create demand for sustainable goods and services can generate strong political will for sustainability.

- Integrating sustainability topics into procurement training: Sustainability topics into procurement training programs offered by relevant institutes and organizations part of foundational training for all cadre officers will ensure a widespread understanding of sustainable procurement practices.