

Bangladesh Public Administration Training Centre
Savar, Dhaka
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Rapporteur Report on 7th ICPAD

Date: 5-8 February, 2020

Place: Bangladesh Public Administration Training Centre

Room No. ITC 206

Rapporteur and Documentation Committee	
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Introductory Overture

Bangladesh Public Administration Training Centre (BPATC), is the apex public sector training institute in Bangladesh-meeting the challenges of the 21st century. It is strongly committed to creating opportunities for scholarly interactions among public administration practitioners and scholars. It regularly arranges seminars, conferences and workshops on various issues of national and global concerns. The 7th International Conference on Public Administration and Development (ICPAD) held on 5-8 February 2020 at the Bangladesh Public Administration Training Centre (BPATC). Keeping in mind the Agenda 2030 and the development challenges posed by the complex global order and climate change, and recognizing the critical role of the civil service in this situation, BPATC organized the 7th ICPAD with the key theme-‘the evolving nature of governance and development and the need for realigning the civil service.’ Academics, researchers, and practitioners from around the world overwhelmingly responded to the call for abstracts submission. All the submitted abstracts were peer-reviewed, and 128 of them were accepted for presentation at the conference in eighteen parallel sessions. On the other hand, the conference has four plenary sessions where some of the most pressing issues of our time are discussed from a broader point of view. Three internationally reputed academics and one senior most policy leader contributed to the plenary sessions as the man speakers. Renowned academics and senior level practitioners acted as panelists in these plenary sessions.



Institutions like National Institute of Public Administration (INTAN) (Malaysia), Civil Service Commission, Maldives, Nepal Administrative Staff College (NASC), Asian Association of Public Administration (AAPA), Astana Civil Service Hub (ASCS), Asian Institute of Technology Extension (AIT Extension), and North South University, Bangladesh took part in the conference. Beyond different government ministries, departments and training organizations of Bangladesh participants from countries of South Asia, South East Asia, Europe, North America and Australia attended the conference. 4(Four) plenary sessions were conducted in the conference. The plenary sessions took place simultaneously under four key themes which were divided into some subthemes. The key issues of the plenary sessions include (1) Civil service in changing times: reflections on inclusive growth, social justice and moral compass in governance; (2) Ensuring growth and managing inequality: revisiting the role of public policies; (3) ICT and public sector: implications for governance and development; (4) Towards a new imagination for the civil service and its capacity-building approach. Practically, these four plenary sessions constitute the key premises for the conference.



In the parallel sessions, abstracts are clustered into eight sub-themes. Under the first sub-theme of **‘The evolving dimensions of governance and development and the need for recalibrating the rules of the game,’** thirty abstracts are presented. The authors of these abstracts discuss different challenging dimensions of governance and public service delivery using different country experiences. Some abstracts also focus on the challenging role of the civil service in meeting the need of the time. The diverse and challenging governance issues presented in these abstracts include citizen participation policymaking, the private sector’s involvement in development, corruption, inequality, gender equality, climate change issues, and so on. These issues, more or less, affect all countries, irrespective of their economic and social development. Country experiences include Bangladesh, India, Kazakhstan, Malaysia, Nepal, and Sri Lanka.

Fourteen abstracts are presented under the second sub-theme of **‘Steering accelerated growth and managing inequality.’** Few abstracts delve into the issue of increasing inequality through government activities in the context of Bangladesh. Some other authors have addressed the rural-urban and gender dimensions of inequality. Twelve abstracts under the sub-theme of

‘Agenda 2030 and the role of the civil service’ are focused on issues of attaining sustainable development goals with specific reference to Bangladesh. The sub-theme on **‘ICT and innovation in the public service’** has eight abstracts. They discuss the impact of ICT on issues such as big data, procurement management, technological innovation, artificial intelligence, and e-governance. The next sub-theme is on **‘Strategies for improving the quality of public service’** where twenty-seven abstracts are presented. These abstracts are on different tools for improving public services, including accountability, innovation, transparency, and citizen’s charter among others. Some of them are on the impact of government-specific services and associated satisfaction of their service recipients.

The remaining two sub-sections are **‘The need for a new approach to capacity building for the civil service in the SDG regime,’** and **‘Cross-cutting development challenges’** that present thirteen and twenty-four abstracts, respectively.

Opening Plenary

Key theme: Civil service in changing times: reflections on inclusive growth, social justice and moral compass in governance

Presented By: **Alex Brillantes Jr**

University of the Philippines

Asian Association of Public Administration

In most general terms, we shall discuss the various trends in public administration and bureaucratic reform in selected countries in Southeast Asia and South Asia, and other countries. The diversity of public administration and civil service institutions in the region cannot be ignored. These include unique historical and colonial experiences that have influenced the ethos of their civil service systems including laws, systems and procedures to the size of the civil service and differing ratios of personnel in the bureaucracy to the population.



Based on our own work as an academic and practitioner of public administration and governance in the Philippines, we discuss the similar and unique features of public administration and vis-à-vis the business administration which influence the nature of the civil service. These include what we have called the “5 Es and an A” of public administration: economy, efficiency and effectiveness, (the classic 3Es) common to general management systems, and the emphasis on equity, ethics and accountability (2Es and an A) in public administration.

Various issues and concerns in the civil service system are also discussed. These include, among other things, corruption and the imperatives of strong accountability mechanisms; excessive and unnecessary rules and procedure (“red tape”) and a perceived bloated bureaucracy and the imperatives to reorganize, rationalize and right size the bureaucracy; excessive centralization and the imperatives to of decentralization.

These lead to a discussion of various areas of reform to bring about a responsive civil service and strong institutions. The areas of reform that will be discussed include (1) reforms in institutions, structures and procedures and (2) reforms in mindsets, paradigms and behavior. These are to be enabled by leadership – which we characterize as phronetic leadership – of the duty bearers, and active citizen participation and civic engagement among the duty bearers. These would contribute to the attainment of Goal 16 of the Sustainable Development Goals (SDGS). The

SDGs would indeed provide the uniting vision for inclusive growth, social justice interventions and moral compass in governance.

Plenary Session Two

Key theme: Ensuring growth and managing inequality: Revisiting the role of public policies

Presented By: **M Niaz Asadullah**

University of Malaya, Malaysia

Macroeconomic growth has been instrumental in halving global poverty during the MDGs era. In the past, rapid growth helped narrow gaps in national per capita income between rich and poor countries. This contributed to a fall in relative income inequality at a global level. However, within country absolute income inequality is rising in most parts of the world, undermining the growth impact on poverty. Alongside the widening absolute income differences, inequality in the global distribution of wealth is very high. Aided by pro-rich economic policies, plutocracy in government is on the riseⁱⁱⁱ, undermining democracy and social mobility. Current level of inequality is considered to be extremely high. Growing gaps in absolute income has added to the world-wide pattern of rising relative income poverty. This can cause society-wide discontent in countries like Bangladesh where social mobility is low. Most developing country citizens consider success in life to be determined by outside forces beyond their control. This is also true for Bangladesh where most measures of inequality have registered an increase; the number of ultra-wealthy people is growing fast. The country's success in various MDGs indicators and sustaining a high GDP growth rate contrasts with failure to tackle inequality.



Potential public policy responses include redistributive measures, social expenditure programs and better labor market regulations (e.g. minimum wages). The share of public expenditures in GDP and economic inequality is negatively correlated. But public spending on social services including education is low in most high inequality Asian countries. Poor service quality is another hurdle. Schooling does not translate into learning in South Asia; quality of rural schools is low across institution type and grade. Inequality of educational opportunity in learning outcomes is wide. Educational attainments for the majority are decided by birth circumstances, often contributing to low intergenerational mobility. Such inequalities are further magnified by market forces. Above features of the education system partly explain the widening income gaps at a time of rising schooling and falling extreme poverty even in high spending developing countries like Malaysia. Pro-rich tax policy does little to correct for inequality in market incomes. Malaysia's fiscal system has negligible impact on income inequality. All these result in low labor share in the GDP, further reducing the impact of macroeconomic growth. Most high inequality developing countries also lack critical governance and administrative capacities. Raising the expenditure level alongside improving governance capacity in the social sector is a key policy challenge

Plenary Session Three

Key theme: ICT and public sector: implications for governance and development

Presented By: **Akhlaque Haque**

The University of Alabama at Birmingham, United

We are living in a data-world where each individual is a “walking data generator” (McAfee and Brynjolfsson, 2012). Data proliferation has revolutionized data driven decision-support techniques to understand and predict decision outcomes. In the industrialized world, data-driven decision support techniques are transforming how public administrators carryout their duties in implementing public policy mandate. These decision-support tools are not only changing how governments interact with citizens, they are also changing the priorities of governmental tasks as administrators battle with fiscal austerity and evolving governmental reforms. Technological advances lower the cost of measuring outcomes and thereby increase the incentive to collect more data. The floodgate of data has opened Big Data tasks – a phenomenon that allows tsunami of data to provide guidance and predictions related to human behavior and governmental operations. Walmart for example, produces 2.5 petabytes of data every hour from its customer purchase that is equivalent to 20 million filing cabinets worth of text. The idea is to develop algorithm rules that can predict in real-time the events that will ensue. This is the velocity by which we can let machine learn from individual behavior and predict what is expected, like predicting on how much food will be needed looking at the line in waiting. Similarly, with respect to public service delivery, how policy priorities will be set can depend on data availability and the frequency of issues related to the services provided by government.

How does Big Data revolution affect government and the government related activities in the developing countries like Bangladesh, and what can we learn from what we already know about data-driven decision-making techniques? The culture of data collection and evaluation for improving programmatic outcome is relatively unknown in Bangladesh. For developing countries, citizen data is more important than business data because development must be citizen-centric and not business-centric to avoid surveillance by business vendors.

Despite notable advances in E-government application there is no public data repository that provides support for data-driven decisions to support public administrators making better decisions. For example, mobile phone users in Bangladesh has surpassed 162 million making it one of the top 10 countries with mobile phone users (BRTC, 2020). Important strides by A2i Bangladesh has accomplished applications of mobile phone for generating data that are limited to eHealth, eMedicine, and various eBilling services. To improve administrative procedures evidence from citizens of their effort should be a priority for public administration. Hence, public administrative agencies should develop data culture to put emphasis on evaluation of administrative practices. Placing more focus on human relations, including empathy is essential to gaining the private understanding necessary to make decisions that will positively influence the lives of people who depend public services. Democracy is realized when people partake in decision-making by providing meaningful feedback. Human values that are embedded behind the data in stories and maps are often the afterthought; yet the human values are the bedrock of the democratic values that improve the human condition. If our goal is to better serve our citizens by creating knowledge that improves decision outcomes, we must invest in knowledge building that focuses on understanding human social relations and the network that binds them. We need to humanize the data rather than dehumanize (through coding) to fit the purposes of creating products through artificial intelligence that citizens will eventually consume. In other words, citizens should be part of the solution so that when algorithms are being created their feedback shapes the algorithm to improve service delivery. Data driven decisions that are citizen-centric, not only strengthens democracy but also helps public administrators become better servants by being aware of the administrative burden that citizens carry in order to receive public services.

Plenary Session Four

Key theme: Towards a new imagination for the civil service and its capacity-building approach

Presented By: **Aly Shameem**

Civil Service Commission, Maldives

Under the topic “Towards a New Imagination for the Civil Service and Its Capacity Building Approach,” the presentation takes the opportunity to focus and to set a tone for an exploratory discussion on the challenges faced by developing countries internationally in modernising and developing civil service due to globalisation, integration, and liberalisation. To conceive a strategy to overcome the challenges, this presentation calls for realistic and novel thinking towards negotiating a regime by World Trade Organization or International Labour Organization that would offer concessions or preferential treatment for developing countries to offset unfair or disadvantageous situation they are engulfed in the spirit of collaboration and cooperation.

In the second part of the presentation, it elaborates on the dwindling soft skills of civil servants, deploring of indigenous capacity and self-help approach in the drive for digitalisation and office automation with machines and robotics in the era of artificial intelligence, blockchain, and drones, which are leading to cordless, paperless, driverless, cashless and finally people less state of affairs. However, it could be well rebutted that soft-skills, indigenous capacity, and self-help approach were the founding principles of Asian societies and civil services, which flourished Asian civilization. Finally, the speech calls for reviving values, reforming mindset, and retuning to treasured indigenous capacity in motivating civil servants towards performance brilliance, building teamwork and grooming attitude towards service excellence, and building a proactive mentality for self-help approach towards innovation in overcoming challenges.

During the ICPAD, 6 sessions were conducted in ITC room 205. These sessions were session 2,6 & 8 on 6th February & session 10,14 & 17 on 7th February at the respective times 10.00-11.40a.m ,12.00-1.40p.m & 2.50 - 4.30 pm. Eminent scholars like Professor Prabhat Kumar Dutta, Prof. Niaz M. Abdullah, Prof. Dr. Abul Kashem Mazumdar, and Dr. Doland Curtis chaired the sessions.

Some presentations on the sessions were as follows:

Interrelation between democracy and development in the contemporary era

Presented By: **Miskat Jahan,**

Disaster Management Watch, Bangladesh

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.

Day Two February 6, 2020

Parallel Session 3

(10.15 - 11.45 am)

**SUB-THEME: THE EVOLVING DIMENSIONS OF GOVERNANCE AND DEVELOPMENT AND THE
NEED FOR RECALIBRATING THE RULES OF THE GAME**

Chair

Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA)

Panelists

Dr. Md. Humayun Kabir Additional Secretary, Ministry of Public Administration

Mr. Paul Gaskin Director-General, Canada Civil Service

The presentation guidelines were explained by the chair of this session after giving a brief introductory speech. The presenters were requested to present their papers keeping the time allocation in mind. The following papers were presented by the presenters from home and abroad.

Mr. Najmus Sayadat from **Public Private Partnership Authority**, Bangladesh presented the first paper of the session on **Actors' interaction, process management and complex decision-making in PPP**. In his scholarly presentation Mr. Sayadat pointed out that "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."

After the presentation as there was no question from the audience the panelists commented on the presentation. **Dr. Md. Humayun Kabir Additional Secretary, Ministry of Public Administration**, said that Government of Bangladesh also has been encouraging this policy tool for engaging private investment in infrastructure development and service delivery. He also said that this paper will contribute in the existing literature.



Mr. Paul Gaskin Director-General, Canada Civil Service, mentioned that considering the policy implementation deficit, this study looks policy performance through the lens of actors' interaction and process management which is very good way to look at this issue.

Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA), praised the author for his excellent presentation and also said that the findings of this study will contribute

to knowledge by confirming the theoretical idea of network management and complex decision making.



The next presenter was Mr. John Antony Xavier from Putra Business School, Malaysia. He gave his presentation on **Strategic collaboration: the case of Malaysia's economic transformation programme (2010-2018)**. In his presentation he presented that, "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. 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.”

- After this detailed presentation there was a loud applause and from the audience there was question regarding how that strategic collaboration can be implemented in the developing countries like Bangladesh. In reply **Mr. Xavier** said that this can be done by long term purpose wise collaboration within the strategic management organs of the government with true urge to change.
- **Dr. Md. Humayun Kabir Additional Secretary, Ministry of Public Administration**, said that the important point of the presentation is how it featured as a parallel effort to transform public service. He also added that it will draw lessons on collaborative governance in the implementation of public policy.
- **Mr. Paul Gaskin Director-General, Canada Civil Service**, mentioned that Malaysia would have to carry out some massive economic transformation if it was to join the ranks of high-income nations. This paper those the background of today's transformation of the country which is a lesson for others.
- **Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA)**, commented that in order 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.

Mr. Md. Touhidul Islam from University of Dhaka presented his paper on **Conflict (in) sensitivity: why does this matter in development activities?** He presented that, "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.”



- **Dr. Md. Humayun Kabir Additional Secretary, Ministry of Public Administration**, said that the study topic is very important in the sense that conflict resolution and peace

building generally refers to consider and pay attention to contextual sensitivities before, and during, undertaking any development.

- **Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA)**, commented that this study help policy makers on the ground of 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.

Mr. Trilochan Pokharel from Nepal Administrative Staff College, then presented his paper on **Reframing Governance: key take away from governance survey of the youngest federal republic country Nepal**. He presented that “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.



- ***Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA),*** commented that 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 which is not a easy task to do. This paper shows us how the reframing was done.

Ms. Syeda Lasna Kabir from University of Dhaka presented her paper on **Forget the glass ceiling; women in leadership of Bangladesh public administration are facing the 'glass cliff'**. In her presented she presented that, "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.”

- ***Dr. Md. Humayun Kabir Additional Secretary, Ministry of Public Administration***, said that the study topic is very relevant considering that there is a large increase in female employment has become the most noticeable social transformational phenomenon around the world.

- ***Professor Alex Brillantes, Jr Asian Association of Public Administration (AAPA)***, commented that 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. But things are changing and this is a very relevant study.

With that the **parallel sessions 3** at **ITC room no. 206** was concluded and the chair of this session thank all presenters for their very good presentations on different topics.

Day Three February 7, 2020

Parallel Session 11

(10.30 - 12.0 pm)

SUB-THEME: STRATEGIES FOR IMPROVING THE QUALITY OF PUBLIC SERVICE

Chair

Dr. Rizwan Khair, North-South University

Panelists

Professor Prabhat Kumar Datta University of Calcutta

Dr. Ita Mary O'Donovan Beechgrove Associates, United Kingdom

Mr. Md. Siddiqur Rahman Director, Bangladesh Public Administration Centre

The presentation guidelines were explained by the chair of this session after giving a brief introductory speech. The presenters were requested to present their papers keeping the time allocation in mind. The following papers were presented by the presenters from home and abroad.

Mr. Md. Moshir Rahman from *Bangladesh Public Administration Training Centre*, presented the first paper of the session on **Citizens' views and expectations from the generalist civil servants thrusting reformation of public administration of Bangladesh. In his presentation he said that, "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.”

- **Dr. Ita Mary O'Donovan Beechgrove Associates**, commented that this is a very good presentation and good area to look at from the stakeholders perspectives. Public harassments are the recurring phenomena in the public offices. We have to change this perception of the people gradually.
- **Dr. Rizwan Khair, North-South University**, mentioned that public service in the sub continental 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.

Mr. Md. Mizanur Rahman from Bangladesh Public Administration Training Centre, presented his paper on **Environmental justice in Bangladesh: an analysis of the legal frameworks**. He presented that, “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.”



- **Professor Prabhat Kumar, Datta University of Calcutta** commented that 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

Mr. Md. Mizanur Rahman, Bangladesh Public Administration Training Centre presented a paper on **Sustainable blue tourism in Bangladesh: an analysis of the regulatory, institutional and policy frameworks**. In his presentation he said that, “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.”

Dr. Rizwan Khair, North-South University, mentioned that 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.

With that the **parallel sessions 11** at **ITC room no. 206** was concluded and the chair of this session thank all presenters for their very good presentations on different topics

Day Three February 7, 2020

Parallel Session 15

(12.05 - 13.35 pm)

SUB-THEME: CROSS_CUTTING DEVELOPMENT CHALLENGES

Chair

Dr Ita Mary O'Donovan Beechgrove Associates

Panelists

Professor R Lalitha Fernando University of Sri Jayewardenepura

Dr. Mohammad Rezaul Karim Deputy Director, Bangladesh Public Administration Training Centre

The presentation guidelines were explained by the chair of this session after giving a brief introductory speech. The presenters were requested to present their papers keeping the time allocation in mind. The following papers were presented by the presenters from home and abroad.

Mr. Md Wahid Soruar, Tata Institute of Social Sciences presented the first paper on **Challenges in rehabilitating the Rana Plaza victims: finding a way out from the public initiative**. In his presentation he said that, "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.”

Mr. Anisur Rahman Khan from *East West University, Bangladesh, presented his paper on Demographic risk factors and motives of male suicide in Bangladesh, 2018-2019.* In his presentation he mentioned that “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.”

He also presented another paper on **Masculinity and suicide attempts of men in Bangladesh**. In his presentation he said that “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.”

Mr. Md. Zohurul Islam from Bangladesh Public Administration Training Centre, presented a paper on **Employment conditions and decent work in WALTON manufacturing organization: a study on WALTON Hi-Tech industry Kaliakair, Gazipur, Dhaka**. In his paper he said that,

“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.”



With that the **parallel sessions 15** at **ITC room no. 206** was concluded and the chair of this session thank all presenters for their very good presentations on different topics.

Day Three February 7, 2020

Parallel Session 18

(14.15 - 16.45 pm)

SUB-THEME: CROSS_CUTTING DEVELOPMENT CHALLENGES

Chair

Syed Mizanur Rahman MDS, Bangladesh Public Administration Training Centre

Panelists

Dr. Md. Sanwar Jahan Bhuiyan DEPD, SEIP, Ministry of Finance

Mr. Rajendra Adhikari Director of Studies, Nepal Administrative Staff College

The presentation guidelines were explained by the chair of this session after giving a brief introductory speech. The presenters were requested to present their papers keeping the time allocation in mind. The following papers were presented by the presenters from home and abroad.

Mr. Mehedi Masud from Bangladesh Public Administration Training Centre, presented the first paper on **Interpreting lived experiences: the dilemmas of public sector leaders**. In his presentation he said that, “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."

Mr. Md Nurul Momen from *University of Rajshahi*, presented his paper on **Rohingya refugee crisis: a threat to peace and security. In his paper presentation he pointed out that, "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.”

- **Syed Mizanur Rahman MDS**, Bangladesh Public Administration Training Centre, commented that 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.
- **Dr. Md. Sanwar Jahan Bhuiyan** DEPD, SEIP, Ministry of Finance said that this a very good paper considering the refugee population is on the rise at the global level.



Mr. Md. Moynul Hasan *Cumilla University, Bangladesh* presented the last paper of the session on **The effect of marketing mix (7Ps') elements on tourists' satisfaction: a study on Cumilla**. In his presentation he said that, "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'."

- **Syed Mizanur Rahman MDS**, Bangladesh Public Administration Training Centre, commented that the topic of the paper is very good. There should be more studies on this topic using larger data set.

- **Dr. Md. Sanwar Jahan Bhuiyan** DEPD, SEIP, Ministry of Finance said that the lack of promotional activities and tourism process are a national problem not only for Cumilla. Policy makers should take these issues into account very soon.

- **Mr. Rajendra Adhikari** Director of Studies, Nepal Administrative Staff College mentioned that worldwide tourism sector is getting more importance.

With that the **parallel sessions 18** which was the last session at **ITC room no. 206** was concluded and the chair of this session thank all presenters for their very good presentations on different topics.