

IN THE NAME OF ALLAH, MOST GRACIOUS, MOST MERCIFUL

Seminar Paper On

Service at Door Steps: Redesign of citizen services

Submitted to

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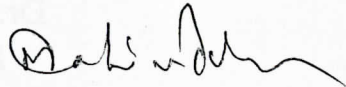


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CERTIFICATE

This is to certify that **Golam Mohammed Bhuiyan** bearing Roll number 114 of 126th Advanced Course on Administration and Development (ACAD) has prepared this seminar paper title on '**Service At Door Steps: Redesigning The Citizen Services**'. He has done this study paper under my direct supervision for the partial fulfilment of the course and he has followed all my instructions during his work.

I wish him every success in life.



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INTRODUCTION AND LITERATURE REVIEW

1. INTRODUCTION

Many countries of the globe have given importance in using ICT tools for additional development, reinforce poverty reduction and improve citizen's quality of life because Traditional form of citizen services does not meet up the citizen satisfaction let alone reaching the services to door steps (Karim 2015 and Anthopoulos et al. 2007). Since 2008 onward Bangladesh government has taken diversified and detailed initiatives with a view to preparing policy to deliver citizen centric services to reach at their doors (www.opinion.bdnews24.com). It is important to mention here that the then Prime Minister of Bangladesh Awami League Sheikh Hasina had declared their manifesto to build 'Golden Bangla' (in Bengali "Sonar Bangla") which was dream of Bangabandhu Sheikh Mujibur Rahman, the father of nation through digitization. That was the ever first commitment given by the visionary leader our Honorable Prime Minister Sheikh Hasina (nbr.gov.bd/uploads/budget/Speech2017_En1.pdf). After that, our journey, in fact, has been started to simply the service in all public sector (Vries et al. 2016). From this context the present study is intended to examine the mode of public service delivery system and citizens' satisfaction.

2. LITERATURE REVIEW

Realizing the significant role of ICTs for overall development of the nation, Bangladesh has given priority to implementation of ICTs in all governmental agencies. That is why, it become an important issue for the researchers and policy makers. But few governmental, business, service, and technical reports, documents or articles are published or available. For the present study available books and journals has been reviewed below:

By 'connecting citizens' and 'facilitating pro-poor services at the 'citizens doorstep' an innovative and pluralist service delivery model has been developed for rural community especially for the least served group for improving their living. Education, healthcare, agriculture, administration of land and water resources, social safety nets, law enforcement and judiciary and disaster management are a few areas to be given priority in offering e-services at the citizen doorsteps (Mahiuddin 2011). But service simplification is precondition for providing e-service.

Study shows that the service seeker does not intend to understand the process not even our state mechanism (Rhodes1996). They want only better service on time with government

prefixed cost. E-governance has addressed the citizen sufferings and reduced the process by redesigning new methods and open avenues (Presthus1961) for contribution in government that resulting minimizing gaps between service provider and service receiver serving better and faster communication (Fang2002). Through redesigning the services providing by the government reduces cost, middle men contact (bangladesh.gov.bd/index.php).

European commission (2004) conducted a survey across the world showing present e-government initiatives that have proceeded in time which is cost savings for citizens and public administration. Inspite of delayed inception of digital journey, Bangladesh has been keeping pace with the global commitment executed by the access to information (<http://europa.eu.int/eeurope>) since 2012 under the courageous leadership of our hon'ble prime minister Sheikh Hasina. By this course of time we have redesigned lots of citizen centric services which directly mobilize our people irrespectively class, religion, profession, cast and demographical location (Wanna et al. 2010). In line with changed happened by innovative and redesigned services people are engaged with their own activities, not to worry about their services only because of one stop services getting from union digital center (UDC), upazilla digital centre (UpDC), Pouroshova Digital Centre (PDC), and City corporation Digital Centre (CDC). People are involved more in their perspective field resulting boost up our economic growth significantly (Porter and Kramer, 2019).

The simplification process may change for not to the customers only but providers want also to change for ease of doing. On the other hand, the whole over the world ease of service called business process engineering is to be done for the strategy of profit(Davenport1993). We are doing so or not that is the big question of mark for research. This common area of weakness, last of all, this experiment makes the idea selection process easier. In this line of context, government may consider time of providing service, campaigning the benefit of services, and the cost of services, user friendly environment etcetera and find the positive solutions accordingly (Teece2010).

3. PROBLEM STATEMENT:

Before declaration of digital Bangladesh in the election manifesto 2008 by the Bangladesh Awami league, the government had been approaching the traditional way to providing service to the public particularly marginal

people(www.sdg.gov.bd/public/files/upload/5c324288063ba). At present, the total services and the number of service takers are huge but the blessings of service at door steps not in satisfactory level in the rural area due to government publicity, internet facility, illiteracy and ignorance. The door to door service beneficiaries is increasing significantly.

In Bangladesh, grassroot people have to travel long distances, very often multiple times, encompass high costs and endure considerable delays and hassle to access public services. To solve this acute problem, cabinet division had issued a circular on 8 April, 2013 for the first time. Every sub-district, district, directorate, division and the ministry has formed 3-5 members committee to simplify their existing services without changing the law, bylaw, policy, circular and guidelines. It is also considerable not to take additional manpower, logistics, establish, or financial inclusions or so on. With the urge of people for long time public servants have been innovating different type of services in different sectors.

The recipients are unaware of the number of services and the process also. Therefore, they are unable to explore their rights and power provided at their door steps. Consequently, they do not receive entitled services in resulting lose confidence on the state machinery (www.usaid.gov).

The study tried to assess the services through taking a growing demand side perspective through user in union parishad. Qualitative data found citizen's feedback for improving quality of redesigned services considering the criteria fixed up in research questionnaire.

4. RESEARCH OBJECTIVES:

The research objective of this social study is to plot out delivery of citizen services, level of satisfaction with operative service delivery in union level.

The specific objective are as follows:

- 1) To examine the mode of public service delivery.
- 2) To measure the satisfaction level of citizens of redesigned services.

5. RESEARCH QUESTION:

- 1) Which innovative services reach the people-door steps?
- 2) What does the citizen get services efficiently at UDC without any hassle?

6. RATIONALE OF THE STUDY:

Delivering quality of services to citizen is a mandate of the government. Continuous thrust demand of public sector reaches the services at their door steps. In spite of achievements in the most of sectors as of today, why people are not taking the services, or taking not as much as we expect, or want more easier process or any hidden causes which is unknown. People are getting services by using internet up to the last mile end. The study survey through interviewing among the people to make clean understanding of the barriers. Does it okay or to be changed more considering the people perceptions. Bangladesh is changing fast due to policy formulation, competitiveness of the neighboring country like India, China and Thailand and increasing the socio-economic condition of our rural areas. Besides, government has only built the IT infrastructure but also build other utility facilities in the rural area. Damanpour et al. (2009) and walker et al. (2011) showed in their research report of facility of services at local authorities in United Kingdom use a single metric system based on the quantity of outputs, quality of outputs, efficiency (cost per benefit), formal effectiveness such as scholastic pass rates and customer satisfaction (Morgan and Murgatroyd 1994).

Vision 2021 of the government of Bangladesh is promoting modernization of citizen services under a digital Bangladesh. Therefore, simplification of public services is being encouraged by several means. Despite of the services at door steps, people are not aware of the services how does the process of getting services, how much does it cost and how long time involved. This study intends to explore the facts behind the sustainability of public service innovation in relation to reduced time, cost and visit.

This descriptive and social study give us the notion of knowledge gap between the service provider and service receiver. In spite of availability of services at door steps of citizens, they are talking the services not at the level of expectations and some do not. It presents the exact scenario of the secretariat intervention and the union level services. Then the author realizes the reality and find the problem which to be solved.

7. CONCEPTUAL FRAMEWORK:

NEW PUBLIC MANAGEMENT AND ICT:

The study deals with the conversion of public administration towards a citizen-centric public service scheme. In this connection only one part of the whole process will be brought into highlight, that is, public service modernization. Henceforth, the available literatures are reviewed on the basis of some perceptions like conversion of public administration, new public administration and origination in the public service.

Rigg's prismatic model has been renowned an operative model for analyzing public administration, particularly in developing countries like Bangladesh. There are three basic features of Prismatic model such as heterogeneity, formalism and overlapping. This model shows that New Public Administration, New Public Management (NPM) and reinventing government etc. are related to this paradigm. Therefore, it is understandable that new public administration has a changing path of action that goes through continuous transformation. In recent past few years, most of the developing countries as a signing member of different conventions are committed to addressing well the public demand in order to fulfilling movement of public sector reforms (Riggs 1960). "NPM is not a dependable and unified theory for renovating the public sector, but is better characterized as a trend of reforms collected of some principal reform ideas together with a loose cluster of reform initiatives pointing in various directions" (Christensen et al. 2007). Gradually, Bangladesh government adopt with fresh challenges and initiatives even though if it is simplified each year (Access-To-Information-a2i6817.pdf) that will demand better mechanisms to take the lead in guiding, controlling, and evaluating societal reforms (Dooren 2010).

It has been already observed that Information and Communication Technology (ICT) plays a driving role in dissemination of information, knowledge transfer, healthcare, capacity building and improved governance. Bangladesh like other developed countries can use ICTs to transform the micro mobility of micro finance into macro mobility to become a middle-income level country. In fine, it is expected that all out combined efforts shall have ensured in participation of marginal people so that the benefit of ICT is yielded to individuals pertaining to all class having a positive & sustainable economic impact towards making "Digital Bangladesh".

PUBLIC SERVICE DELIVERY:

Proactive public service delivery is required to develop several components in the local service provisions, such as standardization of service, front desk service, accessibility, participation, non-discrimination, accountability & transparency, one step ahead addressing and the grievance redress. These are the issues very important in strengthen and satisfaction of the citizens' trust in functioning of public institutions which might be helpful to satisfy the citizens with service delivery. Since the core concept of citizen charter ensures customer satisfactions, the government body should be able to deliver cost effective and timely services without compromising concern service standards.

The definition of Rowley (2006) reflect three main components- the service provider, the channels of service delivery (public employee) (i.e., technology) and the service receiver (citizen). The Internet is the main channel of eService delivery while other classic channels (e.g. telephone, call center, public kiosk, mobile phone, television) are also considered. As complete the traditional methods of public service delivery (e.g. over-the-counter service, postal mail service) replaced by the eService, and the traditional service cannot be neglected during the transition period as long as the implementation of e services initiatives. Thus, the implementation of citizen charter of redesigned services both provider and receiver continuously intend to improve for getting and providing.

SERVICE SIMPLIFICATION: E-SERVICE

Strategic management and visionary leadership restructure the traditional services to value added services through rethinking and re-examination in maintaining the legal framework to foster mobility of rural people (Fountain 2008). The e-Government legal framework consents public organization to achieve efficient services across the country using ICT (Bhuiyan2011). In spite of continuous streamlining of the government toward ICT implementation, Bangladesh is still at all elementary stage, ranked 134th position in the EGovernment Development Index 2010 out of 185 countries. On the other hand, the country ranked 60th in Online Service Index 2010 (Global eGovernment Survey 2010); which indicates the potential of the country for online service

development. Nevertheless, Government has started providing the better simplified services using ICT to the last mile end people. Service simplification through redesigning is basically improvement of process which reduces notable time and number of visits, that lessens definitely incurred cost (GED and a2i). Through the effective supervision of Cabinet Division, a good number of services are in the process of simplification. Of them, 533 redesigned services are replicated in the local and regional level and also 26 simplified services chosen from the ministry level of showcasing and it is replicated in the nationwide by issuing of Government order.

SERVICE AT DOOR STEPS:

‘e-service’ is short form of Electronic service which states to any service that is provided by any electronic means such as website, mobile or any electronic devices or kiosk. According to Goldkuhl& Persson (2006), eService means that an external user (a citizen) interacts through a user interface of a public IT system based on web technology. With the advent of ICT and the Internet, such interactions get a new dimension of ‘virtual interactions’ instead of ‘traditional front-desk interactions’. The strength of virtual interaction is dominated by the eService existence and its quality.

Government in developing countries capitalized on ICT infrastructure to build skeleton to the process of modernization, information availability in rural areas, another method of informing, educating, and persuading large audiences in underdeveloped areas quickly, cheaply and frequently (Francis et al, 1988). Recently

8. METHODOLOGY:

Based on the research objectives, the scope of study area will be chosen to understand whether the citizen come to concern desk of their different type of services in the field level government offices. The issue is analyzed both service provider and service receiver for understanding two ways perspective. In that case, the officials who working in the sub-district administrative tier will be selected as respondents for the study. More specifically, as per the notification issued by the cabinet division, the sub-district innovation Team will be asked as respondents of the study. Innovation Team plays the key rôle in initiating and implementing

innovation schemes in public service delivery. The consequences of the new services which is simplified both predetermined and emerging questions.

The proposal of this paper study on the qualitative approach, collecting data from the format (structured and semi structured) questionnaire. This paper provides the qualitative from the primary sources that has taken face to face interview on the basis of data collection and observation during interview for getting the more exact information regarding the satisfaction level of e-services. These questions will find what type of process do the people follow four to five years back and right now. How long does it take to get the services? Does it minimize cost reduced? What percentage of TCV reduced than earlier? The interview mostly will be searching the people whom are not still aware of the citizen centric digital services that are providing by the different government offices and why.

SOURCES OF DATA:

The data for this seminar paper were collected from both aforesaid sources for conducting this study, such as:

PRIMARY SOURCE:

Primary source of data includes face to face interview using structured and semi-structured questionnaire to the service receiver who went to take the services. Primary data has also been found from the respondents (both provider and receiver) by using field notes through observation.

SECONDARY SOURCE:

This source has mainly collected on an interdisciplinary assessment of secondary sources related to e-Services. Various reports, government publications, published articles, different books, documents, research papers, policy documents print media, newsletter, weblink etc. are the major sources.

POPULATION AND SAMPLE SIZE:

The study belongs to both qualitative and quantitative in nature where the customers have been considered as sample population for study. In spite of time constraint, face to face interview conducted 30 service receivers in total. The sample population was selected randomly available from the UDC premises irrespectively age, sex, socio-economic status, professions etc.

STUDY AREA:

Innovating officers from the entire one union of one sub-district will be interviewed through structured and semi-structured questionnaire. The reason for selecting a union of Savar that, to know the citizen present situation of taking the innovative services and also know the awareness of other services provided from the in different field offices. Working experience and the accessibility of the researcher in savar sub-district is near to our Bangladesh Public Administration Training Centre for selecting the study area. Basically, it tried to collect data fromthe respondents coming in the Union Digital Centre which is located at Tetuljhora union parishod, Savar.



Figure 1: The map of Savar Sub-district

9. DATA ANALYSIS

INTRODUCTION:

This section aims to represent the collected data from Tetuljhora union of Savar sub-district under the Dhaka District and analyze data connecting with the research objective and question. These collected data reflects the level of satisfaction of customers and their opinion for getting services at their door steps. In fact, by analyzing data researcher would be confirmed the present status of scenario of redesigned e-service and accordingly need to improve service delivery mechanism. This section is organized into three sub-section. These are:

DEMOGRAPHIC INFORMATION:

Demographical material plays an important role for betterment of data analysis and have get result. The types of information of interviewee depend on the basis of the title of research chosen. Usually, this part is taken into account of the interviewee location particulars such as name, age, sex, profession, educational qualification and marital status, socio-economic condition (if possible) etcetera for more understanding the circumstances. Information is taken by researcher during the interview at tetuljhora, Savar sub-district.

MODE OF PUBLIC SERVICE & DELIVERY

The analysis of research questionnaire of study it has depicted most of the people are not aware of latest redesign services such as: Hajj Registration, Visa application and tracking, online Passport application, utility service payment system and so on. They usually come to take Character certificate and birth registration at the percentage of 37% and 23%. The Porcha, remittance withdrawal and Warishnama certificate at the rate of 15%, 14% and 4% respectively. The figure-1 shows the provided services below:

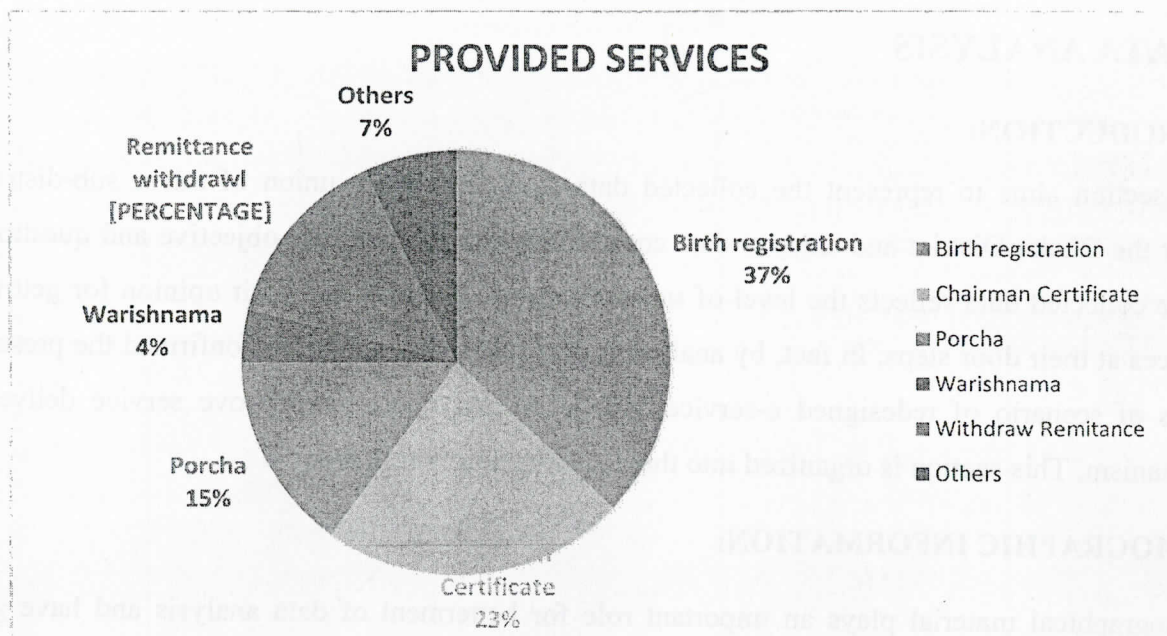


Figure 2: Types of service received from Tetuljhora Union Digital Centre

In my question 2& 3 of part-B was time of service received. The almost of service receiver got their service on time. No reason behind for getting the service at late. Most of them mentioned that they were not aware of most of the government e-services provided at the door steps. Besides, there were no objection regarding illegal benefit of assigned job, negligence to provide service and arrangement of sitting, drinking water and sanitation facilities which were up to the mark.

SURVEY ON CITIZEN SATISFACTION

BEHAVIOR AND ADDRESSING:

The aim of the survey by welcoming question to know how well and politely deal the customers by entrepreneur during the getting service at the UDC. I have conducted with three attributes that is attitude, communication and do their best to provide the services. In figure-3 that depicts few portion of the citizen are neutral of comments and somewhat satisfied at the score of 23% 33% and 13% respectively and citizens are strongly agreed with the three characteristics which scores are 67%, 77% and 81% respectively.

BEHAVIOR AND ADDRESSING

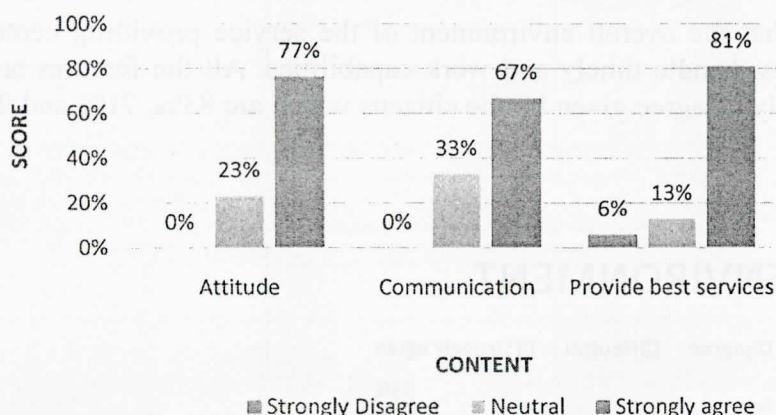


Figure-3: Behavior and addressing pattern showing at column

SERVICE QUALITY:

The aim of the presentation below to know the quality of service delivered by the provider which is measured by the purpose of use, achieve of use and address the problem in using ICT. In figure-4 represents that the 84% citizens are strongly agree with the purpose of use, 73% of people are strongly agreed with achieve your use and others factors are minimum in number. And most of the citizens (93%) understanding are addressing the problem in using ICT.

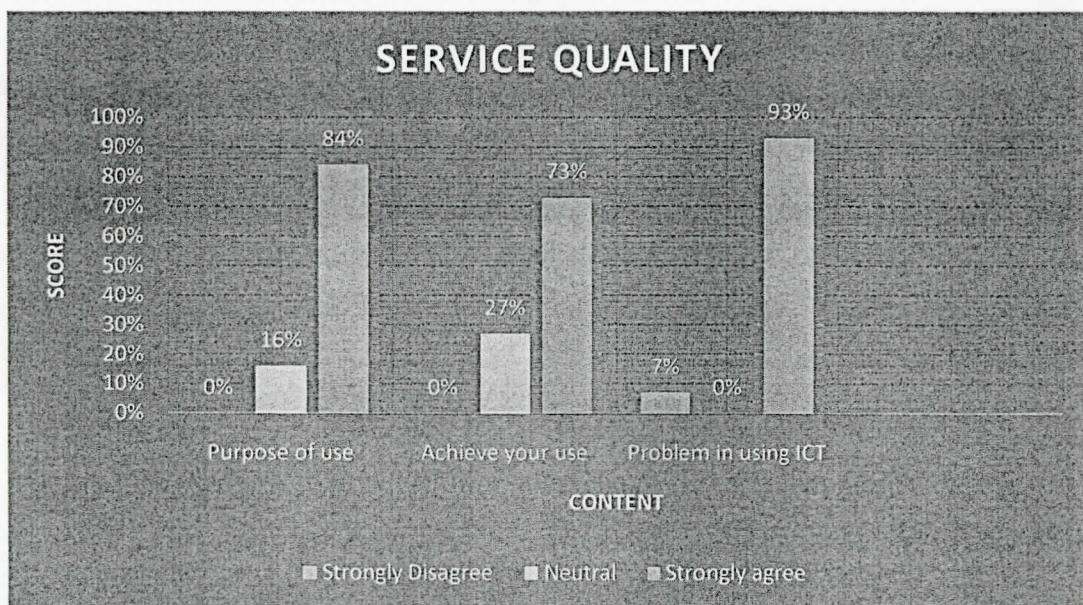


Figure-4: Service quality of provided services at UDC

ENVIRONMENT:

In figure -5expresses that the overall environment of the service providing center that covers pleasant facilities, handle timely and work capabilities. All the features are well scored in case of strongly disagree given by the citizens which are 83%, 71% and 93% as respectively.

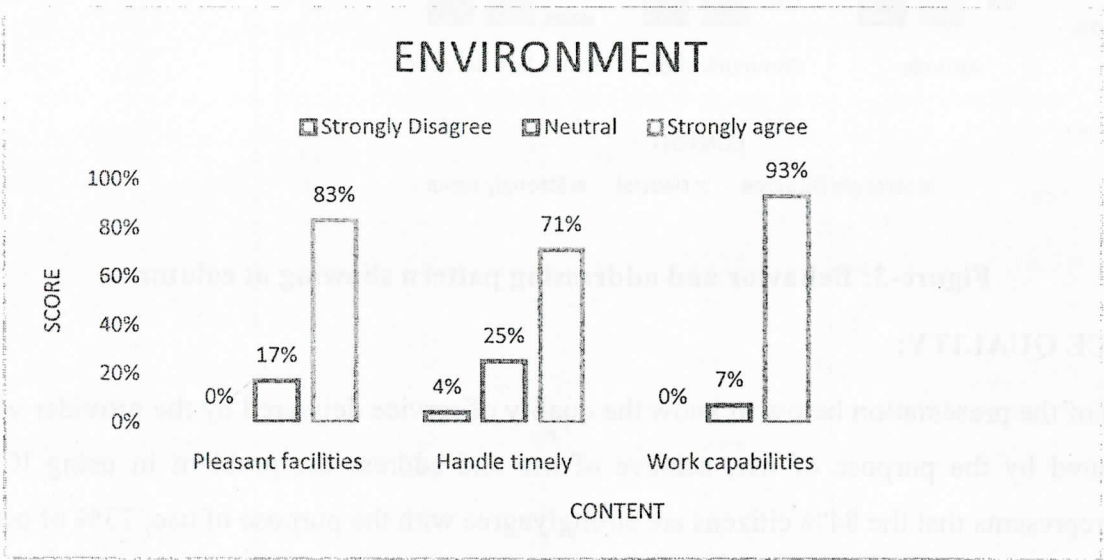


Figure-5: Showing environment at column chart

IMPACT OF ICT IN UDC:

Thea2i program are playing an important role as to service process simplification that indicates customer responsiveness, future values in reducing TCV and fair and transparent (showing below at figure-6). The responsive customer is strongly agreed with 89%. The customer of strongly agree in reducing TCV with values the service is 87% and in terms of fair and transparent, it is 93%.

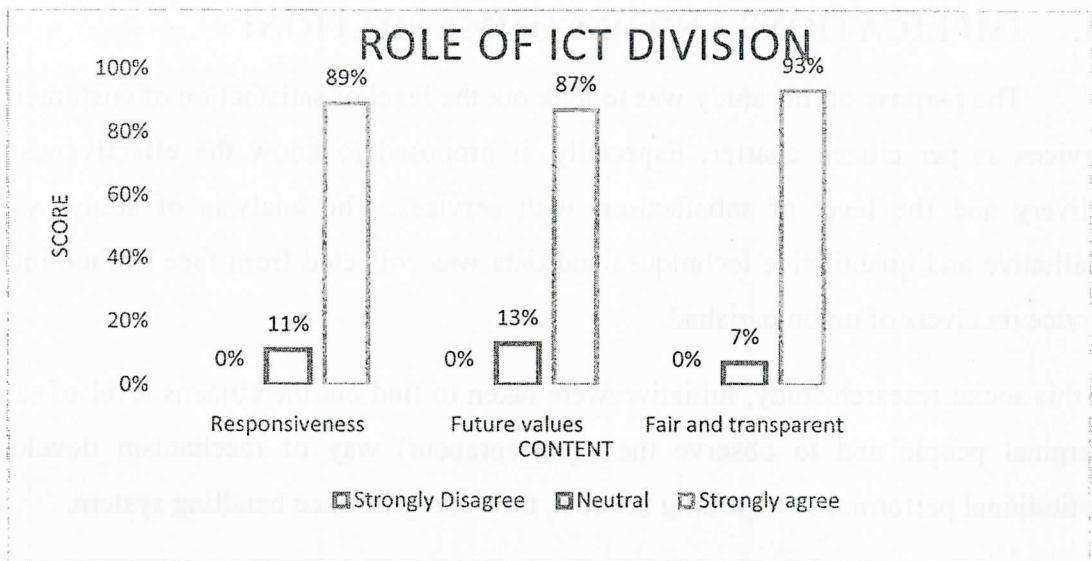


Figure-6: showing role of ICT Division

PERFORMANCE

In figure-7 depicts the overall activities of redesigned service performance. In fact, the above-mentioned questions asked to the customers elaborately illustrate overall satisfaction in getting simplified services at their door steps from entrepreneurs, union parishad and UDC. This questions also found the overall support provided by the district and sub-district administration. The only 9% are somewhat satisfied and the rest of 91% are highly satisfied accordingly.

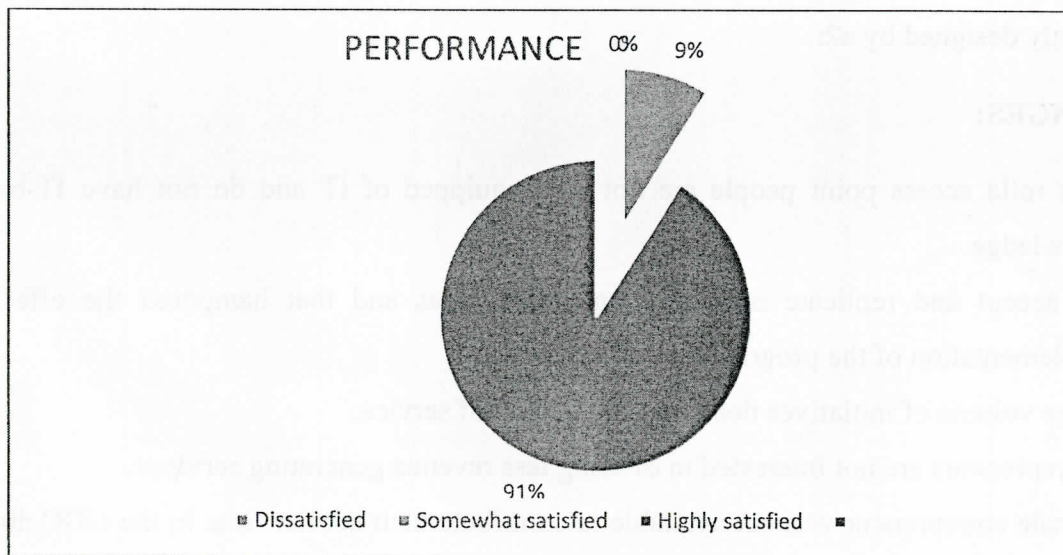


Figure-7: showing overall performance of UDC at column chart

10. IMPLICATIONS AND RECOMMENDATION:

The purpose of this study was to look out the level of satisfaction of customers with UDC services as per citizen charter. Especially, it proposed to know the effectiveness of service delivery and the level of satisfactions with services. The analysis of study was based on qualitative and quantitative techniques and data was collected from face to face interview with service receivers of union parishad.

In this social research study, initiatives were taken to find out the citizens level of satisfaction of marginal people and to observe their (entrepreneur) way of mechanism developed that is institutional performance regarding the cost, time and grievance handling system.

- a) Effective collaboration between ICT Division and the UDC through sub-district administration may gear up.
- b) To involve and engage concern stakeholders for publicizing the e-services delivery systems.
- c) To inform stakeholders the innovative idea of simplified and e-services.
- d) Supply chain or logistics in union level are not well established. This can be solved by using capacity development of UDC through the interfering of field administration.
- e) Entrepreneurs are required up to date training on innovative and simplified services mostly designed by a2i.

CHALLENGES:

- a) Last mile access point people are not well equipped of IT and do not have IT-based knowledge.
- b) To accept and replicate new and innovative ideas and that hampered the effective implementation of the program.
- c) Huge volume of initiatives decreases the quality of service.
- d) Entrepreneurs are not interested in offering less revenue generating services.
- e) Female entrepreneur was not available to contribute their service time in the UDC due to socio economic perspective, if present, not the whole day long.

LIMITATION OF THE STUDY:

- a) Lack of uninterruptible network and slow internet speed.
- b) Server of birth registration was slow due to huge congestion across the country and technical strength.
- c) The presence of beneficiaries are not notable due to Eid Ul Adha festival holiday.
- d) Shortage of time is major constraint to get data collection.

RECOMMENDATIONS:

Service at door steps of e-services is not a new concept for our country. With the changing of new policy and legal framework, government initiatives and IT based new technology are continuously increasing the demand of e-services to get at their door steps. Accordingly, Government has been keeping pace with the citizen demand of e-service and take many initiatives for the public interest. Since first date of July 2018, a2i has accommodated with ICT Division from Prime Minister's Office which is expected to involve new opportunities as well as some challenges(Ref a2i Annual Progress Review 2018.....). In the Eleven Election Manifesto 2018, Honorable Prime Minister Sheikh Hasina declared 21 pledges aligning with the SDG, seventh Five Year Plan and Perspective Plan 2010-2021 in achieving vision 2021. In this connection, Government has undertaken specially to extend of modern civic amenities in every village and also to transform of the youth into skilled manpower and ensuring employment (Ref. Awami league Manifesto 2018).

Researcher has understood the level of people satisfaction on ground and also find the few gaps and loopholes both service provider and service receiver to bridging them together successfully. These are below:

- a) Smart phone or mobile phone apps for customer different services especially for UDC should develop so that distance service receiver can get services from the ease of their home at any time of the day.
- b) Ek-shop should be developed mobile apps for their e-commerce business and should orient the citizen in order to get the services at their door steps.
- c) Continuous training requires for entrepreneur to scale up redesigned the services run successfully.

- d) Motivation, ownership, fund, capacity development and monitoring should be ensured for the effective implementation of e-service delivery.

11. CONCLUSIONS:

The study finds the urgency of people demand with a clear objective of increasing transparency, improving governance and public services and reducing the gap between service provider and service receiver. Due to growing demand of service redesigning in public sector for under privileges communities across the country should ensure more simplified services to the door steps and reach it up to the palms of their hands. In fine, by addressing above those key points, need to ensure the citizen level of satisfaction and e-service facilities at last mile access people as soon as possible.

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