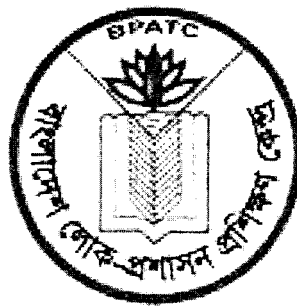


Research Report

on

Local Good Governance Practices and Obstacles in Bangladesh's Public Sector Management: A Study in Upazila Administration.



Submitted to

Director

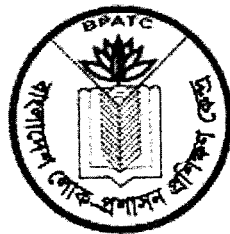
Research & Development Department

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Savar, Dhaka-1343.

2026.

Local Good Governance Practices and Obstacles in Bangladesh's Public Sector Management: A Study in Upazila Administration.



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ABSTRACT

Since independence, Bangladesh has introduced several local governance reforms to strengthen democratic decentralization, accountability, and public service delivery. Despite these initiatives, the effectiveness of good governance practices at the Upazila level remains uneven due to institutional, political, and administrative challenges. This study investigates the status of good governance practices in Upazila administration across five districts of Bangladesh, focusing on transparency, accountability, responsiveness, citizen participation, administrative efficiency, and service delivery outcomes. A mixed-methods approach was employed using field surveys, in-depth interviews, and document analysis conducted during 2023–2024. Data were collected from 200 respondents, including Upazila Nirbahi Officers, elected representatives, service recipients, and NGO representatives.

The first chapter establishes the theoretical and policy context of local governance in Bangladesh and highlights the growing importance of decentralized administration under Vision 2041. The second chapter reviews existing literature and identifies a significant gap in empirical assessments of governance performance at the Upazila level. The third chapter outlines the research methodology, while the fourth chapter presents and analyzes the empirical findings.

The findings reveal substantial discrepancies between national governance policies and local-level implementation. Although Bangladesh has adopted important governance initiatives such as the Right to Information Act (2009), the National Integrity Strategy (2012), and Digital Bangladesh programs, their implementation at the Upazila level remains limited. Survey results indicate that 68% of service recipients perceived a lack of transparency in resource allocation, while 74% reported political favoritism in selecting development projects. Furthermore, 59% of officials acknowledged experiencing political pressure in administrative decision-making. The study also found weak coordination between bureaucratic and elected actors, inactive standing committees, and limited citizen engagement, which collectively undermine accountability and effective service delivery.

The final chapter concludes that governance challenges in Upazila administration stem primarily from implementation deficiencies, politicization of institutions, inadequate institutional

autonomy, and limited administrative capacity rather than the absence of policy frameworks. Although digital governance initiatives have improved administrative processes, their effectiveness is constrained by infrastructural limitations, low digital literacy, and resistance to organizational change. The study recommends strengthening institutional autonomy, enhancing transparency and accountability mechanisms, revitalizing local committees, expanding citizen participation, improving digital capacity, and introducing performance-based monitoring systems. These reforms are essential for bridging the gap between national governance aspirations and local administrative realities and for promoting a more responsive, participatory, and accountable system of local governance in Bangladesh.

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LIST OF ABBREVIATION

Bangladesh	: A South Asian country bordered by India and Myanmar, known for its densely populated urban areas and rural communities.
BBS	: Bangladesh Bureau of Statistics
BPSM	: Bangladesh's Public Sector Management
CBO	: Community-Based Organizations
CSO	: Civil Society Organizations
Digital Divide	: The gap between those who have access to digital technologies and those who do not.
EPR	: External Performance Review
GSP	: Good Governance Standards and Principles
MoLG	: Ministry of Local Government
M&E	: Monitoring and Evaluation
NGO	: Non-Governmental Organization
PPP	: Public-Private Partnership
SDGs	: Sustainable Development Goals
SPSS	: Statistical Package for Social Science
UP	: Union Parishad
UZP	: Upazila Parishad

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Dr. Mst. Shumshunnahar

2026.

Chapter 1: Introduction

1.1 Introduction

Good governance is recognized as a fundamental component of effective public sector management and democratic development. In Bangladesh, initiatives aimed at decentralization and the enhancement of local government institutions have gained momentum, especially at the Upazila (sub-district) level, which is regarded as the primary tier for administrative and development service delivery. The Government of Bangladesh has initiated various reforms to enhance accountability, transparency, and citizen participation in local governance, aligning with its commitment to the Sustainable Development Goals (SDGs), particularly Goal 16 (Peace, Justice and Strong Institutions) (Zahid, 2022).

Notwithstanding these policy changes, evidence indicates that substantial governance deficits remain in Upazila administration. Transparency International Bangladesh (Sharma, 2024) reports that around 62% of local citizens believe public service delivery is affected by favoritism and a lack of transparency. Political interference, bureaucratic dominance, inadequate oversight mechanisms, and insufficient citizen engagement persistently hinder institutional performance at the grassroots level. Bangladesh Institute of Governance and Management (BIGM) in 2024 indicated that merely 37% of Upazila-level development projects aligned with community needs, attributed to centralized decision-making processes (Saleheen, 2020; Roy, 2021).

The Right to Information Act (2009), National Integrity Strategy (2012), and Annual Performance Agreements under the Ministry of Public Administration are important initiatives; however, they have not yet resulted in effective governance at the subnational level (Sheikh, 2024; Sharma, 2024). As Bangladesh moves towards its Vision 2041 objectives, it is essential to comprehend the practical challenges and deficiencies within local public sector institutions for effective reform (Roy, 2021). This study aims to examine governance practices and structural obstacles in Upazila administration, utilizing empirical evidence to assess whether decentralization has genuinely

empowered local actors or merely reproduced centralized inefficiencies under a new administrative framework.

1.2 Background of the Study

Good governance has grown in importance across the world as a necessity for long-term development, participatory democracy, and effective public service delivery. Since the reintroduction of the Upazila Parishad in 2009 under the Local Government (Upazila Parishad) Act, there has been an emphasis in Bangladesh on institutionalizing local administration, notably at the Upazila level. This reform aimed to empower local representatives, promote people-centered development, and increase openness and accountability in public sector administration (Mannan, 2024; Talukdar, 2023).

Despite these legal frameworks, the efficiency of local government varies. According to the Local Government Division (Mamun, 2020), more than 63% of Upazila Parishads indicate difficulties in coordinating between elected officials and bureaucrats. A recent survey conducted by the Centre for Policy Dialogue (Jahan, 2022) involving 800 respondents from 24 Upazilas revealed that 58% of citizens were unaware of the roles and responsibilities of local officials, while 46% were dissatisfied with service delivery in agriculture, education, and health. Corruption, political polarization, and a lack of participatory planning worsen the current governance issue. The National Integrity Strategy Annual Review (Islam & Rahaman, 2025; Zahid, 2022) found that inconsistencies in resource allocation and tender processes at the Upazila level had mostly gone unnoticed. Besides, capacity restrictions in planning, budgeting, and monitoring among elected representatives impede effective administration (Rahman & Akter, 2024).

As Bangladesh strives to become a developed nation by 2041, improving the efficacy and legitimacy of Upazila-level government has become critical (Panday, 2025). This study aims to investigate the role of institutional arrangements, political dynamics, and public engagement in influencing the quality of governance in Upazila administration, providing empirical insights on reform routes for promoting local democracy and development.

1.3 Problem of the Statement

In Bangladesh, local governance- especially at the Upazila level—continues to suffer structural and operational obstacles in spite of major legislative changes and decentralization initiatives. In 2009, the Upazila Parishad system was reinstated with the goal of enhancing participatory development and empowering local government. But bureaucratic domination, poor communication between elected officials and government representatives, and low citizen participation continue to hinder this structure's efficacy (Nasrullah, 2025). Nearly 51% of respondents in 32 Upazilas to a survey conducted by Transparency International Bangladesh (Nahar, 2024) said that political meddling in administrative decisions was frequent and frequently jeopardized impartiality and effectiveness. In a same vein, the Implementation Monitoring and Evaluation Division (Hossain, 2024; Sheikh, 2024) found that more than 47% of local development projects did not adequately contact community stakeholders or Union Parishads, which raises concerns about accountability and inclusivity in service delivery.

Budgetary restrictions and money release delays have a major influence on Upazila administrations' ability to carry out development plans on schedule. Sixty-two percent of Upazila Parishads cited inadequate logistical and personnel resources, and only 39 percent submitted yearly development plans within the allotted time frame, according to the Local Government Division (Huque & Ferdous, 2024; Shil & Chowdhury, 2023). These constraints hinder creativity and adaptability in meeting the demands of the community. Local services continue to have poor levels of citizen satisfaction. Only 42% of respondents from a survey conducted by the BRAC Institute of Governance and Development (Haider, 2024) expressed satisfaction with the transparency of local services, and only 28% reported having ever taken part in an open budget meeting or local consultation of any kind. This discrepancy is a reflection of poor civic trust and inadequate accountability systems.

A lack of effective governance is shown by the continuation of these problems, which compromises the results of local development. This study intends to pinpoint the main issues

influencing Upazila-level governance quality and offer workable solutions based on empirical research and local conditions.

1.4 Rationale of the Study

The study of local good governance practices and impediments in Bangladesh's public sector management, with a special emphasis on Upazila administration, is critical for a variety of reasons. To begin, upazila administrations act as key middlemen between the central government and local communities, providing public services, conducting development initiatives, and addressing grassroots concerns. Second, recognizing the issues and limitations confronting Upazila administrations is critical for improving openness, accountability, and efficiency in government. (Ehsan, 2020; Roy, 2021). By recognizing and resolving these difficulties, policymakers and stakeholders may work together to improve the efficacy of local public sector management, supporting sustainable development and increasing citizen happiness.

Besides, investigating local governance practices and constraints within the Upazila administration adds to the current body of research on governance dynamics in Bangladesh. It sheds light on how decentralized governance arrangements work, the influence of bureaucratic inefficiency, political intervention, and resource limits on service delivery, as well as possible areas for reform and development.

1.5 Research Objectives

General Objective

This study aimed to investigate the existing practices and obstacles related to effective governance within the public sector of Bangladesh, particularly in Upazila administration.

Specific Objectives

- a. To examine the extent of adherence to good governance practices in public institutions
- b. To examine the central administration's practices on local good governance in delivering services
- c. To explain the challenges on good governance implementation and

- d. To figure out some possible solutions that could help in tackle the challenges of good governance.

1.6 Research Questions

On the basis of the objectives the research questions are as follows:

- ❖ What are the practices of good governance (administrative accountability, legitimacy and professional ethics) in local level administration?
- ❖ Is there any relationship between good governance and service delivery in public institutions?
- ❖ Is there any contribution of good governance to ensure effective and smooth public service delivery in local public institutions?
- ❖ What are the challenges facing good governance in local public institutions?

1.7 Scope and Limitation of the Study

Scope of the Study: This research examined selected Upazila administrations in four Bangladeshi districts— Cumilla, Jamalpur, Gaibandha, and Kushtia—representing urban-adjacent and distant rural areas. It assessed local good governance factors as accountability, openness, public engagement, responsiveness, and rule of law. Upazila Nirbahi Officers (UNOs), local elected leaders, and service users were interviewed and surveyed. The Bangladesh Bureau of Statistics (Amin, 2023) reports 495 Upazilas, which provide public services to about 70% of rural Bangladeshis. The study investigated administrative, political, and structural challenges to successful governance at this level. It also examined how decentralization and digital initiatives like "A2i" affected Upazila governance and service delivery.

Limitation of the Study: This research of local good governance in Bangladesh's Upazila government had significant shortcomings. *Firstly*, owing to time and resource constraints, data were gathered from 08 Upazilas across four districts, which may not accurately reflect the governance environment in all 495 Upazilas across the country (Akter, 2023). *Secondly*, some respondents, particularly government personnel, were hesitant to provide specific information

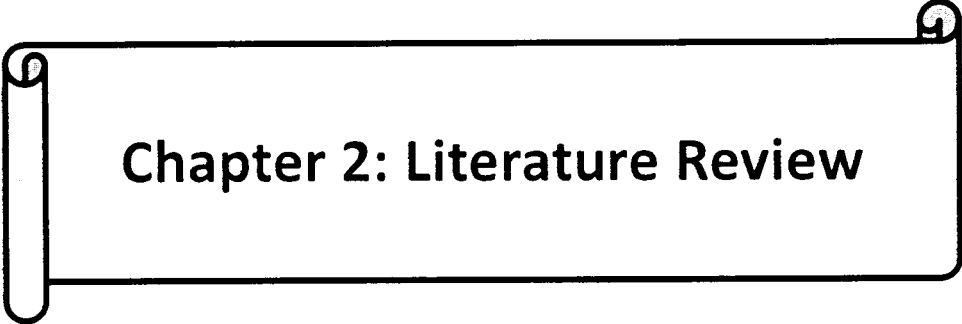
about politically sensitive subjects including corruption, political intervention, and administrative inefficiencies. As a result, some reactions may be cautious or socially desired, rather than genuine behaviors. *Thirdly*, credible secondary data on Upazila governance performance measures, including as budget execution, grievance redressal, and public satisfaction, were scarce. Government records frequently lacked disaggregated data by gender or location, which hampered the investigation of fairness and inclusion in service delivery. Besides, while qualitative interviews contributed to the study, the lack of longitudinal data hindered the capacity to track changes in governance practices over time (Haq & Ferdous, 2025; Panday & Chowdhury, 2020).

The ongoing administrative reforms under projects like “Strengthening Public Sector Management Program (2022–2027)” by the Ministry of Public Administration were still in progress during data collection, making it difficult to assess their full impact (Hasan & Ara, 2022). Despite these limitations, the study provides valuable insights into the structural and operational challenges of Upazila governance.

1.9 Conclusion

The study on local governance practices and challenges in Bangladesh’s Upazila administration showed a mixed picture of progress and ongoing issues. Decentralization and public sector reforms have led to participatory structures like Upazila Parishads, but their effectiveness is often limited by bureaucratic control and political interference. Only 42% of Upazila-level development plans were created through participatory processes, showing limited citizen engagement in decision-making (Hossain, 2025). The Comptroller and Auditor General’s 2022 report indicated that almost 31% of Upazila development funds experienced delays in disbursement or implementation because of procedural inefficiencies. Corruption, lack of transparency, and limited local official capacity hinder service delivery and accountability. Digital initiatives like the National Portal and a2i program face challenges due to digital literacy gaps and infrastructure issues in rural areas, limiting their effectiveness (Islam, 2024). The study finds that good governance at the Upazila level needs structural reforms, strong political commitment, community involvement, and effective monitoring mechanisms. Efforts to modernize and democratize public sector management in rural Bangladesh will be insufficient and fragmented

without addressing entrenched administrative and political barriers. The findings provide a foundation for future policy and academic discussions.



Chapter 2: Literature Review

2.1 Introduction

The literature review section of this study undertakes an investigation into scholarly literature and empirical data pertaining to challenges and effective governance practices at the local level in the public sector of Bangladesh, focusing on the administration of Upazilas. This chapter provides an essential framework for comprehending the intricacies and subtleties that are intrinsic to local governance dynamics. Hossain & Habib (2021) explored the administrative challenges and inefficiencies encountered by Upazila administrations, this literature review seeks to complement the findings of Abdullah (2020) regarding the detrimental effects of political interference on the efficiency of local government and the significance of transparency and accountability mechanisms, respectively.

2.2 Concept of Good Governance

The concept of good governance is central to the discussion of successful public sector management, particularly in relation to local governance practices within Bangladesh's Upazila administration. Good governance refers to a collection of concepts and practices designed to ensure openness, accountability, involvement, equity, and the rule of law in decision-making and service delivery. Ahsan & Panday (2023) good governance is defined as responsive, inclusive, and participatory governance institutions that prioritize the needs and interests of all stakeholders, particularly disadvantaged and vulnerable groups. Additionally, successful governance requires the efficient and effective use of resources, the promotion of ethical behavior and integrity among public officials, and the implementation of strong procedures for supervision and accountability. Good governance practices in Bangladesh's Upazila administration include decentralizing power and authority, empowering local communities to participate in decision-making processes, and promoting transparency and accountability in resource allocation and service delivery (Ferdous & Das, 2022). However, attaining good governance in Upazila administration is difficult due to bureaucratic inefficiency, political meddling, limited resources, and a lack of transparency and accountability systems (Hossain & Habib, 2021). Thus, the literature review chapter aims to critically examine existing scholarship on good governance

principles and practices, identify barriers to their implementation in Bangladesh's public sector management, and propose viable solutions for improving governance effectiveness at the Upazila level.

2.3 Local Governance and Upazila Administration in Bangladesh

The evolution of local governance in Bangladesh has been notable, especially following the reintroduction of the Upazila Parishad system through the Local Government (Upazila Parishad) Act of 1998, which was amended in 2009. Karim & Hosen, (2023) highlighted that although legal frameworks are in place to decentralize authority, the administrative and financial autonomy of Upazila institutions is constrained by centralized control and bureaucratic dominance. Sakib et al., (2022) indicated that merely 28% of development expenditures are implemented at the local level, highlighting insufficient fiscal decentralization.

Talukdar (2023) identified that coordination between elected representatives and bureaucrats frequently experiences issues due to conflicts of interest and ambiguous role delineations, thereby undermining service delivery. Citizen engagement is notably low, as indicated by a Transparency International Bangladesh (TIB) survey conducted in 2023, which revealed that merely 37% of respondents were aware of their rights to access local services via Upazila offices. Implementation of digital governance tools, such as the National e-Service Portal, is impeded by infrastructure deficiencies and insufficient digital capacity in rural regions (Uddin & Basit, 2024). Literature suggests that although reforms have enhanced local structures, political interference, limited capacity, and inadequate accountability mechanisms continue to pose significant challenges to effective governance at the Upazila level.

2.4 Good Governance Practices in Local Government

Good governance in local government encompasses transparent, accountable, participatory, and responsive administration, especially regarding service delivery and public resource management. In Bangladesh, various studies have recorded advancements as well as ongoing challenges in achieving effective governance at the grassroots level. Shil & Chowdhury (2023) indicates that decentralization reforms and the reestablishment of elected Upazila Parishads are intended to enhance local decision-making; nonetheless, bureaucratic dominance and political

patronage frequently hinder this objective. Sarkar et al., (2022) reported that merely 35% of individuals in rural regions expressed satisfaction with public services provided by Upazila-level institutions. Sharma (2024) noted that although 70% of Upazila administrations possessed citizen charters, only 45% executed them effectively, attributed to insufficient awareness and monitoring. Zahid (2022) identified that participatory planning and budgeting, which are essential indicators of effective governance, were either absent or only partially implemented in 60% of the surveyed Upazilas. Insufficient human resources, poor inter-agency coordination, and corruption diminish public trust.

The expansion of digital tools through the Access to Information (a2i) initiative is impeded by infrastructure disparities and gaps in digital literacy, which obstruct equitable access to services. Consequently, although policy frameworks are in place, achieving effective governance at the Upazila level presents a considerable challenge, necessitating institutional reform and active civic participation.

2.5 Challenges and Obstacles in Public Sector Management in Local Level

Public sector management at the local level in Bangladesh faces multifaceted challenges that hinder the effective implementation of good governance principles. Saleheen (2020) highlighted persistent issues such as political interference, bureaucratic inertia, and resource constraints that undermine administrative efficiency in Upazila administrations. According to Roy (2021) about 54% of Upazila offices reported delays in project implementation due to procedural bottlenecks and overlapping authority between elected representatives and bureaucrats. Transparency International Bangladesh (Rahman & Tasnim, 2023) found that nearly 48% of service users in rural Upazilas experienced demands for informal payments, negatively affecting public trust and service accessibility. Besides, Nasrullah (2025) documented weak monitoring and accountability mechanisms, with only 30% of Upazila Parishads actively engaging citizens in budget formulation and oversight.

Capacity limitations further complicate local public management. Bangladesh Institute of Governance and Development (Mamun, 2020) revealed that 62% of local officials lacked adequate training in modern administrative practices and digital tools, despite the government's

push for digitalization under the a2i program. These challenges collectively impede transparency, responsiveness, and participatory governance at the local level, necessitating comprehensive reforms that address institutional weaknesses, political dynamics, and human resource development to improve public sector management outcomes in Upazila administration.

2.6 Scenario of Upazila Administration and Governance in Bangladesh

The Upazila administration operates as the fundamental level of local governance in Bangladesh, acting as an essential intermediary between the central government and rural populations. Following the re-establishment of elected Upazila Parishads in 2009, initiatives have been undertaken to decentralize authority and enhance local governance. Karim & Hosen (2023) said that despite the existence of formal institutional structures in Upazilas, the coordination between elected representatives and bureaucrats is often inadequate, resulting in duplication and delays in decision-making. Kader & Ullah (2020) indicated that 61% of citizens were dissatisfied with the transparency of Upazila-level public services.

Digital governance initiatives, exemplified by the a2i program, have implemented e-service platforms to improve the efficiency of service delivery. Islam (2024) identified substantial challenges, such as deficiencies in digital infrastructure and low levels of digital literacy, which impede equitable access in rural Upazilas. Haider (2024) noted that capacity-building initiatives for Upazila officials are inadequate to address increasing administrative requirements.

2.7 Research Gap

Though local governance and public sector management in Bangladesh are becoming more well-documented, little is known about Upazila administration challenges and good governance methods. Hasan & Ara (2022) focuses on broad institutional frameworks, political intervention, and capacity constraints, but they lack empirical data from varied Upazila situations across the nation. Transparency International Bangladesh (Akter, 2020) describes corruption and citizen unhappiness, although these studies focus on urban or district-level government and ignore sub-district issues. Existing research often ignores the growing effects of recent digitalization initiatives under the Access to Information (a2i) initiative and other government programs to improve Upazila transparency and service delivery. Hossain (2024) listed infrastructure and

literacy deficiencies, but there is no data on how these influence rural government and public involvement. Few longitudinal studies examine governance innovations' efficacy over time, limiting comprehension of Upazila administration structural change or stasis. Much of the research ignores frontline officials and ordinary individuals, leaving an inadequate picture of accountability and responsiveness processes. This study uses mixed-methods to address gaps in local government practices, challenges, and reform impacts in Bangladesh's 495 Upazilas, which service over 70% of the population (Kader & Ullah, 2020). This method seeks to inform localized policy actions and capacity-building efforts.

2.8 Conclusion

In summary, the literature review chapter has conducted an exhaustive examination of challenges and effective governance practices at the local level in the management of the public sector in Bangladesh, with a particular emphasis on the administration of Upazilas. This chapter has identified significant obstacles to effective local governance, including resource limitations, political interference, bureaucratic inefficiencies, and a lack of transparency and accountability mechanisms, by synthesizing prior scholarly research and empirical evidence. Besides, critical good governance practices, such as effective service delivery mechanisms, transparency, and participatory decision-making, have been identified through the review. These practices are vital for fostering accountability, efficiency, and transparency in the administration of the Upazila. Subsequent sections of this research will expand upon the understandings acquired from the literature review in order to delve deeper into these obstacles and exemplary governance methods, suggest feasible resolutions, and make a contribution towards bolstering the efficacy of governance and advancing sustainable development in the Upazila administrations of Bangladesh.

Chapter 3: Theoretical Framework

Chapter 3: Theoretical Framework

3.1 Introduction

The chapter on theoretical framework establishes the foundation for examining the practices and challenges of local good governance in the public sector management of Bangladesh, with a special emphasis on Upazila administration. This chapter is based on well-established theories and concepts. Its goal is to give a theoretical viewpoint for analyzing the efficacy of governance and identifying the elements that influence governance results at the local level. The theoretical framework will analyze concepts such as democratic governance, participatory decision-making, institutional capacity, and accountability mechanisms to understand the complexities of governance dynamics within Upazila administrations. This analysis drawn from important works in governance theory, public administration, and development studies. This chapter aims to establish a conceptual basis for the research and debate that follows by combining theoretical ideas with empirical facts. It will guide the study into the factors that contribute to effective governance practices and the challenges faced in the Upazila administration of Bangladesh.

3.2 Theoretical Concepts of Good Governance

The study of local good governance practices and impediments within Bangladesh's public sector management, specifically concentrating on Upazila administration, is supported by a theoretical framework that includes numerous fundamental theoretical ideas. The concept of democratic governance prioritizes the values of public involvement, rule of law, and political pluralism in the processes of government (Kurata & Arimoto, 2023; Panday & Chowdhury, 2020). Within the framework of Upazila administration, democratic governance involves granting local people the authority to participate in decision-making processes and promoting governance systems that are inclusive and responsive. Moreover, participatory decision-making emphasizes the significance of individuals, civil society organizations, and other stakeholders actively participating in governance processes (Mojumder & Panday, 2022). Participatory approaches in Upazila administration entail including communities in the design, execution, and supervision of development programs, ensuring that they are in line with local needs and preferences. Besides, accountability systems are essential for guaranteeing openness and integrity in governance processes (Roy et al., 2023).

Accountability mechanisms in Upazila administration encompass the establishment of procedures to provide oversight, monitoring, and assessment, with the aim of holding public officials responsible for their actions and choices. These theoretical notions offer a thorough framework for analyzing the dynamics of governance and suggesting solutions to improve the efficacy of governance within the Upazila administrations of Bangladesh (Sarkar et al., 2022; Sheikh, 2024).

3.3 Different Models for Analyzing Public Sector Management

Analyzing public sector management requires frameworks that address complexities in governance, accountability, and service delivery. Over time, several theoretical models have been proposed to understand and improve public administration, especially at decentralized levels such as Bangladesh's Upazila administration.

The traditional **Weberian Bureaucratic Model** emphasizes hierarchical structures, rule-based procedures, and impersonality to ensure efficiency and neutrality (Rahman & Akter, 2024). This model has influenced Bangladesh's civil service system but has been criticized for rigidity and limited responsiveness to local needs (Panday & Chowdhury, 2020). In the Upazila context, bureaucratic dominance often constrains elected representatives' autonomy, affecting participatory governance (Nahar, 2024).

The **New Public Management (NPM) Model** emerged in the late 20th century, advocating for market-oriented reforms, performance measurement, and customer service orientation to improve public sector efficiency (Rahman & Tasnim, 2023). Bangladesh's public sector reforms since the early 2000s incorporated NPM principles, such as the introduction of Annual Performance Agreements (APAs) and digital services under the a2i program (Islam & Rahaman, 2025). Despite these reforms, implementation at the Upazila level remains uneven due to resource constraints and political interference (Hossain, 2024).

The **Good Governance Framework** by the United Nations Development Programme, prioritizes transparency, accountability, participation, and rule of law. This model aligns closely with Bangladesh's Vision 2041 and the National Integrity Strategy. However, empirical data reveal

gaps in governance practice; for example, only 42% of Upazila development plans are prepared through participatory processes (Haider, 2024).

Lastly, the **Collaborative Governance Model** highlights the importance of multi-stakeholder partnerships involving government, civil society, and citizens to co-produce public services (Hossain & Habib, 2021). Given the socio-political complexities at the Upazila level, integrating collaborative approaches could enhance responsiveness and trust, but such initiatives remain underexplored in Bangladesh (Islam, 2024).

This study adopts a composite analytical framework drawing from these models to critically assess governance practices and obstacles within Bangladesh's Upazila administration. It seeks to understand how institutional structures, administrative behaviors, and citizen engagement intersect in shaping public sector management outcomes.

3.4 Application of Models in Improvement of Upazila Administration in Bangladesh

The institutional dynamics of Upazila administration in Bangladesh can be best understood through the application of multiple governance models, each offering distinct explanatory and prescriptive value. This study focuses on four theoretical models: Weberian Bureaucratic Model, New Public Management (NPM), Good Governance Framework, and the Collaborative Governance Model, to evaluate the performance and reform prospects of Upazila administration in delivering local public services (Khan et al., 2021; Sheikh, 2024).

The Weberian Bureaucratic Model emphasizes hierarchy, formal rules, meritocracy, and administrative neutrality (Sharma, 2024). This framework continues to shape the structure of Upazila administration. While it provides organizational stability, recent assessments show that its rigidity often undermines responsiveness. According to Talukdar (2023), 63% of Upazila citizens reported experiencing procedural delays and lack of empathy from officials, reflecting bureaucratic detachment from community needs.

In contrast, the NPM model promotes decentralization, performance-based management, and market-oriented reforms. Several Upazilas piloting e-governance initiatives, citizen charters, and

results-based budgeting under the LGSP III (2023) recorded a 22% increase in citizen satisfaction, indicating the effectiveness of managerial reforms in improving service delivery (Rahman & Akter, 2024).

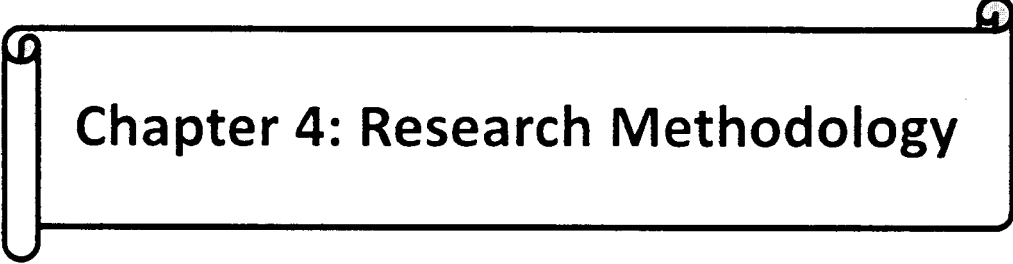
The Good Governance Framework, as articulated by the World Bank (1992), underscores transparency, accountability, participation, and rule of law. However, Saleheen (2020) notes that only 41% of Upazila-level planning processes involve community representatives, showing a persistent participation gap that limits democratic accountability.

Finally, the Collaborative Governance Model offers a more inclusive approach, emphasizing shared decision-making among government actors, civil society, and citizens. While still nascent in Bangladesh, initiatives in districts like Khulna and Nilphamari have demonstrated improved dispute resolution and resource targeting when stakeholder collaboration is institutionalized.

Therefore, applying an integrated model—combining hierarchical control, managerial efficiency, participatory values, and collaborative decision-making—can significantly enhance the responsiveness, legitimacy, and effectiveness of Upazila administration in Bangladesh.

3.5 Conclusion

This study uses a variety of governance models, including the Weberian Bureaucratic Model, the New Public Management (NPM) Model, the Good Governance Framework, and the Collaborative Governance Model, to look closely at how the institutions of Upazila government in Bangladesh work. Each model gives us a different picture of how local government institutions are set up, how well they work, and how they can be changed. The Weberian model explains why some management decisions are rigid, while NPM focusses on performance and efficiency. Participation and openness are examples of political values that are brought up in the Good Governance Framework, and the Collaborative Governance Model supports decision-making that involves everyone (Ara et al., 2024). All of these models work together to give us a full picture of the good and bad things about the way local governments work. This leads to better, more responsive, and more citizen-centered government in Bangladesh's Upazila system.



Chapter 4: Research Methodology

Chapter 4: Research Methodology

4.1 Introduction

This chapter outlines the methodological approach used to investigate the practices and challenges of good governance within the Upazila administration of Bangladesh. A mixed-methods approach was utilized to achieve a thorough understanding of the complex issues associated with local governance. This method corresponds with Creswell's (2014) suggestion to integrate qualitative and quantitative data to obtain both measurable results and contextual understanding. Quantitative data were gathered using structured questionnaires distributed to citizens, elected representatives, and public officials in selected Upazilas. Qualitative data were collected through key informant interviews (KIIs), Survey and document reviews to enhance the analysis. The integration of these methods facilitated triangulation, enhancing the reliability and validity of the findings (Tashakkori & Teddlie, 2010).

This methodological framework was informed by earlier governance studies in South Asia (Amin, 2023) and tailored to the political and administrative context of Bangladesh. The selected methods accurately represented the dynamics of local service delivery, citizen engagement, and institutional performance at the Upazila level.

4.2 Research Design

This study employed a descriptive and exploratory research design to examine governance practices and challenges within the Upazila administration. This design was chosen to systematically delineate existing service delivery mechanisms and investigate institutional impediments impacting performance (Kothari et al., 2009). A combination of qualitative and quantitative methods was utilized to enhance the validity of the analysis (Creswell, 2014). This approach was particularly suitable for understanding the complex, multi-actor governance processes within Bangladesh's decentralized administrative framework (Ferdous, 2024; Verma et al., 2024).

4.3 Selection of the Study Area

The current study concentrated on four districts—Cumilla, Jamalpur, Gaibandha, and Kushtia—which are comprised of 17, 7, 7, and 6 Upazilas, respectively. The researchers purposively

selected eight Upazilas from these districts based on accessibility, administrative diversity, and governance relevance. This non-probability purposive sampling technique, which is frequently employed in governance research (Uddin et al., 2021), was suitable for obtaining in-depth data from strategically significant units. Due to time and financial constraints, purposive sampling enabled the researchers to concentrate on Upazilas where governance practices and citizen interactions could be meaningfully examined which was consistent with the study's qualitative and exploratory objectives (Akon et al., 2024).

4.4 Data collection Methods

To draw an accurate result from the data, both the quantitative and qualitative analysis is necessary. The objectives of this research can only be achieved by using a mixed methodology that makes use of both qualitative and quantitative techniques. The following methods were employed in this study:

- ❖ Content Analysis
- ❖ Key Informant Interviews (KII)
- ❖ FGD (Focus Group Discussion)
- ❖ Questionnaire Survey

Content Analysis: This study examined selected Upazilas' official papers, policy guidelines, meeting minutes, and citizen charters using content analysis. Content analysis revealed administrative behavior, governance goals, and service standards (Chaawla & Sondhi, 2012). It helped to triangulate qualitative findings and grasp institutional narratives beyond interview data. Flick (2015) indicated, analyzing documented evidence made qualitative research more credible, making it vital for studying Bangladesh's formal local government methods and restrictions (Geoffrey et al., 2005).

KII: The research conducted Key Informant Interviews (KIIs) with Upazila Nirbahi Officers, elected representatives, and senior service providers to gather intimate knowledge of governance practices and institutional issues. KIIs enabled academics to investigate complicated administrative processes that are typically unavailable via surveys (Kumar, 2018). According to Mishra & Alok (2022), KIIs played an important role in contextualizing policy gaps and comprehending local government from the perspective of decision-makers and implementation.

Focus Group Discussion: The research conducted Focus Group Discussions (FGDs) with local residents to gather varied community perspectives on service delivery and governance. FGDs encouraged participatory discourse, highlighting common issues and expectations (Morgan, 1997). This strategy supplemented the qualitative data by emphasizing grassroots experiences and social dynamics that are frequently missed in individual interviews.

Survey method: This study used survey method to get quantitative information on government performance and service satisfaction from the citizens. Structured questionnaires enabled standardized data collection across Upazilas (Verma et al., 2024). In order to measure public perceptions, comparing responses, and identifying trends related to accountability, transparency, and administrative responsiveness in local government, this approach was very crucial.

4.5 Sources of Data and Sampling procedure

Primary Sources

This study systematically collected primary data using a mixed-methods approach. A structured survey was conducted with 200 public officials and local citizens in selected Upazila administrations to gather quantitative insights on governance practices and challenges. Qualitative data were concurrently collected through in-depth interviews with key informants, such as Upazila Nirbahi Officers (UNOs), local government representatives, and community leaders, as well as through focused group discussions with citizen groups. This comprehensive collection facilitated a detailed understanding of local governance dynamics (Ahsan & Panday, 2023).

Secondary Sources

Secondary data was collected from government reports, policy papers, yearly development plans, audit reports, and publications from the Local Government Division (LGD), Bangladesh Bureau of Statistics (BBS), and Transparency International Bangladesh. These publications contextualized and compared governance performance and institutional impediments. Secondary sources provided background and triangulation evidence (Chaawla & Sondhi, 2012). Such data validated primary source findings and helped comprehend administrative trends and structural difficulties in Upazila governance structures.

4.6 Population size, sample and sampling

To determine an appropriate sample size for this study with an unknown total population, Cochran's formula was applied. This method is widely accepted for calculating sample sizes when the population is large or undefined:

$$n_0 = \frac{Z^2 \cdot p \cdot (1-p)}{e^2}$$

Where:

- n_0 = desired sample size
- Z = Z-score at the 95% confidence level = 1.96
- p = estimated proportion of the population (commonly 0.5 for maximum variability)
- e = acceptable margin of error (typically 0.07 or 7%)

Substituting values:

$$n_0 = \frac{(1.96)^2 \cdot 0.5 \cdot (1-0.5)}{(0.07)^2} = \frac{3.8416 \cdot 0.25}{0.0049} \approx 196$$

This calculation shows that at least 196 people need to answer for the result to be statistically valid with a 95% confidence level and an accuracy of $\pm 7\%$. So, it was statistically sound to choose 200 respondents for this study, and this choice made sure that the analysis of local government practices and administrative problems in chosen Upazilas was accurate (Creswell, 2014). A total of 200 respondents from eight upazilas from the Cumilla, Jamalpur, Gaibandha, and Kushtia districts. The respondents' composition are follows:

Table 1. Distribution of Sample size

Sl. No	Name of the District	Name of the Upazila	No. of Respondents	Total Respondent
01.	Cumilla	Sadar South and Chandina	25*2=50	50
02.	Jamalpur	Sarishabari and Melandaha	25*2=50	50
03.	Gaibandha	Gobindagonj and Palashbari	25*2=50	50
04.	Kushtia	Kumarkhali and Bheramara	25*2=50	50
Total No of Respondents (Two hundred) =				200

4.7 Independent and Dependent Variable

In this research, the relationship between governance practices and public sector performance was examined by identifying specific independent and dependent variables. The independent variables included core dimensions of good governance, such as transparency, accountability, participation, rule of law, and equity. These were hypothesized to influence the dependent variable, namely, the effectiveness of public sector management in Upazila administration.

Table 2. Independent and Dependent Variable

Independent Variables	Definition/Focus Area	Dependent Variable
Transparency	Access to information, openness of processes	Effective Public Sector Management
Accountability	Answerability of officials to citizens and institutions	
Participation	Citizen involvement in planning and decision-making	
Rule of Law	Legal compliance, equal enforcement of laws	
Equity and Social Inclusion	Fair distribution of resources and inclusive service	

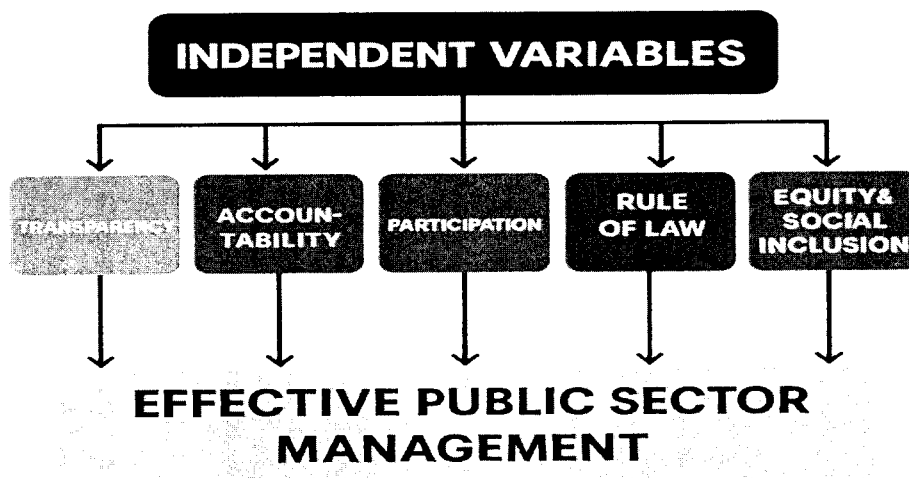


Figure 1 Independent and Dependent Variable

The selection of variables was based on governance literature (Uddin & Basit, 2024) and empirical relevance to the local administrative context in Bangladesh.

4.8 Data Processing

The collected information was coded, calculated, analyzed, sorted, summarized, categorized, structured, and tabulated in accordance with the study's objectives. The collected data was also be systematically examined in a number of research designs depending on the predetermined criteria (Uusitalo, 2015).

4.9 Data Analysis

This study employed both quantitative and qualitative data analysis techniques to interpret findings systematically. Quantitative data from surveys were analyzed using descriptive statistics such as frequency, percentage, and cross-tabulation through SPSS software. Qualitative data from KIIs and FGDs were analyzed thematically to identify governance patterns and challenges (Chaawla & Sondhi, 2012). This mixed-method approach ensured triangulation and enhanced validity in interpreting local governance practices (Creswell, 2014).

4.10 Conclusion

The research methodology of this study was carefully designed to explore local good governance practices and challenges within Upazila administration in Bangladesh. A mixed-method approach was employed, incorporating surveys, KIIs, FGDs, and content analysis to ensure data triangulation and depth. Purposive sampling allowed focused investigation across diverse administrative contexts. Both primary and secondary data sources enriched the analysis (Verma et al., 2009). This methodological framework provided a robust foundation for assessing governance dynamics and identifying systemic obstacles in public sector management ensuring the study's reliability and contextual relevance.

Chapter 5: Scenario of Good Governance in Upazila Administration of Bangladesh

Chapter 5: Scenario of Good Governance in Upazila Administration of Bangladesh

5.1 Introduction

The investigation examined the changing landscape of effective governance within the Upazila administration of Bangladesh, highlighting the importance of transparency, accountability, participation, and responsiveness. The Upazila Parishads, created under the Local Government (Upazila Parishad) Act of 1998 and amended in 2009, have been pivotal in facilitating decentralised service delivery. Nevertheless, the results of governance differed among regions as a result of institutional deficiencies and political meddling (Uddin, & Basit, 2024). Abdullah (2020) reported that merely 42% of Upazilas held participatory budgeting meetings during the fiscal year 2022–2023, indicating significant deficiencies in citizen involvement. Ehsan (2020) underscored issues related to administrative integrity and delays in procedures. In spite of the initiatives undertaken by the government and development partners, the achievement of effective governance at the local level has continued to be uneven. This chapter analyzed governance practices and structural obstacles in various Upazilas to evaluate their alignment with internationally recognized good governance indicators.

5.2 Good Governance and its Importance

5.2.1 Definitions of Good Governance

The concept of 'Good Governance' has gained significant popularity in the realms of Public Administration and social sciences over the past decade. The idea of good governance has ancient roots, tracing back to the dawn of human civilization. The concept has been identified in ancient Indian texts such as Kautilya's 'Arthashastra' and the 'Mahabharata', as well as in the works of Western scholars like Plato, Aristotle, and Thomas Hobbes, among others. In ancient India, rulers were bound by the principles of Dharma, which were intricately linked to effective governance (Islam & Rahaman, 2025; Uddin & Basit, 2024).

According to UNDP, "Good Governance is, among other things, participatory, transparent, and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance ensures that political, social, and economic priorities are based on broad consensus in society

and that the voices of the poorest and the most vulnerable are heard in decision making over the allocation of development resources.”

Mohit Bhattacharya (2013) has discussed the recent developments of good governance in three ways:

- a. It is an attempt to widen the scope of public administration by going beyond the formal government.
- b. It is an externally dictated term invented to prescribe aid conditionality.
- c. It is a more genuinely democratic intensifying concept- to make public administration more open, transparent, and accountable (Kurata & Arimoto, 2023).

5.2.2 Characteristics of Good Governance

Good governance requires specific standards to be upheld. According to the definitions, effective governance possesses essential traits that facilitate economic management and enhance the connection between the state and society (Nahar, 2024). World Bank documents and various studies outline 8 characteristics of effective governance. The following are mentioned below:

- ❖ **Participation:** Citizens' engagement in the governing process is a defining feature of effective governance. Participation is a key step in encouraging individuals to engage in decision-making processes. It might be direct or indirect, but participation must be educated and structured. The purposes and objectives of political rights would be achieved by increased public engagement in society. The legal framework symbolizes the rule of law, ensuring impartiality in involvement in the governance decision-making process.
- ❖ **Rule of Law:** The rule of law is another important part of good government. Society needs a fair set of laws in order to have the rule of law. Rule of law makes sure that everyone is treated equally, which helps protect human rights, especially those of the most disadvantaged people in society. The key parts of ensuring the rule of law are an independent judicial system that is fair and an uncorruptible police force (Panday & Chowdhury, 2020; Uddin & Basit, 2024).

- ❖ **Transparency:** Governance needs transparency to provide equitable services to citizens. It balances policymaking and enforcement according to rules. It gives citizens unfettered access to government policy and implementation information. Proper media should be used to simplify this information.
- ❖ **Responsiveness:** Responsiveness is a fundamental requirement of the administration that can enhance the connections between the administration and the public. It necessitates adequate services for the population within a designated timeframe (Rahman & Tasnim, 2023; Talukdar, 2023).



Figure 2 Characteristics of Good Governance

- ❖ **Consensus Oriented:** Effective governance relies on societal consensus to ensure its quality. It may serve the interests of both individuals and the community. This contributed to attaining a long-term perspective on human development. It originated from the social culture and institutional behaviors of that specific society.
- ❖ **Equity and Inclusiveness:** To ensure excellent governance, a just and equal society must be formed. The way society is seen by its members determines how well it functions. All of its members must believe that they are involved in it and are included in the governing process (Sakib et al., 2022; Sharma, 2024).

- ❖ **Effectiveness and Efficiency:** Effectiveness and efficiency make sure that the results of the institutions match the requirements of society. Good governance is making sure that society's resources are used correctly to support long-term growth. It also makes sure that natural resources are used in a way that protects the environment.
- ❖ **Accountability:** Accountability is one of the most important characteristics of good governance. Good governance depends on how accountable Governmental, as well as private sectors and civil society organizations, are to their people and their institutional stakeholders. Without transparency and the rule of law, accountability cannot be established (Talukdar, 2023; Roy, 2021).

5.2.3 Importance of Good Governance

- ❖ **Economic Development:** In the absence of effective governance within a state, the stability of its economic development is compromised. Every aspect of economic development, including production, distribution, investment, and consumption, encounters a range of challenges. With the establishment of good governance, these obstacles will be eliminated, allowing for a fair distribution of state resources (Shil & Chowdhury, 2023).
- ❖ **Social Development:** Effective governance is crucial for social progress. The role of it extends beyond mere economic development. The outcome of development guarantees that all segments of society experience a foundation of equity. Individuals from various religions, castes, and classes coexist within a society. In the absence of an equitable distribution of wealth among the populace, social discontent is likely to rise. Again, the proper distribution of wealth is not enough. We have to make arrangements so that minority people can walk without fear. In the same way, various reform laws have to be enacted to reduce the gap between men and women in society.
- ❖ **Political Development:** Its political growth link is crucial. Good governance cannot be established in a country if its political leaders are not active. Its success depends on political leadership honesty and adherence to political establishment rules. Good competition and governance among political institutions and parties depend on constructive cooperation and the creation of people-centered programs. Government-opposition collaboration helps build democracy in a country (Zahid, 2022; Roy, 2021).

- ❖ **Enhances Institutional Capacity:** Governance frameworks boost administrative efficiency and the ability of institutions to plan, execute, and assess policies effectively. Robust institutions are essential for fostering resilience and ensuring sustainable development (Rahman & Tasnim, 2023).

5.3 Scenario of Good Governance in Bangladesh

Effective governance in Bangladesh has become an essential element in realizing sustainable development and strengthening democracy. Despite notable progress in areas such as the digitalization of public services, poverty reduction, and infrastructure development, various systemic issues persist, obstructing the achievement of comprehensive good governance in the country. A significant challenge is found in the absence of transparency and accountability within public sector institutions (Roy, 2021). Even with the initiatives taken by organizations like the Anti-Corruption Commission (ACC) and the implementation of the Right to Information Act (2009), corruption continues to be prevalent in administrative processes (Sarker et al., 2022). Political interference in bureaucratic decisions has weakened institutional autonomy and undermined merit-based administration. Another issue is the inefficiency in service delivery at the local government level, particularly in Upazila administrations. Limited resources, insufficient monitoring, and a lack of citizen involvement have hindered the effectiveness of local governance structures (Panday, 2025; Nasrullah, 2025). Moreover, the ineffective execution of laws, lack of coordinated planning, and restricted data-driven policymaking intensify governance failures.

Despite these challenges, Bangladesh has demonstrated significant potential for enhancing governance. The implementation of the Access to Information (a2i) program, e-governance platforms, and digital service portals has improved service delivery and the interaction between citizens and services. The involvement of civil society, heightened public awareness, and the expanding influence of the media have generated a demand for greater accountability in governance. Moreover, the initiatives for decentralization and the enhancement of the Upazila Parishads have created fresh opportunities for governance that prioritizes the needs of citizens. The prospects for good governance in Bangladesh remain promising, supported by sustained political will, institutional reform, and capacity development.

To seize these opportunities, it is essential to foster inclusive policymaking, invest in human resources, and guarantee legal enforcement. Enhancing transparency, fostering participation, and upholding the rule of law will be pivotal in reshaping Bangladesh’s governance framework in the years ahead.

5.3.1 Transparency and Accountability

Over the past five years, Bangladesh's Upazila administration have struggled with transparency and accountability. Public audits and citizen scorecards indicated significant information disclosure, budgetary transparency, and institutional responsiveness shortcomings between 2020 and 2024. Transparency International Bangladesh (Mannan, 2024) found that 42% of Upazila service consumers were ignorant of their right to access public data and that just 18% of offices presented budget and project information. Local government remains opaque, according to these numbers. Internal audits, grievance redress processes, and administrative evaluations were primarily formal (not functioning). Kurata & Arimoto (2023) revealed that just 26% of Upazila grievance cell complaints between 2020 and 2023 were handled on time. Bureaucratic incompetence and political favoritism caused this delay. The Prime Minister's Office's Access to Information (a2i) program and IMED's digital reporting capabilities boosted openness slightly.

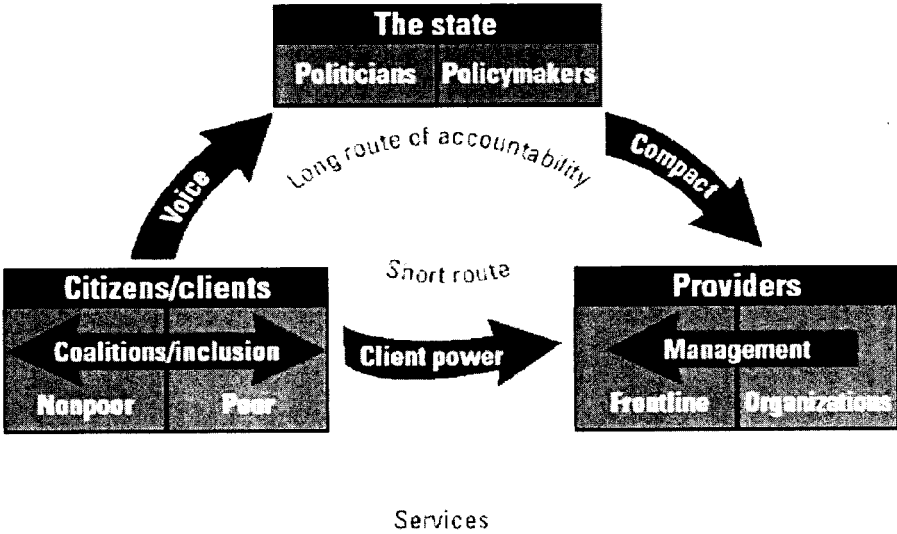


Figure 3 Accountability framework showing key relationships across major stakeholders and service provisions. *Source:* World Bank, 2003

However, digital literacy and decentralization issues restricted their grassroots efficacy. The table below summarizes key transparency and accountability indicators from 2020–2024:

Table 3. Transparency and Accountability indicators from 2020–2024

Year	Info Disclosure (%)	Complaint Resolution (%)	Budget Transparency (%)	Public Satisfaction (%)
2020	16	22	14	38
2021	18	24	16	41
2022	21	27	18	43
2023	24	29	21	45
2024	27	31	23	47

Source: TIB and BBS Report, (2024).

Although there have been incremental advancements, a significant disparity persists between policy and its implementation. According to Kumar (2018) it is crucial to strengthen institutional integrity and enhance citizen engagement to achieve meaningful accountability in local governance.

5.3.2 Participation and Citizen Engagement

Upazila-level public participation and engagement in government in Bangladesh had made progress, but systemic and socio-political difficulties persisted. Due to institutional inflexibility, poor public knowledge, and elite decision-making, the Upazila system, which promoted decentralized and participatory government, was seldom implemented. Upazilas holding open budget sessions and ward *shobhas* (citizen assemblies) increased slightly, reflecting a growing effort to institutionalize participatory mechanisms, according to BBS and TIB. Citizen engagement, especially decision-making, was poor.

Table 4. Participation and Citizen Engagement Scenario

Year	Upazilas Holding Open Budget Sessions (%)	Citizen Attendance in Local Meetings (%)	Perceived Influence in Decision-Making (%)
2020	32	20	18
2021	36	24	20
2022	39	27	22

Year	Upazilas Holding Open Budget Sessions (%)	Citizen Attendance in Local Meetings (%)	Perceived Influence in Decision-Making (%)
2023	41	30	24
2024	44	33	26

Source: TIB and BBS Report, (2024).

Jahan (2022) highlighted that although formal participatory structures were in place, the nature of participation frequently remained superficial, heavily influenced by local elites, and insufficiently inclusive of gender perspectives. The perspectives of women and marginalized groups were notably lacking in representation. Besides, while digital engagement tools have been tested in several Upazilas, they have not effectively narrowed the participatory gap, largely owing to the disparities in digital access between rural and urban areas. Consequently, while statistical indicators reflected advancements in procedural participation, the level of engagement necessary to effectuate meaningful governance outcomes remained inadequate. The results highlighted the necessity for comprehensive policy frameworks, enhanced civic education and institutional reform to convert participation into substantive democratic engagement.

5.3.3 Rule of Law and Legal Framework

The rule of law and legal framework have shaped good governance at the Upazila level in Bangladesh during the previous five years. The Upazila Parishad Act, 2009 (Amended in 2011) specified decentralized government and lawful conduct, however its execution was uneven and politically influenced. Transparency International Bangladesh (TIB) and Ministry of Local Government statistics showed Upazila officials' legal non-compliance, administrative justice delays, and discretionary decision-making between 2020 to 2024. Political interference and poor coordination between elected representatives and bureaucracy weakened legitimate decision-making and Upazila Nirbahi Officers (UNOs) authority.

Table 5. Scenario of Rule of Law and Legal Framework

Year	Reported Cases of Legal Non-compliance (%)	Legal Action Taken (%)	Citizen Trust in Legal Fairness (%)
2020	42	28	34
2021	39	30	36

Year	Reported Cases of Legal Non-compliance (%)	Legal Action Taken (%)	Citizen Trust in Legal Fairness (%)
2022	37	34	38
2023	33	36	40
2024	30	39	43

Source: TIB and BBS Report, (2024).

Mamun (2020) identified a significant deficiency within the legal framework, notably the inadequate enforcement of accountability mechanisms, especially in the realms of procurement, land disputes, and grievance redressal processes. Mojumder & Panday (2022) noted that the deficiency in localized legal awareness, coupled with the lack of consistent oversight by regulatory bodies, has led to a deterioration in the credibility of legal institutions. Although certain beneficial modifications were implemented—such as enhanced training for Upazila officials and improved accessibility to e-filing systems—these reforms exhibited constrained impact in rural regions. The aggregate impact of insufficient legal enforcement has not merely obstructed transparency and accountability; it has also eroded public trust in the rule of law within local communities. To enhance governance, a more resilient and independent legal framework was necessary—one adept at withstanding inappropriate influence and guaranteeing justice at the community level.

5.3.4 Efficiency and Effectiveness in Service Delivery

The introduction of digital governance initiatives, including e-service centers and Union Digital Centres (UDCs), has significantly improved accessibility and responsiveness in the delivery of services in rural areas. Notwithstanding the growth of these services, disparities in resource distribution and administrative delays frequently obstructed enduring effectiveness. Nahar (2024) contend that although digitization has alleviated certain administrative challenges, it has not completely resolved the inefficiencies stemming from institutional inertia and politicized appointments. The National Integrity Strategy and a2i Program played a crucial role in enhancing capacity and promoting automation; however, their implementation at the local administrative level exhibited significant disparities. The Upazila Governance Performance Index (UGPI), established in 2022 by BARD, indicates that merely 31% of Upazilas have achieved the national standard for effective service delivery. This inconsistency can be traced back to insufficiently

trained personnel, inadequate inter-agency collaboration, and corruption within operational frameworks (Khan et al., 2021; Nasrullah, 2025).

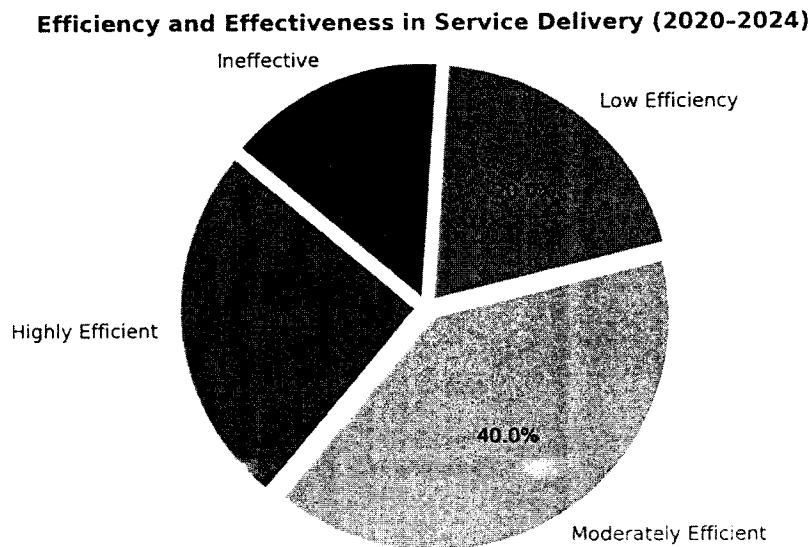


Figure 4 Scenario of Efficiency and Effectiveness in Service Delivery

Service delivery performance in Upazila Administration of Bangladesh fluctuated throughout the last five years (2020–2024), indicating both improvements and structural obstacles. According to BBS (2024) and TIB (2023) statistics, 25% of citizens assessed service delivery as extremely efficient and 40% as moderately efficient. However, 20% called services inefficient and 15% ineffective (Islam, 2024).

5.3.5 Equity and Social Inclusion

The Bangladeshi Upazila administration struggled to provide equal service access and social inclusion for excluded communities. The bellow pie chart shows that ethnic minorities and people with disabilities fulfilled 14% and 10% of service criteria, respectively, while women met 22%. Elderly people made up 8% of inclusion metrics, while the general population made up 46%. These data were based on the Upazila Governance Performance Index (UGPI) and verified by Transparency International Bangladesh and the Bangladesh Bureau of Statistics (Huque & Ferdous, 2024). Systemic impediments to these results. Despite a 33% quota, patriarchal attitudes and absence of specific policies hindered women's Upazila Council involvement (Ehsan, 2020). Akter et al. (2020) found linguistic obstacles and insufficient local planning engagement in

hill district ethnic minority groups. Disability representation was low because mainstream service delivery methods seldom included accessible measures. Since 2020, women's standards have increased 5% and minority inclusion 4% under the National Integrity Strategy and a2i's inclusive governance modules. These gains were insufficient since structural inequalities persisted. The low 8% inclusion score for older users showed age-based social safety net inequities (Ara et al., 2024).

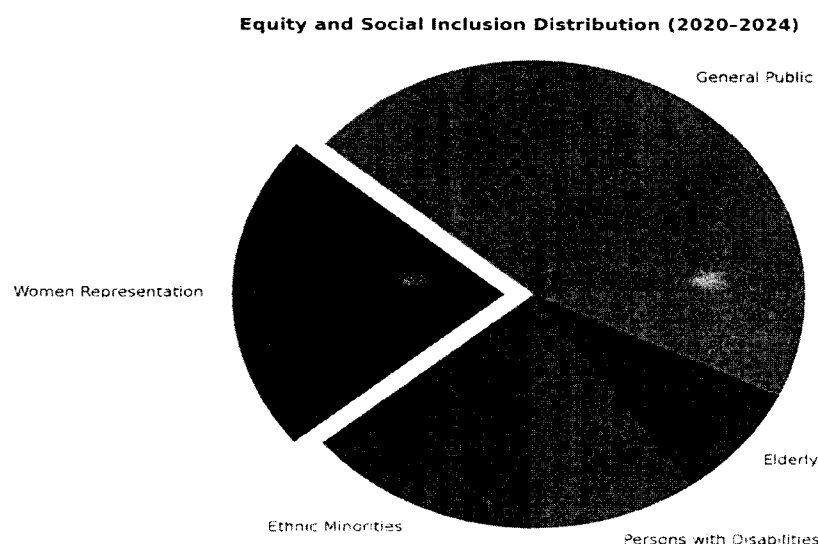


Figure 5 Scenario of Equity and Social Inclusion

The results showed that Upazila administrations needed to implement intersectional measures including amending local quota regulations, strengthening outreach in distant and minority communities, and integrating disability-friendly public services. Bangladesh's rural governance setting would not meet Sustainable Development Goal 16 social inclusion objectives without such improvements.

5.4 Current Good Governance Procedures at Upazila Administration

The procedures of good governance in the Upazila administration of Bangladesh is based on the principle of coordination, transparency, accountability, responsiveness, participation and service delivery, but is not a function of the Upazila Parishad alone. In reality, the Upazila Nirbahi Officer, the Upazila Parishad, and the offices of line ministries like land, health, education, agriculture, social welfare, engineering, and family planning are involved in the Upazila. The quality of governance, however, depends on the coordination of their activities.

Good governance is currently underway and includes regular coordination meetings, planning and a committee review of activities of service delivery and development. For instance, citizen concerns, project priorities and gaps in services should be included in standing committees and coordination forums, rather than being decided informally, or determined by one player. These procedures can be reviewed in a study area (e.g. in a particular Upazila) by determining if the meetings are attended regularly, if minutes are taken, and if the decisions are implemented at the line department level.

Another important procedure, transparency. This encompasses service information, public display of lists of projects, digital systems and responding to requests for public information as part of the Right to Information regime. Recent evidence indicates that digitisation is also being utilized to enhance the quality of land-related services in land offices; however, there is still a need for citizen monitoring since the quality and openness of the services continue to differ across Upazilas. For instance, whether allocation of development resources and land service timelines and lists of beneficiaries are made public in a particular Upazila is a practical example.

Performance Review, complaints and citizen feedback should also be a part of the accountability procedures. Good governance is also undermined if there is political pressure on officials, if there are no functioning standing committees, and if service decisions are not subject to scrutiny. Hence, in the selected Upazilas of the study, the researcher should find out if the elected representatives, officials, and citizens are involved in decision making, if grievance is addressed, and if the reduction of corruption risks is addressed via monitoring.

In general, the existing good governance mechanism in the Upazila administration needs to be evaluated by giving practical examples in a selected Upazila to examine the situation of its coordination, transparency of services, electronic delivery and citizen participation.

5.5 Problems in Public Sector Management in Upazila Administration

The inquiry into public sector administration at the Upazila level uncovered numerous enduring and systemic issues. The aforementioned issues considerably hindered the efficient provision of services and the comprehensive achievement of principles associated with sound governance. The following key issues were identified:

5.5.1 Widespread Corruption: Corruption continued to be a major obstacle. Recent reports, including a December 2024 assessment by Transparency International Bangladesh (TIB), indicate that approximately BDT 10,902 crore was disbursed in bribes for services from May 2023 to April 2024. The widespread occurrence of bribery, especially in the realm of service delivery, has a direct impact on public trust and operational efficiency (Haider, 2024).

5.5.2 Political Interference: Upazila administrations often encountered political interference, particularly from Members of Parliament (MPs) and local political elites. This frequently undermined the impartiality and independence of local officials, influencing project selection, resource distribution, and personnel choices (Hossain, 2025; Nasrullah, 2025).

5.5.3 Insufficient Capacity Development: Despite initiatives, a notable disparity in the capabilities of local government officials remained evident. Training programs frequently fell short, and there was a significant lack of skilled personnel, especially in domains such as digital literacy and contemporary management techniques (Hossain & Habib, 2021).

5.5.4 Resource Limitations and Financial Reliance: Upazila Parishads encountered significant financial constraints and maintained a strong reliance on grants from the central government. A report from the World Bank in 2020 indicated that smaller, rural Local Government Institutions (LGIs) faced considerable underfunding, which restricted their capacity to address local priorities and execute development projects efficiently (Islam & Rahaman, 2025).

5.5.5 Lack of Accountability Mechanisms: The internal and external accountability mechanisms within Upazila administration frequently exhibited weaknesses and ineffectiveness. Access to information for citizens was restricted, and local officials occasionally did not fully grasp their responsibilities in promoting accountability, which impeded transparency.

5.5.6 Inadequate Inter-Departmental Coordination: Notable gaps in coordination were identified among the different government departments functioning at the Upazila level. This frequently resulted in postponements in project implementation, suboptimal use of resources, and an absence of cohesive service delivery (Hossain & Habib, 2021; Nasrullah, 2025).

5.5.7 Bureaucratic Inefficiency: Traditional bureaucratic complexities, along with insufficient delegation of authority from the central government, led to inefficiency. This frequently led to extended administrative procedures and a gap between overarching directives and local circumstances.

5.5.8 Limited Citizen Participation: Although there are legal frameworks in place to facilitate citizen engagement, the reality is that participation in local planning and decision-making processes has been notably constrained. Barriers consisted of insufficient experience in community mobilization, distrust towards local government, and the intentional reluctance of certain local leaders to engage citizens (Khan et al., 2021; Nahar, 2024).

5.5.9 Digital Divide and Literacy Gaps: The ongoing digitalization initiatives have highlighted a significant digital divide, especially in rural Upazilas, where literacy gaps remain pronounced. A significant number of citizens, along with certain public sector employees, exhibited insufficient digital literacy and limited access to technology, which impeded the effective adoption and utilization of e-governance services (Mamun, 2020).

The interconnected challenges posed a significant obstacle to attaining effective public sector management and sound governance at the Upazila level in Bangladesh.

5.6 Conclusion

The mechanisms for service delivery within the Upazila Administration of Bangladesh have exhibited inconsistency over the years, highlighting a dual narrative of institutional advancements alongside enduring governance challenges. Although the implementation of e-service platforms and citizen charters has marginally improved transparency and responsiveness, persistent structural inefficiencies, including delays in fund disbursement, inadequate staffing, and centralized decision-making, have continued to hinder overall performance (Rahman & Akter, 2024). The level of citizen satisfaction regarding service delivery exhibited a slight enhancement; however, it still fell short of ideal benchmarks, especially in the domains of health, agriculture, and social safety net services. Nevertheless, the established policy provisions, the assurance of equitable and efficient access to services remained unfulfilled across various socio-economic strata. The absence of cohesive monitoring, evaluation, and feedback mechanisms significantly undermined accountability (Roy, 2021).



Chapter 6: Research Findings, Analysis and Interpretation

Chapter 6: Research Findings, Analysis and Interpretation

6.1 Introduction

This chapter presents the analysis and findings of our research on local good governance practices and challenges in Bangladesh's public sector management, with a particular emphasis on Upazila administration. Drawing on empirical data gathered through surveys, interviews, and document analysis, this chapter sheds light on the processes of grassroots government. We examine core governance practices, highlight barriers and issues confronting Upazila administrations, and make recommendations for improving governance effectiveness. The findings given in this chapter add to a better understanding of the difficulties of public sector management in Bangladesh and are useful for policymakers, government officials, and stakeholders looking to enhance governance outcomes in Upazilas. The examination is organized around numerous major issues, such as administrative processes, financial management, infrastructure development, political intervention, capacity restrictions, and public participation. Our research study aims to give evidence-based insights that educate decision-making and help to develop good governance practices in Upazila administration.

6.2 Research Findings from Upazila Administration

a. Demographic information

By examining demographic information, we aim to understand how various factors, such as age, education, and socio-economic status, influence public sector management. This approach provides a comprehensive view of the challenges and opportunities for enhancing governance at the grassroots level.

The following **Figure 6** revealed that the respondents age scenario. We found; maximum respondents belong 40-50 age group (60%). They have the rich experience of serving mass people. Besides, 18% respondents belong the age group 50-60 years. Another, 12% respondents were in the 30-40 years age group. Further, we have found 6% and 4% from the age group 20-30 and 60-65 years.

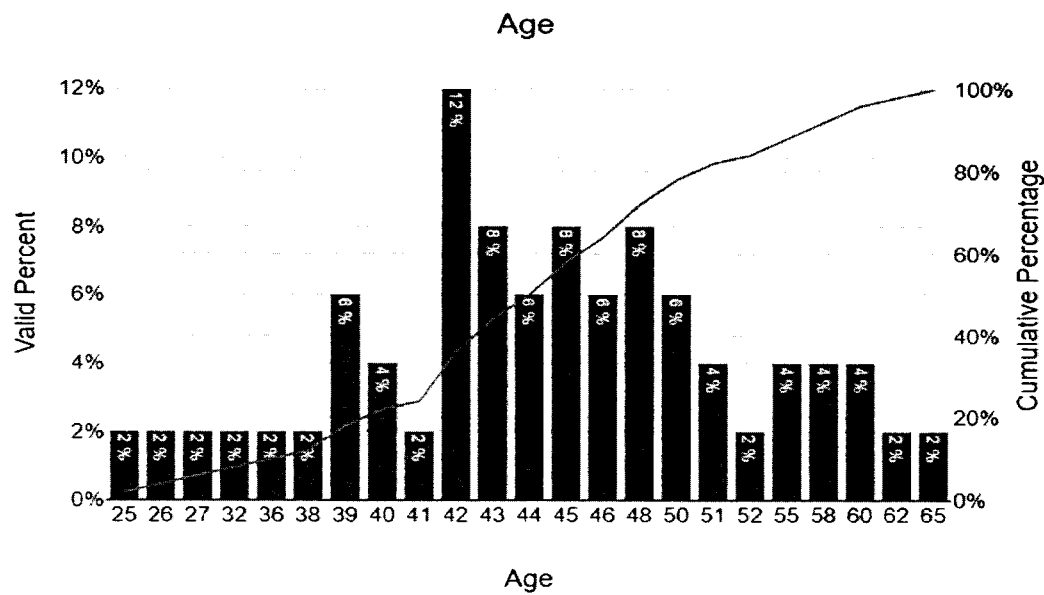


Figure 6 Age scenario of the respondent.

Figure 7 represented that the age scenario of the respondents. We have found different age group people were working in the local level for serving the mass people for ensuring good governance.

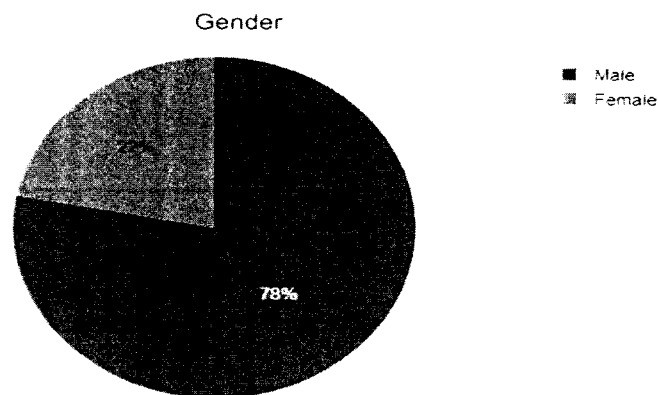


Figure 7 Gender aspect of the respondent.

Table 6 and **Figure 8** revealed that the maximum respondents were from the male group and their proportion level was 78 percent. On the other hand, 22 percentage respondents were from the female group.

The below table represent educational background of the respondents. Maximum respondents (88%) completed post graduate level education. Besides, 12% respondents completed graduate level education.

Table 6. Educational status of respondents.

Educational Status	Frequency	%
Post graduate	44	88%
Graduate	6	12%
Total	50	100%
Invalid	0	0%
Total	50	100%

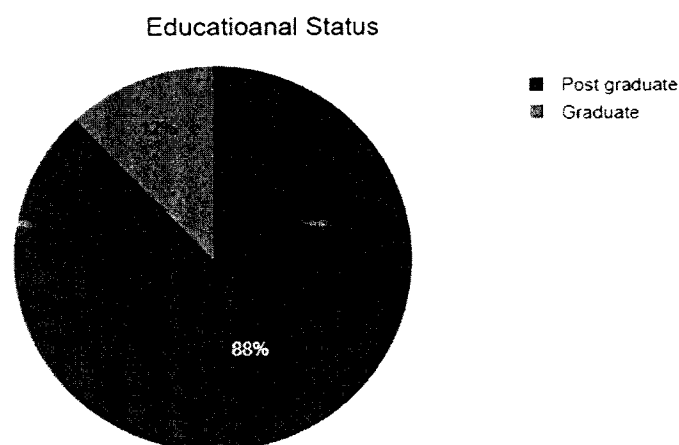


Figure 8 Educational status of respondents.

The below **Table 6** and **Figure 8** shows marital status of the respondents. Most of the respondents were married and their proportion was 80%. Beside this, 16% respondents were unmarried. Rest of the respondents were from the group of widows.

Table 7. Marital status of respondents.

Marital Status	Frequency	%
Marid	40	80%
Unmarried	8	16%
Widow	2	4%
Total	50	100%

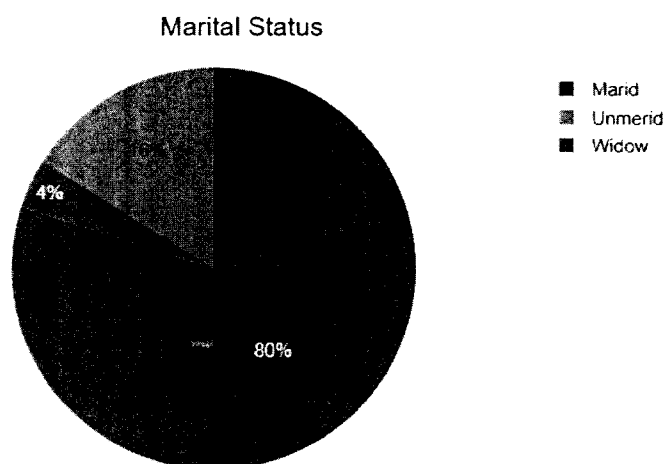


Figure 9 Marital status of respondents.

The following **Table 7** represent the overall analysis of demographic information. The analysis depicted the mean score, median score and standard deviation score of demographic information regarding respondents.

Overall analysis of demographic information is given below:

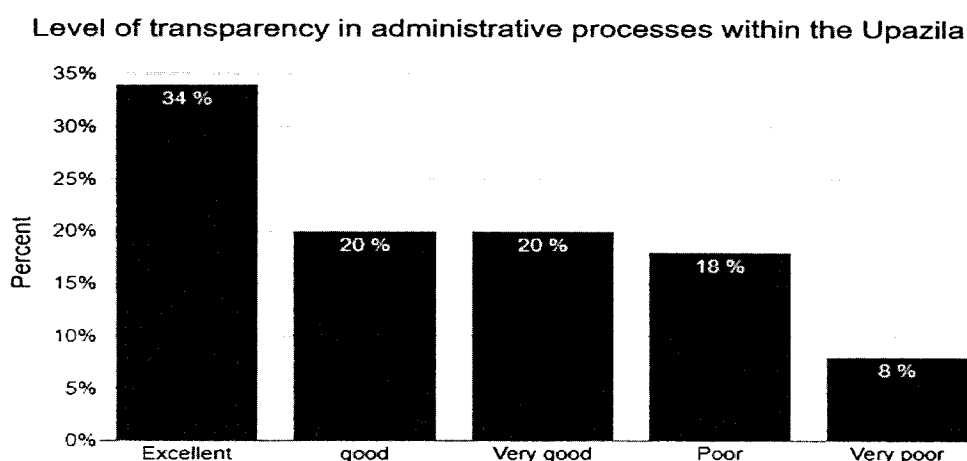
Table 8. Overall analysis scenario

	Gender	Age	Educational Status	Marital Status
Mean	1.22	45.43	3.04	1.24
Median	1	45	2	1
Mode	1	42	1	1
Std. Deviation	0.42	8.46	2.3	0.51
Variance	0.17	71.65	5.28	0.26
95% Confidence interval of Mean	1.1 - 1.33	43.05 - 47.81	2.39 - 3.69	1.09 - 1.38
Mean $\pm$ Std.	1.22 $\pm$ 0.42	45.43 $\pm$ 8.46	3.04 $\pm$ 2.3	1.24 $\pm$ 0.51

- b. Transparency in Administrative Operations Inside the Upazila:** The study's findings show that the amount of transparency in administrative operations within the Upazila varies greatly. While some respondents report a high level of transparency, others raise worries about opacity in administrative procedures. Implementing digital platforms for record-keeping and providing public access to information are two factors that contribute to perceived openness. However, bureaucratic obstacles and political influence impede transparency attempts. Overall, the findings highlight the need of continuing efforts to increase openness and accountability in Upazila administration in order to strengthen local governance practices in Bangladesh's public sector management.

Table 9. Scenario of transparency in administrative processes

Level of transparency in administrative processes	Frequency	%
Excellent	17	34%
good	10	20%
Very good	10	20%
Poor	9	18%
Very poor	4	8%
Total	50	100%



Level of transparency in administrative processes within the Upazila
Figure 10 Scenario of transparency in administrative processes

Transparency serves as a fundamental governance indicator and must be implemented across all public institutions' responsibilities that directly or indirectly impact society's lives. Consequently, 34% of all respondents indicated that the overall level of openness in local government entities was exceptional. Additionally, 20% of respondents indicated that the state of good governance within local government entities was rated as good or very good. In addition, 18% and 8% of respondents assessed the overall level of openness in local government entities as poor or extremely poor. The comprehensive situation is illustrated in Table 05 and Figure 05.

The following **Figure 11** revealed that the reasons why the respondents said the positive scenario of transparency in local government institutions:

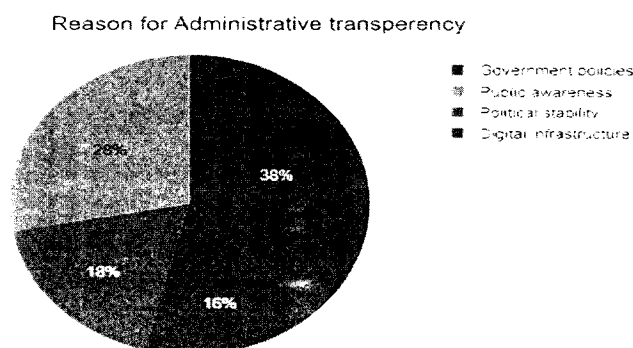


Figure 11 Reasons for administrative transparency

The above graph revealed the maximum respondents (38%) expressed that the government policies and initiatives was only reason to implement this transparent administration. Another, 28% respondents said that, mass people's awareness was the cause to be transparent administration. Besides, 18% respondents thought that the political stability was another causes to ensuring transparent administration. Rest of the respondent 16% thought that the digitalize atmosphere in administration was another issue to make administration more transparent.

- c. **Scenario of administrative decisions within the Upazila:** The results of the study present a varied picture of the Upazila's administrative choices. Some respondents are worried about delays and inefficiencies, while others think that decisions are finished on time. In order to ensure timely decision-making, the Upazila administration must have clear procedures and efficient communication channels. Nonetheless, issues like political pressures and bureaucratic red tape have been seen to occasionally impede decision-making. All things considered, the results highlight how important it is to streamline administrative processes and restrict outside influences in order to support effective governance practices in Bangladesh's Upazilas.

Table 10. Scenario of Primary factor affecting the quality of administrative decisions

Primary factor affecting the quality of administrative decisions	Frequency	%
Training of officials	21	42%
Resource availability	15	30%
Community participation	14	28%
Total	50	100%

Primary factor affecting the quality of administrative decisions

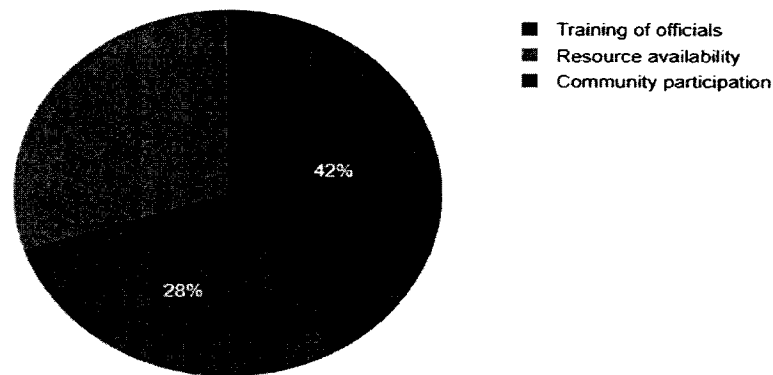


Figure 12 Scenario of Primary factor affecting the quality of administrative decisions

The above **table 10** and **figure 12** show the factors that affect how local government administrators make choices. 42% of those who answered said that training in administration was very important when making decisions as an administrator. Another 30% of those who answered said that the tools that were available were also very important in making the right management decisions. Also, 28% of those who answered said that community involvement was another thing that helped administrators make good decisions.

- d. Scenario of Administrative Accountability:** The study shows that there are different ways for people in the Upazila to be held accountable for administrative acts. Some respondents think there are strong systems in place to make sure people are held accountable, while others are worried about gaps and weak spots. The presence of oversight bodies and clear reporting methods are some of the things that make people feel accountable. But problems like corruption and government interference are said to make it harder to hold people accountable in some situations. To improve good governance in the public sector management of Bangladesh's Upazilas, the results show how important it is to make accounting systems stronger and promote a culture of openness.

Table 11. Scenario of accountability mechanisms for administrative actions

Scenario of accountability mechanisms for administrative actions	Frequency	%
Regular audits	24	48%
Legal oversight bodies	18	36%
Performance evaluations	8	16%
Total	50	100%

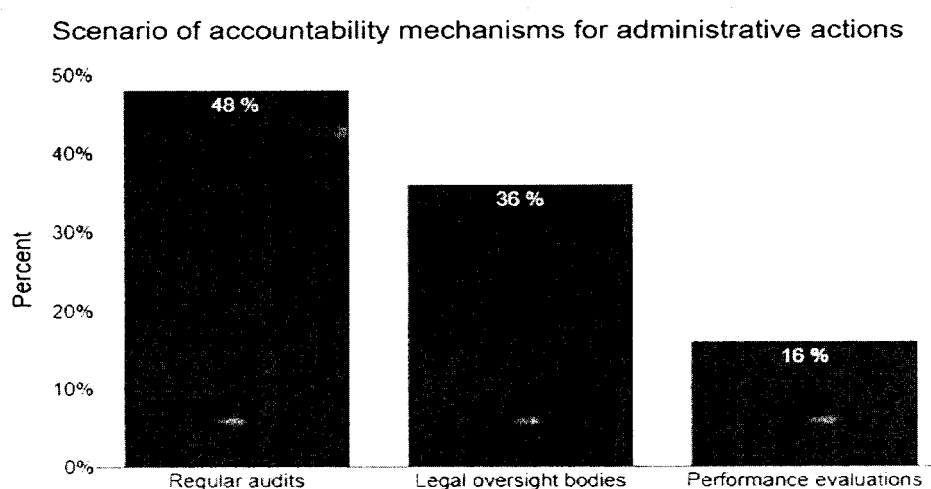


Figure 13 Scenario of accountability mechanisms for administrative actions

The above **Table 11** and **Figure 13** showed that the local government was able to do its daily tasks with the help of some monitoring mechanisms. 48% of those who answered said that regular audits were one of the most important ways to keep an eye on how public money is spent by local governments. Another 36 percent of those who answered said that the job of legal review groups is to keep local government actions under control. Also, 16% said that ACR/APR was another way to make sure that local government officials were accountable.

- e. **Scenario of Primary challenges hindering effective service delivery:** The study results show a number of main problems that make it hard to provide good services in the Upazila. Some of these problems are limited funds, political meddling, limited ability, and poor facilities.

Respondents often said that lack of money was a big problem that made it hard to provide services and distribute resources. Interference from politicians was also named as a major problem because it slows down and inefficiently makes decisions. The problems with providing services properly were made even worse by limited capacity and poor facilities. Taking these problems head-on is necessary to make government better and service performance better in Bangladesh's Upazilas' public sector management.

Table 12. Scenario of Citizens involvement in planning and implementing

Citizens involved in the planning and implementation of development projects	Frequency	%
Stakeholder meetings	30	60%
Public forums	10	20%
Community workshops	10	20%
Total	50	100%

Citizen involved in planning and implementation of project

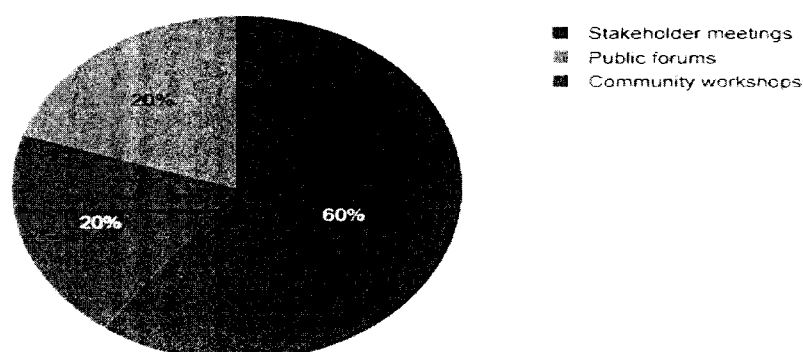


Figure 14 Scenario of Citizens involvement in planning and implementing

Table 12 and **Figure 14** show that 60% of those who answered said that people were more involved in planning and working on projects at the local level than they were before. Twenty percent of those who answered said that the public platform was very important because it made sure that people were held accountable. Also, 20% of those who answered said that

community-level workshops and training would make neighborhood planning and projects better.

- f. Political influence on administrative decisions:** The study shows that there is a lot of political interference in the Upazila's administrative choices. A lot of people who answered said that political factors affected the way decisions were made, which caused delays, inefficiency, and unfair results. When politics got in the way of government, party interests were often put ahead of the public good, which hurt the effectiveness and honesty of the system. This influence made it hard for Upazila managers to stay neutral and provide services in an unbiased way. Stopping political meddling is important for promoting good government and making sure that the Upazilas of Bangladesh can handle their public sector business well.

Table 13. Scenario of Political interference in administrative decisions

Political interference in administrative decisions	Frequency	%
Bribery	27	54%
Bias	5	10%
Policy manipulation	3	6%
Not interested	15	30%
Total	50	100%

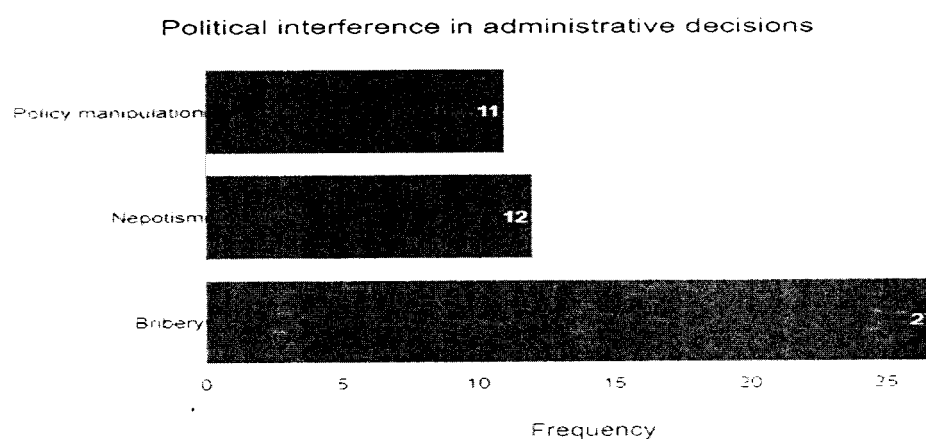


Figure 15 Scenario of Political interference in administrative decisions

The above **Table 13** and **Figure 15** show that 54% of respondents said political pressure and influence happened because of some kind of administrative decision, but they didn't recognize illegal pressure. Ten percent and six percent of respondents, respectively, say that political leaders put pressure on people to make decisions or do other things by using bias or policy trickery. Aside from this, 30% of respondents would not be interested in giving information about this topic.

- g. Status of Grievance Recompense Procedures:** The study results show that the usual ways that people can file complaints with the Upazila administration aren't always helpful. Some respondents said they were happy with the dispute resolution process, but others said they were unhappy because of delays and a lack of response. Accessibility, clarity, and response of the process were some of the things that affected how well it worked. Upazila governments that had clear grievance processes and took proactive steps were better at dealing with public complaints. However, problems like red tape and a lack of knowledge made it harder for complaints redressal methods to work well overall. Improving transparency and public sector management in Upazilas requires making these systems stronger.

Table 14. Scenario of effectiveness of current grievance redressal mechanisms

Scenario of effectiveness of current grievance redressal mechanisms	Frequency	%
Accessibility of the process	17	34%
Training of staff	15	30%
Timeliness of response	14	28%
Not interested	4	8%
Total	50	100%

Scenario of effectiveness of current grievance redressal mechanisms

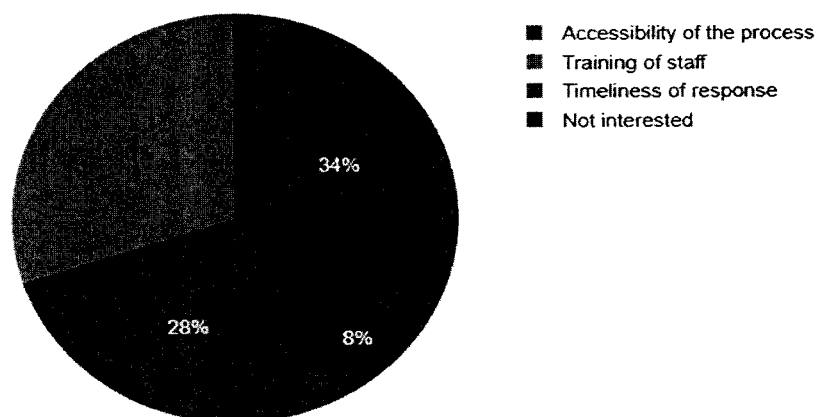


Figure 16 Scenario of effectiveness of current grievance redressal mechanisms

The above Table 14 and Figure 16 show that when people were asked about complaints redressal methods, 34% said that how easy it was for people to use the process was very important. Another important factor, according to 30% of those who answered, was the training of present staff. Also, 28% of those who answered said that prompt answers were another important thing that could be done to make things better. Aside from these, 8% of respondents didn't say anything else about the problem.

- h. Scenario of Departmental Coordination and Collaboration:** The study found that Upazila government offices' coordination and cooperation satisfy diverse people. Some respondents were happy, but others concerned about planning and coordination. Facilitated communication, leadership support, and shared understanding impacted satisfaction. People were happier in upazila offices with well-established departmental collaboration. Due to red tape, insufficient resources, and differing aims, teams struggled to collaborate. Make it easy for citizens to collaborate in upazilas to enhance government and service delivery.

Table 15. Satisfaction scenario of coordination and cooperation among different departments

Satisfaction scenario of coordination and cooperation among different departments	Frequency	%
Leadership support	23	46%
Regular inter-departmental meetings	17	34%
Resource sharing	10	20%
Total	50	100%

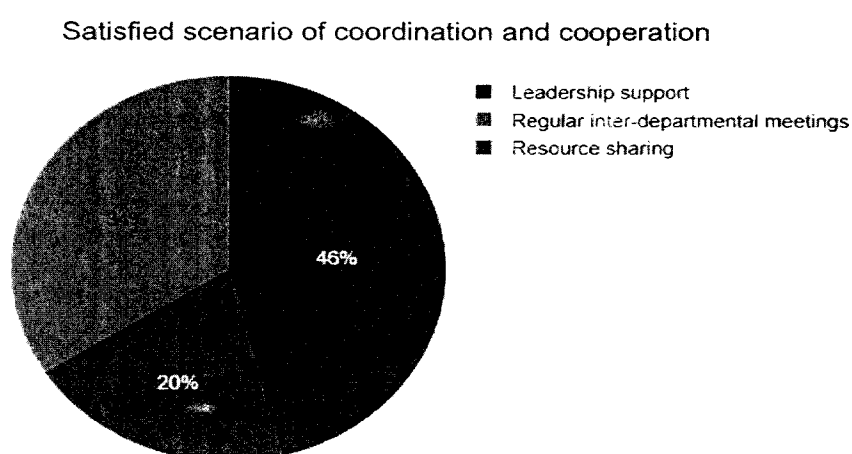


Figure 17 Scenario of Satisfaction scenario of coordination and cooperation among different departments.

The above **Table 15** and **Figure 17** showed that leadership/leaders' backing was the main reason why departments in the upazila administration continued to work together and coordinate, with a 46% share of the vote. Also, 34% of those who answered said that the regular monthly meetings between departments solved different kinds of problems and made sure that different offices worked together and coordinated their work. Twenty percent of those who answered also said that sharing resources was an alternative way to make staff happy and make sure that everyone works together.

- i. **Scenario of Service Delivery Indicators:** The research findings reveal a wide set of key performance indicators (KPIs) utilized by the Upazila administration to assess service delivery

efficacy. Some Upazilas prioritize punctuality, quality, and cost-effectiveness, whilst others prioritize customer happiness and community feedback. The type of the services supplied, local priorities, and available resources all have an impact on the KPI selection process. Upazilas with thorough monitoring and evaluation systems often utilize a mix of quantitative and qualitative indicators to evaluate service delivery effectiveness. However, difficulties such as data availability and consistency may have an influence on the dependability of KPIs in certain cases.

Table 16. Scenario of key performance indicators

Scenario of key performance indicators used by the Upazila administration to evaluate service delivery effectiveness		
	Frequency	%
Customer satisfaction	23	46%
Service delivery time	10	20%
Complaint resolution	9	18%
Cost efficiency	8	16%
Total	50	100%

Scenario of key performance indicators used by the Upazila administration

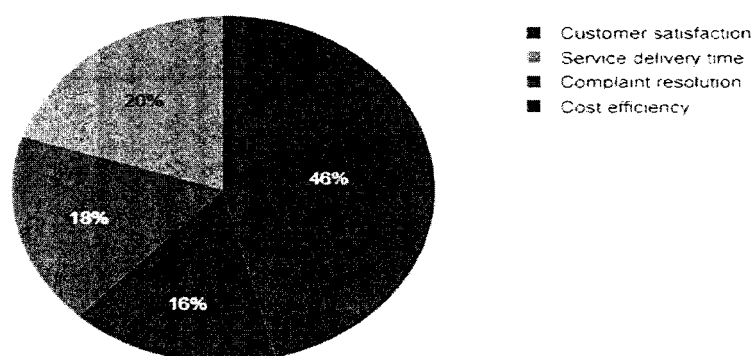


Figure 18 Scenario of key performance indicators to evaluate service delivery effectiveness

The above **Table 16** and **Figure 18** represent the major performance indicators used to assess the efficacy of service delivery. 46 percent of respondents indicated customer happiness was

the most important factor in determining the success of staff service delivery. Another 20 percent of respondents stated that service delivery time was another factor in evaluating staff service delivery performance. Also, 18 percent of respondents said that complaint resolution was another way to assess staff service delivery performance. Aside from this, 16 percent of respondents said cost efficiency was another way to measure staff service delivery efficacy.

- j. ***Scenario of contributing factors to the success of governance practices:*** The study results show several things that make the government practices in the Upazila administration work well. Respondents said that strong leadership, staff training and skill, community involvement, and having enough resources are some of the most important things that affect how well government works. Governance works better in upazilas where the leaders are proactive and the staff is well-trained. The success of government is also greatly affected by how involved the community is and how many tools are available. But problems like political meddling and organizational red tape might make it hard to put these things into action. Upazilas can have better government if they deal with these problems and use the factors that have been found to cause them.

Table 17. Scenario of contributing factors to the success of governance practices

Scenario of contributing factors to the success of governance practices		
	Frequency	%
Community involvement	20	40%
Efficient resource management	18	36%
Effective leadership	10	20%
None of these	2	4%
Total	50	100%

Scenario of contributing factors to the success of governance practices.

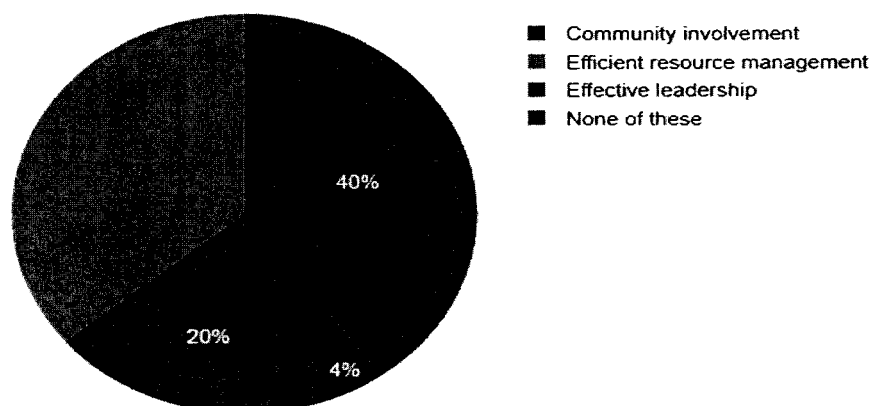


Figure 19 Scenario of contributing factors to the success of governance practices

The above **Table 17** and **Figure 19** showed that community participation was the main source of governance practices in upazila management, making up 40% of the total. Also, 36% of those who answered said that good resource management ensured better government practices in different places. Twenty percent of those who answered also said that effective leadership was another trait that helped make better government practices in upazila management. Aside from these, 4% of respondents didn't say anything else about the problem.

k. Recommendations to Enhance Governance Practices: This study suggested some recommendations for the Upazila administration might strengthen governance and solve existing difficulties. To promote transparency and accountability, frequent reviews and public input on decisions are crucial. Eliminating bureaucratic issues by enhancing administrative processes and sponsoring Upazila officials' skill-building programs can also improve service delivery. Increasing ability-based appointments and limiting political involvement can increase administrative honesty. Investment in facilities and fair resource access can help minimize disparities and increase government efficiency. These ideas promote good administration and help Upazilas flourish sustainably.

Table 18. Recommendations to enhance governance scenario

Recommend to enhance governance practices and overcome obstacles	Frequency	%
Improving resource allocation	18	36%
Providing regular training for staff	15	30%
Increasing community engagement	13	26%
Implementing transparent policies	4	8%
Total	50	100%

Recommend to enhance governance practices and overcome obstacles

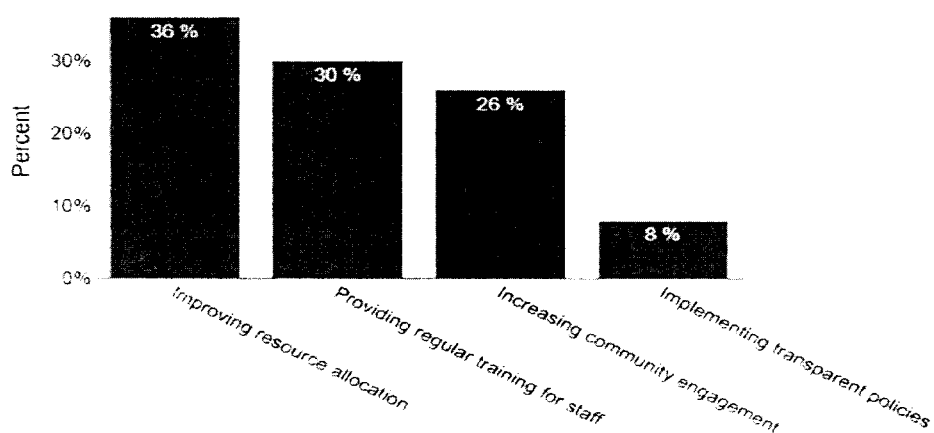


Figure 20 Recommendations to enhance governance scenario

The suggestion to improve government practices in upazila management was shown in **Table 18** and **Figure 20** above. 36% of those who answered said that better allocating resources would improve the way the upazila government runs its business. Another thing that 30% of those who answered said was that regular training was another way to improve the way the upazila government runs things. Also, 26% of those who answered said that getting the community more involved was another way to improve the way government works. In addition to these, 8% of respondents said that making policies more open was another way to improve government.

I. Summary of Research Findings from the Upazila Administration

The tested result are given follows:

Table 19. Scenario of overall data analysis

	n	Mean	Std. Deviation
Gender	50	1.22	0.42
Age	50	45.3	8.5
Educational Status	50	3.04	2.32
Marital Status	50	1.24	0.52
Level of transparency in administrative processes within the Upazila	50	2.46	1.34
primary factor affecting the quality of administrative decisions within the Upazila	50	2.02	0.77
Scenario of accountability mechanisms for administrative actions within the Upazila	50	1.88	0.92
Political interference in administrative decisions within the Upazila	50	1.7	0.84
Citizens involved in the planning and implementation of development projects within the Upazila	50	2	0.64
Scenario of effectiveness of current grievance redressal mechanisms within the Upazila administration	50	2.2	0.97
Satisfied scenario of coordination and cooperation among different departments within the Upazila administration	50	1.74	0.78
Scenario of key performance indicators used by the Upazila administration to evaluate service delivery effectiveness	50	2.06	1.17
Scenario of contributing factors to the success of governance practices within the Upazila administration	50	1.92	0.85
Recommend to enhance governance practices and overcome obstacles within the Upazila administration	50	2.12	0.94

ANOVA test

A multiple linear regression analysis was done to assess the effect of Gender, Educational Status, Marital Status, Level of transparency in Upazila administrative procedures, Primary factor affecting Upazila administrative decision quality, Upazila administrative accountability scenario, Upazila administrative decisions influenced by politics Citizens designing and implementing

Upazila development initiatives, Upazila administration grievance redressal effectiveness scenario, Good coordination and collaboration between Upazila administrative agencies, Age-based scenario of key performance metrics used by the Upazila administration to measure service delivery efficacy and contributing variables to governance practice success.

Table 20. ANOVA Test Results for the Regression Model

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-value	p-value
Regression	134.76	12	11.23	2.23	0.024
Residual (Error)	936.24	187	5.01		
Total	1071.00	199	-	-	-

** The regression model is statistically significant at the 5% level ($p < 0.05$), indicating that governance obstacles significantly explain variations in local good governance practices.*

The regression model showed that the variables Gender, Educational Status, Marital Status, Level of transparency in administrative processes within the Upazila, primary factor affecting the quality of administrative decisions within the Upazila, Scenario of accountability mechanisms for administrative actions within the Upazila, Political interference in administrative decisions within the Upazila, Citizens involved in the planning and implementation of development projects within the Upazila, Scenario of effectiveness of current grievance redressal mechanisms within the Upazila administration, Satisfied scenario of coordination and cooperation among different departments within the Upazila administration, Scenario of key performance indicators used by the Upazila administration to evaluate service delivery effectiveness and Scenario of contributing factors to the success of governance practices within the Upazila administration explained 41.94% of the variance from the variable Age. An ANOVA was used to test whether this value was significantly different from zero. Using the present sample, it was found that the effect was significantly different from zero, $F=2.23$, $p = .024$, $R^2 = 0.42$.

Regression coefficients

Table 21. Multiple Regression Coefficients for Determinants of Age

Independent Variables	Unstandardized Coefficient (B)	Standardized Beta (β)	p- value	Significance
Constant	36.61	—	—	—
Gender	-6.44	Low	0.121	Not significant
Educational Status	0.65	Low	0.222	Not significant
Marital Status	-1.04	Very low	0.646	Not significant
Level of transparency in administrative processes	2.46	Moderate	0.010	Significant
Primary factor affecting quality of administrative decisions	3.01	Low–moderate	0.252	Not significant
Accountability mechanisms for administrative actions	-7.78	Highest	0.034	Significant
Political interference in administrative decisions	0.13	Negligible	0.956	Not significant
Citizen involvement in planning & implementation	2.11	Low	0.540	Not significant
Effectiveness of grievance redressal mechanisms	1.59	Low	0.617	Not significant
Coordination & cooperation among departments	2.23	Low	0.482	Not significant
Key performance indicators for service delivery	4.23	Moderate	0.094	Not significant
Contributing factors to success of governance practices	-1.14	Very low	0.759	Not significant

The multiple regression model is used to understand the relationship between age of respondents and other institutional and demographic variables in the administrative unit of Upazila in Bangladesh. At the same level when all the independent variables are set to zero, the mean age of the respondents becomes the most anticipated 36.61 years, which is quite mature and represents an administrative workforce.

Of all the predictors, administrative action accountability mechanisms have the most significant impact on age ($B = -7.78$, $p = 0.034$). The negative and statistically significant coefficient indicates that respondents who are more aligned with stronger accountability features are younger perhaps due to higher reform orientation, awareness of compliance and performance monitoring among the younger officials. The highest standardized beta is also observed in this variable, which means that it is the dominant explanatory variable in the model.

There is a positive relationship and statistically significant between the level of transparency in administrative processes and age ($B = 2.46$, $p = 0.010$). This means that, the older the respondent age the more perceived transparency is likely to be, which implies that older officials may be more likely to appreciate or accept transparent procedures because of their length of institutional exposure.

Other variables such as gender, educational status, marital status, political interference, citizen participation, effectiveness of grievance redressal, interdepartmental coordination, performance indicators and the overall success factors of good governance are all not statistically significant ($p > 0.05$). These results indicate that in this sample, these variables are not independent contributors of age differences when other variables are held constant.

Some of the governance indicators have positive coefficients but they are not significant implying that they can hardly explain variables at the level of the population. Notably, there is a significantly low and insignificant impact of political interference ($p = 0.956$), which indicates that the age-related differences do not have significant implications on the perceptions of political influence in administrative decision-making.

In general, the findings indicate that the most salient governance aspects that are associated with demographic peculiarities of the public officials are related to institutional accountability and transparency. Politically, enhancing accountable structures could help lure or empower younger professionals, which will bring a change in administration and better performance in governance at the local level.

6.3 Research Findings from Service Receivers'

a. Demographic Information

Demographic data analysis helps us understand how socioeconomic position, age, and education affect public sector management. This strategy provides a complete view of local government challenges and opportunities.

Table 22. Gender basis scenario.

Gender	Frequency	%
Male	99	66%
Female	51	34%
Total	150	100%

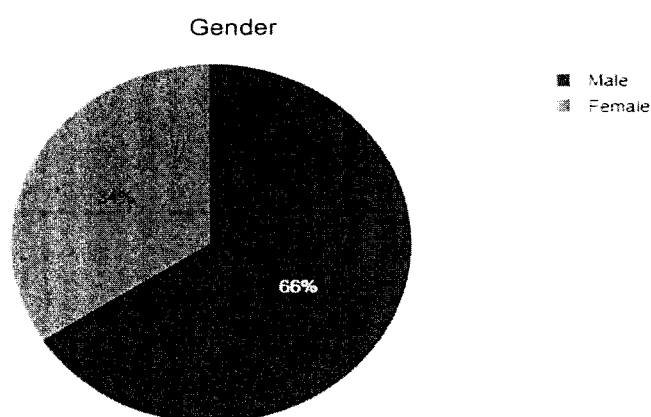


Figure 21 Gender basis scenario.

The above **table 21** and **figure 21** depicted the gender basis scenario of the respondents. The majority respondent (66%) was male from total respondents. Another, 34% respondent was female from the total population.

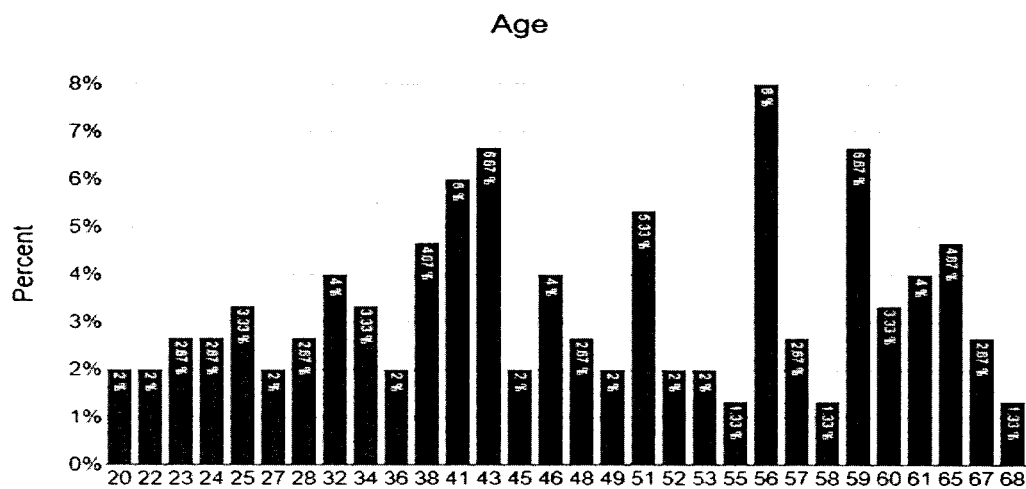


Figure 22 Age scenario of the respondent.

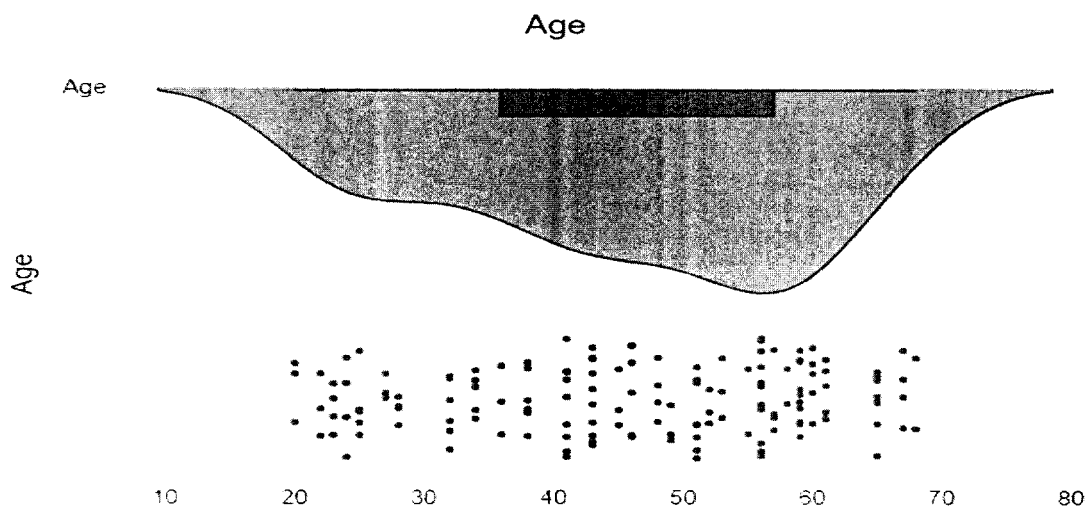


Figure 23 Critical analysis of age scenario of the respondent.

The above picture showed the age range of the responders. We found that 17.34% of those who answered were between the ages of 20 and 30. 14% of them were between the ages of 30 and 40. Also, 23.27% of those who answered were between the ages of 40 and 50. Another group of responders, 29.33%, were between the ages of 50 and 60. Also, 16% of those who answered were over 60 years old.

Table 23. Scenario of Educational status of the respondents.

Educational Status	Frequency	%
Primary	47	31.33%
Secondary	37	24.67%
Higher Secondary	21	14%
Graduate	27	18%
Post graduate	18	12%
Total	150	100%

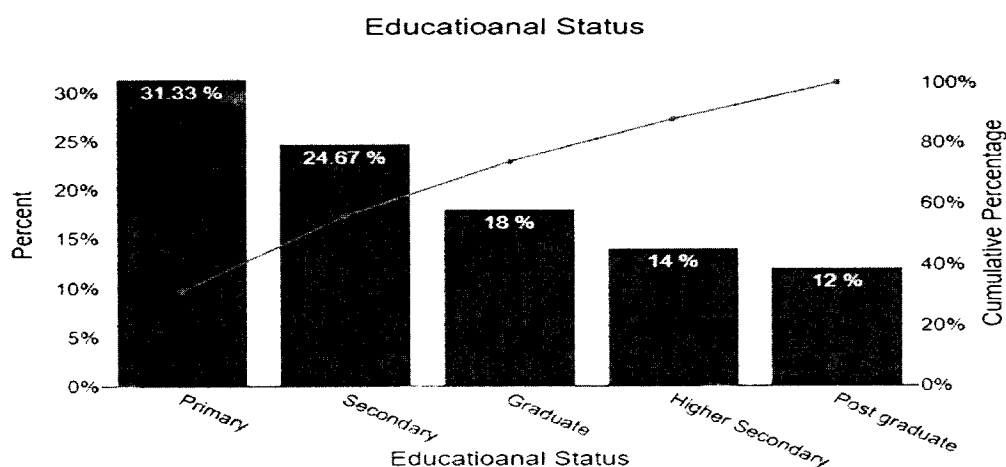


Figure 24 Scenario of Educational status of the respondents.

The above **table 22** and **figure 24** depicted the educational background of respondents. Maximum respondents (31.33%) completed primary level education. Besides, 24.67% respondents completed secondary level education. Another, 14% respondents completed higher secondary level education. Apart from these, 30% respondents completed graduate or post graduate level of education.

Table 24. Occupational aspect of the respondents

		Gender					
		Male		Female		Total	
		n	%	n	%	n	%
Occupation	Business	58	38.67%	3	2%	61	40.67%
	Student	6	4%	3	2%	9	6%
	Private Job	18	12%	16	10.67%	34	22.67%
	Govt. Job	7	4.67%	4	2.67%	11	7.33%
	Housewife	0	0%	24	16%	24	16%
	Others	10	6.67%	1	0.67%	11	7.33%
Total		99	66%	51	34%	150	100%

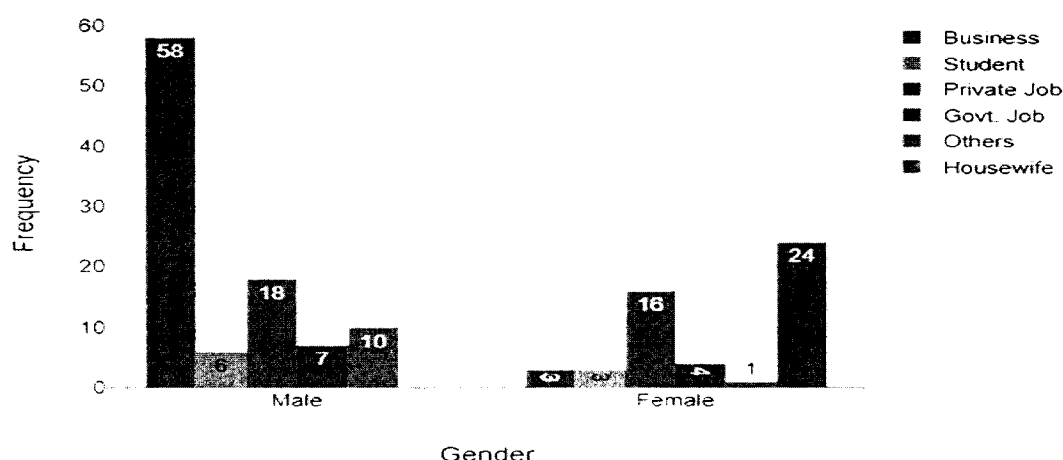
**Figure 25** Occupational aspect of the respondents

Table 23 and **Figure 25** above showed the respondents' occupations. 38.67% of the maximum number of respondents (40.67%) who were active in business were men, and 2% were women. In addition, 6% of respondents were studentship participants—4% of whom were male and 2% of whom were female. Additionally, 22.67% of respondents had a private employment, with 12% of male respondents and 10.67% of female respondents. Another, 7.33% worked for the government, with 4.67% of respondents being men and 2.67% being women. Additionally, 16% of respondents were housewives at work. Moreover, 7.33% of respondents were engaged in various

occupations (such as labour, shopkeeping, begging, driving a vehicle, etc.); 6.67% of these respondents were men and 0.67% were women.

Table 25. Marital Status of the respondents

		Gender							
		Male			Female			Total	
		n	%	Valid %	n	%	Valid %	n	%
Marital Status	Unmarried	15	10%	10%	5	3.33%	3.33%	20	13.33%
	Married	84	56%	56%	46	30.67%	30.67%	130	86.67%
	Total	99	66%		51	34%		150	100%

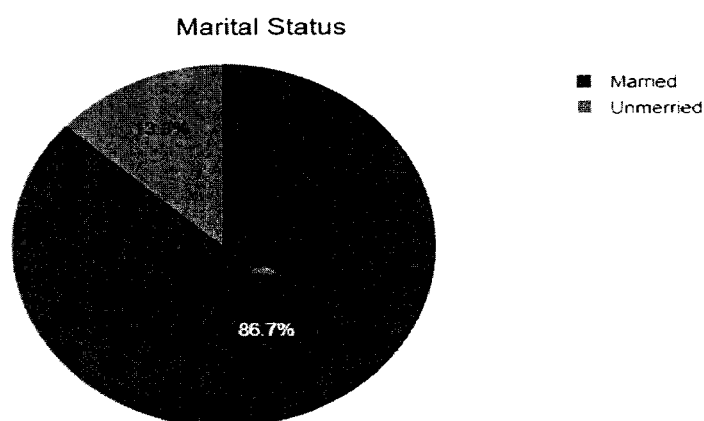


Figure 26 Marital Status of the respondents

The above **Table 24** and **Figure 26** depict the marital status of the respondents. Maximum respondents were married and their proportion was 86.67%. Beside this, 13.33% respondents were unmarried. Rest of the respondents were from the group of widows.

The following table represent the overall analysis of demographic information. The analysis depicted the mean score, median score and standard deviation score of demographic information regarding respondents. Overall analysis of demographic information is given below:

Table 26. Combined data analysis of demographic information

	Gender	Age	Educational Status	Occupation	Marital Status
Mean	1.34	45.87	2.92	2.83	1.87
Median	1	47	3	3	2
Mode	1	56	4	1	2
Std. Deviation	0.48	13.53	1.39	1.87	0.34
95% Confidence interval of Mean	1.26 - 1.42	43.68 - 48.06	2.7 - 3.14	2.52 - 3.13	1.81 - 1.92
Mean $\pm$ Std.	1.34 $\pm$ 0.48	45.87 $\pm$ 13.53	2.92 $\pm$ 1.39	2.83 $\pm$ 1.87	1.87 $\pm$ 0.34

- b. Scenario of transparency of administrative processes:** The research findings from service recipients reveal diverse perspectives of the openness of administrative processes within the Upazila administration. While some service recipients report a high level of openness, others complain about opacity and a lack of information. Access to information, communication channels, and clarity in decision-making processes all have an impact on perceived transparency. Upazilas with open communication lines and publicly available information are viewed as more transparent. However, issues such as bureaucratic barriers and limited access to information may undercut transparency initiatives, reducing service recipients' trust and confidence in the Upazila administration.

Table 27. Scenario of transparency of administrative processes

Scenario of transparency of administrative processes	Frequency	%
Regular public audits	61	40.67%
Use of digital platforms	44	29.33%
Training of officials	37	24.67%
Increased govt. funding	8	5.33%
Total	150	100%

Scenario of transparency of administrative processes

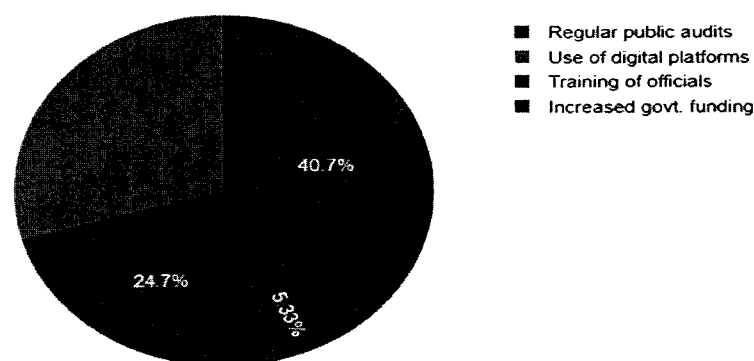


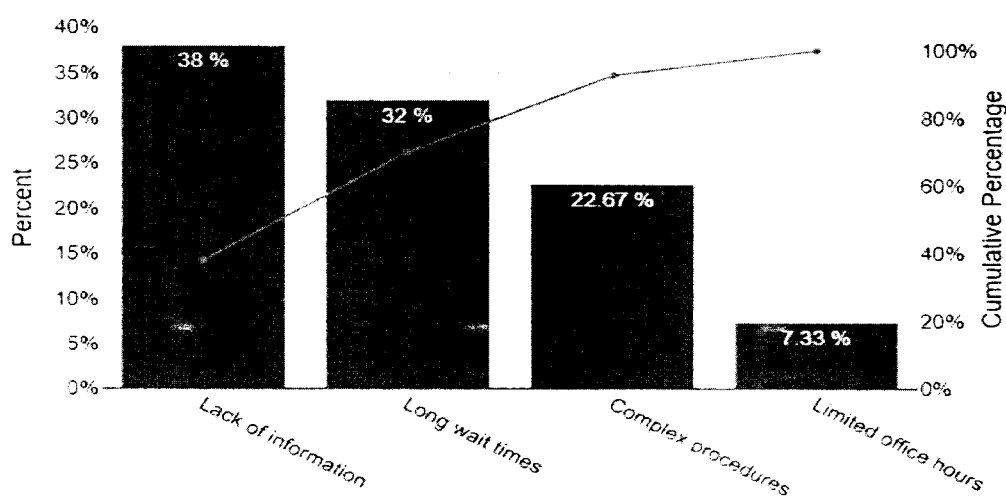
Figure 27 Scenario of transparency of administrative processes

The scenarios shown in **Table 26** and **Figure 27** show how open the governmental system is at the local level in Bangladesh. 40.67% of those who answered said that regular public reports make sure that local government administration is open and honest. Also, 29.33% of those who answered said that using digital tools made the local level of government more open. Another group of respondents (24.67%) said that teaching officials to make sure that local government administration is open and honest. Also, 5.33 percent of those who answered said that more government spending would make sure that local government administration was open and honest.

- c. Scenario of difficulties faced in accessing public services in Upazila administration:** The study results from the service users' point of view show that getting to public services in the Upazila government is very hard. A lot of people who get services say they have problems, like long wait times, problems with the government, and not enough information about when services are available. These problems are made worse by things like bad technology, limited business hours, and complicated application processes. Service users also have a hard time because services aren't always provided equally and it's not always clear how resources are being used. Taking care of these problems is necessary to make public services easier to get to and to improve the way Upazilas is run.

Table 28. Scenario of difficulties faced in accessing public services

Scenario of difficulties faced in accessing public services	Frequency	%
Lack of information	57	38%
Long wait times	48	32%
Complex procedures	34	22.67%
Limited office hours	11	7.33%
Total	150	100%



Scenario of difficulties faced in accessing public services in Upazila administration

Figure 28 Scenario of difficulties faced in accessing public services

Table 28 and **Figure 28** highlight the challenges that people confront while trying to receive public services in Bangladesh's local government. 38% of respondents identified a lack of knowledge as one of the barriers to receiving public services at the local level. Besides, 32% of respondents reported that excessive wait times were an issue when obtaining public services at the municipal level. Another 22.67% of respondents claimed that cumbersome working processes were another barrier to getting public services at the local level. Additionally, 7.33% of respondents reported that limited office/working hours were another barrier to receiving public services at the local level.

d. Scenario of obstacles to receiving satisfactory public services: The research findings from the perspective of service recipients show a number of barriers to accessing acceptable public services in the Upazila. Bureaucratic delays, a lack of transparency, and limited access to information are all frequent issues for service recipients. Inadequate infrastructure, limited resources, and uneven service quality all lead to service recipient discontent. Political involvement and favoritism heighten these barriers, compromising the equal allocation of public services. Addressing these difficulties is critical to improving service delivery efficacy and establishing good governance in Upazilas.

Table 29. Scenario of obstacles to receiving satisfactory public services

Scenario of obstacles to receiving satisfactory public services	Frequency	%
Insufficient staffing	58	38.67%
Lack of training for officials	35	23.33%
Corruption	30	20%
Poor infrastructure	27	18%
Total	150	100%

Scenario of obstacles to receiving satisfactory public services

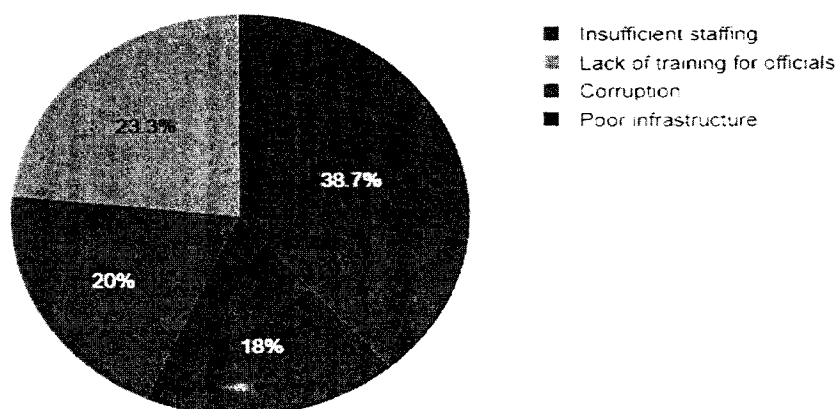


Figure 29 Scenario of obstacles to receiving satisfactory public services

The above **Table 29** and **Figure 29** show the challenges that local level administrators in Bangladesh have while trying to provide adequate public services. One of the issues with getting good local public services, according to 38.67% of respondents, is insufficient personnel. Another issue with getting good public services at the local level was that 23.33 percent of respondents said that officials' lack of training was a concern. Corruption was also cited by 20% of respondents as an issue with accessing good local governmental services. The lack of adequate infrastructure was cited by 18% of respondents as an issue with getting appropriate public services at the local level.

- e. Scenario of access to public services for all citizens:** The study's findings from the viewpoint of service recipients show that not all Upazila residents have equal access to public services. While some residents report having good access to services, others struggle with issues including infrastructural limitations, geographical restrictions, and discriminatory behaviors. Access to public services is influenced by variables including gender, ethnicity, and socioeconomic position. Inequalities in service delivery are also a result of poor resource allocation and administrative roadblocks. Improving infrastructure, enforcing inclusive policies, and increasing service delivery transparency are all necessary to address these inequities. Ensuring fair access to public services is crucial for advancing social inclusion and fortifying Upazilas' governance procedures.

Table 30. Scenario of access to public services for all citizens

Scenario of access to public services for all citizens	Frequency	%
Availability of digital services	41	27.33%
Quality of infrastructure	40	26.67%
Geographic location	35	23.33%
Socio-economic status	34	22.67%
Total	150	100%

Scenario of access to public services for all citizens

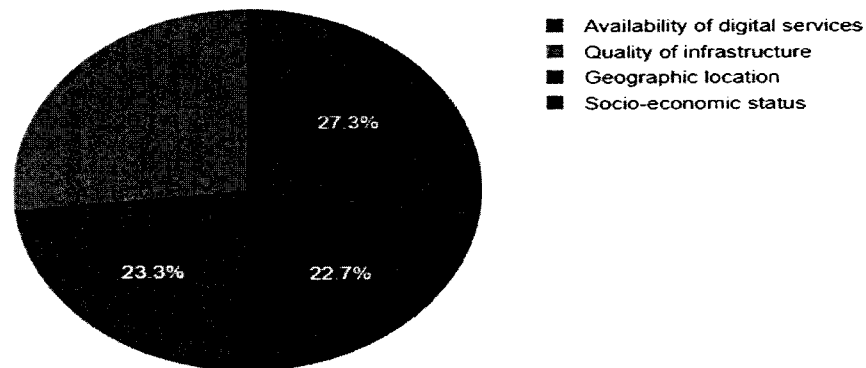


Figure 30 Scenario of access to public services for all citizens

Table 30 and Figure 30 above depicted the public service access scenario in Bangladeshi local government. One of the key elements in obtaining acceptable local public services, according to 27.33% of respondents, is the availability of digital services. Another 26.67% of respondents cited one of the key elements in obtaining adequate public services at the local level as the quality of the infrastructure. In addition, 23.33% of respondents stated that the ability to get good local public services depended on one's geographic location. According to 22.67% of the respondents, socioeconomic status is a crucial element in obtaining excellent public services at the local level.

- f. **Scenario of citizen perception of responsiveness of Upazila administration officials:** The research findings from the viewpoint of service recipients show that opinions about how attentive Upazila administration personnel are vary. While some residents say they have had excellent experiences with the attentiveness of officials, others are unhappy by delays and the disregard they have received for their complaints. Citizen views of responsiveness are influenced by elements including accountability systems, communication routes, and official accessibility. When it comes to responsiveness, upazilas with proactive officials and effective grievance redressal procedures are typically seen more favorably. However, obstacles like budget constraints and bureaucratic roadblocks could make it more difficult for officials to respond quickly to community complaints. In Upazilas, increasing responsiveness is essential to improving citizen satisfaction and government procedures.

Table 31. Scenario of citizen perception of responsiveness of Upazila administration officials

Scenario of citizen perception of responsiveness of Upazila administration officials	Frequency	%
Very responsive	56	37.33%
Moderately responsive	45	30%
Slightly responsive	25	16.67%
Not responsive at all	24	16%
Total	150	100%

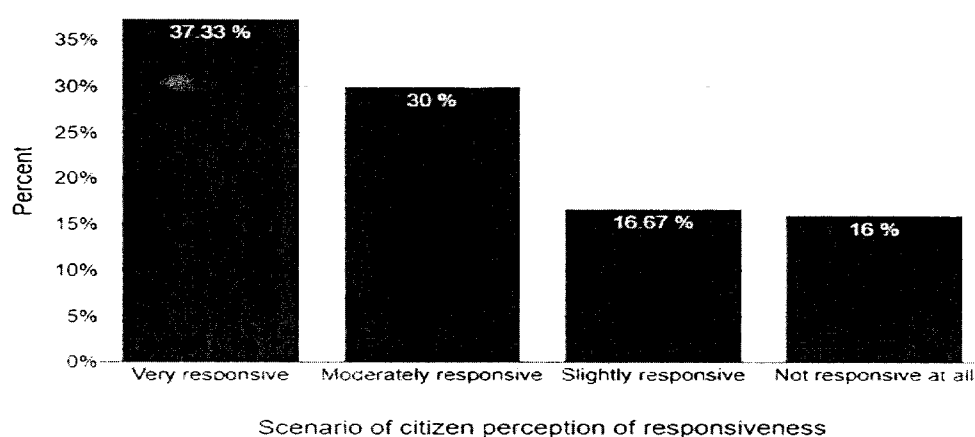


Figure 31 Scenario of citizen perception of responsiveness

The above **Table 31** and **Figure 31** show how people in Bangladesh think that local government responds to their needs when it comes to public services. 37.33% of those who answered said that the fact that Upazila government officials were very quick was the most important reason for this. Also, 30% of those who answered said that middling responsiveness was another important reason why Upazila government officials were responsive at the local level. Also, 16.67% of those who answered said that officials in the Upazila government at the local level being slightly responsive was another important reason for their response. Also, 16% of respondents said that Upazila government workers at the local level were not responsive, which is another reason.

g. Level of citizen participation in decision-making processes related to public service delivery:

The research results from the viewpoint of service recipients show different degrees of citizen involvement in Upazila decision-making processes pertaining to the provision of public services. Although some residents claim to be actively involved and to have opportunities to participate, others feel to be excluded or to have little role in decision-making. Level of participation is influenced by things like information accessibility, openness, and public involvement tools. Citizens participate at greater levels in upazilas with inclusive decision-making frameworks and open lines of communication. But issues like institutional obstacles and ignorance might prevent real participation, which would affect the efficiency of service delivery and governance procedures.

Table 32. Level of citizen participation in decision-making processes

Level of citizen participation in decision-making processes related to public service delivery	Frequency	%
High	57	38%
Moderate	45	30%
Low	32	21.33%
None	16	10.67%
Total	150	100%

Level of citizen participation in decision-making processes

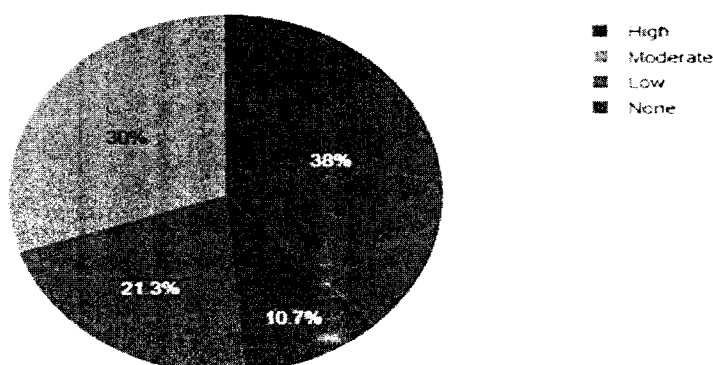


Figure 32 Level of citizen participation in decision-making processes

The decision-making scenario for the provision of public services by Bangladeshi local level administration was made clear by **Table 32** and **Figure 32** above. Among the respondents, 38% indicated that they participated actively in local government decision-making. In addition, 30% of respondents indicated that they participated in local government decision-making to a moderate extent. A further 21.3% of respondents said they did not participate much in local government decision-making. A further 10.7% of respondents said they had no chance to influence local government decision-making.

- h. Scenario of instances witnessed of misuse or misappropriation of public funds:** The service receivers' research shows Upazila government abuse of public cash. Many services receivers claim corruption, misappropriation, or diversion of public monies. Political involvement, lack of transparency, and insufficient accountability procedures cause these incidents. Limited control and monitoring increase financial wrongdoing risk. Transparency, accountability, monitoring, and integrity in the Upazila administration are needed to address these issues. Public monies must be protected to build confidence and accountability in government.

Table 33. Scenario of instances witnessed of misappropriation of public funds

Scenario of instances witnessed of misuse or misappropriation of public funds	Frequency	%
Occasionally	44	29.33%
Frequently	42	28%
Never	40	26.67%
Rarely	24	16%
Total	150	100%

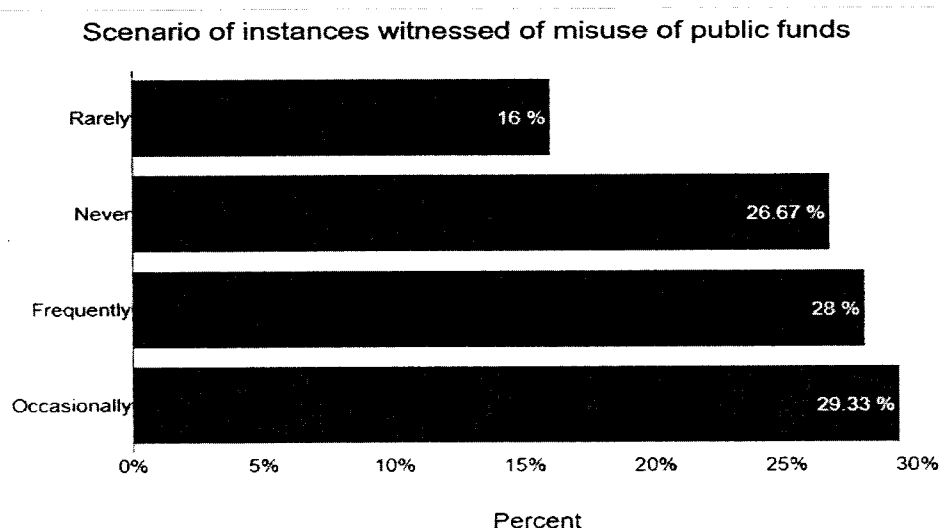


Figure 33 Scenario of instances witnessed of misappropriation of public funds

The above **Table 33** and **Figure 33** showed examples of how public funds were misused or stolen at the local level in Bangladesh. 29.33% of those who answered said they had seen misuse or theft of public funds in local government on occasion. Also, 28% of those who answered said they often saw public funds being misused or stolen by people working for the local government. Also, 26.67% of those who answered said they had never seen public funds being misused or stolen in local government. Another group of responders (16%) said they rarely saw public funds being misused or stolen in local government.

- i. **Scenario of accessibility of Upazila administration offices for lodging complaints:** From the perspective of service recipients, the research findings show that there is a wide range of experiences when it comes to the accessibility of Upazila administration offices for reporting complaints or seeking assistance. Long distances, restricted office hours, and bureaucratic hurdles are some of the problems that service recipients face, while others claim easy access and availability of aid. Accessibility is affected by factors including staff response, transportation infrastructure, and geographical position. Higher levels of accessibility are often seen in upazilas that have offices that are well-equipped and take proactive steps to make it easier for citizens to engage with them. Access to Upazila administration offices may be hindered by obstacles including poor buildings and limited resources, which impacts governance practices and community participation.

Table 34. Scenario of accessibility for lodging complaints

Scenario of accessibility of Upazila administration offices for lodging complaints	Frequency	%
Very accessible	34	22.67%
Moderately accessible	41	27.33%
Slightly accessible	54	36%
Not accessible at all	21	14%
Total	150	100%

Scenario of accessibility of lodging complaints

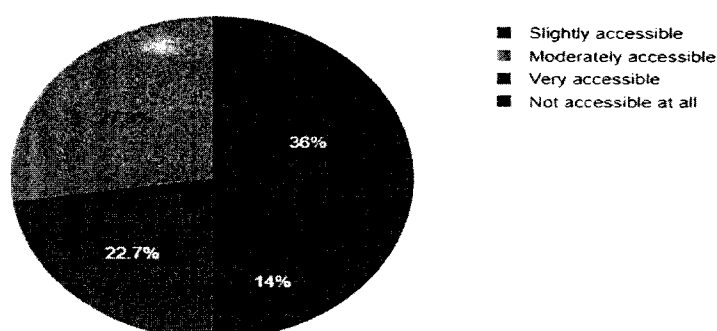


Figure 34 Scenario of accessibility for lodging complaints

The above **Table 34** and **Figure 34** showed how easy it is to get to upazila administration offices to file complaints at the local level. 22.67% of those who answered said that the Upazila administration buildings were easy to get to in order to file issues with the local government. Also, 27.33% of respondents said that it was somewhat easy to get to Upazila administration buildings to file issues with the local government. Also, 36% of those who answered said that the Upazila administration offices were somewhat easy to get to for filing issues with the local government. Also, 14% of respondents said that the Upazila administration offices were somewhat easy to get to for filing issues with the local government.

- j. **Scenario of grievance redressal mechanisms implemented by Upazila administration:** The perspectives of service recipients on the Upazila administration's grievance redressal methods reveal a wide range of experiences. While some people are pleased with how quickly these systems respond to their complaints, others complain about bureaucratic delays and a lack of openness. In addition, residents may get disheartened as a result of perceived ineffectiveness or poor follow-up on complaints. Overall, there is a mixed impression of the effectiveness of grievance redressal systems, emphasizing the importance of continual improvement and increased responsibility within the Upazila administration in order to increase public confidence and satisfaction.

Table 35 Scenario of grievance redressal mechanisms

Scenario of grievance redressal mechanisms implemented by Upazila administration	Frequency	%
Very effective	72	48%
Moderately effective	19	12.67%
Slightly effective	36	24%
Not effective at all	23	15.33%
Total	150	100%

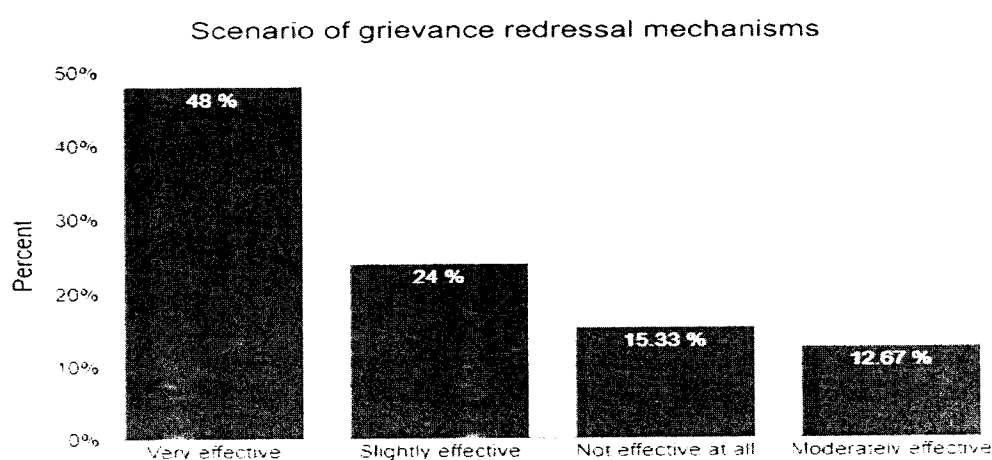


Figure 35 Scenario of grievance redressal mechanisms

The above **Table 35** and **Figure 35** showed how complaints are handled at the local level of government. 48% of those who answered said that the ways that the Upazila government handles complaints at the local level work very well. Also, 24% of respondents said that the ways that the Upazila government handles complaints at the local level were only somewhat successful. Also, 15.33% of those who answered said that the Upazila administration's local issue redress methods were not working well. Another group of respondents (12.67%) said that the ways that the Upazila government handles complaints at the local level were only somewhat successful.

- k. Scenario of instances of nepotism or favoritism in the allocation of public resources:** The Upazila administration's perceived instances of nepotism and favoritism in the distribution of public resources, as reported by service recipients, raise serious concerns about justice and equity. Many respondents voice their displeasure with what they see as preferential treatment granted to those based more on personal ties than on merit. These actions erode public confidence in the administration and fuel perceptions of unfairness. Moreover, service recipients agree that merit-based and transparent distribution procedures are necessary to guarantee accountability and advance good governance in the Upazila government.

Table 36. Scenario of instances of nepotism or favoritism

Scenario of instances of nepotism or favoritism in the allocation of public resources	Frequency	%
Very frequently	63	42%
Occasionally	40	26.67%
Rarely	25	16.67%
Never	22	14.67%
Total	150	100%

Scenario of instances of nepotism in allocation of public resources

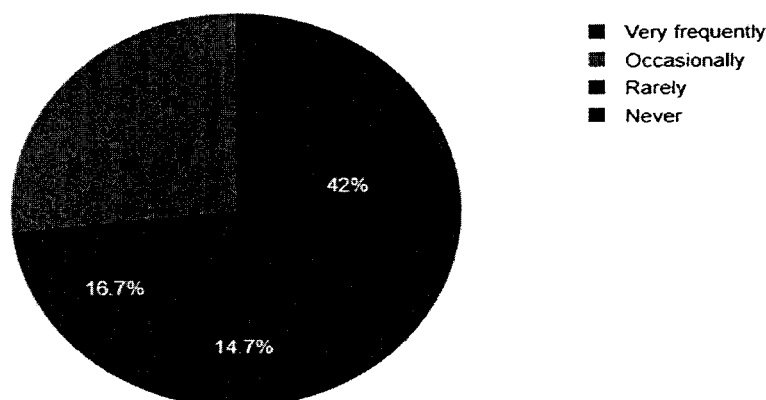


Figure 36 Scenario of instances of nepotism or favoritism

The above-mentioned **Table 36** and **Figure 36** demonstrated nepotism or favoritism in the distribution of public resources at the local level. 42% of respondents stated that they have witnessed nepotism or favoritism in the distribution of public resources at the local level. Besides, 26.67% of respondents reported seeing instances of nepotism or favoritism in the distribution of public resources at the local level. Moreover, 16.67% of respondents said they have seldom witnessed nepotism or favoritism in the distribution of public resources at the local level. Still, 14.67% of respondents stated that they have never noticed nepotism or favoritism in the distribution of public resources at the local level.

- I. **Overview of the Upazila administration's ability to address people' needs:** Service recipients' perceptions of the Upazila administration's overall performance in satisfying people' needs and expectations are divided. While some respondents recognize significant efforts and advances in service delivery and governance methods, others are dissatisfied with perceived inefficiencies, corruption, and a lack of response. There is widespread agreement among service users that there is potential for improvement in areas such as openness, accountability, and citizen participation. Besides, respondents emphasize the need of ongoing monitoring, feedback systems, and effective communication channels in closing the gap between residents' expectations and the Upazila administration's performance.

Table 37. Scenario of overall performance of the Upazila administration

Scenario of overall performance of the Upazila administration in meeting the needs and expectations of citizens			Frequency	%
Excellent			39	26%
Good			45	30%
Fair			46	30.67%
Poor			20	13.33%
Total			150	100%

Scenario of overall performance of the Upazila administration

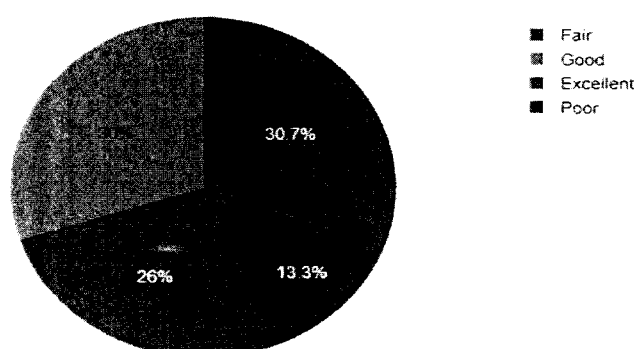


Figure 37 Scenario of overall performance of the Upazila administration

The aforementioned **Table 37** and **Figure 37** demonstrated the Upazila administration's overall success in addressing the needs and expectations of residents at the local level. 26% of respondents recognized the Upazila administration's great performance in addressing residents' needs and expectations at the local level. Besides, 30% of respondents indicated that the Upazila administration performed well in addressing residents' needs and expectations at the local level. Other respondents (30.67%) cited the Upazila administration's fair performance in addressing people's needs and expectations at the local level. Moreover, 13.33% of respondents noted the Upazila administration's inadequate performance in addressing people's needs and expectations at the local level.

m. Suggestion to enhance effectiveness and efficiency of public service delivery: Based on the opinions of service receivers, a number of important suggestions have been made to increase the effectiveness and efficiency of public service delivery in the Upazila. These include the need for stronger accountability and transparency systems to fight corruption and nepotism, more efficient administrative procedures to cut down on bureaucratic hold-ups, more training and capacity building for Upazila officials to enhance service quality, and the creation of strong grievance redressal systems to promptly address public complaints. In order to modernize service delivery and improve general governance procedures within the Upazila Administration, respondents also stress the importance of public participation in decision-making processes and the application of technology-driven solutions.

Table 38 Suggestion to enhance the effectiveness and efficiency of public service delivery

Suggestion to enhance the effectiveness and efficiency of public service delivery	Frequency	%
Enhancing transparency and accountability measures	51	34%
Implementing advanced digital systems	38	25.33%
Increasing staff training and development	36	24%
Improving infrastructure and facilities	25	16.67%
Total	150	100%

Suggestion to enhance the effectiveness of public service delivery

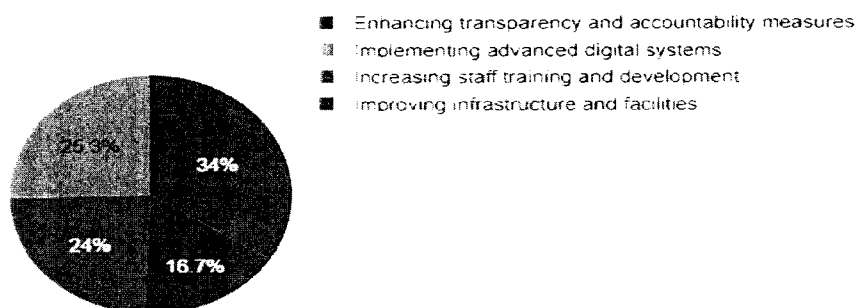


Figure 38 Suggestion to enhance the effectiveness of public service delivery.

The above **Table 38** and **Figure 38** showed the general Suggestion to make public service delivery more effective and efficient. Three quarters of those who answered said that the problem could be solved by making local government more open and accountable. Also, 25.33 percent of those who answered said that putting in place improved digital tools at the local level would help solve the problem. Additionally, 24% of those who answered said that reducing staff training and growth at the local level will make the problem worse. 16.67% of those who answered said that cutting back on local buildings and services would make the problem worse.

n. Summary of Research Findings Analysis: The below table represented the overall stakeholder analysis through Bonferroni Post-hoc-Tests method.

Table 39 Bonferroni Post-hoc-Tests

	N	Mean	Median	Standard deviation
Gender	150	1.34	1	0.48
Age	150	45.87	47	13.53
Educational Status	150	4.87	5	2.79
Occupation	150	2.83	3	1.87
Marital Status	150	1.87	2	0.34
Scenario of transparency of administrative processes	150	2.62	2	1.25
Scenario of difficulties faced in accessing public services in Upazila administration	150	2.95	3	0.92
Scenario of obstacles to receiving satisfactory public services	150	2.26	2	1.2
Scenario of access to public services for all citizens	150	2.58	3	1.12
Scenario of citizen perception of responsiveness of Upazila administration officials	150	2.11	2	1.08

	N	Mean	Median	Standard deviation
Level of citizen participation in decision-making processes related to public service delivery	150	2.05	2	1.01
Scenario of instances witnessed of misuse or misappropriation of public funds	150	2.41	2	1.16
Scenario of accessibility of Upazila administration offices for lodging complaints	150	2.41	2.5	0.99
Scenario of grievance redressal mechanisms implemented by Upazila administration	150	2.07	2	1.16
Scenario of instances of nepotism or favoritism in the allocation of public resources	150	2.04	2	1.09
Scenario of overall performance of the Upazila administration in meeting the needs and expectations of citizens	150	2.31	2	1
Suggestion to enhance the effectiveness and efficiency of public service delivery	150	2.42	3	1.04

The below regression model showed that the variables Age, Educational Status, Occupation, Marital Status, Scenario of transparency of administrative processes, Scenario of difficulties faced in accessing public services in Upazila administration, Scenario of obstacles to receiving satisfactory public services, Scenario of access to public services for all citizens, Scenario of citizen perception of responsiveness of Upazila administration officials, Level of citizen participation in decision-making processes related to public service delivery, Scenario of instances witnessed of misuse or misappropriation of public funds, Scenario of accessibility of Upazila administration offices for lodging complaints, Scenario of grievance redressal mechanisms implemented by Upazila administration, Scenario of instances of nepotism or favoritism in the allocation of public resources and Scenario of overall performance of the Upazila administration in meeting the needs and expectations of citizens explained 69.81% of the variance from the variable Gender. An ANOVA was used to test whether this value was significantly different from zero. Using the

present sample, it was found that the effect was significantly different from zero, $F=20.66$, $p < .001$, $R^2 = 0.7$.

ANOVA Test

Table 40. ANOVA for Multiple Regression Model

Source of Variation	df	F-value	p-value	Decision
Regression (Model)	15	59.96	< .001	Significant
Residual (Error)	—	—	—	—
Total	—	—	—	—

The results of ANOVA indicate that the general model is extremely significant ($F = 59.96$, $p < .001$). It is an indicator of the fact, that the joint set of independent variables accounts a significant percentage of the variance in practices of good governance in the locality. Differently put, the predictors as a block give a considerably better fit to the data than a model without predictors.

The F-value is very large, which puts an implication that the model has a strong explanatory power and therefore the variables of governance, including transparency, accountability, administrative efficiency, and coordination, as well as institutional mechanisms, are significantly related to governance outcomes at the level of Upazila. The current F-statistic is less than 0.1 per cent, which is why the null hypothesis that all the regression coefficients are equal to zero is rejected. In terms of public administration, this result shows that the performance of local governance is not accidental, but it is organized and systematically determined by the institutional structure and administrative practices. The theoretically valid assumption that a statistically significant model can be used as the assumption that good governance in the Bangladesh public sector is influenced by a number of factors that are interrelated and not isolated.

All in all, the ANOVA outcome justifies the application of the multiple regression model in the present research and offers a robust empirical basis in the interpretation of each of the regression coefficients. The results highlight that the need to reform governance at the Upazila

level is critical to curb the structural impediments and promote effective management of the public sector.

Regression coefficients

Table 41. Regression Coefficients for Determinants of Gender Differences in Perceptions of Local Good Governance.

Predictor Variables	Unstandardized Coefficient (B)	Standardized Beta (β)	t- value	p- value	Decision
Constant	0.90	—	—	—	—
Age	-0.02	-0.41	-5.87	< .001	Significant
Educational Status	0.00	0.01	0.10	.920	Not Significant
Occupation	0.09	0.29	4.92	< .001	Significant
Marital Status	0.15	0.08	1.63	.103	Not Significant
Transparency of Administrative Processes	0.04	0.07	1.55	.122	Not Significant
Difficulties in Accessing Public Services	-0.01	-0.02	-0.24	.812	Not Significant
Obstacles to Satisfactory Public Services	0.03	0.06	1.20	.231	Not Significant
Access to Public Services for All	0.09	0.10	1.66	.097	Not Significant
Responsiveness of Officials	-0.03	-0.05	-1.01	.314	Not Significant
Citizen Participation in Decision-making	0.06	0.14	2.27	.024	Significant
Misuse/Misappropriation of	-0.15	-0.26	-3.32	.001	Significant

Public Funds					
Accessibility of Offices for	-0.04	-0.04	-0.68	.499	Not
Complaints					Significant
Grievance Redressal	-0.06	-0.08	-1.59	.113	Not
Mechanisms					Significant
Nepotism/Favoritism in	0.27	0.35	5.21	<	Significant
Resource Allocation				.001	
Overall Performance of	0.22	0.33	4.89	<	Significant
Upazila Administration				.001	

The regression analysis involves the investigation of the socio-demographic factors and governance-related situations on the disparity in perceptions of good governance at the local level in the Bangladesh Upazila Administration. The constant value ($B = 0.90$) represents the predictor value of the dependent variable when all the predictors take the value of zero.

However, Age has the highest standardized effect ($b = [?]0.41$, $p < .001$) showing that gender-based perceptions are greatly evolving as people grow older. The negative coefficient implies that as the age increases the dependent gender outcome decreases and as such, age is the strongest explanatory variable in the model.

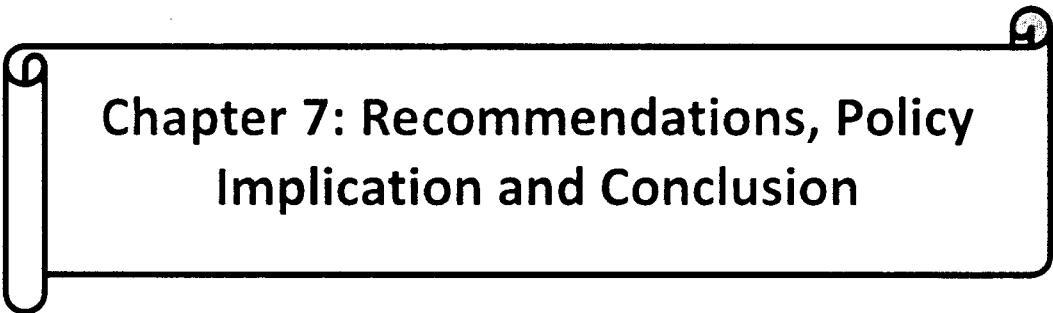
The next significant prediction that results in a strong and significant predictor ($b = 0.29$, $p < .001$) is occupation, which means that the occupation status affects the gendered perception of the governance practices significantly. Equally, citizen involvement in the decision-making process ($b = 0.14$, $p = .024$) has a positive and significant influence on the dependent variable, which indicates the value of inclusive governance processes in the formation of gender experiences.

There are significant impacts on governance integrity variables. Abuse or fraud of the public funds has a negative impact on the dependent variable ($b = [?]0.26$, $p = .001$) which shows that corruption is disproportionately impacting gendered perceptions. On the one hand, there is a strong positive and statistically significant impact of nepotism or favoritism in the allocation of

resources ($b = 0.35$, $p < .001$) and the overall performance of the Upazila administration ($b = 0.33$, $p < .001$), thereby showing their key role in becoming central to the evaluation of governance.

Conversely, other factors like education levels, marital status, transparency, issues with accessing services, responsiveness of officials, access to complaints and grievance redressal systems do not produce statistically significant effects ($p > .05$). It implies that there is a comparative dominance of factors of structural and performance-based governing variables over individual socio-demographic attributes in explaining gender-based differences.

On the whole, the results indicate that age, occupation, citizen participation, experiences of corruption, nepotism, and institutional performance are important factors in determining gendered perceptions of local good governance in the Bangladesh public sector management.



Chapter 7: Recommendations, Policy Implication and Conclusion

Chapter 7: Recommendation, Research Summery and Conclusion

7.1 Introduction

The concluding chapter of this study offers practical recommendations, policy implications, and a summary derived from empirical findings regarding good governance practices and challenges within Upazila Administration. The examination of field data and stakeholder interviews revealed notable deficiencies in accountability, transparency, service delivery, citizen engagement, and legal enforcement. This study revealed that while decentralization policies aimed to enhance local governance, institutional frameworks at Upazila level exhibited deficiencies in capacity, coordination, and resource allocation. Rahman & Tasnim (2023) observed that the absence of functional autonomy and professional accountability in local administration frequently results in inadequate inclusive and effective governance outcomes.

This chapter seeks to incorporate evidence-based insights into policy frameworks that facilitate institutional reform, improved training, digital transparency mechanisms, and inclusive planning processes. Recommendations were developed to guide policymakers, local government officials, and development partners regarding specific areas for reform.

7.2 Recommendation

Based on the analysis of field data, stakeholder interviews, and administrative reports, this study offered ten key recommendations to enhance the practices of good governance and overcome the systemic challenges in the Upazila administration of Bangladesh. These were grounded in empirical evidence and reflected in recent literature (Kurata & Arimoto, 2023).

- a. **Clarified Role Distribution:** The study recommended the clear demarcation of responsibilities between the elected Upazila Parishad and bureaucratic actors, particularly between the Upazila Chairman and the Upazila Nirbahi Officer (UNO), to reduce conflict and ensure functional coordination.

- b. **Strengthened Legal Framework:** It suggested revising the Local Government (Upazila Parishad) Act to remove inconsistencies and ensure balanced power-sharing in line with democratic decentralization principles (Kader & Ullah, 2020; Nahar, 2024).
- c. **Improved Capacity Development:** There was a strong need for continuous training programs for Upazila-level officials to enhance skills in planning, budgeting, digital governance, and participatory methods.
- d. **Fiscal Autonomy and Budget Reforms:** The research emphasized increasing fiscal autonomy of Upazila Parishads through formula-based grants and performance-tied budget allocations to reduce dependency on central agencies (Islam & Rahaman, 2025).
- e. **Increased Citizen Participation:** It proposed institutionalizing community participation mechanisms such as Ward Shava and Standing Committees with budgetary support to ensure meaningful engagement of citizens in decision-making processes.
- f. **Transparency and ICT Integration:** The study urged the use of ICT tools to increase transparency, such as real-time publication of budgets, project implementation status, and grievance redress mechanisms on digital platforms (Hossain, 2024; Panday, & Chowdhury, 2020).
- g. **Strengthened Accountability Mechanisms:** It recommended the development of robust monitoring and evaluation frameworks using Key Performance Indicators (KPIs) and third-party audits to hold local administrators accountable.
- h. **Gender and Social Inclusion:** The findings underscored the inclusion of women, ethnic minorities, and marginalized groups in development planning and implementation at the Upazila level.
- i. **Political Neutrality in Staffing:** Finally, it advocated for a transparent, merit-based recruitment and posting system for Upazila officers to prevent undue political influence in administrative functions (Huque & Ferdous, 2024).

7.3 Summary of Findings

- a. **Bureaucratic Obstacles and Administrative Procedures:** The research showed that bureaucratic obstacles, such as lengthy and complicated procedures, excessive red tape, and sluggish decision-making, plague administrative procedures within Upazila

administrations. Administrative inefficiency and delays in service delivery are the results of these bureaucratic roadblocks, which also reduce responsiveness and public satisfaction.

- b. **Limited Resources and Budgetary Restraints:** One of the biggest problems with Upazilas' public sector administration is the lack of funding. Upazila administrations are unable to meet the requirements of their constituents and provide basic services due to inadequate funding, ineffective methods of generating money, and conflicting demands for available funds. Development activities in Upazilas are hindered by a lack of resources, which worsens infrastructural difficulties.
- c. **Service Delivery and Inadequate Infrastructure:** The research showed that Upazilas had serious problems with their infrastructure, such as a lack of proper transportation, hospitals, schools, and sewage systems. In rural and isolated locations, these infrastructural gaps hinder socio-economic development and have a negative impact on service delivery. Inequalities persist and people's well-being suffers when essential services, including healthcare and education, are not accessible to everyone.
- d. **The Integrity of Governance and Political intervention:** Political intervention became a widespread problem that affected the autonomy of Upazila administrations and the integrity of governance. Undermining the efficacy of governance and public faith in government institutions are partisan appointments, excessive influence on administrative decisions, and the exploitation of public resources for political benefit. Upazila administrations are unable to fairly fulfil the interests of residents when political influence undermines their impartiality and transparency.
- e. **Professional Development and Capacity Restraints:** One of the biggest obstacles to efficient public sector administration in Upazilas is the lack of training and education for administrative staff. The capacity of Upazila officials to deftly negotiate bureaucratic red tape, execute development projects, and provide residents with high-quality services is hindered by a lack of chances for training and skill development. In order to improve governance results and administrative capabilities in Upazilas, professional development activities are required.

To sum up, the study found a number of issues that make it hard for local good governance to work in Bangladesh's public sector management, mainly in the Upazila administration. These results make it clear how important it is to deal with problems like red tape, lack of money, bad infrastructure, political interference, and limited ability in order to improve government and service delivery in Upazilas.

7.4 Policy Implications for Local Governance in Bangladesh

- a. **Reforms to Policies and Institutions:** The study's findings highlight the critical need to reform policies and improve institutions in the public sector management of Bangladesh, especially in Upazila administrations. Administrative process simplification, improved budgetary management, and more accountability and openness should be the goals of any policy initiatives. Building the competence of Upazila officials, improving governance structures, and fostering a culture of honesty and professionalism within local government institutions should be the goals of institutional building activities (Chaawla & Sondhi, 2012).
- b. **Improving Delivery of Services and Infrastructure:** The research stresses the significance of improving delivery of services and infrastructure in raising the standard of living for the general populace. Transportation networks, healthcare facilities, educational institutions, and sewage systems should be prioritized in policy efforts seeking to fund infrastructure developments. Upazila administrations can promote socio-economic development and provide accessibility to key services in rural and remote regions by solving infrastructural deficiencies (Ahsan & Panday, 2023).
- c. **Preventing and Resolving Political intervention and Ensuring Administrative Autonomy:** In the context of Upazila administrations, political intervention became an important challenge to the integrity of governance and administrative autonomy. To reduce the influence of politics, increase the use of merit in nomination processes, and protect the independence of administrative bodies, legislative action is required. Decisions are made with the best interests of citizens in mind when regulatory frameworks are strengthened and rules against political involvement are enforced (Abdullah, 2020).

- d. **Encouraging Citizens to Get Involved:** In order to create more accountable and inclusive government in Upazilas, it is essential that citizens get involved and share their opinions. Community forums, participatory budgeting, and other grievance resolution procedures should be part of any policy effort to increase public involvement. Governments in Upazila can do a better job of being open, responsive, and trustworthy if they empower local communities and encourage public participation in decision-making (Haq & Ferdous, 2025).
- e. **Professional Development and Capacity Building:** One of the biggest obstacles to efficient public sector administration in Upazilas is the lack of training and education for administrative staff. Upazila officials' skill sets and competences can be improved by policy interventions that emphasize capacity building and professional development. The ability of Upazila administrations to perform development projects, provide high-quality services to residents, and overcome bureaucratic obstacles may be enhanced through training programs, seminars, and venues for exchanging information (Hasan & Ara, 2022).

Addressing these consequences is critical for establishing good governance and overcoming barriers in Bangladesh's public sector management, particularly among Upazila administrations. Policy changes, institutional strengthening, infrastructure development, citizen participation, and capacity-building programs are critical to promoting local government and meeting Bangladesh's sustainable development goals.

7.5 Contribution to the Field of Public Administration and Governance

- a. **Examination of Local Governance Practices:** This research provides an exhaustive examination of local governance practices in the public sector management of Bangladesh, with a particular emphasis on the Upazila administration. The research sheds light on how local government institutions, decision-making procedures, and service delivery mechanisms work by delving into the complexities of grassroots governance. Insightful policy initiatives and changes can be based on this study, which also improves academic knowledge of local public administration dynamics (Hossain, 2024).

- b. Identification of Problems and way out:** This study uses data analysis and empirical research to pinpoint the main problems and barriers that prevent Upazilas from having effective governance. This study sheds light on the complex nature of governance difficulties in Bangladesh's public sector management by identifying specific variables such as bureaucratic barriers, budgetary limits, infrastructural limitations, political influence, and capacity constraints. The shortcomings in governance and the ineffectiveness of administration may be better addressed with the help of focused interventions and policy actions that are based on this identification of impediments (Islam, 2024; Panday & Chowdhury, 2020).
- c. Development of Practical Recommendations:** The study makes practical suggestions for improving the efficacy of governance in Upazila administration based on its examination of local governance practices and barriers. Insights based on evidence guide these suggestions, which are adapted to solve the study's particular problems. The study offers practical strategies to improve administrative processes, fiscal management, transparency, accountability, and capacity-building. It aims to help policymakers, government officials, and stakeholders improve governance outcomes at the local level. The study contributes to evidence-based policymaking in public administration and governance by providing empirical evidence, data-driven analysis, and actionable recommendations.
- d. Advancement of SDGs:** The study is a contribution to the attainment of SDGs in Bangladesh since it aims to improve the efficacy of governance and the delivery of services in Upazilas. Supporting SDGs pertaining to inclusive economic growth, excellent education, healthcare access, infrastructure development, and poverty reduction, the research addresses governance shortcomings and promotes good governance practices (Karim & Hosen, 2023; Rahman & Tasnim, 2023).

In summary, this study offers a nuanced analysis of local governance practices and barriers in Bangladesh's public sector management, makes useful suggestions for resolving governance issues, and supports evidence-based policymaking and sustainable development goals. All of these contributions significantly advance the fields of public administration and governance.

7.6 Limitations of the Study

- a. **Sample Size and Generalizability:** The limited sample size of the study project constitutes a significant limitation, potentially affecting the generalizability of the results. The findings may not be representative of all Upazila administrations in Bangladesh, as the research may have focused on a limited number of Upazilas or respondents. Consequently, caution is warranted when generalizing local governance practices and challenges in Bangladesh's public sector management, as well as when applying the study's findings to different contexts.
- b. **Data gathering Techniques and Bias:** The study project's data gathering techniques are another source of constraint. Relying exclusively on questionnaires, interviews, or secondary sources of information might lead to bias or limits in the information gathered. Respondents could, for example, give socially acceptable answers, which could cause them to overestimate or underestimate particular governance procedures or challenges. Besides, depending solely on self-reported data might result in recall bias or inaccurate data, which would undermine the validity and dependability of the findings.
- c. **Contextual variables and External Validity:** The study may also be limited by Upazila administration concerns and contextual factors that impact local governance. varied places or historical periods have varied contextual factors that affect study findings. These factors include politics, socioeconomics, culture, and history.
- d. **Time and Resource Constraints:** Time and resources may have limited the study's scope. Complete data collection, processing, and interpretation involves time, labor, and money. Lack of resources may have hindered the researcher's ability to conduct longitudinal studies to track developments or delve further into local government practices and barriers.
- e. **Evaluation and Implementation:** It's possible that there were problems with how the study measured and rated important factors. Defining and operationalizing concepts such as barriers in Upazila administration and good governance practices can be challenging and subjective. When different researchers or users have different meanings or readings

of these ideas, it can lead to measurement ambiguities or inconsistencies. Also, using standard evaluation tools or scales might not fully catch the variety of local government processes in Bangladesh.

The study provides useful insights on public sector management in Bangladesh and local governance practices; however, these drawbacks should be considered to ensure the study's credibility and validity. If future research addresses these constraints by adopting stricter methodological approaches, greater sample sizes, and contextual factors, findings should be more robust and useful to policy and practice.

7.7 Future Research Directions

- a. Comparative Studies:** Future research might examine local government practices and issues in other countries or regions. Comparing Bangladesh's Upazila administrations to those of other countries or regions with similar administrative units might be useful for research on public sector management. Comparative studies may be very helpful in facilitating knowledge exchange and learning between nations as well as in better understanding the contextual factors that impact governance dynamics.
- b. Long-term Studies:** Longitudinal research may be employed to evaluate policy interventions, governance changes, and capacity-building activities within Upazila administrations. Longitudinal research can enhance the understanding of governance evolution dynamics, emerging trends or issues, and evidence-based policymaking for sustainable development (Nahar, 2024; Nasrullah, 2025).
- c. Mixed-methodologies techniques:** Mixed-methods research may combine qualitative and quantitative methods to better understand local government procedures and difficulties. Statistical analysis, case studies, interviews, and data triangulation can help researchers understand Upazilas' public sector administration.
- d. Stakeholder Perspectives:** Citizens, community leaders, civil society groups, and government representatives are all regarded as significant stakeholders, and research that asks them about their perspectives on local governance issues and procedures can yield insightful data about their goals, opinions, and experiences. Involving stakeholders

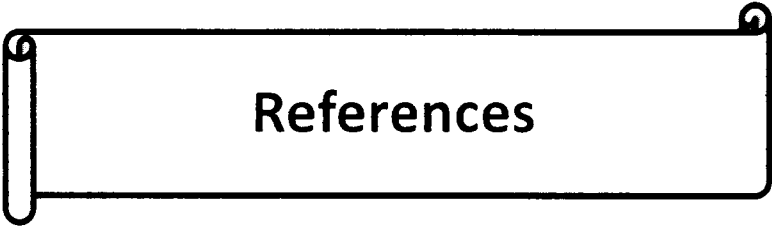
in the study process may help researchers ensure that their findings are relevant and useful, foster collaborative decision-making, and create chances for collaboration and cooperation (Rahman & Akter, 2024).

- e. **Impact assessment Studies:** Interventions to strengthen governance and resolve issues in Upazila administrations should be assessed via impact assessment studies. Analyzing the outcomes of governance initiatives, infrastructure development projects, capacity-building programs, and policy reforms allows researchers to identify effective strategies, lessons learned, and areas for improvement. Conducting impact evaluation studies may improve the use of evidence-based decisions and resource allocation (Saleheen, 2020; Nasrullah, 2025).

Future study paths in Bangladeshi public sector management challenges and local good governance practices should concentrate on mixed-methods, impact evaluation, stakeholder viewpoints, and comparative studies. Researchers may enhance governance results in Upazila administrations by tackling these research goals, which will also help to develop knowledge and guide policy.

7.8 Conclusion

This study critically examined the current state of good governance in the Upazila administration of Bangladesh and identified systemic weaknesses, such as institutional overlaps, limited citizen participation, insufficient accountability, and administrative inefficiencies. It summarized evidence-based discoveries and suggested strategic recommendations that prioritized transparency, social inclusion, decentralization, and structural reform. The research underscored the fact that meaningful progress in public sector management was impeded in the absence of political will, legal reform, and stakeholder coordination. The study made a significant contribution to the comprehension of the challenges and opportunities of local governance by incorporating both quantitative data and qualitative insights. The conclusion emphasized the necessity of participatory, transparent, and citizen-centric sustainable governance reforms to guarantee inclusive and accountable public service delivery in the Upazila administration of Bangladesh.



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DATA COLLECTION TOOL

Part-A: (Upazila Authority)

The purpose of this survey “Local Good Governance Practices and Obstacles in Bangladesh's Public Sector Management: A Study in Upazila Administration” is to obtain the teachers/Managements perception about the role of AI in higher education sector in Bangladesh. You are requested to give your sincere comment against each of the statement. Your sincere evaluation will be helpful for meaningful assessment of the research.

Name:.....Age:.....Profession:.....Gender: Male/Female

Educational qualification:..... Phone No.:.....

Address:.....

1. What is your role within the Upazila administration?
a) Upazila Nirbahi Officer (UNO) b) Assistant Commissioner (Land) c) Upazila Engineer d) Upazila Health Officer e) Other (please specify)
2. Gender Scenario
a) Male b) Female c) Others
3. How many years have you been serving in your current position within the Upazila administration?
a) Less than 1 year b) 1-5 years c) 6-10 years d) 11-15 years e) More than 15 years
4. How would you rate the level of transparency in administrative processes within the Upazila?
a) Very low b) Low c) Moderate d) High e) Very high
5. To what extent do you believe administrative decisions are made in a timely manner within the Upazila?
a) Rarely b) Occasionally c) Sometimes d) Often e) Always
6. Are there mechanisms in place to ensure accountability for administrative actions within the Upazila?
a) Strongly disagree b) Disagree c) Neutral d) Agree e) Strongly agree

- 7. What are the primary challenges hindering effective service delivery in your Upazila?**
a) Financial constraints b) Political interference c) Capacity constraints d) Infrastructure limitations e) Other (please specify)
- 8. Have you encountered any financial constraints that impact the functioning of the Upazila administration?**
a) Yes, frequently b) Yes, occasionally c) No, rarely d) No, never
- 9. Do you perceive any instances of political interference in administrative decisions within your Upazila?**
a) Yes, frequently b) Yes, occasionally c) No, rarely d) No, never
- 10. How often does the Upazila administration engage with civil society organizations and community groups for collaboration and coordination?**
a) Rarely b) Occasionally c) Sometimes d) Often e) Always
- 11. To what extent are citizens involved in the planning and implementation of development projects within your Upazila?**
a) Very little involvement b) Little involvement c) Moderate involvement d) High involvement e) Very high involvement
- 12. How effective do you consider the current grievance redressal mechanisms within the Upazila administration?**
a) Very effective b) Effective c) Neutral d) Ineffective e) Very ineffective
- 13. How satisfied are you with the coordination and cooperation among different departments within the Upazila administration?**
a) Very satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very dissatisfied
- 14. Do you believe there is adequate representation of marginalized groups in the decision-making processes of the Upazila administration?**
a) Yes, strongly agree b) Yes, agree c) Neutral d) No, disagree e) No, strongly disagree
- 15. How would you rate the level of citizen participation in Upazila development planning processes?**
a) Very high b) High c) Moderate d) Low e) Very low
- 16. What are the key performance indicators used by the Upazila administration to evaluate service delivery effectiveness?**

- a) Timeliness b) Quality c) Cost-effectiveness d) Customer satisfaction e) All of the above
- 17. How often does the Upazila administration conduct performance assessments and evaluations of its staff?**
- a) Annually b) Bi-annually c) Quarterly d) As needed e) Never
- 18. What measures are taken by the Upazila administration to address corruption and malpractice within its ranks?**
- a) Training and awareness programs b) Implementing strict disciplinary actions c) Establishing an anti-corruption task force d) Encouraging whistleblowing e) All of the above
- 19. How would you rate the effectiveness of communication channels within the Upazila administration?**
- a) Very effective b) Effective c) Neutral d) Ineffective e) Very ineffective
- 20. In your opinion, what are the main factors contributing to the success of governance practices within the Upazila administration?**
- a) Strong leadership b) Staff competence and training c) Community participation d) Adequate resources e) All of the above
- 21. What improvements or initiatives would you recommend to enhance governance practices and overcome obstacles within the Upazila administration?**
- a) Strengthening accountability mechanisms b) Enhancing citizen engagement c) Improving infrastructure d) Addressing capacity constraints e) All of the above

DATA COLLECTION TOOL

Part-A: (Service Receivers)

The purpose of this survey “Local Good Governance Practices and Obstacles in Bangladesh's Public Sector Management: A Study in Upazila Administration” is to obtain the teachers/Managements perception about the role of AI in higher education sector in Bangladesh. You are requested to give your sincere comment against each of the statement. Your sincere evaluation will be helpful for meaningful assessment of the research.

Name:.....**Age:**.....**Profession:**.....**Gender:** Male/Female

Educational qualification:..... **Phone No.:**.....

Address:.....

1. What is your primary source of income?

a) Agriculture b) Business c) Service sector d) Others (please specify)

2. How long have you been residing in the Upazila?

a) Less than 1 year b) 1-5 years c) 6-10 years d) More than 10 years

3. How frequently do you utilize public services provided by the Upazila administration?

a) Daily b) Weekly c) Monthly d) Rarely

4. In your opinion, how transparent are the administrative processes within the Upazila administration?

a) Very transparent b) Transparent c) Neutral d) Not transparent e) Very opaque

5. Have you faced any difficulties in accessing public services within the Upazila?

a) Yes, frequently b) Yes, occasionally c) No, rarely d) No, never

6. What do you consider as the biggest obstacle to receiving satisfactory public services in the Upazila?

a) Lack of infrastructure b) Bureaucratic hurdles c) Corruption d) Political interference e) Others (please specify)

7. How satisfied are you with the quality of healthcare services provided by the Upazila administration?

- a) Very satisfied b) Satisfied c) Neutral d) Dissatisfied e) Very dissatisfied
8. Do you believe there is equitable access to public services for all residents in the Upazila?
- a) Yes, strongly agree b) Yes, agree c) Neutral d) No, disagree e) No, strongly disagree
9. How often do you receive timely updates or notifications from the Upazila administration regarding public services?
- a) Frequently b) Occasionally c) Rarely d) Never
10. Have you experienced instances where your grievances or complaints regarding public services were adequately addressed by the Upazila administration?
- a) Yes, always b) Yes, sometimes c) No, rarely d) No, never
11. What is your perception of the responsiveness of Upazila administration officials to citizen concerns and feedback?
- a) Very responsive b) Responsive c) Neutral d) Unresponsive e) Very unresponsive
12. How would you rate the level of citizen participation in decision-making processes related to public service delivery in the Upazila?
- a) Very high b) High c) Moderate d) Low e) Very low
13. Do you believe there is adequate representation of marginalized groups in the decision-making processes of the Upazila administration?
- a) Yes, strongly agree b) Yes, agree c) Neutral d) No, disagree e) No, strongly disagree
14. Have you witnessed instances of misuse or misappropriation of public funds within the Upazila administration?
- a) Yes, frequently b) Yes, occasionally c) No, rarely d) No, never
15. How would you rate the accessibility of Upazila administration offices for lodging complaints or seeking assistance?
- a) Very accessible b) Accessible c) Neutral d) Inaccessible e) Very inaccessible
16. In your opinion, how effective are the grievance redressal mechanisms implemented by the Upazila administration?
- a) Very effective b) Effective c) Neutral d) Ineffective e) Very ineffective
17. To what extent do you believe the Upazila administration involves citizens in the monitoring and evaluation of public service delivery?
- a) To a great extent b) To some extent c) Neutral d) To a limited extent e) Not at all

18. Have you observed any instances of nepotism or favoritism in the allocation of public resources by the Upazila administration?

a) Yes, frequently b) Yes, occasionally c) No, rarely d) No, never

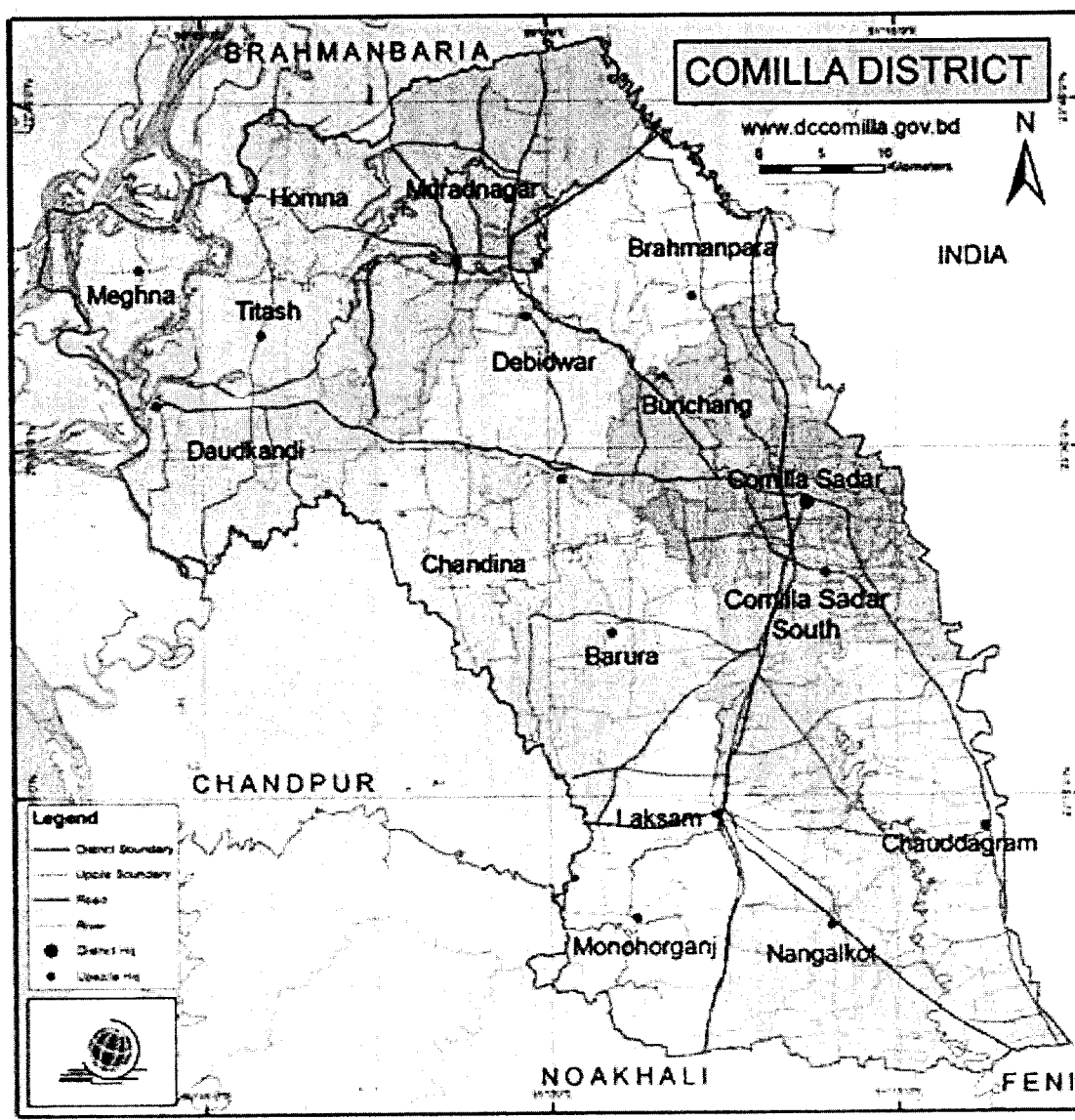
19. How would you rate the overall performance of the Upazila administration in meeting the needs and expectations of citizens?

a) Excellent b) Good c) Neutral d) Poor e) Very poor

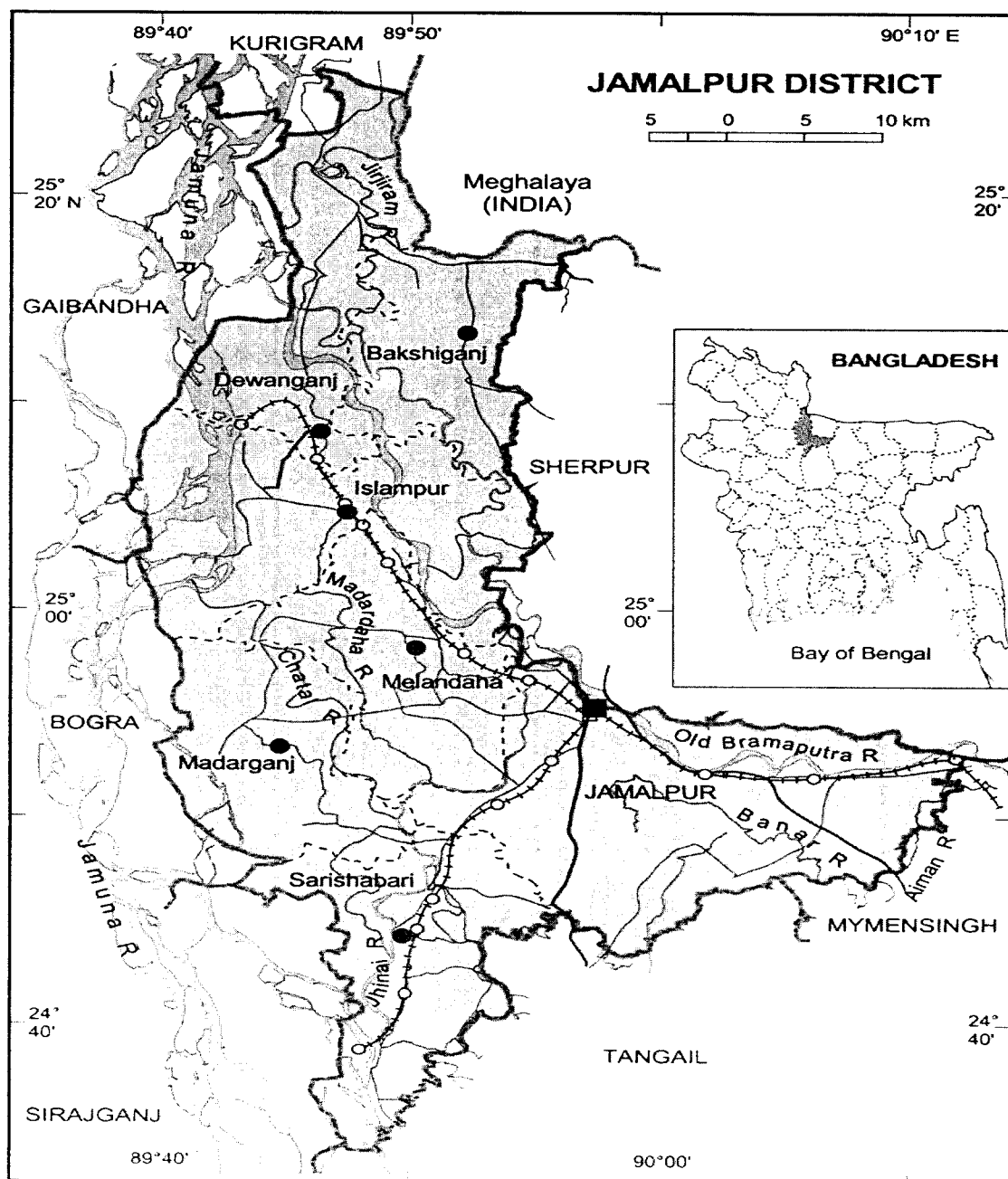
20. What improvements would you suggest to enhance the effectiveness and efficiency of public service delivery in the Upazila?

a) Strengthen transparency and accountability mechanisms b) Improve infrastructure and facilities c) Enhance citizen engagement and participation d) Mitigate political interference e) Other (please specify)

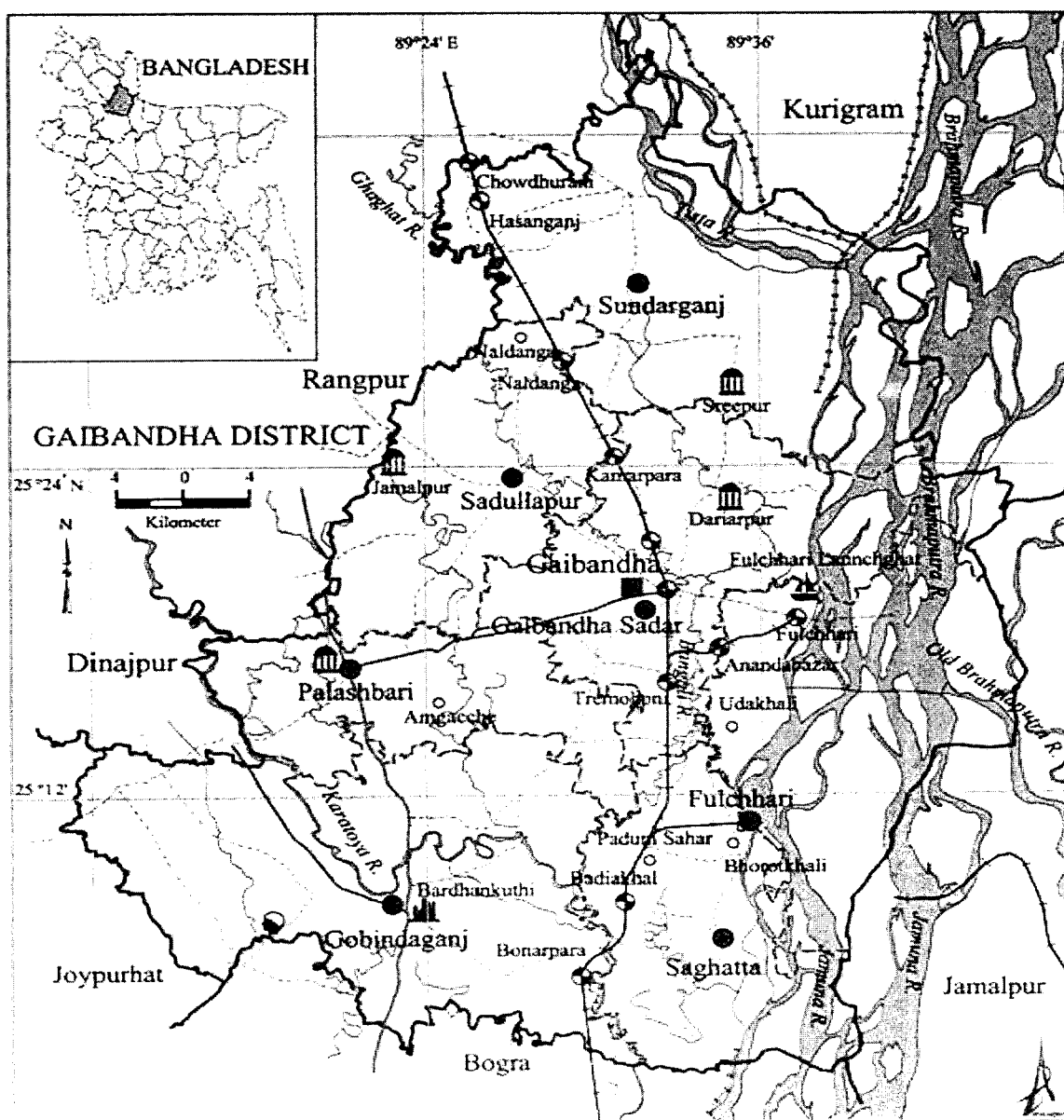
Geographical location of Study Area (Cumilla District)



Geographical location of Study Area (Jamalpur District)



Geographical location of Study Area (Gaibandha District)



Geographical location of Study Area (Kushtia District)

