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Preparing Public Leaders in South Asia for a Post-Pandemic World

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List of Abstracts

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Author/s	Abstracts
<p>1.</p> <p>Ruchi Sinha, PhD University of South Australia Business School Ruchi.Sinha@unisa.edu.au</p>	<p style="text-align: center;">A Framework for Crisis Leadership: The Role of Language</p> <p>Public leaders are the role models that define the boundaries of what is desirable and what is unacceptable during a crisis. Their behaviour on the public platform (e.g. speeches, media releases etc.) and their response in terms of policy improvements are critical signals for the larger public. The management literature provides a host of strategies and steps for crisis management, while the leadership research literature discusses the behavioural patterns that make public leaders successful during a crisis. This paper integrates the two bodies of work to develop a framework for public leadership during a crisis. The conceptual framework presented at the conference will cover the role of language in how the public leader engages with the larger audience and how language in public speeches and policies can help regulate the emotional distress prevalent during a crisis. When institutions and organizations are in crisis, there is a drop-in morale and a rise in cynicism. Part of an effective strategy for public leaders involves addressing negative emotions and cynical thinking within their organizations and in the larger society. In addition, the framework will integrate theoretical work on adaptive leadership to identify how public leaders can accurately diagnose challenges in a VUCA world to mobilize their followers to enact change. An essential element of crisis leadership is building the capacity to manage future challenges – both the predictable and the unpredictable ones. This framework will allow academics, practitioners and public leaders to engage with the integrated insights from organizational behaviour and management. The implications for governance, crisis-management systems and policy making will also be discussed in relation to the framework.</p>
<p>2.</p> <p>Fangliang Zhang Yunnan University zfl19930422@163.com</p>	<p style="text-align: center;">Adaptive Survival and Adaptive Policies: How the Rohingya Jadeite Businessmen in Ruili, China Respond to COVID-19</p> <p>Most research about adaptive policy-making pays more attention to the policy-making process and ignores the action and agency of actors. Therefore, this paper aims to develop a new analytic framework under the COVID-19 to examine the linkage between ethnic characteristics, ethnic</p>

	<p>economy, ethnic community, host community and policy-making. The article takes Rohingya Jadeite businessmen in Ruili, Yunnan as an example, and describes how they adapted and survived under the epidemic through ethnography and in-depth interviews. After the outbreak of the COVID-19 around the world, the Chinese government closed its doors to restrict mobility and set a series of constraints to encourage foreign immigrants to return to their countries of origin. Rohingya suffer discrimination and exclusion in Myanmar, which makes them unwilling to return to Myanmar. They can only constantly adjust their strategies to adapt to the change of the Chinese government's immigration policy under the epidemic. Rohingya have taken various measures to stay in China, for example changing their way of livelihood, leaving their ethnic communities and dispersing around the city, cooperating with the boss of China's jade live streaming company to obtain shelter and so on. It reminds us to re-understand the complex relationship between immigration, immigration community, immigration economy and host country policy from the adaptive survival of Rohingya people in China under multi-level restrictions. Accordingly, the article proposes a conceptual framework for adaptive policies, adding four elements of ethnic characteristics, immigrant communities, dominant communities and immigrant economies to supplement the initial conceptual framework of adaptive policies. At the same time, the adaptability of the Rohingya under the COVID-19 is also an opportunity for us to re-understand the Rohingya and rethink the policy-making for them.</p>
<p>3. Md. Whaheed Alam a2i, Bangladesh whaheed.alam@a2i.gov.bd</p>	<p>An assessment of collaborative efforts to provide technology supported solution to ensure emergency food supplies to extremely needy people in Bangladesh</p> <p>The Covid 19 is recorded to be one of the unprecedented shocks humans have experienced in modern history. It has created devastating economic, social and public health consequences and impacts in almost all countries and societies across the world.</p> <p>Although Bangladesh has made commendable success in reducing poverty over the years, more than one fifth of its population still live in poverty – 22 percent in 2018. However, according to some estimates the level of poverty has risen to some extent during the Covid period because of the shrunken economic activities and loss of employment. As Covid has forced the Government of Bangladesh to impose full and partial lock-down number of times at nation and local level, livelihoods of these poor people, who mostly maintain their livelihood through daily earning or wages, have been in stake - specially to ensure their three daily meals, basic nutritional needs of their family members and to reduce their mental trauma.</p>

	<p>In this context, a2i project has given a technology supported solution to provide emergency food supplies to the extremely needy people across the country by using the National Service Desk 333 hotline. The platform has engaged multiple stakeholders involving the Prime Minister’s Office, the Ministry of Disaster Management, ICT division, local administration at different tiers, local governments and private sector. Along the process, the emergency food supplies has involved differentiated levels of leadership, planning, facilitation, innovation, resource mobilization and sharing from the stakeholders. So far, around 600,000 extremely needy people have received emergency food support through this platform across the country.</p> <p>This technology supported effort can be an important learning in multiple dimensions to promote collaborative governance to mitigate the adverse impact of the pandemic in the country and beyond.</p>
<p>4.</p> <p>Devyani Pande National University of Singapore devyani@u.nus.edu</p> <p>Araz Taeihagh National University of Singapore spparaz@nus.edu.sg</p>	<p style="text-align: center;">An In-depth Comparative Analysis of Regulation and Governance of Autonomous Systems in Singapore</p> <p>The proliferation of testing and trials of autonomous systems that use artificial intelligence, such as autonomous vehicles, unmanned aerial vehicles, and robots, has been a key development in the past few years. While their benefits and risks have been discussed, governments are grappling with the evolving nature of artificial intelligence and managing the risks of autonomous systems. Singapore has been a front runner in trials of autonomous systems such as autonomous vehicles, drones, and service robots, keeping in line with the vision of becoming a ‘Smart nation’. It ranked first in the AI Readiness index (2019) and the KPMG 2020 Autonomous Vehicles Readiness Index. This makes Singapore an appropriate case to examine the regulations proposed for autonomous systems. This study examines the degree and extent of regulations in Singapore to address risks of autonomous systems for their adoption. Autonomous systems can have different governance challenges that can be different in nature. Some are generic and relate to the adoption of emerging technologies (e.g. unpredictability in their operation and concerns with data), while others are specific to autonomous systems (monitoring and task allocation, their testing, challenges of governing privacy, safety, liability, cybersecurity risks and algorithmic bias of these systems), or relate only to certain types of autonomous systems based on their functions (e.g. ethical dilemmas</p>

	<p>and morality concerns or lack of social interconnectedness). This study examines the nature of regulations based on these risks in Singapore, which has been actively involved in trials of autonomous systems and has even adopted a few autonomous systems during the Covid-19 pandemic. The regulations relating to different autonomous systems in Singapore are analysed through content analysis. The results help identify challenges in regulating these systems and steps that can be taken to prepare for their adoption. These findings benefit other jurisdictions in deploying autonomous systems and contribute to the literature on the regulation and governance of emerging technologies and autonomous systems in particular.</p>
<p>5. Zubair Nazeer Jamia Millia Islamia zubairmalik.2009@gmail.com</p>	<p style="text-align: center;">Bureaucracy in a Post-Pandemic India: A Need for New Public Governance</p> <p>Accountability is the main feature of public administration, especially its implementation agency, bureaucracy. It is the lack of accountability that has emerged as a major concern for ineffective response to the COVID-19 crisis. This lack of accountability is reflection of outdated nature of public bureaucracy. In a changed world, the democratic countries such as India are still relying on the traditional bureaucracies to perform public policy formulation and implementation roles. These bureaucracies have outlived their relevance. COVID-19 pandemic has exposed this weakness in India like elsewhere. This paper tries to critically evaluate traditional bureaucracy in India which is still stuck with the <i>leadership of position</i> over <i>leadership of function</i>. The latter means that the person who has expert knowledge of a particular function would provide leadership in that situation. Further, the paper explores how Indian needs a shift towards a New Public Governance based on the experiences during the COVID-19 pandemic. It rejects the solution of New Public Management for India in Post Pandemic world and argues for collaborative governance. The paper explores the model of collaborative governance in which the public sector, private players and civil society especially public service organizations (NGOs and Self Help Groups) together work for effective public service delivery. It uses India's earlier experiences in this domain including experience during COVID-19 pandemic.</p>

6.

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Can Collaborative Governance Improve Education Governance in Pakistan? Lessons from High Level Consultative Policy Dialogues on Covid-19 EdTech Responses

Recent studies establish that pandemic has undoubtedly exacerbated the already existing endemic of out of school children and crisis of low learning levels among majority of school going children in Pakistan. This has happened despite several EdTech initiatives hurriedly launched by federal, provincial public officials and private entrepreneurs in response to closure of schools in wake of global pandemic. Interestingly, most of EdTech initiatives scaled up during pandemic followed collaborative governance models wherein the national as well as provincial governments spurred into action and leveraged multiple 'low-cost' technologies and resources in a bid to ensure continuity of learning for already vulnerable young learners. This paper presents the findings and analysis of series of extensive policy dialogues and KIIs done with multiple stakeholders ranging from public officials at federal, provincial and local levels, educationists, academicians, EdTech experts, development partners, school representatives who engaged in designing, financing, implementing or evaluating the technological interventions to manage school governance during pandemic

The paper begins with a critical overview of strategic measures and technological interventions undertaken to mitigate the repercussions of school closure on the learning outcomes of the students at federal and provincial levels by multiple stakeholders. It delineates the resource considerations, policy constraints experienced in adopting collaborative governance measures to create best suited responses in wake of school closure by education leaderships at multiple tiers. Based on the consultative interactions and deliberations with key actors at multiple levels the study highlights the bottlenecks in adaptive policymaking and collaborative governance for improving school education. Moreover, it reflects on challenges and prospects of using EdTech for improving quality of school education and governance in Pakistan. The paper also recommends the ways in which technologies can be harnessed to build collaborations for co-creating responsive and effective education governance mechanisms for sustainable and well-functioning crisis management systems.

<p>7.</p> <p>Marufa Akter University of Barishal marufa_mou@yahoo.com</p>	<p style="text-align: center;">Collaborative Governance in Crisis Management: The Case of Bangladesh Responding to COVID-19 crisis</p> <p>Collaborative governance plays a pivotal role in crisis management. Because collaborative governance brings multiple stakeholders together in common forums with public agencies to engage in consensus-oriented decision making to combat crisis (Ansell & Gash, 2008; cited in Khan & Islam, 2015). But collaborative public management seems more critical as the task requires more participation of sectors (governmental, non-profit and private) in fighting pandemics. The main challenge for public organizations is to effectively coordinate a network of response organizations under conditions of a public health crisis characteristic of decisional urgency, high uncertainty and threat. The rationale of the study is to assess the responses of public agencies with various sectors by collaborative governance to fight against covid-19 pandemic of Bangladesh. The objective of the study is to find out the opportunities and challenges of collaborative governance of public agencies with non-profit and private organizations in covid-19 crisis management. The study will be done following a qualitative approach and data will be collected both from primary and secondary sources. For collecting primary data, in-depth interview will be conducted through semi-structured questionnaires from the respondents. And case study method also will be applied to know the efficiency and constraints of collaborative governance in crisis management. Content analysis will be done to analyse the secondary data on collaborative governance during crisis management. The study will try to explore the success and failures of collaborative governance in covid-19 crisis management of Bangladesh.</p>
<p>8.</p> <p>Nurul Huda Sakib, PhD Jahangirnagar University nhsakib@juniv.edu</p> <p>Faria Ahmed Bangladesh University of Professionals Faria.ahmed@bup.edu.bd</p>	<p style="text-align: center;">Combating Corruption During COVID-19 in Bangladesh: The Role of Community-Based Organizations</p> <p>COVID-19 pandemic has made significant challenges for effective governance worldwide. There is a significant question raised on the distribution of aid and relief for lower-income groups. Both government, non-government, and locally elected bodies were, directly and indirectly, involved in frequent corruption in many countries. However, there are some initiatives to reduce such corruption. Especially, in Bangladesh, various types of community mobilization were witnessed amid the COVID-19 pandemic to prevent corruption by raising their voice. This research will answer why and how community resistance came during this pandemic? Based on empirical</p>

	<p>evidence the research argued that the COVID-19 reemerge the sense of community at a local level and worked as alternative governance to prevent corruption in many ways. This alternative governance formed in different mechanisms and worked side by side with the government to ensure accountability. We found that community bonding helped to mitigate the crisis of government relief and health equipment distribution through various mechanisms such as informing government officials to identify corrupt syndicates, raising voice against corrupt practice against authority, building awareness in social media, and so on. The nature of the community involvement against corruption shows that building a 'trust' in government needs citizen's engagement for good governance and crisis management. It also indicates that the role of community-based organizations in resisting and preventing corruption will reflect the global phenomenon of corruption in many developing countries holistically and help to understand to what extent the community-based organizations are effective in resisting corruption.</p>
<p>9. Nandita Datta University of Canberra u100752@uni.canberra.edu.au</p>	<p>Communicating Development Benefits: An Approach to Engaging Beneficiaries and Post Pandemic Challenges</p> <p>Communication and its role in the development field is obvious as both the areas focus on people and their integration in the process of development. This is where connection between communication and the beneficiary understanding of development exists. Importance of mass communication in community development and social change has been reiterated in the field of communication and development. The discussion also centres on people and their participation. Thus, communicating development becomes instrumental for government (GOs) and non-government organisations (NGOs) to ensure beneficiary participation in the process of development. However, beneficiary participation depends on how they are engaged in the development process and how they receive and respond to development communication. Given this interdependence between communication, development and beneficiary engagement, this paper examines how communication impacts the engagement of development beneficiaries and the challenges it entails in the post pandemic Bangladesh. To this, the paper provides a conceptual framework of development communication and its relevance to engaging development beneficiaries. It examines qualitative data obtained for PhD study conducted in Bangladesh that identified existing scope of development planning and policies, government and NGO practices, challenges, and GO-NGO partnership in engaging development beneficiaries. Based on the data,</p>

	<p>the paper argues that communicating and understanding of development benefits within development project settings significantly contributes to beneficiary engagement at the field level. While beneficiaries are not restricted to only project settings, data reveal that communicating development benefits can also be challenging to engaging in presence or absence of certain factors applied to a specific development context which is obviously affected by the pandemic. The paper concludes in stating that development planning and policies are already in place to integrate development beneficiaries; however, implementation of these policies will have to make a difference in communicating development to overcome post-pandemic challenges.</p>
<p>10. K Gireesan Rajiv Gandhi National Institute of Youth Development & Ministry of Youth Affairs and Sports, Government of India gireesan.decentralisation@gmail.com</p>	<p style="text-align: center;">Constituency Management System – A Tool for Dynamic Leadership and Adaptive Governance</p> <p>Constituency Management System (CMS) refers to the management of political, administrative and financial functions and activities in a geographical constituency. It is an ICT-supported Spatial Decision Support System formulated to provide a real-time, scientific and systematic interface between the elected representatives and the citizens. It is expected to optimise the natural, physical and human resources of the area, aiming at improved decision-making skills by the elected leaders along with ensuring more transparency and accountability in the process of planning, decision making, implementation, monitoring and evaluation, and, by soliciting feedback from the citizens.</p> <p>Dynamic leaders are viewed as those who not only influence and develop the people they represent and lead, but also able to understand and react to the different individuals, groups, situations and environment. Adaptive governance is visualised as flexible and context-specific decision-making system and processes involving state as well as non-state actors.</p> <p>Operationalisation of CMS in a specified geographical constituency (Parliamentary Constituency, Assembly Constituency or even a Local Government constituency) is expected to enhance the features of Good Governance with thrust on ‘Inclusive Governance and Sustainable Development’. The paper analyses the rationale behind the operationalization of CMS as a tool for dynamic leadership and adaptive governance, with special reference to the COVID-19 pandemic situation and post-pandemic scenario.</p>

	<p>The author views that operationalisation of CMS has the latent potential to make the democracy more deliberative, responsive and effective. Hence it is suggested that CMS can be used as a tool to empower the dynamic leaders in order to enable them to make better decisions considering political expediency, economic rationality, scientific inputs and spatial parameters. Significance of adaptive governance in the operational area, especially during the pandemic and post-pandemic period also will be highlighted in the paper.</p>
<p>11.</p> <p>Amna Siddique University of the Punjab amnasiddique66@gmail.com</p> <p>Dr Yaamina Salman University of the Punjab yaamina.ias@pu.edu.pk</p>	<p>Contextualizing the Leadership Role of RIZQ Foundation (food bank) in COVID-19 epoch: A Vaccine of Compassion for the Local Food Insecure Communities of Pakistan</p> <p>In the South Asian region, the liberal democracies have observed a latest shift towards networked form of governance as an inclusive response to COVID-19 pandemic. Under the post-colonial doctrine, in South Asian region particularly Pakistan is facing multifaceted policy problems, “food insecurity” is one of them. It is quite observant in the COVID-19 period; people have suffered more because small scale food producers comprising 40-85% of all food producers in developing region are hit hard by the crisis (WFP, 2020). To interpret the phenomenon, the in-depth qualitative analysis and case study method (semi-structured interviews) were used. In this study, we critically analyzed the leadership role of a food bank in this uncertain time and inferred that the RIZQ foundation has a unique structural framework based on “<i>collaborative governance</i>”. This foundation is working on the philosophy of social change, food philanthropy and community development. Particularly, in the situation of COVID-19, the RIZQ foundation worked 24/7 by launching their digital campaigns through social media platforms like official websites, local tv channels, Facebook page, Instagram, WhatsApp, and print media. They created a sound and sustainable distribution network through the use of technology-powered grassroots actions and strategic corporate partnerships; also, they have initiated a national movement – <i>Ehsaas Karo</i> (be empathetic) to mitigate the devastating impact of the virus on the most downtrodden part of the society. They have used the NPG- new public governance model’s stakeholder approach, as by utilizing all available resources and food networks to reach 10,000 families within 3 months in phase 1 of their campaign. Thus, the local government, Rizq and community have united to bring forth resilience for COVID-19. Holistically, there is a way forward to make a mutual, integrated, and collaborative coalition to deal with this humanitarian crisis by engaging the public policy</p>

	<p>actors- public servants, politicians, civil society, private sector, and most importantly the ‘public’; moreover, compassion, solidarity and civic responsiveness can facilitate the leaders to solve the conundrum of reforms in post pandemic epoch.</p>
<p>12.</p> <p>Trilochan Pokharel Nepal Administrative Staff College pokharel.trilochan@gmail.com</p> <p>Roshani Bhujel Nepal Administrative Staff College roshani.bhujel@nasc.org.np</p> <p>Anup Bhurtel Nepal Administrative Staff College anup.bhurtel@nasc.org.np</p> <p>Chandni Kayastha Nepal Administrative Staff College chandni.kayastha@nasc.org.np</p>	<p style="text-align: center;">COVID 19 in Nepal: The Missing Links Among Local, Provincial and Federal Governments</p> <p>Background</p> <p>The COVID 19 has a far-reaching impact for all types of economies and governance that the world has witnessed in the recent decade. The public leaders are under strenuous pressure for dealing with the social, economic and political consequences of this pandemic. With the onset of the public health crisis, Nepal, the newest federal governance system, faced double challenges- a) institutionalizing the multilevel governance as per the recent constitution of 2015 and b) the recurring disasters like floods, landslides. The efforts to control pandemic and prevent public life further worsened because of poor intergovernmental coordination and relationships and the degeneration of the ruling political party.</p> <p>Research Objectives and Method</p> <p>The Constitution of Nepal defines public health as a shared responsibility among federal units, the local governments are responsible for basic health services and responding to the public demands as frontliner. In the first wave of COVID pandemic between April to October 2020, the local governments of Nepal were appreciated for playing important roles to deal with the health crisis and addressing the basic concerns of people. Arriving at the second wave, the roles of the local governments withered. In this regard, this paper summarizes the findings from a nationally representative survey of the local governments conducted in three rounds that covered both first and second wave. The first round was conducted from 2 June -18 June 2020; the second round was conducted between 5 October-23 October 2020; the third round was conducted between 30 March-9 May 2021. The survey was conducted by Yale Economic Growth Centre, Nepal Administrative Staff College, Governance Lab, Nepal, and London School of Economics.</p>

	<p>Key findings</p> <p>In the wake of COVID 19, the local governments of Nepal were assigned to manage basic health activities like managing quarantine and holding centres, screening and testing, relief distribution, keeping records of migrants, ensuring public health guidelines such as social distancing, disinfecting public places and organizing public awareness campaigns. Results from three rounds of surveys show that engagements of local governments in COVID management activities significantly declined over the periods. For instance, in the first round of the survey, almost all the local governments were engaged in quarantine management; the proportion declined by a quarter in the second round and further declined to 30 percent in the third round. Data further shows that the priority of local governments significantly changed over the periods from quarantine management, testing, public awareness, lockdown, distributing health kits to limited activities such as public awareness and managing home quarantine.</p> <p>This shrink in the role of local governments indicates that the COVID control was more centralized in the second wave. It was mainly because people needed more medical support, and the health facilities were managed by the federal and provincial governments. Besides, the local governments faced challenges on funds, health capacity and public awareness in dealing with COVID. A large majority of the local governments reported that the support from federal and provincial governments was not adequate and coordination was not proper and enough.</p> <p>Conclusion</p> <p>We conclude that despite the important role of the local governments in dealing with health emergencies like COVID, the cooperation and support among the federal units would matter. Should the crisis be managed efficiently, engagement of local governments in the activities of promotion and management of public health and subsequent capacity building are essential.</p>
<p>13.</p> <p>K M Kabirul Islam, PhD Government of Bangladesh kabirsas@gmail.com</p>	<p>COVID- 19 Pandemic and Addressing Poor People’s Challenges in Bangladesh: An Analysis of the Government’s Policy Responses</p> <p>Like the whole world Bangladesh has been facing various challenges caused by the Covid- 19 pandemic. This pandemic has halted the economic growth Bangladesh has been achieving during</p>

<p>Niaz Ahmed Khan, PhD Independent University niaz.khan@yahoo.com</p>	<p>the last two decades. More importantly, the poor are the worst hit by the pandemic. People under the poverty line before the pandemic have become more vulnerable during the last two years. Those who were just over the poverty line, a significant number of them have gone down. A survey found that the poverty rate has risen from 20.5% in 2019 to around 41% in 2020 (SANEM, 2020). In response to the impacts of the Covid- 19 pandemic, the government of Bangladesh has taken a number of measures, particularly for the poor. The government has allocated BDT 1,284,410 million in 23 packages in FY 2019-20 and BDT 32,000 million in 5 packages in FY 2020-21.</p> <p>The purpose of this paper is to assess the policy measures taken by the government in addressing the vulnerability of the poor caused by the Covid-19 pandemic in Bangladesh. In order to do that, this paper aims to investigate the economic and other incentives offered, whether these were adequate or not, whether they were properly managed, what were the challenges and what could be done to address the issues more efficiently.</p>
<p>14.</p> <p>Kalinga Tudor Silva, PhD University of Peradeniya Kalingatudorsilva@gmail.com</p> <p>Ramesh Ramasamy, PhD University of Peradeniya rameshramasamypdn@gmail.com</p>	<p style="text-align: center;">COVID -19 Pandemic Response in Sri Lanka: Governance Challenges</p> <p>Sri Lanka is currently struggling with a third wave of the virus, and the number of daily cases have risen to more than 2800 a day in a population of just 21 million people which is higher than Taiwan. The paper thus aims to explore the governance challenges in responding to the Covid -19 pandemic in Sri Lanka. It is an interesting case to study because Sri Lanka was globally considered as a most successful case during the first wave. The paper is an outcome of a larger project on the role of local faith actors in responding the pandemic in Sri Lanka which employed a mixed method design. We, in this paper, present some of the observations in relation to governance challenges of responding the pandemic. At the beginning, the pandemic response was effective and included preventive and remedial measures on the part of the state. Two presidential task forces were established to coordinate the state response to the pandemic. As of September 2021, the pandemic unfolded in Sri Lanka in three waves. The first wave was successfully controlled due to continuous curfew imposed by the government served to curtail transmission and limit it within the identified clusters. The second wave was more difficult to control because of disease transmission through production and market networks. Nevertheless, the origin of the devastating pandemic third wave in Sri Lanka is attributed to relaxations associated with the Sinhala and Tamil new year celebrations in April 2021 and the emergence of new strains of the virus that are more infective and more virulent. The rapid increase was so significant that the entire case load reported in a period of 9 months during the first wave of the pandemic was now reported in a single day. The daily death toll far exceeded the total death toll from the pandemic during the entire first wave. The study thus</p>

	<p>finds some governance flows in responding to the pandemic in the second and third waves—they are: continuation of highly centralized, exclusive and majoritarian planning and decision making, undue influence of military personnel in pandemic response, poor coordination between frontline health workers and Covid taskforces, varied interests between political actors and health officials, ad hoc plans for vaccine distribution, limited information on vaccine eligibility, dysfunctional coordination between health officials, policy makers and military forces, excessive political interference in vaccination, ineffective lock down measures all became major challenges in responding the pandemic. These are outcomes of poor institutions, policy decisions and low quality of governance. This informs the need for a transparent, accountable, well-coordinated and planned, participatory, decentralized, and inclusive pandemic response.</p>
<p>15.</p> <p>Md. Shafiul Islam, PhD University of Rajshahi shafiul.pad@gmail.com</p> <p>Md. Sanwar Jahan Bhuiyan, PhD Ministry of Finance, Government of Bangladesh sanwarjahan@gmail.com</p>	<p style="text-align: center;">Covid-19 and Public Sector Response: Insight from Bangladesh</p> <p>The Government of Bangladesh has promptly responded to COVID-19, considering its adverse impacts on every sphere of life in the country. As a part of its responses, the government first shut down all the educational institutions, bringing under online teaching-learning activities for its continuation. Then it takes initiatives for preparing health care institutions for providing proper treatment of COVID affected patients, following the WHO’s guidelines. Further, the mass movement has been restricted, closing public offices partially, and stopping plying of transports. And, finally, for the first phase, the government declares ‘lockdown’ across the country, taking hard decisions to follow the health guidelines strictly, so that it can halt the spreading of corona virus all over the country. Therefore, the public sectors were in the forefront to implement the government’s decisions in the country. Is it enough for public sector to control spread up of corona virus or reduce the impacts of COVID-19 in the country? What are the challenges for effective response to COVID-19 in the country? This paper explores the answers of such questions, following a desk-study method. It aims to analyse some policy interventions in response to COVID-19 in Bangladesh and the neighbouring region.</p>
<p>16.</p> <p>MH Kawsar Rudro</p>	<p style="text-align: center;">COVID-19 Crisis Communication: A Comparative Study of Public Outreach Efforts by South Asian Governments</p> <p>The global COVID-19 pandemic is a crisis of unprecedented proportions. Yet, many countries have successfully handled the pandemic by limiting the spread early, while some countries struggled</p>

<p>Food and Agriculture Organization of the United Nations (FAO) mhkawsar@gmail.com</p> <p>Papia Chowdhury Bangladesh Bank papiac.bd@gmail.com</p>	<p>helplessly. The effectiveness of government response can be linked with complex set of factors including the scale and speed of governmental intervention and how different stakeholders, particularly the public have been communicated, and how they perceived, and acted on the information provided.</p> <p>With the increasing use of social media and the internet, information is spread faster than ever. The circulation of false and misleading information has been an undesired outcome of it. During an outbreak, too much information including false or misleading data in digital and physical platforms leads to infodemic – a crisis within crisis. Failure to manage infodemic can intensify the pandemic when people are confused and uncertain about what to do or follow.</p> <p>The primary objective of this paper is to evaluate the crisis communication efforts taken by governments of South Asian countries in response to the COVID-19 pandemic.</p> <p>This paper is based on a systematic review of relevant existing literature which is more suitable to address the broader questions than the isolated empirical studies can do. Qualitative analysis method has been applied to analyze a large number of peer-reviewed articles and papers from relevant subfields. Content analysis of selected documents including government directives and official public announcement is conducted to understand the tone, accuracy and comprehensibility of the contents and how these contributed to public (mis)communication.</p> <p>In this paper, we draw on key findings from relevant literature from multiple sub-disciplines to highlight some fundamental characteristics of effective governmental crisis communication. The paper identifies the gaps in crisis communication efforts taken by countries that contributed to further spread of the outbreak. Although there is no ‘one size fits all’ strategy for communication during a crisis, few communication lessons and strategies for effective governmental crisis communication have been explored which might help countries to communicate better while handling pandemic like COVID-19.</p> <p>It is evident that there is scope for engagement of different stakeholders and the public allowing two-way communication to establish public trust. Implications of emerging digital technologies and particularly social media need to be considered as a strategy to disseminate information as well as monitor and counter misinformation and rumours.</p>
<p>17.</p> <p>Hosneara Dalia</p>	<p>COVID-19 Enhances Digitalization of Higher Education in Bangladesh</p>

<p>University of Barishal hasnahenadalia@gmail.com</p> <p>Mostafa Obaidullah Chowdhury Ma rch Forward, Bangladesh Obaid.chowdhury27@gmail.com</p>	<p>Since the parliamentary election in 2009 in Bangladesh, the word “Digital Bangladesh” (DB) has become a very popular day-to-day saying amongst the citizens. “Digital Bangladesh’ has become the buzzword of governmental and organizational terminology which has been used by the present governing party for expansion of any innovative decisions in relation to Information and Communication Technologies (ICTs). The ruling government in Bangladesh has focused on adopting advanced technology for the future and upon developing ICT sectors to adopt the globalization changes targeting “Digital Bangladesh”: Vision 2021” to establish a resourceful, technology dependent modern country by the year 2021 (the country’s 50 independence year). In order to do so, the government has taken the National ICT Policy-2009 (NIP). Although this year is very challenging due to COVID-19, this pandemic boosts digitalization of higher education in Bangladesh. The Covid-19 pandemic has compelled teachers to enhance their digital teaching capacity as an institution. Going online has been a steep learning curve both for faculty and students. This research will examine to what extent COVID-19 boosts digitalization of higher education in Bangladesh to implement government ICT policy. Qualitative approach with in-depth interview from faculties of both Public and Private teachers and survey from students’ methods will be followed for gathering data. Both primary and secondary sources of information will be analyzed. Purposive sampling and open-ended questionnaires are suitable for qualitative research.</p>
<p>18.</p> <p>S M Ferdous Ministry of Disaster Management and Relief Bangladesh ferdous.sm020@gmail.com</p>	<p style="text-align: center;">COVID-19 Issue-Challenges to Achieve the SDGs</p> <p>To date, no effective vaccine or treatment has been discovered to combat this Coronavirus-2019 (Kovid-19). Therefore, home quarantine/isolation/lockdown is being adopted to minimize spreading of this virus. As a result, billions of people worldwide have to stay at home. So, the epidemic has posed an unprecedented crisis to governments as well as to the socio-economic conditions of all people.</p> <p>So far, lockdown has been an effective way to reduce the spread of the virus. But if the lockdown continues for a long time, it could have far-reaching negative effects on employment, economy, education and various mental health and social order (especially where social security is limited). So, it is harder to maintain lockdown in less developed or developing countries than developed ones. For example, Bangladesh, 90% of people work in informal sector and a large part of population is dependent on daily wages. Drastic measures like lockdown can lead to more disasters at their individual and family livelihood. The deeper crisis comes when more than 60% of</p>

	<p>households whose incomes were above the national poverty line before the Corona disaster, now live below the poverty line. The report of the Global SDG Indicator Database is noteworthy here. The UN Secretary General Antonio Guterres, noted that extreme poverty has risen from 119 million to 124 million for the first time in 20 years due to Covit-19. On the other hand, 101 million children have lost the minimum reading ability.</p> <p>In view of this negative impact, there are challenges in achieving the SDG's. Achieving the SDGs depends on how fast, reliable and efficient the government's response, as well as what solutions are being offered by world leaders, sociologists and economists.</p> <p>The first consideration may be to keep pace with the pace of economic development by preventing epidemics and continue the trend by balancing the two. However, the question is how the countries can continue the activities achieving the SGG targets through the coordination of life and livelihood in this crisis?</p> <p>There is no straightforward solution to these questions. In this precarious situation, it is important to work through various innovations, visionary strategies, etc. Furthermore, it is important to have a detailed discussion on this issue at all stages.</p>
<p>19.</p> <p>Muzafer Rasool Hajam Lovely Professional University shinestar793@gmail.com</p> <p>Dr Manvendra Singh Lovely Professional University manvendra.21755@lpu.co.in</p> <p>Rubaya Akther Lovely Professional University rubayagull9@gmail.com</p>	<p>COVID-19 Pandemic and Governance Challenges in Developing Countries: Analysis of COVID Appropriate Governance in Jammu & Kashmir, India</p> <p>Governance dynamism witnessed transformative evolution due to emerging global concern for ameliorating poverty and illiteracy, enabling effective public service delivery through technological interventions, and urgency for integrated policy frameworks to face future challenges in the 21st century. United Nations' Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) have been watershed movements in governance transformation. However, the unprecedented COVID-19 pandemic has challenged human survival and personal safety as well as exposed inadequacies of governance institutions and mechanisms in developing countries including India, to mitigate its socio-economic impacts, continue public service delivery operations, strengthen healthcare facilities and protect vulnerable sections of the population. An alarming surge in COVID-19 infections forced total lockdown in hotspots, stressing struggling healthcare facilities to ensure paced testing, contact tracing and treatment. Administration prioritized implementation of COVID Appropriate Behaviour (CAB) and COVID Appropriate</p>

	<p>Governance (CAG) protocols adopting integrated policy approach. The paper analyzed these emerging governance challenges in developing countries, evaluates administrative interventions by the Jammu & Kashmir government in tackling the pandemic, and provides suggestions for re-invigorating governance institutions and processes to ensure citizen centric administration and effective public service delivery. The study emphasizes that prime objectives of governance transformations must be strategic planning, equitable resource distribution and re-orientation of disaster management policy.</p>
<p>20. Mohammad Samiul Islam Shahjalal University of Science and Technology samiul-pad@sust.edu</p>	<p style="text-align: center;">COVID-19 Pandemic as a Governance Challenge: Response by the Bureaucracy in Bangladesh</p> <p>In December of this year, the SERS Virus, also known as Covid 19, was discovered in Wuhan, China. After that, it expanded all over the world. On March 8, 2020, the first Covid 19 patients were identified in Bangladesh. From March 18th, 2020, the Government of Bangladesh (GoB) has decided to implement a nationwide lockdown to prevent Covid 19 contamination. Meanwhile, over 4 million people have died from the Covid 19 virus. The major goal of this research is to look into governance flaws in the country's overall prevention measures to control covid 19 contamination. Another goal of this research is to highlight government efforts to deal with the current epidemic. The research is mostly exploratory and explanatory. This notion has been organized using both primary and secondary data. Secondary data was gathered from current literature such as electronic television news, print media, academic publications, and government websites. To describe the current world, content analysis and non-participatory observational research methods were used to explain the real scenario of this pandemic. For the past 15 months, the people of the country have been dealing with various issues linked to the coronavirus. Vaccination programs, lockdowns around the country, area-based lockdowns in Dhaka city, institutional quarantine, home quarantine, food aid for the needy, and other efforts have been implemented by the GoB. Increased corruption in the health sector and aid distribution is a result of the collapse of the government. Not a single one of the health protocols has been carried out. Even so, lockdown isn't completely implemented. In conclusion, saving lives and livelihoods during a pandemic remains a major problem for government officials. The GoB, on the other hand, has emphasized the country's successful vaccination program in both urban and rural areas. If individuals do not follow the</p>

	health regimen in every aspect of their lives and livelihoods, the pandemic will not be brought under control.
<p>21.</p> <p>M Jashim Uddin North South University jashim.uddin01@northsouth.edu</p> <p>Harun Rashid Kent University mahadi.harun@gmail.com</p>	<p style="text-align: center;">COVID-19, Neo-Slavery and the Garment Factory Workers in Bangladesh</p> <p>This article explores how the COVID-19 pandemic and the lockdown impacted the Garment workers in Bangladesh, which we can analyze under the framework of new slavery. It focuses on the internally migrated workers from different regions of Bangladesh working in the Garment factories in the capital city – Dhaka. The COVID-19 forced lockdown caused factory shutdowns and leaving workers with no work and income. During the lockdown, neither the owners nor the state provided them any compensation or livelihood security. Instead, the owners compelled the workers to join their work amidst lockdown, leaving them vulnerable to Covid-19. Based on the newspaper mapping and Key Informant Interviews, this paper argues that the pandemic and the lockdown had increased the already marginalized Garment workers’ vulnerability to the neo-slavery, committed jointly by the state and the corporate sector. In this case, the state failed to ensure the accountability of the owners as the owners violated the labor rights. Also, the state outsourced its responsibility in providing livelihood security and labor rights to the corporate sector. The combination of the state’s failure and the owners’ violation of labor rights created certain conditions that resulted in the neo-slavery.</p>
<p>22.</p> <p>Purabi Matin a2i, Bangladesh purabi.matin@a2i.gov.bd</p>	<p style="text-align: center;">Crisis Management & Communication Strategies for Effective Intervention Against COVID-19</p> <p>When Covid-19 hit the world, only a small portion of the global population could sense that the world would never be the same again. When economics, livelihood and human connection are at stake, it is logical to adapt with new communication strategies and platforms by intervening across the population.</p> <p>In Bangladesh, the most challenging part of risk communication is cancelling out the ‘noise’ of false news, rumors and propaganda. To address this issue, a2i, various government and private organizations have come forward to carefully design and run ‘How-to fight Covid-19’ awareness content on the national communication mediums, social media and other platforms to reach wider masses. The Corona Portal (www.corona.gov.bd) was launched to provide updated and necessary information on Covid-19. The national emergency number 333 was repurposed to provide support</p>

	<p>in self-reporting Covid-19 symptoms, telemedicine services and emergency food support. In partnership with 333, the government e-commerce platform, ekShop, ensured uninterrupted delivery of emergency medicine to the doorsteps of citizens. The Parliament TV was transformed to ensure the continuity of education and ensured education to 50 million students even in lockdowns. Airing on ‘Ekattar Television’ and ‘RTV’, doctors from Bangabandhu Sheikh Mujib Medical University were connected with the helpline program and gave information and advice to more than 5 crore citizens. Under the supervision of the Ministry of Women and Children Affairs, television series ‘Nari Nokkhotro’ was launched to ensure women’s health care and raise awareness against violence during Covid-19. The Human Development Media team of a2i has created and disseminated 1642 awareness contents in partnership with Facebook and produced campaigns such as the ‘MaskUp Challenge’. ‘Idea for Goodness’ etc. under the national scale campaign ‘আমার হাতেই আমার সুরক্ষা’ (My safety is in my hands). To handling mass movement during religious festivals, the national covid-19 awareness campaign was relaunched under – ‘মাস্ক আমার সুরক্ষা সবার’ (My Mask for Everyone’s Protection) to tackle the spread of Covid-19. 8,000+ Digital Centres and 15,000+ Digital Centre Entrepreneurs have been sensitizing citizens within their 10 km radius for vaccine registration.</p> <p>Thus, social media and online platforms have played vital roles in reaching the mass people. Different ministries and government agencies, INGOs, NGOs, UN Agencies and marginalized communities have come under one umbrella for the mass dissemination of Covid-19 awareness contents. These efforts can be invaluable learning for all concerned for devising digital assisted communication strategies and platforms for preventing the adverse impact of Covid.</p>
<p>23.</p> <p>Ashneet Kaur Indian Institute of Management, Ahmedabad (IIMA) phd18ashneetk@iima.ac.in</p> <p>Sudhanshu Maheshwari</p>	<p style="text-align: center;">Crisis Management Through Communication: Understanding and Managing Competing Discursive Logics</p> <p>With the advent of Covid-19, the uncertainty in the business environment has increased. To mitigate the impact of uncertainty, robust communication across the organization becomes indispensable. However, the management may face the challenge of communicating effectively due to the presence of multiple paradoxes of communication. The paradoxical tension associated with competing communication logics falls under the ambit of discursive paradox, defined as the dominant discourses that appear contradictory but tend to function simultaneously for productive</p>

<p>Indian Institute of Management, Ahmedabad (IIMA) phd18sudhanshum@iima.ac.in</p>	<p>perusal of the organizational goals. Our study attempts to understand and manage the tensions emanating from the discursive paradox by exploring the dimensions of discursive paradoxical tensions. We contribute in understanding the relationship of discursive paradoxical tension with existing four paradoxical tensions, i.e., belonging, learning, organizing, and performing. The paper proposes the resolution of discursive paradoxical tensions through strategic response of adjustment to ensure long-term organizational sustainability. Finally, the research provides managerial implications of the study and future directions for researchers to examine the role of communication in the paradox realm.</p>
<p>24. Kawsar Hosan Sojib a2i, Bangladesh kawsar.sojib@a2i.gov.bd</p>	<p style="text-align: center;">Data Driven Policy Making to Balance between Life and Livelihood</p> <p>Due to Covid-19, all countries of the world have gone through enormous difficulties. South Asian nations are not exception in this context who are characterized by huge populations, widespread poverty, inadequate living space, limited health facilities, social safety nets, etc. The Covid induced shutdown to limit the spread of the virus has exacerbated the livelihoods of millions of people in the region.</p> <p>Being a developing country, Bangladesh also encountered numerous crises, but rightful innovations and whole-of-government approaches have driven the nation to melt down boundaries, break the silos and generate unprecedented collaboration among public, private and academia. These collaborations have resulted in the “National COVID-19 Data Intelligence System”. For the intelligence system, several streams of big data platforms have been created that harness citizen’s self-reports from different telecom services (333, 16263, *3332#), websites and mobile apps. The platforms like DGHIS2, MIS and IEDCR and community health workers have also created Covid-19 case data, test data, test positivity data, death data, hospitalization capacity, equipment’s availability, etc. This intelligence system allows the development and administration of innovative solutions like - syndromic surveillance, mortality surveillance, contact tracing, epidemiological modelling and health facility management that have helped to identify hot zones, track mobility of affected patients, forecast of disease progression within 7-10 days ahead of testing, arrangement of hospital facilities based on real time data to tackle crisis period and save lives.</p>

	<p>Apart from generating and integrating non-traditional data sources like- data scraped from social media, CDR, mobility, network usage and text messaging data from telcos, etc., the “National Socio-economic Dashboard” was developed for tailoring the needs of beneficiaries and response agencies to support informed and responsive decision making and better management of socio-economic sectors of Bangladesh.</p> <p>These systems will ensure that the most vulnerable groups are protected and the country would make a sound recovery and continue its progress towards its desired development goals including Agenda 2030.</p>
<p>25.</p> <p>Anowarul Arif Khan Bangladesh anowarul.arif@a2i.gov.bd</p>	<p>Data for Informed Decision Making: How Bangladesh is Managing SDGs Recovery during COVID-19 Pandemic</p> <p>A2i has been keen on establishing a culture of informed policy decisions within the government through ensuring availability of information/data through SDG Tracker, My Constituency, etc. and improving data literacy of the officials of the government of Bangladesh by Data-Driven Decisions Making (D3M) project. Although its officials have been empowered through various a2i’s data initiatives, COVID-19 pandemic has brought additional challenges before them to make immediate data-driven policy decisions specially in understanding the real impacts of COVID-19 on SDG progress. Eventually, a2i has taken an initiative to help them to take informed policy decisions on SDG recovery by making data on various sectors available even at disaggregated level and the analytics relevant to COVID-19 impact so that policymakers can devise necessary SDG recovery plans and reduce coordination gaps.</p> <p>To confront challenges faced by the policymakers, a2i has developed “COVID-19 Impact and Recovery Management System” as a dashboard in SDG Tracker which is a single source data repository of the country for monitoring the implementation of SDGs, strengthening timely data collection and improving situation analysis for achieving the SDGs. This intelligent dashboard has been assembling traditional and non-traditional data on the impact and recovery management of COVID-19 in six major sectors: Health, Education, Economy, Social Protection, Relief and Environment in consultation with various ministries of the government, NDCC, UN Data Group,</p>

	<p>UNICEF Bangladesh and other relevant stakeholders through maintaining alignment with the government's BPRP and UN's ISERP giving emphasis on SDG recovery.</p> <p>This dashboard has resulted in increased information and data literacy in data-driven decision making by ensuring real time COVID-19 data monitoring and visualization with the availability of disaggregated data on SDG indicators. The aim of this initiative is to guide the policymakers in making an effective SDG recovery plan, protecting the most vulnerable groups from the adverse effect of COVID-19 and implementing the Global Agenda 2030.</p>
<p>26.</p> <p>Saniksha Bade Kathmandu University School of Management 201203_saniksha@kusom.edu.np</p>	<p style="text-align: center;">Design Thinking for Policy Innovation</p> <p>This paper attempts to propose an alternative way for governments to formulate human-centric public policy in an uncertain world. Often, the government's blanket policies without any consultation with stakeholders fail to fulfill/solve public needs. An alternate way to include grassroots level voices in policy making is design thinking. Design thinking offers an alternative view of how the government might interact with and include citizens in its decision-making processes. It is an iterative process that has five stages: empathize, define, ideate, prototype, and test. This paper looks into the implications of design thinking in policy innovation. It explores the potential of design thinking in bridging the gap between grassroots level policy needs with public policy design. It will find out how each stage of design thinking can supplement the public policy making process at each stage. As initiatives by local level government are being made to collaborate with policy labs like KUSOM Policy Lab, this paper will attempt to prescribe a framework to policy labs for collaborative policy making with the local levels and government partnerships. Various stages of design thinking are useful for evidence-based policy making. It encourages citizens to participate in policy making thereby promoting inclusive development. Lastly, design thinking holds the promise of assisting policymakers to create interventions and services that improve the user experience and enhance public value.</p>
<p>27.</p> <p>Md Mahmud Hasan, Shahjalal University of Science and Technology</p>	<p style="text-align: center;">Digital Communications to Deal with the COVID-19 Pandemic in Bangladesh: Lessons Learnt</p> <p>Around the world, the COVID-19 pandemic puts governments and administrations on their biggest test in generations. In most countries, the administration had to go beyond their traditional</p>

<p>mahmud-pad@sust.edu</p> <p>Jobayda Gulshan Ara, Shahjalal University of Science and Technology jobayda14@gmail.com</p>	<p>approach to deal with this catastrophe. Digital communications like video communication platforms, social media, email etc., have played an efficacious role here in keeping governmental and other daily activities active. The study has explored the extent and impact of the digital communications adopted by the field administration to deal with the COVID-19 pandemic in Bangladesh. Based on the thirty in-depth interviews and five focus group discussions with the field administration officials, the study finds that they have widely embraced e-communications during this pandemic. It shows that Zoom, WhatsApp, Facebook, and other google provided services have often been used. Digital communications are formally used to arrange official meetings, inform instructions and work progress, keeping the updates afloat among different levels of inter and intra-department officials, local representatives, and other stakeholders. The study illustrates that embracing digital communications during the pandemic has led to participatory decision-making, speedy problem solutions and program implementation, proper coordination at different levels, reducing red-tapism and inter-departmental conflict in the field administration. Moreover, this strategy has made the administration more accountable and transparent, addressing the long-standing gap between the general people and public officials in many cases. Consequently, it can be argued that if the government officials follow these practices in the post-pandemic era, that may in turn help the government implement much-awaited e-governance in the administration of Bangladesh.</p>
<p>28.</p> <p>Md Abdur Razzak, PhD Ministry of Science and Technology, Government of Bangladesh abdurrazzak7545@gmail.com</p> <p>Md Serajul Islam Bangladesh National Museum serajbnm@gmail.com</p>	<p style="text-align: center;">Digital Competency and Ramp up COVID-19 Fighting: A Bangladeshi Youth Perspectives</p> <p>Bangladesh is a country of large population and many opportunities. It is the most densely populated country in the South Asian region and the global map. It also suffered a lot under the Covid-19 wave that was first discovered in the Chinese city Wuhan in December, 2019. The UNFPA report 2014 revealed 1.8 billion youthful manpower who are 10 to 24 years old, ready to respond to the global crisis. According to the Bangladesh population and family census 2011, almost 50 million Bangladeshi youth are moving forward to contribute to the nation. On the other hand, digital technologies such as Information Communication Technologies ICT, New Media, Web Casting and 21st century technologies are the booming technology worldwide. As a result, digital literature, behavior and knowledge are important in the recent times. Moreover, ICT backed technologies are multitasking problem solving skills and knowledge generator that enable youth to</p>

	<p>prepare them for contributing impactful actions. Considering survey questionnaire (n-250), the study will be identified Bangladeshi youth contribution during Covid-19 pandemic by applying new skills and talents that is called Digital Competencies (DC). Social Media use is a special characteristic of Bangladeshi youth where Facebook and YouTube users are over 80%. The study will also construct the conceptual theoretical framework according to the Digital Bloom's Taxonomy theory. Modern digital technologies especially ICTs are the catalyst of societal changes and policy navigations. So, the study will be pioneered to draw three special policy issues such as enriching the device operation, boosting up the youth productivity and encouraging to be an info-entrepreneur.</p>
<p>29. Mohammad Waheeduzzaman (Manik) Austin Peay State University ZamanW@apsu.edu</p>	<p style="text-align: center;">Dilemmas and Paradoxes of Public Administration Training in Bangladesh: Learning from The Past, Understanding Today, and Influencing the Future</p> <p>The quest for maintaining a professionally competent public personnel system and the need for the enhancement of human resources capability have led many developing countries to revamp their systems of Public Administration Training (PAT). The creation of the Bangladesh Public Administration Training Center (BPATC) in May, 1984 as the apex civil service training institute by amalgamating the pre-existing civil service training institutions (COTA, NIPA, BASC, and Staff Training Institute) was of paramount importance by any measure. The core training programs of BPATC include the Foundation Training Course (FTC) for the new recruits of the Civil Service, the Advanced Course on Administration and Development (ACAD) for the mid-level civil servants, and the Senior Staff Course (SSF) for the senior-level officers. The BPATC, as the one-stop governmental training service center, also offers various training and professional development courses and seminars of shorter duration for a variety of clientele. A sense of optimism was expressed in 1984 that BPATC would become a "center of professional excellence" which would be capable of inspiring creativity and innovation in civil service training and professional development for better public sector management. Yet there are those who suggest that the creation of BPATC has essentially led simply to the centralization of the civil service training delivery system in Bangladesh. Since its formation, BPATC has essentially remained stuck with the "old baggage" that had been inherited or adapted from the abolished training institutions in the form of institutional structures, objectives, trainers, training programs, curricula, and methods of, and approaches to, training. Indeed, the stagnant state of the inappropriate design, implementation and evaluation of</p>

	<p>PAT programs has essentially remained myopic, episodic, and often meaningless. In view of such a circumstance, the crucial question is whether or not BPATC has risen from the "ashes" of the now-defunct civil service training institutions. It is also legitimate to examine whether or not the establishment of BPATC has improved the process and outcomes of training for better public sector management. It is time to ask whether or not the BPATC as the apex training institution is adequately prepared and staffed to competently design and effectively implement relevant and useful training programs for various types and levels of civil servants of Bangladesh.</p> <p>The main purpose of this paper is to undertake an assessment of various critical perspectives, dilemmas, and paradoxes pertaining to the design, implementation, and evaluation of PAT programs with specific reference to BPATC's experiences and experimentations. To accomplish these purposes, both primary and secondary sources have been employed, and the research for this work had embraced a substantial number of questions to be addressed. While the secondary sources have been used to examine some PAT programs of several developing nations, primary and secondary sources, and summaries of surveys, document studies, participant observation, and interviews were employed for the purpose of collecting, analyzing, and describing the state of civil service training in Bangladesh. Some formal and informal follow-up interviews were conducted with some instructional staff and informed individuals. In terms of originality and relevance, this paper aims to examine the state of civil service training in Bangladesh and to identify the strengths and weaknesses, as well as potentials for improvement. Since there is a serious dearth of systematic studies pertaining to the substantive civil service training issues, the proposed paper will present a fresh analysis of the factors and points towards embracing a systematic approach to PAT in Bangladesh with enormous relevance to other developing countries toward systematizing and standardizing the approach to the design, delivery, and evaluation of their civil service training programs.</p>
<p>30.</p> <p>Hasan Muhammad Baniamin, PhD North South University hasan.baniamin@northsouth.edu</p>	<p>Effects of Anti/Pro-Public Sector Bias on Perceived Performance and Fairness in South Asia: An Experimental Evidence on COVID-19 Management</p> <p>Despite having identical objective performance (in vignette), the study finds higher perceived performance in Bangladesh for the private sector than the public sector due to the existence of anti-public sector bias. On the other, because of pro-public sector bias, people reported higher fairness</p>

<p>Istiaq Jamil, PhD University of Bergen Ishtiaq.Jamil@uib.no</p>	<p>in India and Sri Lanka for the public sector compared to the private sector for the same performance. The study also finds support for ‘expectancy-disconfirmation’ theory as people evaluate the performance information based on their prior expectations but not by actually experiencing it; Bhutan has higher success in the management of the COVID-19 crisis, and that created positive expectations of the performance of their health institutions among the Bhutanese which may contribute to their evaluations of higher performance and fairness; in contrast, in those countries which have lower success (e.g., Bangladesh and Nepal), people have lower expectations from the health institutions and accordingly reported lower performance and fairness.</p>
<p>31. Helal Mohiuddin, PhD North South University helal.mohiuddin@northsouth.edu</p>	<p style="text-align: center;">Emic Reflections on the Detriments Of Interventional ‘Seesaw Effects’ in Rohingya Adolescents’ Leadership Development</p> <p>The adolescent development interventions in Rohingya camps are expected to yield multiple benefits. In general, such broad-based ‘expected outcome’ influences GO-NGO’s intervention modeling. The present study reveals Rohingya adolescent’s emic viewpoint about their expectations of the existing GO-NGO interventions. The adolescents expressed their first and foremost preference to ‘adolescent leadership development’ and the need for coping with adolescent centric crises, vulnerabilities, and adversities. It is revealed through the application of the ‘Appreciative Inquiry’ (AI) method that the adolescents consider ‘absence of leadership development support’ and the ‘seesaw effects’ as two major determinants of existing adolescence development interventions. With the ‘seesaw effect’ the adolescents refer to sudden boom and bust of funding-dependent interventions. The interventions usually generate hopes throughout their execution processes, but end up in despair and frustration with sudden disappearance. As per the emic view of the respondents, the adolescence development drives so far have two broad based approaches which greatly contribute to the seesaw effect. The approaches are women and gender-sensitive intervention programming, skill development, and capacity-building support services. The premier, although extensive in scope, focuses on girls’ hygiene and reproductive health management. Such programming significantly excludes adolescent boys. The adolescent boys perceive such exclusionary interventions as a result of ‘gender-blinding effect’, and a form of ‘deprivation’ and a refusal to their ‘entitlements’. The boys are generally the ‘target beneficiaries’ of skill development and capacity-building support services. The Rohingya Girls are either</p>

	<p>excluded or considered passive beneficiaries of the later types of interventions. The Rohingya adolescents, thus, label the existing male-centric adolescence development interventions as 'half-hearted consolation graft'. They, therefore, demand interventions with sustainable outcomes free from the 'seesaw effects'.</p>
<p>32.</p> <p>Rifat Mahmud University of Barishal rifat.89@hotmail.com</p> <p>Marufa Akter University of Barishal marufa_mou@yahoo.com</p>	<p style="text-align: center;">Exploring Factors Affecting Ethics in Police Administration During COVID-19 Pandemic</p> <p>Governments across the world are facing severe challenges in responding to the threat of COVID-19 disease (Christensen & Læg Reid, 2020). With the outbreak of novel coronavirus-2 (nCoV-2) declared a pandemic and an international public health emergency by the World Health Organization (WHO), the entire world is working to address it (Anwar, Nasrullah & Hosen, 2020). The observations of recent measures to face the challenge of the pandemic highlight the role of governments and their policies. It is essential to look at the perceived ethical conduct and appearances of public agencies during the pandemic as people highly rely on law enforcement agencies, police administration, for services and help to deal with the pandemic. According to Wu and Sun (2009), citizens' perception and evaluations about police administration depends on the means of how people respond, support, and cooperate with the body. The government organizations of Bangladesh such as the police administration have been facing various unprecedented challenges to serve the people during this COVID-19 pandemic. The present study attempts to go beyond just finding the level of ethical attitude of citizens with police, it tries to identify how it varies in terms of citizens' trust and satisfaction in the service provided by the police administration during COVID-19. Among all agencies, the police administration has experienced difficulties in supporting the fight against the disease and protecting people from contamination. So, it is important to measure the perceived level of ethics of police administration in their service delivery.</p> <p>The objective of the study is to explore the factors explaining variation in citizens' perceived level of ethical attitude in the police administration during the COVID-19 pandemic. The study would apply both quantitative and qualitative approaches for data collection. The study would administer structured questionnaires as well as a semi-structured interview guide for police officers. The usual trend for measuring the ethical attitude or the quality of government related study is surveying to</p>

	<p>capture the perception of citizens through mapping indexes in particular groups of individuals or institutions. However, the survey does not answer the inner reasons for such a high or low level of ethics. A qualitative approach such as an interview would be able to bring about some insight on the reasons of citizens' level of ethics in police, why do people have a low or high level of ethical attitude in police, and what are the factors that cause variation of citizens' level of ethics in the police.</p>
<p>33. Shah Md Azimul Ehsan Jagannath University ehsan.azim@yahoo.com</p>	<p style="text-align: center;">Fostering Public Service Innovation through Infusing Empathy: Lessons from Empathy Training Program of Bangladesh Civil Service</p> <p>This study focuses on the role of empathy training program (ETP) in fostering public service innovation through infusing empathy within the bureaucrats of Bangladesh Civil Service. More specifically, it aims to understand, explore and analyze how Bangladesh, of late, has been able to make a paradigmatic shift in its public service delivery approach through adoption of its indigenous ETP model. Methodologically, the study is qualitative in nature where data has been collected both from primary and secondary sources. Data from the secondary sources were obtained through extensive reviewing of several books, book chapters, journal articles, newspaper articles, policy documents, annual reports, TCV reports, online documents, other online archival documents, etc. through the adoption of the content analysis technique. While data from the primary sources was obtained by interviewing various groups of respondents using in-depth interview (IDI) and Key Informant Interview (KII) techniques through the adoption of semi-structured questionnaires. In total, 24 respondents were interviewed. The findings of this study suggest that the way the organizer (i.e. Access to Information Program, a2i) have organized different versions of ETP targeting different levels of government officials, it has resulted in creating a nudge and positive mindset among the Bangladeshi bureaucrats who have now become more empathetic towards the service recipients which is encouraging them to go extra mile in simplifying service delivery mechanisms. In addition, the study has also found that bureaucrats are carrying this learning of empathy-led innovation to their next workstations where they are effectively practicing it. Therefore, it implies that the ETP has not only been able in generating a cultural change in BCS but also has created a sense of responsiveness and self-accountability among these bureaucrats. However, there are still areas of concern in terms of the sustainability of this approach given the</p>

	<p>recent shift of its organizational responsibility from a2i to the ministries. Moreover, this study has unearthed some of the fundamental building blocks which have been responsible for the limited scaling up of the successful innovation pilot projects. Hence, for making this intrepid approach of Bangladesh more effective, the study has put forward a set of pragmatic recommendations which might prove to be quite valuable to the relevant stakeholders.</p>
<p>34. Faraha Nawaz Rajshahi University faraha.nawaz@gmail.com</p>	<p style="text-align: center;">Gendered Impact of ‘COVID19’ in South Asia: Risks, Response and Recovery</p> <p>This article aims to explore the effect of COVID 19 pandemic on women’s triple work burden in South Asia. Online one to one in-depth interviews were conducted with the women and their husbands via WhatsApp, skype and viber between February and August, 2020. Focusing on Bangladesh, India and Pakistan, the article highlights that women endure huge work burdens associated with productive, reproductive and community work during COVID 19 pandemic. The findings suggest that women’s unpaid reproductive work burden has been perpetuated, reinforced and increased during COVID 19 in all three countries. The article also reveals that women’s vulnerability in terms of unpaid work, domestic violence, life responsibilities, frontline community activities, and insecure informal paid work have been boosted in the context of COVID 19. The article concludes that although women are disproportionately affected by the pandemic in many ways, policy makers are yet to acknowledge the gendered impact of COVID 19 let alone take necessary recovery policies. It is hoped that this new research will fill the knowledge gap and could also be beneficial for academics and researchers who are keen to further explore the field of women’s vulnerability in the context of disease outbreak.</p>
<p>35. Shehreen Amin Bhuiyan Jagannath University & North South University shehreen.amin@northsouth.edu Minhazul Abedin</p>	<p style="text-align: center;">Gendered Nuances in F- Commerce of Bangladesh – Ensuring Gender Sensitivity Through Adaptive Policy Making</p> <p>The very criticism of public policy being rigid and generalized at one hand, and insouciant and non-customizable on the other has to be addressed to cope up with the commingled economic, social and environmental challenges which are expected to be abundant in the post pandemic twenty second century. Policies which will fail the litmus test of changing and challenging conditions will run the risk of not achieving its purpose and obstructing the ability of citizens, communities, and</p>

<p>Jagannath University minhazabedin367@gmail.com</p>	<p>businesses. This leads us to the much pertinent question of how to usher a new chapter in the policy making process of Bangladesh through innovation and adaptation. Considering these issues, this paper draws the case of f-commerce in Bangladesh to explore the principles of adaptive policies in the surfacing of the recently adopted Digital Commerce Management Guide 2021 under the National Digital Commerce Policy, 2020</p> <p>F- commerce which uses the famous social media platform Facebook for trade and business can be compared to a shard in this entire e- commerce platform; one that is cutting the kite of the other internet based digital commerce. The main reason behind such unprecedented and massive growth can be credited to the improving internet access throughout the country and the simple yet facile business methods which is both a matter of comfort and concern if critically explored. With women facing the brunt of lay off from jobs, f-commerce has become their platform to showcase their potential and earn a day’s penny which gives a gendered nuance to the e-commerce sector. It is therefore imperious that both customer and business owners need a safe and secured policy framework. The recent digital commerce policy and guidelines somehow overlooks the ever-growing existence of f-commerce and the significance of acknowledging and addressing issues within this sector. In the face of an unpredictable future in business, administration and policy making, the scope of adaptive policy making and keeping diversified dimensions of policy context in constant check and balance is imperative. Extracting secondary insights from adaptive system literature and primary data from consumers and business owners of the f-commerce platform, this paper will discuss the possible characteristics of adaptive policy making for more innovative, contextual, gender inclusive, efficient, and environmentally sustainable policies.</p>
<p>36.</p> <p>Hridbijoy Chakraborty O.P. Jindal Global University hchakraborty@jgu.edu.in</p> <p>Gautam Bhan Indian Institute for Human</p>	<p style="text-align: center;">Geography of Urban Vulnerability: Re-imagining Spatial Unit of Food Security Policy</p> <p>In the 2020 COVID-19 first wave and its attendant lockdowns, a combination of lost income and restricted mobility created large-scale hunger among urban residents, particularly migrant workers who are often out of the reach of state funded social security measures, which led to large-scale distress reverse migration from cities. One of the major concerns for migrant workers in Delhi was food as all means of access to food were cut off with the imposition of nationwide lockdown. The current food security regime implemented through Targeted Public Distribution System (TPDS)</p>

<p>Settlements gautam.bhan@gmail.com</p> <p>Parushya Krea University</p>	<p>lacks attention to the urban socio-economic environment, which is a major factor for causing distress among urban migrant workers during the lockdown. The extant elementary spatial unit used in policy framing for TPDS is state, under which fixed quota of population is made eligible for receiving subsidized food grains, which in case of Delhi is 40% i.e. 71 lac out of 1.68 lac residents (Census 2011). However, 38 lac more residents over and above 71 lac TPDS beneficiaries applied for the e-coupon scheme for getting ration necessary for sustenance. This represents the existing urban vulnerability and policy gap. To address the existing urban vulnerability, especially among migrant workers, it becomes necessary to rethink the spatial scale of policy implementation. Based on spatial data from the e-coupon scheme applications of over 17 lac households in Delhi, this study proposes locality as the sub-ward scale for estimating and targeting of TPDS.</p>
<p>37.</p> <p>Durga P Chhetri, PhD Sikkim University dpchettri@cus.ac.in</p>	<p>Governing the Pandemic: Exploring the Potential of Collaborative Governance or Public Administration</p> <p>The new coronavirus pandemic has generated a worldwide crisis in public governance and democracy. The pandemic occurred at a time when democracy in many countries was already under threat and its risks exacerbating democratic failures and authoritarian consolidation. The pandemic has broader effects on governance by overburdening countries' basic governance functions, unsettling relations between national and state governments, and transforming the role of non-state actors. In a federal country like India, the pandemic response has intensified frictions between national and states governments, where there are less coordination and more clashes with national policies and strategies. Moreover, the territorialisation of countermeasures has contributed to governance fragmentation and exacerbates preexisting political polarization. In response to some of these issues, collaborative governance has been proposed as a remedy for better management of the crisis by increasing trust in democratic institutions and involving non-state actors in governing the 'pandemic society'. Countries across the globe have increasingly committed to collaborative governance of public, nonprofit, and business sectors to deliver public goods. This new strategy of governing brings multiple stakeholders together in common platforms with public agencies to engage in crisis management. Against this background, the paper explores the concept of collaborative governance as well as the potential of collaborative governance in crisis management. This paper intends to identify what is the specific nature and distinctiveness of collaborative governance and provide new insights on the main debates regarding collaboration in</p>

	<p>the light of recent developments in governance discourse. The study derives from an extensive synthesis of the literature and exchange of knowledge and aims to develop a new perspective about the governance of pandemics by employing a ‘whole-of-society’ approach. A dispassionate assessment is needed in order to diagnose whether the political trend arising from the crisis is a demand for greater and improved collaboration or, on the contrary, an overall “recentralization” of the governance and ‘return of the state’. The findings of the study can set the frame for thoroughly comprehending current developments and help to map future pathways for governing pandemics.</p>
<p>38. Mohammad Rezaul Karim Bangladesh Public Administration Training Centre rezapatc@gmail.com</p>	<p style="text-align: center;">Grappling COVID-19 in Bangladesh: From Public Policy Perspective</p> <p>The world including Bangladesh has witnessed the onslaught of coronavirus and its devastating effects on the economy, society and nation. The severity and eerie nature of the virus dictated the scientific community to engage in vaccine drive while health protocols are suggested to be followed to grapple with COVID-19 pandemic. Government plays the pivotal role by making public policies suitably fit for materializing all sorts of actions required for handling the crisis. The objective of the study is to examine how public policies contribute to grappling the coronavirus crisis. It employed secondary sources of data collected from mainly government publications. In addition, research articles, conference papers, commentaries were also consulted to enrich the study. It found that every issue related to COVID-19 management has been handled by existing or new acts, laws, rules, guidelines, decisions, orders, and procedures, notices, which are the broadly defined public policies. These are commissioned to manage the crisis and continue the economic activities. Before the vaccine and even after its invention, controlling people’s behavior was the key issue to control the spread of the disease. For doing so, every country of the world including Bangladesh has issued a significant number of public policy directives during this pandemic, even new ones, for example, Japan’s emergency Act. When developed countries equipped with better healthcare facilities are struggling because of the COVID-19 outbreak, developing and densely populated countries like Bangladesh are at a massive risk. Whether vaccinated or not, maintaining WHO prescribed six-point protocol and keeping social distance (physical distance) are the key guidelines to be protected from the virus. Bangladesh Government has taken prompt measures to combat coronavirus pandemic where public policy measures were the key strategies. Just after the first case of COVID-</p>

	<p>19 patient identified in Bangladesh, at least 444 public policy decisions in 1.5 months have been made by different ministries to regulate and control people’s behavior, distribute and redistribute resources to prevent the mayhem. Engagement of frontline fighters, motivation programmes for health professionals, stimulus packages of entrepreneurs, feeding the impecunious people are important crucial issues emphasized in and derived from policy actions. Circulation of public policies continues with the new orders and directions as a regular phenomenon, which was infrequent in normal time. Main emphasis is required to monitor the implementation and monitoring to prevent spread of the virus. Ministries along with their attached departments are mostly engaged in COVID-19 management than the regular activities. The 31-point directives prepared by the Prime Minister’s Office serve as the overall policy framework to combat COVID-19 pandemic, categorically at three major stages; i.e., preparedness, prevention, and protection. Following the policy directives from the top, public employees are at the frontline to implement those decisions to control the spread of virus; to serve vulnerable people with necessary basic needs and health services. A high-powered team comprising of 64 Secretaries/ Senior Secretaries has been formed and assigned to monitor relief distribution activities in all districts. Government’s drive of mass inoculation programme, a regulatory public policy, seems at the moment to be an effective policy solution to the crisis. It is found that public organisations are acting as the main driving force during the crisis; and in many cases private organizations also seek government support for their survival. It is realized on the basis of findings of the study that grappling COVID-19 pandemic by the government may not bring fully desired effective results in the long run and as such collaborative efforts and support from private organisations and community engagement is imperative to effectively manage the crisis and prepare for the future.</p>
<p>39.</p> <p>Nishi Malhotra, PhD Indian Institute of Management, Kozhikode nishim13fpm@iimk.ac.in</p>	<p style="text-align: center;">How Financial Literacy Impacts Financial Inclusion among SHGs in Handicraft Sector in India?</p> <p>India is home to art and art forms of several different categories and these art forms provide the identity and further cement the regional social context, norms and cultures. Handicraft of a place is also important for the economy of the place. Social Capital is embedded within the institute of handiworks and it aims at furthering the positive impact through Value investing and impact investing. Microfinance has emerged as a missing link between the poor people and formal finance. In order to combat these challenges, this study aims at exploring the impact of financial literacy and gender inclusion on performance of the groups. In this study mixed approach, consisting of</p>

	<p>both Qualitative and Quantitative methodology have been used for the purpose of analysis. Quantitative methodology involves the use of Regression methodology and Qualitative analysis involves the use of Grounded Theory approach. The analysis of data establishes that literacy leads to increase in the income of the members of the group and there exists a gender disparity among rural women however more and more rural women have been financially included. Moreover, the COVID period has a negative impact on the performance of the Handicraft sector in India. This study will be of high relevance to the policy makers and the bankers in the domain of Microfinance.</p>
<p>40. Md. Shahriar Islam Binghamton University & University of Dhaka shahislamo4@du.ac.bd</p>	<p style="text-align: center;">Implications of Behavioral Public Administration for the Post Pandemic Public Sector</p> <p>The interdisciplinary conjunction between public administration theories and micro-level psychological analyses paves the way for further understanding of how scholars and practitioners could dive deep into public sector management issues in the modern era. The principles of New Public Management argued that the public sector leaders and managers should focus on building a citizen-centered and participatory public service delivery and public management system. However, since the beginning of the school of NPM, public sector managers lacked essential insights into a plethora of micro issues that needed an interdisciplinary psychoanalytic lens for the necessary understanding for the scholars and practitioners. The growth of behavioral public administration opens the door for building the capacity for research and practice to invigorate the rigor of NPM that went missing in contemporary discussions. Hence, in this paper, I focus on discussing how behavioral public administration's pillar-like citizens' normative expectations and their perception of public sector managers' trustworthiness in the post-pandemic era need to be realized as an approach to investigate issues from an 'Ant's Eye View' rather than a 'Bird's Eye View.' The paper will discuss the importance of understanding micro-level psycho analytics of the citizens who receive various services from different public organizations. I will also discuss why general managers in the post-pandemic era need to understand the ground-level citizen-centered issues without brushing the picture from the bird's eye view. Finally, I present some future research avenues for scholars interested in studying the interaction between public managers and citizens from a micro perspective to suggest innovations and improvements in public service delivery. This paper will not specifically contextualize any country or region. However, this paper will contribute</p>

	to the broader debate on the usage of behavioral public administration, which can provide some potential models for additional country or region-specific research and practice.
<p>41.</p> <p>Pratik Phadkule OP Jindal Global University pphadkule@jgu.edu.in</p>	<p style="text-align: center;">Importance of Data Literacy in the Post-Pandemic World – The Case of India</p> <p>There is no doubt that “data is the new oil.” But as the British Mathematician Clive Humby who coined this phrase, rightly explains that as the unrefined oil, unrefined data cannot be used. To refine and use the data effectively, what we need is data literacy. There are numerous instances during the Covid-19 pandemic in India where the government’s lack of data and data literacy got underscored. The government did not have reliable data on the number of migrant labourers in different states, which prevented the government from anticipating the number of migrant workers leaving the cities as they lost their jobs once the strict lockdown was announced. It also prevented the government from identifying the beneficiaries for food assistance and other welfare measures. Thus, the crisis during the pandemic revealed the importance of data and data literacy for sound policy decisions and good governance. A survey that was conducted in 2020 for private-sector employees in India revealed that lack of data literacy among employees could cost Indian companies millions of dollars in lost productivity. However, no such survey has been conducted for those working in the government. The importance of the availability of the data and data literacy has increased manifold during the Covid -19 pandemic. This paper first discusses the issues of data availability and data literacy in India, both of which are interconnected, with the help of case studies related Covid-19 crisis. The paper argues that it should be acknowledged that in the post-pandemic world, data literacy will be an essential skill for sound policymaking and good governance. Data literacy should not only be an essential part of the undergraduate and post-graduate degrees but also of the executive education programs meant for the government officials/working professionals in public policy schools.</p>
<p>42.</p> <p>Arindam Roy, PhD University of Burdwan</p>	<p style="text-align: center;">In Defense of Administrative Rationality: A Post-Pandemic Rejoinder</p> <p>The unprecedented pandemic of Covid 19 has not only claimed 10 million-plus lives across the globe but it has also exposed the haplessness of scientific rationality manifested in our failing</p>

arindambu.du@gmail.com	<p> coping capacity. Further, the myriad implications of the pandemic have gone beyond the physical casualties to include economic disaster, social dislocation and polity disorder. A state of uncertainty has obscured our conscience and existence. From the doctors, epidemiologists to the virologist, none could provide any convincing solution to the pandemic. Despite seamless prescriptions, suggestions, opinions and pieces of advice put forward by a plethora of experts, no credible respite seems to be in sight. If any sector other than the medical fraternity has been waging a relentless battle against the pandemic, it is the general and law and order administration. Armed with a typical bureaucratic rationality, the general administration has been trying to cope with the epidemic in its legal-rational way. Hence, to put a tab on the contagion, the beleaguered humanity was forced to resort to a series of legal- administrative protocols, leading to severe collateral damages like disruption of normal socio-economic activities; political and civic engagements of the people. Though the vaccine has been discovered, its distribution within the nation and among the nations is plagued by the perennial rules of power politics and market economy. Moreover, a threat of a third wave of Covid 19 as the experts have apprehended, is looming large over humanity. Hence, the administrative response seems to be the most dependable alternative at our disposal. However, the administrative response does not have any magic wand to bail out humanity from the scourge of the pandemic. In fact, administration especially of the postcolonial societies have to grapple with several intractable issues of governance like the trade-off between life and livelihood, the trade-off between transparency and public order, the trade-off between providentialism and Pareto Optimality, the trade-off between permanency and adhocacy, the trade-off between continuity and discontinuity. Therefore, the paper argues that administrative rationality, unlike its aberration of bureaucratic rationality, has the potential to save humanity. The paper, with special reference to the management of pandemics in India, demonstrates that armed with the administrative rationality, it is only the bureaucracy/administration that could devise a credible bailout programme by roping in all the stakeholders concerned including civil society, market and the ordinary people. </p>
43.	<p style="text-align: center;"> In Seeking Equal Access to Learn: Sri Lankan Rural parents' Perspectives and Challenges in Home Based Online Education in Presence of COVID-19 Pandemic </p>

<p>H.M.U.S Herath Open University of Sri Lanka hmuhe@ou.ac.lk</p>	<p>In the presence of the covid 19 pandemic, the formal function of the entire society was interrupted. With the rapid spread of the covid 19 most of governments all around the world temporarily closed the educational institutions. Mode of delivery converted into the eLearn system. Converting the traditional system to eLearn has created numerous challenges for students as well as parents since they are learning at home. Some researchers pointed out that it may not as productive as expected (Kara & Gök, 2020; Klapproth et al., 2020) Abaid Ullah et all stated that 88% of students had not proper internet facility and they faced lots of internet issues and 65% students were not satisfied with online learning 85% students complaining about eye sight issue by taking online classes on devices (Ullah,Ashraf,Shanza & Sajad,2020).This study focuses on parents' perspectives and their challenges in home based education as they live in rural areas. Three main objectives of this study were focused to Identify the perception of parents on home-based education, Identify the Challenges that parents are facing and to Identify the impact on online education. Descriptive qualitative design and manual thematic analysis was used to analyze qualitative data. Under the purposive sample, 50 rural parents whose children are learning in grade 1 to 5 in five schools where in Northwestern, North Central, and North provinces were the research sample and area. Telephone interviews were conducted as the data collecting techniques of this study since the travelling restrictions have been imposed. Behavioral changes of children, technologically marginalized parents, Gaps in childcare, High economic costs, exposure to violence and exploitation, widening educational inequalities, Interrupted learning system, not having pleasant place to learn at home etc. were found as the research findings of this study. As well as findings were shown that this transition has affected parental wellbeing.</p>
<p>44. Rajib Chandra Kumar Knowgen Education Services Private Limited rajib2217@gmail.com Suvendu Narayan Roy Knowgen Education Services Private Limited</p>	<p style="text-align: center;">Indian Leadership During Pandemic Vis-À-Vis Other South Asian Countries: Lessons for The Future</p> <p>As per the Global Health Security Index, India is <i>ranked 57 with 46.5 scores out of 100</i> in terms of pandemic preparedness. India has been found to be <i>better prepared in comparison to other South Asian countries</i>. Nevertheless, there are many areas to be addressed in leadership and governance practices for elevating the level of pandemic preparedness. On account of this, it is imperative that <i>leadership and governance practised in India are compared with those of other South Asian countries in reference to the pandemic situation and the crises arising out of it</i>. With special emphasis on comparative analysis, the paper offers <i>viable recommendations for the further</i></p>

<p>roysoham87@gmail.com</p> <p>Soham Roy Knowgen Education Services Private Limited roysoham87@gmail.com</p>	<p><i>improvement in leadership and governance practices</i> so that future pandemic related crises like COVID-19 can be tackled with better levels of preparedness.</p> <p>In this paper, two approaches have been applied for formulating findings based on the deductive analysis of literature- <i>cross-referential analysis (retrograde searching method and forward searching method)</i> and <i>grey literature search methodology</i>. Through use of these approaches, findings of this paper have been formulated. Throughout entire research findings, <i>the comparison between India and other South Asian countries is featured in reference to the thematic constructs of leadership and governance</i>. Based on what was found in the entire research, the Government of India has been recommended <i>to take a few initiatives relating to leadership and governance with elevated thrust on strategic policy-making</i>. The findings of the study would be useful for Governments to formulate its policies for strengthening the adherence of intra-state stakeholders (e.g., citizens, NGOs, healthcare organisations etc.) to leadership and governance amidst pandemic crises in future. Also, the paper findings would be beneficial for subsequent research pertaining to the application of the principles of leadership and governance in pandemic situations.</p>
<p>45.</p> <p>Meril Antony Rutgers University ma1235@scarletmail.rutgers.edu</p> <p>Dr. Shilpa Viswanath City University of New York sviswanath@jjay.cuny.edu</p>	<p>Indian Police Twitter Usage During COVID-19 Pandemic: An Exploratory Analysis</p> <p>Police personnel have been on the frontline of COVID-19 pandemic response world over. The Indian context is no exception. The purpose of this study is to understand the alterations and transformations in pandemic policy dissemination by local police agencies during a pandemic. Police use of Twitter, a social media channel, is operationalized as a measurement of analysis to understand how city police departments disseminated policy information during the on-going COVID-19 pandemic. The study observed official police Twitter accounts for India’s ten largest municipalities for three months from March 2020 to May 2020, covering the four phases of Indian central government enforced lockdown to prevent the spread of the COVID-19 virus in the first wave of the pandemic. Using computational text analysis, we compute the extent and nature of COVID-19 policy dissemination via municipal police Twitter feed. Initial results suggest that 6 out of 10 states have predominantly used information-based tweets during the specified timeline, with tweets ranging from public safety advice to real-time information on police presence.</p>
<p>46.</p>	<p>Is Agile Government the New Panacea? Lessons Learnt from the UAE</p>

<p>Mohammad Habibur Rahman, PhD Mohammed Bin Rashid School of Government mohammad.habibur@mbrsg.ac.ae</p> <p>Abu Elias Sarker University of Sharjah elias@sharjah.ac.ae</p>	<p>The paper attempts to develop a framework for understanding the emerging landscape of agile government from a review of public administration theories. Based on their proposed theoretical framework, the authors aim at studying how agile government, a new public administration concept, befits the post-pandemic policy reality and leadership today and in future. The focus of the paper goes on the interface between political leadership and technological splurge in enhancing public service delivery in times of crisis and beyond. In its contextual analysis, the study examines how the United Arab Emirates (UAE) leadership seizes the opportunity in blending a diffusion of technological advancement and institutional changes in spearheading an agile and citizen-centric public service delivery. A few cases from the UAE are presented to investigate that diffusion process. Finally, the authors propose a “lessons learnt” agenda to benefit the future public leaders in South Asia in general and Bangladesh in particular. Consequently, the paper will serve policymakers in South Asia (and Bangladesh) with some thoughts about how the agile government best practices in the UAE could inspire future leader development programs in the sub-continent.</p>
<p>47.</p> <p>Brigadier General Mohammad Khalil Ur Rahman Bangladesh Army mkurahman@gmail.com</p>	<p style="text-align: center;">Leadership ++ in Post COVID-19 World</p> <p>Humans are the uncontested leaders/masters of planet earth, who have tamed the giant animals, extracted energies and engineered wonders using natural resources for wellbeing and progression. The prime reason behind the monopoly of humans ruling this planet are their abilities to cooperate and collaborate with each other on a very large scale. And the effectiveness of cooperation and collaboration is dependent on the effective leadership offered by humans. In this ever more interconnected and interdependent world the necessity of this synchronization is a critical factor every moment every day.</p> <p>Major inventions like Wheel, Electricity, Industrial Revolution, Computer and Internet each caused paradigm shift to human civilization redefining development, prosperity and security. Covid-19 pandemic is not an invention but a great disruption which has impacted the human civilization in personal, social and professional life in much greater way than any previous inventions or calamities. Such extreme natural challenges though not frequent but existed before</p>

	<p>also like great floods, cholera, malaria, Spanish flu etc. but those did not impact all people of the globe as Covid-19 pandemic. Post Covid-19 will necessitate follow considerations from leadership:</p> <ul style="list-style-type: none"> a. More cooperation and collaboration amongst persons, societies, institutions and nations remaining in physical isolations. b. Extreme reliance on science and technology further widening the gap of digital divide. c. Evaluation of the Covid-19 policies for appropriateness, effectiveness and synchronizations as they were hurriedly made. d. Redefining the age-old social structure to include the environment and other living beings. <p>Covid-19 pandemic is not the only game changer but exists a whole lot of other causes like globalization, disruptive technologies, Internet of Things (IoT) etc. which needs adequate attention for effectively leading the people out of danger to further progression.</p> <p>This ever evolving, blurred bordered, common currency, cosmopolitan, digitally networked human civilization requires more ethical, cooperative and inclusive humane leadership. As for now the thumb rule is “Develop taking all”. The leadership needs to be all inclusive, resilient, fast learning and adaptive. As such leadership is always dynamic and evolving process. Which needs to be leadership++, more selfless and heroic.</p> <p>The article will explore the additional considerations and skill set required for post Covid-19 for effective leadership.</p>
<p>48.</p> <p>Jannatul Ferdous Comilla University jannat.lata@yahoo.com</p>	<p style="text-align: center;">Leadership to Overcome COVID-19 in Bangladesh: Challenges and Practices</p> <p>As the coronavirus pandemic spreads globally, several governments implement– anti measures such as travel restrictions, remote office activities, countrywide shutdowns, and, most importantly, social isolation. These attempts, however, are hampered in Bangladesh, a lower-middle-income</p>

	<p>economy with one of the world's largest densest populations. In many parts of the country, social distance is complex, and adopting mitigating actions with the country's limited resources would be extremely tough. Leadership is significant for developing countries like Bangladesh to overcome the COVID challenges. The present study is endeavored to assess the leadership activities to overcome the COVID challenges. The present study is based on the two selected Union Parishads in Comilla District. Both primary and secondary are used here to understand the scenario. As COVID-19 spreads quickly and destroys more lives, it is critical to ensure that measures implemented in response to this unprecedented disaster are practical and evidence-based. Many people appeared to feel that their elected local officials, such as chairmen, members, and commissioners of the (Pourashava or Union Parishad), were making severe and consistent attempts to establish or sustain the lockdown and arrange help for the impoverished and destitute. People in need are said to seek assistance from all of the usual actors, including Union Parishad members, chairmen, and local elites, who often play a crucial knowledge and brokerage function, as well as a role in supplying material assistance for poor constituents, and who appear to be continuing their roles. Local elites, especially politically connected individuals, have embraced the effort to hold lockdown, with a few exceptions.</p>
<p>49.</p> <p>Samina Nawshin Adjunct Faculty, North south University samina.nawshin@northsouth.edu</p> <p>Moslehuddin Chowdhury Khaled, PhD Chittagong Independent University moslehuddin.khaled@ciu.edu.bd</p>	<p>Losing Parents in Pandemic: Observing the Awareness of State Mechanism and Legal Framework for Rights of Pandemic Orphan Children</p> <p>This article intends to examine the preparedness of the state for the pandemic orphans and outlines the legal structure especially for the children. The objective of this research work is to demonstrate the acute hardship and adversities of the minor group as well as to establish appropriate measures through the lens of legislation and executive mechanism of the state. Since this is the crucial moment to realize and determine the difficulties of the children who are facing the hardship and will be one of the most vulnerable victims of this pandemic, this paper will make an effort to explore plausible measures to reduce the helplessness of the children in a systematic process. Unemployment, abjection, and worker retrenchment are already a global problem where children have to suffer for hunger, dropout from education and from other basic needs. Consequently, the unexpected death of parents due to pandemic is making the children psychologically more distressed, poverty stricken and will push them into an identity crisis. In the first phase of the paper the reader will be able to comprehend what are the acute crises of the children. Gradually the paper</p>

	<p>will focus on the relevant legislation, constitution, international conventions such as Universal Declaration of Human Rights, Convention on the Rights of the Children and other relevant protocols. At the same time, the paper will explore the current scope of works and loopholes of specific regulatory bodies and agencies such as the Social Welfare Ministry, Department of Social Service (DSS), Department of Women and Children, etc., to mitigate the permanent distress of the children.</p>
<p>50.</p> <p>Prafulla Kumar Nath Institute of Rural Management Anand f1502@irma.ac.in</p>	<p style="text-align: center;">Managing Covid-Crisis and the Role of public Leadership in South Asia</p> <p>During the Covid-19 crisis, leaders of different South Asian countries have taken many measures to contain the spread of the disease and its deaths. Governments of different countries have implemented many policies to support the citizenry. At the same time, critics also argue that public leaders in these countries have not effectively handled the pandemic. The ordinary people expected more from the government. Therefore, this paper starts by asking how effective public governance has been in the South Asian region to address Covid-crisis. We have measured the effectiveness of public governance through the responsive measures of different governments in the region. It includes workplace closing, restriction on public events and public transport, providing income support, faster vaccination, and promoting face-covering habits as social behavior. This article enquires if the government has managed the Covid-crises effectively. The article further explores if the public policies initiated in the South Asian region effectively controlled the spreading of the disease and deaths from it. The paper examines the governance of the Covid-crisis in six south Asian countries, including Bangladesh, Bhutan, India, Nepal, Pakistan, and Sri Lakethe. All the countries (except Bhutan) are democratic, developing, and densely populated. This region is home to one-fourth of the world's population. Given the background, it is a matter of great interest to know how the public leaders have handled a crisis of Covid-19 nature. For this, we have used an open-source data set (Blavatnik School of Government, Oxford University). We employed the ARDL (Auto-regressive Distributed Lag) regression technique to understand the long-term association between Covid death and the government's response to control the pandemic as a measure of effective governance. We found a significant negative correlation between deaths due to Covid and face-covering practice and vaccination policy. But surprisingly, we found a significant positive correlation between Covid death and restriction on movement and work. However,</p>

	restriction on public gathering and economic support provisions to the people not significantly associated with the Covid-19 fatality.
<p>51.</p> <p>Md. Zohurul Islam Bangladesh Public Administration Training Centre zohur68@gmail.com</p> <p>Shamim Hosen Bangladesh Public Administration Training Centre shamim.hosen@bpatc.org.bd</p>	<p>Measuring Public Leader Capability for Ensuring Good Governance through Social Accountability Tools in Bangladesh: A Policy Intervention Empirical Analysis</p> <p>A significant number of reports, articles are published in a different dimension of COVID and its effect. All reports made an assertion that the COVID-19 pandemic impacted socially, economically and mentally. Overall, human life is heavily affected by COVID-19 globally. Published reports focus on the social and economic aspect instead of the leadership capacity aspect to ensure service delivery towards the citizens. Public leaders, who are working as an agent of government bodies, are delivering services towards the citizens.</p> <p>In particular, during the pandemic (COVID-19) the Bangladesh government has taken many initiatives to reduce the losses of COVID-19 and given several circular guidelines of maintaining COVID-19 protocol and safe human life. Where the public sector leaders played a crucial role by providing goods and services for the people. Here, public leader's capability, accountability and their commitment or transparency made people's lives safer. This sort of public leadership capability is more critical in the post-COVID area. Therefore, in public administration, ensuring good governance and using social accountability tools is necessary to cope with post-COVID in Bangladesh.</p> <p>However, in this COVID crisis period, public administration organizations have played a pivotal role in delivering human beings. Many service booths are opened only to ensure services for the citizens. Government organization performance is measured through social accountability (SA) tools such as NIS, RTI, Citizen charter, GRS, and APA to provide good governance in the Bangladesh government's actions in different time frames. Those tools are used to ensure good governance by the public leaders at the field level organization rather than central level public administration. Therefore, the study formulated research questions: (a) Do the public leaders working at the local public administration offices compete with the required level? If so, to what extent are they competent for rendering services to the citizens; (b) How are NIS, RTI, CC, GRS and APA impacted good governance, and to what extent do individual SA tools account for? To</p>

	<p>optimize the study objective, especially for research question one, this study will explore their present level of knowledge on SA tools and the required level of SA tools knowledge. A Likert Scale will be used, and as a research approach, a quantitative method will apply with a structured questionnaire instrument. For research question two, the study will adopt a model, and the model will be tested by using a statistical approach with regression analysis.</p> <p>The sample areas of this research are included: Rajshahi, Rangpur, Khulna and Chattogram administrative division of public administration offices. The respondents were civil servants who worked in public administration as public leaders of delivering services. Finally, respondents are selected through a simple random sampling method. They (civil servants) practice those tools as service delivery components of good governance. The study constructs and its items are developed from literature and used documents by the Cabinet Division, Bangladesh. The Cronbach Alpha test will determine items homogeneity and internal association. The study has a specified model with dependent and independent variables, and the model is tested through regression analysis. Apart from dependent and independent public leaders' demographic variables are also considered for this study purpose. Competency gaps are measured with the current and required level of knowledge on social accountability tools. Therefore, the study went through descriptive analysis and research as well. Independent variables impact assessments are done through coefficient unstandardized beta value with significant level. Finally, policy implications are drawn based on study findings.</p>
<p>52.</p> <p>Manjunath A N Indian Institute of Management Bangalore) manjunath.n18@iimb.ac.in</p> <p>Jivisha Joshi Gangopadhyay Ministry of Commerce, Government of India jivisha.g@gov.in</p>	<p>Navigating Knightian Uncertainty in Public Administration and Policy: Integrating Effectuation with Public Entrepreneurship</p> <p>Public administration and policy making are often described as fighting against chaos and disorder. Traditional decision-making theories have been inadequate in guiding the actions of public administrators in the face of uncertainty (Hansson and Hadorn 2016). Entrepreneurial agency of actors within the public sector has been garnering attention in public management literature as an approach to combat and gain advantage of uncertainty (Brower and Abolafia 1996; Edwards et al. 2002; Meynhardt and Diefenbach 2012). However, as scholars of public administration have</p>

	<p>complained, the notion of public entrepreneurship suffers from ‘theoretical malnutrition’ (Bernier and Hafsi 2007).</p> <p>In an act of theoretical borrowing and bridging, we borrow from the theory of effectuation (Sarasvathy 2009) in entrepreneurship studies and propose a theory of effectual action for guiding the micro actions of public administrators and policy actors. We argue that such an approach is useful in navigating Knightian uncertainty where it is impossible to a priori allot probabilities to the possible outcomes of action (Knight 1921). We supplant our theoretical model with vignettes of such effectual action drawn from field experiences of Indian public administrators and policy actors in combating different scenarios of uncertainty including the handling of the Covid-19 pandemic.</p> <p>This paper advocates for the appreciation of public administration as human action directed towards the pursuit of developmental value in the face of uncertainty. At the practitioner level, it guides the micro actions of public administrators in instances where decision theory models of cost benefit analysis of alternatives are not possible. At the theory level, it provides a theoretical anchoring to understand entrepreneurial action of public administrators thereby addressing the theoretical malnutrition the concept suffers.</p>
<p>53.</p> <p>Rabail Anjum Information Technology University rabailanjum.ta@itu.edu.pk</p>	<p>On Privacy and Data Security: The Aftermath of COVID-19 and Rise of the Pandemic Surveillance State</p> <p>Sars-Cov-2 is proof of the omnipresent volatility of this world which apparently does not seem to be systematically endogenous to public policy. However, Covid-19 has provocatively exposed many injurious fractures in our modern governance apparatus and has rather paradoxically rendered the existing policy infrastructure as deficient. Paradoxical because given the urgency of the time, cyber-surveillance proved to be an effective tool in facilitating governments to curtail the proliferation of the disease. Although it has its merits, still many human and digital rights foundations have found themselves skeptical of this much necessitated privacy breach of citizens as merely a strategic exigency. Hence, it is plausible to suggest that this global emergency has underscored the imperativeness of reimagining policy welfare and updating governance mechanisms for relevance, precision and efficacy. Thence, this scholarly endeavor aims to explore the notion of the pandemic</p>

	<p>surveillance state as a ‘by-product’ of Covid-19 and its effect on individual privacy. The legitimacy and necessity of this will be questioned and deeply scrutinized by contextualizing the debate through tradeoffs between privacy, security and state sovereignty. The article will conduct a comparative analysis of Pakistan with its South Asian counterparts and will make use of interviews with key stakeholders to add depth and perspective. The paper will further examine the legacy of this phenomenon in determining the trajectory of public policy and governance in the country. Following from this, the study proposes systematic reforms as enablers of informed policy preparedness whilst building requisite governance framework(s) to create politico-sociological convalescence in the post-pandemic world. In this vein, these reforms borrow profoundly from New Public Management [NPM]. In this proposed blueprint of adaptive policy making and collaborative governance, the paper conclusively emphasizes on rigorous and timely provision of logistics especially quality human capital for which public-private partnerships may prove focal. Furthermore, the article recommends building trust between the state and the civil society, and inducing civic cooperation, rather than acquiescence, for effective and meaningful agenda-setting, policy implementation and preparedness.</p>
<p>54.</p> <p>Md. Parvez Hasan Yousuf North South University parvez.yousuf@northsouth.edu</p> <p>Farin Shabnam Ritu North South University Farin.ritu@northsouth.edu</p>	<p style="text-align: center;">Pandemic Management by Public Leaders: Lessons Learned from the Disaster Management Programs and Ongoing Pandemic in Bangladesh</p> <p>For more than a year, the COVID-19 has been inflicted on every country of the world, resulting in more than 4.5 million deaths. Bangladesh reported its first case on 8th March, 2020, three months after its onset in Wuhan city of China, but the government was unresponsive and too late to take significant actions in preparing for an unforeseen crisis. As a result, both the government and masses found it hard to tackle it in the initial days and the country is still grappling to contain the virus. Bangladesh is a disaster-prone country that has managed many disasters successfully as various preparedness, capacity building and mass public awareness programs are on the run. COVID-19 pandemic is a biological and health disaster in nature that is very difficult to manage properly. Moreover, there is a lack of proper preparedness and response measures to manage this pandemic compared to other disasters that our country faces regularly such as cyclones and floods. Both the leaders in public health and local administration are facing immense challenges in managing this crisis including administering various measures such as testing and tracing of</p>

	<p>COVID suspects, capacity building of health sector, lockdown implementation, treatment of COVID patients, inoculation program, etc.</p> <p>The objective of this study is to explore the challenges faced by the government officials in health sector and field administration and the ways they are dealing with these challenges amid the ongoing pandemic in Bangladesh. The way the Comprehensive Disaster Management Program (CDMP), Cyclone Preparedness Program (CPP), etc. has helped the disaster managers in our country is noticeable. This study tries to explore how these types of measures can also be adopted for current and future epidemics and pandemic management from first-hand experience and best practices that are being followed currently across the globe and in our country for fighting the COVID-19 pandemic.</p> <p>This will be an exploratory and descriptive study. Both secondary and primary data will be collected. In-depth interviews (IDIs) of the public leaders and local administrators will be taken. And the secondary data will be collected from journals, newspapers, etc. about the ongoing pandemic management.</p> <p>The expected outcome of this research is that the actions and best practices in challenging times and impromptu situations like pandemics will be known. A guideline for future public leaders in these sectors will be formulated like other disaster management procedures that will guide the front liners in tackling future epidemics and pandemics.</p>
<p>55.</p> <p>Amir Mohammad Nasrullah University of Chittagong amir.nasrullah@cu.ac.bd</p>	<p style="text-align: center;">Performance of Public Leaders during COVID-19 Pandemic in Bangladesh: A Critical Analysis</p> <p>Public leadership is a multidimensional concept. Generally, public leaders are those who hold a public office and serve the community as a whole. Literature shows that there are three types of public leadership: political, administrative and community. In this sense in a democratic society the elected political representatives by the citizenry, public servants and civil society members are all public leaders. However, public leaders have an important role in the governance process. Their roles include policy and strategy planning, provision of services, mobilization and utilization of resources, monitoring and evaluation, and capacity development of institutions and human resources etc. But the unpredicted and brutal distraction by the COVID-19 pandemic currently has</p>

	<p>thrown the public leaders into a turmoil situation. It has forced them not only to deal with fighting its spread but also trying to manage its related socioeconomic consequences. Specifically, the COVID-19 pandemic has forced the administrative leaders around the globe onto the forefronts in responding to the crisis without any clear roadmap. It has forced them to deal with a rapidly and ever-changing state of affairs. In this backdrop, the aim of this paper is to examine the performance of public leaders, especially politically elected and administrative leaders in dealing with COVID-19 pandemic in Bangladesh, as well as, identifying the challenges in delivering public services. For the purpose of the study existing secondary data from different government, non-government and international sources were thoroughly reviewed. The findings show that though Bangladesh has a committed political public leadership and trained administrative leadership, during this pandemic situation, they failed to perform satisfactorily. Mismanagement, inefficiency, corruption, overall lack of accountability and transparency are found present in delivering different public services in Bangladesh. The concept of good governance, and/or public service ethos nothing could control their behavior. However, this study offers a new concept of Total Quality Humane Governance (TQHG) that may be supportive to ensure efficiency, accountability, transparency and reduce corruption of the public leaders in Bangladesh as well as control their behavior in the new normal Post COVID-19 era. This study hopes to contribute to academia as well as to the policy.</p>
<p>56. Md. Tanvir Alam Netinsearch International babu.taanvir@gmail.com</p>	<p style="text-align: center;">Post Pandemic in South Asia: Best Practices Milestone</p> <p>The objective of this paper is to find out the best practices of the public leaders of South Asian countries by analyzing some factors like infection rate, death rate, recovery rate, number of lockdown, duration of lockdown, quarantine protocol etc. this will be a cross sectional study, where Secondary source of data will be collected using mixed method from respective authorized website. Then the data will be analyzed to find out the most effective country handling COVID-19, and then the best practices will be identified.</p>
<p>57. Brigadier General Md Munirul Islam, psc, Ph.D. Bangladesh Army munir292004@yahoo.com</p>	<p style="text-align: center;">Prioritization of Public Sector in South Asia for a Post Pandemic World</p> <p>The world is passing through an extraordinary period in history due to the Coronavirus pandemic. Different public leadership of different governments have taken different efforts and initiatives to fight this pandemic. Public Leaders from South Asian countries are no different too. Public Leaders of most of these countries are preparing their nation to face the challenges in the Post Pandemic</p>

	<p>World. As the global scenario has changed due to Corona, therefore they need to change the priority in this new situation. Previously the private sector used to get more priority than public and national economy then public health. But now, the dynamics have changed. The new landscape has taken everyone into an unknown territory. Public Leaders need to realize that it's no longer enough for them to lead from their own defined context. They need to build inter connectivity with other countries, ensure more collaboration with other organizations and digitalization needs to be accelerated. In terms of economic recovery, robust planning with reset of supply chain, removing the bottlenecks in the inflow of remittance, helping the hardest hit sectors through different incentives, securing more foreign Direct Investment, making South Asian countries the best place for investment and building business etc. to be done. To boost up the health index public leaders should reframe the health service plan, encourage local production of vaccines, face masks and other protective gear. It will prepare us for the next wave of r pandemic too. Public Leaders need to address other issues in other sectors for a Post Pandemic World too. These are mental health issues of the citizens and students, family crisis, population growth, poverty issues, job creation etc. This Pandemic has taught us that only unity of effort, collective endeavor of developed, developing and least developed countries can help us to face challenges in a post Pandemic world. And it's none but public leaders and the state need to take the lead.</p>
<p>58. Abu Shahin M. Ashaduzzaman, PhD Government of Bangladesh asad6531@gmail.com</p>	<p style="text-align: center;">Proactive Disclosure of Information and Good Governance: Bangladesh Perspective</p> <p>Bangladesh entered into the Right to Information regime in 2008 through issuance of an Ordinance. It was the outcome of a global campaign for right to information legislation and a similar local campaign of the civil society activists inside Bangladesh. The Ordinance was subsequently converted into an Act in 2009 soon after the National Parliament commenced its sessions. The Government also undertook follow-up initiatives such as formation of an Information Commission, establishment of its official set-up, allocation of manpower and resources for the Commission etc. to make the law functional. Considering the coverage of the law and its provisions, Bangladesh's RTI Act occupied a better position in global ranking of RTI legislations.</p>

Bangladesh came through a culture of secrecy since the British legislation enacted in 1923 called the Official Secrets Act. In addition, some provisions of the Rules of Business and the Secretariat Instructions of the Government also facilitated the culture of non-disclosure of official information. Enactment of the RTI Act was a paradigm shift because the Act recognized citizens' right to obtain official information, and it superseded all previous legal provisions. The Act also has a strong provision for penalizing officials for failure of providing information following citizens' application within the prescribed time limit. However, the Act has a soft but a very potential provision of proactive disclosure of information without receiving any application from the citizens. There is no provision for penalization for proactive disclosure in the relevant Section of the law but, this has facilitated a culture of disclosure across the government. Following this provision of the Act, the Government issued a Regulations in 2011 to facilitate proactive disclosure in a structured manner. Several other initiatives of the Cabinet Division and the other Ministries also stimulated proactive disclosure practices in the country.

In spite of scattered criticisms from the civil society, recent development in disclosure of public information is very encouraging in Bangladesh. Several initiatives of proactive disclosure in Bangladesh are more vigorous than that of some developed countries. Proactive disclosure practices in Bangladesh has demonstrated direct linkages with the service delivery system and governance. The recent practices and magnitudes of proactive disclosure in Bangladesh requires impartial evaluation. The impact of the disclosure and non-disclosure of public information on governance also needs to be ascertained. The existing challenges of proactive disclosure and the areas of further disclosure need to be identified for improvement.

Considering the above context in Bangladesh, the study intends to examine the recent initiatives of the Government of Bangladesh towards proactive disclosure of official information following the provisions of the RTI Act along with its impact on governance. It will also examine the areas of potential intervention from the Government to facilitate proactive disclosure following global and domestic best practices.

Both secondary and primary data will be used in the study. The existing legal provisions and disclosure practices both at domestic and global levels will be examined and reviewed to collect information related to the subject matter of the study. Interview method will be applied for

	<p>collection of primary data from relevant respondents. Stakeholders will include the Government officials, academicians, service recipients of different categories, representatives of local government institutions and civil society etc.</p>
<p>59. Prabhat Kumar Datta St. Xavier's University dattaprabhat@gmail.com</p>	<p style="text-align: center;">Public Administration in India: Where the Shoe Pinches and the Way Forward</p> <p>Public Administration as a field of intellectual enquiry, though basically American home -spun, carries its European lineage as well but it failed to make a visible impact in the journey of the discipline. Most of the developing countries particularly those having colonial legacy came under the heavy influence of American scholarship and disciplinary tradition through exchange programmes, funding of public administration institutions and direct engagement of the American development experts. In India the Ford Foundation experts were invited to advise on reform and restructuring the administrative system to meet the needs of the post-colonial country. It is in this process that as in Pakistan, Indian Institute of Public Administration was set up as a national level body to train civil servants and carry out appropriate empirical research. Alongside came the departments of Public Administration in some of the universities.</p> <p>The generic process of administrative science with focus on administrative efficiency as the key to American Public Administration, captivated the attention of the first generation scholars. And thus, the first generation scholars produced a sizable crop of largely descriptive research primarily to cater to the needs of the first generation learners. From the very start, PA in India has busied itself with practical action intended to repair and re-invigorate administration without caring for an adequate understanding of the context and environmental conditions of such action. Nor has there been any explicit effort to examine the social consequences of administrative actions (Bhattarchaya, 1987, Mathur, 1988). Consequently, the discipline showed the lack of buoyancy either in the academic or practical worlds and of being of continuous relevance to the needs of the country (ICSSR Survey, 1973) and suffered from a 'crisis of identity' (Maheswari 1979a).</p> <p>But unlike in America where the scholars responded to changes in the social situation as evident from the rise of human relations school, New Public Administration and New Public Management (NPM), Indian scholars have hardly responded to the changing social situations and</p>

	<p>needs. Indian Public Administration discipline has turned out to be a comprador discipline or ‘a discipline in bondage’ to use Professor Bhattachary’s phrases.</p> <p>Broadly speaking, the objectives of this presentation are as follows: a. to capture the evolution of the PA discipline in India with focus on tracing the influence of the American Public Administration and its impact b. to identify the challenges to the study of PA in contemporary India and c. to attempt a critical review about the future of the discipline against the backdrop of the new challenges generated by neo-liberal policy and the growing use of information technology to resolve administrative issues.)coupled with a new transparency regime and decentralized governance We need to re-examine the validity of the existing analytical perspectives, be it American or European, to study our administrative structures and processes and to reinvent the public spirit in the face of the obvious neo-liberal challenges being sponsored by those proponents willing to sacrifice the fundamental ethos of public-centric Public Administration (Chakrabarty, 2014). We should shun methodological catholicity and focus on interdisciplinary borrowing for cross fertilization of ideas (Mathur , 1988) and focus on studying the increasing use of technological tools allegedly for administrative improvement to address the deficits. We need to study empirically who benefits from the growing technicisation of administration (Mishra, 2013) and emphasis on depoliticisation of administration.</p> <p>A brief reference would also be made to COVID pandemic and its administrative implications It would be argued that in the changed scenario of neo-liberal governance and its concomitant challenges what we need to do is to devise innovative conceptual frameworks for capturing and analyzing our administrative realities which are not exclusively post-colonial but carry the legacy of the colonial rule. It will be suggested that we need to develop what may be called a regional South Asian perspective. Time is ripe to realize that despite triumphant neo-liberal policy in the South Asian countries pandemic has brought the state back in at the centre stage. This calls for developing a new perspective which may be rooted into the theories of state (Datta, 1990).</p>
<p>60.</p> <p>Rajiv Ranjan, PhD Alliance University, India</p>	<p style="text-align: center;">Public Service in India: A Scrutiny into Orientation and Prospects</p> <p>India chose to train its public servants to be of generalist orientation and not specialists. According to recommendations of the McArthur Report on Education for Sustainable</p>

<p>rajivr@iima.ac.in</p>	<p>Development practice integration of various sciences, a practical and generalist orientation is suggested. This research using the integration of the sciences i.e., the social, physical, management and health as the guiding framework and the guidelines of the report analyses both the past orientation and evaluates the performance of public and civil service education and training in India based on that. The methodological approach used is a secondary data analysis of annals, reports both Union Public Service Commission as well as of the various State Service Commissions from Independence in 1947 till today i.e., 2021. Also, based on this the research proposes a new framework for training of new public and civil servants in India, which can have applicability across the South Asian region. The findings suggest that apart from training programs, full-time programs at the Bachelor's and Master's level which are offered with a generalist orientation keeping in mind the larger framework of Sustainable Development Goals (SDGs) 2030 can provide a massive boost to the nurturing of public service leaders in the region.</p>
<p>61.</p> <p>Paul Sugandhar, Ph.D. Asian Institute of Public Policy and Public Affairs drpaulsugandhar@gmail.com</p> <p>Dr. Venkat Ram Reddy Minampati Pandit Deendayal Energy University ramreddyrr@gmail.com</p> <p>Dr. Rouchi Chaudhary Central University of Jammu dr.rouchi.cujmu@gmail.com</p>	<p style="text-align: center;">Realigning Public Policy from the Pandemic: Building Back Resilient Governance Through Policy Actions and Protecting Livelihoods</p> <p>The world is facing an unprecedented crisis caused by COVID-19 pandemic that demands coherent policy response. Pandemic has highlighted the vulnerability of some of basic systems like health care, financial markets, production networks and governance models. Responding to this global crisis and building resilience against future outbreaks requires significantly changing the scale and the way our economies and societies consume and produce. It also requires transformative and integrated economic, social, policies to address the underlying causes of vulnerability, of inequalities, injustice, discrimination, weak governance institutions, inadequate public services and infrastructure, calls for enhancing policy coherence to effectively work across sectors and levels of government to co-ordinate long-term recovery to implement policy actions, and overcome obstacles such as immediate economic and social pressures crowding out longer-term recovery initiatives. Building back resilient sustainable governance requires institutional reforms that support in navigating the increased fragility, extreme pressure on resources, and rapidly evolving largescale service delivery needs. The pandemic has exposed the benefits of a stronger, flexible, and more responsive civil service which can incorporate risk management and has access to contingencies in an emergency. Emerging lessons from the immediate response to the pandemic</p>

	<p>point to the need to adapt models of government operations, service delivery, and interactions with citizens, which include, modernization of public services to citizens and businesses.</p>
<p>62. Moslehuddin Chowdhury Khaled, PhD Chittagong Independent University moslehuddin.khaled@ciu.edu.bd</p>	<p style="text-align: center;">Recent Reforms and Improvement Efforts in Management in Government: Field Observation and Analysis</p> <p>When it comes to improving citizen service delivery standards and processes, or broadly, management in government (MIG), many reform programs and improvement efforts are ongoing across different ministries, departments, and agencies. This paper is part of a larger empirical research where we are interested to know what those programs and projects are, and how they are doing, and what the gaps are. Analyzing the publicly available data on the government portal and donors' website, this article provides an overall idea of current reforms in various places of government. Subsequently, field research was conducted through visiting agency offices, observing office environment and mechanisms, and interviewing public managers who are working at district and sub-district level offices of directorates or agencies. As a trend, the state-led development process and the traditional mode of administration have moved to a New Public Management based quality and performance approach. All donors have their own strategy framework document like 'Country Assistance strategy', 'Country Operations and Business Plan', Logical Framework Document, Focus or Priority Streams, etc. Many of the projects are sectoral and agency or ministry specific and have inherent limitations, due to 'cadre' based organizational structural arrangement. So, it is common 'not to own the projects', rather 'using the fund as much as possible anyway'. When the fund ends, implementing units, either government or NGOs, abandon the projects. That is why many projects are actually half done without any particular direction. We can conclude that the typical 'top-down' or 'trickle down' conception is still dominant in design and implementation of reforms programs and service quality efforts. So, how to reach systemically at the bottom where public managers provide services to citizens, needs even more deliberation.</p>
<p>63.</p>	<p style="text-align: center;">Red Volunteers in West Bengal: Lesson for Public Leadership of Epidemic</p>

<p>Pratip Chattopadhyay, PhD University of Kalyani chatterjee23_pratip@yahoo.co.in</p>	<p>Pandemic COVID-19 has transformed our understanding of the established notion of leadership and management for tackling emergency situations where the public itself becomes the cause and bears the effect of it. The lexicon of good governance promotes networking between government and non-government institutions for better management of society. However pandemic COVID-19 has hit hard on this established notion which follows a set pattern of managing through common rules and goals. The experience of pandemic reflects that leadership must emerge from society with new grammar of management viz. Distributing services and goods tuned to the sudden requirement of the public. This paper focuses on the role of Red Volunteers in West Bengal whose formation is intrinsically linked with epidemic management. The uniqueness of this study lies in the fact that while at one end of academic discussions are on the lacuna of established institutional governance to respond to sudden epidemic and at other end debates on nature of new type of management groups, Red Volunteers provide a ready example of how public management can be created at local level(neighbourhood/para) to tackle spread and veracity of epidemic. Public leadership mostly degenerates into political leadership. Red Volunteers shows how youth grouped together across a state as vast as West bengal in India and raises fund online through appeals among peers and provides necessary requirements to the citizen at their doorsteps who are in dire need without seeing party colour, economic status and social class position, some indices which often put hurdles for efficient implementation of government policies and programmes. While many efforts can be seen at central and state level in India to tackle the Covid-19 pandemic, red volunteer groups emerged at the social level to fill up the gap in ‘government’ efforts. Youths, ideologically inclined to the left, started this Red Volunteers group and people from all walks of life with all types of political affiliation responded positively to such an effort. The success of Red Volunteer lies on three aspects (a) discontentment about government initiative for corruption, nepotism and red tapism forces the public to look positively to such effort(b) the presence of youth instills hope and confidence (c) factual happenings of service distribution at the ground level. The paper concludes by arguing that future public leadership for the epidemic must arise voluntarily taking into account context and culture.</p>
<p>64. Mashraky Mustary</p>	<p>Reflecting on the Public Administration of Education in Japan and Bangladesh: A Comparative Analysis</p>

<p>Sophia University & Begum Rokeya University mitu.shona@gmail.com</p>	<p>Education in both Japan and Bangladesh forms a crucial part of the respective governments' policy implementation. This study is aimed at addressing the public administration of education in Bangladesh and Japan. A comparative analysis of the policy issues between the two countries offers more insights into the way the education systems of the countries work. Empirical data that shows evidence of how Bangladesh and Japan are conducting their approaches to public administration issues in the education sector is included. A thorough review of literature provides information that is useful in analyzing the situations in both countries.</p> <p>The Classical Public Administration and New Public Management theories play a critical role in developing the discussion of this study. The research questions revolved around activities that both countries undertake to implement policies in education. They included, how popular is the public administration of education? What is the effect of the public administration of education to society? What developmental effect does the public administration of education have on society? In addition, the research addresses the differences in the public administration of education between Bangladesh and Japan. The research was aimed at addressing the popularity of public administration of education in Japan and Bangladesh concerning the number of universities that teach the discipline. A comparison of the effect of the public administration of education between Japan and Bangladesh is also provided.</p> <p>The paper concludes with a brief set of recommendations provided for the Japanese and Bangladeshi peoples to aid them in developing their systems of educational administration, to aid them in improving the systems in both countries.</p>
<p>65. Hina Hassan Khaki, PhD Jamia Millia Islamia Khaki.hinz@jmi.ac.in</p>	<p>Response of Regional Organisations (EU, ASEAN AND SAARC) to COVID-19 Crisis and its Aftermath: Lessons to be Learnt</p> <p>The outbreak of CoronaVirus Disease 2019 (COVID-19) in the city of Wuhan, China in December 2019 created a global crisis of unprecedented scale. The pandemic is the greatest and most threatening since the flu of 1918-1919. It not only jeopardized the healthcare system of some of the developed nations of the world but also brought all the activities of day to day life to a halt. It created</p>

	<p>a devastating social, economic, and political crisis which may leave deep scars for times to come with no way of knowing when normalcy will return.</p> <p>Initially the countries acted alone to contain the spread of the virus by testing and treating patients, carrying out contact tracing, restricting travel, quarantining people and avoiding and banning large gatherings. As a consequence, borders were closed and economic activities jeopardized. Subsequently many regional organizations called for a coordinated approach to deal with the crisis.</p> <p>The European Union mobilized its resources to support the emergency response to the virus, ensuring supply of protective equipment, boosting research and supporting global partners in need. On 8th April the EU announced its "Team Europe" package of more than 15 billion Euros to support member countries in their fight against the coronavirus pandemic and its consequences. ASEAN members held a Special ASEAN Summit on COVID-19 on 14th April which led to establishment of "ASEAN COVID-19 Response Fund " made up of voluntary contributions from members with a total worth around 18.5 million dollars to fight the pandemic in the region. SAARC members also convened a video conference last year for developing joint strategy to fight the pandemic and the conference led to establishment of "SAARC COVID-19 Emergency Fund ".</p> <p>This paper discusses the efforts of the European Union, ASEAN and SAARC to offer important lessons for ensuring global coordination to combat Covid-19 and other health emergencies and crises. The paper also discusses how regional organisations could further strengthen their capacity to reinforce trans- regional collaboration to deal with the pandemic in a more better and effective manner.</p>
<p>66.</p> <p>Md. Shafiul Islam, PhD University of Rajshahi shafiul.pad@gmail.com</p> <p>A N Bushra</p>	<p style="text-align: center;">Response to COVID-19: Does Leadership Matter? Crisis Management Experience in Education Sector in Bangladesh</p> <p>The study focuses on the leadership role to overcome the COVID-19 crisis faced in the higher education sector in Bangladesh. Different leadership styles were explored in terms of crisis management in this sector. Both the sources were consulted to prepare the paper. Key positions such as vice-chancellor, dean, director, and chairman at the higher educational institutes (HEIs)</p>

<p>University of Rajshahi an.bushra.ru@gmail.com</p>	<p>level and Minister, State Minister, Top Bureaucrat of Ministry of Education, Chairman and Members of UGC at the regulatory levels of the HEIs are considered as leaders in the study. Consequently, their roles were explored and observed keenly to face the crises unprecedentedly experienced in the tertiary level education sector in the country. Therefore, for primary data, two HEIs (one public and another private) were purposively selected for this study. And, it was tried to explore whether there was any role of leadership to continue the academic activities, overcoming the crises such as effective continuation of teaching-learning activities, student/examinees assessment and evaluation, communication with students, fresh enrolment and so on. Primarily, it is revealed that the private HEIs performed better performance than public HEIs to overcome such crises caused by COVID-19 in the country. It is also revealed that though the role of leaders of both the HEIs is almost same, but, in many cases, the practice of leadership roles is not same, and different in terms of performing managerial activities such as decision-making, implementation of different tasks, continuation of teaching-learning activities, and accountability of both teachers and students. Consequently, it indicates that leaders of private HEIs play better performance in terms of crisis management than those of their counterparts in the country. The researchers find some influential factors that are considered as major variables to perform better in normal as well as in crisis moments at the private HEIs. On the other hand, the researchers also find some variables which are considered responsible for 'not being vibrant' of leaders of the public HEIs. However, some policy suggestions have been put forward for effective crisis management in the COVID-19 and beyond.</p>
<p>67. Sabith Khan California Lutheran University khanpgg@vt.edu</p>	<p>Rethinking Humanitarian Aid: A Call for Creative Thinking in Aid Policy This paper seeks to examine the multiple ways in which humanitarian aid from the West needs a more “humane” touch. As per existing policies and norms, there are several restrictions on the flow of aid as well as policies that return much of the money spent in the developing world back to the US, in the way contracts are structured (Schuller, 2012).</p> <p>In addition, the existing set of laws around remittances, flow of money to humanitarian aid tend to criminalize aid provision (Interaction, 2021; Charity & Security Network, 2019). Building on existing studies, this paper argues for ways to reimagine aid provision in conflict and post-conflict zones and suggests that doing so will lead to a truly humanitarian policy. While levelling the field for humanitarian actors from the global south to participate is another challenge, this paper seeks</p>

	<p>to present some creative ways to reimagine and restructure aid, so as to facilitate aid provision. This does not only have positive implications for relations between the “West” and the rest, but also helps donors and recipients appreciate each other, as equal partners in a process of helping one another create a better world.</p>
<p>68. Abiha Zahra, PhD Information Technology University abiha.zahra@itu.edu.pk</p>	<p style="text-align: center;">Structural Reforms and Performance Management Systems: Reimagining the link in the post pandemic World</p> <p>Public sector reforms are the deliberate changes to the structure and processes with the objective of getting them to run better (Pollitt & Bouckaert, 2017). Reforms are practically political cooperation for finding solutions that are administratively and politically reasonable (Christensen & Laegreid, 2013). Without ignoring the fact that the political institutions of a state like any human artifact continue to change over time through the long-term process of gradual transformation of any shape, size and color (Trein & Maggetti, 2019). The things sometimes get more complicated when unexpected events take place; that too at a grand level. The spread of Covid-19 (pandemic) has been one of the similar events that affected the entire world in the worst possible ways leaving the public sector management at higher risks of declined performance. One of the dominant agendas and siren song in the public sector around the world has been the promise of increased performance (Van Dooren, Bouckaert, & Halligan, 2010). Technically speaking increased restructuring/ structural reforms will lead to increased performance. However, there are a number of reasons due to which systematic evidence of causal connection between structural reforms and better performance is very hard to come by and it is challenging to attribute a specific change in performance to a specific structural reform/change (Pollitt, 2009). Therefore, performance management systems are considered in this article and not the actual performance. Integrating performance management systems in the state units clearly symbolizes the focus of the ruling government towards better performance. The article will analyze to what extent structural reforms and performance management systems co-exist in Pakistan. The data will be taken from my PhD research work whilst combining the current insights (interviews) on the issue post pandemic, to analyze if things have changed comparatively since covid arrived. The current government has been doing frequent reforms with increased talks about the performance management systems. This analysis will systematically explore if things have been changing over the years since pandemic arrived and how public leaders are responding to it. A look across the reform and performance</p>

	<p>experiences of governments around the world indicate a un-systematic and piece-meal approach (Ingraham & Pierre, 2010). Since, the environment in which institutions of the state function have a clear influence in shaping its capacity (Peters, 2013). The country level responses continue to produce highly different trajectories and results. With most predominant evidence in this area from Western world, the article will add the evidence from a South Asian country, Pakistan.</p>
<p>69.</p> <p>Shabnam Mostari a2i, Bangladesh shabnam.mostari@a2i.gov.bd</p>	<p>Telemedicine to Provide Evidence-Based Care: Lessons Learned during COVID and Beyond</p> <p>COVID-19 pandemic has become an enormous global health crisis and posed toughest challenges for almost all countries across the world. It has forced the health care delivery system to develop digital platforms and tools harnessing available information technologies. So, in this pandemic a well-planned and coordinated approach with the advantage of updated and modern technology, the “Covid 19 Tele-Health Service” was initiated in collaboration with Aspire to Innovate (a2i), ICT Division and Directorate General of Health Services (DGHS). The objective of this initiative was to provide evidence-based care to Covid 19 positive patients and ensure surveillance of the pandemic.</p> <p>The Covid 19 Tele-Health center started its operation on 13th June, 2020. It has been collecting COVID-19 positive patient information from MIS managed by the DGHS and imported it to the system. By using the data stored in the Customer Relationship Management (CRM) software, doctors and Health Information Officers (HIOs) made outbound calls to the patients and gave required health care services. So far 5, 45,500 Covid 19 infected patients have received medical assessment from this telehealth center. The use of telemedicine offers promising potential in the fight against COVID-19. The findings suggest that telemedicine is capable of safeguarding healthcare resources and reducing community transmission by treating patients remotely.</p> <p>This initiative has become an important learning in harnessing technologies to support Covid patients and prevent the surge of infections in regard to developing processes, strategies, mobilization of resources and stakeholders.</p>
<p>70.</p>	<p>The COVID-19 Outbreak: A Testing Time for NGOs in Bangladesh</p>

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One of the few good things Bangladesh is known in the world is NGOs and their work. Fifty years ago, when the country became independent, the oldest NGOs started their work by providing relief to the people affected by the war of independence and rebuilding their livelihoods. In the last few decades NGOs in Bangladesh have travelled a long way: reaching the remote areas, mobilizing the poor into groups for making them aware about health, education, running schools, providing loans to start their small businesses.

After the outbreak of COVID-19 the Bangladeshi government took several measures: a) Like in most other places a lockdown was announced and it was found very difficult to enforce. b) Testing took a long time to be available, and the health-care facilities struggled to provide reliable and accessible services. This also created a misconception about the actual spread of the virus across the country. One Bangladeshi NGO (Gonosasthya Kendra which means Public Health Center developed a testing machine and claimed it to be cheap and reliable. c) Treatment was another big challenge for the already frail Bangladeshi healthcare system. The acute scarcity of PPEs (Personal Protection Equipment) for the healthcare personnel and other people in the frontline was another major impediment. d) Relief for the economic victims of the outbreak: This was also found to be a huge challenge for the government, which mostly relied on the bureaucrats and local leaders to identify and deliver the relief. Reports of mismanagement and corruption were rife.

In this backdrop, NGOs called upon the government to engage them in tackling the crisis caused by the outbreak of coronavirus, which is having far-reaching impacts on the people, health and economy, especially on the poor and vulnerable communities. NGOs that claim to have their presence at the grassroots level and always worked hand in hand with the government in disaster management urged that they were interested in working with the government for stronger coordination and greater reach. Amidst many allegations of irregularities in providing relief to the people, the NGO leaders felt that if the actual target people were not listed for the benefits, the government assistance would not work effectively. NGO leaders suggested that UN agencies and INGOs should monitor and provide technical assistance and direct funding to the national and local NGOs, adding that the government should involve local NGOs, micro-finance institutions and civil society organizations in implementing activities in the grassroots to tackle Covid-19 impacts. NGOs also suggested an increased focus on ensuring a stronger health system in rural areas.

	<p>So far, a few big businesses like the largest mobile operator and a big soft drink producer have approached big NGOs like Brac to work for their relief operation. Until now the Bangladeshi government has shown little interest in working with the NGOs in combating the COVID-19 crisis and its fall out. As testing for Covid-19 has become a buzzword, it is a testing time for NGOs in Bangladesh to prove their relevance.</p>
<p>71.</p> <p>Mohammad Hamiduzzaman, PhD Flinders University mohammad.hamiduzzaman@flinders.edu.au</p> <p>Dr Noore Alam Siddiquee, PhD Flinders University noore.siddiquee@flinders.edu.au</p>	<p>The COVID-19, Public Health Emergency Preparedness & Responses in South Asia: Lessons & Implications for Public Leadership</p> <p>Background: The governmental response to COVID-19 in South Asia has exposed poor governance in general, and health governance in particular. This has also revealed a lack of preparedness and resilience to withstand such a crisis and near-failure of state institutions to handle the challenge which has affected millions of people across the region. Anecdotal evidence and available literature point to a massive gap in public health emergency preparation, associated with a lack of plan, lethargic and insufficient and ineffective response, poor communication and coordination, and limited capacity and services. There is a growing expectation that public leaders will have the ability to mobilise resources and networks to formulate and execute policies in a timely fashion to contain the spread and severity of the pandemic and generate valued outcomes for the society. This paper, therefore, aims to focus on a pressing yet under-investigated area of emergency preparedness and response gaps in South Asia in dealing with the pandemics or disasters, and develop propositions to help the leaders in closing the gaps.</p> <p>Methods: Two synergistic methods will be used. The pandemic and disaster-related documents will be searched in databases, i.e., PubMed, Medline, Web of Science, and Google Scholar. By employing the content analysis steps developed by Erlingsson and Brysiewicz (2017) we will generate focused themes from the literature. The services gaps, public leaders' emergency preparedness and responses will be clustered into themes separately. The second phase will involve conceptualization of emergency preparation of public leaders based on a public health model.</p> <p>Results/ Expected Outcomes: The paper will identify the preparation, response strategies and management approaches as well as service gaps that persist especially for the poor and disadvantaged groups as revealed during the pandemic. This will also shed light on efficacy of interventions, learnings from international best practices, siloed vs. collaborative governance, inter-agency coordination and jurisdictional issues, funding, capacity, and workforce factors. The</p>

	<p>Bromfield and Holzer's (2008) model will bridge the gaps by suggesting: community-based health and disaster management [i.e. primary prevention]; programs targeted at families [i.e. secondary prevention]; and rehabilitation of affected person [i.e. tertiary prevention], which will inform the leaders how to save life and livelihoods during an emergency.</p> <p>Conclusion: Focusing on the experience of public health emergency preparedness and response in the South the paper is expected to contribute to the understanding of the pitfalls and gaps in the current approach. It is expected to generate theoretical insights and practical implications which the leaders may find useful in preparing for and responding to emergencies and disasters in future.</p>
<p>72.</p> <p>Md. Amdad Hossan University of Queensland & Bangladesh Betar m.hossan@uq.net.au</p> <p>Tapas Chandra Bose Bangladesh Betar tcbosebd@gmail.com</p>	<p>The Impact of the Covid-19 Outbreak in the Newsroom Management: Learnings from Bangladesh Public Radio Broadcasting's Digital Transformation</p> <p>During the Covid-19 outbreak, the newsroom management of Bangladesh's public radio broadcaster, Bangladesh Betar, were forced to change their journalistic practices and processes for news production and distributions, and this study aims to explore the responses of the newsroom executives of different stations of Bangladesh Betar and organizational policy in managing this disruption in their journalistic practice and process. This study will examine the significant changes and policy challenges in the journalistic process and practices that have emerged as a result of the COVID-19 epidemic, as well as how news executives are dealing with this disruption. To understand the disruption and changes, this study will leverage the theoretical framework of Collaborative Virtual Environments and the model of Communities of Practice. To answer the research questions and attain the study's purpose, this study will adopt an exploratory approach. Data for this study will be gathered through semi-structured interviews with a purposive sample of ten news executives from different Bangladesh Betar stations. This research intends to contribute to the literature on public service media and media management, and theorizing digital transformation concerning public service broadcasting (PSB) while providing PSB professionals and policymakers with practical knowledge on how to address PSB transformation during and after the Covid-19 pandemic, especially in the South Asian countries where the state has a great influence on PSB operations.</p>

<p>73.</p> <p>Akram Hossain University of Bergen Akram.Hossain@uib.no</p> <p>Ishtiaq Jamil University of Bergen Ishtiaq.Jamil@uib.no</p>	<p style="text-align: center;">The legitimacy of Government and the Compliance of Citizens with Corona Restrictions: Evidence from South Asia</p> <p>This article analyzes public opinion about the restrictive measures taken by different governments to handle the outbreak of the COVID-19 pandemic in South Asia. The paper aims to evaluate the effects of democratic governance, and its legitimacy as regards citizens' compliance with the measures some of which are often very harsh curtailing one's personal freedom. The cooperation from citizens and their compliance with the government actions are critical requirements for successful crisis management. The level of citizens' compliance is also an indication of how effective the initiated measures have been in response to prevent and mitigate the damages and sufferings of the people from the pandemic. We assume that the more the lack of democratic legitimacy and weak governance capacity, the more the reluctance of people to comply with containment measures, such as lockdown, travel restriction, quarantine, etc. Analyzing survey data collected from around 3,500 randomly selected respondents in all South Asian countries, the article finds that government legitimacy has a significant positive impact on the compliance of citizens with the restrictions imposed to control the pandemic. Adequate knowledge among the leadership, their commitment and coordination (governance capacity) on the one hand, and level of democracy in the country, the institutional trust it receives, the trustworthy information it spreads and corruption in relief management (democratic legitimacy), on the other hand, are among the most significant factors that influence citizens' compliance. The evidence substantiates the importance of both government legitimacy and citizens' compliance in crisis management. The article contributes to generating knowledge for future public leaders to be better equipped with citizens' engagement and community involvement for well-functioning management of crises in the time to come.</p>
<p>74.</p> <p>Purna B. Nepali Kathmandu University School of Management (KUSOM) purna@kusom.edu.np</p>	<p style="text-align: center;">The Prospects of the KUSOM Public Policy Lab in Nepal: Vehicle for State and Societal Transformation</p> <p>The contemporary challenges in the current field of public service of developing countries have led the scholars to explore new methods to increase the efficiency of the service mechanisms. South Asia, in specific, requires new and innovative policy making initiatives that promise much more</p>

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efficient mechanisms than of the current standing to mitigate the contemporary challenges posed by the governments of the nations of the region. In doing so, a very unique approach stands out which proposes the integration of academicians and scholarly experts in the actual policy making processes and mechanisms of the governments. Consequently, researchers, primarily academicians, have developed more innovative policy labs where new and in-use policies are analyzed, tested and critiqued upon. This mechanism not only promises a more efficient model of policy making mechanism but also gives the relevant government access to a wider advisory group of experts who analyze, synthesize and suggest enhanced and comprehensive approaches towards policy making. *Describing the need for an alliance between academia and government in Nepal, this paper explores the prospects of a living public policy lab at the Kathmandu University School of Management (KU SOM) as an advisory body for the public policy making mechanisms of the government whilst providing a comprehensive analysis of the current and proposed public policies.*

Nepalese economy is highly dependent on agriculture where it is the primary income source of more than half of the Nepalese population. However, despite having such significance, there have not been many effective advancements in the sector of agriculture of Nepal. Similarly, as a developing nation, Nepal is currently witnessing a rapid urbanization in its territories. While urbanization promises the much-awaited perpetuity of socio-economic prosperity, it also threatens the existence of forests, grasslands and greenery creating a direct impact on the environment and sustainable development. For such issues which are directly affecting such important fields like agriculture and sustainability, it becomes important to explore new faculties that can alleviate contemporary challenges. Facilitating a policy outreach center at the local municipality offices and the regional government offices, the policy lab aims to bring issues from down the very local level to the central level to advise the government in more effective ways to create and implement new policies as well as improve the existing policies.

With the objective of evidence-based policy formation the KU SOM public policy lab is the foundation of a successful university for state and societal transformation ideology in Nepal. The policy lab aims to generate and disseminate ideas, knowledge and critical understanding for the formulation of an improved policy and its effective implementation to contribute in promoting democratic norms and values, rule of law, social justice and good governance through a critical

	<p>public policy dialogue. The Policy lab will stimulate a human-centered design thinking approach towards policy innovation and facilitate an advanced exchange of ideas, build trust and become a catalyst for change on both regional and national scales. Using the methods of quantitative and qualitative analysis, the paper aims to study the efficiencies of the public policies processing them in a controlled environment in Nepal where the effectiveness of the policies will be tested with and without the intervention of the KU SOM public policy lab to determine the significance of the policy lab in the policy making mechanisms of the government of Nepal.</p>
<p>75.</p> <p>Shilpa Viswanath, PhD City University of New York sviswanath@jjay.cuny.edu</p> <p>Meghna Sabharwal, PhD University of Texas mxs095000@utdallas.edu</p> <p>Charlene M L Roach, PhD The University of the West Indies Charlene.Roach@sta.uwi.edu</p>	<p>The Translation of NASPAA Competencies Across Cultural Boundaries: Public Administration Programs in South Asian and the Caribbean</p> <p>Graduate education in American public administration has thrived and evolved within the universal competencies configured by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), a fifty year old nonprofit based in Washington D.C. NASPAA’s core competencies include – leading and managing in public governance; participation in and contribution to the public policy process; analyzing, synthesizing, thinking creatively, solving problems, and making decisions; articulating and applying public service perspectives; and communicating and interacting productively with a diverse and changing workforce and citizenry. Public administration programs seeking accreditation from NASPAA ought to be able to integrate these competencies into their program missions and student learning outcomes, select evidence of learning on each competency, and ultimately analyze this evidence and use the analysis to consider program changes (Powell et al., 2011; Powell et al., 2014; and Saint-Germain & Powell, 2012).</p> <p>Our study is interested in learning and exploring how NASPAA’s universal competencies translate across cultural boundaries especially in the global south and the Caribbean. More recently, studies have pointed to the possible role of accreditation bodies like NASPAA in shaping and fostering the growth of public administration as a discipline and its pedagogy outside the United States, and especially in the developing South (Manoharan, Viswanath & Sabharwal, 2020). While NASPAA has responded to the globalization of governance, and has assisted in the establishment of public administration networks internationally (Jennings & White, 2005), studies have yet to examine how NASPAA’s competencies translate across borders and the scope for cross-cultural adaptation of these universal competencies.</p>

	<p>In this study the authors propose to conduct an analysis of the core curriculum of public administration graduate programs across South- Asia and the Caribbean and conduct one-on-one interviews of department heads in the region. We use NASPAA’s universal competencies as a framework to compare, contrast, assess, and understand the current status of public administration graduate programs in the South-Asian and the Caribbean regions. More specifically, we ask which universal competencies translate beyond the United States, and which have not? Are programs in the developing south and the Caribbean aware of NASPAA’s universal competencies? What competencies are missing or present in program missions and student learning outcomes in South-Asia and the Caribbean?</p> <p>How are these programs selecting evidence of learning on each competency? Ultimately, how are they analyzing this evidence and using this analysis to consider program changes?</p> <p>Both South-Asian and Caribbean nations have experienced a colonial past and have inherited elements of the British bureaucracy. Additionally, both regions have evolved to borrow from the West and have attempted to reflect western approaches to public administration education, pedagogy and practice. Our study seeks to further build on this comparative element between western public administration (as embodied by NASPAA’s competencies) and international public administration (as it exists in the global south and Caribbean).</p>
<p>76. Mikhail I Islam Learning Design Studio mik@mikhailislam.com</p>	<p>Transformative Public Health Workforce Development in South Asia: Indigenizing the MPH Curriculum to achieve Sustainable Health Impact</p> <p>COVID has not only exposed South Asia’s chronically ill-equipped Health Systems but also the incapacity of its Schools of Public Health to develop the competent professionals desperately required. If health workforces are to tackle the current pandemic and similar 21st century health crises such as Poverty, Unemployment, Gender-Inequality, Urbanization or Climate Change, the standard MPH urgently needs radical innovation. At present, a fundamental disconnect persists between what MPH students academically learn; and the professional capabilities demanded by the region’s community health realities. The session presents an indigenous competency-based MPH, focusing on South-Asia’s lived community health praxes and challenges through the health lens of Bangladesh. To develop the professional capacities that promote community health</p>

	<p>outcomes, MPH students must rigorously engage in experiential and applied community-centric health learning. Through continual health-systems immersion, intensive urban and rural fieldwork and designing health solution projects; students can empathetically comprehend South Asia’s particular socio-economic and cultural contexts within which specific community health needs and constraints arise. Thus helping them learn to facilitate local health priorities and codesign community-led solutions accordingly; which are essential to achieving sustainable community health outcomes and well-being. This session elaborates how the MPH’s innovative Learning Ecosystem better aligns community based learning with South-Asian health professionals’ skills development. By iteratively designing and then integrating Skills-based Curriculum, Skills Learning Methodologies, Faculty-Facilitator Development and Skills Assessment, students practically develop crucial workforce skills including Health Empathy, Community-Centric Design, Solutions Thinking, Patient-centric Care, Service Delivery Design, Public-Health Marketing, and Collaborative Teamwork. Through an interactive, experiential sharing of a step-by-step, holistic learning design of this MPH’s rural fieldwork-based ‘Community Health Management’ module, the session demonstrates how a ‘real-world public health classroom’ within communities leads to transformative professional learning success. Thus better equipping our South-Asian public health professionals with the essential technical and management capabilities that enable sustainable health impact.</p>
<p>77.</p> <p>Deepshikha Batheja Center for Disease Dynamics, Economics and Policy (CDDEP) deepshikha.batheja@email.ucr.edu u</p> <p>Jyoti Joshi Center for Disease Dynamics, Economics and Policy (CDDEP) jyotijoshijain@gmail.com</p>	<p>COVID-19 and Its Impact on School Going Children with Disabilities in New Delhi, India</p> <p>A common immediate policy response to reduce the transmission of COVID-19 has been to enforce social distancing measures, through travel restrictions, work from home and school closures. The health and education challenges caused by school closures for children with disabilities (CWD) and their families is particularly concerning. This is because CWD find it difficult to stay in confined spaces, and this sudden and unwarranted break in their schedules and learning environments could also worsen their physical and mental health. Additionally, the disruptions caused in the education for the CWD could potentially lead to larger losses in learning among these students (Cacioppo et al., 2020).</p> <p>We used mixed method approach to study the research question: “How did the COVID-19 related digitalization of education impact the health and learning outcomes of CWD?” The project included three schools – a large private school and two charitable non-profit schools for CWD in Delhi. We</p>

<p>Ramanan Laxminarayan Center for Disease Dynamics, Economics and Policy (CDDEP) ramanan@cddep.org</p>	<p>conducted a total of 12 key informant interviews of parents/caregivers of CWD, four focus group discussions of teachers and surveyed around 35 parents and 37 teachers. For learning outcomes, the preliminary findings indicate that there was a greater involvement of parents and increased interaction among parents and teachers due to digital learning and lockdowns. However, parents/caregivers found it difficult to manage their paid work and care work, given the increased care demand at home. For teachers, even though digitalization was initially challenging, they adapted and made some innovative changes to the curriculum to keep the students engaged. For health outcomes, there was a reduction in physical activity and an increase in anxiety and mental health issues among CWD. The paper has policy implications for improving access to physical and mental care for this population and recommendations for improvisations in the teaching curriculum for CWD.</p>
<p>78. Farhana Afroze Jahangirnagar University farhana369@yahoo.com</p>	<p style="text-align: center;">Local Government’s Response to Covid 19 in Bangladesh: A perspective of Resilience Approach</p> <p>Covid-19 with its devastating effects has become a multidisciplinary research focus of contemporary world. The local government units are facing several challenges in their day to day functions that are part of their capacity and governance issues. Moreover, resilience has become one of the leading ideas to deal with uncertainties and changes. Hence, in spite of having institutional and administrative limitations local government institutions need to integrate strategies to become resilient. This study attempts to analyze the local government’s response to manage covid challenges for its stakeholders at Union Parishad (UP) in Bangladesh. Coping with several challenges and developing institutional capacities of local government organizational resilience models has been adopted for this study. Whether UP has adopted organizational resilience by strategic and innovative interventions or not and how they have implemented that by managing 3Ps arrangements such as people, process and products are assessed by qualitative research methods. Therefore, to gauge the capacities and response of local governments during Covid 19 pandemic situation in Bangladesh, this study may be a significant research effort for strengthening governance and developing necessary policy initiatives for the post pandemic world.</p>
<p>79. Anbu Arumugam, PhD Presidency College</p>	<p style="text-align: center;">Impact of COVID19 on India’s Mid-Day Meal Program</p>

anbumani.a@gmail.com	<p>The persistent impact of the COVID19 pandemic has breached the social safety net provided for nearly 115 million school going children by the Government of India. India's school feeding program, known as the Mid-Day Meal Scheme (MDMS), which has been operational since Aug 1995, is considered as one of the largest such programs globally due to its reach. The school closures since April 2020 has meant a complete stoppage in this important program, which addresses classroom hunger, household poverty, social and gender equity, gross enrolment across primary, secondary, and tertiary education levels in the country. The Government of India has adapted by urging the sub-national governments to go in for take-home rations to partially handle this crisis for the deprived children. Transferring of the stipulated allocation as per the annual budget allocation through Direct Benefit Transfer (DBT) scheme has also been initiated by the union government. This paper tries to analyse the impact of COVID19 on the MDMS program in India</p>
<p>80.</p> <p>Dr. Tariqul Islam SAJIDA Hospital tariqul@sajida.org</p>	<p style="text-align: center;">GO-NGO partnership strengthening health system during a pandemic</p> <ol style="list-style-type: none"> 1. Why did SAJIDA Foundation initiate their COVID response and how? 2. Adjustments made to the current structure of healthcare provision delivered by the SAJIDA foundation Structural changes Preparation for patient surge Protecting frontline healthcare workers 3. How was the overall COVID-19 services designed and implemented at SAJIDA hospital(s)?- Challenges faced and lesson learned 4. Can a non-state not for profit healthcare delivery model fill the gap of current and future challenges of COVID-19 and similar pandemics in collaboration with the government delivery models in Bangladesh?
<p>81.</p> <p>Zamurud Sultana S.Z Elahi Model School pakiza.khushi@gmail.com</p>	<p style="text-align: center;">Preparing Public Leaders for the Future</p> <p>Public leaders are those leaders who can perform their duties in difficult Circumstances and be prepared for performing their tasks to Overcome epidemic and natural disaster at public offices with bravery. As the saying goes, "Luck is what happens when preparation meets opportunity." A leader's responsibility is to help their organization and the people they serve to grow and prosper. Successful leadership is the ability to create and sustain enough momentum to assure that the marketplace and competitors don't pass you by. This requires leaders to prepare for the future ,while equally staying on point with the present. Preparation is the key to evolution and the</p>

enabler to avoid substitution in its stead. When leaders fail it is highly attributable to their lack of preparation. Follow these things to prepare more effectively as a leader:

- 1.Never stop being accountable.
- 2.Pause and pay attention to your employees.
- 3.Improve your approach to problem solving.
- 4.Listen carefully.
- 5.Allow failure to guide you rightly.
- 6.Leaders motivate and encourage others.
- 7.Leaders communicate clearly and listen attentively.
- 8.Leaders are trustworthy.
- 9.Leaders think critically.
- 10.Leaders are resilient.

A good leader will be cautious where conditions dictate. It can't be denied, of course that personal qualities make up Good leadership.President,Prime Minister and a politician must be able to deal with the daily rough and tumble of parliamentary questions. Quality of a great leader is the ability to connect and collaborate. Integrity is doing the right thing, even when no one is watching.

Preparing public leaders for future Epidemics and Natural disaster

As South Asian countries continue to grapple with the Covid-19 pandemic, public leaders face uniquely unprecedented challenges for governance. The response to the Covid-19 pandemic has exposed poor governance, ill-prepared public institutions, and poor policy-making. Inadequate policy development and implementation have impeded an effective response to the crisis. The lack of governance capacity and legitimacy between government and citizens create obstacles for a well-functioning government crisis-management system. These dynamics add to the obvious grim consequences of the pandemic, thus jeopardizing future economic growth in the region.

Key Questions

- What should be the role of public policy-making in an uncertain world?
- How can public policy and public administration training in South Asia contribute toward dealing with a post-pandemic world?
- Can collaborative governance help in a post-pandemic uncertain future?
- What should be the role of public policy-making in an uncertain world?

Public policies of the developed countries significantly differ from those of the developing countries. Although the policies of developed countries have proved their effectiveness in many

cases, those cannot be applied in understanding the dynamics of the policy process of developing countries. Policy studies deserve urgent attention. The existing theories of policy making provide useful guidance for analysing the policies of developing countries but they not quite sufficient for undertaking a comprehensive analysis in an uncertain world.

‘Public Policy Making’: Concepts and Theories

In its simplest sense, ‘policy’ refers to a broad statement that reflects future goals and aspirations and provides guidelines for carrying out those goals. Hill (1993: p.47) defines ‘policy’ as ‘the product of political influence, determining and setting limits to what the state does’. To be more precise, when a government takes a decision or chooses a course of action in order to solve a social problem and adopts a specific strategy for its planning and Implementation, it is known as public policy (Anderson 1975). In simple words in epidemics and natural disasters all leaders belong to different areas of field Make public policy to overcome the crisis.

How can public policy and public administration training in South Asia contribute toward dealing with a post-pandemic world?

South Asia’s experience highlights three key lessons and gives training to contribute toward dealing with a post pandemic world.

Containment measures should be activated early, when infection rates are still low, to effectively flatten the virus curve and reduce the depth and duration of the economic downturn (IMF 2020b, 2020c).

- Exiting lockdowns after the virus has been suppressed leads to better health and economic outcomes. As China’s experience shows, a sequenced approach that prioritizes essential sectors and reopens regions based on forward-looking risk assessments can reduce the economic costs of lock-downs while minimizing health risks.
- A comprehensive testing and tracing system can minimize the risk of second waves. Adequate testing is needed to ensure early detection of new infection clusters, and an effective tracing and isolation system (including quarantining of close contacts and localized lockdowns) can reduce community transmission, preventing clusters from becoming more wide- spread. Although some system of testing and tracing is likely to be important in controlling second waves, the exact details of the system will vary across countries, depending on societal preferences and legal protections relating to privacy.

● Can collaborative governance help in a post –pandemic uncertain future?

The new coronavirus pandemic is not only wreaking destruction on public health and the global economy but disrupting democracy and governance worldwide. Some governments have used the pandemic to expand executive power and restrict individual rights. Yet such actions are just the tip of the iceberg. Collaborative governance involves the government, community and private

sectors communicating with each other and working together to achieve more than any one sector could achieve on its own. ... Collaborative Governance requires three things, namely: support; leadership; and a forum.

Professor Ngaire Woods, Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University, says that while there have been governance failings during the pandemic it has also led to international cooperation on issues such as debt suspension which could pave the way for more collaborative development approaches in the future.

Along with government programmes, trade and investment must play a central role in a sustainable recovery from the crisis. But both Professor Woods and Infante agree that the world is increasingly complex and interlinked between different actors in both the private and public spheres and what we are likely to see is a push to rationalise the “patchwork quilt” of trade agreements to avoid costly transactional burdens on nations.